



More than 50 years ago, it was Carnegie Mellon that showed the world another way – a more strategic way – to succeed in business. Bringing together the university’s leadership strengths in business management, computer modeling, organizational behavior and economic theory, the faculty team envisioned a business model built on a more sophisticated, scientific approach. A new academic principle was born, and nobody could have predicted the sweeping, worldwide influence that management science would create as a revolutionary model. Today’s business school standard combines both the case study and management science approaches as a basis for cutting-edge curriculum. Tepper School graduates know how to leverage management science to make better, smarter, innovative decisions.

Center for Business, Technology and the Environment:

This center highlights the relevance of historical studies to understanding present-day concerns and formulates sound policies related to business, technology and the environment. Examples of such work include demonstrating how the development of transportation infrastructure influences regional economic growth; examining the relative successes and failures of past public and private policy initiatives in areas like economic development and land use planning; exploring the history of particular sites to appraise them for environmental risks (such as soil and subsoil contamination); assessing the impacts of new technology on business, society and the environment; and developing long-term trends in various environmental quality measures to provide benchmarks for current environmental policy.

www.history.cmu.edu/research/Btetr.html

Center for Economic Development:

The Carnegie Mellon Center for Economic Development (CED) provides the research and policy intelligence to foster an innovative region. Its research focuses on four key areas: technology, entrepreneurship, talent and the role of universities in innovation. Services include technical assistance in policy and strategy to guide economic analysis and modeling, mapping, benchmarking and timely analysis of key issues. *www.cmu.edu/ced/index.html*

The Donald H. Jones Center for Entrepreneurship:

Recognized as one of the top entrepreneurship centers in the country, the center has been offering exceptional graduate, undergraduate and continuing education programs since its inception in 1990 (though

entrepreneurship has been taught at the university since 1972). The Jones Center’s programs teach budding entrepreneurs how to construct successful business strategies into business plans, build effective management teams, attract the required investment capital, market their products or services and manage a rapidly growing business.

Institute for e-Commerce:

Home to Carnegie Mellon’s renowned Master of E-Commerce program, this institute serves as the focal point for all electronic commerce activities at the university. Combining the strengths of the nationally-ranked School of Computer Science and the Graduate School of Industrial Administration, students learn business fundamentals and emerging business concepts (Internet marketing, supply chain management, data mining and cyber law) as well as leading-edge technologies (Java, Web design and architecture, software engineering, networking, mobile computing, security and human factors) to prepare them to lead. *<http://euro.ecom.cmu.edu>*

Institute for Complex Engineered Systems

Institute for Complex Engineered Systems (ICES) acts as an agent within Carnegie Mellon University to stimulate growth and new directions in multidisciplinary research. In this capacity, ICES is an engine for economic development and a critically important asset to southwestern Pennsylvania. The research areas not only respond to the changing needs of society, but also focus on new and groundbreaking initiatives, such as the Center for Sensed Critical Infrastructures (CenSCIR) and the Center for Nano-enabled Device and Energy Technologies (CNXT). Since

**Carnegie Mellon
Office of Government Relations**

Pittsburgh office: 412.268.7778
Washington, D.C. office: 202.547.8515
email: governmentsrelations@cmu.edu
Web: www.cmu.edu/govrel

its emergence from EDRC (Engineering Design Research Center) in 1997, ICES has capitalized on a solid foundation of multidisciplinary, engineering design research. New technologies fostered within ICES include advanced infrastructure monitoring, computational fluid dynamic modeling of arteries, enterprise wide optimization, integrated microsystems, software reliability, thermal management, and wearable computers. The establishment of new research centers and research thrusts remain an essential function as we expand our commitment to multidisciplinary research, systems thinking and industry collaboration within the College of Engineering and across all colleges at Carnegie Mellon. <http://www.ices.cmu.edu>

Pennsylvania Infrastructure Technology Alliance (PITA)

PITA is a Pennsylvania Department of Community and Economic Development (DCED) program designed to provide economic benefit to Pennsylvania through knowledge transfer, the discovery of new technologies, and the retention of highly educated students. It is a collaboration between the Commonwealth of Pennsylvania, the Center for Advanced Technology for Large Structural Systems (ATLSS) at Lehigh University, and the Institute for Complex Engineered Systems (ICES) at Carnegie Mellon University. PITA's research and education projects involve Pennsylvania companies, faculty, and students. Its programs have led to the creation and implementation of numerous cutting-edge technologies in Pennsylvania companies and have also enabled several start-up companies to form within the Commonwealth. www.pitapa.org

Center for Interactive Simulations: It is here that the Management Game was pioneered, an exercise that matches groups of students with an outside board of directors to solve a real problem faced by the company. Each team acts as senior management of a simulated manufacturing company for three years. Teams compete against each other as they add value to their companies. managementgame.tepper.cmu.edu

Carnegie Bosch Institute for Applied Studies in International Management: The information revolution has made managing business on an international scale increasingly complex. A unique alliance between Carnegie Mellon's business school and the Robert Bosch Group, one of Germany's leading multinational, industrial companies, this center supports research and education in international management to

Foundation for Enterprise Development Awards Tepper School Beyster Fellowship Grant

There is a global call for innovation in the areas of healthcare, biopharmaceuticals and energy, yet traditional business and capitalization models for these industries may not be able to deliver successes due to their structure. To examine this issue, the Foundation for Enterprise Development has chosen the Tepper School of Business to receive a Beyster Fellowship Grant, which will commission an 18-month study to address issues aimed at improving the performance of business models, capital sources, partnering and human resources that will advance innovation in knowledge-based industries. Objectives of the project will be to develop improved capitalization approaches that will facilitate sustainable innovation in the biotech and energy fields and to develop business models that incorporate partnership structures that enhance value sharing. The project will be led by professors Art Boni, the John R. Thorne Chair of Entrepreneurship and director of the Donald H. Jones Center for Entrepreneurship, and University Professor Lester Lave, the Harry B. and James H. Higgins Professor of Economics and director of the Carnegie Mellon Green Design Initiative.

educate and develop globally-minded managers and to foster international cooperation. The Institute funds a series of research projects and conferences focused on improving the management of international corporations. In addition, the Institute has established innovative executive education programs specifically targeted to meet the needs of global companies. <http://cbi.gsia.cmu.edu>

Software Industry Center: The Software Industry Center at Carnegie Mellon University is the world's leading university-based center investigating cutting-edge trends in the global software industry. Supported by the Alfred P. Sloan Foundation and the Pennsylvania Technology Investment Authority, in partnership with corporate members, industry bodies and economic development leaders, a leading team of expert faculty from Carnegie Mellon's top ranked schools of computer science, public policy, software engineering and industrial administration investigate emerging trends in the economics, technology and management of the software industry.

Census Data Research Center: The CDRC provides researchers with access to detailed, confidential economic and demographic data collected by the Bureau of Census. The center's mission is to turn the power of this research on immediate issues of public interest, such as the relationship between environmental regulation, economic activity and levels of pollution; causes and effects of regional economic growth and the relationship between economic growth and crime.

Green Design Institute: A major interdisciplinary effort, the GDI encourages safe economic growth by developing pollution-preventing green design tools for industry, government and the public. Research programs aim to reduce environmental damage by lowering environmental discharges, minimizing the use of non-renewable resources and reducing the use of renewable resources to sustainable levels. The GDI partners with industrial corporations, foundations and government agencies to develop joint research

and education programs which improve environmental quality while encouraging sustainable economic development. www.ce.cmu.edu/GreenDesign

Institute for Software Research

International: ISRI creates innovative solutions to the problems of practical, large-scale high-quality software-intensive systems for the new millennium. The primary focus is on systems that exploit the growing infrastructure for high performance, nearly ubiquitous in computing and communication, especially systems that the public depends on for services provided through the electronic marketplace. www.isri.cs.cmu.edu

Information Networking Institute: The first educational and research institute in the nation to be concerned with the movement of information over private and public networks, the INI enables end users to conduct business and communicate interactively in multiple media, voice, data, text, image and video. The Institute examines policy and technical and economic issues of all means of information sharing. This institute is a multi-disciplinary approach to the problems and opportunities presented by computer communications and networking. www.ini.cmu.edu

Center for International Corporate

Responsibility: Recognizing the important role of business ethics in the global economy, this center aims to raise awareness and increase understanding of the global consequences of corporate decisions. Building on Carnegie Mellon's legacy as a leader in business ethics research and education, the center organizes conferences on corporate responsibility with participants from around the world, publishes scholarly books and articles on international business ethics and incorporates ethics courses and training into Tepper's curriculum. <http://ba.gsia.cmu.edu/cicr>