

The background of the slide features a large, faint watermark of the Carnegie Mellon University seal. The seal is circular and contains the text "CARNEGIE MELLON UNIVERSITY" at the top, "PITTSBURGH PENNSYLVANIA 1906" at the bottom, and a central emblem with a stylized tree and a cross.

# State of the University

March 23, 2026



# Higher Education Under Fire

(in public perception)

**Unaffordable:** Mounting tuition costs and student loan debt challenge the ROI of a degree and ramp up the pressure to prove value.

**Irrelevant:** A growing gap exists between traditional academic curricula and the rapidly evolving, skills-based demands of the modern workforce.

**Radicalized:** Academic curriculum, academic freedom, campus life and DEI initiatives are new lightning rods of political and social criticism.

**Devalued:** Growing skepticism that college is the answer; more students are exploring alternative education pathways, such as vocational training.

# Headwinds Facing Higher Education

The rapid evolution of AI and advanced technologies is disrupting every sector of the global economy, including learning and discovery.

Longstanding values in higher education are being increasingly scrutinized and politicized.

A demographic cliff is shrinking the nation's pool of college-age students.

Visa policy changes and geopolitical forces are discouraging international enrollment.

Federal science budgets are under threat, with the potential for long-term, sustained reductions in federal support.



# A Moment Tailor Made for CMU

## CMU's Strengths

- Computing and AI excellence
- Commitment to innovation and social impact
- History of successful bold moves

## Computing and AI Disruption

- Exploding compute power needs
- Softening U.S. competitiveness
- Huge talent gaps

## CMU's Strategy

- Vibrant global community
- Institutional agility
- Expanded research frontiers
- Prioritizes human-centered future of work

## Uncertainty in Higher Ed

- Value and affordability challenges
- Funding volatility
- International shocks



# Big Bets Have Long Fueled CMU's Success

- 1900:** Launched Carnegie Technical Schools for the working class.
- 1914:** Created the nation's first degree-granting program in drama.
- 1949:** William L. and Mary T. Mellon Foundation supports the launch of our business school, now known as the Tepper School.
- 1965:** Launched one of the first computer science departments, with a \$5 million grant from the R.K. Mellon Foundation.
- 1967:** Merger of Carnegie Technical Schools and Mellon Institute.
- 1968:** Gift from RK Mellon Foundation helps launch SUPA.
- 1979:** Opened the world's first Robotics Department.
- 1984:** Launched the DOD-backed Software Engineering Institute.
- 1988:** Established School of Computer Science —the first of its kind.
- 2001:** Added a graduate program in California's Silicon Valley.
- 2004:** Expanded to Doha, Qatar — CMU's 1st international campus.
- 2011:** Launched graduate engineering programs in Kigali, Rwanda.
- 2016:** Kicked off the CMU Experience initiative to support holistic student well-being and success during their time on campus.
- 2018:** Awarded the nation's first undergraduate degree in AI.
- 2021:** Launched a decadelong effort to revolutionize the future of science and strengthen CMU's leadership in science education.
- 2023:** Introduced an undergraduate major in Robotics.
- 2025:** Launched Learnvia to improve nation-wide math preparation

MAKE  
**P O S S I B L E**

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THE CAMPAIGN FOR  
CARNEGIE MELLON UNIVERSITY

**\$2.5B+**  
NEW FUNDRAISING  
COMMITMENTS

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**72,000+**  
UNIQUE DONORS

# 72 endowed professorships, deanships and headships

Granger and Betty Morgan Endowed Professorship | Helen and Henry Posner, Jr. Dean's Chair of the University Libraries | Henry L. Hillman Endowed Fund for the President's Chair | Henry Posner, Anne Molloy, and Robert and Christine Pietrandrea Career Development Chair in Civil Engineering | JPMorgan Chase Endowed Career Development Professorship | Jack Buncher Endowed Chair in Jewish Studies | Jack G. Buncher Endowed Chair in the School of Music | James and Sharon Rohr Director of Civic Engagement Fund | Jeff Leone Endowed Career Development Professorship | Joseph F. Thomas Endowed Professorship | Joseph F. Traub Endowed Professorship in Computer Science | L. Family Endowed Career Development Professorship | Martin B. Kay Scholarship and Professorship Endowment | Matching Fund for the Angel Jordan Faculty Recognition Fund in Electrical and Computer Engineering | Michael B. Donohue Career Development Professorship | Milton and Cynthia Friedman Endowed Career Development Professorship in Music | PwC W. W. Cropper Endowed Career Development Professorship in LTI | Raj Reddy Career Development Professorship in Robotics | Raj Reddy Career Development Professorship in S3D | Richard C. Green Professorship in Financial Economics | Richard L. Van Horn Endowed Professorship | Richard and Susan W. Ingham Endowed Career Development Professorship | Robert E. Kraut Endowed Computer Science Career Development Professorship | Robyn Daves Endowed Chair in Quantitative Social Sciences | Roseanne K. Silva Endowed Professional Development Fund | Sadie T. M. Alexander Endowed Visiting Professorship | Sense of Wonder Group Endowed Professorship of Electrical and Computer Engineering in AI Systems | Shubham Singhal and Jenny Cordina Endowed Career Development Professorship | Siewiorek and Walker Family Chair | Smith-Samora Family Endowed Engineering Career Development Professorship | Takeo Kanade Endowed Professorship | Tan Family Endowed Chair in Electrical and Computer Engineering | Tang Family Endowed Professorship | Thomas and Lydia Moran Career Development Professorship in Learning Science | Victor M. Bearg Endowed Career Development Professorship | Walter Smith Endowed Career Development Professorship | William M. Evanco Endowed Career Development Professorship in Physics | William M. Evanco Endowed Career Development Professorship in Physics II | Wulf Jones Endowed Professorship in Computer Science | Yang and Cai Family Endowed Career Development Professorship

**86%**  
**increase**  
in annual  
undergraduate  
scholarship  
funding



2015  
to  
2024



**55%**  
**increase**  
in annual  
graduate  
fellowship  
funding

**253 scholarships**  
**203 fellowships**

**Tartan Scholars**  
**CMU Rales Fellows**  
**CMU Pathway**



# Investing in the Student Experience



**Highmark Center for Health, Wellness and Athletics**

The Ray and Stephanie Lane Computational Biology Department | The Joseph Ballay Center for Design Fusion | The Hoskinson Center for Formal Mathematics | The Swartz Center for Entrepreneurship | The Block Center for Technology and Society | The Center for Shared Prosperity | The Manufacturing Futures Institute | The Neuroscience Institute



**Richard King Mellon Hall of Sciences  
Institute for Contemporary Arts**



**TCS Hall**



**Alan Magee Scaife Hall**



**Robotics Innovation Center**



**ANSYS Hall**



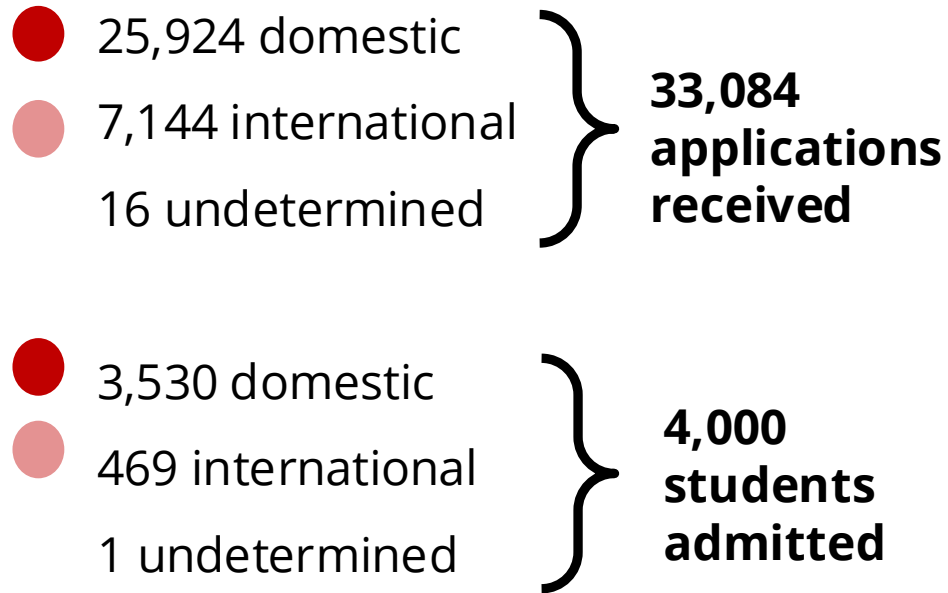
**Tepper Quad**



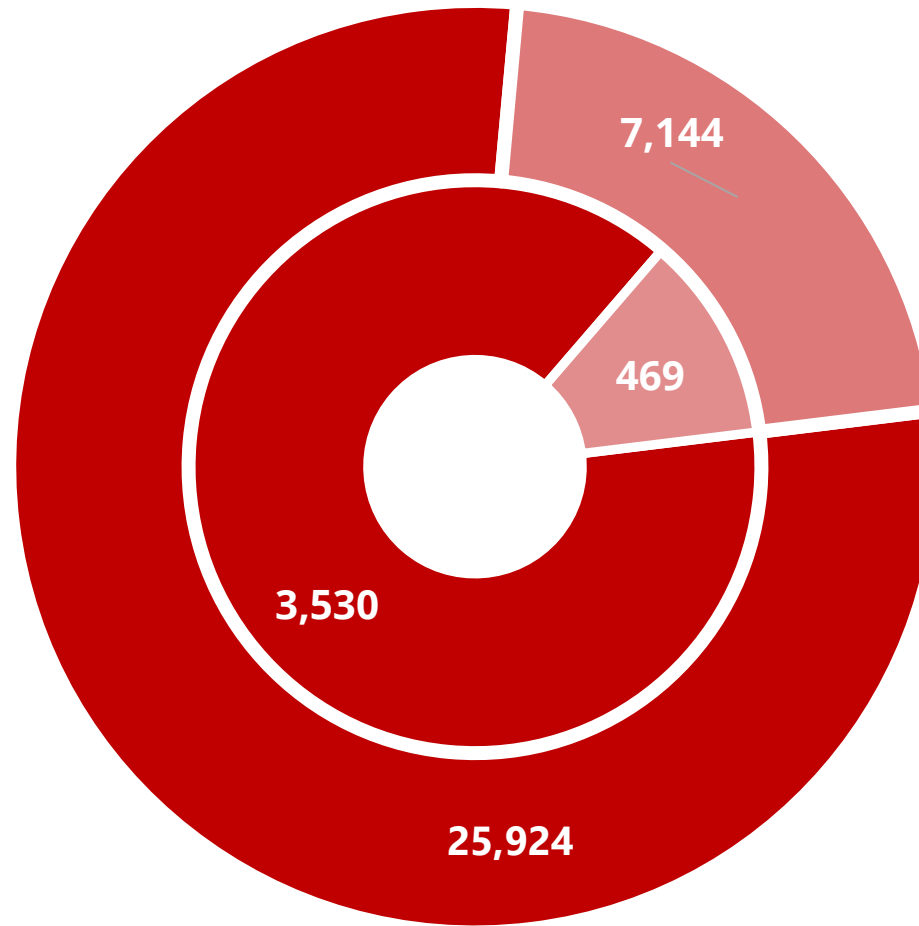
# Admissions

# Applicants vs. Admits: First-Year Students

Pittsburgh campus for fall 2026

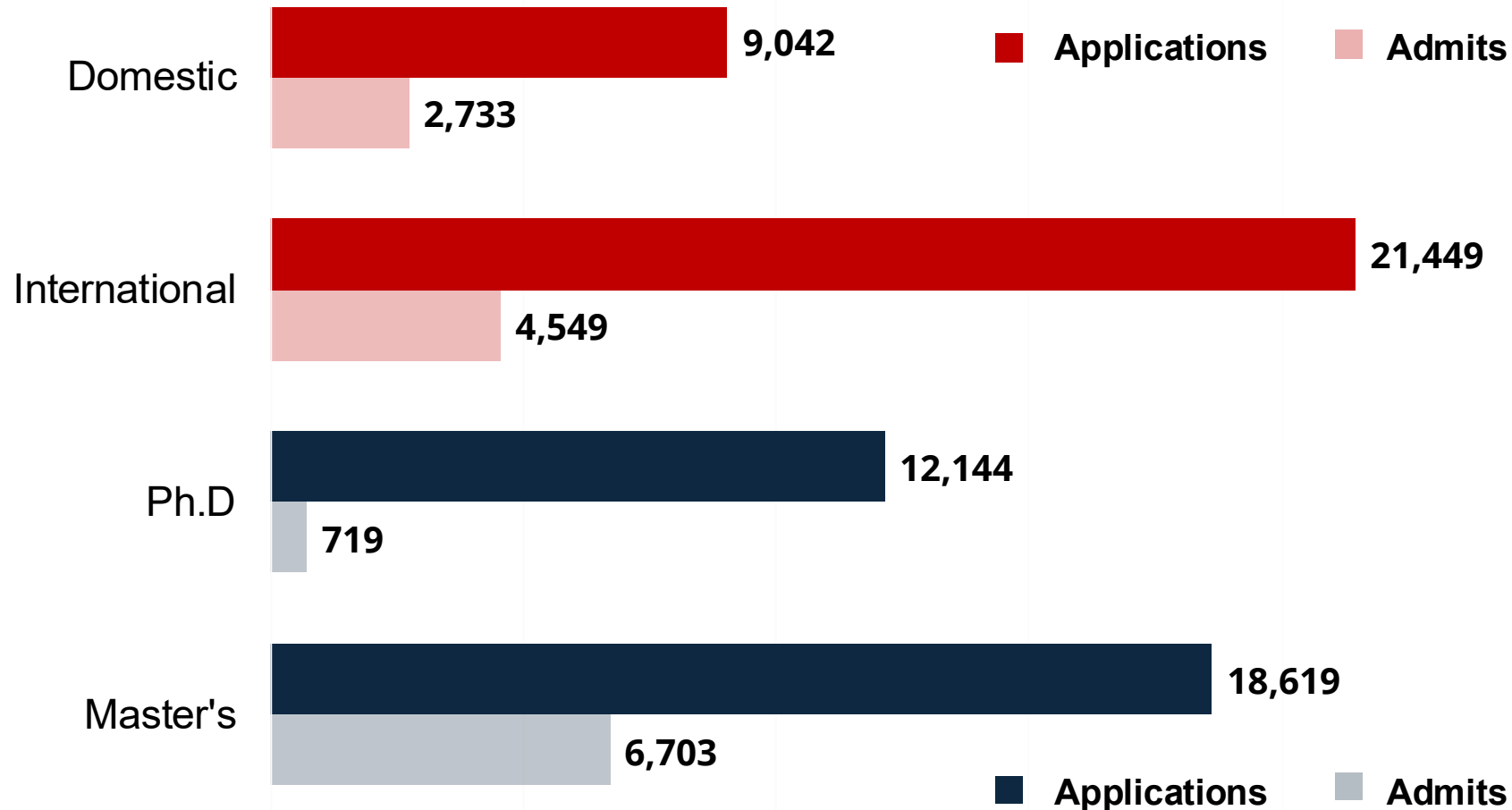


**Selectivity: 12%**



# Applicants vs. Admits: Graduate Students

Pittsburgh campus for fall 2026



**30,763**  
graduate  
applications  
received



**7,422**  
graduate  
students  
admitted

# CMU-Q Update



CMU-Q



# Faculty and Staff

# Faculty and Staff Snapshot



**Pittsburgh, PA**



**Doha, Qatar**



**Kigali, Rwanda**

<b>FACULTY</b>	<b>1,524</b>	<b>65</b>	<b>17</b>
<b>STAFF</b>	<b>4,252</b>	<b>122</b>	<b>151</b>

University-wide: 1,642 faculty and 4,997 staff members

\*Numbers as of March 1, 2026

# Workforce: Then and Now

CMU's employee headcount increased 5.6% from 2021 to 2026



**30%**

of faculty hired since 2021

**46%**

of staff hired since 2021

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	THEN (2021)	NOW
Ratio of faculty to staff	1:3	1:3
Share of employees who are Gen Z	3.4%	13.2%
Share of employees who are baby boomers	21.4%	12.0%

# Leadership News



**Richard Scheines**  
Bess Family Dean,  
Dietrich College



**Isabelle Bajoux-Besnainou**  
Dean, Tepper School of  
Business



**Paul Nielsen**  
Director and CEO,  
Software Engineering  
Institute



**Angela Blanton**  
Vice President for  
Finance and CFO

# Human Resources Update

- Merit
- New programs
- Flexible work



Some of the newest staff and faculty members in our School of Drama!



# Tartan Trophy Shelf



**150+** EMMY AWARDS



**66** TONY AWARDS



**47** GRAMMY AWARDS



**13** ACADEMY AWARDS



**13** TURING AWARDS



**22** NOBEL LAUREATES



**2** PULITZER PRIZES



**>>** NATIONAL ACADEMY  
INDUCTIONS

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# Updates on the CMU Experience

# Democracy, Civil Discourse, and Civic Engagement



- **2019:** Founded the **Center for Informed Democracy & Social-cybersecurity** to help protect democratic processes from online harms.
- **2020:** Launched **The Commission on Academic Freedom and Freedom of Expression.**
- **2023:** Inaugural **Democracy Day** programming.
- **2024:** Established **Deeper Conversations** as a framework for promoting power of civil discourse.
- **2026:** Introduced a year-long, paid fellowship, **The Viewpoints Project**, to aid students in skill building around productively disagreeing.

# President's Advisory Board on Student Well-Being, Mental Health and the Academic Experience

## CO-CHAIRS:

**John Dunkle** - interim director,  
Center for Counseling and Psychological  
Services, Washington University in St. Louis  
**Laura Lee McIntyre** - provost; executive vice  
president for academic affairs, Michigan State

## MEMBERS:

**David Brent** - endowed chair in suicide studies; distinguished professor of psychiatry, University of Pittsburgh  
**Carolyn Commer (DC '16)** - associate professor of English; director of rhetoric and writing Ph.D. program, Virginia Tech  
**Mollye Demosthenidy** - dean of Newcomb-Tulane College, Tulane  
**Louise A. Douce** - retired assistant vice president of student life, Ohio State  
**Mona Dugo** - assistant vice president of wellness; dean of students, Northwestern  
**Julie Edwards** - assistant vice president for student health and wellbeing, Cornell  
**Robin Glover** - associate provost for student affairs, Harvard  
**Anthony P. Mannarino** - chair of the Psychiatry and Behavioral Health Institute at AHN; professor of psychiatry, Drexel  
**Sharon Mitchell** - retired senior director of student wellness; director of counseling services, University at Buffalo  
**Anne Molloy** - CMU trustee; founding donor of the Tartan Scholars Program  
**Miles Reidy (HNZ '86)** - partner Emeritus at QED; parent of CMU alumnus (DC '19)  
**Jewell Parker Rhodes (DC '75, '76, '79)** - CMU trustee; founding artistic director, Virginia G. Piper Center; Arizona State  
**Helen Wang (DC '99)** - senior associate dean of residential and community life, MIT  
**Joy K. Ward** - provost; executive vice president, Case Western Reserve

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# Budget Update

# Budget Profile

2025-2026

**\$1.761B**

Total revenues

**\$1.712B**

Total expenses

**2.8%**

Operating margin

Fiscal Year	20-21	21-22	22-23	23-24	24-25	25-26
Operating Margin	4.1%	8.6%	7.4%	4.9%	4.4%	2.8%

# Cost Pressures

2025-2026



**\$248.3M**

Faculty salaries



**\$422.1M**

Staff salaries



**\$205.5M**

Employee benefits

Medical, retirement, tuition, etc.



**\$166.3M**

For undergraduate financial aid  
(43% more than in 21-22)



CMU covers 80% of  
all financial aid supporting  
our undergraduates

# Why Institutional Resources Matter

## Resilience

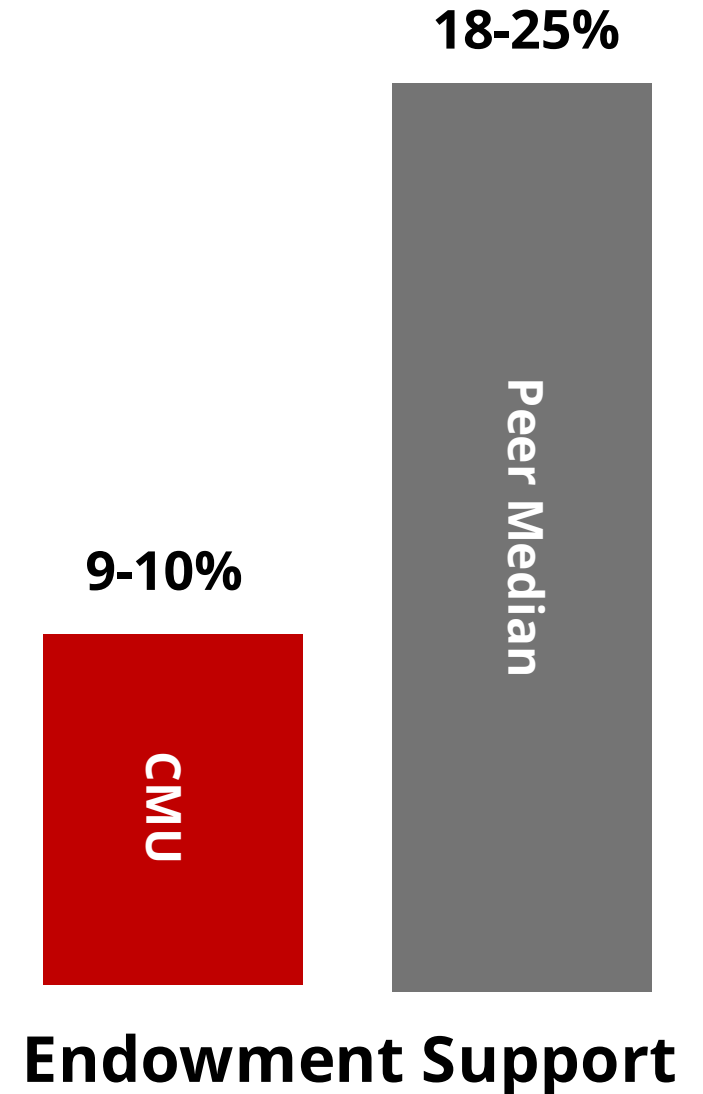
Greater insulation from federal funding volatility and enrollment swings.

## Affordability

Reduced reliance on tuition as the primary operating lever.

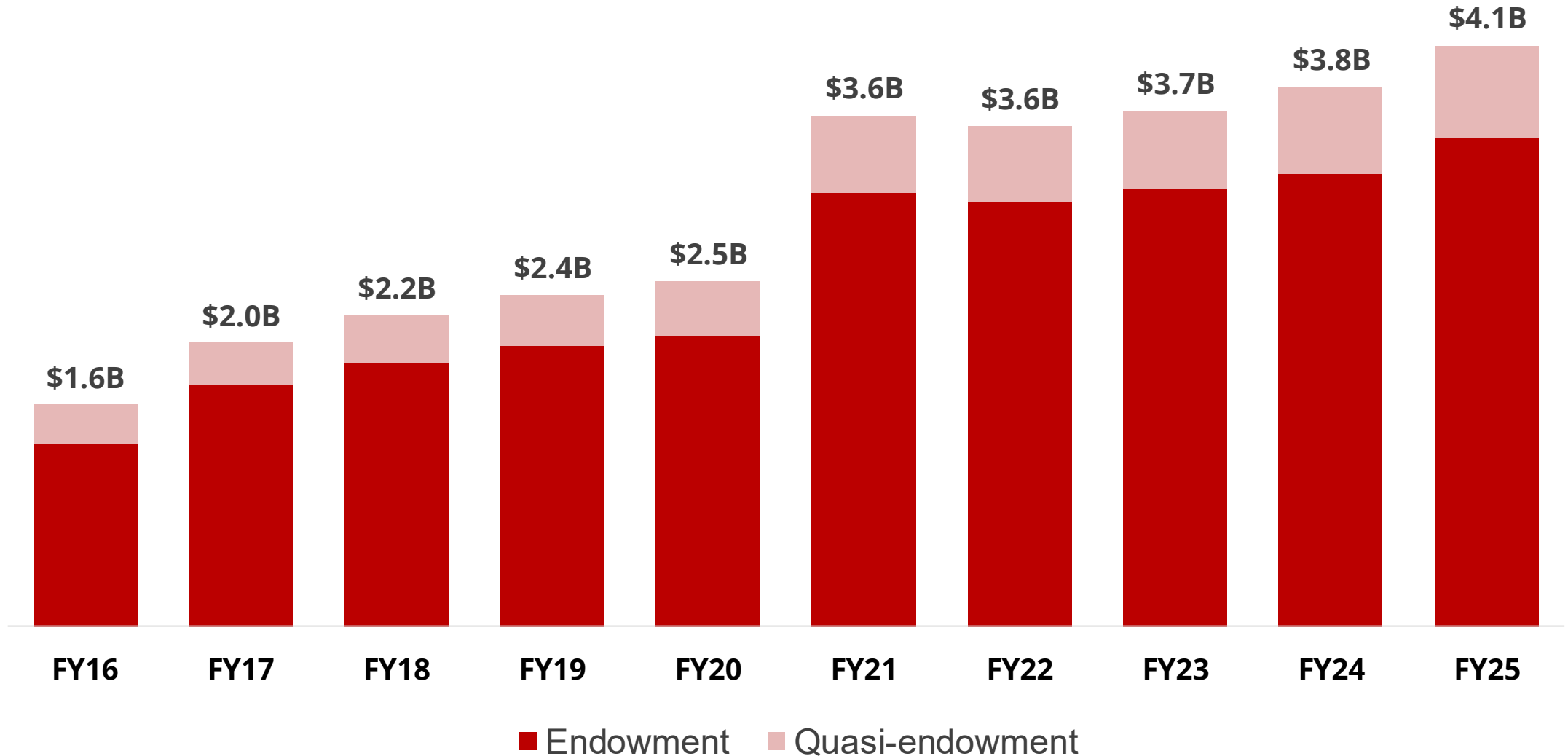
## Strategic Speed

Capacity to invest earlier and more decisively in faculty, research and emerging fields.



# Endowment Growth

CMU's long-term pool has grown from \$1.6B to \$4.1B over the last decade

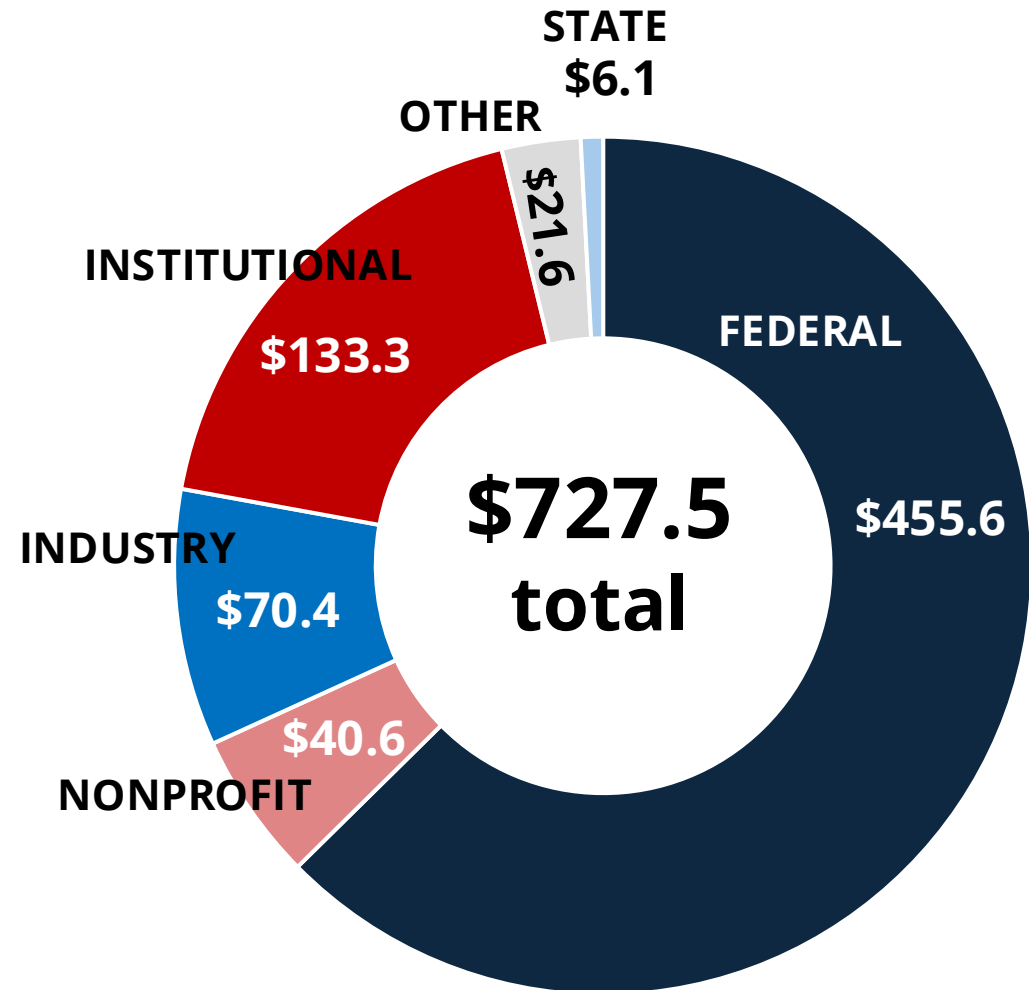




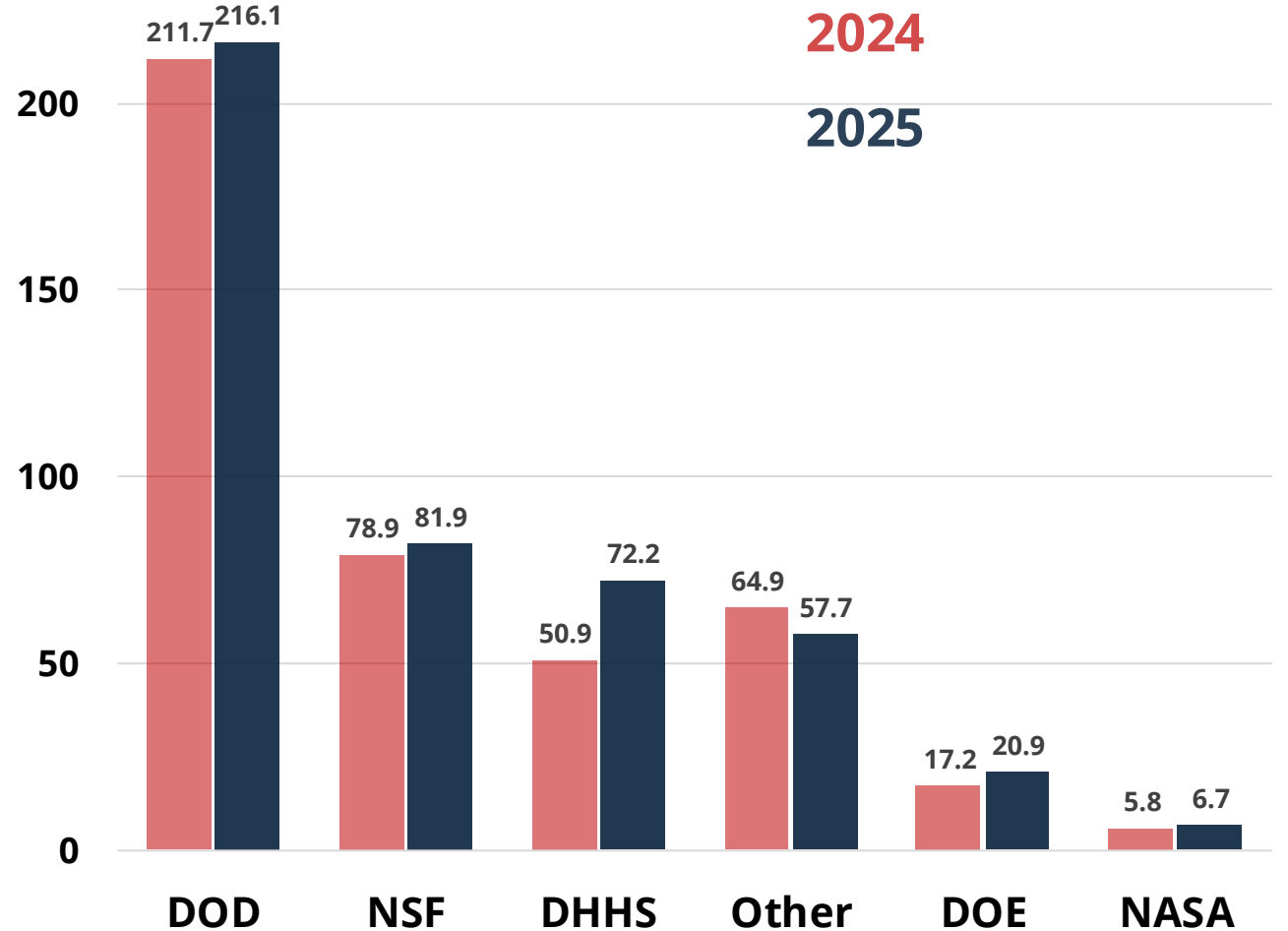
# Research and Innovation

# FY2025 Research Funding Portfolio

Total Research Expenditures, in Millions



Federal Expenditures, in Millions, by Agency



# Innovation @ CMU: 5 Years in Focus

Cumulative statistics from FY21 to FY25

**\$2.8B**

funds raised by  
CMU startups  
with CMU-  
licensed IP

**662**

average  
industry  
partnerships  
recorded  
each year

**432**

patents  
issued

~ 86  
annually

**1,478**

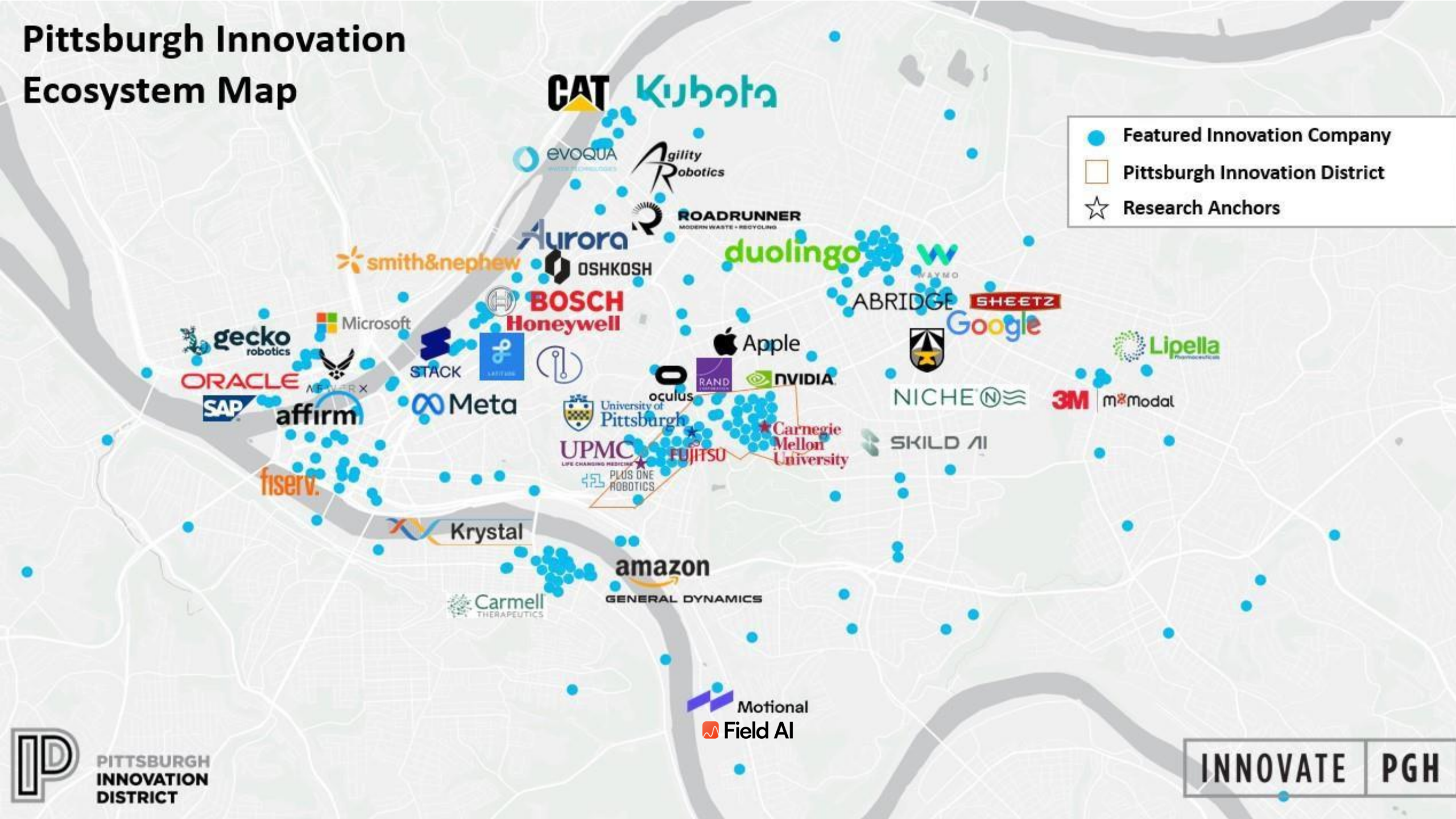
invention  
disclosures  
submitted

~ 296  
annually



Over the last decade: CMU-affiliated companies have exited for \$140B

# Pittsburgh Innovation Ecosystem Map



- Featured Innovation Company
- Pittsburgh Innovation District
- ★ Research Anchors

# The Endless Frontier

75+ years ago

Near the end of World War II, visionary Vannevar Bush called for unique government-university partnership:

1. Supporting robust federal investment in basic research, to be conducted primarily at research universities.
2. Using this research enterprise to educate the next generation of scientists and engineers.



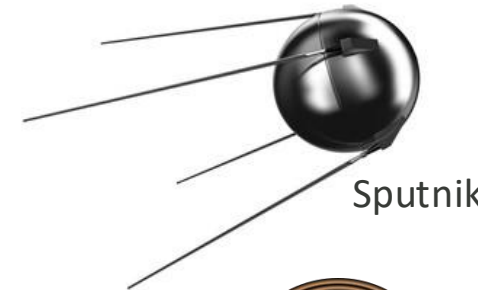
Propelled the United States into a scientific renaissance and to global preeminence



1940



1950



Sputnik

1957



1980

Bayh-Dole Act

# Changing Landscape of Federal R&D

## SUMMARY OF OVERALL DYNAMIC

We spent the last year largely reacting to a flurry of destabilizing policy actions. While uncertainty remains, a degree of stability has emerged. We must adjust our approach and seize opportunities aligned with our strengths.

## THE EMERGING FEDERAL ENVIRONMENT

**Industry First:** More funding is being directed to industry and startups, largely in defense and energy, but even at NSF and NIH.

**Challenge-Focused Projects:** Larger investment in a continuum of basic to applied research focused on large-scale projects that address strategic national priorities.

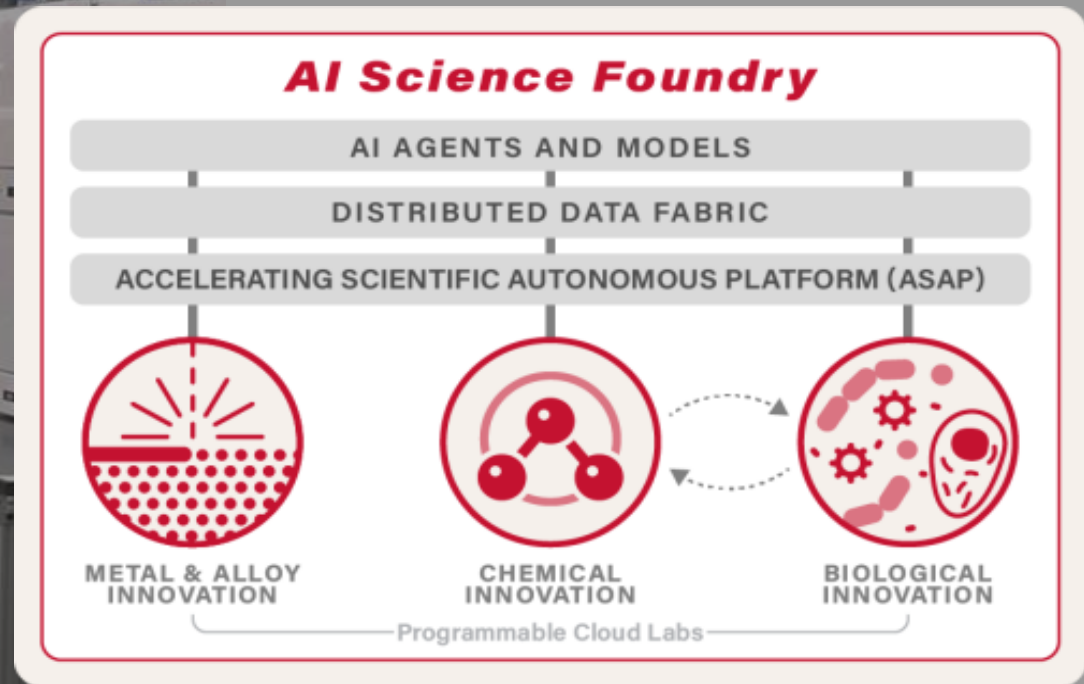
**Independent Research Organizations:** Organizations that focus on technical challenges and bottlenecks that typical university and industry labs don't tackle.

# CMU's Areas of Strength = National Priorities

Advanced Manufacturing and Materials | Energy | Policy and Society |  
Cybersecurity | AI for Science | Defense Modernization  
| Transformative Biomedical and Health Solutions for All



# The Future of Science and Engineering



Carnegie Mellon University's AI Science Foundry and Richard King Mellon Hall of Sciences will harness the power of AI-enabled autonomous labs and emerging technologies to accelerate the innovation-to-impact timeline from *years* to *months*.

# Robotics and Physical AI





Announced

Learnvia

January 28, 2026

- Nonprofit learning collaborative supported by a \$55M landmark investment from the Gates Foundation.
- Rooted in a longstanding partnership between Carnegie Mellon and the Gates Foundation.
- Serves faculty and students at broad-access universities and community colleges nationwide.
- Piloting AI-driven, evidence-based math support that has the potential to transform America's talent pipeline.

A graduate in a black gown and cap walking away down a long, brightly lit hallway with white columns. The scene is captured from behind, showing the graduate's long dark hair and the flowing edges of the gown. The hallway is lined with tall, white columns on both sides, creating a sense of depth and perspective. The lighting is bright and even, highlighting the architectural details and the texture of the gown. The overall mood is one of accomplishment and forward movement.

# **CMU Will Lead the Transformation of Higher Education**

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# Thank you!

State of the University  
March 23, 2026