

History, Mission & Organization

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History, Mission, Organization

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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 10,000 undergraduate and graduate students at Carnegie Mellon receive an education characterized by its focus on creating and implementing solutions to solve real problems, interdisciplinary collaboration, and innovation. A small student-to-faculty ratio provides an opportunity for close interaction between students and professors.

Carnegie Mellon's eighth president, Jared L. Cohon, is leading a campus-wide effort that aims to leverage Carnegie Mellon's strengths to impact the world in the fields of biotechnology, information and security technology, environmental science, the fine arts, and humanities.

The university is also committed to broadening and enhancing undergraduate education to allow students to explore various disciplines while maintaining a core focus in their primary area of study. Realizing that today's graduates must understand international issues, Carnegie Mellon is committed to providing a global education for its students and is striving to expand its international offerings to increase its presence on a global scale. Increasing diversity in all aspects and fostering the economic development of southwestern Pennsylvania are also top priorities.

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. In its 2007 college guide, Newsweek named Carnegie Mellon among the "New Ivies" for its "exceptional academic programs and campus offerings that have seen a rise in stature to rival the Ivy League and other traditional academic powerhouses in competing for the nation's top students."

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 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 School of Public Policy and Management. In addition to the Pittsburgh campus, Carnegie Mellon has a West Coast campus, offering master's programs in software engineering and software management in California's Silicon Valley and an undergraduate campus in the Persian Gulf nation of Qatar, where it offers degrees in business and computer science. Carnegie Mellon also has educational partnerships in Europe, Asia, Latin America, Africa, and Australia.

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 144-acre campus.

Industrialist and philanthropist Andrew Carnegie founded the Carnegie Technical Schools in 1900 for the sons and daughters of Pittsburgh blue-collar workers. The institution became the degree-granting Carnegie Institute of Technology in 1912 and in 1967, Carnegie Tech 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.

For more information, please visit www.cmu.edu.

University Vision, Mission, Values & Traditions

Vision

Carnegie Mellon will be a leader among educational institutions by building on its distinctive core values of innovation and interdisciplinary collaboration to solve problems and make new discoveries to benefit society.

Mission Statement

To create and disseminate knowledge and art through research and artistic expression, teaching and learning, and to transfer intellectual products to society.

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

To pursue the advantages provided by a diverse and relatively small university community, open to the exchange of ideas, where discovery, artistic creativity, and personal and professional development can flourish.

Values & Traditions

Leadership:

We lead through innovation and excellence; we establish new directions by talent and example, influencing the behavior of other institutions.

Innovation:

We identify challenges and opportunities presented by evolving human needs, new research methods and technologies, and promptly assemble the talent and resources needed to exploit them. Our innovative capability is one of the foundations upon which our leadership capacity is built.

Transcending Disciplinary Boundaries:

We transcend traditional disciplinary boundaries to exploit our comparative advantages.

Responsibility to Society:

We serve society through transfer of technology, continuing education programs, public service, and enrichment of the community through the arts.

Learning:

We build on our heritage of the Carnegie Plan to become a leading institution that combines first-rate research with outstanding undergraduate education through our focus on learning and problem-solving.

Dedication to Our Work:

Our students, staff, and faculty are committed to our heritage, as articulated by Andrew Carnegie and emblazoned on our seal: "My heart is in the work."

Commitment to Quality:

We focus our energies on understanding the needs of the communities we serve while applying principles of self-evaluation, benchmarking, and continuous improvement to fulfill these needs.

Seven Distinguished 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

URL: <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 unique interdisciplinary bachelor's degrees integrating studies in fine arts with work in the humanities or the sciences.

Dean: Hilary Robinson

URL: <http://www.cmu.edu/cfa/>

H. John Heinz III College (Heinz College) has gained international recognition for capitalizing on the synergies between information systems, management and public policy—an approach without parallel anywhere in the world. As rapid change in technology continues to affect how organizations function, Heinz provides students with the skills needed to transform institutions and nations. A college without departments, Heinz integrates faculty across degree programs and disciplines. Students and faculty focus on addressing relevant world problems, rather than on individual academic disciplines. Internships and apprenticeships are central to the curriculum, along with projects for real organizations. Programs are offered in Pittsburgh, Pennsylvania, and Adelaide, Australia. Heinz offers master's degrees in public policy and management, healthcare policy and management, arts and entertainment industry management, information security policy and management, and educational technology management, as well as a ph.d. degree in public policy and management and a range of executive programs.

Dean: Mark G. Wessel

URL: <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); labor and working class history (History); behavioral decision-making (Social and Decision Sciences); and rhetoric, professional and technical writing (English).

H&SS also offers undergraduate degree 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

Dean: John P. Lehoczky

URL: <http://www.hss.cmu.edu/>

Mellon College of Science (MCS) includes four departments: Biological Sciences, Chemistry, Mathematical Sciences, and Physics. It fosters strong interdisciplinary interactions within the college and with other colleges. 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, computational finance, sensor research, and biological physics.

Acting Dean: Frederick Gilman

URL: <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. SCS 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 SCS and CFA that brings together technologists and artists in close collaboration.

Dean: Randal E. Bryant

URL: <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 as new career tracks—in the form of an academic minor—are available to assist students in gaining exposure to industry and functional areas of study. By broadening and strengthening of the academic experience will provide students with greater opportunities in careers, graduate study, and leadership in the global business environment of the 21st century.

Dean: Kenneth B. Dunn

URL: <http://www.tepper.cmu.edu/>

Continued from page 1.6

Carnegie Mellon University in Qatar

Carnegie Mellon's Qatar campus began classes in fall 2004, offering bachelor of science degrees in computer science and business administration. Beginning in fall 2008, the bachelor of science in information systems will also be offered. Students enrolled in these programs follow the same curriculum and earn the same degree as offered on the Pittsburgh campus. Given Carnegie Mellon's highly regarded reputation, the Qatar campus has been able to attract the brightest and most capable students in both Qatar and the region. Enrollment has grown from 42 students in its inaugural class in fall 2004 to a total of 170 in fall 2007. Qatar is looking to the future and Carnegie Mellon is playing an important part in helping to shape that future. Spring 2008 marks the first graduating class from Carnegie Mellon University in Qatar.

In summer 2008, a new 475,000 square-foot, state-of-the-art facility designed by world-class architects Legorreta + Legorreta will become the permanent home for Carnegie Mellon University in Qatar.

Qatar is located in the Middle East, surrounded on three sides by the Persian Gulf and bordered by Saudi Arabia in the southwest. 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 – 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, the Al Jazzerah children's television station and several other centers. Various construction projects have recently been completed or are underway, including 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

URL: <http://www.qatar.cmu.edu/>

Carnegie Mellon University in Silicon Valley

Since 2002, Carnegie Mellon's west coast campus, located in the heart of Silicon Valley, has continued the Carnegie Mellon tradition of offering world-class professional graduate programs in software engineering and software management. Beginning in the fall of 2008 the Silicon Valley location will be expanding its part-time offerings to include full-time masters of science programs in software engineering, information technology with mobility, information security, and software management tracks, and engineering and technology innovation management. These programs are designed to provide students with the most relevant, practical and applicable knowledge available in their respective industries.

Within the software engineering master's program, Carnegie Mellon's Silicon Valley campus offers both a technical track and a development management track. The technical track appeals to software developers who are looking to advance to a senior developer or architect role. Software developers looking to advance to a technical project or software development management role will find the development management track particularly attractive. Tracks are available for the part-time option.

The software management master's program in Silicon Valley appeals to senior software developers and managers aiming to pursue director, senior management and executive careers in software businesses.

The Information Networking Institute (INI) offers professional masters programs in information technology with three tracks available in mobility, information security and software management. This program integrates technology, management, and industry experience to prepare students to become intelligent decision-makers in the field of information technology. All students gain the strategic thinking skills and insight that are essential for technology leaders in today's competitive business environment.

The program is split between the Pittsburgh and Silicon Valley campuses. In the 16-month program, the first and last semesters take place in Pittsburgh where students may take classes from the INI and four world-renowned Carnegie Mellon colleges: the College of Engineering; School of Computer Science; Tepper School of Business; Heinz School of Public Policy and Management. This program provides students access to both the rich academic setting at Carnegie Mellon's Pittsburgh location and the unique professional exposure at the Silicon Valley location.

The masters program in engineering & technology innovation management (E&TIM) is a one-year interdisciplinary program for candidates with science and engineering backgrounds who aspire to lead technology development and engineering, create new technology-enabled ventures, develop business technology strategies, and design policies to encourage technological innovation. E&TIM is designed to equip technical professionals with the fundamental understanding to create value from technology.

E&TIM is coordinated by the Engineering and Public Policy Department within the College of Engineering with collaboration from Heinz School of Public Policy and Management, the Department of Social & Decision Sciences (in the College of Humanities & Social Sciences) and the Tepper School of Business. Similar to the INI program, E&TIM is split between the Pittsburgh and Silicon Valley campuses and runs from January to December with a summer internship.

Each program and track provides the appropriate mix of technical and business skills critical for career advancement. A unique team-oriented, project-based curriculum gives each student the opportunity to learn invaluable skills and then immediately apply what he or she has learned at the workplace. This practical, hands-on experience allows a student to truly innovate and explore complex problems, aligning both technical and business decisions to help his or her organization accomplish its goals.

Dean: James H. Morris

URL: <http://west.cmu.edu>

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) architecture, product lines and predictable assembly; (2) security; (3) process improvement and performance measurement; (4) system interoperability and dependability; and (5) acquisition.

Director: Paul D. Nielsen

URL: <http://www.sei.cmu.edu/>

Research Centers

Fall Semester 2007

Carnegie Mellon has more than 100 research centers and institutes, addressing a broad range of interests and industries. Carnegie Mellon students and faculty are working to solve real-world problems.

Carnegie Institute of Technology

Bone Tissue Engineering Center (BTEC)
The 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 & System Solutions (C2S2)
Center for Complex Fluids Engineering (CCFE)
Center for Computational Materials
Center for Iron and Steelmaking Research (CISR)
Center for Nano-enabled Device and Energy Technologies (CNXT)
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)
Data Storage Systems Center (DSSC)
General Motors Collaborative Laboratory at Carnegie Mellon
Government/University/Industry (GUIde) Consortium on the Forced Response of Bladed Disks
Green Design Institute
Information Communication Technologies Institute (ICTI)
Institute for Advanced Energy Solutions (IAES)
Institute for Complex Engineered Systems (ICES)
Materials Research Science and Engineering Center (MRSEC)
Steinbrenner Institute for Environmental Education and Research (SEER)

College of Fine Arts

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

H. John Heinz III School of Public Policy and Management

Center for Arts Management and Technology (CAMT)
Center for Behavioral Decision Research (CBDR)
Center for Economic Development (CED)
Institute for the Management of Creative Enterprises (IMCE)
Institute for Social Innovation
National Consortium on Violence Research (NCOVR)
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 Business, Technology and the Environment
Center for Cognitive Brain Imaging (CCBI)
Center for History and Policy
Center for Historical Information Systems and Analysis (CHISA)
Center for the Advancement of Applied Ethics (CAAE)
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 the Study of Stress, Immunity and Disease
Laboratory for Symbolic and Educational Computing (LSEC)
Modern Language Resource Center (MLRC)
The Pittsburgh Mind-Body Center (PMBC)

Mellon College of Science

Art Conservation Research Center (ACRC)
Center for Computational Finance
Center for Macromolecular Engineering (CME)
Center for Molecular Analysis
Center for Nonlinear Analysis (CNA)
Center for the Neural Basis of Cognition (CNBC)
Institute for Green Oxidation Chemistry
Molecular Biosensor and Imaging Center (MBIC)
Pittsburgh NMR Center for Biomedical Research
Pittsburgh Supercomputing Center (PSC)
Ray & Stephanie Lane Center for Computational Biology

Office of the Provost

ASTM Test Monitoring Center
Carnegie Mellon CyLab
Center for Advanced Fuel Technology (CAFT)
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)
Pittsburgh Advanced Cognitive Tutor (PACT) Center
Pittsburgh Science of Learning Center (PSLC)
Robotics Engineering Consortium
Sloan Software Industry Center (SWIC)
Space Robotics Initiative (SRI)
Specification and Verification Center
Sustainable Computing Consortium (SCC)
Vision and Autonomous System Center (VASC)

Software Engineering Institute

Acquisition Support Program (ASP)
Dynamic Systems (DS)
 Integration of Software Intensive Systems (ISIS)
 Performance Critical Systems (PCS)
Networked Systems Security (NSS)
 CERT® Coordination Center (CERT/CC)
 Network Situational Awareness (NetSA)
 Survivable Systems Engineering (SSE)
 Practices, Development and Training (PD&T)
 Survivable Enterprise Management (SEM)
Product Line Systems (PLS)
 Software Architecture Technology (SAT)
 Predictable Assembly from Certifiable Components (PACC)
 Product Line Practice (PLP)
Software Engineering Process Management (SEPM)
 Capability Maturity Model Integration (CMMI)
 Software Engineering Measurement and Analysis (SEMA)
 Team Software Process (TSP)

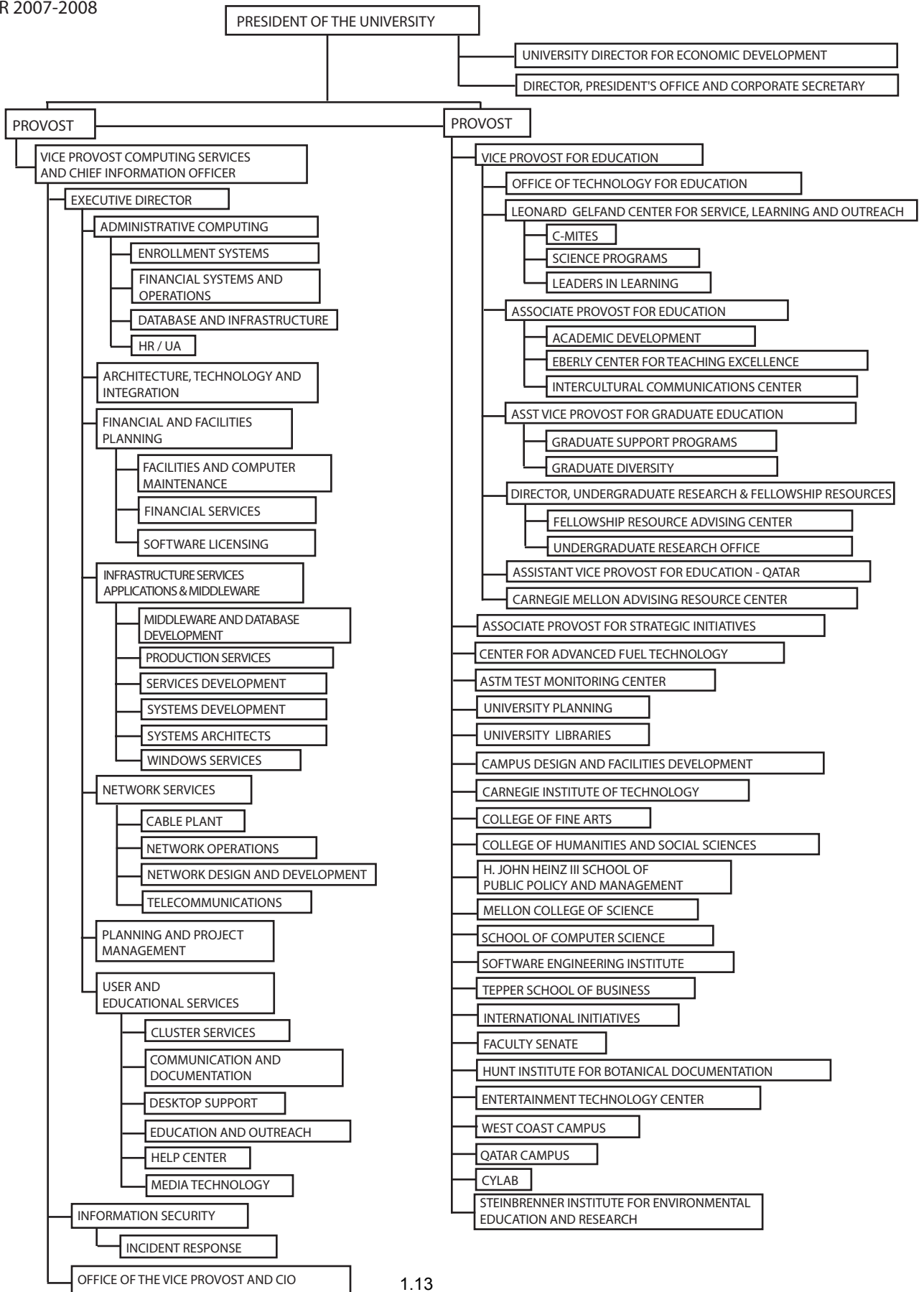
Tepper School of Business

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

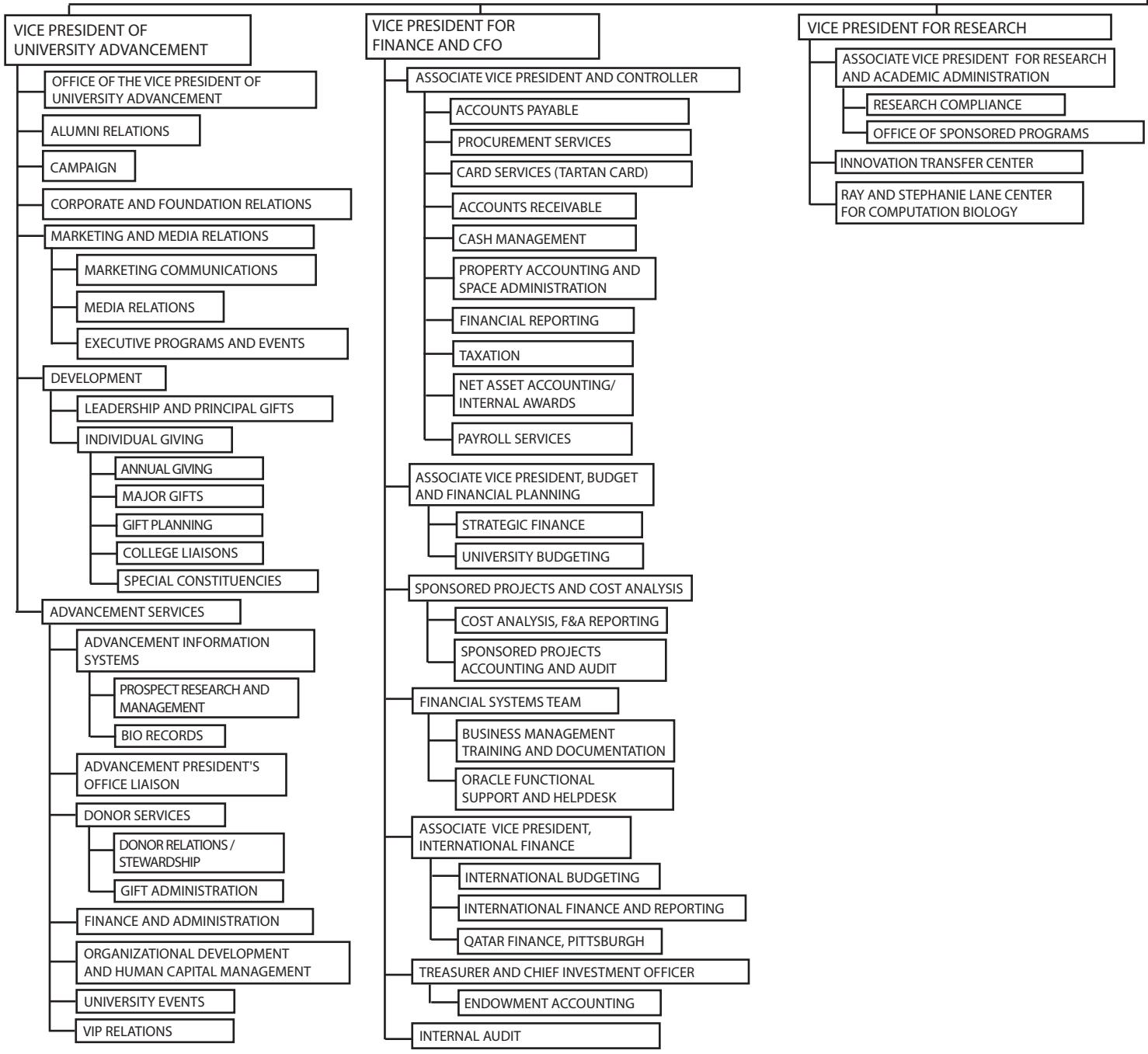
**Accreditations by College & Department
Fall Semester 2007**

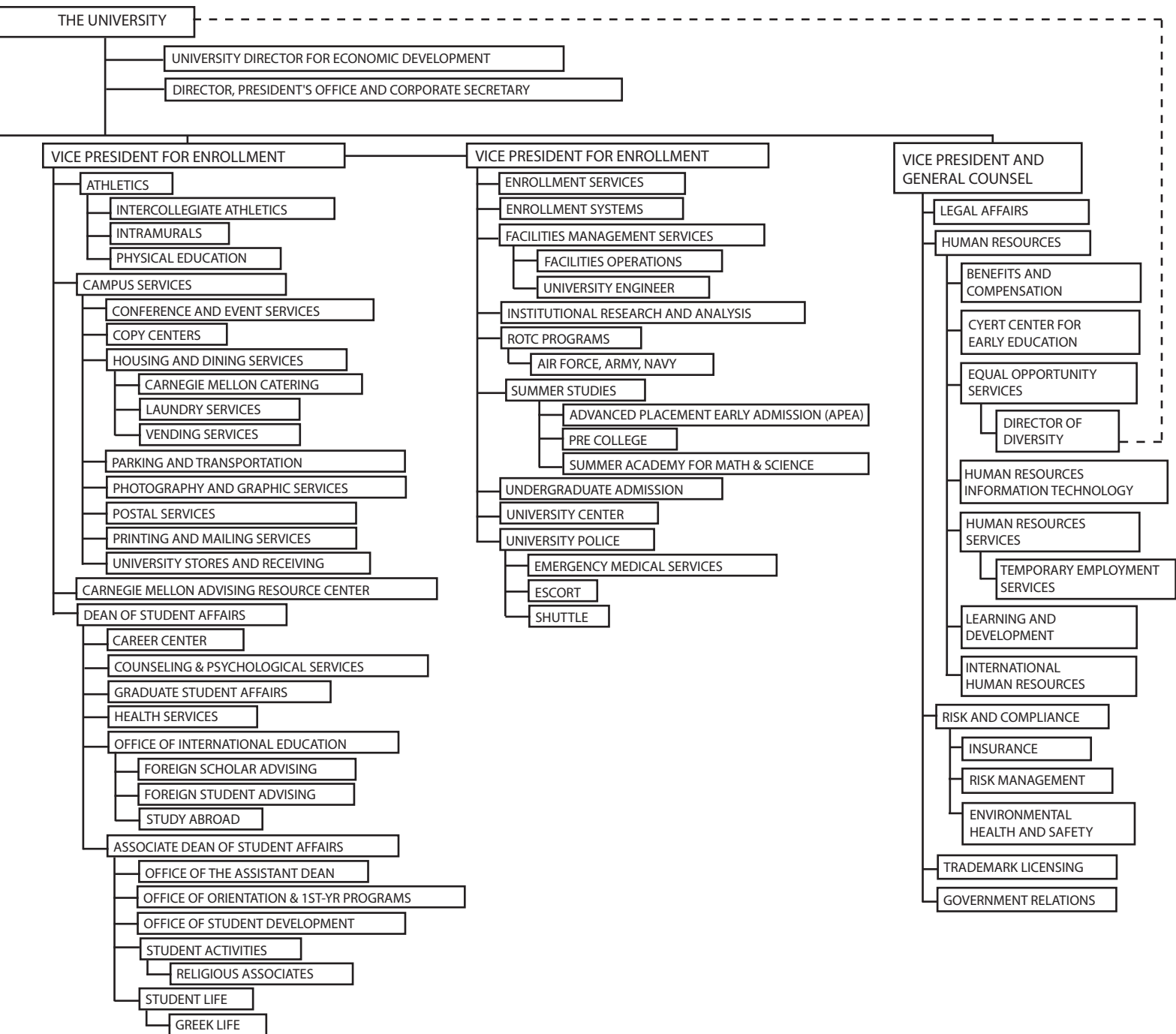
<u>College/Department</u>	<u>Accreditation Agency</u>	<u>Year of Last Accreditation</u>
Carnegie Mellon University	Middle States Commission on Higher Education (MSCHE)	2003
Carnegie Institute of Technology	Accreditation Board for Engineering Technology (ABET)	2007
College of Fine Arts		
Architecture	National Architectural Accrediting Board (NAAB)	2005
Art	National Association of Schools of Art and Design (NASAD)	1994
Design	National Association of Schools of Art and Design (NASAD)	2007
Music	National Association of Schools of Music (NASM)	2001
Mellon College of Science		
Chemistry	American Chemical Society	2006
H. John Heinz III School of Public Policy & Management	National Association of Schools of Public Affairs and Administration (NASPAA)	2006
Tepper School of Business	The Association to Advance Collegiate Schools of Business International (AACSB)	2005

Carnegie Mellon University
 University Organizational Chart
 ACADEMIC YEAR 2007-2008



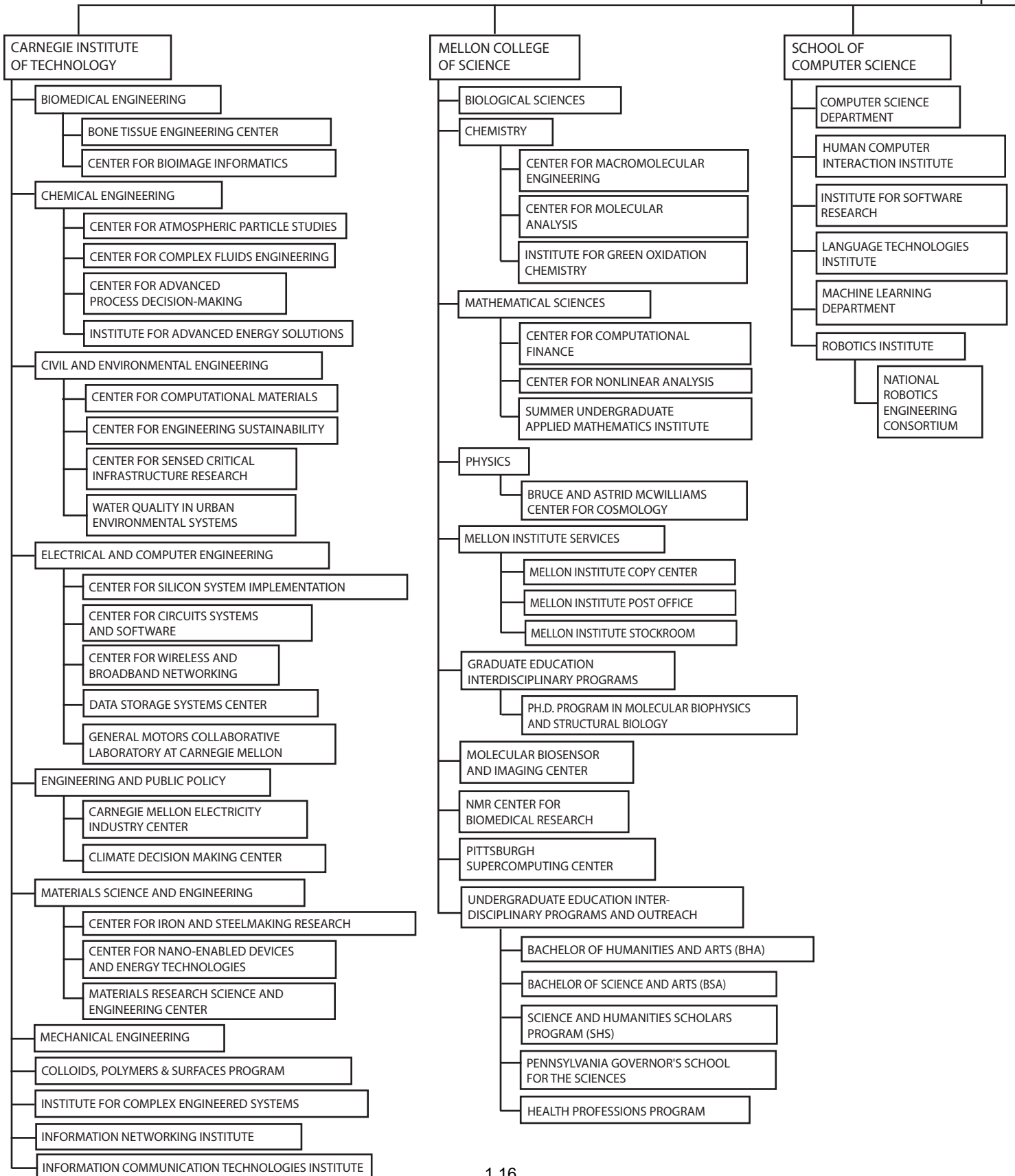
PRESIDENT OF

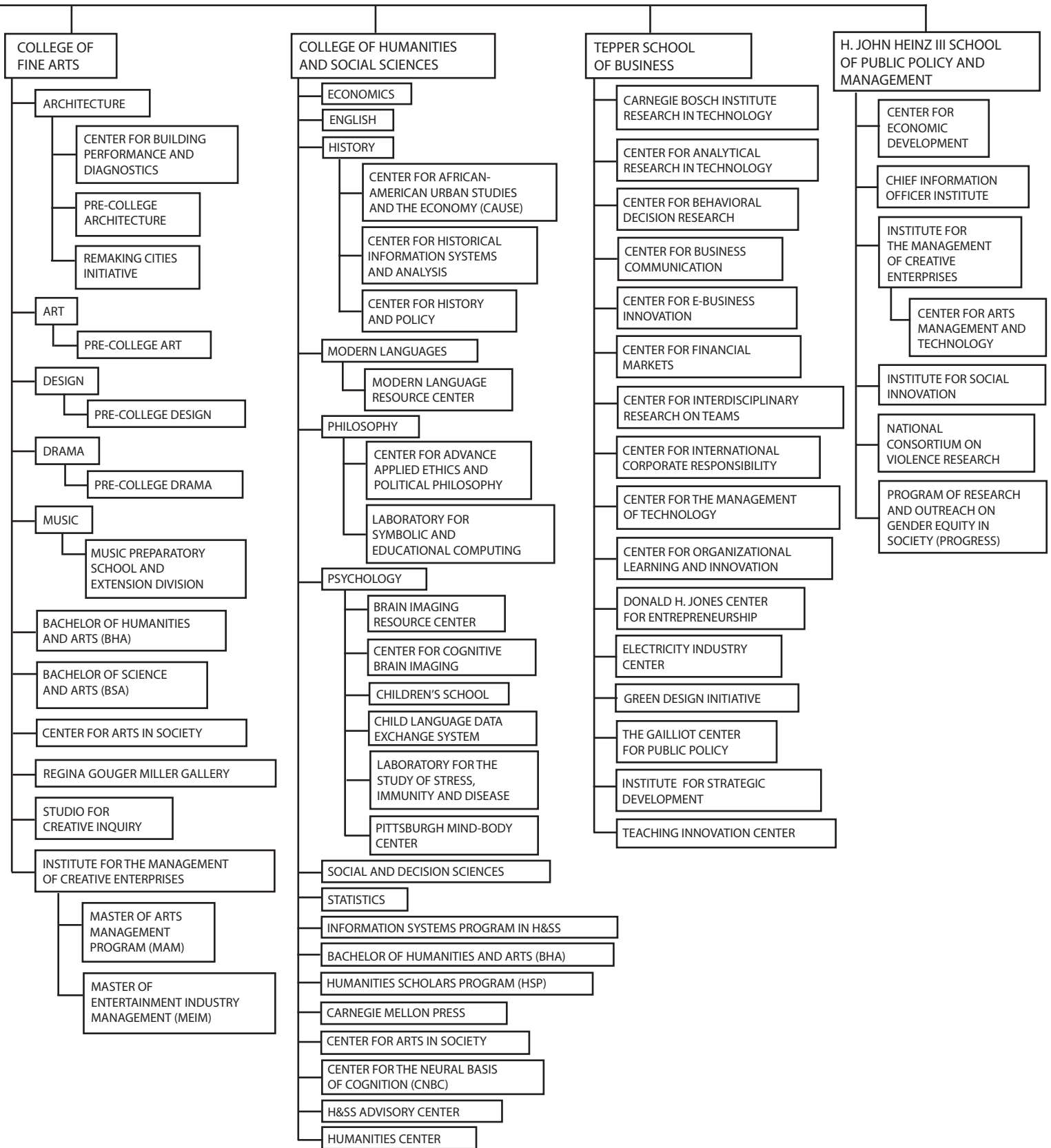




Carnegie Mellon University
 Chart of the Departments and
 Research Centers within the Colleges
 ACADEMIC YEAR 2007-2008

PROVOST





University Administration

Academic Year 2007–08 (as of Fall 2007)

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Joel Smith	Vice Provost and Chief Information Officer
Randal E. Bryant	Dean, School of Computer Science
Jennifer Church	Dean, Student Affairs
Kenneth B. Dunn	Dean, Tepper School of Business
Frederick J. Gilman	Interim Dean, Mellon College of Science
Pradeep K. Khosla	Dean, Carnegie Institute of Technology
John P. Lehoczky	Dean, College of Humanities and Social Sciences
James H. Morris	Dean, Carnegie Mellon West
Hilary Robinson	Dean, College of Fine Arts
Gloriana St. Clair	Dean, University Libraries
Charles E. Thorpe	Dean, Carnegie Mellon Qatar Campus
Mark G. Wessel	Dean, H. John Heinz III School of Public Policy and Management

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Academic Year 2007– 08 (as of July 1, 2007)

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University Administration (Cont.)

Academic Year 2007–08

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- * Candace Matthews
President, Soft Sheen/Carson Consumer Products Division, L'Oreal USA
- * Sulajja Motwani
Managing Director, Kinetic Motor Co., Ltd.
- * Barrie Dinkins Simpson
Vice President, Mega Brands

Terms Expire in 2010

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- * Bruce M. McWilliams
Chairman, President and Chief Executive Officer, Tessera Technologies, Inc.
- * Attila Molnar
President and Chief Executive Officer, Bayer Corporation
- * J. Lea Hillman Simonds
- * Manoj P. Singh
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- * David A. Tepper
President and Founder, Appalossa Management
- * Paula Kauffman Wagner
Chief Executive Officer, United Artists

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- * Vivian Loftness
Chair, Faculty Senate, Carnegie Mellon University
- * Jay Price
President, Carnegie Mellon Alumni Association
- * Luke Ravenstahl
Mayor, City of Pittsburgh
- * Doug Shields
President, Pittsburgh City Council
- * Susan C. Smith
President, Andrew Carnegie Society

University Administration (Cont.)

Academic Year 2007–08

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Carol R. Brown	Former President, Pittsburgh Cultural Trust
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* Robert A. Charpie	
Douglas D. Danforth	Retired Chairman and Chief Executive Officer, Westinghouse Electric Corporation
* W. Logan Dickerson	President, Lindwood Farm, Inc.
Edward Donley	Former Chairman, Air Products and Chemicals, Inc.
Claire W. Gargalli	
* William Goldsmith	Chairman of the Board, Nucon Energy Group
Stanley R. Gumberg	Chairman of the Board, J. J. Gumberg Co.
* Wilton A. Hawkins	
* Orion L. Hoch	Chairman Emeritus, Litton Industries
* T. Jerome Holleran	Chairman, Precision Medical Products, Inc.
W. Lee Hoskins	Retired Chairman and Chief Executive Officer, The Huntington National Bank
* William H. Knoell	Retired Chairman and Chief Executive Officer, Cyclops Corporation
* Hans W. Lange	
* Edward E. Lucente	
* Thomas A. McConomy	Chairman / Retired, Calgon Carbon Corporation
* Lindsay J. Morgenthaler	
* Theodore D. Nierenberg	Retired President and Chairman of the Board, Dansk International Designs, Ltd.
Alessandro Ovi	Special Advisor to the Prime Minister of Italy
* Norman F. Parker	Retired President, Varian Associates
Henry Posner, Jr.	Chairman, The Hawthorne Group, Inc.
Charles J. Queenan, Jr.	Senior Counsel / Retired, Kirkpatrick & Lockhart Preston Gates Ellis LLP
John G. Rangos, Sr.	John G. Rangos, Sr. Charitable Foundation
* George A. Roberts	Retired Chairman, Teledyne, Inc.
David M. Roderick	Former Chairman and Chief Executive Officer, United States Steel Corporation
Vincent A. Sarni	Retired Chairman and Chief Executive Officer, PPG Industries, Inc.
* Raymond W. Smith	Chairman, Rothschild
William P. Snyder III	President and Chairman, The Wilpen Group, Inc.
* Alexander C. Speyer, Jr.	President, Parsons, Inc. and North Star Coal Company
* James W. Taylor	
James M. Walton	President Emeritus, Carnegie Institute
Konrad M. Weis	Former President and Chief Executive Officer, Bayer Corporation
S. Donald Wiley	Retired Senior Vice President and General Counsel, H. J. Heinz Company