

we  
inspire  
innovation.

**Carnegie Mellon**

Carnegie Mellon University  
5000 Forbes Avenue  
Pittsburgh PA 15213  
[www.cmu.edu/campaign](http://www.cmu.edu/campaign)

**Carnegie Mellon University**  
inspires others  
with its innovations.

At the same time,  
we are inspired to innovate  
because of who **we** are.

# **We**

of top-tier universities  
education, research and outreach,  
yet we don't operate  
don't plan to start anytime soon.

stand today among an elite group  
that shape the world through  
like other universities, and we

To **inspire**  
**inn**

# **ovation**

we're different in striking ways...



# We

**INVENT SOLUTIONS**

Fluorescent microscope images used for automated analysis in the Ray and Stephanie Lane Center for Computational Biology, an interdisciplinary Carnegie Mellon research center that is developing new computational tools for the understanding, diagnosis, and treatment of cancer and other diseases.



**ACROSS DISCIPLINES.**

The world has recognized that breakthroughs happen at the intersections of fields. This is Carnegie Mellon's specialty. We focus on deep, important issues that need the most intensive firepower from many different disciplines.

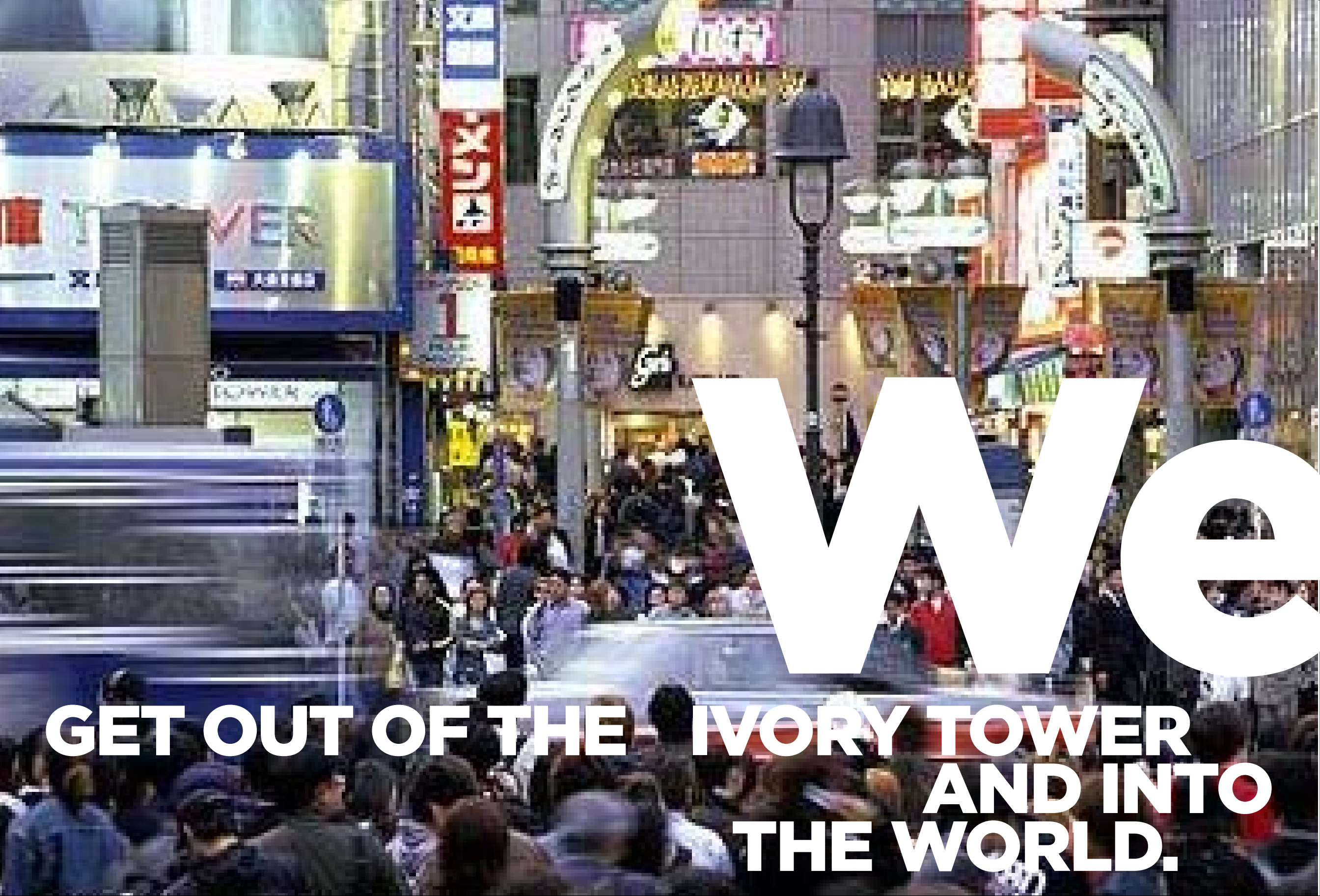


# we

**BRING MULTI-TALENTED  
“DREAM TEAMS”  
TOGETHER LIKE  
NO ONE ELSE CAN.**

Carnegie Mellon roboticists, artists, and computer scientists collaborate to foster creativity, global understanding, and an interest in science.

Part of our success lies in the ability to harness novel, sometimes unlikely, combinations of talent and resources to solve major scientific, technological, and societal challenges. The magic of Carnegie Mellon is its people and the way they work together.



# WWe

## GET OUT OF THE IVORY TOWER AND INTO THE WORLD.

We were among the first universities to understand that ideas don't have borders. Carnegie Mellon is expanding its international presence with research and education partnerships around the world. On campus, we have a global-thinking culture as well. Our students come from all 50 states and more than 30 countries; and nearly half of

them study a foreign language—five times the U.S. average—even though it is not required. Our alumni are innovators who are prepared for what Pulitzer Prize-winning author Thomas L. Friedman calls the “flat world.”

# We

CREATE THINGS.



Students, faculty, and researchers work together to remake cities by addressing critical urban issues using democratic decision-making principles.

We have always put a strong emphasis on making things—from paintings and operas to software and robots; from fluorescent neurons to film scripts, urban environments, and virtual worlds.



# WWe

**FEARLESSLY  
AREAS**

**REINVENT OUR  
OF EXCELLENCE.**

Faculty and students work together across academic disciplines to solve the world's most pressing business problems.

To pursue the next big strategic bets and to lead, we choose not to study everything. Where we focus, we excel. We seize new opportunities in areas where we can leverage our strengths. We build on existing expertise to move into new areas where we have a comparative and competitive advantage such as fossil fuel research, environment and energy economics, finance, medical robotics, multimedia arts, green chemistry, and next generation computing.

# We

**MAKE A RELEVANT  
IMPACT ON  
THE LIVES OF  
EVERYDAY PEOPLE.**



By better understanding how people work, play, shop, and collaborate, Carnegie Mellon is improving hardware and software for mobile devices.

Carnegie Mellon faculty members generate approximately two new patentable ideas every week. Among hundreds of innovations, the creativity and ingenuity of our faculty and alumni have led to artificial intelligence, the first Internet search engine, a new model for business education, the design of the iPhone, the founding of Juicy Couture, the paintings of John Currin and Andy Warhol, the music of *Wicked*, and the invention of Kevlar.

# We

don't just imagine the future.

*We create* it. It looks like this:

**Art that is “aware” of you.**

Clean and efficient fuels that reduce harmful CO<sub>2</sub> emissions globally.

## **DESIGNED FOR AND WATER QUALITY AND SOLAR ENERGY.**

Low-cost water disinfection and detoxification technologies that improve life in developing countries.

## **CITIES WORLDWIDE MAXIMUM AIR**

A new kind of world leader who draws on a combination of technology, arts, and business to solve problems.

**Cars that drive themselves, reducing deaths and injuries while increasing convenience and comfort.**

**CHEMICAL MANUFACTURING**

# Combating identity theft.

The ability to be in two places at one time (imagine sending a 3D model of yourself to a meeting in another city that mimics your actions while you sit in your office back home).

# NEW THERAPIES ALZHEIMER'S

Biosensors that predict a heart attack

# THAT IS CLEAN AND GREEN.

**Masterpieces that stretch across traditional and new media.**

Artists, actors, and computer scientists working together to develop new art forms that enrich, entertain, and teach.

# FOR AND AUTISM.

before it happens.

## CUSTOMIZED TREATMENTS

Injectable, microscopic robots that can find, treat and repair damaged areas of the body.

The composition of

**TRANSFORMING  
AT A TIME THROUGH  
COGNITIVE TUTORS.**



## FOR DISEASES.

the universe revealed.

**EDUCATION ONE CHILD  
REVOLUTIONARY**

Addressing the critical issues facing people in an inter-connected global economy.

Green offices designed to maximize human health, productivity, and energy efficiency.

From the beginning, innovation has been part of our DNA.

Andrew Carnegie had the vision to found a school to prepare students for a revolution in industry, business, and the arts. We've been pushing that envelope of education and discovery ever since.

The result is that over the last century Carnegie Mellon has risen farther and faster than any other university.

Every aspect of this world-class university's evolution has grown out of philanthropy—a philanthropy that prizes guts and audacity, and our signature combination of intellectual strength, creative spark, tireless work ethic, reasoned risk-taking, and commitment to problem solving. These values, which are shared by our faculty and students, continue to drive the innovations that shape the future.

Original thinking pervades our approach to education as well as to research. At Carnegie Mellon, undergraduates are involved in research as an intrinsic part of their educational experience. A Carnegie Mellon education is characterized by deep immersion in a discipline, coupled with opportunities for interdisciplinary teamwork, creative problem solving, and the chance to explore subjects completely unrelated to a student's chosen field.

The Higher Education Research Institute praised this uniting of research and learning at Carnegie Mellon in 2002, when it described a Carnegie Mellon education as “empowering,” “intense,” “first-rate,” and “entrepreneurial.” Time and time again visitors marvel at the interdisciplinary culture that exists here because of the innovative work it yields.

It is not uncommon for students to put together their own course of study with several disparate disciplines. We produce students who think creatively and are well-grounded in their fields, more apt to lead, and highly coveted in today's world. It is the vision of this university to educate architects of change.

Just as we have always done in research, we will continue to push the envelope by creating new educational models that anticipate emerging professions and the changing needs of a global economy.

This is the legacy and the future we ask you to be part of.

We invite you to participate in

**Inspire**

**The Campaign for**

a \$1 billion comprehensive  
on our

**Innovation:**

**Carnegie Mellon University,**

campaign to build  
unparalleled success.

## This is a tremendous moment in the history of Carnegie Mellon.

Having achieved so much, profound opportunities now await us.

The *Inspire Innovation* campaign is about capturing this great moment.

This is why we have come to you. Who better than Carnegie Mellon people—everyone affiliated with this university and everyone drawn to it—to imagine what hasn't been thought of yet and to help make it a reality?

We invite you to invest in the magic of this place. The impact donors have here greatly exceeds what they could have elsewhere. Carnegie Mellon has the ability to make gifts go farther because of the sheer impact our work has on the world, and we are seeking your financial support in order to help make that work happen. Despite the challenges of each generation, we will continue to find innovative solutions to the world's most pressing problems, as we have for the past 100 years.

To continue to inspire innovation, we ask you to share your Carnegie Mellon experiences with friends, colleagues, and prospective students. We ask you to be an ambassador for the university, volunteering your time to help us share news about Carnegie Mellon around the world. We also ask you to stay connected to the life of the university today by engaging with our students, faculty, and staff.

As the Nobel Laureate, legendary Carnegie Mellon scholar and father of artificial intelligence, Herbert Simon said, "Our job is to design a sustainable and acceptable world and bring it about."

We couldn't agree more. We ask you to join us and the many other donors who have already helped us gain momentum in capturing all of the potential of this extraordinary opportunity.

**Jared L. Cohon**  
President

**Robbee Baker Kosak**  
Vice President of University  
Advancement

**Raymond J. Lane**  
Life Trustee and Campaign Chair,  
Carnegie Mellon University;  
Managing Partner,  
Kleiner Perkins Caufield & Byers



From left: Jared L. Cohon, Robbee Baker Kosak, Raymond J. Lane

## Inspire Innovation

The Campaign for Carnegie Mellon University

*A Guide to Investing in Innovation*

### An Overarching Endowment Goal

In launching the *Inspire Innovation* campaign, our chief goal is to increase the power and reach of Carnegie Mellon. In practical terms, this means building our endowment.

Simply put, endowment fuels our innovative education and research. Endowment growth is vital because it ensures that we have the flexibility to invest in the new ideas with the biggest potential.

Most traditional funding sources privilege well-worn research paths rather than the trailblazing we are known for—the kinds of pioneering paths that kick-start whole new areas of discovery and impact.

By supporting our endowment, you play a pivotal role not only in our ability to pursue promising new lines of research, but also to launch and enhance key educational programs and to attract and retain the very best faculty and students.

## Endowed gifts create something lasting for the donor, the recipient, and the university.

The gap between our ability to fund long-term projects and to offer competitive financial aid packages to students as compared to our peers is widening. Our closest competitors have three times the endowment per full-time student that we do.

Endowment growth is essential for the future of innovation at Carnegie Mellon. Half of the campaign's \$1 billion dollar goal is directed to endowment with emphasis on long-lasting support for faculty, students, and breakthrough innovations.

In addition to funding the endowment, the campaign also will focus on attracting gifts that are put to immediate use to address current needs. These dollars seed innovation and enhance the breakthrough work already underway.

Giving Opportunities to Retain and Enhance a World-Class Faculty

# Goal: \$350 Million

- ENDOWED FACULTY CHAIRS
- START-UP FUNDS FOR NEW FACULTY
- GIFTS FOR RESEARCH AND ACADEMIC PURSUITS



## EVERYTHING WE DO

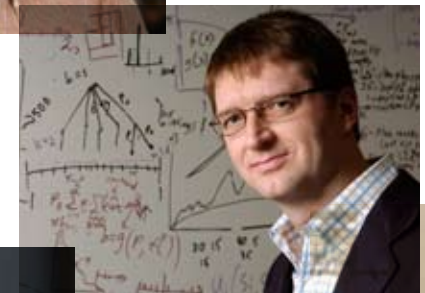
Our professors choose Carnegie Mellon for its singular environment—a combination of the best departments in their fields, the opportunity to collaborate with exceptional colleagues across departmental boundaries, and an entrepreneurial culture that puts their cutting-edge solutions into the world to improve life as we know it.

Current and endowed gifts to support faculty will not only help ensure competitive salaries to bring top talent to Carnegie Mellon—the kinds of people who are drawn to our unique environment—but also the research capital faculty need to further their extraordinary work.

We often look at issues and challenges before anyone else does. U.S. federal funding for the kind of groundbreaking work that we do, however, is more difficult to come by in recent years. The irony is that once our faculty show the world that these are the paths of the future, their work attracts many funders.

Our entrepreneurial faculty members spend significant amounts of time searching for resources to support their groundbreaking research. One of our most pioneering thinkers estimates that with additional financial support he could double the fruits of his work. Donors have begun to provide the capital to make this exciting work happen. You are the key to fueling and accelerating innovation.

## SPRINGS FROM OUR PREMIER FACULTY.



Giving Opportunities to Support a New Generation of Student Innovators

# Goal: \$350 Million

- UNDERGRADUATE SCHOLARSHIPS
- GRADUATE FELLOWSHIPS
- STUDENT LEADERSHIP INITIATIVES
- CAMPUS PROGRAMS AND ATHLETICS

## WE ARE EDUCATING A NEW KIND THE KIND OF CARNEGIE MELLON CAN

Our educational environment creates problem solvers, drivers of technological innovation, highly-skilled professionals in a specific discipline who also possess broad views about how their expertise fits into the world. That is why we refer to our faculty, our students, and our alumni as architects of change.

They are the entrepreneurial educators, virtual-storytellers, eco-visionaries, computational biologists, interactive-artists, and behavioral economists of the not-too-distant future. Indeed, employers in every field love our graduates, saying they are ready to hit the ground running the day they graduate.



## OF LEADER HERE — STUDENT THAT PERHAPS ONLY NURTURE.

Carnegie Mellon undergraduate and graduate students are literally the best and the brightest in the world.

Like our faculty, they select this university above others because our combination of top-ranked departments, practical problem solving, interdisciplinary depth, collaboration, innovation, creativity, and global reach simply does not exist anywhere else. Students are the lifeblood of Carnegie Mellon, and it is essential that we have the financial ability to attract the top students and to provide them with the support they need. Immediate and endowed gifts for student scholarships, fellowships, leadership initiatives, and to enhance the experience beyond the classroom will ensure that we can continue to bring these talented and hardworking students here.



Giving Opportunities to Sustain Foundations of Excellence

# Goal: \$200 Million

- UNRESTRICTED CURRENT AND ENDOWED SUPPORT
- INNOVATION FUNDS FOR THE PRESIDENT, PROVOST, AND DEANS
- CARNEGIE MELLON FUND AND SCHOOL-BASED ANNUAL GIVING PROGRAMS
- CARNEGIE MELLON LIBRARIES

Carnegie Mellon is an outstanding performer. We run lean on administration, and we maximize our resources for comparative and competitive advantage.

## WE HAVE PROVEN THAT LEADERSHIP, EXPERTISE, AND BREAKTHROUGH

Carnegie Mellon has never been about research for research's sake. It is about research directed at responding with a sense of urgency to the needs of our time. Your support of innovation funds will be used by university leadership to jump-start new projects or initiatives in areas where we are poised to lead.

By providing support to the Carnegie Mellon fund, school-based annual giving programs, and key resources such as our libraries, you help us seize opportunities that otherwise might go elsewhere or be lost entirely. This type of support allows schools and departments to marshal their resources in order to swiftly respond to new areas of research and education. These dollars also support student initiatives, student life, and financial aid. By supporting our ability to take full advantage of these opportunities, you help us meet the challenges of our world.



## WE HAVE THE VISION TO ACHIEVE SUCCESSES.



Giving Opportunities to Enhance an Innovative Environment

# Goal: \$100 Million

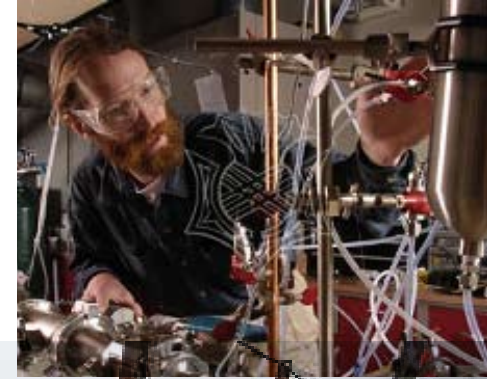
## OUR PHYSICAL SPACES AND OUR INTERDISCIPLINARY CREATIVITY, AND INNOVATION.

The Carnegie Mellon campus has an energy and excitement equal to the amazing work being done here. One example of the physical enhancements the campaign will bring is the new School of Computer Science Complex. The complex, which will drive new thinking and collaboration, has already been launched with lead gifts from the Bill & Melinda Gates Foundation and from the Henry L. Hillman Foundation.

The campaign also will support new academic research space within our second Collaborative Innovation Center. Our first Collaborative Innovation Center, which was created as a new vision for industry and university partnerships, brought Microsoft, Apple, Google, and Intel together under one roof, something that happens nowhere else in the world.

A vanguard university requires constant updating and enhancement of physical and technological resources. Gifts to support facilities and equipment provide the academic, living, and recreational spaces to inspire innovation.

## RESOURCES SUSTAIN TEAMWORK,



Andrew Carnegie said: “My heart is in the work.” No statement better captures the passion and drive of our people to make a real difference. At Carnegie Mellon, we’re not afraid of the work. We inspire others with our innovations, and we are inspired to innovate because of who we are.

No one discipline, no one person, no one company or country by itself can solve the great challenges facing our world. Collaboration is the secret of innovation.

## WE INVITE YOU TO COLLABORATE WITH US TO INSPIRE INNOVATION.

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Carnegie Mellon University is  
a leader in sustainability and  
resource conservation.

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innovation.

For more information,  
contact David Bohan,  
campaign executive director,  
at [dbohan@andrew.cmu.edu](mailto:dbohan@andrew.cmu.edu)  
or 412-268-3264.