

# Carnegie Mellon University

Pop Report

2023

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# CMU Presentation



## The University

Carnegie Mellon University is a private, global university which was founded in 1900 by the industrialist and philanthropist Andrew Carnegie.

It started as a technical school serving the working-class in Pittsburgh.

In 1912, it became Carnegie Institute of Technology, and then in 1967 it merged with the Mellon Institute to become Carnegie Mellon University. 



## Mission

Carnegie Mellon University will have a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship. 



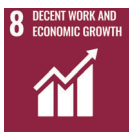
## Vision

To create a transformative educational experience for students focused on deep disciplinary knowledge; problem-solving; leadership, communication, and interpersonal skills; and personal health and well-being.

To cultivate a transformative university community committed to (a) attracting and retaining diverse, world-class talent; (b) creating a collaborative environment open to the free exchange of ideas, where research, creativity, innovation, and entrepreneurship can flourish; and (c) ensuring individuals can achieve their full potential.

To impact society in a transformative way — regionally, nationally, and globally — by engaging with partners outside the traditional borders of the university campus.

**Carnegie  
Mellon  
University**



# Strategic Plan 2025

## Goals for the Individual Experience

- **Deep Disciplinary Knowledge**
  - Provide students with the best education in the world in their disciplines; inspire them to seek knowledge, not just while they are at CMU, but throughout their lifetimes.
- **Leadership, Communication and Interpersonal Skills**
  - Give students the knowledge and skills that are increasingly important in today's interconnected world, including interpersonal, professional and visual communication skills; collaboration and teamwork, especially with diverse others; empathy and concern for the welfare of others; and organizational and leadership skills.
- **Knowing How to Learn**
  - Cultivate a learning environment in which students are challenged to know when they need to learn more, supported to find appropriate resources with which to learn more, and encouraged to explore how they learn most effectively as individuals throughout their lifetimes.
- **Personal Development, Including Physical and Emotional Health and Well-Being**
  - Encourage individuals to pursue a high quality of life, to develop their talents and interests and to value physical, emotional and spiritual health throughout their lifetimes.

## Goals for the University Community

- **A Diverse and Inclusive Community**
  - Create a diverse and inclusive community and environment where CMU faculty, staff, students and alumni develop a distinctive ability to work, learn and live in diverse environments.
- **A Concentration of World-Class Talent**
  - Recruit and retain world-class undergraduate students, graduate students, faculty and staff; foster a culture of support for professional and personal development
- **A Culture of Interdisciplinary Approaches to Problem-Solving**
  - Engage students, faculty and staff in meaningful interdisciplinary approaches to solving problems; provide students with the tools to integrate perspectives across boundaries, with an emphasis on deep disciplinary knowledge driving new thinking at the edges and intersections of traditional fields.
- **An Interconnected Network for Research and Creativity**
  - Grow the research and creativity enterprise as a broad and interconnected network of exploratory activities, including creative endeavors, basic discoveries and translational innovations.
- **A Destination of Choice for Innovation and Entrepreneurship**
  - Make CMU the academic destination for faculty, staff, students and alumni seeking a culture of innovation and entrepreneurship with opportunities to learn, conceive, collaborate, launch and lead in new endeavors.

## Goals for Societal Impact

- **Leadership in Research and Creativity**
  - Lead and be widely recognized for achieving excellence in research and creativity, advancing the understanding of fundamental questions and developing solutions to problems of societal significance.
- **Regional Impact**
  - Continue to contribute significantly to economic growth and quality of life in Pittsburgh, Southwestern Pennsylvania, and all the regions where CMU operates.
- **Engaging and Impacting the Global Community**
  - Build on leadership in world-class education and research outside the borders of a traditional university campus; focus on continued international engagement, and deeper and broader incorporation of the full CMU experience around the world.

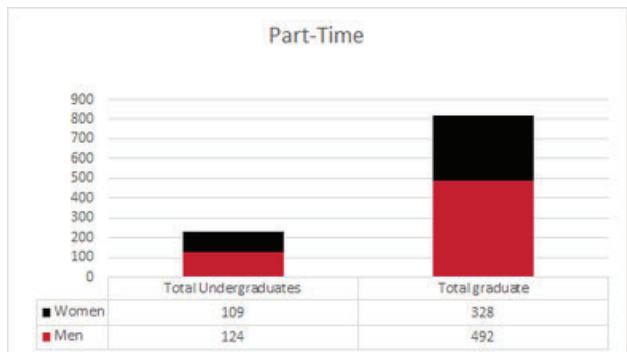
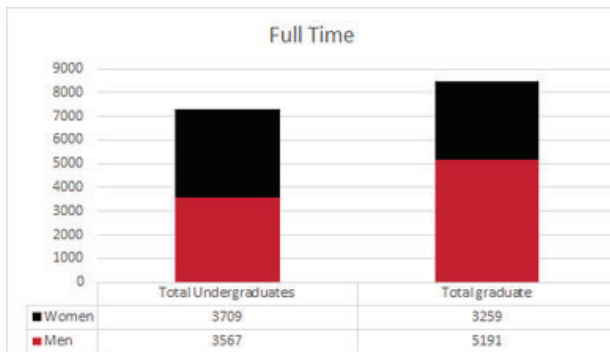
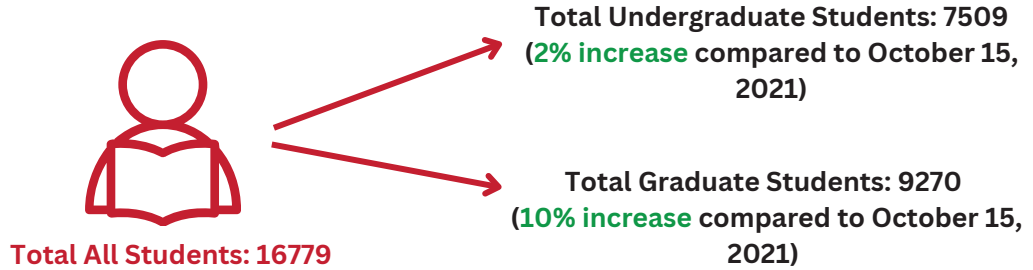




# Educational Outcomes

## Student Population

(as of October 15, 2022)



Graphs realized using data from the report “Enrollment and Persistence” of Carnegie Mellon 2022-23 Common Data Set

Category	October 15, 2022	October 15, 2021	Variation
<b>Total enrolled students</b>	<b>16.779</b>	<b>15.818</b>	<b>6%</b>
Male	9.374	8.918	5%
Female	7.405	6.900	7%
<b>Number of enrollments (bachelor's degrees)</b>	<b>1.832</b>	<b>2.010</b>	<b>-9%</b>
Male	883	953	-7%
Female	949	1.057	-10%
Pittsburgh Campus	1.716	1.896	-9%
Doha Campus	116	114	2%
<b>International Students (All Campuses, undergraduate, degree and non-degree seeking)</b>	<b>1.784</b>	<b>1.656</b>	<b>8%</b>
Newly Enrolled at Pittsburgh Campus	324	387	-16%
Total undergraduate degree-seeking international students (Including the first years students)	1.769	1.642	8%
Female Students Percentage	44%	44%	0%
Male Students Percentage	56%	56%	0%

Table realized using data from the reports “Enrollment and Persistence” of Carnegie Mellon’s 2022-2023 and 2021-2022 Common Data Set



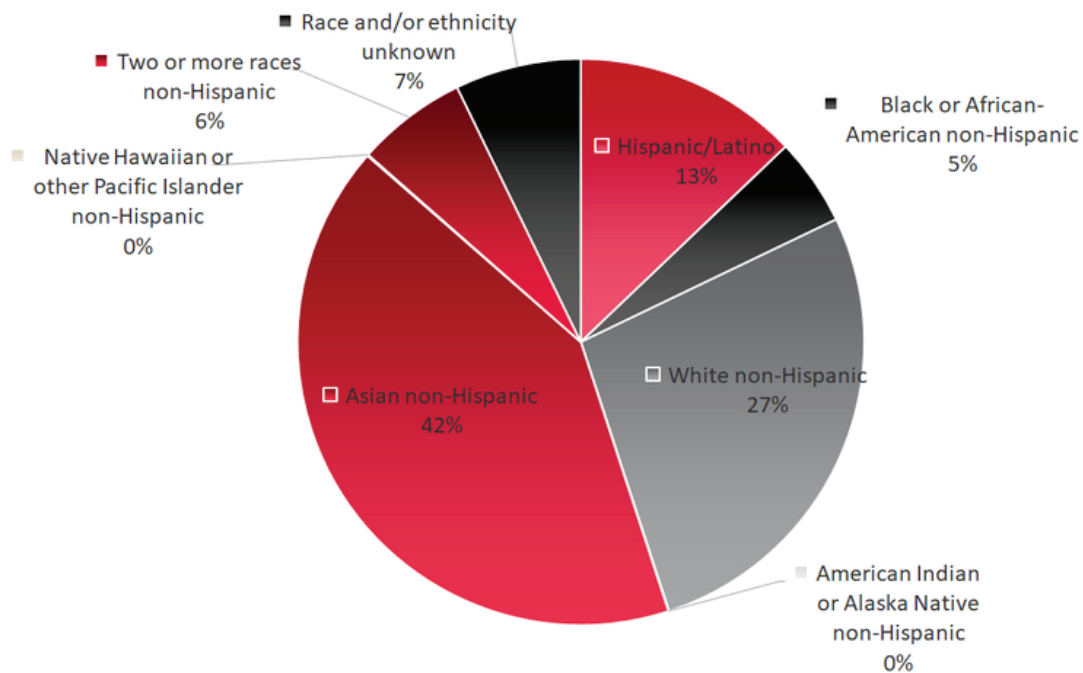
The proportion of male and female students in the Student Population has remained constant in the Academic Year 2022-2023, compared to the previous one

## Ethnicities Represented in the First Year Undergraduate Class

(as of October 15, 2022) (All campuses, both degree and non-degree seeking students)

Group	October 15, 2022	October 15, 2021	Variance
Hispanic/Latino	737	677	9%
Black or African-American non-Hispanic	286	273	5%
White non-Hispanic	1,551	1,639	-5%
American Indian or Alaska Native non-Hispanic	2	0	
Asian non-Hispanic	2,372	2,329	2%
Native Hawaiian or other Pacific Islander non-Hispanic	4	3	33%
Two or more races non-Hispanic	361	341	6%
Race and/or ethnicity unknown	412	447	-8%

Table and pie-chart realized using data from the reports “Enrollment and Persistence” of Carnegie Mellon 2022-23 and 2021-2022 Common Data Set

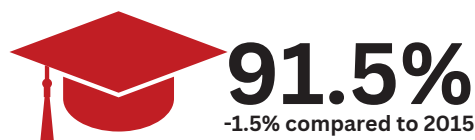


## Degrees Awarded

Degrees Awarded	from July 1, 2021 to June 30, 2022	from July 1, 2020 to June 30, 2021	Variation
Bachelor's degrees	1,697	1,730	-2%
Master's degrees	2,780	3,050	-9%
Postbachelor's certificates	0	50	
Doctoral degrees—research/scholarship	361	333	8%
Certificate/Diploma	62	0	

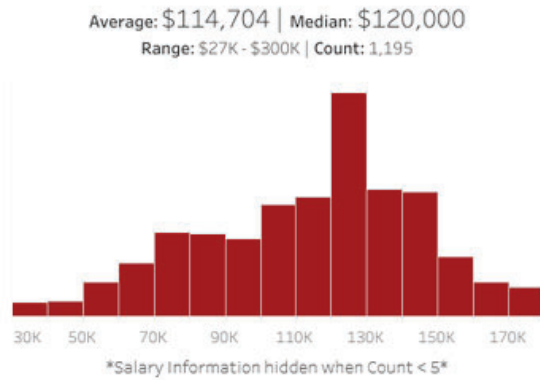
Table realized using data from the reports “Enrollment and Persistence” of Carnegie Mellon 2022-23 and 2021-2022 Common Data Set

## 6-year graduation rate for 2016 cohort

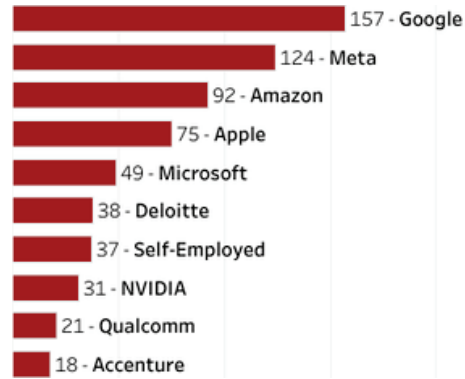


# Post-Graduation Outcomes (Class of 2022)

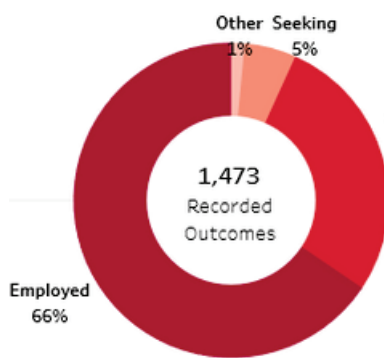
## Average Salary



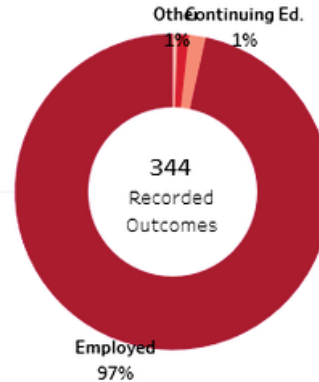
## Top Employers



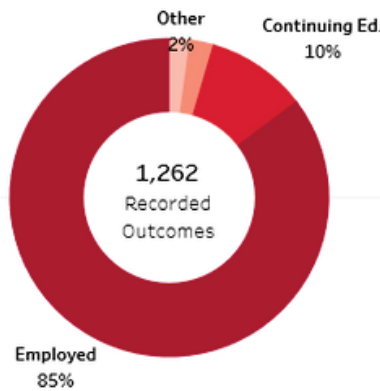
## Post-Graduation Status



### Bachelors



### Master Students



### Doctorates

Graphs from CMU Career & Professional Development Center Post Graduation Outcomes

[Click here to learn more](#)





# School Divisions and Campuses

*CMU's Silicon Valley Campus, Building 23*

## Schools and Colleges

- College of Engineering
- College of Fine Arts
- Dietrich College of Humanities & Social Sciences
- Heinz College of Information Systems and Public Policy
- Mellon College of Science
- School of Computer Science
- Tepper School of Business

[Click to discover about the school's many colleges, departments and institutes](#)

## Main Campuses

- Pittsburgh Campus (main campus)
- Carnegie Mellon Silicon Valley in Mountain View (Master's degrees in software engineering and software management)
- Carnegie Mellon West in Doha, Qatar (Undergraduate degrees in business, computer science and information systems)
- Carnegie Mellon Africa in Kigali, Rwanda
- The university has other locations, some in partnership, in Singapore, New York, Washington, D.C, San Jose, Philadelphia and Los Angeles



**More than 100  
research centers  
and institutes**





# Ranking and Awards

World University Ranking	World Ranking	First Ranked Institution
US News, Best Global Universities (2022 - 2023)		118 Harvard University
THE (2024)		24 University of Oxford
ARWU Shanghai (2023)		101 - 150 Harvard University
QS World University Rankings 2024		52 Massachusetts Institute of Technology

Both charts were realised using information from the official websites of the ranking institutions.  
 For more details about the sources [click here](#).



#4 in Best Global Universities for Computer Science



#2 in Best Global Universities for Computer Science

World Subject Ranking	CMU Best Subject	Best Subject Ranking in the World
US News, Best Global Universities (2022 - 2023)	Computer Science	4
THE (2024)	Computer Science	5
ARWU Shanghai (2023)	Computer Science and Engineering	4
QS World University Rankings 2024	Computer Science and Information Systems	2



▲ Won by alumni and current/former faculty

<sup>2</sup> National Academy of Engineering

<sup>3</sup> National Academy of Sciences

<sup>4</sup> National Academy of Medicine

Chart taken from CMU fact sheet 2023: <https://www.cmu.edu/assets/pdfs/cmu-fact-sheet.pdf>





# Governance

## Structure

The **Board of Trustees** of the university bears ultimate responsibility for the university, its policies, organization, financing and governance.

The Board appoints the **President**, to whom it delegates operating responsibilities for the university and to whom it provides counsel. The Board sets the strategic directions and approves budgets and policies.



The **President**, in collaboration with the Board of Trustees and the university community appoints the senior administration, including the provost. The President also serves as a national and international ambassador for the university community and acts on behalf of the Board, which delegates authority to him.



The **Provost** is the chief academic officer who oversees the educational mission of the university and deans.

[Click here to learn more](#)



# Officers of the Corporation

- **David A. Coulter**, Chair
- **Tod S. Johnson**, Vice Chair
- **Anne M. Molloy**, Vice Chair
- **Farnam Jahanian**, President
- **James H. Garrett, Jr.**, Provost and Chief Academic Officer
- **Angela Blanton**, Vice President for Finance and Chief Financial Officer
- **Gina Casalegno**, Vice President for Student Affairs and Dean of Students
- **Mary Jo Dively**, Vice President and General Counsel, and Secretary of the Corporation
- **John Dolan**, Treasurer
- **Charles A. Kennedy**, Chief Investment Officer
- **Kate Lippert**, Assistant Secretary of the Corporation
- **Scott Mory**, Vice President for University Advancement
- **Carrie Nelson**, Assistant Treasurer
- **Nicholas Scibetta**, Vice President for University Communications and Marketing
- **Stan Waddell**, Vice President for Information Technology and Chief Information Officer
- **Daryl Weinert**, Vice President for Operations and Interim Vice President for Research

## Senior Leadership Chart

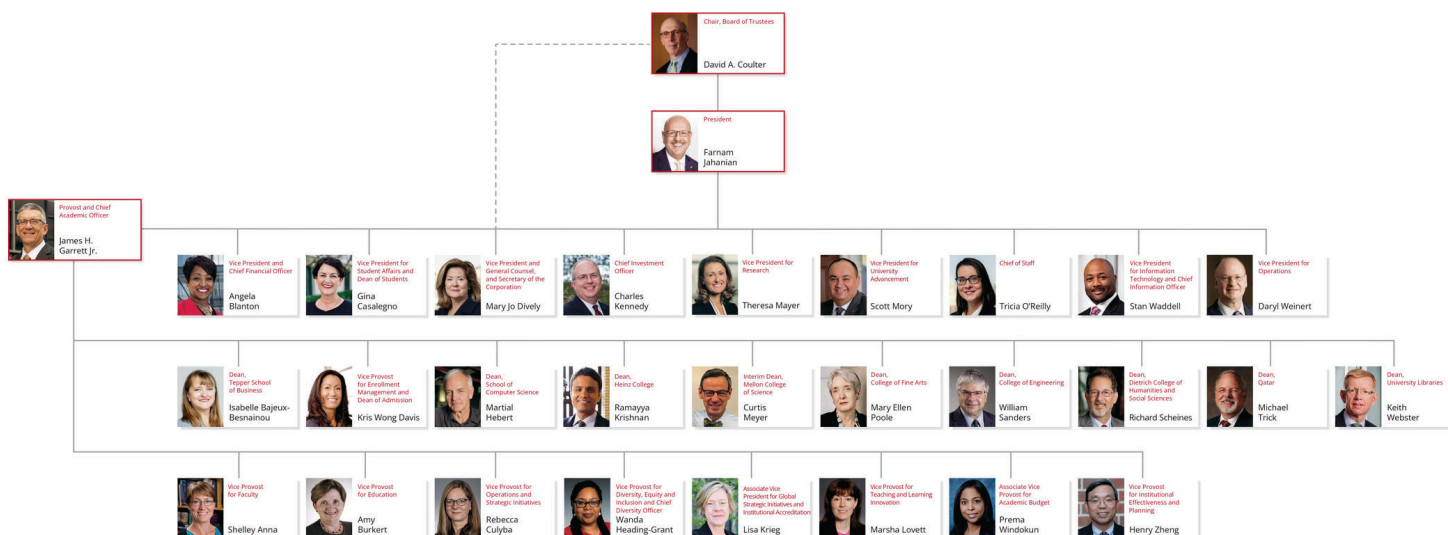


Chart from: <https://www.cmu.edu/leadership/assets/pdf/cmu-leadership-org-chart.pdf>





# Faculty and Staff

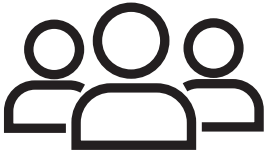
Category	Full-time	Part-time	Total
<b>Total number of instructional faculty</b>	<b>1129</b>	<b>108</b>	<b>1237</b>
Total number who are members of minority groups	74	5	79
Total number who are women	370	33	403
Total number who are men	759	75	834
Total number who are nonresident aliens (international)	137	6	143
<b>Educational Level of the Faculty</b>			
Total number with doctorate, or other terminal degree	1053	73	1126
Total number whose highest degree is a master's but not a terminal master's	41	20	61
Total number whose highest degree is a bachelor's	31	13	44
Total number whose highest degree is unknown or other	4	2	6
Total number in stand-alone graduate/professional programs in which faculty teach virtually only graduate-level students	0	0	0

Table and pie-chart realized using data from the reports "Instructional Faculty and Class Size" of Carnegie Mellon 2022-23 and 2021-2022 Common Data Set

Compared to Fall 2021, Faculty size has grown by approximately 2%.



**91%**  
of the faculty  
has a PhD

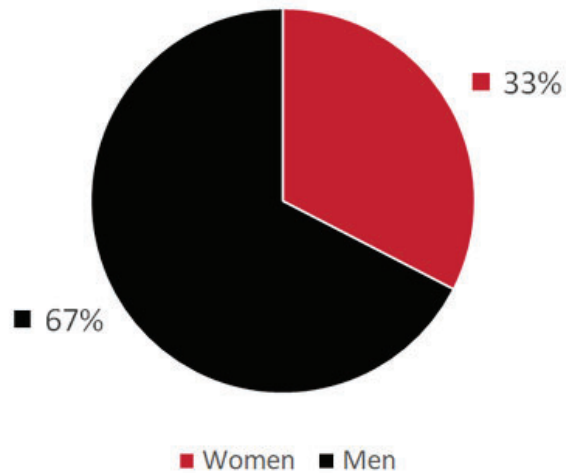


**4,595 staff  
members**  
(in 2021 - 2022)



**6 to 1**  
Fall 2022 Student to  
Faculty ratio

Gender Composition of the Faculty



## Faculty Research Impact



- Total Papers published between 2018-2022 **20,943**
- Publications Cited in Top 5% of Journals **26**
- Publications Cited in Top 25% of Journals **68**
- Bibliometric Rank 17**

Data from US News: <https://www.usnews.com/best-colleges/carnegie-mellon-university-3242>. Visited in October 2023

# Financial Information

The **Statement of Financial Position** (also called “Balance Sheet”) provides an overview of a company's assets, liabilities, and shareholders' equity as a snapshot in time

## CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

June 30, 2022 and 2021 (dollars in thousands)

	2022	2021
<b>Assets</b>		
Cash and cash equivalents <a href="#">(Note 2)</a>	\$765,478	\$700,526
Accrued interest and dividends	2,556	1,743
Accounts receivable, net <a href="#">(Note 4)</a>	94,684	89,222
Pledges receivable, net <a href="#">(Note 5)</a>	238,982	280,674
Student loans receivable, net <a href="#">(Note 4)</a>	6,520	8,091
Investments <a href="#">(Note 6 and Note 8)</a>	4,004,423	3,880,775
Assets held in trust by others <a href="#">(Note 8)</a>	11,044	12,450
Unexpended bond proceeds <a href="#">(Note 11)</a>	32,306	25,789
Prepaid expenses and other assets <a href="#">(Note 2)</a>	61,258	57,943
Right-of-use assets <a href="#">(Note 9)</a>	67,593	72,575
Land, buildings and equipment, net <a href="#">(Note 10)</a>	1,218,118	1,162,849
<b>Total assets</b>	<b>\$6,502,962</b>	<b>\$6,292,637</b>
<b>Liabilities</b>		
Accounts payable and other liabilities <a href="#">(Note 2)</a>	\$227,917	\$243,368
Deferred revenue <a href="#">(Note 4)</a>	172,066	175,076
Federal student loan funds <a href="#">(Note 2)</a>	6,299	7,788
Present value of split interest agreement obligations <a href="#">(Note 2)</a>	16,624	15,811
Lease obligations <a href="#">(Note 9)</a>	68,247	72,851
Debt obligations <a href="#">(Note 11)</a>	758,313	659,172
<b>Total liabilities</b>	<b>\$1,249,466</b>	<b>\$1,174,066</b>
<b>Net assets</b>		
Without donor restrictions <a href="#">(Note 12)</a>	\$2,140,464	\$2,058,406
With donor restrictions <a href="#">(Note 12)</a>	3,113,032	3,060,165
<b>Total net assets</b>	<b>\$5,253,496</b>	<b>\$5,118,571</b>
<b>Total liabilities and net assets</b>	<b>\$6,502,962</b>	<b>\$6,292,637</b>

The accompanying notes are an integral part of these consolidated financial statements.

[Click here to learn more](#)

**Assets:** An asset is a resource with economic value that an individual, corporation, or country owns or controls with the expectation that it will provide a future benefit.

**Liabilities:** A liability is any money that a company owes to outside parties, from bills it has to pay to suppliers to interest on bonds issued to creditors to rent, utilities and salaries.

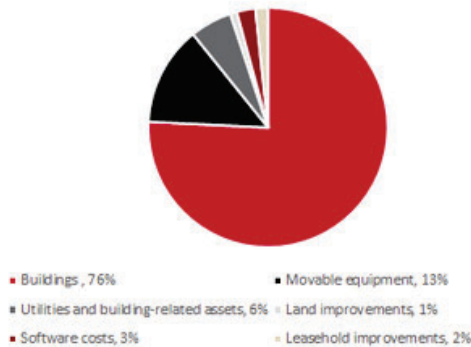
**Net Assets:** Total Assets - Total Liabilities. Net Assets in a non-profit entity are divided between unrestricted and non-restricted net assets

**Without donor restriction:** Net assets that are not subject to donor-imposed stipulations.

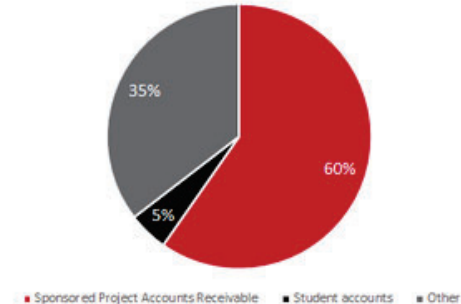
**With donor restriction:** Net assets subject to specific donor-imposed or legal stipulations that can be fulfilled by actions of Carnegie Mellon after those stipulations or that expire by the passage of time. Generally, the donors of these assets permit Carnegie Mellon to use all or part of the income earned on the related investments for general or specific purposes.



## Land, Building and Equipment



## Accounts Receivable



Both graphs are made from data taken from CMU Annual Financial Report 2021 - 2022, pages 19 and 30

**Accounts receivable** are an asset account on the balance sheet that represents money due to a company in the short term.

## Liabilities A dollar sign inside a circle with a red asterisk above it.

The university borrows its *tax-exempt* debt through public conduit issuers. As of June 30, 2022, all of Carnegie Mellon's tax-exempt debt was issued by the **Allegheny County Higher Education Building Authority (ACHEBA)**.

Among the causes of CMU's liabilities, there are the raises of debt:

- to purchase the Collaborative Innovation Center (CIC), acquired from the Regional Industrial Asset District (RIDC) in 2014
- to finance a portion of the costs of constructing the Richard King Mellon Science Building, Robotics Innovation Center and the CMU Cloud Lab in 2022



The **Statement of Activities** tracks the changes in operation over time including the reporting of donations, grants, event revenue, and expenses to make everything happen. It refers to a specific period of time, in this case the year ended on June 30, 2022.

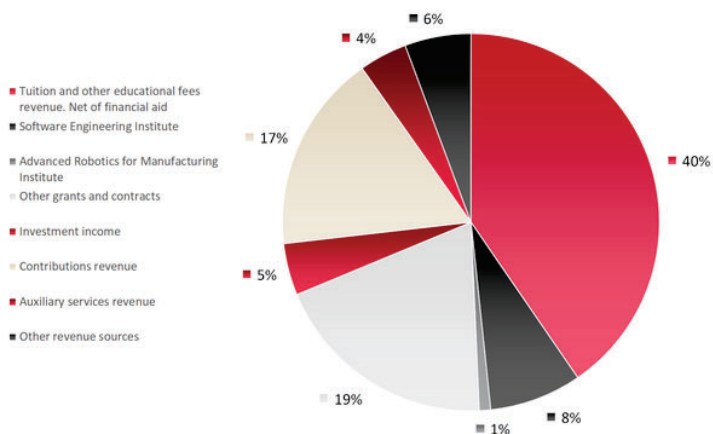
### CONSOLIDATED STATEMENT OF ACTIVITIES

Year ended June 30, 2022 (dollars in thousands)

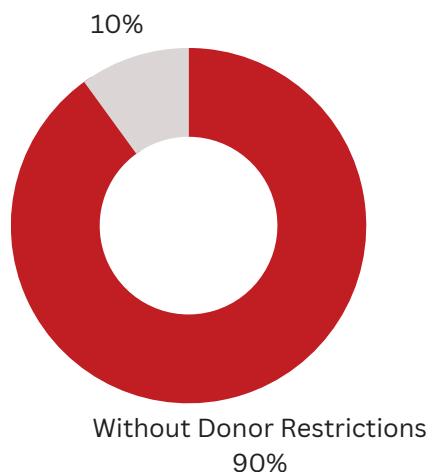
	Without Donor Restrictions	With Donor Restrictions	Total
<b>Revenue and other support</b>			
Tuition and other educational fees revenue, net of financial aid (Note 4)	\$663,879	\$ -	\$663,879
Sponsored projects revenue (Note 4)			
Software Engineering Institute	129,940	-	129,940
Advanced Robotics for Manufacturing Institute	16,140	-	16,140
Other grants and contracts	319,154	-	319,154
Investment income	60,399	12,714	73,113
Contributions revenue (Note 5)	26,962	252,620	279,582
Auxiliary services revenue	67,687	-	67,687
Other revenue sources (Note 2)	93,229	-	93,229
Net assets released from donor restrictions	96,611	(96,611)	-
<b>Total revenue and other support</b>	<b>\$1,474,001</b>	<b>\$168,723</b>	<b>\$1,642,724</b>

## Revenue and Other Support

Revenue and Other Support



With Donor Restrictions



Graphs made from the data shown above, and reported in CMU's Annual Financial Report 2021 - 2022

## Tuition Revenue

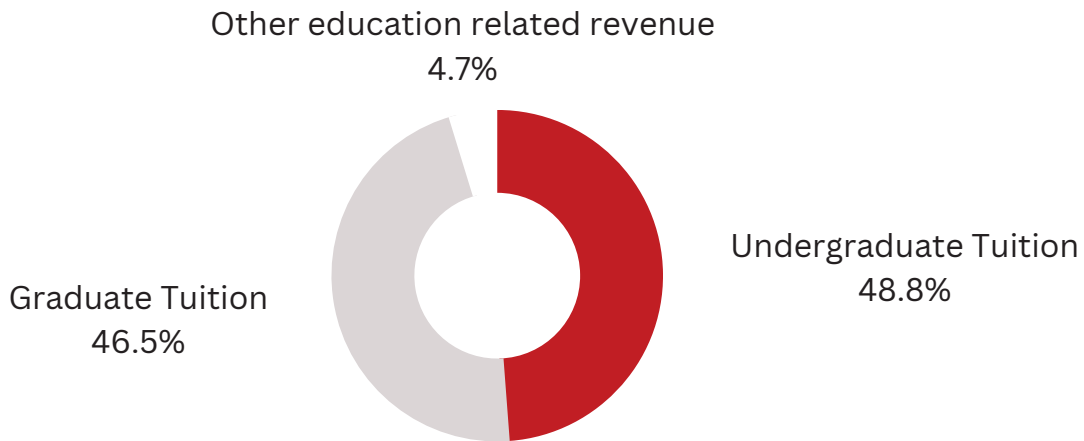
Tuition revenue is recognized within the fiscal year in which educational services are provided. Students are billed prior to the start of each academic term based upon the agreements they signed, and payment is due before the start of the term.

There are 3 terms: a Fall term, which starts at the end of August; a Spring term, which starts in January; and a Summer term, which starts in the middle of May.

The transaction price for tuition revenue may be reduced directly by discounts or scholarships from the amount of the standard rates charged.

## Tuition and Other Support

For the year ended June 30, 2022



Note: the graph doesn't consider the effect of the \$190.2 million financial aid which were provided during the year. Data from CMU Annual Financial Report 2021 - 2022 page 17

### Sponsored Project Revenue

The university receives sponsored program funding from various governmental and corporate sources.

There are mainly 2 types of funding:

- **Reciprocal Transactions**
  - Transaction in exchange for an equivalent benefit in return
  - Revenues from these transactions are recognized as performance obligations are satisfied.
- **Nonreciprocal Transactions**
  - Transaction in which the resources provided are for the benefit of the university, the funding organization's mission or the public at large.
  - Revenue from these transactions, which can be considered *contributions*, may be subject to conditions, and if there are revenues are recognized when the barrier is satisfied

### Auxiliary Services Revenue

Carnegie Mellon's auxiliaries exist primarily to *furnish goods and services* to students, faculty and staff. They are managed as essentially self-supporting activities, and they consist principally of housing and dining services, parking, retail and other external services. Revenue is recognized as the services are provided based upon published prices and rates.

### Other Revenue Sources

Other revenue consists of funding received for Carnegie Mellon's international locations, royalty income, licensing revenue, affiliate/membership revenue and other miscellaneous revenues.

## Expenses and Net Assets

### Expenses (Note 14)

Salaries	\$755,436	\$ -	\$755,436
Benefits	162,791	-	162,791
Other operating expenses	333,494	-	333,494
Depreciation and amortization	81,967	-	81,967
Interest expense	13,517	-	13,517
<b>Total expenses</b>	<b>\$1,347,205</b>	<b>\$ -</b>	<b>\$1,347,205</b>

Increase in net assets before nonoperating activities	\$126,796	\$168,723	\$295,519
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### Nonoperating activities

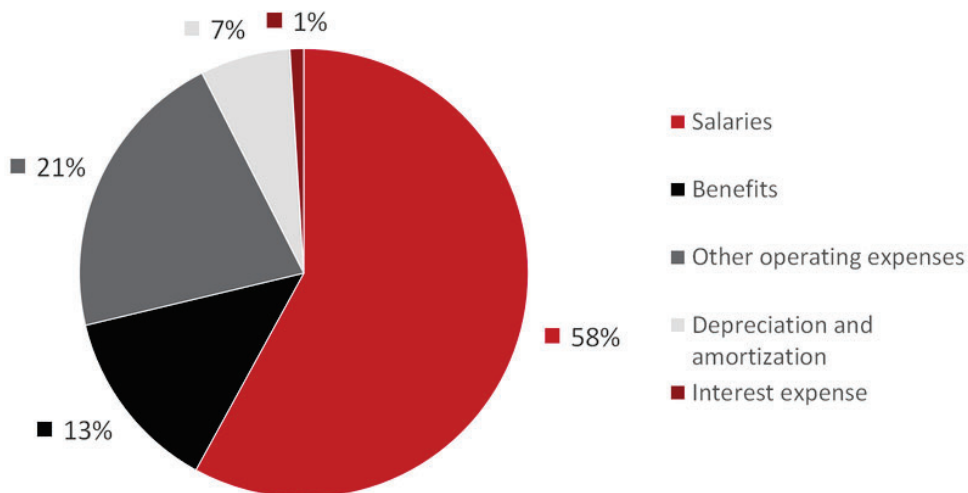
Net realized/unrealized losses on investments (Note 6)	\$(69,522)	\$(104,606)	\$(174,128)
Other (Note 2)	10,489	(4,033)	6,456
Post-retirement plan changes other than net periodic benefit costs (Note 16)	7,078	-	7,078
Net assets released from restrictions for capital	7,217	(7,217)	-
<b>Total nonoperating activities</b>	<b>\$(44,738)</b>	<b>\$(115,856)</b>	<b>\$(160,594)</b>
<b>Increase in net assets</b>	<b>\$82,058</b>	<b>\$52,867</b>	<b>\$134,925</b>

### Net assets

<b>Beginning of year</b>	<b>\$2,058,406</b>	<b>\$3,060,165</b>	<b>\$5,118,571</b>
<b>End of year</b>	<b>\$2,140,464</b>	<b>\$3,113,032</b>	<b>\$5,253,496</b>

The accompanying notes are an integral part of these consolidated financial statements.

### Expenses

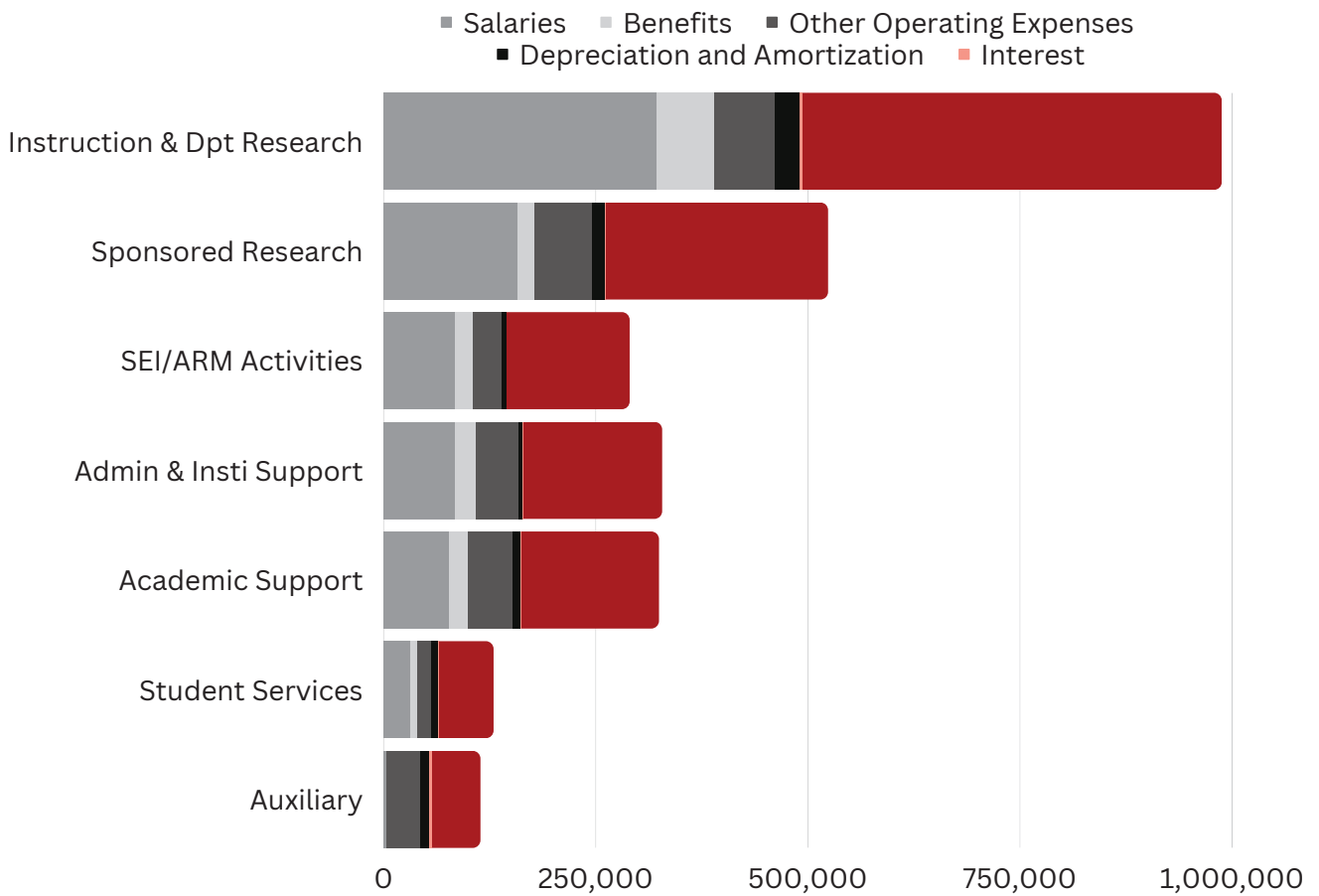


Graph made from the data shown above,  
and reported in CMU's Annual Financial  
Report 2021 - 2022

**Depreciation** and **Amortization** represent how much of an asset's value has been used, and they are considered as a cost for the statement of operations. Depreciation refers to tangible assets such as property, plants and equipment, while amortization is for intangible assets like intellectual property.



# Operating Expenses by Functional Category



Data from CMU Annual Report 2022, page 36. Dollars in thousands



**9% increase in total operating expenses compared to 2021**

**SEI** = Software Engineering Institute  
**ARM** = Advanced Robotics for Manufacturing (Institute)



# Corporate Social Responsibility

## Background

In September 2019, CMU Provost Jim Garrett committed to aligning the university’s education, research, and practices to the Global SDG Goals.

In 2020, CMU became the first university in the world to publish a Voluntary University Review, which presented how its education, research, and practices were contributing to the Global Goals at that time.

This practice has continued until now.



*Sustainability studio at Hunt library*



Carnegie Mellon University  
Sustainability Initiative

## Initiatives

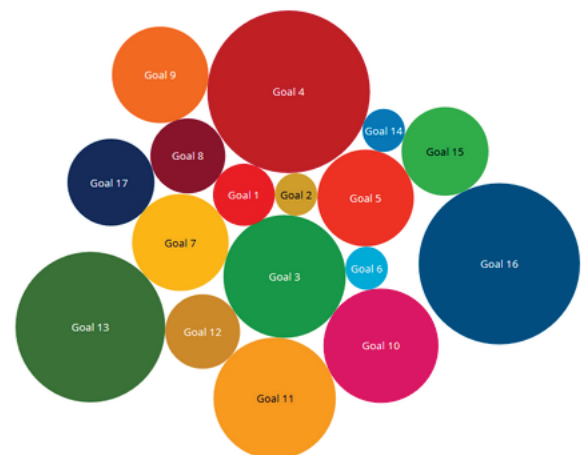
- In September 2022, CMU opened the Sustainability Studio at Hunt Library, in order to establish a physical presence to help connect people and actions across the range of Global Goals.
  - The Studio hosts office hours with university sustainability experts, monthly Open Studios focusing on subsets of the Global Goals, and ad hoc programming to bring campus members together to talk about their work and how it is relevant to sustainability.
- CMU’s Sustainability Advisory Council established three new working groups to address climate action, measure engagement with sustainability, and develop thematic programming
- CMU is identifying ways to incorporate the Global Goals into ongoing activities to enhance existing educational initiatives. For example, Dietrich College of Humanities and Social Sciences launched a community engagement fellowship
- The university has also launched in 2022 an **ESG-GED Index**, which tracks companies’ environmental performance in monetary terms focusing on GED (Gross External Damage)

[Click for additional information](#)

## Research

CMU employs the Global Goals to identify and connect researchers at CMU and beyond so students can find research opportunities with professors outside their college, faculty can identify complementary research partners and highlight how their work is relevant to broader sustainability efforts, and external partners, including funders, can find potential collaborators.

Sustainable Development Goals (SDG)



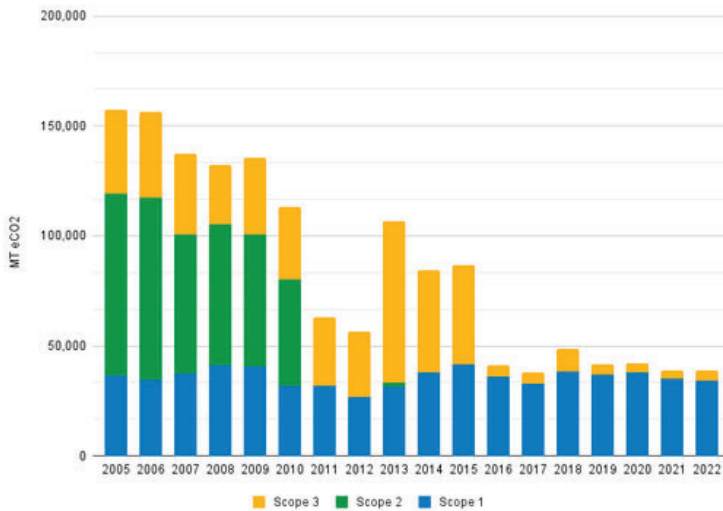
**Figure 2:** Each circle represents one of the 17 Global Goals, and the size of the circle indicates the relative proportion of faculty who have identified the goal as one of their top priorities.

*Chart taken from CMU 2022 Voluntary University Review of the Sustainable Development Goals, page 11*



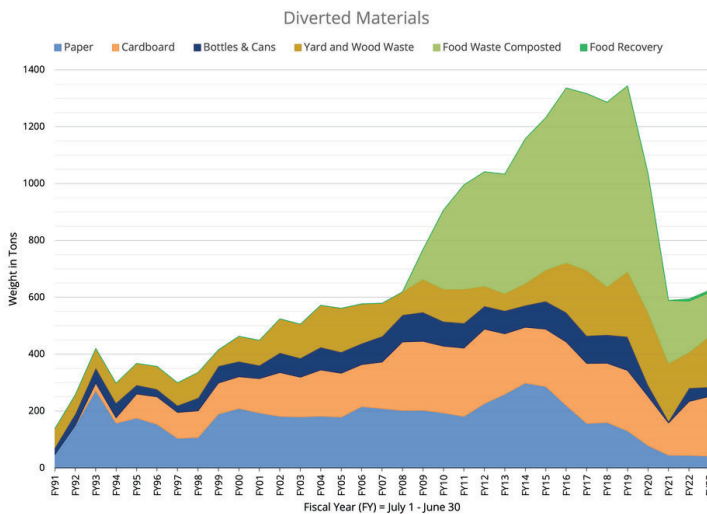
# Environmental Impact

## Energy and Water Management



Graph taken from <https://www.cmu.edu/environment/energy-water/greenhouse-gas-inventories/index.html>

## Recycling and Waste Management



Graph taken from <https://www.cmu.edu/environment/recycling-waste/index.html>

In the fiscal year 2023 CMU managed to achieve a diversion rate of 24%, diverting more than 740 tons from the landfill.

*Diversion describes the act of redirecting waste from landfills to some other point, typically recycling, but other options exist like reuse or repurposing.*

[Click for additional information](#)

A **greenhouse gas (GHG) inventory** measures the emissions that are released into the atmosphere as a result of university operations.

Carnegie Mellon conducts an annual GHG inventory since 2005.

The GHG Protocol defines and categorizes emissions into three categories:

- **Scope 1**, direct emissions that are physically produced on campus. They are directly controlled by the institution
- **Scope 2**, indirect emissions associated with purchased utilities required for campus operation, such as purchased electricity, heat, or steam.
- **Scope 3**, induced emissions from sources that are not owned or controlled by the campus, but that are central to campus operations or activities (such as student and employee commuting and university-paid air travel).

Carnegie Mellon has reduced Scope 1 & 2 emissions by more than 70% since 2005 by improving the efficiency of its buildings (for instance, by building new structures in line with LEED Gold standard), and by acquiring RECs (Renewable Energy Certificate Systems) equal to the university's electricity use.

## Water Management

Other than reducing greenhouse gas emissions, CMU is also concerned with water conservation and, to achieve this goal, several initiatives are utilized on campus:

- Housing uses more than 100 sets of high efficiency washers & dryers in resident halls
- Low-flow faucets were installed in 25% of campus buildings
- Low-flow shower heads are installed in 80% of showers, converted to use 2.5 GPM
- Ultra low flow urinals (.5 liter per flush) were installed in several buildings
- Rain water collection systems installed across campus to help with regional stormwater management





# Regional Impact

## Societal Impact

CMU students during the past academic year have undertaken several activities to engage and create value with the community and create value. For instance, CMU students volunteered over 63,000 hours, raised over \$122,000 for local food security, and mentored over 6,000 high school students in computer science.

On Service Saturdays, students volunteer to help Pittsburgh non-profits such as:

- *Computer Reach*, which refurbishes and donates used hardware to underserved schools and non-profits, and
- *Family House*, which offers a home away from home for families of patients visiting Pittsburgh for life-saving medical treatment.



**More than 40 student-run organizations on campus whose primary purpose is community service.**

[Click to learn more about Civil Engagement at CMU](#)



*Students building and digging in front of Habitat for Humanity project*

## Economic Impact

Since 2016, the university's annual economic impact across Pennsylvania has surged by nearly \$600 million, which is a 23% increase in just four years.

As of 2020, CMU's economic impact on the state of Pennsylvania amounted to \$3.26 billions.

Among the contributing factors, in the last decade, CMU has helped launch more than 400 startups since 2010, which raised more than \$7 billion in follow-up funding.

Indeed, CMU's **Swartz Center for Entrepreneurship** has had an essential role in fostering entrepreneurial initiative. The Center space covers over 8,000 square feet with 10 built in "garage" office spaces. It also hosts multiple dedicated and first-come-first-serve tables for any approved Carnegie Mellon University related startups to use.



*CMU's Swartz Center for Entrepreneurship*

[Click for additional information](#)

# Methodological Note

**Group of Work:** Saverio Pletro Capra, Shady Elsaadany

This Pop Report was realized with the goal of presenting information about Carnegie Mellon University in a way that can be understood by all its stakeholders, without the need to have a background in public finance, in order to raise awareness and engage them with the activities of the university. [For more information about Popular Financial Reporting, click here.](#)

## Notes about the main sources used to prepare CMU's Pop Report:

In order to prepare the Pop Report, there are mainly 4 sources that were used:

- Carnegie Mellon University 2021 - 2022 Annual Financial Report
  - The Financial Reports commented and shown above were prepared on the accrual basis of accounting in accordance with U.S. generally accepted accounting principles ("GAAP"). They include the accounts of Carnegie Mellon, as well as the Software Engineering Institute ("SEI") and other majority-owned entities.
  - The report was audited by KPMG
  - [For further information about the accounting policies that were used, to read the auditors' report, and to access the original data, click here.](#)
- [The official website of the university, in particular:](#)
  - [The Common Data Sets that the university publishes yearly.](#) In order to make comparisons and identify trends, we referred to the 2022 - 2023 and 2021 - 2022 Common Data Sets. Among the different sections, the most important ones to create this report were: "Enrollment and Persistence", and "Instructional Faculty and Class Size"
  - [Carnegie Mellon's Fact Sheet, CMU's Voluntary University Review of the Sustainable Development Goals, CMU's Leadership Chart](#)
  - The sections related to the university's environmental impact, structure, vision and mission, strategic plan, and leadership
- The websites of the several rankings that were used to prepare the "Ranking" section (US News, THE, ARWU Shanghai and QS)
- Most of the definitions that were used to clarify financial reporting terms were adapted from [Investopedia](#)

Among the goals of this report, there was the desire to underline how and whether the SDG goals are embedded in the activities of the university. For this reason, in the upper part of the various sections, there are labels that indicate the Sustainable Development Goals with which that section is concerned.

## SDG Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, is based on the 17 Sustainable Development Goals (SDGs), also referred to as Global Goals. They are a collection of 17 interlinked objectives designed to serve as a "*shared blueprint for peace and prosperity for people and the planet, now and into the future.*" [Click here for additional information](#)

## Design, Graphs and Tables and Tables

The graphs and tables that were used to prepare this report were partly taken from the sources indicated above and partly made from scratch in Excel or Canva, from the data provided by the university. The design and the color palette of this report were chosen in compliance with the [rules](#) set by CMU.

# Dissemination Plan

The Pop Report includes a **dissemination plan** in order to promote its knowledge and discussion, since its goal is to involve all the stakeholders in the evaluation of the results achieved by the university.

The document will be shared both in digital and physical format in several ways:

- It will be posted and promoted on:
  - The website of the university
  - The university's social media (Facebook, LinkedIn, Twitter)
  - The "European journal of volunteering and community-based projects"
- It will be sent via email to:
  - The deans of the departments of the university
  - The presidents of other national and foreign universities
  - To the university's students and personnel
- The university will also organize a press conference in order to present the report to the general public, and the report will be briefly presented at events related to the school, such as the orientation and presentation days.

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## Contacts

### Address

Carnegie Mellon  
University  
5000 Forbes Avenue  
Pittsburgh, PA 15213

### Website

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

### Media Relations

412-268-2900



*Click the picture above to  
see all the way to contact  
the university*



# Sources

(All the websites were visited in October 2023)

## CMU Presentation

- <https://www.cmu.edu/about/mission.html>
- CMU Annual Financial Report 2022, page 4

## Strategic Plan 2025

- <https://www.cmu.edu/strategic-plan/>

## Educational Outcomes

- [https://www.cmu.edu/ira/CDS/pdf/cds\\_2022\\_23/enrollment-and-persistence.pdf](https://www.cmu.edu/ira/CDS/pdf/cds_2022_23/enrollment-and-persistence.pdf) (Common Data Set 2022 - 2023, Enrollment and Persistence)
- [https://www.cmu.edu/ira/CDS/pdf/cds\\_2021\\_22/cds2021-b-enrollment-and-persistence.pdf](https://www.cmu.edu/ira/CDS/pdf/cds_2021_22/cds2021-b-enrollment-and-persistence.pdf) (Common Data Set 2021 - 2022, Enrollment and Persistence)

## Post-Graduation Outcomes

- <https://www.cmu.edu/career/outcomes/post-grad-dashboard.html>

## School Divisions and Campuses

- <https://www.cmu.edu/career/outcomes/post-grad-dashboard.html>
- <https://www.heinz.cmu.edu/about/cmu-a>
- [https://en.wikipedia.org/wiki/Carnegie\\_Mellon\\_University](https://en.wikipedia.org/wiki/Carnegie_Mellon_University)
- <https://www.cmu.edu/govrel/PDFs/2011-briefing-book/1.2-campus-and-institutes-2011.pdf>
- <https://www.africa.engineering.cmu.edu/>

## Ranking and Awards

- <https://www.cmu.edu/assets/pdfs/cmu-fact-sheet.pdf> (CMU factsheet)
- US News:
  - <https://www.usnews.com/education/best-global-universities/computer-science>
  - <https://www.usnews.com/education/best-global-universities/carnegie-mellon-university-211440#indicators>
- QS World University Ranking
  - <https://www.topuniversities.com/universities/carnegie-mellon-university>
  - <https://www.topuniversities.com/university-rankings/university-subject-rankings/2023/computer-science-information-systems>
- THE Ranking
  - <https://www.timeshighereducation.com/world-university-rankings/carnegie-mellon-university>
  - <https://www.timeshighereducation.com/world-university-rankings/2024/world-ranking>
- ARWU Shanghai
  - <https://www.shanghairanking.com/rankings/gras/2022/RS0210>
  - <https://www.shanghairanking.com/rankings/arwu/2023>

## **Governance**

- <https://www.cmu.edu/leadership/>
- <https://www.cmu.edu/leadership/assets/pdf/cmu-leadership-org-chart.pdf>
- CMU Annual Financial Report 2022, page 42

## **Faculty and Staff**

- [https://www.cmu.edu/ira/CDS/pdf/cds\\_2022\\_23/cds2022-i-instructional-faculty-and-class-size.pdf](https://www.cmu.edu/ira/CDS/pdf/cds_2022_23/cds2022-i-instructional-faculty-and-class-size.pdf) (Common Data Set 2022 - 2023, Faculty and Class Size)
- [https://www.cmu.edu/ira/CDS/pdf/cds\\_2021\\_22/cds2021-i-instructional-faculty-and-class-size.pdf](https://www.cmu.edu/ira/CDS/pdf/cds_2021_22/cds2021-i-instructional-faculty-and-class-size.pdf) (Common Data Set 2021 - 2022, Faculty and Class Size)
- CMU Annual Financial Report 2022, page 4
- <https://www.usnews.com/best-colleges/carnegie-mellon-university-3242> (For Faculty Research Impact)

## **Financial Information**

- <https://cms-staging.andrew.cmu.edu//finance-annual-report-2022/assets/2022-financial-report.pdf> (Carnegie Mellon University Annual Financial Report for the Fiscal Year 2021 - 2022)
- <https://www.investopedia.com/ask/answers/06/amortizationvsdepreciation.asp>
- <https://www.investopedia.com/terms/f/financial-statements.asp>
- <https://www.investopedia.com/terms/a/asset.asp>
- <https://www.investopedia.com/terms/l/liability.asp>
- <https://corporatefinanceinstitute.com/resources/accounting/unrestricted-net-assets/>
- <https://www.investopedia.com/terms/a/accountsreceivable.asp>

## **Corporate Social Responsibility**

- <https://www.cmu.edu/leadership/the-provost/provost-priorities/sustainability-initiative/cmu-vur-2022.pdf> (CMU 2022 Voluntary University Review of the Sustainable Development Goals)
- <https://esgindex.cmu.edu/>
- <https://sdgs.un.org/goals>

## **Environmental Impact**

- <https://www.cmu.edu/environment/energy-water/index.html>
- <https://www.cmu.edu/environment/recycling-waste/index.html>

## **Regional Impact**

- <https://www.cmu.edu/regional-impact/assets/docs/mc-20-252-econimpactreport-06.pdf> (Carnegie Mellon University Economic Impact Report 2020)
- <https://www.cmu.edu/regional-impact/index.html>
- <https://www.cmu.edu/regional-impact/societal-impact/index.html>
- <https://www.cmu.edu/swartz-center-for-entrepreneurship/education-and-resources/swartz-center-startup-teams/index.html>
- <https://www.cmu.edu/regional-impact/community-engagement/index.html>

This work was completed as part of the Public Management course at the SAA, University of Turin, under the supervision of Prof. Valerio Brescia. The elements presented in this assignment have been developed in accordance with the guidelines defined by Professors Paolo Biancone, Silvana Secinaro, Valerio Brescia, and Davide Calandra.