

# **History, Mission, and Organization**

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## University Vision, Mission, and Values

### Vision

Carnegie Mellon will meet the changing needs of society by building on its traditions of innovation, problem solving, and interdisciplinarity.

### Mission

To create and disseminate knowledge and art through research and creative inquiry, teaching, and learning, and to transfer our intellectual and artistic product to enhance society in meaningful and sustainable ways.

To serve our students by teaching them problem solving, leadership and teamwork skills, and the value of a commitment to quality, ethical behavior, and respect for others.

To achieve these ends by pursuing the advantages of a diverse and relatively small university community, open to the exchange of ideas, where discovery, creativity, and personal and professional development can flourish.

### Values

**Dedication**, as exemplified by our commitment to the critical issues of society and our uncompromising work ethic.

**Collaboration**, as exemplified by our interdisciplinarity, our external partnerships, and our capacity to create new fields of inquiry.

**Measuring excellence by impact**, as exemplified by our focus on issues critical to regional development, national interest, and global welfare.

**Entrepreneurship**, as exemplified by openness to new ideas, prudent use of resources, and readiness to act.

**Depth driving breadth**, as exemplified by our issue-driven research, our context-based general education initiatives, and our focus on problem solving and creative production at all levels.

**Compassion**, as exemplified by our focus on human welfare, on the betterment of society, and on the personal development of the members of our community.

**Integrity and inclusion**, as exemplified by our attention to the highest ethical standards in all domains, and our commitment to being a community which welcomes talented minds from diverse backgrounds and challenges them individually and collectively to achieve their best.

# Carnegie Mellon University History

## Introduction

The story of Carnegie Mellon University is unique and remarkable. After its founding in 1900 as the Carnegie Technical Schools, serving workers and young men and women of the Pittsburgh area, it became the degree-granting Carnegie Institute of Technology in 1912. “Carnegie Tech,” as it was known, merged with the Mellon Institute to become Carnegie Mellon University in 1967. Carnegie Mellon has since soared to national and international leadership in higher education—and it continues to be known for solving real-world problems, interdisciplinary collaboration, and innovation.

The story of the university’s famous founder—**Andrew Carnegie**—is also remarkable. A self-described “working-boy” with an “intense longing” for books, Andrew Carnegie emigrated from Scotland with his family in 1848 and settled in Pittsburgh, Pennsylvania. He became a self-educated entrepreneur, whose Carnegie Steel Company grew to be the world’s largest producer of steel by the end of the nineteenth century.

On November 15, 1900, Andrew Carnegie formally announced: “For many years I have nursed the pleasing thought that I might be the fortunate giver of a Technical Institute to our City, fashioned upon the best models, for I know of no institution which Pittsburgh, as an industrial centre, so much needs.” He concluded with the words “My heart is in the work,” which would become the university’s official motto.

The Mellon family of Pittsburgh and its foundations later became strong and visionary supporters of Carnegie Tech and Carnegie Mellon. Thousands of faculty and staff, students and alumni, corporations, foundations, and friends have joined this great educational venture. Carnegie Mellon would not be Carnegie Mellon without their vision, service, and commitment.

## Presidential Administrations

Arthur A. Hamerschlag, 1903–1922

Thomas S. Baker, 1922–1935

Robert E. Doherty, 1936–1950

John C. Warner, 1950–1965

H. Guyford Stever, 1965–1972

Richard M. Cyert, 1972–1990

Robert Mehrabian, 1990–1997

Jared L. Cohon, 1997–

## Carnegie Mellon History

Andrew Carnegie chose **Arthur Hamerschlag** to head the Carnegie Technical Schools because of his fine reputation in trade schools in New York. Mr. Hamerschlag supervised the construction of buildings designed by architect Henry Hornbostel. He administered the original schools: the School of Science and Technology, the School of Fine and Applied Arts, the School for Apprentices and Journeymen, and the Margaret Morrison Carnegie School for Women, which was named for Andrew Carnegie’s mother.

President Hamerschlag led the school to bachelor’s degree status and a new name, the Carnegie Institute of Technology, in 1912. Carnegie Tech’s first master’s degrees (in architecture and physics) were granted in 1914, and its first doctoral degree (in engineering) was completed at the end of 1919 and conferred in June 1920. Tech granted the first undergraduate degree in drama in the United States in 1917. Carnegie Mellon’s research tradition also began under President Hamerschlag, with the founding in 1916 of the Division of Applied Psychology.



At the beginning of **Thomas Baker**’s administration, it was finally possible for a landscape architect to replace the mud of constant construction with lawns and trees. An open-air theater and stone shelter for streetcar commuters were built, and the class of 1923 erected the Senior Fence. Night school enrollment continued to rise because of the president’s outreach to local companies.

President Baker was a strong advocate of research in pure and applied science, supporting the establishment of research laboratories for metals, coal, chemistry, and physics, and organizing three international conferences on bituminous coal. With a background in university and preparatory school teaching, Baker emphasized the importance of instruction in English throughout the curriculum.



**Robert Doherty**, an electrical engineer with a corporate background, also believed in the need for a broader education for engineers. President Doherty developed a new kind of education, which started a revolution at Carnegie Tech and across the nation. It became known as “liberal/professional education” and as “the Carnegie Plan” for its origin at Carnegie Tech. Under the Carnegie Plan, students were taught to think independently and to become problem solvers in their science and engineering courses; one-fourth of their courses were required to be in the humanities and social sciences and these courses also emphasized problem solving.

Research and a commitment to the development of the local region were major emphases of President Doherty. Government-funded research grew out of World War II, including the Nuclear Research Center, which Tech operated until 1969. President Doherty was a driving force in the Pittsburgh Renaissance and joined Richard King Mellon’s initiative to form the Allegheny Conference on Community Development in 1943, serving as its first chairman.

William Larimer Mellon, then chairman of Gulf Oil, offered President Doherty an endowment to found a business school to provide interdisciplinary education, which Mr. Mellon believed was needed by managers in local corporations and not available elsewhere. His foundation endowed the Graduate School of Industrial Administration (GSIA), which opened in 1949 and was named the Tepper School of Business in 2004.



**John Warner**, a Carnegie Tech chemistry professor and dean of graduate studies, became president in 1950 and led the school during its mid-century “golden period.” Hunt Library, the Scaife Hall of Engineering, and the GSIA building were constructed. The industrial administration programs grew rapidly, fostering research and adding undergraduate business, doctoral, and executive education programs to the master’s degree program.

Before computer science had a name, GSIA professor Herbert Simon and doctoral student (and later Carnegie Tech professor) Allen Newell “created a thinking machine” in December 1955. During several preceding years, Carnegie Tech had been discussing the possibility of a program in this new field, and in 1956, GSIA and the psychology, electrical engineering, and mathematics departments established the Computation Center. In 1958, the center began offering the first programming course in the nation for freshmen, and it was immediately popular.

Computing became part of both research and coursework throughout Carnegie Tech during the Warner years. By 1965, Tech was rated with MIT and Stanford as having the best computing programs.



The administration of President **Guyford Stever**, a scientist and former MIT administrator, brought major changes for Tech, including further development of computer science. Building on a decade of computing research and teaching, and generously funded by Richard King Mellon and Constance Mellon, the Department of Computer Science was formally created in 1965 to offer a Ph.D. program.

The year 1967 was transformative in the university’s history: Carnegie Mellon University was created by the merger of Carnegie Institute of Technology and the Mellon Institute, the nation’s first major research institute. Founded in 1913 in Pittsburgh by Andrew W. and Richard B. Mellon, the Mellon Institute in the 1960s focused on both basic and applied research.

The School for Urban and Public Affairs opened in 1968 (and was re-named the H. John Heinz III College in 2008). Also funded by Richard King and Constance Mellon, the school grew out of the couples’ interest in addressing the problems of cities.

In 1969, the forerunner of the College of Humanities and Social Sciences opened as a coeducational, liberal arts college. Later that year, the decision to phase out the women’s college, Margaret Morrison Carnegie College, was made and the last class graduated in 1973. In 1970, the College of Engineering and Science was divided into the Carnegie Institute of Technology (engineering) and the Mellon College of Science.



President **Richard Cyert**’s vision for Carnegie Mellon would catapult the university to remarkable growth in strategic research areas as well as in national reputation. An economist, behavioral scientist, and former dean of GSIA, President Cyert initiated strategic planning and the concept of focusing on fields in which the university’s strengths would give it a comparative advantage among universities.

In 1988, the Computer Science Department, in the Mellon College of Science, became the School of Computer Science. With Dr. Cyert's leadership, the Robotics Institute, Software Engineering Institute, and Pittsburgh Supercomputing Center were established.

Cyert believed that another innovation, the "Andrew" computing network, would be "perhaps the most significant development in higher education in the twentieth century." The Andrew network, developed at the university and named after Andrew Carnegie and Andrew Mellon, linked all the thousands of computers on campus to make Carnegie Mellon the first university to have a wired campus network.



President **Robert Mehrabian**, an internationally recognized materials scientist, led a university-wide strategic planning process and focused Carnegie Mellon on revitalizing undergraduate education. A vice provost for education was named to focus on undergraduate education and student life, curricula were revised, and the Undergraduate Research Initiative was established and is now a hallmark of a Carnegie Mellon education. These initiatives in undergraduate education were later recognized by the Higher Education Research Institute.

During Mehrabian's presidency, the "Wireless Andrew" system was developed in the mid-1990s, building on the university's wired network infrastructure and giving students, faculty, and staff increased freedom to learn and connect anywhere on campus. The University Center was constructed as part of President Mehrabian's major building program and continues to provide fitness, dining, and meeting facilities, a career center, post office, interdenominational chapel, bookstore, and art and computer stores.



Carnegie Mellon's current president, **Jared Cohon**, a leading authority on environmental and water resource systems analysis, came to Carnegie Mellon in 1997 from Yale University, where he was dean of the School of Forestry and Environmental Studies. He is currently serving his third five-year term as president, receiving a one-year extension in 2010 that will keep him in office until June 2013.

During Cohon's administration, the university has soared to a leading role on the world stage. In 2010, Cohon was elected chairman of the Executive Committee of the 63-member Association of American Universities, which represents leading public and private research institutions. In 2011, the World Economic Forum invited Cohon to represent Carnegie Mellon as a permanent member of its Global University Leaders Forum (GULF). A small, elite group of international university leaders, GULF members engage with the forum's corporate members on issues of critical importance to the global community. President Barack Obama visited Carnegie Mellon in 2010 and 2011, marking the first two visits to the university by a sitting U.S. president.

The university received the largest gift in its history – and one of the ten largest by an individual to a private higher education institution in the U.S. – when longtime trustee William S. Dietrich II announced a \$265 million gift in September 2011. In recognition of the gift, the university's College of Humanities and Social Sciences was named the Marianna Brown Dietrich College of Humanities and Social Sciences after Dietrich's mother.

Carnegie Mellon has greatly increased its research and educational partnerships throughout the world, currently offering graduate degree programs in many countries. A Silicon Valley, California, campus offering graduate degrees was founded in 2002 and the university also opened an undergraduate campus in Qatar in 2004. In 2008 the university completed a successful Middle States reaccreditation and launched a new ten-year strategic plan.

On the Pittsburgh campus, the Purnell Center for the Arts opened in 1999 as home to the School of Drama, the nation's first "green" dormitory was constructed in 2003, the Collaborative Innovation Center opened in 2005 to facilitate collaboration between corporate and university researchers, and in 2009 the Gates Center for Computer Science and the Hillman Center for Future-Generation Technologies opened.

One of the fastest growing entrepreneurial institutions, Carnegie Mellon ranks first among all U.S. universities without a medical school in the number of startup companies created per research dollar spent since 2007. In the past 15 years, Carnegie Mellon has created more than 300 companies and 9,000 jobs in the Pittsburgh region.

## Seven Colleges

**Carnegie Institute of Technology (CIT)** is one of the foremost engineering schools in the United States. Because of its emphasis on interdisciplinary research and partnerships with industry, the college produces graduates who are able to transfer their fundamental engineering knowledge into industrial practice. Faculty bring their knowledge of real-world problems into the classrooms and laboratories. The college includes seven departments: Biomedical Engineering, Chemical Engineering, Civil and Environmental Engineering, Electrical and Computer Engineering, Engineering and Public Policy, Materials Science and Engineering, and Mechanical Engineering, as well as two institutes: the Information Networking Institute and the Institute for Complex Engineered Systems.

Dean: Pradeep K. Khosla  
[www.cit.cmu.edu](http://www.cit.cmu.edu)

**College of Fine Arts (CFA)**, founded in 1905, was the first comprehensive arts learning institution in the United States. Today, the college is a federation of schools with professional training programs in the visual and performing arts (Architecture, Art, Design, Drama, and Music) in which intensive training and the university setting enrich practice. The college shares numerous research projects, interdisciplinary centers and educational programs with other units across the university. In addition to undergraduate and graduate programs in each of the five schools, the college offers interdisciplinary bachelor's degrees integrating studies in fine arts with work in the humanities, sciences, or computer science.

Interim Dean: Dan J. Martin  
[www.cfa.cmu.edu](http://www.cfa.cmu.edu)

**H. John Heinz III College at Carnegie Mellon University (HC)** has gained international recognition for addressing complex problems in domains that span information systems, management, and public policy. As rapid change in technology continues to affect how organizations function, Heinz College provides students with the skills needed to transform both public and private organizations. The college consists of two schools, the School of Information Systems and Management and the School of Public Policy and Management; however, Heinz College integrates faculty across schools to collaborate beyond their own disciplines. Students and faculty focus on addressing relevant global problems, and this is supported by requirements for internships and apprenticeships along with the capstone project delivered for real organizations. Programs are also offered in Adelaide, Australia; Los Angeles, California; and Washington, DC. Heinz College offers master's degrees in public policy and management, healthcare policy and medical management, arts and entertainment industry management, information systems management, information security policy and management, information technology, and biotechnology management, and also confers doctoral degrees and a range of executive programs.

Dean: Ramayya Krishnan  
[www.heinz.cmu.edu](http://www.heinz.cmu.edu)

**Marianna Brown Dietrich College of Humanities and Social Sciences (DC)** has achieved international prominence with its distinctive departments, characterized by outstanding research and teaching faculty and interdisciplinary courses and programs, with an increasingly international dimension. The college includes seven departments, each with its own unique focus in research, teaching, and professional leadership. Specialty areas include: cognitive science and health psychology (Psychology); second language acquisition (Modern Languages); logic and computation (Philosophy); Bayesian statistics (Statistics); social and cultural history, global studies, and policy-related history (History); behavioral decision-making policy and management, and international relations and politics (Social and Decision Sciences); and rhetoric, creative, professional, and technical writing (English).

Among its undergraduate degree and major options, the college offers programs in economics (with the Tepper School of Business) and an internationally recognized undergraduate degree in information systems (IS) for students interested in understanding and solving information-related problems in organizations. Additional interdepartmental program options include ethics, history and public policy, European studies, and linguistics. The college also administers the Center for the Neural Basis of Cognition (CNBC) jointly with the University of Pittsburgh. The CNBC, a cognitive neuroscience research center, offers a Ph.D. degree in Neural Computation.

Dean: John P. Lehoczky  
[www.hss.cmu.edu](http://www.hss.cmu.edu)

**Mellon College of Science (MCS)** is a dynamic and collaborative college that is home to four departments: Biological Sciences, Chemistry, Mathematical Sciences, and Physics, and many research centers. MCS researchers are taking leadership roles in the university's biotechnology initiative in the areas of biosensors, proteomics, bioimaging, tissue engineering, and neuroscience. MCS also focuses on several other strategic areas, including cosmology, green chemistry, computational biology, bioinformatics, nanotechnology, mathematical finance, sensor research, and biological physics. MCS undergraduates discover new science as integral parts of faculty research teams. Innovations developed by MCS faculty and alumni, which have formed the basis for numerous patents and spin-off companies, impact fields as diverse as plastics manufacturing, the environment, and human health.

Dean: Frederick J. Gilman

[www.cmu.edu/mcs](http://www.cmu.edu/mcs)

**School of Computer Science (SCS)** faculty and graduates have advanced the field of computer science for more than 50 years. The school includes the departments of Computer Science and Machine Learning, as well as the Human-Computer Interaction Institute, the Institute for Software Research, the Language Technologies Institute, the Robotics Institute, and the Lane Center for Computational Biology. The school offers a range of undergraduate and master's degrees, as well as a large doctoral program. SCS's diverse interdisciplinary research and education extend into areas beyond the traditional boundaries of computer science. An example is the Entertainment Technology Center, a joint initiative of the School of Computer Science and the College of Fine Arts that brings together technologists and artists in close collaboration.

Dean: Randal E. Bryant

[www.cs.cmu.edu](http://www.cs.cmu.edu)

**David A. Tepper School of Business (TSB)** curriculum has both rigor and breadth. Rigor comes from the strong emphasis placed on the development of quantitative and analytical problem-solving skills. The Tepper School requires among the most extensive and diverse set of quantitative courses among leading undergraduate curriculum models. The Tepper School's approach to decision-making involves students in projects, case competitions, research, and leadership experiences in which they master skills to solve relevant management problems and gain confidence in their abilities to lead within dynamic, complex business situations. The Tepper School of Business has produced eight Nobel Prize winners in Economics: Herbert A. Simon (1978), Franco Modigliani (1985), Merton H. Miller (1990), Robert E. Lucas, Jr. (1995), Finn E. Kydland (2004), Edward C. Prescott (2004), Oliver E. Williamson (2009), and Dale T. Mortensen (2010).

The breadth of the curriculum is found in the required courses that give context and skill building to business studies. This range of academic options has been recently strengthened with new career tracks—in the form of an academic minor—available to assist students in gaining exposure to industry and functional areas of study. Broadening and strengthening the academic experience provides students with greater opportunities for careers, graduate study, and leadership in the global business environment of the 21st century.

Dean: Robert M. Dammon

[www.tepper.cmu.edu](http://www.tepper.cmu.edu)

## **Carnegie Mellon University in Qatar**

**Carnegie Mellon's Qatar campus (Qatar)** began classes in fall 2004 and now offers bachelor of science degrees in business administration, computer science, information systems, and biological sciences, using the same standards and curriculum as on the Pittsburgh campus. Enrollment has grown from 41 students in the inaugural class to a total of 278 in fall 2011. Four classes have graduated from Carnegie Mellon in Qatar.

Qatar is located in the Middle East, surrounded on three sides by the Persian Gulf and bordered by Saudi Arabia in the southwest. In 1995, His Highness Sheikh Hamad Bin Khalifa Al-Thani, Emir of the State of Qatar, established the Qatar Foundation, dedicated to the continued development of the Qatari people through the creation of centers devoted to progressive education, research, and community welfare. Her Highness Sheikha Mozah Bint Nasser Al-Missned is the chairperson for the Qatar Foundation. The Qatar Foundation created Education City – a campus which includes Carnegie Mellon in Qatar, the Qatar Academy (K-12), Virginia Commonwealth University, Texas A&M University, Weill Cornell Medical College, Georgetown University's School of Foreign Service, Northwestern University, the Al Jazeera children's television station and several other centers.

Dean: Ilker Baybars

[www.qatar.cmu.edu](http://www.qatar.cmu.edu)



## **Carnegie Mellon Silicon Valley**

**Carnegie Mellon University's Silicon Valley campus (Silicon Valley)**, was founded in 2002. Long known for its leadership in engineering and computer science research and education, Carnegie Mellon and the College of Engineering have established a natural extension in Mountain View, one that integrates the rich heritage and resources of the Pittsburgh campus with the opportunities available in the highly innovative and entrepreneurial Silicon Valley. Carnegie Mellon Silicon Valley is dedicated to educating its students to become leaders in global technology innovation and management and to performing innovative research that connects it to local, national, and global high-tech companies. The campus offers part-time and full-time master's programs in software engineering, software management, information technology, and entrepreneurship; and a Ph.D. in electrical and computer engineering. Each program provides the appropriate mix of technical, business, and organizational skills critical to our students' success.

Dean: Pradeep K. Khosla

[www.cmu.edu/silicon-valley](http://www.cmu.edu/silicon-valley)

## **Federally Funded Research and Development Center**

**The Software Engineering Institute (SEI)**, founded in 1984, is a college-level unit of Carnegie Mellon University that operates a federally funded research and development center (FFRDC) sponsored by the U.S. Department of Defense. The mission of the SEI is to provide technical leadership and innovation through research and development to advance the practice of software engineering and technology. The SEI advances software engineering and related disciplines by creating, applying, and transitioning technologies to ensure the development and operation of systems with predictable and improved cost, schedule, and quality. Key SEI technical focus areas are: (1) acquisition; (2) software architecture and product lines; (3) methods for software engineering, management, and measurement; (4) real-time and cyber-physical systems; (5) security; and (6) system interoperability and dependability.

Director: Paul D. Nielsen

[www.sei.cmu.edu](http://www.sei.cmu.edu)

## **Research Centers and Institutes**

**Fall Semester 2011**

### **Carnegie Institute of Technology**

Bone Tissue Engineering Center (BTEC)  
Carnegie Mellon CyLab  
Carnegie Mellon Electricity Industry Center (CEIC)  
Center for Advanced Process Decision-Making (CAPD)  
Center for Atmospheric Particle Studies (CAPS)  
Center for Bioimage Informatics (CBI)  
Center for Circuits and System Solutions (C2S2)  
Center for Climate and Energy Decision Making (CEDM)  
Center for Complex Fluids Engineering (CCFE)  
Center for Environmental Implications of Nanotechnology (CEINT)  
Center for Implantable Medical Microsystems (CIMM)  
Center for Iron and Steelmaking Research (CISR)  
Center for Multiscale Modeling for Engineering Materials (CM2EM)  
Center for Nano-enabled Device and Energy Technologies (CNXT)  
Center for Product Strategy and Innovation  
Center for Sensed Critical Infrastructure Research (CenSCIR)  
Center for Silicon System Implementation (CSSI)  
Center for the Study and Improvement of Regulation (CSIR)  
Center for Water Quality in Urban Environmental Systems (WaterQUEST)  
Climate Decision Making Center (CDMC)  
CyLab Mobility Research Center  
Darpa Center for Memory Intensive Self-Configuring Integrated Circuits (MISCIC)  
Data Storage Systems Center (DSSC)  
General Motors Collaborative Laboratory at Carnegie Mellon  
Government/University/Industry (GUIde) Consortium on the Forced Response of Bladed Disks  
Green Design Institute  
Information Communication Technologies Institute (ICTI)  
Institute for Advanced Energy Solutions (IAES)  
Institute for Complex Engineered Systems (ICES)  
Materials Research Science and Engineering Center (MRSEC)  
Pennsylvania Smart Infrastructure Incubator (PSII)  
Steinbrenner Institute for Environmental Education and Research (SEER)  
Western Pennsylvania Brownfields Center

### **College of Fine Arts**

Advanced Building Systems Integration Consortium (ABSIC)  
Center for Building Performance and Diagnostics (CBPD)  
Center for the Arts in Society (CAS)  
Remaking Cities Institute (RCI)  
STUDIO for Creative Inquiry (SfCI)

### **H. John Heinz III College**

Carnegie Mellon CyLab  
Center for Behavioral Decision Research (CBDR)  
Center for Economic Development (CED)  
Center for the Future of Work (CFW)  
iLab  
Institute for Social Innovation (ISI)  
Living Analytics Research Centre (LARC)  
Program of Research and Outreach on Gender Equity in Society (PROGRESS)  
Technology in the Arts  
Traffic21

### **Marianna Brown Dietrich College of Humanities and Social Sciences**

Center for Africanamerican Urban Studies and the Economy (CAUSE)  
Center for Behavioral Decision Research (CBDR)  
Center for Cognitive Brain Imaging (CCBI)  
Center for Formal Epistemology (CFE)  
Center for International Relations and Politics  
Center for Strategy, Entrepreneurship, and Technological Change  
Center for Ethics and Policy (CEP)  
Center for the Arts in Society (CAS)  
Center for the Neural Basis of Cognition (CNBC)  
Child Language Data Exchange System (CHILDES)  
Children's School  
Humanities Center  
Laboratory for Empirical Approaches to Philosophy (LEAP)  
Laboratory for the Study of Stress, Immunity, and Disease  
Laboratory for Symbolic and Educational Computing (LSEC)  
Modern Language Resource Center (MLRC)  
Pittsburgh Mind-Body Center (PMBC)  
Pittsburgh Science of Learning Center (PSLC)

### **Mellon College of Science**

Art Conservation Research Center (ACRC)  
Bruce and Astrid McWilliams Center for Cosmology  
Center for Computational Finance  
Center for Atmospheric Particle Studies (CAPS)  
Center for Macromolecular Engineering (CME)  
Center for Membrane Biology and Biophysics  
Center for Molecular Analysis  
Center for Nano-enabled Device and Energy Technologies (CNXT)  
Center for Nonlinear Analysis (CNA)  
Center for Nucleic Acids Science and Technology (CNAST)  
Center for the Neural Basis of Cognition (CNBC)  
Institute for Green Science  
Molecular Biosensor and Imaging Center (MBIC)  
Pittsburgh NMR Center for Biomedical Research  
Pittsburgh Supercomputing Center (PSC)  
Ray and Stephanie Lane Center for Computational Biology

### **Office of the Provost**

ASTM Test Monitoring Center  
Carnegie Mellon CyLab  
Center for International Politics and Innovation (CIPI)  
Entertainment Technology Center (ETC)  
Hunt Institute for Botanical Documentation  
Steinbrenner Institute for Environmental Education and Research (SEER)

### **School of Computer Science**

Aladdin Center for Algorithm Adaptation Dissemination and Integration (Aladdin)  
CASOS Center for Computational Social and Organizational Science  
Center for Bioimage Informatics  
Center for Computational Thinking  
Center for Integrated Manufacturing Decision Systems (CIMDS)  
Center for the Foundations of Robotics  
Center for the Neural Basis of Cognition (CNBC)  
Center on Architecting Socio-Technical Ecosystems (COASTE)  
Field Robotics Center (FRC)

Medical Robotics Technology Center (MRTC)  
Molecular Biosensor and Imaging Center  
National Robotics Engineering Center (NREC)  
NSF Industry/University Cooperative Research Center  
Parallel Data Lab  
Pittsburgh Advanced Cognitive Tutor (PACT) Center  
Pittsburgh Science of Learning Center (PSLC)  
Pittsburgh Supercomputing Center  
Specification and Verification Center  
Vision and Autonomous System Center (VASC)

#### **Software Engineering Institute**

Acquisition Support Program (ASP)  
CERT Program  
    Secure Software and Systems  
    Enterprise and Workforce Development  
    Cyber Threat and Vulnerability Analysis  
    Digital Intelligence and Investigation  
Research, Technology, and System Solutions Program (RTSS)  
    Architecture-Centric Engineering (ACE)  
    System of Systems Practice (SoSP)  
    Product Line Practice (PLP)  
    System of Systems Software Assurance (SoSSA)  
Software Engineering Process Management (SEPM)  
    Capability Maturity Model Integration (CMMI)  
    Software Engineering Measurement and Analysis (SEMA)  
    Team Software Process (TSP)

#### **David A. Tepper School of Business**

Carnegie Bosch Institute for Applied Studies in International Management (CBI)  
Carnegie Mellon Electricity Industry Center (CEIC)  
Center for Behavioral Decision Research (CBDR)  
Center for Excellence in Communication and Leadership (CECL)  
Center for Financial Markets  
Center for Interdisciplinary Research on Teams (CIRT)  
Center for International Corporate Responsibility  
Center for the Management of Technology  
Center for Marketing Technology and Information  
Center for Organizational Learning, Innovation, and Performance  
Donald H. Jones Center for Entrepreneurship  
Green Design Institute  
The Gailliot Center for Public Policy

#### **Carnegie Mellon Silicon Valley**

Carnegie Mellon Innovations Laboratory (CMIL)  
Center for Open Source Investigation (COSI)  
CyLab Mobility Research Center  
Disaster Management Initiative  
International Center for Advanced Communication Technologies (InterACT)  
SmartSpaces

**Accreditations by College and Department  
Fall Semester 2011**

<b><u>College/Department</u></b>	<b><u>Accreditation Agency</u></b>	<b><u>Year of Last Accreditation</u></b>
<b>Carnegie Mellon University</b>	Middle States Commission on Higher Education (MSCHE)	2008
<b>Carnegie Institute of Technology</b>	Accreditation Board for Engineering Technology (ABET)	2007
<b>College of Fine Arts</b>		
Architecture	National Architectural Accrediting Board (NAAB)	2005
Art	National Association of Schools of Art and Design (NASAD)	2008
Design	National Association of Schools of Art and Design (NASAD)	2007
Music	National Association of Schools of Music (NASM)	2001
<b>H. John Heinz III College</b>		
School of Public Policy and Management	National Association of Schools of Public Affairs and Administration (NASPAA)	2006
<b>David A. Tepper School of Business</b>	The Association to Advance Collegiate Schools of Business International (AACSB)	2010

## University Administration as of Fall 2011

Jared L. Cohon	President
Mark S. Kamlet	Executive Vice President and Provost
Mary Jo Dively	Vice President and General Counsel
Robbee Baker Kosak	Vice President of University Advancement
Richard D. McCullough	Vice President for Research
Deborah J. Moon	Vice President and Chief Financial Officer
Michael C. Murphy	Vice President for Campus Affairs
Ilker Baybars	Dean, Carnegie Mellon Qatar
Randal E. Bryant	Dean, School of Computer Science
Robert Dammon	Dean, David A. Tepper School of Business
Frederick J. Gilman	Dean, Mellon College of Science
Pradeep K. Khosla	Dean, Carnegie Institute of Technology and Carnegie Mellon Silicon Valley
Ramayya Krishnan	Dean, H. John Heinz III College
John P. Lehoczy	Dean, Marianna Brown Dietrich College of Humanities and Social Sciences
Dan J. Martin	Interim Dean, College of Fine Arts
Amy L. Burkert	Vice Provost for Education
Jay S. Calhoun	Treasurer
Gina Casalegno	Dean, Student Affairs
Paul D. Nielsen	Chief Executive Officer and Director, Software Engineering Institute
Gloriana St. Clair	Dean, University Libraries
Joel M. Smith	Vice Provost for Computing Services and Chief Information Officer

## Board of Trustees as of August 1, 2011

### Officers of the Board

Raymond J. Lane	Chairman
E. Kears Pollock*	Vice Chairman
David M. Kirr*	Vice Chairman
Jared L. Cohon	President, Carnegie Mellon University
Jay S. Calhoun	Treasurer
Mary Jo Dively	Assistant Secretary, Vice President and General Counsel
Cheryl M. Hays	Secretary
Mark S. Kamlet	Executive Vice President and Provost
Charles A. Kennedy	Interim Chief Investment Officer
Robbee Baker Kosak	Vice President for University Advancement
Richard D. McCullough	Vice President for Research
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