

# **History, Mission, and Organization**

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## 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 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 the university’s official motto.

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, 1997-2013  
Subra Suresh 2013-

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 **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, 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.

**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 degree 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 in 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.

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 wired campus network.

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

During 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. The University Center was constructed as part of President Mehrabian's major building program and continues to provide fitness, dining, and meeting facilities, a career center, post office, interdenominational chapel, bookstore, and art and computer stores.

Mehrabian also was prominent in the economic development of the Pittsburgh region and was an effective advocate for the role Carnegie Mellon played in the city's economic resurgence. He defined new relationships for the university with many business and community partners. He also stimulated the university's technology transfer operation, laying the groundwork for Carnegie Mellon's successful technology commercialization efforts.

During President **Jared L. Cohon's** administration, Carnegie Mellon became a global university, establishing campuses in Silicon Valley, CA, and Doha, Qatar, and degree-granting programs in Africa, Asia, Australia, Europe, and Latin America. In 2011, the World Economic Forum (WEF) invited Carnegie Mellon to become one of only 25 universities to join its Global University Leaders Forum (GULF).

Cohon guided Carnegie Mellon forward in research and education, community and regional success, and financial strength. Student performance and satisfaction continued to rise and the number of graduate programs increased greatly during Cohon's tenure. Sponsored research nearly tripled as the university expanded efforts in the life sciences, information technology, computer science, the environment, physics, entertainment technology, and energy. In 2012, Carnegie Mellon launched the Wilton E. Scott Institute for Energy Innovation.

In 2011, the university received the largest gift in its history – and one of the 10 largest by an individual to a private higher education institution in the U.S. – when trustee William S. Dietrich II announced a \$265 million gift. In recognition of the gift, the university's College of Humanities and Social Sciences was named the Marianna Brown Dietrich College of Humanities and Social Sciences in memory of Dietrich's mother. On June 30, 2013, the university successfully closed its Inspire Innovation campaign, exceeding its goals of enhancing alumni engagement, increasing global visibility, and raising \$1 billion.

New facilities completed during Cohon's presidency included the Purnell Center for the Arts, Stever House — the nation's first "green" residence hall — the Gates Center for Computer Science, and the Hillman Center for Future-Generation Technologies.

Under Cohon, Carnegie Mellon became recognized as one of the fastest growing entrepreneurial institutions, ranking first among U.S. universities without a medical school in the number of startup companies created per research dollar spent since 2007. During his tenure, Carnegie Mellon created more than 300 companies and 9,000 jobs in the Pittsburgh region.

Carnegie Mellon's ninth and current president, **Subra Suresh**, came to Carnegie Mellon in 2013. He had been director of the U.S. National Science Foundation (NSF), a \$7-billion independent federal research-funding agency. While at NSF, Suresh helped to found the Global Research Council, a coordinating group for research-funding agencies around the world.

Before joining NSF, Suresh served as the dean of the School of Engineering and the Vannevar Bush Professor of Engineering at the Massachusetts Institute of Technology. A distinguished materials scientist, he is widely acclaimed for path-breaking experimental and modeling work on the mechanical properties of structural and functional materials, innovations in materials design and characterization, and discoveries of possible connections between cellular nanomechanical processes and human disease states. This work has shaped new fields at the intersections of traditional disciplines.

Suresh has co-authored more than 250 journal articles, registered 21 patents, and written three widely used books. More than 100 students, postdoctoral fellows, and visiting scholars have been members of his research group, and many of them now occupy prominent positions in academia, industry, and government worldwide.

Suresh spoke at the 2013 World Economic Forum's Annual Meeting as part of a panel on the global outlook of science. He will continue to participate at the WEF on behalf of the university.

## **Carnegie Mellon Colleges, Branch Campuses, and Institute**

**Carnegie Institute of Technology (CIT)** is internationally recognized as a leader in education and research. Industry and academia value the schools graduates for their in-depth technical knowledge and innovative spirit. The faculty continually push the boundaries of engineering research. Housed within the college are 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 the following institutes and programs: the Information Networking Institute, the Institute for Complex Engineered Systems, Sun Yat-sen and Carnegie Mellon Joint Institute of Engineering, CyLab, and Carnegie Mellon University in Rwanda. The college is home to more than 25 major research centers that enable interdisciplinary research and allow the college to tackle the complex technical problems facing society. By collaborating with industry and government entities, the college makes important technological breakthroughs and transfers them to society.

Dean: James H. Garrett Jr.

[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: Dan J. Martin

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

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

**Marianna Brown Dietrich College of Humanities and Social Sciences (DC)** 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 history, global studies, and policy-related history (History); behavioral decision-making policy and management, and international relations and politics (Social and Decision Sciences); and rhetoric, creative, professional, and technical writing (English). Among its undergraduate degree and major options, the college 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. Additional interdepartmental program options include ethics, history and public policy, European studies, and linguistics. The college 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 leaders in diverse scientific fields including biological physics, biosensor development, computational biology, cosmology, green chemistry, mathematical finance, nanotechnology, neuroscience, nucleic acid research, and polymer science. MCS undergraduates discover new science as integral parts of faculty research teams. Innovations developed by MCS faculty and alumni have formed the basis for numerous patents and spin-off companies, which, for example, impact plastics manufacturing, the environment, and human health.

Dean: Frederick J. Gilman

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

**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, the Robotics Institute, and the Lane Center for Computational Biology. 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)

**Tepper School of Business (TSB)** curriculum embraces both rigor and breadth. The rigor is reflected in 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 within 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 breadth of the curriculum is found in the required courses that give context and skill building to business studies. This range of academic options is strengthened with career track specialties which are 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 today. In addition to its highly ranked undergraduate program in business administration, the school offers undergraduate degree programs in economics in conjunction with the Dietrich College. The school's MBA, Master's in Computational Finance, and Ph.D. programs are considered among the most prestigious programs nationwide. The Tepper School of Business has produced eight Nobel Prize winners in Economics: Herbert A. Simon (1978), Franco Modigliani (1985), Merton H. Miller (1990), Robert E. Lucas, Jr. (1995), Finn E. Kydland (2004), Edward C. Prescott (2004), Oliver E. Williamson (2009), and Dale T. Mortensen (2010).

Dean: Robert M. Dammon

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

## **Carnegie Mellon University in Qatar**

**Carnegie Mellon's Qatar campus** began offering classes in fall 2004 and now offers bachelor of science degrees in biological sciences, business administration, computational biology, computer science, and information systems, adhering to the same standards and curriculum as the Pittsburgh campus. Enrollment has grown from 41 students in the inaugural class to a total of 402 students in fall 2013. Six classes have graduated from Carnegie Mellon University in Qatar. Carnegie Mellon Qatar is a member of Qatar Foundation for Education, Science, and Community Development, which was established by His Highness Sheikh Hamad Bin Khalifa Al-Thani in 1995, and is chaired by Her Highness Sheikha Moza Bint Nasser. Qatar Foundation created Education City – a campus which includes Carnegie Mellon University in Qatar, Virginia Commonwealth University, Texas A&M University, Weill Cornell Medical College, Georgetown University's School of Foreign Service, and Northwestern University along with other educational centers and institutions. The State of Qatar is located in the Middle East, surrounded on three sides by the Arabian Gulf and bordered by Saudi Arabia in the southwest.

Dean: Ilker Baybars

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



## **Carnegie Mellon Silicon Valley**

**Carnegie Mellon University's Silicon Valley campus (Silicon Valley)**, was founded in 2002. Long known for its leadership in engineering and computer science research and education, Carnegie Mellon and the College of Engineering have established a natural extension in Mountain View, one that integrates the rich heritage and resources of the Pittsburgh campus with the opportunities available in the highly innovative and entrepreneurial Silicon Valley. Carnegie Mellon Silicon Valley is dedicated to educating its students to become leaders in global technology innovation and management and to performing innovative research that connects it to local, natural, and global high-tech companies. The campus offers part-time and full-time master's programs in software engineering, software management, information technology, and entrepreneurship; and a Ph.D. in electrical and computer engineering. Each program provides the appropriate mix of technical, business, and organizational skills critical to our students' success.

Dean: James H. Garrett Jr.

[www.cmu.edu/silicon-valley](http://www.cmu.edu/silicon-valley)

## **Software Engineering Institute**

**The Software Engineering Institute (SEI)**, founded in 1984, is a college-level unit of Carnegie Mellon University that operates a federally funded research and development center (FFRDC) sponsored by the U.S. Department of Defense. The SEI helps advance software engineering principles and practices and serves as a national resource in software engineering, cybersecurity, and process improvement. The SEI works closely with defense and government organizations, industry, and academia to continually improve software-intensive systems. Its core purpose is to help organizations improve their software engineering capabilities and develop or acquire the right software, defect-free, within budget and on time. The SEI transitions its technologies to the global software engineering community through its public courses, conferences, technical reports, and Partner Network.

Director: Paul D. Nielsen

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





|  |  |  |  |     |     |         |
|--|--|--|--|-----|-----|---------|
| Aladdin Center for Algorithm Adaptation Dissemination and Integration (Aladdin)          |  |  |  | SCS |     |         |
| CASOS Center for Computational Social and Organizational Science                         |  |  |  | SCS |     |         |
| Center for Computational Thinking  |  |  |  | SCS |     |         |
| Center for Integrated Manufacturing Decision Systems (CIMDS)                             |  |  |  | SCS |     |         |
| Center for the Foundations of Robotics   |  |  |  | SCS |     |         |
| Center on Architecting Socio-Technical Ecosystems (COASTE)                               |  |  |  | SCS |     |         |
| Field Robotics Center (FRC)  |  |  |  | SCS |     |         |
| Medical Robotics Technology Center (MRTC)  |  |  |  | SCS |     |         |
| National Robotics Engineering Center (NREC)  |  |  |  | SCS |     |         |
| NSF Industry/University Cooperative Research Center                                      |  |  |  | SCS |     |         |
| Parallel Data Lab  |  |  |  | SCS |     |         |
| Pittsburgh Advanced Cognitive Tutor (PACT) Center  |  |  |  | SCS |     |         |
| Quality of Life Technology (QoLT) Center   |  |  |  | SCS |     |         |
| Ray and Stephanie Lane Center for Computational Biology                                  |  |  |  | SCS |     |         |
| Specification and Verification Center  |  |  |  | SCS |     |         |
| Vision and Autonomous System Center (VASC)   |  |  |  | SCS |     |         |
| Accelerate Leadership Center   |  |  |  |     | TSB |         |
| Carnegie Bosch Institute for Applied Studies in International Management (CBI)           |  |  |  |     | TSB |         |
| Center for Marketing Technology and Information  |  |  |  |     | TSB |         |
| Center for Organizational Learning, Innovation, and Knowledge                            |  |  |  |     | TSB |         |
| Donald H. Jones Center for Entrepreneurship  |  |  |  |     | TSB |         |
| PNC Center for Financial Services Innovation   |  |  |  |     | TSB |         |
| ASTM Test Monitoring Center  |  |  |  |     |     | PROVOST |
| Center for International Politics and Innovation (CIPI)                                  |  |  |  |     |     | PROVOST |
| Entertainment Technology Center (ETC)  |  |  |  |     |     | PROVOST |
| Hunt Institute for Botanical Documentation   |  |  |  |     |     | PROVOST |
| CERT Division, Cyber Security Foundations  |  |  |  |     |     | SEI     |
| CERT Division, Cyber Tradecraft and Vulnerability Analysis                               |  |  |  |     |     | SEI     |
| CERT Division, Digital Intelligence and Investigation                                    |  |  |  |     |     | SEI     |
| CERT Division, Enterprise and Workforce Development                                      |  |  |  |     |     | SEI     |
| Emerging Technology Center (SEI ETC)   |  |  |  |     |     | SEI     |
| Software Solutions Division, Client Technical Solutions Directorate                      |  |  |  |     |     | SEI     |
| Software Solutions Division, Critical Systems Capabilities Directorate                   |  |  |  |     |     | SEI     |
| Software Solutions Division, Software Engineering and Acquisitions Practices Directorate |  |  |  |     |     | SEI     |
| Carnegie Mellon Innovations Laboratory (CMIL)  |  |  |  |     |     |         |
| Center for Open Source Investigation (COSI)  |  |  |  |     |     | SV      |
| Center for Software and Systems Engineering  |  |  |  |     |     | SV      |
| CUDA Research Center   |  |  |  |     |     | SV      |
| Disaster Management Initiative   |  |  |  |     |     | SV      |
| Emergency Operations Center Lab  |  |  |  |     |     | SV      |
| Intelligent and High Performing Systems Lab  |  |  |  |     |     | SV      |
| International Center for Advanced Communication Technologies (InterACT)                  |  |  |  |     |     | SV      |
| SmartSpaces Lab  |  |  |  |     |     | SV      |
| Solar Controls and Diagnostics Lab (SCDL)  |  |  |  |     |     | SV      |

**Accreditations by College and Department  
Fall Semester 2013**

| <u>College/Department</u>               | <u>Accreditation Agency</u>   | <u>Year of Last Accreditation</u> |
|---|---|-----------------------------------|
| <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)                           | 2008                              |
| <b>College of Fine Arts</b>             |   |                                   |
| Architecture                            | National Architectural Accrediting Board (NAAB)                                 | 2012                              |
| 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)   | 2013                              |
| <b>Tepper School of Business</b>        | The Association to Advance Collegiate Schools of Business International (AACSB) | 2010                              |

**University Administration  
Fall Semester 2013**

|                      |   |
|----------------------|---|
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| Mary Jo Dively       | Vice President and General Counsel  |
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| Robert Dammon        | Dean, David A. Tepper School of Business                                  |
| James H. Garrett Jr. | Dean, Carnegie Institute of Technology and Carnegie Mellon Silicon Valley |
| Frederick J. Gilman  | Dean, Mellon College of Science   |
| Ramayya Krishnan     | Dean, H. John Heinz III College   |
| John P. Lehoczky     | Dean, Marianna Brown Dietrich College of Humanities and Social Sciences   |
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Fall Semester 2013**

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| Teresa L. Heinz       | Chairman, Heinz Family Philanthropies                          |
| Torrence M. Hunt, Jr. |  |
| Tod S. Johnson*       | Chief Executive Officer, The NPD Group, Inc.                   |

|                        |  |
|------------------------|--|
| Raymond J. Lane        | Partner Emeritus, Kleiner Perkins Caufield & Byers                   |
| Bruce McWilliams*      | Chief Executive Officer and President, SuVolta                       |
| Ambar Paul*            | Director, Caparo Group Limited                                       |
| E. Kears Pollock*      | Retired Executive Vice President, PPG Industries, Inc.               |
| James E. Rohr          | Executive Chairman, The PNC Financial Services Group, Inc.           |
| Jonathan Rothberg*     | Founder and Chairman, Raindance Technologies and Ion Torrent Systems |
| David S. Shapira       | Executive Chairman, Board of Directors, Giant Eagle, Inc.            |
| J. Lea Hillman Simonds |  |
| Manoj Singh*           | Chief Operating Officer, Deloitte                                    |
| James C. Stalder       |  |
| Donald E. Stitzenberg* | Principal, CBA Associates  |
| David Tepper           | President and Founder, Appaloosa Management                          |
| Mary Ann Ulishney*     | Vice President and Wealth Specialist, Wells Fargo Bank, N.A.         |
| Sunil Wadhvani*        | Chairman and Co-founder, iGATE Corporation                           |
| Paula Kauffman Wagner  | Producer/Owner, Chestnut Ridge Productions                           |

**Term Trustees**

***Terms Expire in 2014***

|                    |   |
|--------------------|---|
| Joel Adams*        | General Partner, Adams Capital Management                                       |
| Jeanne Cunicelli*  | Partner, Bay City Capital   |
| Francisco D'Souza* | President and Chief Executive Officer, Cognizant Technology Solutions           |
| James Gianopulos   | Chairman and Chief Executive Officer, Fox Filmed Entertainment                  |
| Larry Jennings*    | Senior Managing Director, ValStone Partners, LLC                                |
| Candace Matthews*  | Chief Marketing Officer, Amway Corporation                                      |
| David McCormick    | Co-Chief Executive Officer, Bridgewater Associates                              |
| William L. Meaney* | President and Chief Executive Officer, Iron Mountain                            |
| Roy J. Shanker*    | Consultant  |
| Ajit Shetty*       | Retired Chairman of the Board, Janssen Pharmaceutica                            |
| Lip-Bu Tan         | Chairman, Walden International; Chief Executive Officer, Cadence Design Systems |
| Thomas Tull        | Founder, Chairman and Chief Executive Officer, Legendary Pictures               |

***Terms Expire in 2015***

|                    |   |
|--------------------|---|
| Luis Ball*         | President, Allegheny Medical Systems, LLC   |
| Evan Frazier*      | Senior Vice President, Community Affairs, Highmark, Inc.                          |
| Roy Haley          | Retired Chairman of the Board, WESCO International, Inc.                          |
| Oscar Harris*      | Chief Executive Officer and Founder, Turner Associates                            |
| Erren Lester*      | Director of Product Management, The Advisory Board Group                          |
| Michael McQuade*   | Senior Vice President for Science and Technology, United Technologies Corporation |
| Anne M. Molloy     | Executive Director, Posner Fine Arts Foundation                                   |
| David Porges       | Chairman, President and Chief Executive Officer, EQT Corporation                  |
| Luke Skurman*      | Chief Executive Officer and Founder, College Prowler, Inc.                        |
| Rohet Tolani*      | Managing Director, Tolani Shipping (Singapore) Pte. Ltd.                          |
| Carol A. Williams* | Executive Vice President, Manufacturing and Engineering, The Dow Chemical Company |

***Terms Expire in 2016***

|                      |   |
|----------------------|---|
| Ronald Bianchini*    | President and Chief Executive Officer, Avere Systems    |
| Kushagra Bajaj*      | Vice Chairman, Bajaj Group                              |
| Aristides Candris*   | Senior Consultant, Westinghouse Electric Company LLC    |
| Eric Cooper          |   |
| David Coulter*       | Vice Chairman and Managing Director, Warburg Pincus LLC |
| Russell Crockett*    | Senior Vice President                                   |
| Dirk Gates           | Chief Executive Officer, Xirrus, Inc.                   |
| Eric Giler*          | Chief Executive Officer, WiTricity Corporation          |
| Edward Grefenstette* | Chief Investment Officer, Dietrich Charitable Trusts    |
| Jeffrey Housenbold*  | President and Chief Executive Officer, Shutterfly       |
| Manu Narayan*        | Performance Artist                                      |

### **Ex Officio Trustees**

|                       |  |
|-----------------------|--|
| Subra Suresh          | President, Carnegie Mellon University  |
| Darlene M. Harris     | President, Pittsburgh City Council   |
| Roberta Klatzky       | Chair, Faculty Senate and Professor, Dept. of Psychology and Human Computer Interaction, Carnegie Mellon University                                |
| Steven Price*         | President, Andrew Carnegie Society; Chairman and Chief Executive Officer, Solenture  |
| Luke Ravenstahl       | Mayor, City of Pittsburgh  |
| Antoinette Ungaretti* | President, Carnegie Mellon Alumni Association; Assistant Professor and Assistant Dean of Assessment, School of Education, Johns Hopkins University |

### **Life Emeritus Trustees**

|                          |   |
|--------------------------|---|
| Paul A. Allaire*         | Former Chairman and Chief Executive Officer, Xerox Corporation                  |
| Arthur H. Aronson        | Retired Executive Vice President, Allegheny Teledyne                            |
| Carol R. Brown           | Former President, Pittsburgh Cultural Trust                                     |
| Robert M. Brown, III*    | President, B-III Capital LLC  |
| Frank V. Cahouet         | Retired Chairman and Chief Executive Officer, BNY Mellon                        |
| Douglas D. Danforth      | Retired Chairman and Chief Executive Officer, Westinghouse Electric Corporation |
| W. Logan Dickerson*      | President, Lindwood Farm, Inc. and Protos Foods, Inc.                           |
| Edward Donley            | Former Chairman, Air Products and Chemicals, Inc.                               |
| William B. Ellis         | Retired Chairman and Chief Executive Officer, Northeast Utilities               |
| Cynthia Friedman         | Co-owner, Union Real Estate Company of Pittsburgh                               |
| Henry J. Gailliot*       |   |
| Claire W. Gargalli       |   |
| William Goldsmith*       | Chairman of the Board, Nucon Energy Group                                       |
| Richard D. Hamilton      | Former Director of Product Supply, Procter and Gamble                           |
| 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      |
| Justin M. Johnson        | Retired Judge, Superior Court of Pennsylvania                                   |
| Patricia Askwith Kenner* | President, Campus Coach Lines   |
| David M. Kirr*           | Partner, Kirr, Marbach and Company  |
| Hans W. Lange*           |   |
| Edward E. Lucente*       |   |
| Thomas A. McConomy*      | Retired Chairman of the Board, Calgon Carbon Corporation                        |
| Jack E. McGrath*         | Retired Senior Vice President, Booz and Company                                 |
| Regina Gouger Miller*    | Owner and Artist, Ginger and Spice and Regina Gouger Miller Studio              |
| Lindsay J. Morgenthaler* |   |
| Alessandro Ovi           | Executive Vice President, Fondazione Popoli                                     |
| Norman F. Parker*        | Retired President, Varian Associates  |
| Charles J. Queenan, Jr.  | Retired Senior Counsel, K&L Gates LLP   |
| John G. Rangos           | John G. Rangos, Sr. Charitable Foundation                                       |
| 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.              |
| Joyce Bowie Scott*       | J. Bowie Scott Studio   |
| Raymond W. Smith*        | Chairman, Rothschild Continuation Investments                                   |
| William P. Snyder III    | President and Chairman, The Wilpen Group, Inc.                                  |
| W. Lowell Steinbrenner*  | Retired Former Chairman, Contours, Ltd.   |
| James M. Walton          | President Emeritus, Carnegie Institute  |
| Konrad M. Weis           | Former President and Chief Executive Officer, Bayer Corporation                 |

\*Alumnus/a