

# Carnegie Mellon ENGINEERING

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**To: Faculty and Staff**  
**From: Pradeep K. Khosla**  
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**Subject: CIT Goals and Strategies**

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CIT strives to be among a handful of top engineering colleges in the country. In order to accomplish this, I believe that several, if not all, of our undergraduate and graduate programs must be ranked among the top-ten. To enhance our competitive position, we must continuously seek out and invest in areas of research and education that leverage our strengths across the college and/or the university, that offer a comparative advantage, and that will be recognized as ones for which we are among the top leaders in the country. In addition, we must continue to take advantage of and further enhance our collaborative and global culture that knows no boundaries and allows faculty to pursue research, and work with and advise graduate and undergraduate students across departments and colleges.

- Improving the research and education infrastructure both through adding new space and improving the quality of existing space and facilities;
- Maintaining our leadership in undergraduate and graduate education through sustaining our excellent academic programs, developing novel curricula and programs, and exploiting technology in education;
- Identifying and building multidisciplinary and interdisciplinary “pillars of excellence” in research, while supporting existing areas and nurturing emerging areas;
- Increasing both the enrollment and the graduation rate of PhD students; and reducing the “average cost” of tuition by at least 25% per year for PhD students;
- Improving the quality and increasing the number of applicants to our graduate programs, and reducing the acceptance rate to a level that is indicative of a highly competitive program; and increasing the number of federal and foundation graduate fellowship recipients;
- Providing 100% academic year salary support for faculty in department budgets, and allowing faculty to recover the 3rd month of summer salary without any academic year charge-off requirement;
- Increasing the number of women and underrepresented minorities in students, faculty, and staff while improving the culture and climate in the college so that everyone feels respected, and is enabled to be successful by developing new skills and their career;
- Competing effectively against our peers in recruiting faculty and PhD students by winning our fair share;
- Building and improving alumni relations at all levels, but especially college and department levels; and
- Emphasizing internationalization of graduate education and research.

Achieving these goals will require an injection of a significant amount of new resources in addition to the dedication and commitment of the faculty and staff. These resources will come from a combination of sources that include the college, central administration, fundraising, and efficiently managing our endowment income within the college. As we make these new investments, we must also take a fresh look at expectations from faculty and staff to achieve our goals. We will address this during the summer retreat of CIT department heads.

It is my sincere belief that we will be able to accomplish these goals over the next several years. Beginning Fall 05 (or FY 06), we will start by implementing the following initiatives that will help us enable the faculty through reducing the cost of doing research and through recruiting high quality graduate students:

- The department budgets will include 97.5% of academic year tenure-track (TT) faculty salaries in FY 06. This will increase to 100% in FY 07.
- Effective FY 06, there will be no college requirement for academic year charge-off in order to recover the 3rd month of summer salary. Requirements, if any, of the federal or private funding agencies will still apply.
- The Dean's office will provide startup support in the form of 4 graduate students years to all new tenure-track and research faculty who join CIT starting Fall 05.
- The college has created 24 Dean's fellowships for students admitted into the PhD program in Fall 05. These fellowships support 100% of tuition in the first year with the stipend being provided by the faculty advisor and/or the department. Even though this is an experimental program, my goal is to significantly increase the number of these fellowships over time as we generate more resources. The intent of these fellowships is to both reduce the "average cost" of a PhD student and also accomplish other goals outlined above with respect to PhD students.
- By the end of Fall 05, I will announce a plan to further reduce the "average cost" of tuition for each PhD student in CIT.

In the spirit of continuous improvement, I welcome input from everybody. You can provide input either to your department head or to me directly.

It has been an exciting 9 months for me, and based on what I have seen of CIT, I am very bullish about the future of our college. As we head towards the end of the academic year, I want to thank you for another great year and offer my best wishes for a productive and enjoyable summer.