LEED Certification for the Gates Center for Computer Science

By Ralph P. Horgan, associate vice provost, Campus Design & Facility Development

The Gates Center for Computer Science will be a transformative project for the Carnegie Mellon campus. Following the guiding principles of the University’s 2002 Master Plan, the Gates Project, covering a 5.6-acre site, will remake the West Campus Quad from a dusty back pond into a green front yard. (See Bob Reppe’s accompanying article on Gates and the University’s Master Plan.) The new West Campus Quad will be unique—similar in scope to its older cousins the Mall and the Court but unique in its use of the natural topography of the site. It will be remarkably different from what you see there today.

Just as the site defines the landscape plan, the site also defines the Gates Center building as well. As I have said on many occasions, we are building in a hole. The difference in elevation from the highest point to the lowest is some 75 feet! The trick in the design development is to meld the ambitious goals for the Project (to wit: 210,000 square feet of classroom, office and research space, a pedestrian West Campus Quad, a direct connection to the Mall, a proper entrance from Forbes, a 150-car subsurface garage, a new home for Planetary Robotics, two structures in one building) and a Silver LEED certification) into such a difficult site. The Design Team has created a solution that meets the baseline for all of these university goals and moreover, will exceed all expectations for the quality of the look, feel and experience of the space for its users, the School of Computer Science.

The Design Team is world-class. The architect and Team Leader is Mack Scogin of Mack Scogin Merrill Elam (MSME). Mack is a past chair of the architecture department at Harvard and his work includes many university buildings at Wellesley, Ohio State and Berkeley. ARUP, the engineering partner for the Design Team, is the largest engineering firm in the world and a global leader in sustainability. Michael Van Valkenburgh Associates (MVVA) brings its international reputation and expertise to the significant landscape component of the Project. Scogin had the good sense to choose Edge Studios as the local partner; Edge’s Gary Carlogh is an adjunct faculty member in the School of Architecture whose firm is uniformly recognized as one of the best in Pittsburgh.

With the exception of the local firm, Mack Scogin’s Design Team has partnered on several other projects around the country. Their performance as a unit is seamless, which often is not the case when three important firms from three far-off cities decide to joint venture.

The contractual obligation for the Design Team is to design a LEED Silver building. Early in the process, ARUP recommended to the University we set aside the LEED process and design the building to conform to the University’s and the users needs. In LEED parlance, ARUP was adamant that we not “chase points.” Get what we want in the design, and then tabulate the resulting LEED score.

At our Technical Review Session April 21, Mark Walsh-Cooke–ARUP’s point person for the Project and an expert in Mechanical, Electrical and Plumbing systems—presented a chart showing our current building design has significantly exceeded the qualifications for a LEED Silver building. We are well into the Gold range. (For a look at this chart, and for much significant content on the entire project, please go to SCS’s web log for the project at http://gatescenter.blog.cs.cmu.edu/). The blog will be in place for the duration of the construction and will serve a communication focal point for the Project. Feel free to refer to it regularly, and we welcome all comments from the campus.)

Because we are not yet finished with the design development process, we are still making decisions about the final details. Nevertheless, at this point it looks like a Gold LEED rating is in the offing. Here is a listing of the systems embedded in the current design:

- Demand control ventilation through CO2 sensors
- Occupancy sensor control of lights and VAV box
- Enthalpic control of office AHU economizers
- Variable speed drives on all fans and pumps
- Low velocity/low pressure ductwork for acoustics
- Energy recovery wheel for classroom AHU’s
- Side air economizer for machine room cooling
- Improved envelope for overhangs, roofs, walls and windows
- Light colored roofs and green roofs
- Efficient interior lighting

There are multiple green roofs included in the design, the most substantial of which is the roof of the subsurface parking structure.

The University’s team working on the project is very excited with the work of the Design Team and fully expects the campus will share in that excitement as the building progresses from design development into construction. (Please see Guy Blelloch’s accompanying article on Gates.) The building and landscape will transform the West Campus Quad, which is exactly what the University sought for this project in the first place, as evidenced by the Master Plan. With Newell-Simon, Smith, CIC and now Gates as the boundaries, we expect to create one of the foremost—if not the foremost—computer science quad in the world. And in the process fulfill the University’s sustainability leadership.
By Jan Hardy, library specialist, University Libraries

First, a brief disclaimer: Since I wasn’t able to attend this event, I offer this summary of what I didn’t. Taken from a presentation by the President created by Staff Council.

Jay Marano, chair of Staff Council, announced that this Conversation with faculty, staff and students was a collaborative creation by the President’s Office and Staff Council. Jay thanked the Staff Council Communication Committee, notably Audrey Portis and Madeleine Dusseau, and the President’s Office, specifically Allison Gale, Cheryl Hays and Dr. Jared Cohon. Jay noted that next year’s Open Conversation will replace both the President’s Address to the Staff and the faculty staff address by the President created by Staff Council.

Jay then introduced Dr. Cohon, who said that the traditional address to staff gave him little time to respond to questions from the floor. Dr. Cohon noted that if done more often than once a year, these conversations could improve communications between the administration and the campus.

Dr. Cohon went on to discuss the need for space for students, faculty, staff and students to provide immediate banking. He said that departments can feel burdened by the repetitive process of personnel issues.

Q: There are rumors about the deal with PNC. Do you have any information about the relationship of PNC with the board of trustees and how much rent they pay? What about fee revenue?

A: The chairman and CEO of PNC is on our board of trustees. Many major employers have CEOs on their board. It’s a good thing for the university, for students, faculty and staff to provide immediate banking.

A: (Deb Moon, vice president and chief financial officer)PNC paid to renovate the space they occupy in the basement; we paid nothing for any of the renovations. They are also paying rent and I can’t quote that amount off the top of my head. PNC has invested in our student population with the Student Banking Initiatives; they’re investing in staff as well with Workplace Banking.

Q: Last year, the big marketing campaign was the Da Vinci Effect, the idea that people can come here and do all the things they’re interested in. What about short term space problems?

A: Space is at a premium for all uses. In the short term, we take advantage of space off campus and close to campus, like the one at Craig Hall. This allows us to accommodate people displaced from the Student Center and other places rather than create precious space from everywhere else. Beyond that, we’ve responded the best we can.

Q: I bumped into a student on tour who said, “I don’t think I’m going to come to Carnegie Mellon because I don’t fit in with all these artists.” What about students who don’t know what they want to do?

A: It’s a common perception among prospective students that you need to know exactly what you want to do in order to be successful, which results in a very self-selected student body. Every time I meet a student who says they don’t know what they want to do, I say, “That’s great! You’re one of the few honest people around!” How can a 17- or 18-year-old know? I’m trying to support them in their decision. More formally, there have been programs like the SHS, basically a merger of MCS and HSS; it’s like creating a school of the arts and sciences college. It’s really for students who are not sure what they’re going into. It gives them a kind of home without having to commit; it softens the edges of the [disciplines].

Q: In the short term, we take advantage of space off campus and close to campus, like the one at Craig Hall. This allows us to accommodate people displaced from the Student Center and other places rather than create precious space from everywhere else. Beyond that, we’ve responded the best we can.

A: One issue that we’re having a lot of trouble with is how to deal with the disciplines. How do you feel the campus kept up the promise?

Q: That’s a big topic for us. For interdisciplinary research better than anyone, with minimal hassles and very low barriers between departments and colleges. At the undergrad level, there are mostly natural barriers between colleges and the majors. If you look at our college of Fine Arts and the five schools, these are serious competitive efforts; they’re producing the next Oscar winners and award-winning architects and so forth.

Q: Can you tell us the status of the capital campaign for this year?

A: We’ve raised about $270 million dollars to the end of March towards our first phase goal of $500 million dollars, which we are trying to raise by June 2008. The Board of Trustees has not yet set the ultimate goal, but we can assume that the first phase is now just about complete.

We started the campaign focusing on the Board of Trustees; they really stepped up to the challenge. In the first phase, we got a goal of $130 million dollars in 18 months, and we raised about $170 million much more than our original goal. So we’re very encouraged. Capital campaigns are about raising money, but we’re also creating an infrastructure to raise money. Our fundraising office has been far too small for a university of our stature, our aspirations and our endowment. We’ve more than doubled the fundraising staff since the campaign started two years ago, so we continue to grow. That’s not a temporary increase in staff; this is supposed to be for all time. The idea is to ratchet up our fundraising so that instead of raising the average of $50 million a year, we’d like to raise $100 million a year. I spend about one-third to one-half of my time fundraising. This means trips to Asia as well as around the States, so it takes up a lot of time.

Q: Could you talk a little bit about the online job application system? I’ve applied for jobs, and I get the e-mail that they’ve got a really beautiful application, but I never hear anything back. I check back months later and the job is still not posted. I don’t know if Human Resources is overseeing the job application process?

A: (Barbara Smith, Associate Vice President and Chief Human Resources Officer) I think you’re talking about our TMS job management system that we introduced a year ago. It is a centralized system, so we rely on the departments to respond to applicants. We have been working with them to look at the convention, and because we get a number of departments that list jobs and do trolling to see what candidates surface. That’s misleading to candidates because the expectation is that there’s a real job that people want to fill quickly.

Q: If you’re not hearing back, you can always call HR, and the HR representative who works with that department can inquire. But the department should respond to you.

Q: As someone who’s had a job posted, it would be great if the system could tell me if someone does apply. If I don’t check every day, I don’t know that something new has been posted. Some people must have [their application] set up to post to every job that comes up, and a lot of the postings I get are from people that just wanted to get their names in the university.

Dr. Cohon: Does the system automatically match applicants with jobs?

A: That’s a real job that people want to fill quickly.

Q: About this time last year, we had a meeting where we found out the salary wasn’t going to be that good, and the university was spending a bit more financially. How are things going now?

A: Things are going well. Based on the results through March 31, which is three quarters of the year, the year has gone better than budget, so that we’re likely to end the year with a deficit much smaller than expected. We’ll do better than last year. Last year was 2 percent. The raises will be 3 1/2 percent next year, which is better than 2 but still not fully generous. For “meeting expectations, factory” performance the raise is 2 1/2 percent.

Q: My question is about your commitment to staff, including the efforts of Staff Council and problems we have in meeting with the diverse Staff Council meetings and activities.

A: I certainly support Staff Council. You’ve dealt with very tough issues and become a very important participant in the policy-making process of the university.

FOCUS— in seven issues a year — is a publication of the faculty and staff of Carnegie Mellon University. Many of the opinions in this issue express the opinions of individual members of the Carnegie Mellon community, and should not be construed as reflecting university policy. The spirit of the fairness doctrine, FOCUS seeks a variety of opinions.

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An Open Conversation with President Cohon

02.04.2007
Ballroom Dancing continued from Page 1

“Yeah, you have to sell it. It’s funny because there are a lot of engineers in ballroom dancing because it’s a very technical sport. You have to place yourself at this alignment to the room, start with your heel and then land on your toe, and between one and two you turn your upper body. And engineers love that. A lot of engineers can’t naturally dance, so this is a way for them to look like they know what they’re doing. But the second level is that you have to sell your product. I do well because I’m a total ham, and I love attention. You have to convince the people with your confidence and your acting that you’re better than you are. There are a lot of very good dancers who are boring to watch, and there are a lot who might not be that good but they’re a joy to watch. If you’re a judge, your eye will be drawn to people who are more enjoyable.”

What do judges look for?

“You have to be in time with the music. If you’re not, even if you’re dancing perfectly and beautifully, you can’t place. The second thing is position: how you hold yourself, presentation, ease of movement. All the technical things have more to do with giving your appearance a much cleaner look. So a judge won’t say, ‘You stepped with a toe and not a heel,’ but they’ll see the big picture wasn’t quite right.”

I remember reading in one of the articles that you came off the floor feeling like you didn’t do a good job, and then you won? What’s that all about?

“When I come off the floor, all I remember is I wasn’t keeping my position as well as I could, or Tom dropped his arm, or we missed the timing at this point–this huge list of all the things I did wrong, but I forget the overall impression is still good.”

Ballroom dancers, Tom Hirata and Emily Weitkamp

“If it’s your first time there, they do teach the basic step. But people who have been for a while will already know the basic step, so they try to balance that with more advanced steps. It’s a good idea to get the schedule, and if you want to learn Waltz, find out when that series starts. And if you want to get proficient enough to social dance well, you need to show up on a regular basis. It doesn’t have to be at least once a week, like me. It can be once a week, but you need to set aside the time. Otherwise it’s not going to be very satisfying. But you can show up at the CMU club and definitely learn.”

Investigative reporter that I am, I checked out the Ballroom Dancing Club on their web site, http://www.cmubdc.org and looked at their schedule of weekly classes. You can try out an evening of dancing for $5, which counts toward membership dues of $35 for faculty and staff. Since it was a week before Carnival, there were only two couples attending the night I visited, but teacher Jack Lim assured me that 20 to 40 people show up to classes. From a quick look and run from him and quickstep and rumba from Christine Zona. I couldn’t believe his numbers at first, but Andrew Pueschel, an alumnus of Carnegie Mellon and former president of the Ballroom Dancing Club in the late 90s, said that 700 paid members used to attend. With the dance resurging five to seven years ago in ballroom dancing, it’s good to know the teachers are prepared for masses of beginners!

The salsa lesson looked very informal, nonimitating and fun, but I stayed only one session, and I got kicked out. Jack counted off to the dancers, and directed “Quick–quick, slow–quick, slow” as they sashayed back and forth. Teaching a spin, he warned one of the women, “Keep your arms close to your body so you don’t accidentally hit your partner.” Wow, I thought. Klutzsy as I am, I’ve never actually hit a dance partner. I guess ballroom dancing, like any contact sport, can be risky.

Jack demonstrated how turns could be “calm”or “expanded,”how leaders could catch their partners back from a wider spin, and how they could control their spin (and keep their balance). Yes, men and women in ballroom are “ladies” and “gentlemen,” but I also noticed one woman learning both leading and following roles “just to know both sides.” Such gender parity is a treat to see, and I got the distinct impression that the Ballroom Dancing Club was more flexible than traditional competitions.

“This isn’t ballroom–pretentious, stiff, and snooty!” Jack proclaimed, nose held high in a parody of upper-class propriety. “Lead” getting more people interested in ballroom dancing.

“The second thing is you don’t have to...”

I spoke with Jack Lim after the class about my interview with Emily Weitkamp; he glorified with pride and appreciation of their achievements. We also talked about movies like “Take the Lead” getting more people interested in ballroom dancing.

“But I’m a klutz,” I repeated.

“Ah, remember the movie,” Jack said, recalling a scene where a portly, discouraged student says “I just wasn’t meant to dance.” And Antonio Banderas tells Jack with a grin, “If you like to dance, you were meant to dance.”

Hmm. Emily, Jack and Antonio might be right. Maybe next time I’ll give it a try.
**Of Soft Drinks, Seatbealls and Motorcycle Helmets**

Remarks to SDS graduates

By William Keche, professor Political Economy, Social and Decision Sciences

I dedicate these remarks to our late colleague Otto “Toby” Davis, who I think would have liked them.

I am an avid listener to WDUQ, Pittsburgh’s local public radio station. Not only do I like the jazz, but I really admire the in-depth National Public Radio. But they are having a pledge drive now, and though I make substantial annual contributions to them, I hate to listen to their pledge drives. (It is in the nature of a collective good that you get the positives and the negatives, whether you contribute or not.)

So I tuned into “Quinn in the Morning” on 104.7. If you don’t know already what these fellows do, the following will give you an idea:

> “Are there any liberals in your office? If so, please keep sharp objects out of their hands, and don’t let them near any windows.”

Obviously Quinn has real contempt for “liberals,” whatever that means to him. Actually, “liberal” used to be a descriptive word in American politics, just as it is still a descriptive word in most of the rest of the world (albeit with the opposite connotations of “liberal” in the American context).

The fact that “liberal” is no longer a descriptive word but a term of opprobrium in American politics is one of the great rhetorical achievements of the American right. Note that I do not say of the American “conservatives.”

“Conservative” means to me prudent and the opposite of reckless. The current administration may appear “conservative” to some, but I think it is the most reckless administration we have ever had both in terms of domestic fiscal policy and also in terms of foreign policy. American liberals dare not identify themselves as such because of the mutual disavowal of The Bush Fund once confided in me they are not afraid of “the Left,” and I don’t think she was talking about sexuality.

In Europe it is different. One of my other favorite sources of news (besides NPR and PBS) is the liberal British newsmagazine The Economist. Only “liberal” in this case means in favor of markets and skeptical of government intervention—just the opposite of the meaning on this side of the Atlantic. (The one thing “liberals” there and here in common is a devotion to individual liberty, in the sense of civil liberties and civil rights. This is not a strong point of the current administration.)

“Quinn in the Morning” did take on one serious issue in a serious way: the sale of soft drinks in the schools.

Would you have Rosalind? They did it on it on grounds of giving a chance to a child’s choice. They did take a cheap shot, given their tone, saying that former President Bill Clinton is for it and yet once  ought to tell you something (negative).

Let me give you my perspective on this.

Now, I favor choice, and I once even voted Libertarian for president. Paternalism offends me, and I think that people should be free to make as many choices as possible and also face the consequences of their choices. But I have no problem whenever possible of the the theory that market failure is a well developed set of conditions for government intervention, and lack of information is one of four major market failures.

Basically, I believe in caveat emptor: Let the buyer beware. Nicholas Barr says markets work better with better consumer information and the consequent lower costs of making bad choices. Accordingly, I support the U.S. Food and Drug Administration not having approved the sale of halalidome (even though it had been approved in Europe), saving the United States from major birth defects from drugs sold here. Would I approve of government banning soft drinks the way we now ban recreational drugs or on principles alone? I think not. In a free society adults should face the consequences of their own choices even if it makes us a more obese society.

But, Mr. Quinn, I have no problem with a government prohibiting the sale of soft drinks in schools because children are not yet responsible enough to make their own choices. I have had children, but my son, who once preferred potato chips to broccoli, now enjoys healthy choices for his children.

Let me leave you with one final comparison. The state makes it the law to wear seatbealls (“Click it or ticket”), and many states demand that motorcyclists wear helmets. (My orthopedist brother in law calls them “donorcycles.”) But there is a strong argument that some (not this one) motorcyclists against helmets, and Pennsylvania has relaxed its requirements because of political pressure from motorcyclists. What’s the difference? Visibility enhances the possibilities of enforcement, and many motorcyclists style themselves as hohofellow individualists. (However, the market is changing: AARP sells motorcycle insurance, and a Harley dealership is a great place to see how you can make a ponytail out of a fringe grey hair.)

What principles should guide this? I think that if the consequences of a motorcyclist becoming a vegetable are fully covered by his insurance and his family approves, he or she should be able to take the risk. But if a reckless motorcyclist becomes a Medicare patient because he went through all his resources, the people as taxpayers have an interest in enforcing a helmet law.

Editor’s note: Professor Otto “Toby” Davis was a good friend of FOCUS and a member of our FOCUS Management Committee. He will be sorely missed.

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**As You Like It**

**A Review**

By Peggy Knapp, professor of English

There are two kinds of Shakespeare lovers. One kind thinks the plays should only be produced with Renaissance costuming and set design to match their sixteenth-century vocabulary; the other finds Romeo and Juliet a formal scene changes, we saw overlapping a “green” forest world and the coming of love. The production’s wonderful stage technology. The apples could have been to a man and woman up to the job—long and strange, lovely music.

As You Like It

...and what a production this year’s Chosky production of As You Like It. Either kind can produce fresh interpretations, of course, but the recent production made a strong allusion to Rosalind Heyl delivered to Rosalind’s though, and we are lucky to have her co-evolve deliver scenes suddenly appear: a two-person scene, perhaps Rosalind’s... 

...between two trees. The relative bareness of the thrust stage recalled Shakespeare’s and contemporary implication. Instead of solutions that combined historical reference and a resonant thud. The thud is loud enough to a man and woman up to the job—long and strange, lovely music.

...and provide their children from bad choices. For adults it’s another... 

...and lack of information is one of four market failure is a well developed set of conditions for government intervention, and lack of information is one of four major market failures.

...for the last remaining qualification for the vote... 

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Giving Back: Why Our Colleagues Choose to Support Carnegie Mellon

Faculty and Staff Giving

By Carole Panno, University Advancement

Everett Tademy
Co-Chair, Faculty & Staff Annual Fund

As Co-Chair of the Faculty & Staff Annual Fund, I appreciate that each year hundreds of our colleagues choose to support Carnegie Mellon with a gift. Our dedication to this unique and prestigious institution is demonstrated not only through our hard work, but also through our gifts. Please read on to see why other members of our community choose to give to the university on an annual basis. I hope their words will inspire others to give back, as well.

Sally Cunningham, SEI

“To whom much is given, much will be required” is an often quoted Biblical passage that I think of when asked to make charitable contributions. So many of us within the Carnegie Mellon community have had the good fortune of attaining academic and career success. With that success comes the responsibility to be generous and help others in the way that we were helped along the way in our own lives.

Mary Bober, Tepper School of Business

I support Carnegie Mellon because I’m impressed by the enthusiasm and dedication of the students and faculty.

Ed McAfoose, Heinz School

Our students, faculty and staff accomplish profoundly great work that positively affects the world. I do my best to support their efforts in my job and by giving to the university.

Rita Motor, ACIS

Throughout my 13 years of service here, I have been involved in the campus community in a number of ways. I truly believe that the diversity of our people and culture of our campus encourage excellence in academics, professionalism, and personal growth. Because of my positive experiences here, I am personally committed to making Carnegie Mellon a better place. That is why I choose to support the university with a gift each year.

Stephannie Bartos, College of Fine Arts

During my 10 years of teaching at Carnegie Mellon, I have had more than a dozen undergraduate advises receive SURG funding, one winning the primary national award in undergraduate research in architecture. Not all projects have successful products, but the process is infinitely rewarding to every single student. They develop teamwork, and learn productive self-criticism. How can I not support a program that has brought me so much pride in my students, and so much pleasure? While students I have advised have won grants of value much higher than I can donate, I feel it imperative to give back into the system, even at my modest ability.

Gerri Seidl, Athletics

Contributing to Carnegie Mellon University is an opportunity to show support for the Carnegie Mellon community, particularly the Athletic Department, and for the student athletes who participate in our programs. Support and loyalty are vital components of my being.

For more information regarding the Faculty & Staff Annual Fund, giving opportunities, and more, contact Carole Panno in the Office of Annual Giving at X8-1617 or cp1g@andrew.cmu.edu. You can also visit Annual Giving’s Web site at www.cmu.edu/annualgiving/

Staff Council

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I like very much that Staff Council is rethinking its mission and how to chart its course. Every year I’m quite prepared to convey to supervisors the importance that I and the university administration attach to Staff Council and ask them to support it as well. I have to recognize that there may be situations where there’s a real conflict, where not being in your job when Staff Council meets could create a real problem, as opposed to a supervisor who doesn’t support you. So we have to allow for that, and I don’t feel it’s appropriate for me to intercede in saying that your office has to supplement for you.

Q: I had a conversation with a man who graduated from Carnegie Mellon, and I asked him if he was coming to Carnival. He said that Carnegie Mellon isn’t about Pittsburgh anymore. His sense was that Carnegie Mellon in going global has forgotten Pittsburgh and its roots. I know that’s not the case, but I don’t know how public relations can turn that [perception] around. This university was built for the poor local folks–I’m one of them, and I’m an alum. I hope the university can do more to help the local scene even if we are in Qatar or wherever?

A: There is a feeling among some of the trustees that somehow we’ve stopped serving the local population. That’s a sore spot, and I think we have to acknowledge it. Certainly there are kids who come here who still fit the profile of [first-generation college student]. But the numbers are much smaller. We would love to be able to announce that if your family makes less than $30,000 you’ll never pay a penny to put a student through here. That’s the way it should be. But within our financial constraints, our enrollment does wonders in supporting kids who need it—which brings me back to our capital campaign: our highest fundraising priority is endowed scholarships.

Q: I do believe that the perception extends to students that are looking to come here as well? I’m hearing from my friends’ children that they don’t feel they would fit in here.

A: I hear this from Pittsburghers all the time: “When I walk across your campus, I feel like I’ve stumbled into the U.N.” A lot of Pittsburghers, who are the most provincial in terms of being exposed to people “not like them”—I think it’s a real jolt to see so many Asian faces. But that’s exactly the kind of university you need, because in the world your son is going to graduate into, that’s the way the world’s going to be. It’s a global economy, ready to engage across cultures. So we are different, we don’t look like Pittsburgh. I don’t want to look like Pittsburgh, and our students would be poorly served if we did. I want Pittsburghers to embrace difference, to think in a more worldly way.

In our undergraduate student body, 12 percent are international students. The overwhelming majority of those are Asian. Then we have another 20-plus percent of Asians-Americans. If you add them all up, to the eye, especially to the Pittsburgh eye, if I see an Asian face that person must come from China, but they didn’t.

Q: There will be rumors that there will be a Starbucks on campus.

A: It’s true—where the Highlander is. And no, you can’t have your office in Starbucks.
Soon after the Gates Center project was announced in September 2004, the School of Computer Science (SCS) formed a program committee consisting of six faculty and staff to analyze our needs for the new building. Over the next several months, the committee performed a careful analysis both of the project as a whole and also with respect to desired quality of the spaces. As part of this process, we took two surveys with responses from more than 300 members of the campus. We also visited more than 20 buildings around the country; we analyzed current usage of our space; and we met with a wide variety of people both within the school and outside to discuss design options. The outside people included faculty in architecture and faculty who were involved in recent building projects elsewhere. Based on this process we derived a reasonably-detailed goals document. These goals considered our own needs, but also considered how the building should interact with the adjacent buildings and fit into the overall campus as a whole. The ideas that came to the top can roughly be categorized as having to do with people, culture, and collaboration.

With respect to people, the goal was to design a building where people want to come and work—a place with lots of light, nice views, individual temperature control and that feels like a home. With respect to collaboration, the goal was for a place that both promotes collaboration among the residents of the building and also attract others from elsewhere on campus into the building for joint collaborations. With respect to culture, the goal was to support both with respect to particular space needs, and that feels like a home. With respect to involvement of the campus and transforms it from a sequence path that comes from the East Dorms. It creates a front door on Forbes. It creates a window with natural light. Almost all rooms have a window with natural light. Almost all our goals are delighted with how the architects have addressed our goals. Almost all our goals are also considered how the building should be more feasible and less risky in a smaller building. Incorporating this kind of system would be more feasible and less risky in a smaller building. Volker Hartkopf mentions in his article. That building is more more aggressive in its design with respect to energy efficiency and sustainability, but it is important to note it is also less than one quarter the size (50,000 square feet) and costs about 35 percent more per square foot than our budget ($27 million without a garage according to a University Press release). The building will be the home for the School of Forestry and Environmental Studies, and I expect that it will be a showplace and test bed for that school in much the way that the Intelligent Workspace on the top of Margaret Morrison has been a test bed for Volker Hartkopf’s group. Yale also uses Advanced Operating Systems, an experimental system that often crashed so we could help the project develop the next generation operating system. Based on the success of such experiments, Mac became very influential in the design of Windows NT and Apple OS X and the follow ons. This was a very important experiment; it helped CS in its mission to push the frontiers of operating system design, but we would not have imposed it on the rest of campus. Instead, Andrew, the campus computing system, was built on industrial operating systems that were more stable and reliable. A project of this size and scope has many implications and constraints on all of which have to be taken into consideration and balanced so it best meets the needs of the community. The SCS committee, the DRC, and the DRC is the director of design and facilities development (CDFD) and others had to weigh the desires of the building occupants, the university planning committee, the university administration, the department of Forestry and Environmental Studies, the School of Computer Science it is not our mission to push the absolute frontiers of building “green” buildings, but as a Schools Committee, the draws an important analogy with our experimental deployment of the Mach computer operating system in the mid 1980s. All of us learned a lot from that experiment, not only an experimental system that often crashed so we could help the project develop the next generation operating system. Based on the success of such experiments, Mac became very influential in the design of Windows NT and Apple OS X and the follow ons. 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Carnegie Mellon’s Master Plan Clarified

By Bob Reppe, director of Design, Campus Design & Facility Development

Recent discussion on campus makes it appropriate to clarify the nature of the Carnegie Mellon campus plan and its role in present and future construction. Any discussion of the master plan needs to consider the City of Pittsburgh’s Zoning laws, the implications of those laws on the University and finally, how a proposed project complies with both the City’s laws and the University’s intentions.

City of Pittsburgh zoning actions regarding Carnegie Mellon's campus

In 1998, as a result of a six-year planning process, the City of Pittsburgh adopted a new Zoning Code, which included a completely revamped process for managing institutional growth in the City. The primary objective was to establish a new master plan requirement for institutions prior to the development of individual projects.

The process that emerged required an institutional Master Plan (IMP), which identifies all future development projects, to be reviewed and acted on by the Planning Commission and City Council. The IMP becomes the legal document for future development on the institution’s campus; the IMP specifically does not require the IMP to detail architecture, mass, form, design, material or colors.

The University initiated a master planning process in 1999 with the assistance of the planning firm Ayers Saint Gross. The three-year planning process involved campus-wide, ultimately resulting in the Campus Plan. City Council then held a Public Hearing and ultimately approved the Plan May 2002.

Subsequent to the approval of the Campus Plan as the Master Plan’s institutional Master Plan, several development projects have been reviewed and approved by the Planning Commission according to the PDP process of Code Section 922.10. These projects include New House, the Posner Center, Old Student Center and Newell-Simon to the new West Quad. The Gates Center for Computer Science is the next development project that will undergo that review process.

Gates Center for Computer Science in the University’s Vision

The 2002 Campus Plan advances goals that form the vision for future campus development. These goals are to make the best use of the 110-acre campus; to attract and retain students, faculty and staff by improving the quality of the campus; to establish a plan for future development; and to reach consensus on issues of growth. The Master Plan for Computer Science addresses these goals by taking an undersized sector of campus and increasing density within the Master Plan framework, furthering the educational and research life of the University.

The Master Plan further focuses future development in a series of Key Components, each of which will be addressed in regard to the Gates Center.

Establish a round plan for building out the campus over the next 20-plus years in support of Carnegie Mellon’s mission. The Gates Center will provide an opportunity to re-energize Carnegie Mellon’s campus and will strengthen the campus realm over the building’s 100-plus year lifespan.

Enhance the quality of campus open space. The Gates Center will only enhance existing open spaces by reforessing the western edge of the Cut, but also create new green spaces on Forbes Avenue, for parking structure and in the new West Quad, where currently surface parking dominates.

Create sites for new academic, research, and residential housing. The Center will be a state-of-the-art academic and research facility that will support the continued growth of the School of Computer Science and general academics by providing needed classroom spaces.

Define better campus entrances on Forbes and other portals. The Gates Center, especially the Donor X component, will serve the needs of the Student Center and present a new entrance sequence from Forbes, between Hamburg and Cyert, to the new West Quad.

Develop the West Campus and Morewood precincts effectively. The Gates Center will redefine and re-energize the west campus by creating a new green quadrant bounded by Gates, Newell-Simon, CIC and Hamburg/ Morewood. The city has provided a form for new development across Forbes on the Morewood parking lot.

Improve the character of Forbes Avenue. The Gates Center will replace the unsightly Old Student Center with a welcoming green space on Forbes.

Improve parking and transportation systems. The Gates Center development will maintain existing parking spaces below the Cut but in areas of poorly planned surface lots. Also, the development will eliminate dangerous “cut through” traffic between Forbes and Schenley Park.

The overall purpose of the Gates Center development is to support and advance the University mission of disseminating knowledge. The Gates Center is specifically designed and programmed to serve the needs of not just SCS, but the Carnegie Mellon community into the long-term future. The development adheres to the University’s policy of collaborative leadership by building on the long tradition of innovation, problem solving and collaboration.

The Gates Center and the 2002 Campus Plan

More than broad policy and vision statements, the 2002 Campus Plan is a legal document with specific development standards. From that standpoint, the most important component of the document is Chapter 5, the Ten-Year Growth/ Development Plan. This section, which gives the University legal zoning authority, identifies 28 development sites on the campus. The Site Development Standards forwarded in this section, set parameters for any development the University spaces along Forbes over a 20-year cycle.

The Gates Center is proposed to include two development sites identified in the Campus Plan, sites 21 and 22. These two sites are explicitly on the back side of the Hall to Forbes Avenue and from the west side of Purnell to Hamburg/Newell-Simon. It is important to note that both sites are in the City Zoning Code or the Campus Plan that precludes the ability to combine development sites.

Per the requirements of the City Code discussed above, the two sites (21 and 22) proposed for the Gates Center have associated Site Development Standards including permitted uses, maximum square footage, maximum height and required setbacks. The above chart analyzes the legal requirements with the Gates Center.

The analysis demonstrates that not only is the Gates Center a desired use in the proposed area of campus, but it also complies with the standards of the Campus Plan. Furthermore, the building, at 206,000 square feet, is well within the combined site square footage of 220,000 square feet. Additionally, the building complies with the height standards, not exceeding 75 feet at the Forbes elevation.

The Gates Center is within the parameters of the approved Transportation Plan and replaces a redundant and eliminated cross campus “cut through” traffic. The building addresses stewardship, as it was designed with sustainability as a core fundamental value; recent analysis has shown the building will achieve LEED Gold certification.

One of the Gates Center’s most significant campus enhancements is the creation of new spaces over open space and circulation. The development of all Campus Plan identified projects in the vicinity of the Gates Center accomplishes open space intentions by creating a new West Quad, where currently surface parking exists, creating a new green entrance space on Forbes, enhancing the plaza between Warner, Cyert and Purnell, creating a new roof garden and several green roofs.

Urban Design Considerations

The urban design guidelines strive to continue the dynamic heritage of the University while respecting the evolving context of the campus. The Gates Center, due to its location below the Cut in west campus, does not detrimentally impact the historic patterns of the campus, especially the Mall and the Cut. The building does not impact significant historic buildings; indeed the four buildings to be eliminated sit within the program was daylight be distributed throughout the building, a key design consideration. Additionally, offices will have day-light windows allowing for ventilation during pleasant weather.

The University is committed to sustainable environment including the use of native species. The landscaping plan for the Gates Center embraces this philosophy and incorporates not only native species but sustainable planting patterns as well.

Finally, the Campus Plan imparts the design of individual buildings is the mandate of the Design Review Committee; that body has been involved extensively in the review of the building and has, to date, approved form, mass, height and landscaping. The Design Review Committee will be a crucial and integral part of the evolution of the building.

In conclusion, Carnegie Mellon, due to its place, physically and legally, in the City of Pittsburgh and due to its reputation in the academic world, has many obligations to consider. The legal role of the Institutional Master Plan demands development parameters, yet it does not predetermine the actual form a development may take. The University, in striving towards excellence, demands a building that represents the future while respecting historic heritage. These pressures, while daunting, reassert the importance of the master plan, and the need to bring closure to these planning issues. The Gates Center for Computer Science is clearly in accordance with both the fundamental values and the legal parameters of the 2002 Campus Plan and, equally as clear, is an innovative facility that embraces the incompatable history and the brilliant future of Carnegie Mellon.
The Cultural Collective Risks Getting a Nosebleed Dining Very High on the Hog

Last time we extolled the virtues of having things on the level, and still insist that the horizontal view of life is the one closest to humanity. Almost nobody we know has a fear of the level playing field, whereas even a little height can bring on dizziness and supporting cries of “Don’t look down!” which of course, corollary-wise, means that looking up can also be vertiginous.

Nevertheless, it never hurt anybody, in our experience, to get a little elevated from time to time, and that was precisely our purpose in heading to Little Washington, or to be more precise, the Inn at Little Washington, located in the “other” Washington in Virginia, about 65 miles from D.C., just past Front Royal at the beginning of the Susquehanna Valley en route to the Shenandoah Parkway.

We had not taken out a subscription to a new wine advice service, brought to our attention by one of our field agents, Anna Houch in the HSS Dean’s office, and perhaps would have been reluctant to use it. It turns out that Robert Parker, the power- rater of wines who laid down the dominance of the French, now has a new service available on your cell phone called Robert Parker Mobile, available for a mere $4.99 a month. We saw one headline suggesting the one could “Press 7 for fresh and fruity.” We’ll pass—although the idea is kind of tempting: “Look here, Robert, this wussiss of a sommelier insists that the Fladgate Porto isn’t really deserving of a 98 ranking. What’s your view?”

The Inn at Little Washington is consistently rated one of the top 100 restaurants in the world, and you can easily find reviews on the internet that say it follows. “What is most offensive about the decadent, magisterial experience that the church lot across the street. Inside, all front, and the wide-eyed wannabes park in planes, the merely wealthy leave their rich and famous jet in on their private occasions and leaving a bottle of good dessert wine for the innkeeper. The Inn lodgings are available on your cell phone called Robert Parker Mobile, convenient on Highland Avenue, Typhoon. The food is still good, but we were not impressed when the bill for our party of seven arrived with a 20 percent tip built in. A bit presumptuous we thought, especially since the service was only OK, and the waiter we had seemed to be looking down from the heights of his ladder on to our lowly group. How does one spell “supercilious”?”

And finally, as a public service, we’d like to draw your attention, this already been drawn there, to the existence of the Church of the Flying Spaghetti Monster. The site dedicated to the greater calorification of this newly invented deity can be located by clicking on this link: http://www.vensana.org/index.html (Click, click.)

This new deity was invented by a school teacher in Kansas in response to school boards insisting on the teaching of alternative theories of evolution, so-called intelligent design theories. If one theory without scientific foundation could be taught, why not another? Hence the Church of the Flying Spaghetti Monster got its start with a great blob of spaghetti which (who?) still governs over it. The spaghetti monster’s preferred religion is apparently pirate garb, and the web site notes the interesting correlation between the decline in the number of pirates worldwide since the nineteenth century and the increase in global population growth. And in case you hadn’t guessed, the religion associated with this flying spaghetti monster god is known as pastafarianism.

To conclude then, we wonder whatever happened to April Fool’s Day? It seems to have slipped by without any kind of commemoration recently. People may have missed the special issues of local newspapers that usually mark this event on April Fool’s Day. But if you had forgotten, we reproduce below, in the form of a microdot, the complete last issue of the backwaters student paper that caused such a furor some years back. To view the contents, simple cut the microdot out of the paper, then soak it in a small cup of Apple Rutabaga soup. The dot can then be pasted onto an ordinary CD or DVD disk, and when inserted into your computer’s disk drive, will either give you false access to the forbidden disk contents, or it will cause the operating system to cease working even if you are not scientists here after all, and from time to time you have to expect a little gum in the gizmo. Anyway here’s the dot:

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On a final note, if you don’t like that kind of thing, try this. We found a couple of wines to our liking—that is to say they don’t cost more than $10 and are drinkable. There is a Pedroncelli Zinfandel and a Lineage Merlot, both around $10 (or perhaps only $9.99) and very drinkable. We’ve put away a bottle of Fladgate port, which will supposedly mature in only another 20 years. It usually sells for $100, but can be had for about $67 right now and earns a 98 point ranking from Parker (not cell phone accessible).

To end, we draw attention to a possible place for breakfast in the Old Town Diner in Frederick, where we encountered the unique phenomenon of hat ladies. Maybe not all that unusual, and we recall seeing such gatherings before. A group of women, one side of 50 or another, seem to adorn themselves in huge hats and go out together, in this case for breakfast. We discovered that the ladies wear pink huge hats if they are under 50 and huge red ones if over. Martin’s remark that none of them had ever been 50 nearly led to a kidnapping.

There are some dogs that you know the minute you see them you shouldn’t pet them, but sometimes you just can’t resist. As soon as he opened his mouth it was clear he might never get away from the hat ladies. Just bite my hand and let me go.

Closer to home, we tried out the place in the park for lunch the Shenley Park Visitor Center Café and wondered why there are not more people in there. They have a new chef and the food is excellent and not expensive. For a birthday treat, we decided to dine out at the Shady Edge Belgian bar and found that Belgian beer is really a bit bland after all—is that heresy? We faced an endless wait for food and finally gave up and revisited the Thai fusion place that didn’t smell at all and tasted fine. The desserts were a little on the bland side, ice-cream, chocolate cakey kinds of things. We felt that the drop from 27 to 26 in Zagat was probably meritied. The ambience awses people; it was like being inside some kind of tent, which was interesting enough. Just don’t go in a group larger than four; they don’t seem to know how to handle six, and on the whole it too crowded: too rushed.

The next day we shifted to D.C. itself and found the Café Berlin for excellent German food.

Finally we came back to ground level for breakfast in the Old Town Diner in Frederick, where we encountered the unusual phenomenon of hat ladies. Maybe not all that unusual, and we recall seeing such gatherings before. A group of women, one side of 50 or another, seem to adorn themselves in huge hats and go out together, in this case for breakfast. We discovered that the ladies wear pink huge hats if they are under 50 and huge red ones if over. Martin’s remark that none of them had ever been 50 nearly led to a kidnapping.

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