

# **History, Mission, and Organization**

# Table of Contents

## History, Mission, and Organization

About Carnegie Mellon University	1.1
University Vision, Mission, and Values	1.2
Carnegie Mellon University History	1.3
Seven Colleges	1.6
Carnegie Mellon University in Qatar	1.7
Carnegie Mellon Silicon Valley	1.7
Federally Funded Research and Development Center	1.7
Research Centers and Institutes	1.8
Accreditations by College and Department	1.10
University Organizational Chart	1.11
University Administration	1.16
Board of Trustees	1.16

## About Carnegie Mellon University

Carnegie Mellon has rapidly evolved into an internationally recognized institution with a distinctive mix of world-class educational and research programs in computer science, robotics, engineering, the sciences, business, public policy, fine arts, and the humanities.

More than 11,000 undergraduate and graduate students at Carnegie Mellon receive an education characterized by its focus on creating and implementing solutions for real problems, interdisciplinary collaboration, and innovation. A small student-to-faculty ratio provides an opportunity for close interaction between students and professors.

Jared L. Cohon became Carnegie Mellon's eighth president in July 1997 and has led the university along a trajectory of innovation and growth. In October 2008, he announced the public phase of "Inspire Innovation: The Campaign for Carnegie Mellon University," a comprehensive campaign that is focused on building the university's endowment; supporting faculty, students, and innovative research; and enhancing the physical campus with equipment and facility improvements.

Carnegie Mellon's strategic plan, developed in 2008, aims to guide the university in several core areas including education and student life, research and artistic creation, regional impact, and international initiatives. In education, the plan affirms the importance of student breadth, learning outside the classroom, and understanding global, environmental, and ethical issues. In research, the plan's focus includes supporting an environmentally sustainable society; improving health and quality of life; understanding human and social behavior and global societies and cultures; and enriching science and society by advancing information, computation, and communication.

Carnegie Mellon's schools and programs in computer science, engineering, business, public policy, science, the arts, and the humanities are consistently ranked among the best in the country by national publications such as U.S. News & World Report, Business Week, and Newsweek magazines, and The Wall Street Journal. The university is ranked 27th in the world by the Times Higher Education – QS World University Rankings.

Carnegie Mellon's unique mix of strengths in technology, business, public policy, and the arts is distinctive among national research universities. The university's fine arts programs are world-renowned. Its School of Drama has produced many well-known, award-winning stars of stage and screen since it granted the nation's first degree in drama in 1917.

The university consists of seven colleges and schools: The Carnegie Institute of Technology (engineering), the College of Fine Arts, the College of Humanities and Social Sciences, the Mellon College of Science, the Tepper School of Business, the School of Computer Science, and the H. John Heinz III College (public policy and management and information systems and management). In addition to the Pittsburgh campus, a Silicon Valley campus offering graduate degrees was established in 2002 and an undergraduate campus in the Persian Gulf nation of Qatar opened in 2004. Carnegie Mellon has many additional education and research programs and partnerships around the world.

Carnegie Mellon is one of the most technologically sophisticated campuses in the world. When it introduced its "Andrew" computing network in the mid-1980s, it pioneered educational applications of technology. The "Wireless Andrew" system, developed in the mid-1990s, covers the vast majority of the 143-acre Pittsburgh campus. This began as a wireless research initiative that helped lay the foundation for today's Wi-Fi computing environment. The university continues to pioneer new technology in part through partnerships between corporate research activities and faculty and students. The campus is home to the Collaborative Innovation Center, the only building in the world where Google, Intel, Apple, and a Microsoft-sponsored research lab live under one roof.

Industrialist and philanthropist Andrew Carnegie founded the Carnegie Technical Schools in 1900 for Pittsburgh blue-collar workers and their sons and daughters. The institution became the degree-granting Carnegie Institute of Technology in 1912; and in 1967, it merged with Mellon Institute to become Carnegie Mellon University.

The core values that Carnegie instilled in the Carnegie Technical Schools more than 100 years ago – problem solving, collaboration, and innovation – continue to drive the university today.

# 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 quickly 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 part of the school’s official seal, designed by Tiffany and adopted in May 1912.

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 Dr. **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, Dr. 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.

~

**Dr. 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 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 an excellent 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.

Dr. 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 completely wired campus.



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 Carnegie Mellon education. These initiatives in undergraduate education were later recognized by the Higher Education Research Institute.

During Dr. 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. Also central to campus life, the University Center was constructed as part of President Mehrabian's major building program and provides 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. In 2007, he was reappointed to a third five-year term. In 2008, the university completed a successful Middle States reaccreditation and launched a new 10-year strategic plan.

During Dr. Cohon's administration, the university has soared to a leading role on the world stage. In October 2009, Carnegie Mellon ranked 27th in the THE-QS World's Top 200 Universities rankings, including ranking 9th in engineering and information technology. Carnegie Mellon has greatly increased its research and educational partnerships throughout the world, currently offering graduate degree programs in a dozen countries. The university also opened an undergraduate campus in Qatar in 2004. A Silicon Valley, California, campus offering graduate degrees was founded in 2002.

On the Pittsburgh campus, the Gates Center for Computer Science and the Hillman Center for Future-Generation Technologies opened in fall 2009. The nation's first "green" dormitory was constructed in 2003 and the Purnell Center for the Arts opened in 1999 as home to the School of Drama. The Collaborative Innovation Center opened in 2005 to facilitate collaboration between corporate and university researchers to make research breakthroughs available to society more quickly. Among its tenants are Google, Apple, Intel, and a Microsoft-sponsored educational robotics lab.

## 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.

Dean: Hilary Robinson

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

**The H. John Heinz III College at Carnegie Mellon University (Heinz)** 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 provides students with the skills needed to transform both public and private organizations. The college consists of two schools, a School of Information Systems and Management and a School of Public Policy and Management; however, Heinz integrates faculty across schools to collaborate beyond their own disciplines. Students and faculty focus on addressing relevant world 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 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)

**College of Humanities & Social Sciences (H&SS)** 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, and policy-related history (History); behavioral decision-making (Social and Decision Sciences); and rhetoric, and creative, professional, and technical writing (English).

Among its undergraduate degree and major options, H&SS 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. H&SS 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 Gilman

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

**The 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, and the Robotics Institute. 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)



**The Tepper School of Business (Tepper)** 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 has six Nobel laureates as part of its faculty legacy, an impressive academic achievement matched by only one other business school in the world.

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

## **Carnegie Mellon University in Qatar**

**Carnegie Mellon's Qatar campus** began classes in fall 2004 and now offers bachelor of science degrees in business administration, computer science, and information systems. Students are admitted to these programs with the same standards as on the Pittsburgh campus. They follow the same curriculum and earn the same degree as offered on the home campus. Given Carnegie Mellon's highly regarded reputation, the Qatar campus has been able to attract the brightest and most capable students in Qatar and the region. Enrollment has grown from 42 students in its inaugural class in fall 2004 to a total of 246 in fall 2009. Qatar is looking to the future and Carnegie Mellon is playing an important part in helping to shape that future. Two classes have graduated from Carnegie Mellon in Qatar and the campus now boasts over 70 alumni.

In summer 2008, Carnegie Mellon University in Qatar moved into its permanent home in Education City, a new 475,000 square-foot, state-of-the-art facility designed by world-renowned architects Legorreta + Legorreta.

Qatar is located in the Middle East, surrounded on three sides by the Persian Gulf and bordered by Saudi Arabia in the southwest. Rich in natural gas and oil, Qatar has perhaps the highest wealth per-capita in the world. 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 of some 2,500 acres – to host the highest caliber of education in Doha, the capital of Qatar. In addition to Carnegie Mellon, Education City includes 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. Numerous construction projects have recently been completed or are underway, including a student center, the building for Georgetown's programs, a science and technology park, a major convention facility, housing for students, faculty and staff, and a world-class equestrian center. Other universities will likely be invited to establish campuses in Education City in the years to come.

Dean: Charles E. Thorpe  
[www.qatar.cmu.edu](http://www.qatar.cmu.edu)

## **Carnegie Mellon Silicon Valley**

**Carnegie Mellon's Silicon Valley campus**, established in 2002 at Moffett Field, offers full-time, part-time, and bicoastal master's degree programs in information technology, innovation, software engineering, and software management. In fall 2009 a new bicoastal Ph.D. program affiliated with the CyLab Mobility Research Center in Electrical and Computer Engineering (ECE) was introduced. The initial concentration of the program is on mobility, networking, and security.

Director: Martin L. Griss  
[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 federally funded research and development center sponsored by the U.S. Department of Defense and operated by Carnegie Mellon. The SEI advances software engineering and related disciplines to ensure the development and operation of systems with predictable and improved cost, schedule, and quality. The SEI creates usable technologies, applies them to real problems, and amplifies their impact by accelerating broad adoption. The SEI's five technical focus areas are: (1) acquisition; (2) architecture and product lines; (3) process improvement and performance measurement; (4) security; and (5) system interoperability and dependability.

Director: Paul D. Nielsen  
[www.sei.cmu.edu](http://www.sei.cmu.edu)

## **Research Centers and Institutes**

### **Fall Semester 2009**

In Carnegie Mellon's research centers and institutes, students and faculty work together to solve real-world problems across a broad range of interests and industries.

#### **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 Complex Fluids Engineering (CCFE)  
Center for Implantable Medical Microsystems (CIMM)  
Center for Iron and Steelmaking Research (CISR)  
Center for Multiscale Modeling for Engineering Materials  
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 Sustainable Engineering  
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 (GULde) 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)  
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 Arts Management and Technology (CAMT)  
Center for Behavioral Decision Research (CBDR)  
Center for Economic Development (CED)  
iLab  
Institute for Social Innovation (ISI)  
Program of Research and Outreach on Gender Equity in Society (PROGRESS)

#### **Humanities and Social Sciences**

Brain Imaging Research Center (BIRC)  
Center for African American Urban Studies and the Economy (CAUSE)  
Center for Behavioral Decision Research (CBDR)  
Center for Cognitive Brain Imaging (CCBI)  
Center for Strategy, Entrepreneurship, and Technological Change  
Center for the Advancement of Applied Ethics and Political Philosophy (CAAEP)  
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 Macromolecular Engineering (CME)  
Center for Molecular Analysis  
Center for Nonlinear Analysis (CNA)

Center for Nucleic Acids Science and Technology  
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 Advanced Fuel Technology (CAFT)  
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 Computational Thinking  
Center for Integrated Manufacturing Decision Systems (CIMDS)  
Center for the Foundations of Robotics  
Center for the Neural Basis of Cognition (CNBC)  
Field Robotics Center (FRC)  
IT Services Qualification Center  
Medical Robotics Technology Center (MRTC)  
National Robotics Engineering Center (NREC)  
Parallel Data Lab  
Pittsburgh Advanced Cognitive Tutor (PACT) Center  
Pittsburgh Science of Learning Center (PSLC)  
Robotics Engineering Consortium  
Sloan Software Industry Center (SWIC)  
Specification and Verification Center  
Sustainable Computing Consortium (SCC)  
Vision and Autonomous System Center (VASC)

**Software Engineering Institute**

Acquisition Support Program (ASP)  
Networked Systems Security (NSS)  
Secure Software and Systems  
Enterprise and Workforce Development  
Cyber Threat and Vulnerability Analysis  
Cyber Forensics  
Research, Technology, and System Solutions (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)

**Tepper School of Business**

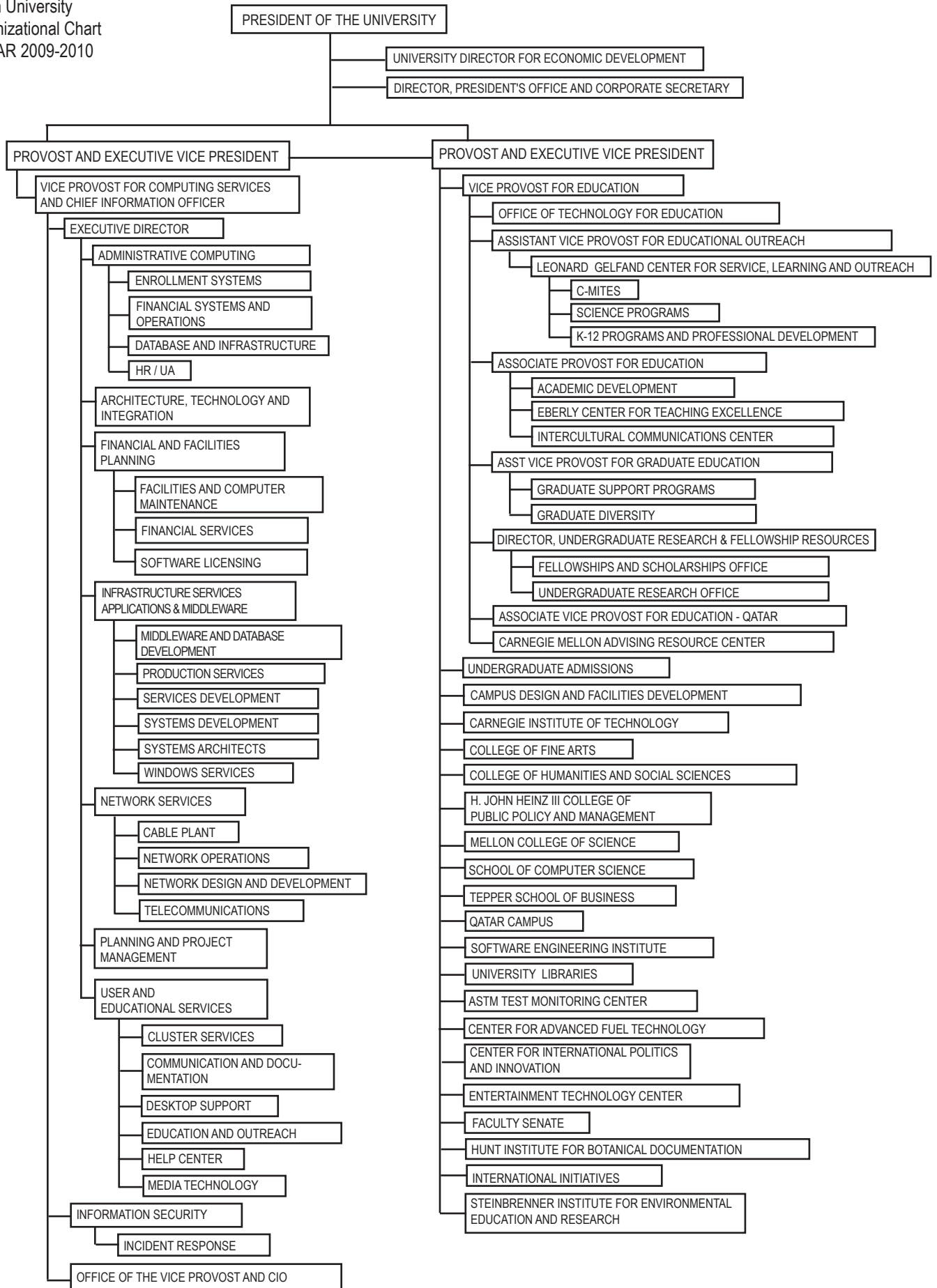
Carnegie Bosch Institute for Applied Studies in International Management (CBI)  
Carnegie Mellon Electricity Industry Center (CEIC)  
Center for Behavioral Decision Research (CBDR)  
Center for Business Communication  
Center for Business Solutions  
Center for Financial Markets  
Center for Interdisciplinary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

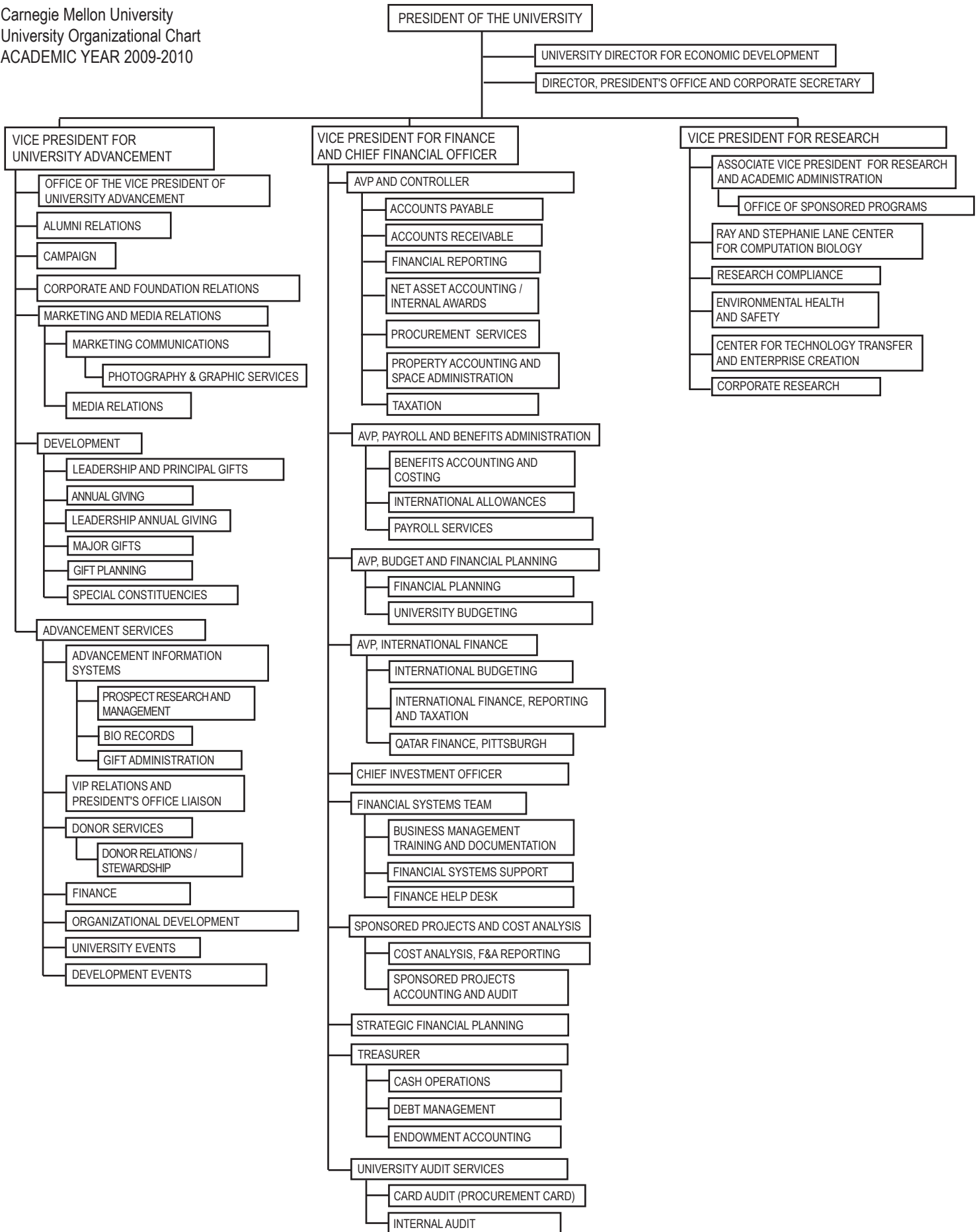
**Carnegie Mellon Silicon Valley**

Carnegie Mellon Innovations Laboratory (CMIL)  
Center for Open Source Investigation (COSI)  
CyLab Mobility Research Center  
SmartSpaces

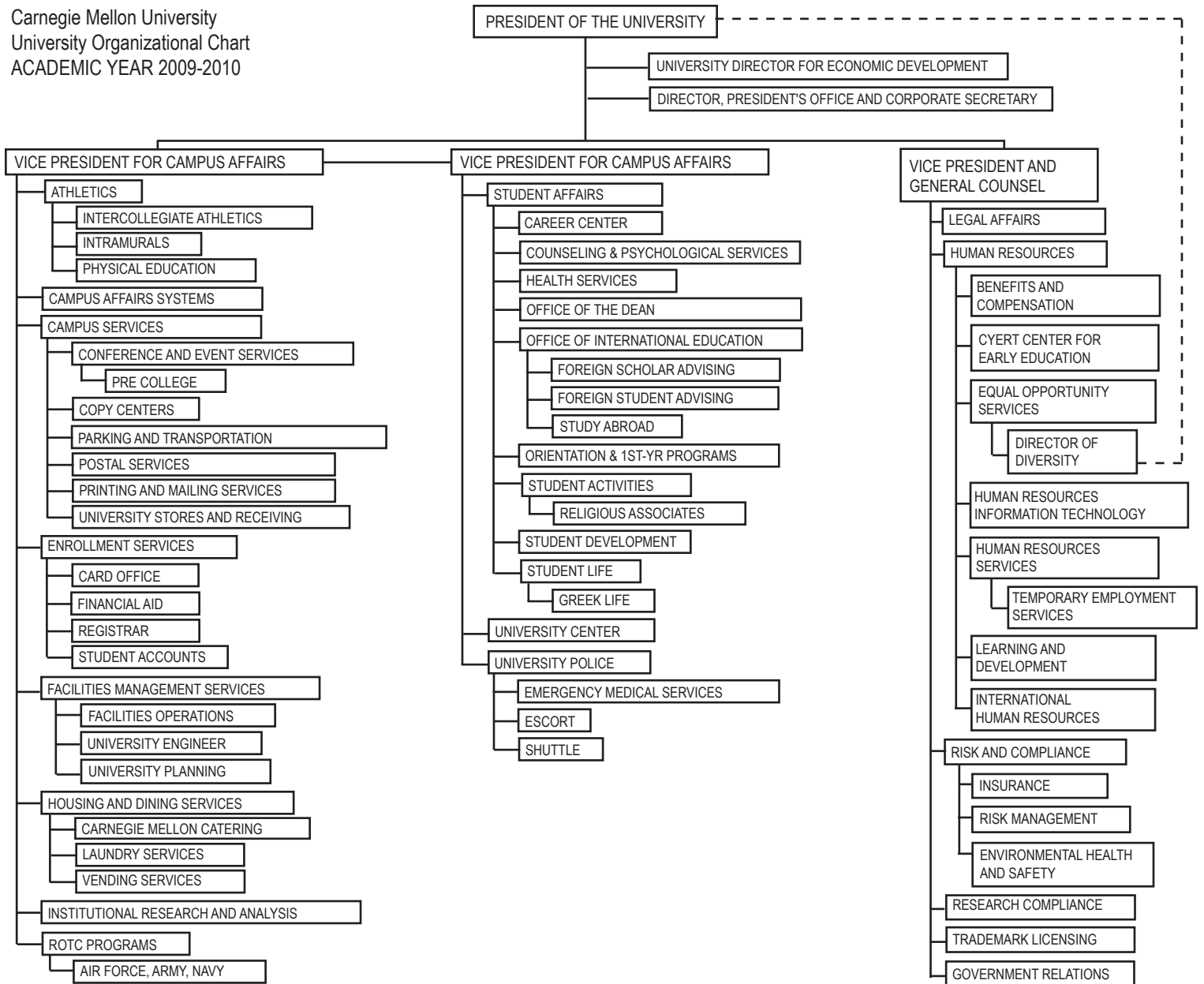
**Accreditations by College and Department  
Fall Semester 2009**

<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>Tepper School of Business</b>	The Association to Advance Collegiate Schools of Business International (AACSB)	2005

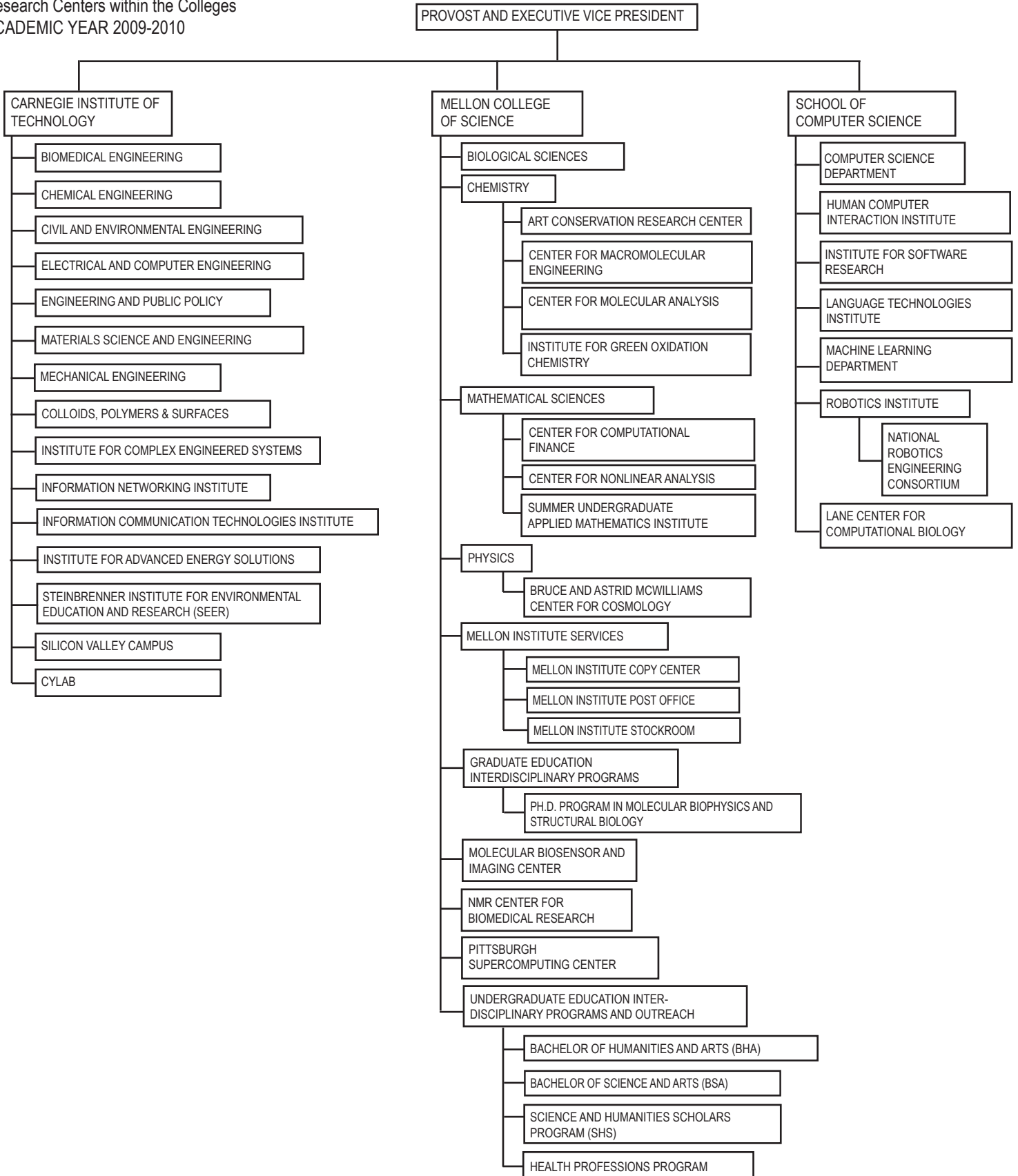




Carnegie Mellon University  
 University Organizational Chart  
 ACADEMIC YEAR 2009-2010

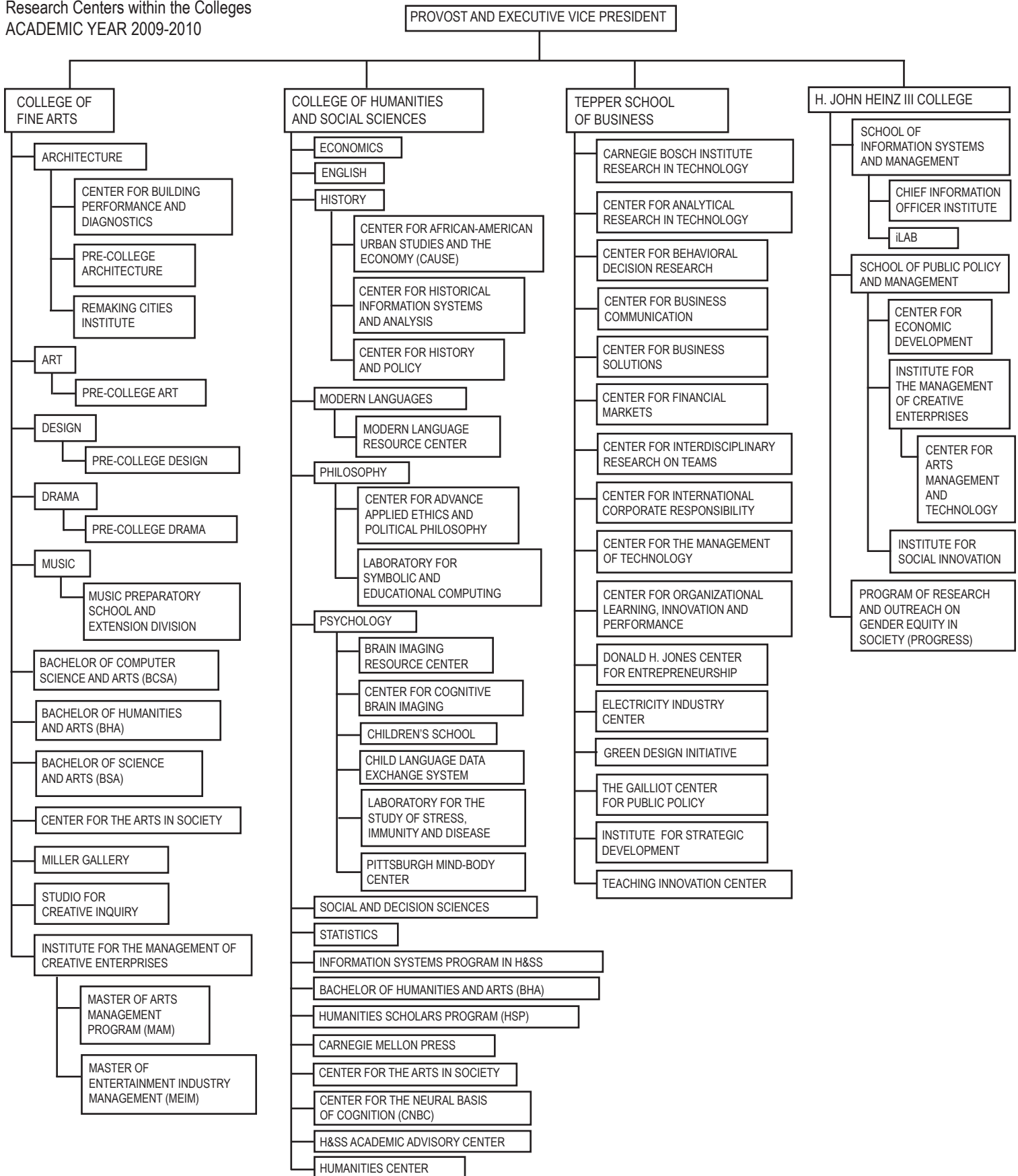


Carnegie Mellon University  
 Chart of the Departments and  
 Research Centers within the Colleges  
 ACADEMIC YEAR 2009-2010





Carnegie Mellon University  
 Chart of the Departments and  
 Research Centers within the Colleges  
 ACADEMIC YEAR 2009-2010



## University Administration as of Fall 2009

<b>Jared L. Cohon</b>	President
<b>Mark S. Kamlet</b>	Executive Vice President and Provost
<b>Randal E. Bryant</b>	Dean, School of Computer Science
<b>Mary Jo Dively</b>	Vice President and General Counsel
<b>Kenneth B. Dunn</b>	Dean, Tepper School of Business
<b>Frederick J. Gilman</b>	Dean, Mellon College of Science
<b>Edward J. Grefenstette</b>	Treasurer and Chief Investment Officer
<b>Martin L. Griss</b>	Director, Carnegie Mellon University Silicon Valley Campus
<b>Pradeep K. Khosla</b>	Dean, Carnegie Institute of Technology
<b>Robbee Baker Kosak</b>	Vice President of University Advancement
<b>Ramayya Krishnan</b>	Dean, H. John Heinz III College
<b>John P. Lehoczky</b>	Dean, College of Humanities and Social Sciences
<b>Richard D. McCullough</b>	Vice President for Research
<b>Deborah J. Moon</b>	Vice President and Chief Financial Officer
<b>Michael C. Murphy</b>	Vice President for Campus Affairs
<b>Indira Nair</b>	Vice Provost for Education
<b>Paul D. Nielsen</b>	Chief Executive Officer and Director, Software Engineering Institute
<b>Hilary F. Robinson</b>	Dean, College of Fine Arts
<b>Gloriana St. Clair</b>	Dean, University Libraries
<b>Joel M. Smith</b>	Vice Provost for Computing Services and Chief Information Officer
<b>Charles E. Thorpe</b>	Dean, Carnegie Mellon University Qatar Campus

## Board of Trustees as of August 1, 2009

### Officers of the Board

<b>Raymond J. Lane</b>	Chairman
<b>E. Kears Pollock*</b>	Vice Chairman
<b>David M. Kirr*</b>	Vice Chairman
<b>Jared L. Cohon</b>	President, Carnegie Mellon University
<b>Deborah J. Moon</b>	Vice President and Chief Financial Officer
<b>Cheryl M. Hays</b>	Secretary
<b>Edward J. Grefenstette</b>	Treasurer and Chief Investment Officer
<b>Mary Jo Dively</b>	Assistant Secretary, Vice President and General Counsel
<b>Mark S. Kamlet</b>	Executive Vice President and Provost
<b>Richard D. McCullough</b>	Vice President for Research
<b>Michael C. Murphy</b>	Vice President for Campus Affairs
<b>Robbee Baker Kosak</b>	Vice President of University Advancement
<b>Elizabeth Milavec</b>	Assistant Treasurer

### Life Trustees

<b>Arthur H. Aronson</b>	Retired Executive Vice President, Allegheny Teledyne; Retired President, Metals Division
<b>John R. Bertucci*</b>	Chairman, MKS Instruments, Inc.
<b>Erroll B. Davis, Jr.*</b>	Board of Regents of the University System of Georgia
<b>Linda A. Dickerson*</b>	Principal 501 (C)(3)2
<b>William S. Dietrich, II</b>	Trustee, The Dietrich Charitable Trusts
<b>Philip L. Dowd*</b>	Sherick Enterprises, LLC
<b>Dina Dublon*</b>	
<b>Edward H. Frank*</b>	Vice President, Apple, Inc.
<b>Henry J. Gailliot*</b>	
<b>Ira J. Gumberg</b>	President and Chief Executive Officer, J.J. Gumberg Co.
<b>Richard D. Hamilton*</b>	Former Director of Product Supply, Global OleoChemical Group, Procter and Gamble
<b>Torrence M. Hunt, Jr.</b>	
<b>Tod S. Johnson*</b>	Chief Executive Officer, The NPD Group, Inc.
<b>David M. Kirr*</b>	Partner, Kirr, Marbach & Company
<b>Jill Gansman Kraus*</b>	

\* Alumnus(a)

<b>Raymond J. Lane</b>	Managing Partner, Kleiner Perkins Caufield & Byers
<b>Jack E. McGrath*</b>	Retired Senior Vice President, Booz & Company, Inc.
<b>Regina Gouger Miller*</b>	Owner and Artist, Ginger and Spice and Regina Gouger Miller Studio
<b>Ambar Paul*</b>	Deputy Chairman, Caparo Group Limited
<b>E. Kears Pollock*</b>	Retired Executive Vice President, PPG Industries, Inc.
<b>James E. Rohr</b>	Chairman and Chief Executive Officer, The PNC Financial Services Group
<b>David S. Shapira</b>	Chairman, Chief Executive Officer and President, Giant Eagle, Inc.
<b>James C. Stalder</b>	
<b>Donald E. Stitzenberg*</b>	Principal, CBA Associates
<b>Mary Ann Ulishney*</b>	Wealth Management Specialist, Wells Fargo Bank, N.A.
<b>Sunil Wadhvani*</b>	Chairman and Co-founder, iGATE Corporation

**Term Trustees**

*Terms Expire in 2010*

<b>Howard L. Ellin*</b>	Partner, Skadden Arps Slate Meagher and Flom
<b>Yoshiaki Fujimori*</b>	President and Chief Executive Officer, General Electric Japan Corporation
<b>Bruce M. McWilliams*</b>	Chairman of the Board, Tessera Technologies, Inc.
<b>Attila Molnar</b>	Retired President and Chief Executive Officer, Bayer Corporation
<b>J. Lea Hillman Simonds</b>	
<b>Manoj Singh*</b>	Global Managing Partner, Operations, Deloitte Touche Tohmatsu
<b>David A. Tepper*</b>	President and Founder, Appaloosa Management
<b>Paula Kauffman Wagner*</b>	Producer and Owner, Chestnut Ridge Productions

*Terms Expire in 2011*

<b>Joel Adams*</b>	General Partner, Adams Capital Management, Inc.
<b>Frank Brunckhorst*</b>	Boar's Head Provisions Co., Inc.
<b>Francisco D'Souza*</b>	President and Chief Executive Officer, Cognizant Technology Solutions
<b>William B. Ellis*</b>	Retired Chairman and Chief Executive Officer, Northeast Utilities
<b>Teresa L. Heinz</b>	Chairman, Heinz Family Philanthropies
<b>Larry Jennings, Jr.*</b>	Senior Managing Director, ValStone Partners, LLC
<b>Robert P. Kelly</b>	Chairman and Chief Executive Officer, The Bank of New York Mellon Corporation
<b>Jonathan Rothberg*</b>	Founder and Chairman, Raindance Technologies
<b>Luke Skurman*</b>	President, Chief Executive Officer and Founder, College Prowler

*Terms Expire in 2012*

<b>Ronald P. Bianchini, Jr.*</b>	President and Chief Executive Officer, Avere Systems, Inc.
<b>Marco Delgado, Esq.*</b>	Managing Partner, Delgado and Associates, PC
<b>Evan Frazier*</b>	President and Chief Executive Officer, Hill House Association
<b>Roy Haley</b>	Chairman and Chief Executive Officer, WESCO International, Inc.
<b>Oscar Harris*</b>	Principal and Owner, Turner Associates
<b>Patricia Askwith Kenner*</b>	President, Campus Coach Lines
<b>Sulajja Motwani*</b>	Managing Director, Kinetic Motor Co., Ltd.
<b>Rohet Tolani*</b>	Managing Director, Tolani Shipping (Singapore) Pte. Ltd.
<b>Patrick Wilson*</b>	Actor

**Ex Officio Trustees**

<b>Jared L. Cohon</b>	President
<b>Richard Creech*</b>	President, Carnegie Mellon Alumni Association
<b>John Mackey</b>	Chair, Faculty Senate, Carnegie Mellon University
<b>Luke Ravenstahl</b>	Mayor, City of Pittsburgh
<b>Doug Shields</b>	President, Pittsburgh City Council
<b>Marilyn T. Thomas*</b>	President, Andrew Carnegie Society

\* Alumnus(a)

## Emeritus Life Trustees

<b>Paul A. Allaire*</b>	Former Chairman and Chief Executive Officer, Xerox Corporation
<b>Carol R. Brown</b>	Former President, Pittsburgh Cultural Trust
<b>Robert M. Brown, III*</b>	President, B-III Capital LLC
<b>Anthony J. A. Bryan</b>	Former Chairman and Chief Executive Officer, Copperweld Corporation
<b>Frank V. Cahouet</b>	Retired Chairman and Chief Executive Officer, The Bank of New York Mellon Corporation
<b>Lucian Caste*</b>	Retired Owner and Architect, Lucian Caste Architects & Engineers
<b>Robert A. Charpie*</b>	
<b>Douglas D. Danforth</b>	Retired Chairman and Chief Executive Officer, Westinghouse Electric Corporation
<b>W. Logan Dickerson*</b>	President, Lindwood Farm, Inc. and Protos Foods, Inc.
<b>Edward Donley</b>	Former Chairman, Air Products and Chemicals, Inc.
<b>Cynthia Friedman</b>	Co-owner, Union Real Estate Company of Pittsburgh
<b>Claire W. Gargalli</b>	
<b>William Goldsmith*</b>	Chairman of the Board, Nucon Energy Group
<b>Wilton A. Hawkins*</b>	
<b>Orion L. Hoch*</b>	
<b>T. Jerome Holleran*</b>	Chairman, Precision Medical Products, Inc.
<b>W. Lee Hoskins</b>	Retired Chairman and Chief Executive Officer, The Huntington National Bank
<b>Justin M. Johnson</b>	Retired Judge, Superior Court of Pennsylvania
<b>William H. Knoell*</b>	Retired Chairman and Chief Executive Officer, Cyclops Corporation
<b>Hans W. Lange*</b>	
<b>Edward E. Lucente*</b>	
<b>Thomas A. McConomy*</b>	Retired Chairman of the Board, Calgon Carbon Corporation
<b>Lindsay J. Morgenthaler*</b>	
<b>Alessandro Ovi</b>	President, TechRev srl
<b>Norman F. Parker*</b>	Retired President, Varian Associates
<b>Henry Posner, Jr.</b>	Chairman, The Hawthorne Group, Inc.
<b>Charles J. Queenan, Jr.</b>	Retired Senior Counsel, K&L Gates LLP
<b>John G. Rangos</b>	John G. Rangos, Sr. Charitable Foundation
<b>George A. Roberts*</b>	Retired Chairman and Chief Executive Officer, Teledyne Technologies, Inc.
<b>David M. Roderick</b>	Former Chairman and Chief Executive Officer, United States Steel Corporation
<b>Vincent A. Sarni</b>	Retired Chairman and Chief Executive Officer, PPG Industries, Inc.
<b>Joyce Bowie Scott*</b>	J. Bowie Scott Studio
<b>Raymond W. Smith*</b>	Chairman, Rothschild Continuation Investments
<b>William P. Snyder III</b>	President and Chairman, The Wilpen Group, Inc.
<b>Alexander C. Speyer*</b>	President, North Star Coal Company and Parson, Inc.
<b>W. Lowell Steinbrenner*</b>	Former Chairman, Contours, Ltd.
<b>James W. Taylor*</b>	
<b>James M. Walton</b>	President Emeritus, Carnegie Institute
<b>Konrad M. Weis</b>	Former President and Chief Executive Officer, Bayer Corporation
<b>S. Donald Wiley</b>	Retired Senior Vice President and General Counsel, H. J. Heinz Company

\* Alumnus(a)