No way was John Lehoczky going to become the dean of H&SS.

As Lehoczky saw it, he had already been arm-twisted into becoming head of the Department of Statistics. So when he reluctantly agreed—after Carnegie Mellon President Jared L. Cohon’s direct intercession—to become acting dean of H&SS in late 1999 to replace the departing Peter Stearns, he insisted that he would not take on the position permanently.

To punctuate the point, he refused to meet with the search committee when its members asked him to become a candidate for the permanent position. The committee, however, was as determined to offer Lehoczky the position as he was to avoid it, and once again, President Cohon convinced him to take the job.

“He has a good head for administration. He’s judicious and careful. He’s surprised all of us in the way that he has encouraged the humanities and fostered the humanities,” said Hopper, the Paul Mellon Distinguished Professor of the Humanities.

Much of Lehoczky’s focus as dean has been on strengthening the humanities, which he believes are vital to Carnegie Mellon’s future success. He has overseen the launch of the Humanities Initiative and its three main pillars: The Humanities Scholars Program, a four-year interdisciplinary program for select H&SS students; the Humanities Center, a collaborative research center; and the Center for Arts in Society, a multidisciplinary research and education center sponsored jointly with the College of Fine Arts.

“We simply cannot be seen only as a technical institution and move forward to achieve the national recognition the university deserves,” he said.

Lehoczky came to Carnegie Mellon in 1969, when H&SS was in its infancy and the Statistics Department had no college home. In 1980, then Carnegie Mellon President Dick Cyert required the department to affiliate with a college. The faculty settled on H&SS.

“We’re sitting in a college where lots of people are quite skeptical of our role, and the consequence is that people have looked a little bit askance when we have been proposed for leadership positions,” said former H&SS Dean Stephen Fienberg, the Maurice Falk University Professor of Statistics and Social Science.

Fienberg said Lehoczky’s deliberative manner and loyalty to Carnegie Mellon have won him respect. “We ended up getting someone who’s so committed to the institution that I don’t think we’re going to find somebody like him again,” Fienberg said.

In 1984, Lehoczky succeeded Fienberg as head of the Statistics Department, a post he held for the next 11 years.

“As a department head, he gave you the feeling that he was always on your side. When I became department head, I tried to remember how he had been and tried to emulate that,” said Statistics Professor Rob Kass, who succeeded Lehoczky as department head.

When Kass came to Carnegie Mellon in 1981, he was quickly struck by how prolific a researcher Lehoczky was. Lehoczky’s research focuses on stochastic processes, a term that refers to random phenomena as they evolve over time. His work has applications in manufacturing and in computer communication networks.

Lehoczky’s research also extends into finance, where it focuses on how to maximize the performance of investment strategies. Together with Mathematician Professor Steve Shreve and Sanjay Srivastava, a former professor from the Tepper School of Business, Lehoczky founded Carnegie Mellon’s Master’s of Science in Computational Finance program. Lehoczky continues to teach in the program and sits on its steering committee.

Lehoczky said the nature of his research allows him to be an ambassador to Carnegie Mellon’s technical schools. That’s important, because, unfortunately, the perception of H&SS on campus still doesn’t match the quality of the college’s faculty and students.

“I have been a participant in the research process in engineering, science and...
H&SS Alum Gets “Lost” in Hollywood

It’s a good thing for Javier Grillo-Marxuach that he knows how to keep a secret.

Grillo-Marxuach (B.A. Creative Writing and Literary and Cultural Studies, 1991) was a writer and producer during the first two seasons of the hit ABC television show “Lost,” which is about the survivors of a plane crash stranded on a mysterious island. The first season came to a close with two of the main characters peering down into a strange hatch where they could see a ladder leading into darkness.

“I spent a whole summer not answering the question ‘What’s in the hatch?’” said Grillo-Marxuach, 36, now a co-executive producer on the NBC series “Medium.”

In February 2004, Grillo-Marxuach had been working on an UPN series called “Jake 2.0” when it was abruptly cancelled. A few weeks later, his agent got a call from ABC, inviting Grillo-Marxuach to write for “Lost” which was in development at the network.

The show’s creators, J.J. Abrams and Damon Lindelhof, had written the outline of a pilot, and Grillo-Marxuach joined a team of four other writers to develop the show’s mythology and the characters’ back stories. Grillo-Marxuach’s work on “Lost” earned him an Emmy Award for Outstanding Drama Series and a Writers Guild of America Award for Dramatic Series.

“It was pretty cool,” he said of winning an Emmy. “To some degree you can put on your artist’s cloak and say it’s not about the awards. But it rocks. It’s awesome.”

A native of Puerto Rico, Grillo-Marxuach moved with his family to Michigan when he was 10 years old. When he was in high school, he won an award from the National Council of Teachers of English. This prompted Carnegie Mellon to offer him a partial scholarship to attend the Creative Writing Program.

“Creative Writing just had a magnificent faculty that was a real pleasure to learn from,” Grillo-Marxuach said.


After graduation, he earned an M.F.A. in screenwriting from the USC School of Cinema-Television. Originally intending to write for cinema, he was working at a Kinko’s when he applied for a job at NBC in a junior executive training program. It wasn’t a writing job—and it wasn’t in the movies—but it did mean that he’d no longer have to make copies for a living.

“I looked at their job offer and I thought I really wanted to own a laser disc player and I’m not going to get that working at Kinko’s,” Grillo-Marxuach said. “But thanks to the guidance of a good agent and some very hard work, I was able to get the job on ‘The Pretender’ that same year and establish myself as a working writer.”

Grillo-Marxuach’s path to becoming a television writer was rather atypical, and this presented its own problems when he was getting started.

“The challenge in my early career was that I was considered ‘politically suspect’ for having been so close to the man in my previous employment,” he said. “The relationship between network executives and the creative staff can be a very contentious one. Since then I have been blessed with a steady stream of employment.”

Working on “Lost” was not just about writing for television. The show has a slavish following that
dissects each episode on the Internet for clues to the island’s meaning. The writers have created authentic-looking websites and commercials for the show’s fictional Oceanic Airlines and the Hanso Foundation, which seems to be behind the experiments the survivors have discovered once took place on the island. And then there’s “Bad Twin,” a manuscript for a novel written by one of the passengers that has been published as an actual book—under the name of the passenger who wrote it.

“People were interested in looking for clues to the show, so there was a real effort to tell an interactive story over the summer before the third season. It’s not all going to happen within the bounds of the series,” Grillo-Marxuach said.

Writing for television has given Grillo-Marxuach the freedom to pursue a lifelong passion—comic books. He’s written two series, The Middleman and Super-Skrull.

In the spring, he left “Lost” to become a writer and co-executive producer on NBC’s acclaimed show “Medium.”

“The challenge has been to continue moving up, to continue improving my craft and to avoid burning out,” Grillo-Marxuach said. “I am fighting very hard to create my own series at some point and when the time comes, I want to be at the top of my game.”

JOHN ANDERSON RECEIVES PRESTIGIOUS HEINEKEN PRIZE

The Royal Netherlands Academy of Arts and Sciences selected John R. Anderson, the Richard King Mellon Professor of Psychology and Computer Science, as the recipient of the inaugural Dr. A.H. Heineken Prize for Cognitive Science. The award was presented Sept. 28 at the Beurs van Berlage Building in Amsterdam by His Royal Highness Prince Willem Alexander, the crown prince of the Netherlands.

The Heineken Prize for Cognitive Science, which carries a $150,000 award, is one of six prizes that are awarded every two years by the Alfred Heineken Fonds Foundation to outstanding researchers selected by the Royal Netherlands Academy of Arts and Sciences. The foundation was created in the 1980s by the late Alfred Heineken, chairman of the board of the company that brews Heineken beer.

“Anderson’s work stands internationally as a shining beacon in the ocean of cognitive research,” said John A. Michon, a Royal Academy member and honorary secretary for the jury that selected Anderson. “It gives direction to theoretical development and to experimental studies in many areas, including cognitive psychology, artificial intelligence, neurocognition, empirical economics and decision making, behavioral and evolutionary biology, as well as in a number of applied fields.”

Anderson, who has been on the Carnegie Mellon faculty since 1978, received the Heineken Award based on his work in developing ACT-R, an integrative theory of the computational operations underlying human thought processes. His theoretical work began with a model of how we search our memory for information and evolved throughout the first 10 years of his career into a complete theory of learning, memory and problem solving. Key to the work are methods for learning systems of condition-action rules, called production rules, that allow the initial formation and gradual strengthening of problem-solving skills. This work has led, among other things, to the development of computer-based tutoring systems known as Cognitive Tutors, which are effective in helping students learn mathematics and computer programming skills.

Most recently, Anderson has begun to explore the neural basis of cognition, seeking the brain mechanisms that underlie the abstract computational operations identified in his cognitive theory.

“It is a sign of the growing importance of cognitive science that the Heineken Prizes in science have been expanded to include an award for our field. I am very honored to be the first winner and gratified that the award is for the ACT-R theory,” Anderson said. “It reflects the work of a community of scholars dedicated to trying to put together an understanding of the human mind.”

Anderson is an associate editor of the journal Cognitive Science and the only person to have served on its editorial board continuously since its inception in 1977. He is a past president of the Cognitive Science Society and has received many other honors, including the Early Career Award and Distinguished Scientific Career Award from the American Psychological Association and the David E. Rumelhart Prize. He also is a fellow in the National Academy of Sciences and was elected to the American Academy of Arts and Sciences. Anderson’s work forms the foundation of Carnegie Mellon's reputation as one of the world’s leading centers for research into human learning and the development of cutting-edge education technology.
Growing up in Brooklyn and Queens, History Professor Steven Schlossman, 59, hardly fit golf’s country-club stereotype. And yet, as he honed his skills on the public courses near his home—winning high school and collegiate championships—it was a sport in which he increasingly found refuge.

“As a kid growing up in an apartment in New York City, I found the game compelling because it got me out in the countryside without having to go too far,” said Schlossman, who captained the golf team at Queens College.

Schlossman gave up golf in graduate school, but as a historian, the game continued to fascinate him. Over the past 25 years, the history of sport has gained popularity as a subject on college campuses, and during the 1990s, Carnegie Mellon’s History Department hired an adjunct professor to teach the history of sport.

So last spring, after toying with the idea for several years, Schlossman taught, for the first time, “The Rise of Modern Golf, 1860-2005.”

“Sports are a central cultural institution whose changing place in American society needs to be reflected in the curriculum. …I think that here at Carnegie Mellon, because of our special interest in social history, the topic of sports is a very good one for exploring race, social class, gender and age,” Schlossman said.

He added, “I thought that golf would work because there is a very interesting and diverse historical literature on golf.”


The class may have been about a sport, but it wasn’t all fun and games. Students said that the readings, lectures and videos sparked in-depth discussions, and that Schlossman’s tough exams were definitely not for duffers.

“I loved it. We got to read some very interesting books. I’ve read a lot of golf books before but none that pertained to the social issues related to golf,” said Jordan Esten, who graduated in the spring with a degree in business administration.

Joe Phillips, the lone history major in the course, said that Schlossman successfully illustrated how golf embodied the way that American institutions dealt with racial and economic injustice. Phillips also graduated last spring, with a degree in history and policy.

“During my time in Pittsburgh there’s been a tremendous expansion of golf opportunities for the middle class,” he said.

Schlossman is now teaching a course called “Memories of the Game” which focuses on the genres of golf writing, including biography, autobiography and golf journalism. He also is researching a history of the Curtis Cup. Schlossman said the game continues to reflect his own experiences.

“I find the variety of skills demanded by this game to be more challenging than any other game I’ve played. … The aloneness, the individuality of golf, is exactly parallel to the aloneness of being a historian,” he said.
Decision Science Major, Still Young, Wows Employers

Adeem Fenster is a walking recruiting poster for Carnegie Mellon’s decision science major.

It’s not merely that his degree landed him a great job after he graduated, working with Bank of America as a technology project manager. What makes Fenster an evangelist for the major is that every day, he finds himself applying something that he learned in the program in his work.

“Bank of America’s asset management arm. I really like that you have communication, you have business, you have psychology, you have statistics,” said Sweta Chakraborty, a 2006 graduate. “You’re not restricted. There are a lot of opportunities that you can tailor to what you want to do.”

Chakraborty is pursuing a Ph.D. in risk management at the Centre for Risk Management at King’s College London. She’s also consulting in the pharmaceutical sector to develop improved risk management strategies. Chakraborty is now working on a project for Pfizer involving effectively communicating risks of side effects for drugs including Viagra.

“I somehow managed to use all my undergraduate experience and my work experience toward my next degree program,” Chakraborty said.

The study of human decision-making as a scientific discipline was invented at Carnegie Mellon by the late Nobel laureate Herb Simon, and SDS—one of Simon’s many intellectual progenies at Carnegie Mellon—includes long-time leaders of the field like Fischhoff, Robyn Dawes, and George Loewenstein, and rising stars like Jennifer Lerner.

But for years, SDS, a highly interdisciplinary department, offered no undergraduate major in decision science, something that Lerner was surprised to discover when she came to Carnegie Mellon in 1999. She developed the major with the blessing of then SDS department head William Keech and the H&SS College Council.

“Decision science is one of our great competitive advantages so it makes sense that our undergraduate teaching would reflect that,” said Lerner, the Estella Loomis McCandless Associate Professor of Decision Science and Psychology.

Lerner and Fischhoff have worked hard to market the major to prospective students and current undergraduates. Both have met with career advisors at Carnegie Mellon and corporate internship coordinators to ensure that they understand the program and know what skills it instills in students.

“Since decision science is a relatively unique major, it has taken some time to educate employers on the multidisciplinary foundation of it, but I believe that the vast majority of employers who recruit at Carnegie Mellon now both understand and are interested in recruiting students from this major,” said Debra Johnson, a Carnegie Mellon career advisor.

Kyle Kirby, a 2004 graduate, is one of three decision science majors hired by McMaster-Carr Supply Co. in Cleveland. McMaster-Carr is a distributor of supplies to large manufacturers, and in January Kirby was promoted to manager of the company’s rack stock-keeping and space management department. He supervises 16 employees.

“McMaster-Carr tries to get a pretty diverse group of thinkers for every class that they hire. They’d never seen a decision science major. I was the first one to come in the door,” Kirby said.

“It’s intriguing, taking the most applied parts of psychology and mixing it with statistics and econometrics,” he said. “How positively I talked about it was attractive to them.”

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Lehoczky

Continued from page 1

computer science, and I know their culture. I can understand their problems and concerns,” Lehoczky said.

H&SS has accomplished much under Lehoczky, but he appears loath to take credit for any of it. Programs have blossomed, like Information Systems, which has become one of the most popular majors on campus and a darling of job recruiters.

Professors have won great honors: Jennifer Lerner received the National Science Foundation’s Presidential Early Career Award for Scientists and Engineers; Fienberg and John Anderson have been named members of the National Academy of Sciences; Sheldon Cohen and Baruch Fischhoff have been selected members of the academy’s Institute of Medicine; and Teddy Seidenfeld and Robyn Dawes were elected to the American Academy of Arts and Sciences. (To name but a few.)

“It has its moments,” Lehoczky said of being dean. “But it has a lot of tough moments. Let’s just say that I always have lots to think about.”
George Loewenstein, one of Carnegie Mellon’s most innovative researchers, has been named the first Herbert A. Simon Professor of Economics and Psychology.

Loewenstein, who teaches in the Department of Social and Decision Sciences, is among the founding fathers of decision science, a field that was pioneered at Carnegie Mellon by the late Herbert A. Simon. Loewenstein’s groundbreaking research examines the influence that emotions and other psychological factors have on economic decision-making.

“It’s an amazing honor to be receiving the Herbert A. Simon Chair in Economics and Psychology. Among his astoundingly diverse accomplishments, Simon was a pioneer in the field of behavioral economics, and was the first psychologist to win the Nobel Prize in economics,” Loewenstein said. “Simon was the reason why I dreamed of coming to Carnegie Mellon long before I ever knew it might actually be a possibility.”

Most recently, Loewenstein has worked in the nascent field of neuroeconomics, which he helped to create and which investigates the mental and neural processes that drive economic decision-making. He has made major contributions in the analysis of intertemporal choice: the extent to which and reasons why we are prepared to defer some immediate benefit for a greater benefit at a later date. His other research interests include bargaining and negotiations, law and policy, and the role of emotion in “out of control” behaviors such as violent crime and drug addiction.

“George Loewenstein has built on the legacy of Herb Simon by bringing Carnegie Mellon to the forefront of the study of human decision-making. As an educator, George has sparked in his students the same passion that has made him such a dynamic researcher,” said H&SS Dean John Lehoczky.

Loewenstein received a bachelor’s degree in economics from Brandeis University and earned a Ph.D. with distinction in economics from Yale University. He previously taught at the University of Chicago Graduate School of Business, and he has been at Carnegie Mellon since 1990. He currently teaches behavioral economics and empirical research methods.

The Herbert A. Simon Professorship has been established thanks to the generosity of Carnegie Mellon alumni Tod and Cindy Johnson. Tod Johnson, a life trustee of Carnegie Mellon, is a graduate of the Tepper School of Business, and his wife, Cindy, earned a degree from the College of Fine Arts. Tod Johnson leads The NPD Group, which helps Fortune 500 clients understand their global marketplaces by providing consumer and retail information for a wide range of consumer industries. He has played a prominent role in this field, serving as founding co-chairman of the Council on Marketing and Opinion Research and as a director and chairman of the Advertising Research Foundation. Tod Johnson also is widely recognized as an expert on brand loyalty, a subject on which he has regularly published since 1982. Cindy Johnson is a volunteer at the Neuberger Museum of Art and a supporter of the Guggenheim Museum in New York City. She is also chair of the board of the St. Mary’s Healthcare System for Children.

“We are pleased to be able to honor Herbert Simon’s prodigious legacy to Carnegie Mellon through this endowed chair, and we are proud that a dynamic researcher like George Loewenstein has been selected as its first recipient,” Tod Johnson said.

Herbert A. Simon, the winner of the 1978 Nobel Prize in Economics, was one of Carnegie Mellon’s most influential faculty members. During his 51-year tenure on the Carnegie Mellon faculty, he played key roles in the formation and development of the Graduate School of Industrial Administration (now the Tepper School of Business), the School of Computer Science, and the Psychology Department, shaping them into world-class institutions with his extraordinary vision. His influence across so many fields, fueled by a singular passion for human decision-making and problem-solving, set a standard for cross-disciplinary work that remains one of the hallmarks of Carnegie Mellon today.

With the study of organizational decision-making as his primary focus, Simon increasingly felt the need for a more adequate theory of human problem-solving than existed at the time. Around 1954, he and his colleague, Allen Newell, conceived the idea that the right way to study problem-solving was to simulate it with computer programs. Gradually, computer simulation of human cognition became his central research interest, which led to his and Newell’s recognition as the fathers of artificial intelligence. Subsequently, 24 colleges and universities presented Simon with honorary doctorates. Newell-Simon Hall, which houses Carnegie Mellon’s School of Computer Science, is named for Simon and Newell. An emeritus life trustee, Simon had been a member of the board since 1973. He remained very active at Carnegie Mellon until he died in 2001.
Hilary Masters seemed rather embarrassed recently that a colleague was proudly spreading the word that Masters' latest novel, "Elegy for Sam Emerson," had been reviewed in the New York Times Sunday Book Review. "I've been in the New York Times before," Masters said.

Masters' career has been such that he makes that statement with sincere modesty. "Elegy for Sam Emerson" is Masters' ninth novel and it comes two years after Masters' acclaimed family memoir, "Last Stands: Notes from Memory," was republished by Southern Methodist University Press. In 2003, Masters won the prestigious Award for Literature from the American Academy of Arts and Letters, and last year the Pittsburgh Post-Gazette named him one of the top 50 creative forces in the Pittsburgh region.

"One of the things I admire most about Hilary is that he simply gets it done. Consistently over the years, book after book, he has carved out a remarkable career," said Jim Daniels, director of Carnegie Mellon's Creative Writing Program.

"Elegy for Sam Emerson" centers on a Pittsburgh restaurateur who ponders his past as he tries to figure out what to do with his mother's ashes. At the same time, Sam searches for the military grave of his father, a combat photographer who spent most of his life traveling.

Masters said that in many ways his latest novel mirrors "Last Stands," which was originally published in 1982. The process for drawing characters in fiction and memoir are not all that different, according to Masters. "I think that all novels have a certain amount of the author's experiences and alter-ego," he said.

Masters is the son of the late writer Edgar Lee Masters—the author of the poetry classic "Spoon River Anthology"—who was 60 years old when Masters was born in 1928. Masters' mother, Ellen, 30 years younger than Edgar Lee Masters, was an actress and later a teacher.

Masters spent much of his childhood living with his maternal grandparents in Kansas City, Mo. His grandfather was an Irish immigrant who had served in the U.S. Cavalry before becoming well-to-do as a self-taught civil engineer and soldier of fortune in Central America and Mexico, and he would often regale his young grandson with the tales of his exploits. Masters periodically traveled to New York City to visit his father, who lived and worked in the famed Hotel Chelsea.

Coming from a family of storytellers no doubt made writing a memoir an easier task. "My grandfather and my father would write me letters in which they would recount things we'd done the summer before," Masters said. "The Irish tell each other stories all the time. Family stories. Family disgraces."

Masters—who has worked as a publicist, a newspaper publisher and a photographer—wrote his first novel, "The Common Pasture," in 1987. He started teaching in 1978, and in 1983 he taught at the University of Jyvaskyla in Finland as a Fulbright Lecturer on American Literature.

"I didn't even know anything (about teaching), not even how to make a syllabus. I'm still not very good at that," Masters said.

There's that modesty again.

"He's humble as can be. He still is. He's not the greatest self-promoter," said Jonathan Barnes (B.A. Professional Writing, 1993), a Pittsburgh-based freelance writer and a former student of Masters.

"He would bring in his writing sometime to our classes and let us workshop him. He's a teacher and he's having us workshop him and he'd listen," Barnes said.

In a city teeming with writers, Barnes said that Masters is probably the most underappreciated. Masters will have to take his student's word for it.

"I haven't gotten to the point where I read myself," he joked.
Reminders

H&SS has launched a monthly email newsletter, the H&SS eNews. If you would like to receive the eNews, please send your name and email address to Jonathan Potts at: jpotts@andrew.cmu.edu.