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Form 990

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2019

Open to Public Inspection

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2019 calendar year, or tax year beginning 07-01-2019 , and ending 06-30-2020

B Check if applicable:
☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization
CARNEGIE MELLON UNIVERSITY

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
5000 FORBES AVENUE

City or town, state or province, country, and ZIP or foreign postal code
PITTSBURGH, PA 15213

D Employer identification number
25-0969449

E Telephone number
(412) 268-1358

G Gross receipts \$ 3,836,646,684

F Name and address of principal officer:
FARNAM JAHANIAN
5000 FORBES AVENUE
PITTSBURGH, PA 15213

H(a) Is this a group return for subordinates?
☐ Yes ☒ No
H(b) Are all subordinates included?
☐ Yes ☐ No
If "No," attach a list. (see instructions)
H(c) Group exemption number ▶

I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: ▶ WWW.CMU.EDU

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation: 1900

M State of legal domicile: PA

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities:
HIGHER EDUCATION AND RESEARCH.

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3 Number of voting members of the governing body (Part VI, line 1a) 3 46

4 Number of independent voting members of the governing body (Part VI, line 1b) 4 41

5 Total number of individuals employed in calendar year 2019 (Part V, line 2a) 5 15,291

6 Total number of volunteers (estimate if necessary) 6 44

7a Total unrelated business revenue from Part VIII, column (C), line 12 7a 2,104,166

b Net unrelated business taxable income from Form 990-T, line 39 7b 0

Revenue

8 Contributions and grants (Part VIII, line 1h) 551,949,360 615,553,392

9 Program service revenue (Part VIII, line 2g) 865,464,328 875,395,346

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 212,301,645 347,888,541

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 13,647,979 11,294,282

12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) 1,643,363,312 1,850,131,561

Expenses

13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) 198,602,320 219,013,954

14 Benefits paid to or for members (Part IX, column (A), line 4) 0 0

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) 817,571,321 858,436,760

16a Professional fundraising fees (Part IX, column (A), line 11e) 833,648 657,729

b Total fundraising expenses (Part IX, column (D), line 25) ▶33,432,044

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) 376,865,279 360,380,521

18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) 1,393,872,568 1,438,488,964

19 Revenue less expenses. Subtract line 18 from line 12 249,490,744 411,642,597

Net Assets or Fund Balances

20 Total assets (Part X, line 16) 4,402,305,882 4,726,328,922

21 Total liabilities (Part X, line 26) 1,004,249,252 1,134,442,763

22 Net assets or fund balances. Subtract line 21 from line 20 3,398,056,630 3,591,886,159

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer ANGELA BLANTON VP FOR FINANCE & CFO

2021-05-03 Date

Paid Preparer Use Only

Print/Type preparer's name Preparer's signature Date

Check ☐ if self-employed PTIN P00341397

Firm's name ▶ SCHNEIDER DOWNS & CO INC Firm's EIN ▶ 25-1408703

Firm's address ▶ ONE PPG PLACE SUITE 1700 Phone no. (412) 261-3644

PITTSBURGH, PA 15222

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions. Cat. No. 11282Y Form 990 (2019)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒**1** Briefly describe the organization's mission:

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.

2 Did the organization undertake any significant program services during the year which were not listed onthe prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any programservices? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a	(Code:)	(Expenses \$	737,793,689	including grants of \$	185,094,620)	(Revenue \$	809,500,958)
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See Additional Data

4b	(Code:)	(Expenses \$	403,961,103	including grants of \$	33,919,334)	(Revenue \$	0)
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See Additional Data

4c	(Code:)	(Expenses \$	116,149,221	including grants of \$	0)	(Revenue \$	53,358,176)
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See Additional Data

(Code:)	(Expenses \$	22,818,360	including grants of \$	0)	(Revenue \$	12,536,212)
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OTHER PROGRAM SERVICES: OTHER FEES AND MEMBERSHIPS, EXTERNAL SUPPORT AND SERVICES AND OTHER MISCELLANEOUS PROGRAM SERVICE REVENUE THAT SUPPORTS THE INSTRUCTION, RESEARCH, AND AUXILIARY FUNCTIONS OF THE UNIVERSITY.

4d Other program services (Describe in Schedule O.)

(Expenses \$	22,818,360	including grants of \$	0)	(Revenue \$	12,536,212)
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4e Total program service expenses **▶** 1,280,722,373

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1 Yes	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	2 Yes	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	No
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4 Yes	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	No
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8 Yes	
9 Did the organization report an amount in Part X, line 21 for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? If "Yes," complete Schedule D, Part V	10 Yes	
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a Yes	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b Yes	
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	No
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	No
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e Yes	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f Yes	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a	No
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b Yes	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13 Yes	
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a Yes	
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b Yes	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15 Yes	
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16 Yes	
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17 Yes	
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18 Yes	
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21 Yes	

Part IV Checklist of Required Schedules (continued)

		Yes	No	
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III.</i>	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a.</i>	24a	Yes	
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		No
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		No
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		No
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I.</i>	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I.</i>	25b		No
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II.</i>	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III.</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV.</i>	28a		No
b	A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV.</i>	28b	Yes	
c	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? <i>If "Yes," complete Schedule L, Part IV.</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M.</i>	29	Yes	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M.</i>	30	Yes	
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I.</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II.</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I.</i>	33	Yes	
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1.</i>	34	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	Yes	
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2.</i>	35b	Yes	
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2.</i>	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI.</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

		Yes	No	
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	20,691	
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0	
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes	

Part V **Statements Regarding Other IRS Filings and Tax Compliance** (continued)

2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	15,291			
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	2b		Yes		
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		Yes		
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	3b		Yes		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		Yes		
b If "Yes," enter the name of the foreign country: AS , QA , RW See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).					
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a			No	
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b			No	
c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c				
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a			No	
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b				
7 Organizations that may receive deductible contributions under section 170(c).					
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		Yes		
b If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		Yes		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c			No	
d If "Yes," indicate the number of Forms 8282 filed during the year	7d				
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e			No	
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f			No	
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g				
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h				
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8				
9 Sponsoring organizations maintaining donor advised funds.					
a Did the sponsoring organization make any taxable distributions under section 4966?	9a				
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b				
10 Section 501(c)(7) organizations. Enter:					
a Initiation fees and capital contributions included on Part VIII, line 12	10a				
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b				
11 Section 501(c)(12) organizations. Enter:					
a Gross income from members or shareholders	11a				
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b				
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?					
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b				
13 Section 501(c)(29) qualified nonprofit health insurance issuers.					
a Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.	13a				
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b				
c Enter the amount of reserves on hand	13c				
14a Did the organization receive any payments for indoor tanning services during the tax year?	14a			No	
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b				
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 720, Schedule N.	15		Yes		
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16			No	

Part VI

Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	46	
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
b	Enter the number of voting members included in line 1a, above, who are independent	41	
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	Yes	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	Yes	
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	Yes	
b	Each committee with authority to act on behalf of the governing body?	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	Yes	
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	Yes	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	Yes	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	Yes	
13	Did the organization have a written whistleblower policy?	Yes	
14	Did the organization have a written document retention and destruction policy?	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	Yes	
b	Other officers or key employees of the organization	Yes	
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	Yes	
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	Yes	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed PA

18 Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records:
 ►CARRIE NELSON 5000 FORBES AVENUE PITTSBURGH, PA 15213 (412) 268-1358

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII ☒

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

See instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

[illegible]

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
See Additional Data Table										
1b Sub-Total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								15,066,523	1,328,587	3,734,197

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶ 1,764

	Yes	No
3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3 Yes	
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4 Yes	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5	No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
MOSITES CONSTRUCTION 4839 CAMPBELLS RUN ROAD PITTSBURGH, PA 15205	CONSTRUCTION	23,458,301
PJ DICK INC 225 NORTH SHORE DRIVE PITTSBURGH, PA 15212	CONSTRUCTION	21,969,534
MASCARO CONSTRUCTION CO LP 1720 METROPOLITAN STREET PITTSBURGH, PA 15233	CONSTRUCTION	19,390,337
JENDOCO CONSTRUCTION CORP 2000 LINCOLN ROAD PITTSBURGH, PA 15235	CONSTRUCTION	12,572,986
ARAMARK CORP 5001 GREAT AMERICA PKWY SANTA CLARA, CA 95054	CLEANING SERVICES	11,637,459

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶ 182

Form 990 (2019)		Page 9							
Part VIII		Statement of Revenue							
Check if Schedule O contains a response or note to any line in this Part VIII <input type="checkbox"/>									
		(A)	(B)	(C)	(D)				
		Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514				
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns . . .	1a							
	b Membership dues . . .	1b							
	c Fundraising events . . .	1c	4,470						
	d Related organizations	1d	20,308,591						
	e Government grants (contributions)	1e	372,001,410						
	f All other contributions, gifts, grants, and similar amounts not included above	1f	223,238,921						
	g Noncash contributions included in lines 1a - 1f:\$	1g	18,853,164						
	h Total. Add lines 1a-1f ▶		615,553,392						
Program Service Revenue	Business Code								
	2a TUITION	900099	809,500,958	809,500,958					
	b AUXILIARY SERVICES	611710	53,358,176	52,895,334	462,842				
	c OTHER PROGRAM SERVICES	900099	12,536,212	12,536,212					
	d								
	e								
	f All other program service revenue.								
g Total. Add lines 2a-2f. ▶		875,395,346							
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts) ▶		38,633,906		1,589,183	37,044,723			
	4 Income from investment of tax-exempt bond proceeds ▶								
	5 Royalties ▶		6,514,096			6,514,096			
	6a Gross rents	(i) Real	(ii) Personal						
		6a	2,504,253					45,484	
		b Less: rental expenses	6b					552,186	0
		c Rental income or (loss)	6c					1,952,067	45,484
	d Net rental income or (loss) ▶		1,997,551		52,141	1,945,410			
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other						
		7a	2,292,913,662						
		b Less: cost or other basis and sales expenses	7b					1,981,358,210	2,300,817
		c Gain or (loss)	7c					311,555,452	-2,300,817
	d Net gain or (loss) ▶		309,254,635			309,254,635			
	8a Gross income from fundraising events (not including \$ 4,470 of contributions reported on line 1c). See Part IV, line 18	8a	18,253						
		b Less: direct expenses	8b					31,050	
		c Net income or (loss) from fundraising events . . . ▶						-12,797	-12,797
	9a Gross income from gaming activities. See Part IV, line 19	9a							
		b Less: direct expenses	9b						
		c Net income or (loss) from gaming activities . . . ▶							
	10aGross sales of inventory, less returns and allowances . . .	10a	5,068,292						
b Less: cost of goods sold . . .		10b	2,272,860						
c Net income or (loss) from sales of inventory . . . ▶		2,795,432	2,795,432						
Miscellaneous Revenue		Business Code							
11a									
b									
c									
d All other revenue									
e Total. Add lines 11a-11d ▶									
12 Total revenue. See instructions ▶		1,850,131,561	874,932,504	2,104,166	357,541,499				

Form 990 (2019)

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	33,919,334	33,919,334		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	171,283,398	171,283,398		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	13,811,222	13,811,222		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	10,456,036	2,239,733	6,707,167	1,509,136
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	1,377,437	499,059	533,652	344,726
7 Other salaries and wages	698,174,170	631,904,428	48,314,810	17,954,932
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	37,357,629	33,001,305	3,036,570	1,319,754
9 Other employee benefits	73,561,174	68,275,484	2,499,603	2,786,087
10 Payroll taxes	37,510,314	32,817,716	3,317,070	1,375,528
11 Fees for services (non-employees):				
a Management				
b Legal	6,564,182	4,529,640	2,028,542	6,000
c Accounting	2,170,601	82,302	2,088,299	
d Lobbying	485,004	485,004		
e Professional fundraising services. See Part IV, line 17	657,729			657,729
f Investment management fees	7,236,153		7,236,153	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	26,574,798	15,219,142	8,988,160	2,367,496
12 Advertising and promotion	2,979,369	1,902,866	1,065,841	10,662
13 Office expenses	12,664,259	8,445,370	3,014,283	1,204,606
14 Information technology	28,776,803	23,923,968	3,351,755	1,501,080
15 Royalties	2,276,859	2,276,859		
16 Occupancy	63,793,842	55,811,286	7,978,749	3,807
17 Travel	25,766,354	20,578,768	4,075,550	1,112,036
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	2,215	2,215		
19 Conferences, conventions, and meetings	12,586,504	10,433,159	1,315,386	837,959
20 Interest	12,371,623	11,755,667	615,956	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	75,812,439	71,034,977	4,777,462	
23 Insurance	3,218,964	2,803,552	413,679	1,733
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a FOOD SERVICE OPERATIONS	16,202,341	15,966,501	235,840	
b INFORMATION RESOURCES	10,272,561	10,057,658	145,862	69,041
c NON-CAPITAL EQUIPMENT	6,262,080	3,982,707	2,239,804	39,569
d FABRICATED EQUIPMENT	5,921,605	5,911,884	9,721	
e All other expenses	38,441,965	27,767,169	10,344,633	330,163
25 Total functional expenses. Add lines 1 through 24e	1,438,488,964	1,280,722,373	124,334,547	33,432,044
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part IX ☐

				(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing		53,806	1	78,131
	2	Savings and temporary cash investments		501,914,428	2	609,429,131
	3	Pledges and grants receivable, net		138,771,032	3	182,987,869
	4	Accounts receivable, net		35,354,437	4	29,365,198
	5	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net		60,000	7	60,000
	8	Inventories for sale or use		1,486,580	8	1,862,136
	9	Prepaid expenses and deferred charges		15,513,517	9	13,197,785
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	2,143,946,534		
	b	Less: accumulated depreciation	10b	1,021,101,147		
				1,066,513,926	10c	1,122,845,387
	11	Investments—publicly traded securities		1,352,553,301	11	1,297,495,773
	12	Investments—other securities. See Part IV, line 11		1,162,045,026	12	1,280,378,268
	13	Investments—program-related. See Part IV, line 11			13	
	14	Intangible assets			14	
15	Other assets. See Part IV, line 11		128,039,829	15	188,629,244	
16	Total assets. Add lines 1 through 15 (must equal line 34)		4,402,305,882	16	4,726,328,922	
Liabilities	17	Accounts payable and accrued expenses		178,447,313	17	167,434,150
	18	Grants payable			18	
	19	Deferred revenue		140,933,806	19	146,312,728
	20	Tax-exempt bond liabilities		456,041,781	20	512,166,153
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties		84,776,245	24	153,569,248
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		144,050,107	25	154,960,484
	26	Total liabilities. Add lines 17 through 25		1,004,249,252	26	1,134,442,763
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.					
	27	Net assets without donor restrictions		1,565,774,052	27	1,624,741,418
	28	Net assets with donor restrictions		1,832,282,578	28	1,967,144,741
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.					
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		3,398,056,630	32	3,591,886,159
33	Total liabilities and net assets/fund balances		4,402,305,882	33	4,726,328,922	

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	1,850,131,561
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,438,488,964
3	Revenue less expenses. Subtract line 2 from line 1	3	411,642,597
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	3,398,056,630
5	Net unrealized gains (losses) on investments	5	-202,578,299
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-15,234,769
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	3,591,886,159

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☒

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	No	
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	Yes	
c If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	Yes	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	Yes	
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.	Yes	

Additional Data

Software ID:
Software Version:
EIN: 25-0969449
Name: CARNEGIE MELLON UNIVERSITY

Form 990 (2019)

Form 990, Part III, Line 4a:

INSTRUCTION:CARNEGIE MELLON IS A HYBRID OF A TECHNICAL INSTITUTE, FINE-ARTS CONSERVATORY AND TRADITIONAL RESEARCH UNIVERSITY, HAVING EVOLVED IN RESPONSE TO EMERGING SOCIAL NEEDS AND INTELLECTUAL DEVELOPMENT OF THE PAST CENTURY. UNITING TECHNOLOGY AND ARTS, FUSING THE PRACTICAL WITH THE IMAGINATIVE, MAINTAINING ITS EDUCATIONAL EMPHASIS ON DEVELOPING SKILLS TO SOLVE PROBLEMS.INCLUDES 7 COLLEGES AND SCHOOLS OFFERING DEGREE PROGRAMS AND MORE THAN 100 MAJORS AND MINORS TO APPROXIMATELY 14,800 UNDERGRADUATES, GRADUATES AND DOCTORAL STUDENTS. INSTRUCTION INCLUDES ACADEMIC SUPPORT AND STUDENT SERVICES.CARNEGIE MELLON HAS ITS MAIN CAMPUS IN PITTSBURGH, SATELLITE CAMPUSES IN SILICON VALLEY AND DOHA, QATAR, AND DEGREE-GRANTING PROGRAMS IN COORDINATION WITH GLOBAL PROGRAMS INCLUDING AUSTRALIA, JAPAN, PORTUGAL, RWANDA, SINGAPORE AND THAILAND.NATIONALLY AND GLOBALLY, CARNEGIE MELLON HAS BECOME A MAJOR VOICE OF CONNECTIVITY IN TECHNOLOGY, EXPANSION OF EDUCATIONAL OPPORTUNITY AND ECONOMIC DEVELOPMENT.

Form 990, Part III, Line 4b:

RESEARCH: CARNEGIE MELLON HOLDS A PROUD VISION OF ITSELF AS A DISTINCTIVE AND DIFFERENT KIND OF RESEARCH UNIVERSITY WHERE NATIONALLY RECOGNIZED PROGRAMS FROM ACROSS THE LEADING DISCIPLINES, FROM COMPUTING AND ENGINEERING TO FINE ARTS, INTERSECT. IT IS A DECENTRALIZED COMMUNITY OF SCIENTISTS AND INTELLECTUALS, ARTISTS AND POLICYMAKERS, BUSINESS EXPERTS AND POETS. THE DIVERSE AND DECENTRALIZED COMMUNITY THAT CHARACTERIZES CARNEGIE MELLON CULTURE RESTS ON A SET OF CORE UNDERPINNINGS AND A STRONG COMMITMENT TO REAL-WORLD PROBLEM SOLVING, INTERDISCIPLINARY COLLABORATION AND HARD WORK, COMBINED WITH JOIE DE VIVRE. EACH OF THESE REQUIRES CONNECTIONS AMONG ENGINEERING, SCIENCE, POLICY AND MANAGEMENT, AND THE ARTS. BASIC RESEARCH IS PERFORMED IN ALL 7 COLLEGES AND SCHOOLS AND THE SOFTWARE ENGINEERING INSTITUTE. CARNEGIE MELLON IS ALSO THE HOME OF NUMEROUS RESEARCH INSTITUTES AND CENTERS FOCUSING ON SOME OF THE WORLD'S GREATEST CHALLENGES. CARNEGIE MELLON'S RESEARCH-INTENSIVE ENVIRONMENT PROVIDES A RICH SETTING FOR THE UNIVERSITY'S EDUCATIONAL OFFERINGS AND ASPIRATIONS. THE SEARCH FOR NEW KNOWLEDGE AND A SPIRIT OF ONGOING CRITICAL INQUIRY ARE THE IDEALS THAT PERMEATE ITS APPROACH TO TEACHING AND ITS EXPECTATIONS FOR WHAT STUDENTS WILL ACHIEVE.

Form 990, Part III, Line 4c:

AUXILIARY SERVICES: SERVICES TO SUPPORT THE INSTRUCTION AND RESEARCH FUNCTIONS OF THE UNIVERSITY. THESE SERVICES INCLUDE BUT ARE NOT LIMITED TO HOUSING, DINING SERVICES, PARKING, BOOKSTORE, PRINTING, TELECOMMUNICATIONS, AND OTHER SERVICES RELATED TO THE DELIVERY OF EDUCATION.

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
EDWARD GREFENSTETTE VOTING TRUSTEE	1.00 50.00	X						0	1,298,587	1,016,454
CHARLES A KENNEDY CHIEF INVESTMENT OFFICER	50.00 1.00			X				938,922	0	544,339
FARNAM JAHANIAN PRESIDENT/EX-OFFICIO TRUSTEE	50.00 3.00	X		X				1,314,892	15,000	72,640
RODNEY MCCLENDON V.P. FOR OPERATIONS (EXITED 6/20)	50.00 0.00			X				483,629	0	758,049
MICHAEL TRICK DEAN, QATAR CAMPUS	50.00 0.00					X		996,441	0	64,492
SCOTT MORY VP FOR UNIV ADV INT VP FOR MARKET & COMM(AS OF 6/20)	50.00 0.00			X				723,124	0	179,079
VIJAYAKUMAR BHAGAVATULA DIRECTOR, CMU-AFRICA	50.00 0.00					X		666,060	0	52,642
RAMAMOORTHY RAVI ZOLTNERS PROF. OF OPERAT. RESEARCH	50.00 0.00					X		671,043	0	40,453
ROBERT DAMMON DEAN, PROFESSOR OF FINANCE	50.00 0.00					X		660,709	0	39,897
JAMES H GARRETT PROVOST & CAO	50.00 0.50			X				659,795	0	38,432

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
PAUL D NIELSEN DIRECTOR, SEI	50.00 0.00				X			660,670	0	28,437
KRZYSZTOF MATYJASZEWSKI JC WARNER UNIV. PROF. OF NAT. SCI.	50.00 0.00					X		635,559	0	39,826
J MICHAEL MCQUADE V.P. FOR RESEARCH	50.00 0.00			X				592,559	0	41,379
MARY JO DIVELY VP/GENERAL COUNSEL	50.00 0.20			X				577,316	0	43,076
SUBRA SURESH FORMER OFFICER/FORMER TRUSTEE	0.00 0.00						X	552,003	0	0
ANGELA BLANTON VP OF FINANCE & CFO	50.00 0.10			X				431,544	0	34,368
MARTIAL HEBERT PROF DEAN SCHOOL OF COMP. SCI. (ENTERED 8/19)	50.00 0.00				X			406,854	0	54,101
TOM MITCHELL FOUNDERS UNIV. PROFESSOR (EXITED 8/19)	50.00 0.00				X			403,550	0	40,894
JONATHAN CAGAN PROFESSOR OF MECHANICAL ENGINEERING (EXITED 1/20)	50.00 0.00				X			309,541	0	130,924
PAMELA EAGER FORMER OFFICER/SR. ASSOC. FOR DEV.	50.00 0.50						X	344,606	0	79,747

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
DARYL WEINERT CHIEF OF STAFF V.P. FOR STRAT. INIT.	50.00 0.00			X				366,041	0	56,230
LAURIE WEINGART FORMER OFFICER/PROFESSOR	50.00 0.00						X	360,304	0	41,125
JOHN LEHOCZKY FORMER OFFICER/PROFESSOR	50.00 0.25						X	340,076	0	44,751
GINA CASALEGNO VP FOR STUDENT AFFAIRS & DEAN OF STUDENTS	50.00 0.00			X				325,827	0	50,504
KEY NUTTALL VP FOR MARKETING & COMMUNICATIONS (EXITED 6/20)	50.00 0.00			X				276,686	0	89,320
RANDAL E BRYANT EX-OFFICIO TRUSTEE/PROFESSOR	50.00 0.00	X						321,115	0	42,282
CATHY A LIGHT SEC OF THE CORP. & ADVISOR TO THE PRESIDENT	50.00 0.00			X				309,548	0	47,513
CARRIE NELSON ASSISTANT TREASURER	50.00 1.10			X				268,157	0	26,195
JOHN DOLAN TREASURER	50.00 0.00			X				221,794	0	37,048
STEVE KLOEHN FORMER OFFICER	0.00 0.00						X	245,158	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
JAMES E ROHR CHAIRMAN/VOTING TRUSTEE	5.00 0.00	X		X				0	15,000	0
PAULA KAUFFMAN WAGNER VOTING TRUSTEE/ADJUNCT INSTRUCTOR	1.00 0.00	X						3,000	0	0
EDWARD H FRANK VICE CHAIRMAN/VOTING TRUSTEE	4.00 0.00	X		X				0	0	0
TOD S JOHNSON VICE CHAIRMAN/VOTING TRUSTEE	2.00 0.00	X		X				0	0	0
JOEL P ADAMS VOTING TRUSTEE	5.00 0.00	X						0	0	0
LANE M BESS VOTING TRUSTEE	1.00 0.00	X						0	0	0
RONALD BIANCHINI JR VOTING TRUSTEE	1.00 0.00	X						0	0	0
KEITH BLOCK VOTING TRUSTEE	1.25 0.25	X						0	0	0
FRANK BRUNCKHORST VOTING TRUSTEE	2.00 0.00	X						0	0	0
ERIC COOPER VOTING TRUSTEE	0.10 0.00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
BRUCE M MCWILLIAMS VOTING TRUSTEE	1.00 0.00	X						0	0	0
ANNE M MOLLOY VOTING TRUSTEE	2.80 0.00	X						0	0	0
MAYOR WILLIAM PEDUTO EX-OFFICIO TRUSTEE	0.50 0.00	X						0	0	0
DAVID L PORGES VOTING TRUSTEE	3.00 0.00	X						0	0	0
JONATHAN M ROTHBERG VOTING TRUSTEE	0.50 0.00	X						0	0	0
AJIT SHETTY VOTING TRUSTEE	2.00 0.00	X						0	0	0
J LEA HILLMAN SIMONDS VOTING TRUSTEE	1.00 0.00	X						0	0	0
MANOJ P SINGH VOTING TRUSTEE	3.00 0.00	X						0	0	0
LUKE SKURMAN VOTING TRUSTEE	2.00 0.00	X						0	0	0
LIP-BU TAN VOTING TRUSTEE	5.00 0.00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
DAVID A TEPPER VOTING TRUSTEE	4.00 4.00	X						0	0	0
THOMAS TULL VOTING TRUSTEE	2.00 0.00	X						0	0	0
MARY ANN ULISHNEY VOTING TRUSTEE	1.40 0.00	X						0	0	0
MICHAEL ZAMAGIAS VOTING TRUSTEE	1.00 1.00	X						0	0	0

SCHEDULE A
(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
CARNEGIE MELLON UNIVERSITY

Employer identification number
25-0969449

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☒ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:
- 10 ☐ An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III.
If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support							
	Calendar year (or fiscal year beginning in) ►	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1	Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . .	576,147,639	510,891,368	529,488,222	535,341,387	612,326,605	2,764,195,221
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3	The value of services or facilities furnished by a governmental unit to the organization without charge..						
4	Total. Add lines 1 through 3	576,147,639	510,891,368	529,488,222	535,341,387	612,326,605	2,764,195,221
5	The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f). .						
6	Public support. Subtract line 5 from line 4.						2,764,195,221

Section B. Total Support							
Calendar year (or fiscal year beginning in) ►		(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
7	Amounts from line 4. . .	576,147,639	510,891,368	529,488,222	535,341,387	612,326,605	2,764,195,221
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	34,961,586	35,331,914	47,890,815	58,028,833	47,697,739	223,910,887
9	Net income from unrelated business activities, whether or not the business is regularly carried on						
10	Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). . . .						
11	Total support. Add lines 7 through 10						2,988,106,108
12	Gross receipts from related activities, etc. (see instructions)						12 4,138,657,527
13	First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ► <input type="checkbox"/>						

Section C. Computation of Public Support Percentage		
14	Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f))	14 92.510 %
15	Public support percentage for 2018 Schedule A, Part II, line 14	15 92.730 %
16a	33 1/3% support test—2019. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input checked="" type="checkbox"/>	
b	33 1/3% support test—2018. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>	
17a	10%-facts-and-circumstances test—2019. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>	
b	10%-facts-and-circumstances test—2018. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>	
18	Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/>	

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf. . .						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.						
c Add lines 7a and 7b. .						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
9 Amounts from line 6. . .						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources. .						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b.						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . .						
13 Total support. (Add lines 9, 10c, 11, and 12.) . .						
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here. <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2019 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2018 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2019 (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from 2018 Schedule A, Part III, line 17	18	

19a 33 1/3% support tests—2019. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

b 33 1/3% support tests—2018. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
1		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
2		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
3a		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
3b		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
3c		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
4a		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
4b		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
4c		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
5a		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
5b		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
5c		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
6		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ) .</i>		
7		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
8		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
9a		
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
9b		
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
9c		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
10a		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).</i>		
10b		

Part IV Supporting Organizations (continued)			Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?				
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?				
b A family member of a person described in (a) above?			11a	
c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.			11b	
			11c	

Section B. Type I Supporting Organizations			Yes	No
1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.				
			1	
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.				
			2	

Section C. Type II Supporting Organizations			Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).				
			1	

Section D. All Type III Supporting Organizations			Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?				
			1	
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).				
			2	
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.				
			3	

Section E. Type III Functionally-Integrated Supporting Organizations			Yes	No
1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):				
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.				
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.				
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions)				
2 Activities Test. Answer (a) and (b) below.				
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.				
			2a	
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.				
			2b	
3 Parent of Supported Organizations. Answer (a) and (b) below.				
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.				
			3a	
b Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.				
			3b	

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations			
1 <input type="checkbox"/> Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.			
Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):	1	
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)		

Part V

Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions	
7 Total annual distributions. Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions	
9 Distributable amount for 2019 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2019	(iii) Distributable Amount for 2019
1 Distributable amount for 2019 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2019 (reasonable cause required-- explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2019:			
a From 2014.			
b From 2015.			
c From 2016.			
d From 2017.			
e From 2018.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2019 distributable amount			
i Carryover from 2014 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2019 from Section D, line 7:			
\$			
a Applied to underdistributions of prior years			
b Applied to 2019 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2019, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, explain in Part VI. See instructions.			
6 Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, explain in Part VI. See instructions.			
7 Excess distributions carryover to 2020. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2015.			
b Excess from 2016.			
c Excess from 2017.			
d Excess from 2018.			
e Excess from 2019.			

Additional Data

Software ID:
Software Version:
EIN: 25-0969449
Name: CARNEGIE MELLON UNIVERSITY

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

SCHEDULE C
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶Complete if the organization is described below. ▶Attach to Form 990 or Form 990-EZ.
▶Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

If the organization answered "Yes" on Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" on Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of the organization CARNEGIE MELLON UNIVERSITY	Employer identification number 25-0969449
--	--

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV (see instructions for definition of "political campaign activities")
- 2 Political campaign activity expenditures (see instructions) ▶ \$
- 3 Volunteer hours for political campaign activities (see instructions) ▶

Part I-B Complete if the organization is exempt under section 501(c)(3).


- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☐ No
- 4a Was a correction made? ☐ Yes ☐ No
- b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b..... ▶ \$
- 4 Did the filing organization file Form 1120-POL for this year? ☐ Yes ☐ No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.
1				
2				
3				
4				
5				
6				

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A Check ☒ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures). 

B Check ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures
(The term "expenditures" means amounts paid or incurred.)**(a)** Filing
organization's
totals**(b)** Affiliated group
totals**1a** Total lobbying expenditures to influence public opinion (grass roots lobbying)**b** Total lobbying expenditures to influence a legislative body (direct lobbying)**c** Total lobbying expenditures (add lines 1a and 1b)**d** Other exempt purpose expenditures**e** Total exempt purpose expenditures (add lines 1c and 1d)**f** Lobbying nontaxable amount. Enter the amount from the following table in both columns.

If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:
Not over \$500,000	20% of the amount on line 1e.
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.
Over \$17,000,000	\$1,000,000.

485,004

485,004

485,004

485,004

1,440,189,530

1,441,838,648

1,440,674,534

1,442,323,652

1,000,000

1,000,000

g Grassroots nontaxable amount (enter 25% of line 1f)

250,000

250,000

h Subtract line 1g from line 1a. If zero or less, enter -0-

0

0

i Subtract line 1f from line 1c. If zero or less, enter -0-

0

0

j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?☐ Yes ☐ No**4-Year Averaging Period Under Section 501(h)****(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)****Lobbying Expenditures During 4-Year Averaging Period**

Calendar year (or fiscal year beginning in)	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) Total
2a Lobbying nontaxable amount	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
b Lobbying ceiling amount (150% of line 2a, column(e))					6,000,000
c Total lobbying expenditures	493,109	512,907	501,696	485,004	1,992,716
d Grassroots nontaxable amount	250,000	250,000	250,000	250,000	1,000,000
e Grassroots ceiling amount (150% of line 2d, column (e))					1,500,000
f Grassroots lobbying expenditures					

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

		(a)		(b)
		Yes	No	Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a	Volunteers?			
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c	Media advertisements?			
d	Mailings to members, legislators, or the public?			
e	Publications, or published or broadcast statements?			
f	Grants to other organizations for lobbying purposes?			
g	Direct contact with legislators, their staffs, government officials, or a legislative body?			
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i	Other activities?			
j	Total. Add lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

	Yes	No
1 Were substantially all (90% or more) dues received nondeductible by members?	1	
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3 Did the organization agree to carry over lobbying and political expenditures from the prior year?	3	

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues .	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information.

Return Reference	Explanation
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TY 2019 Affiliated Group Schedule

Name: CARNEGIE MELLON UNIVERSITY
EIN: 25-0969449

Affiliated Group Business Name: JACK G BUNCHER CHARITABLE FUND FOR CMU
Address. Either US or Foreign Type: 5000 FORBES AVENUE
PITTSBURGH, PA 15213
EIN: 20-4393107
Electing Organization Checkbox: ☐

Total Grassroots Lobbying: 0
Total Direct Lobbying: 0
Total Lobbying Expenditures: 0
Other Exempt Purpose Expenditures: 1,649,053
Total Exempt Purpose Expenditures: 1,649,053
Lobbying Nontaxable Amount: 232,453
Grassroots Nontaxable Amount: 58,113
Tot Lobbying Grassroot Minus Non Tx: 0
Tot Lobby Expend Mns Lobbying Non Tx: 0
Share Of Excess Lobbying: 0

Affiliated Group Business Name: BENJAMIN GARVER LAMME SCHOLARSHIP FUND
Address. Either US or Foreign Type: 5000 FORBES AVENUE
PITTSBURGH, PA 15213
EIN: 25-6030362
Electing Organization Checkbox: ☐

Total Grassroots Lobbying: 0
Total Direct Lobbying: 0
Total Lobbying Expenditures: 0
Other Exempt Purpose Expenditures: 65
Total Exempt Purpose Expenditures: 65
Lobbying Nontaxable Amount: 13
Grassroots Nontaxable Amount: 3
Tot Lobbying Grassroot Minus Non Tx: 0
Tot Lobby Expend Mns Lobbying Non Tx: 0
Share Of Excess Lobbying: 0

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SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
► Attach to Form 990.
► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
CARNEGIE MELLON UNIVERSITY

Employer identification number
25-0969449

Part I

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?

☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

☐ Yes ☐ No

Part II

Conservation Easements.
Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (e.g., recreation or education)

☐ Preservation of an historically important land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ►

4 Number of states where property subject to conservation easement is located ►

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ►

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ► \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 ► \$ 490,370

(ii) Assets included in Form 990, Part X ► \$ 5,359,039

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1 ► \$

b Assets included in Form 990, Part X ► \$

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 52283D

Schedule D (Form 990) 2019

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

a☒ Public exhibition

b☒ Scholarly research

c☒ Preservation for future generations

d☐ Loan or exchange programs

e☐ Other

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☒ No

Part IV

Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
1c	
1d	
1e	
1f	

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

2a

Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

☐

Part V

Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back	
1a	Beginning of year balance	2,000,803,747	1,885,377,148	1,718,307,698	1,304,489,016	1,336,871,754
b	Contributions	55,715,841	58,617,910	62,328,699	294,312,444	44,843,541
c	Net investment earnings, gains, and losses	102,387,595	142,695,818	185,715,245	187,094,434	-17,973,647
d	Grants or scholarships	19,689,081	18,523,816	17,218,702	16,158,853	14,655,109
e	Other expenditures for facilities and programs	66,445,609	62,487,829	59,313,091	48,286,429	42,662,204
f	Administrative expenses	5,415,325	4,875,484	4,442,701	3,142,904	1,935,320
g	End of year balance	2,067,357,168	2,000,803,747	1,885,377,148	1,718,307,698	1,304,489,015

2

Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a

Board designated or quasi-endowment

20.520 %

b

Permanent endowment

44.950 %

c

Temporarily restricted endowment

34.530 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) unrelated organizations

(ii) related organizations

	Yes	No
3a(i)		No
3a(ii)	Yes	
3b	Yes	

b

If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?

4

Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI

Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a	Land	55,456,232		55,456,232
b	Buildings	1,514,197,052	701,030,940	813,166,112
c	Leasehold improvements	35,394,952	20,998,980	14,395,972
d	Equipment	320,525,133	226,906,945	93,618,188
e	Other	218,373,165	72,164,282	146,208,883
Total.	Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)			1,122,845,387

Part VII

Investments—Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A) REAL ESTATE	110,998,172	F
(B) VENTURE CAP. & PRIV. EQ	677,760,444	F
(C) AGGRESSIVE, DISTRESSED & ARBITRAGE FIXED INCOME	27,753,954	F
(D) NATURAL RESOURCES	119,226,531	F
(E) HEDGE FUNDS	159,230,045	F
(F) LOCAL REGION	4,835,944	F
(G) EMERGING MARKET	180,573,178	F
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ▶	1,280,378,268	

Part VIII

Investments—Program Related.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col.(B) line 13.) ▶		

Part IX

Other Assets.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 15.) ▶	

Part X

Other Liabilities.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes See Additional Data Table	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.) ▶	154,960,484

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☒

Schedule D (Form 990) 2019

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	1,488,070,027
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	-202,578,299
b	Donated services and use of facilities	2b	14,930,170
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	5,216,036
e	Add lines 2a through 2d	2e	-182,432,093
3	Subtract line 2e from line 1	3	1,670,502,120
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1 :		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	179,629,441
c	Add lines 4a and 4b	4c	179,629,441
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	1,850,131,561

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	1,293,573,851
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	14,930,170
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	19,619,337
e	Add lines 2a through 2d	2e	34,549,507
3	Subtract line 2e from line 1	3	1,259,024,344
4	Amounts included on Form 990, Part IX, line 25, but not on line 1 :		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	179,464,620
c	Add lines 4a and 4b	4c	179,464,620
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	1,438,488,964

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference	Explanation
See Additional Data Table	

Part XIII Supplemental Information *(continued)*

Return Reference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 25-0969449
Name: CARNEGIE MELLON UNIVERSITY

Form 990, Schedule D, Part X, - Other Liabilities

1. (a) Description of Liability	(b) Book Value
CONTRACT RETENTIONS	3,937,897
GATE STUDENT LOAN PROGRAM	243,845
ASSET RETIREMENT OBLIGATION-FIN 47	5,204,312
FEDERAL LOAN PROGRAMS & STUDENT DEPOSITS	11,021,416
PRESENT VALUE OF ANNUITIES DUE	15,869,964
SWAP AGREEMENTS/CONTRACTS	39,085,640
FEDERAL, STATE, AND LOCAL TAXES PAYABLE	233,920
MISC. OTHER LIABILITIES	134,574
PV ANNUITIES FOR PROPERTY ACQS	1,343,799
RIGHT OF USE LIABILITY	77,885,117

Supplemental Information	
Return Reference	Explanation
PART III, LINE 4:	CARNEGIE MELLON UNIVERSITY MAINTAINS VARIOUS COLLECTIONS INCLUDING COLLECTIONS OF ART, HISTORIC ARTIFACTS, AND OTHER SIMILAR ASSETS TO SUPPORT THE EDUCATION AND RESEARCH FUNCTIONS OF THE UNIVERSITY.

Supplemental Information	
Return Reference	Explanation
PART V, LINE 4:	THE CARNEGIE MELLON ENDOWMENT IS A COLLECTION OF INDIVIDUAL FUNDS PRIMARILY ESTABLISHED BY DONORS AND MANAGED BY THE UNIVERSITY AS A POOLED SET OF ASSETS. IN ACCORDANCE WITH THE PENNSYLVANIA ACT 141 AND DONOR INTENT, THE UNIVERSITY SPENDS A PREDETERMINED PORTION OF THE ENDOWMENT INCOME EACH YEAR ON FACULTY SUPPORT, STUDENT SUPPORT, AND GENERAL UNIVERSITY SUPPORT.

Supplemental Information

Return Reference	Explanation
PART X, LINE 2:	<p>CARNEGIE MELLON UNIVERSITY IS A NONPROFIT ORGANIZATION AS DESCRIBED IN SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE (THE "CODE") AND IS GENERALLY EXEMPT FROM INCOME TAXES ON RELATED INCOME PURSUANT TO SECTION 501(A) OF THE CODE. THE UNIVERSITY ACCOUNTS FOR UNCERTAINTIES IN INCOME TAXES IN ACCORDANCE WITH AUTHORITATIVE GUIDANCE, WHICH PRESCRIBES A RECOGNITION THRESHOLD OF MORE-LIKELY-THAN-NOT TO BE SUSTAINED UPON EXAMINATION BY THE APPROPRIATE TAXING AUTHORITY. MEASUREMENT OF THE TAX UNCERTAINTY OCCURS IF THE RECOGNITION THRESHOLD HAS BEEN MET. MANAGEMENT DETERMINED THERE WERE NO TAX UNCERTAINTIES THAT MET THE RECOGNITION THRESHOLD AT JUNE 30, 2020 AND 2019. THE UNIVERSITY'S FEDERAL EXEMPT ORGANIZATION BUSINESS INCOME TAX RETURNS REMAIN SUBJECT TO EXAMINATION BY THE INTERNAL REVENUE SERVICE FOR THE YEARS SUBSEQUENT TO JUNE 30, 2016. THE UNIVERSITY'S POLICY IS TO RECOGNIZE INTEREST RELATED TO UNRECOGNIZED TAX BENEFITS IN INTEREST EXPENSE AND PENALTIES IN OPERATING EXPENSES.</p>

Supplemental Information

Return Reference	Explanation
PART XI, LINE 2D - OTHER ADJUSTMENTS:	COST OF GOODS SOLD 2,272,860. SUBSIDIARY REVENUE 17,520,491. RENTAL EXPENSE 552,186. CHANGE IN SWAP VALUE NET OF INTEREST EXP -12,014,158. TRANSLATION ADJUSTMENT & OTHER -165,266. LOSSES FROM ADJUSTMENTS OF PLEDGES RECEIVABLE -3,226,787. GAIN ON FORMER SUBSIDIARY 276,710.

Supplemental Information	
Return Reference	Explanation
PART XI, LINE 4B - OTHER ADJUSTMENTS:	FINANCIAL AID 172,367,273. INVESTMENT MANAGER FEES 7,236,153. GAIN ON SALE OF ASSETS -27,365. NET LOSS FROM FUNDRAISING EVENTS -12,797. LAMME DISTRIBUTION 66,177.

Supplemental Information	
Return Reference	Explanation
PART XII, LINE 2D - OTHER ADJUSTMENTS:	COST OF GOODS SOLD 2,272,860. SUBSIDIARY EXPENSE 16,794,291. RENTAL EXPENSE 552,186.

Supplemental Information	
Return Reference	Explanation
PART XII, LINE 4B - OTHER ADJUSTMENTS:	FINANCIAL AID 172,367,273. INVESTMENT MANAGER FEES 7,236,153. TRANSLATION ADJUSTMENT & OTHER 165,269. GAIN ON SALE OF ASSETS -27,365. GAIN ON FORMER SUBSIDIARY -276,710.

Supplemental Information	
Return Reference	Explanation
PART XII:	RECONCILIATION OF REVENUE PER AUDITED FINANCIAL STATEMENTS WITH REVENUE PER RETURN AND PART XIII - RECONCILIATION OF EXPENSES PER AUDITED FINANCIAL STATEMENTS WITH EXPENSES PER RETURN: LINE 1 OF EACH PART RESPECTIVELY CONSISTS OF CONSOLIDATED NUMBERS FROM THE AUDITED FINANCIAL STATEMENTS AND RECONCILES TO THE STAND-ALONE (SEPARATE BASIS) REVENUE AND EXPENSES AS REPORTED ON THE FORM 990, PART I, LINE 12.

SCHEDULE E
(Form 990 or 990-EZ)

Department of the Treasury
Name of the organization
CARNEGIE MELLON UNIVERSITY

Schools

► Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.
► Attach to Form 990 or Form 990-EZ.
► Go to www.irs.gov/Form990EZ for the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Employer identification number
25-0969449

Part I

	YES	NO
1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	1 Yes	
2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	2 Yes	
3 Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space use Part II.	3 Yes	
4 Does the organization maintain the following?		
a Records indicating the racial composition of the student body, faculty, and administrative staff?	4a Yes	
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	4b Yes	
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	4c Yes	
d Copies of all material used by the organization or on its behalf to solicit contributions? If you answered "No" to any of the above, please explain. If you need more space, use Part II.	4d Yes	
5 Does the organization discriminate by race in any way with respect to:		
a Students' rights or privileges?	5a	No
b Admissions policies?	5b	No
c Employment of faculty or administrative staff?	5c	No
d Scholarships or other financial assistance?	5d	No
e Educational policies?	5e	No
f Use of facilities?	5f	No
g Athletic programs?	5g	No
h Other extracurricular activities? If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.	5h	No
6a Does the organization receive any financial aid or assistance from a governmental agency?	6a Yes	
b Has the organization's right to such aid ever been revoked or suspended? If you answered "Yes" to either line 6a or line 6b, explain on Part II.	6b	No
7 Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," explain on Part II.	7 Yes	

Part II **Supplemental Information.** Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information. See instructions.

Return Reference	Explanation
SCHEDULE E, PART I, LINE 3	THE NON-DISCRIMINATORY POLICY AND STATEMENT OF ASSURANCE APPEARS ON PRINTED MATERIALS USED TO COMMUNICATE WITH PROSPECTIVE AND CURRENT STUDENTS AS WELL AS EMPLOYEES OF CARNEGIE MELLON UNIVERSITY. ADDITIONALLY, THE STATEMENT OF ASSURANCE CAN BE FOUND ON CMU'S WEBSITE.
SCHEDULE E, PART I, LINE 6	MONETARY GRANTS WERE RECEIVED FROM FEDERAL AND STATE AGENCIES TO PROVIDE ASSISTANCE TO STUDENTS ATTENDING CARNEGIE MELLON UNIVERSITY.

SCHEDULE F
(Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
CARNEGIE MELLON UNIVERSITY

Employer identification number
25-0969449

Part I

General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ **Yes** ☐ **No**

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
See Add'l Data					
3a Sub-total	1	145			19,850,950
b Total from continuation sheets to Part I	2	618			776,727,436
c Totals (add lines 3a and 3b)	3	763			796,578,386

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
			EUROPE (INCLUDING ICELAND & GREENLAND)	SUBCONTRACTS	399,975	CASH; ELECTRONIC FUND TRANSFER		N/A	N/A
			MIDDLE EAST AND NORTH AFRICA	SUBCONTRACTS	388,063	CASH; ELECTRONIC FUND TRANSFER		N/A	N/A
			NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	SUBCONTRACTS	251,249	CASH; ELECTRONIC FUND TRANSFER		N/A	N/A
			EAST ASIA AND THE PACIFIC	SUBCONTRACTS	157,448	CASH; ELECTRONIC FUND TRANSFER		N/A	N/A

- 2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter **▶** 16
- 3 Enter total number of other organizations or entities **▶** 4

Part III	Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 16.
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Part III can be duplicated if additional space is needed.

[illegible]

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* ☒ Yes ☐ No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* ☐ Yes ☒ No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)* ☒ Yes ☐ No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* . ☒ Yes ☐ No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* ☒ Yes ☐ No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990).* ☒ Yes ☐ No

Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

990 Schedule F, Supplemental Information

Return Reference	Explanation
PART I, LINE 2:	CMU DISTRIBUTES LIMITED FINANCIAL AID AND GRANT FUNDS TO STUDENTS AT ITS INTERNATIONAL LOCATIONS PURSUANT TO A STATISTICAL MODEL THAT TAKES INTO ACCOUNT A STUDENT'S INTENDED COLLEGE MAJOR, ACADEMIC AND ARTISTIC TALENTS, AS WELL AS FINANCIAL NEED. SUCH FUNDS ARE TYPICALLY APPLIED DIRECTLY TO THEIR INDIVIDUAL ACCOUNTS IN FURTHERANCE OF THEIR EDUCATION AT CMU. SPONSORED PROJECT FUNDS ARE PASSED THROUGH TO SUB-GRANTEE ORGANIZATIONS BY CARNEGIE MELLON WHEN SUCH SUB-GRANTEE ARRANGEMENTS ARE APPROVED BY THE PRIMARY GRANT SPONSOR. THESE FUNDS ARE MONITORED BY THE OFFICE OF SPONSORED PROJECTS AND SPONSORED PROJECTS ACCOUNTING.

990 Schedule F, Supplemental Information

Return Reference	Explanation
PART III ACCOUNTING METHOD:	

Additional Data

Software ID:

Software Version:

EIN: 25-0969449

Name: CARNEGIE MELLON UNIVERSITY

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
EUROPE (INCLUDING ICELAND & GREENLAND)	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION	INTERNATIONAL STUDIES	899,104
MIDDLE EAST AND NORTH AFRICA	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION	INTERNATIONAL STUDIES	7,107,008

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
SUB-SAHARAN AFRICA	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION	INTERNATIONAL STUDIES	4,708,949
EAST ASIA AND THE PACIFIC	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION	INTERNATIONAL STUDIES	767,595

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION	INTERNATIONAL STUDIES	306,836
CENTRAL AMERICA AND THE CARIBBEAN	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION	INTERNATIONAL STUDIES	21,730

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
CENTRAL AMERICA AND THE CARIBBEAN	0	0	PROGRAM SERVICES	EDUCATION	21,537
EAST ASIA AND THE PACIFIC	1	145	PROGRAM SERVICES	EDUCATION	6,018,191

Form 990 Schedule F Part I - Activities Outside The United States					
(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
EUROPE (INCLUDING ICELAND & GREENLAND)	0	10	PROGRAM SERVICES	EDUCATION	2,538,785
MIDDLE EAST AND NORTH AFRICA	1	373	PROGRAM SERVICES	EDUCATION	54,500,358

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	0	0	PROGRAM SERVICES	EDUCATION	462,876
RUSSIA & THE NEWLY INDEPENDENT STATES	0	0	PROGRAM SERVICES	EDUCATION	29,744

Form 990 Schedule F Part I - Activities Outside The United States					
(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
SOUTH AMERICA	0	0	PROGRAM SERVICES	EDUCATION	146,328
SOUTH ASIA	0	0	PROGRAM SERVICES	EDUCATION	228,222

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
SUB-SAHARAN AFRICA	1	235	PROGRAM SERVICES	EDUCATION	8,449,815
CENTRAL AMERICA AND THE CARIBBEAN	0	0	PORTFOLIO INVESTMENTS		572,627,441

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
EUROPE (INCLUDING ICELAND & GREENLAND)	0	0	PORTFOLIO INVESTMENTS		92,722,866
SUB-SAHARAN AFRICA	0	0	PORTFOLIO INVESTMENTS		18,000,447

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
EAST ASIA AND THE PACIFIC	0	0	PORTFOLIO INVESTMENTS		20,144,313
NORTH AMERICA	0	0	PORTFOLIO INVESTMENTS		6,876,241

Form 990 Schedule F Part III - Grants and Assistance to Individuals Outside The U S

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
STUDENT SCHOLARSHIPS	EAST ASIA AND THE PACIFIC	54	610,147	CHECK; ELECTRONIC FUND TRANSFER; POSTING TO STUDENT ACCOUNT		N/A	N/A
STUDENT SCHOLARSHIPS	MIDDLE EAST AND NORTH AFRICA	285	6,718,945	CHECK; ELECTRONIC FUND TRANSFER; POSTING TO STUDENT ACCOUNT		N/A	N/A

Form 990 Schedule F Part III - Grants and Assistance to Individuals Outside The U S

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
STUDENT SCHOLARSHIPS	SUB-SAHARAN AFRICA	388	4,705,805	CHECK; ELECTRONIC FUND TRANSFER; POSTING TO STUDENT ACCOUNT		N/A	N/A
STUDENT SCHOLARSHIPS	EUROPE	39	487,428	CHECK; ELECTRONIC FUND TRANSFER; POSTING TO STUDENT ACCOUNT		N/A	N/A

Form 990 Schedule F Part III - Grants and Assistance to Individuals Outside The U S

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
STUDENT SCHOLARSHIPS	NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	61	55,587	CHECK; ELECTRONIC FUND TRANSFER; POSTING TO STUDENT ACCOUNT		N/A	N/A
STUDENT SCHOLARSHIPS	CENTRAL AMERICA AND THE CARIBBEAN	1	21,730	CHECK; ELECTRONIC FUND TRANSFER; POSTING TO STUDENT ACCOUNT	0	N/A	N/A

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As Filed Data -

DLN: 93493133027531

SCHEDULE G
(Form 990 or 990-EZ)

Supplemental Information Regarding
Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
CARNEGIE MELLON UNIVERSITY

Employer identification number
25-0969449

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17.
Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

a ☒ Mail solicitations

e ☒ Solicitation of non-government grants

b ☒ Internet and email solicitations

f ☒ Solicitation of government grants

c ☒ Phone solicitations

g ☒ Special fundraising events

d ☒ In-person solicitations

2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☒ Yes ☐ No

b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
RUFFALO NOEL LEVITZ 1025 KIRKWOOD PARKWAY SW CEDAR RAPIDS, IA 52404	TELEMARKETING		No	569,915	369,348	200,567
GGA 401 N MICHIGAN AVENUE CHICAGO, IL 60611	CAMPAIGN CONSULTATION		No	0	172,410	-172,410
OLOGIE LLC 447 EAST MAIN STREET COLUMBUS, OH 43215	CAMPAIGN MARKETING		No	0	115,971	-115,971
Total ▶				569,915	657,729	-87,814

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

AL, AK, AR, CO, CT, HI, MD, MA, MI, MS, NV, NH, PA, SC, UT, VA, WA

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events
		FOOTBALL GOLF OUTING (event type)	(event type)	(total number)	(add col. (a) through col. (c))
Revenue	1 Gross receipts	22,723			22,723
	2 Less: Contributions	4,470			4,470
	3 Gross income (line 1 minus line 2)	18,253			18,253
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs	11,741			11,741
	7 Food and beverages	4,623			4,623
	8 Entertainment				
	9 Other direct expenses	14,686			14,686
	10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				31,050
	11 Net income summary. Subtract line 10 from line 3, column (d) ▶				-12,797

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col.(a) through col.(c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7 Direct expense summary. Add lines 2 through 5 in column (d) ▶				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d) ▶				

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," explain: _____

11	Does the organization conduct gaming activities with nonmembers?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
12	Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
13	Indicate the percentage of gaming activity conducted in:		
a	The organization's facility	13a	%
b	An outside facility	13b	%

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ►

Address ►

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? ☐ Yes ☐ No

b If "Yes," enter the amount of gaming revenue received by the organization ► \$ _____ and the amount of gaming revenue retained by the third party ► \$ _____.

c If "Yes," enter name and address of the third party:

Name ►

Address ►

16 Gaming manager information:

Name ►

Gaming manager compensation ► \$

Description of services provided ►

☐ Director/officer ☐ Employee ☐ Independent contractor

17 Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No

b Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ► \$

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

Return Reference	Explanation
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Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

Schedule I
(Form 990)

Grants and Other Assistance to Organizations,
Governments and Individuals in the United States
Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2019

Open to Public
Inspection

Department of the
Treasury
Internal Revenue Service

Name of the organization
CARNEGIE MELLON UNIVERSITY

Employer identification number
25-0969449

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

(a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) See Additional Data							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

2	Enter total number of section 501(c)(3) and government organizations listed in the line 1 table	▶	106
3	Enter total number of other organizations listed in the line 1 table	▶	50

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.

Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1) CMU SCHOLARSHIPS	7817	151,962,458		N/A	N/A
(2) ENDOWED STUDENT SCHOLARSHIPS	2866	14,518,283		N/A	N/A
(3) FEDERAL GRANT	716	2,077,676		N/A	N/A
(4) EXTERNAL DONOR OR CORPORATE FUNDED SCHOLARSHIPS	308	2,724,981		N/A	N/A
(4)					
(5)					
(6)					
(7)					

Part IV Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Return Reference	Explanation
PART I, LINE 2:	CMU DISTRIBUTES LIMITED FINANCIAL AID AND GRANT FUNDS TO INDIVIDUALS AND ORGANIZATIONS IN THE U.S. BASED ON A STATISTICAL MODEL THAT TAKES INTO ACCOUNT A STUDENT'S INTENDED COLLEGE MAJOR, ACADEMIC AND ARTISTIC TALENTS, AS WELL AS FINANCIAL NEED. FOR STUDENTS, SUCH FUNDS ARE TYPICALLY APPLIED DIRECTLY TO THEIR INDIVIDUAL ACCOUNTS IN FURTHERANCE OF THEIR EDUCATION AT CMU. OTHER TYPES OF GRANTS AND ASSISTANCE MIGHT INCLUDE, FOR EXAMPLE, RECIPIENTS OF PRIZES AND AWARDS WHO HAVE MET THE SPECIFIC CRITERIA FOR THE PARTICULAR PRIZE OR AWARD TO BE SELECTED. IN THE CASE OF SCHOLARSHIPS AND FELLOWSHIPS, THE RECIPIENT IS OFTEN REQUIRED TO UTILIZE THE FUNDS IN FURTHERANCE OF THEIR EDUCATION AND RESEARCH AT CMU. GRANTS ARE ALSO MADE IN THE CONTEXT OF ACADEMIC OR RESEARCH PROGRAMS AND RECIPIENTS SPEND THEIR GRANT FUNDS UNDER THE SUPERVISION OF THE PROGRAM FOR THE USE OF THE FUNDS. SPONSORED PROJECT FUNDS ARE PASSED THROUGH TO SUB-GRANTEE ORGANIZATIONS BY CARNEGIE MELLON WHEN SUCH SUB-GRANTEE ARRANGEMENTS ARE APPROVED BY THE PRIMARY GRANT SPONSOR. FUNDS ARE SPENT UNDER THE SUPERVISION OF THE PRINCIPAL INVESTIGATORS AND ARE ACCOUNTABLE TO FEDERAL AND SPONSOR TERMS AND CONDITIONS.

Additional Data

Software ID:
Software Version:
EIN: 25-0969449
Name: CARNEGIE MELLON UNIVERSITY

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ADVANCED RESPIRATORY TECHNOLOGIES LLC 1105 WILLIAM PITT WAY PITTSBURGH, PA 15238	47-3573079		123,140		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
ALIA MUSICA PITTSBURGH 5 CLAREDON PL PITTSBURGH, PA 15206	26-4785955	501(C)(3)	10,000		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
AMERICAN PRODUCTIVITY & QUALITY CENTER (APQC) CENTER APQC 123 N POST OAK LN STE 300 HOUSTON, TX 770247797	74-2094629	501(C)(3)	240,278		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
ANITA BORG INSTITUTE FOR WOMEN & TECHNOLOGY 1501 PAGE MILL RD MS1105 PALO ALTO, CA 94304	77-0480427	501(C)(3)	17,500		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
APPLIGENT INC 22 E BALTIMORE AVE LANSDOWNE, PA 190502202	23-2634973		106,023		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
ARIZONA STATE UNIVERSITY AWARD MANAGEMENT PO BOX 876011 TEMPE, AZ 852876011	86-0196696		123,998		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ASSOCIATION FOR COMPUTING MACHINERY 2 PENN PLAZA STE 701 NEW YORK, NY 10121	13-1921358	501(C)(3)	11,000		N/A	N/A	PROGRAM SERVICE
ASSOCIATION OF AMERICAN COLLEGES & UNIVERSITIES PO BOX 745732 ATLANTA, GA 303764573	52-1945674	501(C)(3)	10,000		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
BARNES GLOBAL ADVISORS LLC 526 COCHRAN ST SEWICKLEY, PA 15143	82-1713034		34,719		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
BARNES GROUP TRAINING LLC 415 ORCHARD ST SEWICKLEY, PA 15143	82-4165255		25,453		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
BLOOMFIELD ROBOTICS 6348 AURELIA ST PITTSBURGH, PA 15206	83-0665736		11,500		N/A	N/A	PROGRAM SERVICE
BLUE GLACIER MANAGEMENT GROUP INC 2359 S QUEEN ST ARLINGTON, VA 22202	65-1207527		708,204		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
BOARD OF REGENTS NEVADA SYSTEM OF HIGHER EDUCATION 1664 N VIRGINIA ST MAILSTOP 0124 RENO, NV 895570124	88-6000024	115	16,367		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
BOOZ ALLEN HAMILTON INC PO BOX 8500 S-2725 PHILADELPHIA, PA 19178	36-2513626		113,523		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
BOSTON UNIVERSITY GRANTS RECEIVABLE PO BOX 28763 NEW YORK, NY 100878763	04-2103547	501(C)(3)	122,226		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
BRIGHAM YOUNG UNIVERSITY GRANTS CONTRACTS ACCT A-261 ASB PROVO, UT 846021128	87-0217280	501(C)(3)	415,028		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
BUCKNELL UNIVERSITY BURSAR SERVICES 1 DENT DR LEWISBURG, PA 17837	24-0772407	501(C)(3)	16,371		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
CALIFORNIA INSTITUTE OF TECHNOLOGY 1200 CALIFORNIA BLVD M/C 153-84 PASADENA, CA 91125	95-1643307	501(C)(3)	102,566		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CALIFORNIA STATE UNIVERSITY DOMINGUEZ HILLS FNDN 1000 E VICTORIA ST SCC-202 CARSON, CA 90747	95-2543028	501(C)(3)	30,668		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
CARLOW UNIVERSITY 3333 5TH AVE PITTSBURGH, PA 15213	25-0965438	501(C)(3)	161,409		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CARNEGIE INSTITUTE 4400 FORBES AVENUE PITTSBURGH, PA 15213	25-0965280	501(C)(3)	39,515		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
CARNEGIE LEARNING INC PO BOX 6001 HERMITAGE, PA 16148	25-1805640		191,554		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CASE WESTERN RESERVE UNIVERSITY 10900 EUCLID AVE CLEVELAND, OH 441062119	34-1018992	501(C)(3)	44,767		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
CHILDRENS MUSEUM OF PITTSBURGH 10 CHILDRENS WAY PITTSBURGH, PA 15212	25-1379704	501(C)(3)	5,689		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CLARKSON UNIVERSITY PO BOX 5546 POTSDAM, NY 136995546	15-0543659	501(C)(3)	83,553		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
COLORADO SCHOOL OF MINES RESEARCH ACCTG PO BOX 911911 DENVER, CO 802911911	84-6000551		168,046		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
COLUMBIA UNIVERSITY SPONSORED PROJECTS FINANCE PO BOX 29789 GENERAL POST OFFICE NEW YORK, NY 100879789	13-5598093	501(C)(3)	177,497		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
CONCENTRA CONFERENCE MANAGEMENT SVCS 9457 S UNIVERSITY BLVD 348 HIGHLANDS RANCH, CO 80126	46-4491085		6,000		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CORNELL UNIVERSITY SPONSORED FUNDS ACCOUNTING PO BOX 22 ITHACA, NY 148510022	15-0532082	501(C)(3)	132,920		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
CROWDAI INC 2300 JANE LN MOUNTAIN VIEW, CA 94043	81-2645615		200,000		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
DALLAS CONTEMPORARY 161 GLASS STREET DALLAS, TX 75207	75-1575687	501(C)(3)	10,000		N/A	N/A	PROGRAM SERVICE
DELTA RISK LLC 106 S ST MARYS ST STE 428 SAN ANTONIO, TX 78205	41-2253196		4,477,864		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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DEPENDABLE GLOBAL SOLUTIONS PO BOX 37514 BALTIMORE, MD 212973514	20-1660971		246,485		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
DREXEL UNIVERSITY OFFICE OF RESEARCH GRAD STUDIES 3201 ARCH STREET SUITE 100 PHILADELPHIA, PA 191951090	23-1352630	501(C)(3)	83,136		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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DUKE UNIVERSITY ACCTS RECEIVABLE LOCKBOX PO BOX 602651 CHARLOTTE, NC 282602651	56-0532129	501(C)(3)	82,943		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
EDGE CASE RESEARCH INC 3485 BUTLER ST PITTSBURGH, PA 15201	36-4907680		592,108		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
EDUCATION TRAINING AND RESEARCH ASSOCIATES 100 ENTERPRISE WAY STE G300 SCOTTS VALLEY, CA 95066	94-2760764	501(C)(3)	291,892		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
FLORIDA STATE UNIVERSITY 874 TRADITIONS WAY SSB THIRD FL TALLAHASSEE, FL 32306	59-1961248	115	28,254		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
FORTE FOUNDATION 6628 TASAJILLO TRAIL AUSTIN, TX 78739	61-1457145	501(C)(3)	9,500		N/A	N/A	PROGRAM SERVICE
GEORGE MASON UNIVERSITY 4400 UNIVERSITY DR FAIRFAX, VA 22032	54-0836354		49,628		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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GEORGIA TECH RESEARCH CORP PO BOX 277004 ATLANTA, GA 303847004	58-0603146	501(C)(3)	34,662		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
GINER INC 89 RUMFORD AVE NEWTON, MA 024661311	04-2529800		250,425		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

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GRANTMAKERS OF WESTERN PENNSYLVANIA 650 SMITHFIELD ST STE 210 PITTSBURGH, PA 15222	25-1496312	501(C)(3)	8,000		N/A	N/A	PROGRAM SERVICE
GRAY TIER TECHNOLOGIES LLC 2331 MILL RD SUITE 100 ALEXANDRIA, VA 22314	47-2520527		410,204		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
GROW PITTSBURGH 6587 HAMILTON AVE 2W PITTSBURGH, PA 15206	43-2112710	501(C)(3)	10,000		N/A	N/A	PROGRAM SERVICE
HARVARD UNIVERSITY PRESIDENT FELLOWS OF HARVARD COLLEGE PO BOX 415649 BOSTON, MA 022415649	04-2103580	501(C)(3)	55,025		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

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INDIANA UNIVERSITY DEPT 78867 PO BOX 78000 DETROIT, MI 482780867	35-6001673	115	76,355		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
INSTITUTE FOR ADVANCED STUDY - LOUIS BAMBERGER & MRS FELIX FULD FOUNDATION EINSTEIN DR PRINCETON, NJ 08540	21-0634988	501(C)(3)	27,611		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

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INTEC LLC 10306 EATON PL 520 FAIRFAX, VA 22030	20-0926568		9,966		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
INTERNATIONAL COMPUTER SCIENCE INSTITUTE 1947 CENTER ST STE 600 BERKELEY, CA 947041198	94-3024996	501(C)(3)	82,500		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

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IOMAXIS LLC 10505 FURNACE RD SUITE 101 LORTON, VA 22079	20-1538682		775,599		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
KANSAS STATE UNIVERSITY 2323 ANDERSON AVE SUITE 600 MANHATTAN, KS 66502	48-0771751	115	229,661		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

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KENT STATE UNIVERSITY BURSARS OFFICE PO BOX 5190 KENT, OH 442420001	31-6402079	115	37,613		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
KENT STATE UNIVERSITY FOUNDATION INC PO BOX 5190 KENT, OH 442420001	34-6576307	501(C)(3)	5,429		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

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KNOWINNOVATION INC 7903 SEMINOLE BLVD SEMINOLE, FL 33772	27-5248883		413,130		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
LEHIGH UNIVERSITY 306 S NEW STREET STE 461 BETHLEHEM, PA 18015	24-0795445	501(C)(3)	90,721		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
LEIDOS INC 1710 SAIC DR MCLEAN, VA 22102	95-3630868		71,441		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
LIFEWARE LABS LLC 201 NORTH BRADDOCK AVE SUITE 303 PITTSBURGH, PA 15208	82-3047479		159,211		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
LOS ANGELES BIOMEDICAL RESEARCH INSTITUTE THE LUNDQUIST INSTITUTE 1124 WEST CARSON ST BLDG MRL TORRANCE, CA 90502	95-2138184		195,115		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
MASSACHUSETTS INSTITUTE OF TECHNOLOGY 77 MASSACHUSETTS AVE CASHIERS OFFICE NE49-3077 CAMBRIDGE, MA 02139	04-2103594	501(C)(3)	469,562		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
MAYO CLINIC ROCHESTER 200 FIRST ST SW ROCHESTER, MN 55905	41-6011702	501(C)(3)	134,860		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
META MESH WIRELESS COMMUNITIES 744 E WARRINGTON AVE PITTSBURGH, PA 15210	47-5465911	501(C)(3)	50,000		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
MICHIGAN STATE UNIVERSITY CONTRACT GRANT ADMN 426 AUDITORIUM RD ROOM 2 EAST LANSING, MI 48824	38-6005984	115	34,315		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
NEW YORK UNIVERSITY 105 EAST 17TH ST 3RD FL NEW YORK, NY 10003	13-5562308	501(C)(3)	79,196		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
NORTH CAROLINA CENTRAL UNIVERSITY 1801 FAYETTEVILLE ST DURHAM, NC 27707	56-6000730		57,582		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
NORTH CAROLINA STATE UNIVERSITY CAMPUS BOX 7214 OFFICE OF GRANTS AND CONTRACTS RALEIGH, NC 276957214	56-6000756		250,442		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
NORTHWESTERN UNIVERSITY ACCT SVCS FOR RESEARCH SPON 633 CLARK ST RM G547 EVANSTON, IL 60208	36-2167817	501(C)(3)	7,956		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
OAKLAND CATHOLIC HIGH SCHOOL INC 144 NORTH CRAIG STREET ADVANCEMENT OFFICE PITTSBURGH, PA 15213	25-1604103	501(C)(3)	13,810		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
OAKLAND TRANSPORTATION MGMT ASSN 235 ATWOOD ST 3RD FL REAR PITTSBURGH, PA 15213	25-1701562	501(C)(3)	10,000		N/A	N/A	PROGRAM SERVICE
OHIO STATE UNIVERSITY ACCOUNTING DEPT 4TH FL 1960 KENNY RD COLUMBUS, OH 432101063	31-6025986	501(C)(1)	262,167		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
OPENARC LLC 109 VIP DR SUITE 200 WEXFORD, PA 15090	27-2307449		11,999		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
OREGON STATE UNIVERSITY ACCOUNTS PAYABLE PO BOX 1086 CORVALLIS, OR 973391086	93-6001786		194,711		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PENN STATE UNIVERSITY RESEARCH ACCOUNTING 401 RIDER II BLDG 227 W BEAVER AVE STE 401 STATE COLLEGE, PA 168014819	24-6000376	115	1,229,447		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
PITTSBURGH ARTS & LECTURES 301 S CRAIG ST STE 200 PITTSBURGH, PA 15213	25-1657947	501(C)(3)	12,800		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PITTSBURGH CULTURAL TRUST 803 LIBERTY AVE PITTSBURGH, PA 15222	25-1469002	501(C)(3)	7,525		N/A	N/A	PROGRAM SERVICE
PITTSBURGH ROBOTICS NETWORK PO BOX 90128 PITTSBURGH, PA 15224	82-4942845	501(C)(3)	25,000		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PITTSBURGH TECHNOLOGY COUNCIL 2000 TECHNOLOGY DR PITTSBURGH, PA 152199902	25-1437854	501(C)(6)	10,000		N/A	N/A	PROGRAM SERVICE
PITTSBURGH URBAN CHRISTIAN SCHOOL 809 CENTER ST PITTSBURGH, PA 15221	25-1405301	501(C)(3)	20,518		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PITTSBURGH VENTURE CAPITAL 2580 N LIGHTWOOD AVE CHAPTER ADMINISTRATOR BETHEL PARK, PA 15102	25-1566467	501(C)(6)	10,000		N/A	N/A	PROGRAM SERVICE
PLANETARY SCIENCE INSTITUTE 1700 E FT LOWELL RD STE 106 TUCSON, AZ 857192395	33-0175263	501(C)(3)	22,396		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PRIME ACCESS CONSULTING INC 312 MONTIBELLO DR CARY, NC 27513	46-1378546		39,236		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
PRINCETON UNIVERSITY THE TRUSTEES OF 701 CARNEGIE CENTER CENTER PRINCETON, NJ 08540	21-0634501	501(C)(3)	29,807		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PURDUE UNIVERSITY SPONSORED PROGRAM SERVICES 23510 NETWORK PLACE CHICAGO, IL 606731235	35-6002041	115	96,041		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
RAND CORPORATION 1700 MAIN ST PO BOX 2138 SANTA MONICA, CA 904072138	95-1958142	501(C)(3)	282,436		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
REGENTS OF THE UNIV OF CALIFORNIA UNIV OF CALIFORNIA SAN DIEGO 9500 GILMAN DR -OFC CONTRACT GRANT ADM LA JOLLA, CA 92093	94-6002123	115	846,663		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
RESEARCH FOUNDATION FOR STATE UNIV OF NEW YORK PO BOX 9 ALBANY, NY 122010009	14-1368361	501(C)(3)	872,130		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
RESEARCH INSTITUTE AT NATIONWIDE CHILDRENS HOSPITAL PO BOX 781653 DETROIT, MI 482781653	31-6056230	115	77,604		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
ROBERT BOSCH NORTH AMERICA CORPORATION 2800 S 25TH AVE BROADVIEW, IL 60155	20-8094708		167,574		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ROBERT MORRIS UNIVERSITY 6001 UNIVERSITY BLVD MOON TWP, PA 15108	25-1120678	501(C)(3)	60,698		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
ROBOTWITS LLC 1100 CRESCENT PL PITTSBURGH, PA 15217	46-3695179		187,500		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
SACRED HEART ELEMENTARY SCHOOL 325 EMERSON ST PITTSBURGH, PA 15206	25-2056201		5,100		N/A	N/A	PROGRAM SERVICE
SERRA CATHOLIC HIGH SCHOOL INC 200 HERSHEY DR MCKEESPORT, PA 15132	20-5696522	501(C)(3)	17,464		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
SHALER AREA SCHOOL DISTRICT 1800 MOUNT ROYAL BLVD GLENSHAW, PA 15116	25-1211807		53,372		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
SIEMENS CORPORATION SIEMENS SHARED SVCS PO BOX 371614 PITTSBURGH, PA 152517614	13-2623356		112,724		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
SIRIUS DECISIONS INC 187 DANBURY RD WILTON, CT 06897	06-1626189		10,000		N/A	N/A	PROGRAM SERVICE
SOCIETY OF ASIAN SCIENTISTS AND ENGINEERS PO BOX 11179 DENVER, CO 80211	26-1509658	501(C)(3)	10,000		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
SPIRALGEN INC 201 S CRAIG ST STE 2E PITTSBURGH, PA 15213	27-0171738		126,776		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
ST PHILIP PARISH 50 W CRAFTON AVE PITTSBURGH, PA 15205	25-0966604		5,512		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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STANFORD UNIVERSITY PO BOX 44253 SAN FRANCISCO, CA 941444253	94-1279777	501(C)(3)	548,801		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
STEVENS INSTITUTE OF TECHNOLOGY CASTLE POINT ON HUDSON HOBOKEN, NJ 070305991	22-1487354	501(C)(3)	48,985		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
STROUD WATER RESEARCH CENTER INC 970 SPENCER RD AVONDALE, PA 193119514	52-2081073	501(C)(3)	23,661		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
SUNDANCE INSTITUTE 8530 WILSHIRE BLVD 3RD FL BEVERLY HILLS, CA 90211	87-0361394	501(C)(3)	12,000		N/A	N/A	PROGRAM SERVICE

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
SYRACUSE UNIVERSITY BURSAR OPERATIONS 102 ARCHBOLD N SYRACUSE, NY 132441140	15-0532081	501(C)(3)	9,501		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
TEMPLE UNIVERSITY PO BOX 828799 PHILADELPHIA, PA 191828799	23-1365971	501(C)(3)	27,366		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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TEXAS A AND M ENGINEERING EXPERIMENT STATION 400 HARVEY MITCHELL PKWY S STE 300 COLLEGE STATION, TX 77845	74-1974733	115	84,397		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
TISSUE TESTING TECHNOLOGIES LLC 2231 TECHNICAL PKWY STE A N CHARLESTON, SC 29406	47-2583753		10,538		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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TOYOTA TECHNOLOGICAL INSTITUTE AT CHICAGO 6045 S KENWOOD AVE CHICAGO, IL 60637	36-4479457	501(C)(3)	56,778		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
TRUSTWAVE GOVERNMENT SOLUTIONS LLC 1800 ALEXANDER BELL DR STE P-100 RESTON, VA 20191	36-4525966		136,349		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
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TRYING TOGETHER 5604 SOLWAY ST PITTSBURGH, PA 15217	25-6089906	501(C)(3)	21,317		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
TUFTS UNIVERSITY TRUSTEES OF TUFTS COLLEGE 136 HARRISON AVE OVPR POST-AWARD RESEAR BOSTON, MA 02111	04-2103634	501(C)(3)	106,159		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF ALABAMA BOX 35487 TUSCALOOSA, AL 35487	63-6001138	115	160,822		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF ALABAMA IN HUNTSVILLE THE 301 SPARKMAN DR HUNTSVILLE, AL 35899	63-0520830		162,118		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF ARKANSAS AT LITTLE ROCK 2801 S UNIVERSITY AVE LITTLE ROCK, AR 72204	71-0236904	115	97,087		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF CALIFORNIA BERKELEY UC REGENTS-BILLING PAYMENT SVCS 140 UNIVERSITY HALL BERKELEY, CA 947201111	94-6002123	115	2,139,602		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF CALIFORNIA IRVINE UC REGENTS GLOBALS ADMN OFC BIO ENG DEPT-3120 NATURAL SC II IRVINE, CA 926972715	95-2226406	115	13,160		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF CALIFORNIA LOS ANGELES PSC PO BOX 957089 1125 MURPHY HALL 405 HILGARD AVE LOS ANGELES, CA 900959000	95-6006143	115	688,165		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF CALIFORNIA RIVERSIDE 900 UNIVERSITY AVE RIVERSIDE, CA 92521	95-6006142	115	240,969		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF CALIFORNIA SANTA CRUZ CASHIERS OFFICE 1156 HIGH STREET SANTA CRUZ, CA 950641077	94-1539563	115	51,430		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF COLORADO SPONSORED PROJECTS ACCTG PO BOX 910220 DENVER, CO 802910220	84-6000555	115	13,164		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF FLORIDA ORAL HISTORY PROGRAM 241 PUGH HALL GAINESVILLE, FL 32611	59-6002052	115	68,812		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF ILLINOIS GRANTS CONTRACTS 28392 NETWORK PL CHICAGO, IL 606731283	37-6000511	115	80,128		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF MARYLAND BALTIMORE COUNTY (UMBC) 1000 HILL TOP CIR ADMIN BLDG RM 419 419 BALTIMORE, MD 21250	52-6002033	115	271,086		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF MASSACHUSETTS AT AMHERST 408 GOODELL BLDG GRANTS CONTRACT ADMINISTRATION AMHERST, MA 010033285	04-3167352	501(C)(1)	493,520		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF MEMPHIS PO BOX 1000 DEPT 313 MEMPHIS, TN 381480313	62-0648618		261,403		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF MICHIGAN BOX 223131 PITTSBURGH, PA 152512131	38-6005984	115	59,353		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF MINNESOTA NW 5957 PO BOX 1450 MINNEAPOLIS, MN 554855957	41-6007513	115	364,728		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF MISSOURI UNIVERSITY OF MISSOURI AR PO BOX 807012 KANSAS CITY, MO 641807012	43-6003859	115	727,431		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF NEW MEXICO THE C/O FINANCIAL SERVICES HSC 1 UNIV OF NEW MEXICO MSC09 5220 ALBUQUERQUE, NM 87131	85-6000642	115	182,940		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF NORTH CAROLINA ADD HEALTH CAROLINA POPULATION CTR 206 WEST FRANKLIN ST CHAPEL HILL, NC 27516	56-6001393	115	29,478		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF PENNSYLVANIA TRUSTEES OF THE UNIV OF PENNSYLVANIA PO BOX 785541 PHILADELPHIA, PA 191785541	23-1352685	501(C)(3)	128,031		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF PITTSBURGH PO BOX 371220 500 ROSS ST PITTSBURGH, PA 152517220	25-0965591	501(C)(3)	3,302,327		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF ROCHESTER OFFICE OF THE BURSAR ROCHESTER, NY 14627	16-0743209	501(C)(3)	44,821		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF SAN DIEGO 5998 ALCALA PARK SAN DIEGO, CA 921102492	95-2544535	501(C)(3)	93,697		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF SOUTH CAROLINA 1600 HAMPTON ST RM 612 CONTRACT AND GRANT ACCOUNTING COLUMBIA, SC 29208	57-6001153		78,230		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF SOUTH CAROLINA EDUCATIONAL FOUNDATION 1027 BARNWELL ST COLUMBIA, SC 29208	57-6017985	501(C)(3)	79,732		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF SOUTH FLORIDA ATTN RESEARCH PROJECTS RECEIVABLES PO BOX 864568 ORLANDO, FL 328864568	59-3102112	115	24,959		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF SOUTHERN CALIFORNIA SPONSERED PROJECTS ACCOUNTING FILE NO 52095 LOS ANGELES, CA 900742095	95-1642394	501(C)(3)	892,541		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF TEXAS AT AUSTIN OFFICE OF ACCOUNTING PO BOX 7159 AUSTIN, TX 787137159	74-6000203	115	321,702		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF TEXAS AT DALLAS 800 W CAMPELL RD RICHARDSON, TX 750803021	75-1305566		8,879		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF TEXAS AT EL PASO CONTRACTS GRANTS ACCT RM200 ADM BLDG 500 W UNIVERSITY EL PASO, TX 799680697	74-6000813	115	118,771		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF UTAH GRANTS CONTRACTS ACCOUNTING 201 S PRESIDENTS CIR RM 406 SALT LAKE CITY, UT 841129020	87-6000525	115	42,076		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF VIRGINIA ATTN OFFICE OF SPONSORED PROGRAMS PO BOX 400195 CHARLOTTESVILLE, VA 229044195	54-1682176	501(C)(3)	89,898		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF WASHINGTON GRANT AND CONTRACT ACCTG BOX 354966 354966 SEATTLE, WA 981954966	91-6001537	115	1,365,508		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
UNIVERSITY OF WISCONSIN FOUNDATION 1848 UNIVERSITY AVE MADISON, WI 537264090	39-0743975	501(C)(3)	331,033		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF WYOMING 1000 E UNIVERSITY AVE DEPT 3355 LARAMIE, WY 82071	83-6000331	501(C)(1)	14,496		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
VERIS GROUP LLC 8229 BOONE BLVD SUITE 750 VIENNA, VA 22182	20-2300601		877,437		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
VILLANOVA UNIVERSITY RESEARCH ACCOUNTING OFFICE 800 LANCASTER AVENUE VILLANOVA, PA 19085	23-1352688	501(C)(3)	74,745		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
VIRGINIA COMMONWEALTH UNIVERSITY 327 W MAIN ST PO BOX 843039 RICHMOND, VA 232843039	54-6001758	115	20,507		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
VIRGINIA POLYTECH INSTITUTE OFFICE OF SPONSORED PROGRAMS 1880 PRATT DR STE 2006 BLACKSBURG, VA 240603580	54-6001805	115	172,875		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
VISIONQUEST SYSTEMS INC 3314 KEMPER RD ARLINGTON, VA 22206	04-3692674		69,035		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
WASHINGTON STATE UNIVERSITY 240 FRENCH ADM BLDG POB 641025 PULLMAN, WA 991641025	91-6001108	115	25,935		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
WAYNE STATE UNIVERSITY CASHIERS OFFICE PO BOX 02788 DETROIT, MI 48202	38-3555142	501(C)(3)	18,520		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
WESLEYAN UNIVERSITY FINANCE/GRANTS ACCOUNTING 287 HIGH ST MIDDLETOWN, CT 06459	06-0646959	501(C)(3)	43,202		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
WEST VIRGINIA UNIVERSITY RESEARCH CORP PO BOX 6002 MORGANTOWN, WV 26506	55-0665758	501(C)(3)	55,233		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.							
(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
WORCESTER POLYTECHNIC INSTITUTE 100 INSTITUTE RD WORCESTER, MA 01609	04-2121659	501(C)(3)	55,050		N/A	N/A	EDUCATION/RESEARCH SUBCONTRACTS
YOUTH FOR UNDERSTANDING USA INC 6856 EASTERN AVE NW SUITE 310 WASHINGTON, DC 20012	02-0557010	501(C)(3)	15,000		N/A	N/A	PROGRAM SERVICE

Schedule J (Form 990)	Department of the Treasury Internal Revenue Service	Compensation Information		OMB No. 1545-0047
		For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees		2019
		▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23. ▶ Attach to Form 990. ▶ Go to <u>www.irs.gov/Form990</u> for instructions and the latest information.		
Name of the organization CARNEGIE MELLON UNIVERSITY		Employer identification number 25-0969449		

Part I Questions Regarding Compensation		Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.			
<input checked="" type="checkbox"/> First-class or charter travel	<input checked="" type="checkbox"/> Housing allowance or residence for personal use		
<input checked="" type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence		
<input checked="" type="checkbox"/> Tax idemnification and gross-up payments	<input checked="" type="checkbox"/> Health or social club dues or initiation fees		
<input checked="" type="checkbox"/> Discretionary spending account	<input checked="" type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)		
b If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain		1b Yes	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?		2 Yes	
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.			
<input checked="" type="checkbox"/> Compensation committee	<input checked="" type="checkbox"/> Written employment contract		
<input checked="" type="checkbox"/> Independent compensation consultant	<input checked="" type="checkbox"/> Compensation survey or study		
<input checked="" type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Approval by the board or compensation committee		
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
a Receive a severance payment or change-of-control payment?		4a Yes	
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?		4b Yes	
c Participate in, or receive payment from, an equity-based compensation arrangement?		4c	No
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.			
Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:			
a The organization?		5a	No
b Any related organization?		5b	No
If "Yes," on line 5a or 5b, describe in Part III.			
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:			
a The organization?		6a	No
b Any related organization?		6b	No
If "Yes," on line 6a or 6b, describe in Part III.			
7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III.		7 Yes	
8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.		8	No
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?		9	

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

Schedule J (Form 990) 2019

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
PART I, LINE 1A	ALL ITEMS CHECKED IN LINE 1A ARE PROVIDED TO OR FOR A PERSON LISTED IN FORM 990, PART VII TO FURTHER THE BUSINESS, EDUCATIONAL, AND RESEARCH MISSION OF THE UNIVERSITY PURSUANT TO FEDERAL TAX REGULATIONS, IRS ACCOUNTABLE PLAN RULES, AND THE UNIVERSITY'S POLICIES AND PROCEDURES. NONTAXABLE BENEFITS DISCLOSED IN COLUMN D INCLUDE, FOR EXAMPLE, CONTRIBUTIONS TO EMPLOYER HEALTH AND WELFARE PLANS AND QUALIFIED TUITION BENEFITS.
PART I, LINES 4A-B	FARNAM JAHANIAN PARTICIPATED IN A SUPPLEMENTAL NON-QUALIFIED RETIREMENT PLAN. THESE BENEFITS ARE REPORTED IN PART II, COLUMN (B). EFFECTIVE JULY 1, 2017, DR. SURESH WAS NO LONGER EMPLOYED BY THE UNIVERSITY. IN CONJUNCTION WITH HIS DEPARTURE, THE UNIVERSITY AND DR. SURESH NEGOTIATED SEVERANCE BENEFITS. DR. SURESH'S PAID SEVERANCE BENEFITS, TOTALING \$432,003 ARE REPORTED IN PART II, COLUMN (B). EFFECTIVE JULY 1, 2018, STEVE KLOEHN WAS NO LONGER EMPLOYED BY THE UNIVERSITY. IN CONJUNCTION WITH HIS DEPARTURE, THE UNIVERSITY AND STEVE KLOEHN NEGOTIATED SEVERANCE BENEFITS. STEVE KLOEHN'S PAID SEVERANCE BENEFITS, TOTALING \$245,158 ARE REPORTED IN PART II, COLUMN (B). EFFECTIVE JUNE 1, 2020, RODNEY MCCLENDON WAS NO LONGER EMPLOYED BY THE UNIVERSITY. IN CONJUNCTION WITH HIS DEPARTURE, THE UNIVERSITY AND RODNEY MCCLENDON NEGOTIATED SEVERANCE BENEFITS WHICH WERE ACCRUED AT JUNE 30, 2020 AND ARE INCLUDED IN PART II, COLUMN (C).
PART I, LINE 7	ALL BONUSES PAID WERE AWARDED AS A RESULT OF PERFORMANCE AND WERE APPROVED BY THE COMPENSATION COMMITTEE.

Additional Data

Software ID:
Software Version:
EIN: 25-0969449
Name: CARNEGIE MELLON UNIVERSITY

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1EDWARD GREFENSTETTE VOTING TRUSTEE	(i)	0	0	0	0	0	0	0
	(ii)	540,000	636,000	122,587	983,638	32,816	2,315,041	751,687
1CHARLES A KENNEDY CHIEF INVESTMENT OFFICER	(i)	584,994	304,322	49,606	487,941	56,398	1,483,261	174,019
	(ii)	0	0	0	0	0	0	0
2FARNAM JAHANIAN PRESIDENT/EX-OFFICIO TRUSTEE	(i)	968,641	200,000	146,251	22,400	50,240	1,387,532	0
	(ii)	15,000	0	0	0	0	15,000	0
3RODNEY MCCLENDON V.P. FOR OPERATIONS (EXITED 6/20)	(i)	463,636	0	19,993	746,284	11,765	1,241,678	0
	(ii)	0	0	0	0	0	0	0
4MICHAEL TRICK DEAN, QATAR CAMPUS	(i)	422,915	0	573,526	22,400	42,092	1,060,933	0
	(ii)	0	0	0	0	0	0	0
5SCOTT MORY VP FOR UNIV ADV INT VP FOR MARKET & COMM(AS OF 6/20)	(i)	532,302	150,000	40,822	172,400	6,679	902,203	0
	(ii)	0	0	0	0	0	0	0
6VIJAYAKUMAR BHAGAVATULA DIRECTOR, CMU-AFRICA	(i)	315,572	0	350,488	22,400	30,242	718,702	0
	(ii)	0	0	0	0	0	0	0
7RAMAMOORTHY RAVI ZOLTNERS PROF. OF OPERAT. RESEARCH	(i)	354,810	0	316,233	27,384	13,069	711,496	0
	(ii)	0	0	0	0	0	0	0
8ROBERT DAMMON DEAN, PROFESSOR OF FINANCE	(i)	626,558	0	34,151	22,400	17,497	700,606	0
	(ii)	0	0	0	0	0	0	0
9JAMES H GARRETT PROVOST & CAO	(i)	607,543	0	52,252	22,400	16,032	698,227	0
	(ii)	0	0	0	0	0	0	0
10PAUL D NIELSEN DIRECTOR, SEI	(i)	581,674	40,000	38,996	22,400	6,037	689,107	0
	(ii)	0	0	0	0	0	0	0
11KRZYSZTOF MATYJASZEWSKI JC WARNER UNIV. PROF. OF NAT. SCI.	(i)	589,843	0	45,716	27,384	12,442	675,385	0
	(ii)	0	0	0	0	0	0	0
12J MICHAEL MCQUADE V.P. FOR RESEARCH	(i)	521,377	0	71,182	22,400	18,979	633,938	0
	(ii)	0	0	0	0	0	0	0
13MARY JO DIVELY VP/GENERAL COUNSEL	(i)	528,577	0	48,739	22,400	20,676	620,392	0
	(ii)	0	0	0	0	0	0	0
14SUBRA SURESH FORMER OFFICER/FORMER TRUSTEE	(i)	0	0	552,003	0	0	552,003	552,003
	(ii)	0	0	0	0	0	0	0
15ANGELA BLANTON VP OF FINANCE & CFO	(i)	400,409	0	31,135	22,400	11,968	465,912	0
	(ii)	0	0	0	0	0	0	0
16MARTIAL HEBERT PROF DEAN SCHOOL OF COMP. SCI. (ENTERED 8/19)	(i)	389,813	0	17,041	27,384	26,717	460,955	0
	(ii)	0	0	0	0	0	0	0
17TOM MITCHELL FOUNDERS UNIV. PROFESSOR (EXITED 8/19)	(i)	377,651	0	25,899	27,384	13,510	444,444	0
	(ii)	0	0	0	0	0	0	0
18JONATHAN CAGAN PROFESSOR OF MECHANICAL ENGINEERING (EXITED 1/20)	(i)	297,946	0	11,595	23,193	107,731	440,465	0
	(ii)	0	0	0	0	0	0	0
19PAMELA EAGER FORMER OFFICER/SR. ASSOC. FOR DEV.	(i)	320,176	5,000	19,430	22,400	57,347	424,353	0
	(ii)	0	0	0	0	0	0	0

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees								
(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
21 DARYL WEINERT CHIEF OF STAFF V.P. FOR STRAT. INIT.	(i)	331,124	0	34,917	22,400	33,830	422,271	0
	(ii)	0	0	0	0	0	0	0
1 LAURIE WEINGART FORMER OFFICER/PROFESSOR	(i)	320,607	0	39,697	23,695	17,430	401,429	0
	(ii)	0	0	0	0	0	0	0
2 JOHN LEHOCZKY FORMER OFFICER/PROFESSOR	(i)	290,444	0	49,632	23,357	21,394	384,827	0
	(ii)	0	0	0	0	0	0	0
3 GINA CASALEGNO VP FOR STUDENT AFFAIRS & DEAN OF STUDENTS	(i)	318,857	0	6,970	22,400	28,104	376,331	0
	(ii)	0	0	0	0	0	0	0
4 KEY NUTTALL VP FOR MARKETING & COMMUNICATIONS (EXITED 6/20)	(i)	242,584	0	34,102	19,500	69,820	366,006	0
	(ii)	0	0	0	0	0	0	0
5 RANDAL E BRYANT EX-OFFICIO TRUSTEE/PROFESSOR	(i)	316,294	0	4,821	26,359	15,923	363,397	0
	(ii)	0	0	0	0	0	0	0
6 CATHY A LIGHT SEC OF THE CORP. & ADVISOR TO THE PRESIDENT	(i)	302,232	0	7,316	22,400	25,113	357,061	0
	(ii)	0	0	0	0	0	0	0
7 CARRIE NELSON ASSISTANT TREASURER	(i)	263,897	0	4,260	21,423	4,772	294,352	0
	(ii)	0	0	0	0	0	0	0
8 JOHN DOLAN TREASURER	(i)	221,583	0	211	18,581	18,467	258,842	0
	(ii)	0	0	0	0	0	0	0
9 STEVE KLOEHN FORMER OFFICER	(i)	0	0	245,158	0	0	245,158	25,690
	(ii)	0	0	0	0	0	0	0

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

Schedule K
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization
CARNEGIE MELLON UNIVERSITY

Supplemental Information on Tax-Exempt Bonds

- Complete if the organization answered "Yes" to Form 990, Part VI, line 24a. Provide descriptions, explanations, and any additional information in Part VI.
- Attach to Form 990.
- Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public
Inspection

Employer identification number

25-0969449

Part I Bond Issues

(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pool financing	
						Yes	No	Yes	No	Yes	No
A ALLEGHENY COUNTY HIGHER EDUCATION BUILDING AUTHORITY	25-1650137	01728RES4	04-10-2008	120,820,000	REFUNDING 2006A,B & 2007A. SEE PART VI FOR MORE DETAIL		X		X		X
B ALLEGHENY COUNTY HIGHER EDUCATION BUILDING AUTHORITY	25-1650137	01729EKY2	02-14-2013	60,529,980	REVENUE BONDS TO FINANCE NEW CONSTRUCTION. SEE PART VI FOR MORE DETAIL		X		X		X
C ALLEGHENY COUNTY HIGHER EDUCATION BUILDING AUTHORITY	25-1650137	01728RMP1	07-19-2017	77,823,681	REFUNDING 2009 BONDS & TAXABLE COMMERCIAL PAPER NOTES. SEE PART VI FOR MORE		X		X		X
D ALLEGHENY COUNTY HIGHER EDUCATION BUILDING AUTHORITY	25-1650137	NONEAVAIL	12-27-2017	50,000,000	REISSUANCE OF 2012B BONDS. SEE PART VI FOR MORE DETAIL		X		X		X

Part II Proceeds

		A		B		C		D	
1	Amount of bonds retired								
2	Amount of bonds legally defeased								
3	Total proceeds of issue	120,821,573		60,575,582		77,839,863		50,000,000	
4	Gross proceeds in reserve funds								
5	Capitalized interest from proceeds			36,398					
6	Proceeds in refunding escrows								
7	Issuance costs from proceeds	493,831		463,813		341,465			
8	Credit enhancement from proceeds								
9	Working capital expenditures from proceeds								
10	Capital expenditures from proceeds			60,045,471					
11	Other spent proceeds	120,327,742		29,900		77,498,398		50,000,000	
12	Other unspent proceeds								
13	Year of substantial completion			2016					
		Yes	No	Yes	No	Yes	No	Yes	No
14	Were the bonds issued as part of a current refunding issue of tax-exempt bonds (or, if issued prior to 2018, a current refunding issue)?	X			X	X		X	
15	Were the bonds issued as part of an advance refunding issue of taxable bonds (or, if issued prior to 2018, an advance refunding issue)?		X		X		X		X
16	Has the final allocation of proceeds been made?	X		X		X		X	
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?	X		X		X		X	

Part III Private Business Use

					A		B		C		D	
					Yes	No	Yes	No	Yes	No	Yes	No
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?					X		X		X		
2	Are there any lease arrangements that may result in private business use of bond-financed property?				X		X		X			

Part III

Private Business Use (Continued)

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
3a	Are there any management or service contracts that may result in private business use of bond-financed property?	X		X		X			
b	If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?	X		X		X			
c	Are there any research agreements that may result in private business use of bond-financed property?	X		X		X			
d	If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?	X		X		X			
4	Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government	0 %		0 %		0 %			
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government	0 %		0 %		0 %			
6	Total of lines 4 and 5	0 %		0 %		0 %			
7	Does the bond issue meet the private security or payment test? . . .		X		X		X		
8a	Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?		X		X		X		
b	If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of. . .								
c	If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								
9	Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?	X		X		X			

Part IV

Arbitrage

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate? . . .		X		X		X		X
2	If "No" to line 1, did the following apply?								
a	Rebate not due yet?		X		X	X		X	
b	Exception to rebate?		X		X	X		X	
c	No rebate due?	X		X		X		X	
	If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
3	Is the bond issue a variable rate issue?	X			X		X	X	
4a	Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X		X		X		X
b	Name of provider								
c	Term of hedge								
d	Was the hedge superintegrated?								
e	Was the hedge terminated?								

Part IV Arbitrage (Continued)

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
5a Were gross proceeds invested in a guaranteed investment contract (GIC)?		X		X		X		X
b Name of provider								
c Term of GIC								
d Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?								
6 Were any gross proceeds invested beyond an available temporary period?		X	X			X		X
7 Has the organization established written procedures to monitor the requirements of section 148?	X		X		X		X	

Part V Procedures To Undertake Corrective Action

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation is not available under applicable regulations?	X		X		X		X	

Part VI Supplemental Information. Provide additional information for responses to questions on Schedule K. (See instructions).

Return Reference	Explanation
ENTITY 1:	<p>COLUMN A: PART I(F): BONDS CURRENT REFUNDED SERIES 2006AB BONDS (ISSUED DECEMBER 13, 2006) AND SERIES 2007 BONDS (ISSUED MARCH 1, 2007). COLUMN C: PART I(F): THE BONDS CURRENT REFUND PORTIONS OF THE SERIES 2009 BONDS (ISSUED AUGUST 20, 2009) AND TAXABLE COMMERCIAL PAPER NOTES (ISSUED FEBRUARY 24, 2015). COLUMN D: PART I(F): THE BONDS CURRENT REFUND THE OUTSTANDING SERIES 2012B BONDS (ISSUED MARCH 1, 2012). COLUMNS A, B C: THE DIFFERENCE BETWEEN PART I(E) AND PART II, LINE 3 IS DUE TO INTEREST EARNINGS ON BOND PROCEEDS. COLUMN D: PART III: BECAUSE PROCEEDS OF THE BONDS WERE USED TO REFUND BONDS ISSUED BEFORE JANUARY 1, 2003, THE ISSUER HAS NOT COMPLETED PART III WITH RESPECT TO THE BONDS. COLUMNS A, C, D: PART II, LINE 13: SINCE PROCEEDS OF THE BONDS WERE ISSUED FOR REFUNDING PURPOSES, THE YEAR OF SUBSTANTIAL COMPLETION IS NOT APPLICABLE. COLUMNS A, B, C: PART III, LINE 7: AS PROVIDED IN TREASURY REGULATION SECTION 1.141-4(C)(2)(I)(B), THE AMOUNT OF PRIVATE PAYMENTS TAKEN INTO ACCOUNT UNDER THE PRIVATE PAYMENT TEST MAY NOT EXCEED THE AMOUNT OF PRIVATE BUSINESS USE AND/OR UNRELATED TRADE OR BUSINESS USE. ACCORDINGLY, THE AMOUNT OF PRIVATE PAYMENTS FOR THE REPORTING PERIOD DOES NOT EXCEED THE AMOUNT STATED IN PART III, LINE 6. THE ORGANIZATION HAS NOT UNDERTAKEN AN ANALYSIS OF THE PRIVATE SECURITY TEST WITH RESPECT TO THE BONDS, AS THE LEVEL OF PRIVATE BUSINESS USE AND/OR UNRELATED TRADE OR BUSINESS REPORTED IN PART III, LINE 6, IS NOT IN EXCESS OF AMOUNTS PERMITTED UNDER SECTION 145 OF THE CODE. COLUMNS C, D: PART IV, LINE 2(B): THE BONDS HAVE MET THE 6-MONTH EXPENDITURE EXCEPTION TO THE REBATE REQUIREMENT. COLUMN A: PART IV, LINE 2(C): THE MOST RECENT REBATE REPORT WAS PREPARED BY THE BORROWER AND DATED APRIL 26, 2013. COLUMN B: PART IV, LINE 2(C): THE MOST 5TH YEAR RECENT REBATE REPORT WAS PREPARED BY BLX ON FEBRUARY 13, 2018. COLUMNS C, D: PART IV, LINE 2(C): THE BONDS HAVE MET AN EXCEPTION TO THE REBATE REQUIREMENT; AND THEREFORE, NO REBATE HAS BEEN, OR EVER WILL BE, DUE ON THE BONDS. ENTITY 2: COLUMN A: PART I(F): 2009 BONDS WERE ISSUED ON AUGUST 20, 2009. COLUMN A, COLUMN B: THE DIFFERENCE BETWEEN PART I(E) AND PART II, LINE 3 IS DUE TO INTEREST EARNINGS ON BOND PROCEEDS. COLUMN A: PART II, LINE 13: SINCE PROCEEDS OF THE BONDS WERE ISSUED FOR REFUNDING PURPOSES, THE YEAR OF SUBSTANTIAL COMPLETION IS NOT APPLICABLE. COLUMN A, COLUMN B: PART III, LINE 7: AS PROVIDED IN TREASURY REGULATION SECTION 1.141-4(C)(2)(I)(B), THE AMOUNT OF PRIVATE PAYMENTS TAKEN INTO ACCOUNT UNDER THE PRIVATE PAYMENT TEST MAY NOT EXCEED THE AMOUNT OF PRIVATE BUSINESS USE AND/OR UNRELATED TRADE OR BUSINESS USE. ACCORDINGLY, THE AMOUNT OF PRIVATE PAYMENTS FOR THE REPORTING PERIOD DOES NOT EXCEED THE AMOUNT STATED IN PART III, LINE 6. THE ORGANIZATION HAS NOT UNDERTAKEN AN ANALYSIS OF THE PRIVATE SECURITY TEST WITH RESPECT TO THE BONDS, AS THE LEVEL OF PRIVATE BUSINESS USE AND/OR UNRELATED TRADE OR BUSINESS REPORTED IN PART III, LINE 6, IS NOT IN EXCESS OF AMOUNTS PERMITTED</p>

Return Reference	Explanation
ENTITY 1:	ITTED UNDER SECTION 145 OF THE CODE. COLUMN A: PART IV, LINE 2(B): THE BONDS HAVE MET THE 6-MONTH EXPENDITURE EXCEPTION TO THE REBATE REQUIREMENT. COLUMN A: PART IV, LINE 2(C): THE BONDS HAVE MET AN EXCEPTION TO THE REBATE REQUIREMENT AND; THEREFORE, NO COMPUTATION HAS BEEN, OR EVER WILL BE, PREPARED FOR THE BONDS.

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

Schedule K
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization
CARNEGIE MELLON UNIVERSITY

Supplemental Information on Tax-Exempt Bonds

► Complete if the organization answered "Yes" to Form 990, Part VI, line 24a. Provide descriptions, explanations, and any additional information in Part VI.

► Attach to Form 990.

►Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public
Inspection

Employer identification number

25-0969449

Part I Bond Issues

(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pool financing	
						Yes	No	Yes	No	Yes	No
A ALLEGHENY COUNTY HIGHER EDUCATION BUILDING AUTHORITY	25-1650137	01728RMX4	01-23-2019	120,435,248	REFUNDING OF 2009 BONDS. SEE PART VI FOR MORE DETAIL		X		X		X
B ALLEGHENY COUNTY HIGHER EDUCATION BUILDING AUTHORITY	25-1650137	01728RNC9	02-05-2020	60,806,037	REVENUE BONDS TO FINANCE NEW CONSTRUCTION. SEE PART VI FOR MORE DETAIL		X		X		X

Part II Proceeds

		A		B		C		D	
1	Amount of bonds retired								
2	Amount of bonds legally defeased								
3	Total proceeds of issue	120,495,354		60,927,070					
4	Gross proceeds in reserve funds								
5	Capitalized interest from proceeds								
6	Proceeds in refunding escrows								
7	Issuance costs from proceeds	418,774		287,910					
8	Credit enhancement from proceeds								
9	Working capital expenditures from proceeds								
10	Capital expenditures from proceeds			7,497,313					
11	Other spent proceeds	120,076,497							
12	Other unspent proceeds	83		53,141,847					
13	Year of substantial completion								
		Yes	No	Yes	No	Yes	No	Yes	No
14	Were the bonds issued as part of a current refunding issue of tax-exempt bonds (or, if issued prior to 2018, a current refunding issue)?	X			X				
15	Were the bonds issued as part of an advance refunding issue of taxable bonds (or, if issued prior to 2018, an advance refunding issue)?		X		X				
16	Has the final allocation of proceeds been made?	X			X				
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?	X		X					

Part III Private Business Use

					A		B		C		D	
					Yes	No	Yes	No	Yes	No	Yes	No
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?					X		X				
2	Are there any lease arrangements that may result in private business use of bond-financed property?				X			X				

Part III

Private Business Use (Continued)

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
3a	Are there any management or service contracts that may result in private business use of bond-financed property?	X			X				
b	If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?	X							
c	Are there any research agreements that may result in private business use of bond-financed property?	X			X				
d	If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?	X							
4	Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government ▶	0 %		0 %					
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government ▶	0 %		0 %					
6	Total of lines 4 and 5	0 %		0 %					
7	Does the bond issue meet the private security or payment test? . . .		X		X				
8a	Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?		X		X				
b	If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of. . .								
c	If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								
9	Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?	X		X					

Part IV

Arbitrage

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?		X		X				
2	If "No" to line 1, did the following apply?								
a	Rebate not due yet?	X		X					
b	Exception to rebate?	X			X				
c	No rebate due?	X			X				
	If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
3	Is the bond issue a variable rate issue?	X			X				
4a	Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X		X				
b	Name of provider								
c	Term of hedge								
d	Was the hedge superintegrated?								
e	Was the hedge terminated?								

Part IV Arbitrage (Continued)

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
5a Were gross proceeds invested in a guaranteed investment contract (GIC)?		X		X				
b Name of provider								
c Term of GIC								
d Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?								
6 Were any gross proceeds invested beyond an available temporary period?		X		X				
7 Has the organization established written procedures to monitor the requirements of section 148? . . .	X		X					

Part V Procedures To Undertake Corrective Action

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation is not available under applicable regulations?	X		X					

Part VI Supplemental Information. Provide additional information for responses to questions on Schedule K. (See instructions).

Schedule L

(Form 990 or 990-EZ)

Department of the Treasury

Internal Revenue Service

Transactions with Interested Persons

▶ Complete if the organization answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
CARNEGIE MELLON UNIVERSITY

Employer identification number
25-0969449

Part I Excess Benefit Transactions (section 501(c)(3), section 501(c)(4), and section 501(c)(29) organizations only).
Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

1	(a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected?	
				Yes	No

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958. ▶ \$

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$

Part II Loans to and/or From Interested Persons.
Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization?		(e) Original principal amount	(f) Balance due	(g) In default?		(h) Approved by board or committee?		(i) Written agreement?	
			To	From			Yes	No	Yes	No	Yes	No

Total ▶ \$

Part III Grants or Assistance Benefiting Interested Persons.
Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance

Part IV Business Transactions Involving Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
(1) L SMITH	J. GARRETT - CMU OFFICER - BROTHER OF L. SMITH - CMU EMPLOYEE	84,930	SEE PART V COMPENSATION FOR ASSOCIATE DIRECTOR OF STUDENT ACCOUNTS		No
(2) L BHAGAVATULA	V. BHAGAVATULA - CMU HCE - HUSBAND OF L. BHAGAVATULA	13,681	SEE PART V COMPENSATION FOR PROGRAM AMBASSADOR - CMU AFRICA		No

Part V Supplemental Information

Provide additional information for responses to questions on Schedule L (see instructions).

Return Reference	Explanation
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SCHEDULE M
(Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

►Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
►Attach to Form 990.
►Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
CARNEGIE MELLON UNIVERSITY

Employer identification number
25-0969449

Part I

Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art	X	4	490,370	APPRAISAL
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications	X		4,800	FAIR MARKET VALUE
5 Clothing and household goods	X		47,901	FAIR MARKET VALUE
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	X	191	17,556,984	FAIR MARKET VALUE
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests				
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ► (COMPUTER EQUIPMENT) SCIENTIFIC/MUSIC/FITNESS)	X	15	670,024	FAIR MARKET VALUE
26 Other ► (EQPT)	X	4	48,385	FAIR MARKET VALUE
27 Other ► (TOOLS)	X	2	20,415	COST
28 Other ► (ALUMNI EVENT)	X	15	14,285	COST

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement

29

6

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?

b If "Yes," describe the arrangement in Part II.

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?

b If "Yes," describe in Part II.

33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.

Yes

No

30a

No

31

Yes

32a

No

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 51227J

Schedule M (Form 990) (2019)

Part II **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Return Reference	Explanation
PART I, COLUMN (B):	THE NUMBER SHOWN IN COLUMN (B) REPRESENTS THE NUMBER OF CONTRIBUTIONS CARNEGIE MELLON UNIVERSITY RECEIVED FOR EACH TYPE OF PROPERTY FOR THE YEAR ENDED JUNE 30, 2020.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury

Name of the organization
CARNEGIE MELLON UNIVERSITY**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2019**Open to Public
Inspection****Employer identification number**

25-0969449

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 2	JAMES ROHR, EDWARD GREFFENSTETTE, AND FARNAM JAHANIAN HAVE A BUSINESS RELATIONSHIP. JOEL P. ADAMS AND EDWARD GREFFENSTETTE HAVE A BUSINESS RELATIONSHIP. JOEL P. ADAMS AND JAMES ROHR HAVE A BUSINESS RELATIONSHIP. JOEL P. ADAMS AND DAVID COULTER HAVE A BUSINESS RELATIONSHIP .

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 7A	<p>CARNEGIE MELLON HAS SIX EX-OFFICIO TRUSTEES WHO ARE MEMBERS OF THE BOARD OF TRUSTEES BY HOLDING THE FOLLOWING OFFICES: MAYOR OF THE CITY OF PITTSBURGH PRESIDENT OF COUNCIL OF THE CITY OF PITTSBURGH PRESIDENT OF CARNEGIE MELLON UNIVERSITY PRESIDENT OF CARNEGIE MELLON ALUMNI ASSOCIATION PRESIDENT OF THE ANDREW CARNEGIE SOCIETY OF CARNEGIE MELLON CHAIRMAN OF CARNEGIE MELLON FACULTY SENATE EX-OFFICIO TRUSTEES SHALL BE FULL VOTING MEMBERS OF THE BOARD OF TRUSTEES, WITH ALL RIGHTS AND RESPONSIBILITIES THERETO, EXCEPT AS FOLLOWS: THEY SHALL BE WELCOME AT ALL OPEN SESSIONS OF ALL FULL BOARD MEETINGS AND, IF REQUESTED BY THE CHAIR, AT CLOSED EXECUTIVE SESSIONS; AND THE PRESIDENT OF CARNEGIE MELLON UNIVERSITY SHALL HAVE NO VOTING RIGHTS WHEN SERVING AS A MEMBER OF THE AUDIT COMMITTEE OF THE BOARD.</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 11B	CARNEGIE MELLON UNIVERSITY'S TAX DEPARTMENT IS RESPONSIBLE FOR GATHERING RELEVANT INFORMATION AND PREPARING THE ANNUAL FORM 990. ONCE THE FORM IS COMPLETE IN DRAFT STATUS, IT IS REVIEWED WITH CARNEGIE MELLON'S INDEPENDENT CERTIFIED PUBLIC ACCOUNTING (CPA) FIRM. UPON COMPLETION OF INDEPENDENT REVIEW BY THE CPA FIRM, THE FORM IS REVIEWED BY THE VICE PRESIDENT FOR FINANCE AND CHIEF FINANCIAL OFFICER, ASSOCIATE VICE PRESIDENT FOR FINANCE AND CONTROLLER, TAX DEPARTMENT AND THEN PROVIDED TO THE AUDIT COMMITTEE FOR APPROVAL. FINALLY, A COMPLETED COPY OF THE FORM IS PROVIDED TO THE BOARD OF TRUSTEES FOR THEIR REVIEW PRIOR TO FILING FORM 990 WITH THE IRS.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 12C	CARNEGIE MELLON REQUIRES EACH TRUSTEE, OFFICER, AND MEMBER OF SENIOR MANAGEMENT TO DISCLOSE ANNUALLY THE EXISTENCE OF ANY CIRCUMSTANCES THAT MIGHT CONSTITUTE A CONFLICT OF INTEREST WITH THE INSTITUTION. THE PROCESS IS INITIATED EACH FISCAL YEAR BY THE OFFICE OF THE SECRETARY OF THE CORPORATION SENDING AN ELECTRONIC CONFLICT OF INTEREST QUESTIONNAIRE TO THE ABOVE NOTED INDIVIDUALS. COMPLETED QUESTIONNAIRES ARE RETURNED TO THE SECRETARY OF THE CORPORATION FOR EVALUATION OF ACTUAL OR PERCEIVED CONFLICTS BY THE INSTITUTION, REVIEWED BY THE OFFICE OF GENERAL COUNSEL, AND ANNUAL REPORTING IS PROVIDED TO THE AUDIT COMMITTEE OF THE BOARD OF TRUSTEES. ALL OFFICERS AND MEMBERS OF THE BOARD ARE REQUIRED TO DISCLOSE CONFLICTS TO THE SECRETARY OF THE CORPORATION AS THEY ARISE THROUGHOUT THE YEAR.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 15	<p>THE COMPENSATION COMMITTEE ANNUALLY REVIEWS AND RECOMMENDS TO THE EXECUTIVE COMMITTEE FOR APPROVAL THE PRESIDENT'S SALARY, COMPENSATION, AND BENEFIT PACKAGE (TOTAL COMPENSATION), AND REVIEWS AND APPROVES THE TOTAL COMPENSATION OF THE PROVOST, VICE PRESIDENTS, DEANS, OFFICERS AND KEY EMPLOYEES. THE COMMITTEE OBTAINS APPROPRIATE ANALYSES AND STUDIES PREPARED BY THE ADMINISTRATION AND INDEPENDENT EXTERNAL SOURCES WITH RESPECT TO COMPENSATION FOR SIMILAR POSITIONS IN SIMILAR ORGANIZATIONS TO AID IN EVALUATING COMPENSATION AND BENEFIT PLAN LEVELS, PRACTICES AND STRATEGIES TO ENSURE THAT THE UNIVERSITY'S COMPENSATION LEVELS AND PRACTICES ARE COMPARABLE TO SIMILAR ORGANIZATIONS AND APPROPRIATE TO ATTRACT, OBTAIN AND RETAIN QUALIFIED PERSONNEL. THIS INCLUDES REVIEWING SURVEY DATA FOR SIMILAR POSITIONS AMONG A SELECT GROUP OF PEER INSTITUTIONS. THE COMMITTEE SUBMITS ITS RECOMMENDATIONS FOR THE PRESIDENT'S TOTAL COMPENSATION PACKAGE TO THE EXECUTIVE COMMITTEE FOR REVIEW AND APPROVAL. THE EXECUTIVE COMMITTEE RECEIVES AN ANNUAL REPORT FROM THE UNIVERSITY'S COMPENSATION COMMITTEE INCLUDING SIGNIFICANT COMPENSATION AND BENEFIT PLAN POLICY CHANGES. IT REPORTS TO THE FULL BOARD ON THIS AND THE COMPETITIVENESS OF THE UNIVERSITY'S COMPENSATION LEVELS AND BENEFIT PLANS IN RELATION TO PEER INSTITUTIONS.</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION C, LINE 19	CARNEGIE MELLON'S GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS ARE AVAILABLE FOR PUBLIC INSPECTION. THE DOCUMENTS ARE AVAILABLE UPON REQUEST OR CAN BE OBTAINED BY VISITING THE WEBSITE AT WWW.CMU.EDU .

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VII, SECTION A, LINE 1A:	<p>THE BOARD OF TRUSTEES MAY GRANT THE STATUS OF EMERITUS TRUSTEE TO THOSE MEMBERS WHO HAVE MADE DISTINGUISHED CONTRIBUTIONS TO THE UNIVERSITY AND WHO HAVE ATTAINED AT LEAST AGE 60 OR A MAXIMUM OF AGE 75. THE BOARD OF TRUSTEES MAY, AT ANY TIME OR FROM TIME TO TIME CHANGE THE AGE AT WHICH TRUSTEES MUST BE GRANTED EMERITUS/A STATUS, OR RESIGN FROM THE BOARD. EMERITUS/A TRUSTEES SHALL BE WELCOME AT ALL FULL BOARD MEETINGS; ALL MEETINGS OF THE ADVANCEMENT, EDUCATIONAL AFFAIRS AND ENROLLMENT, AND RESEARCH, INNOVATION AND ENTREPRENEURSHIP COMMITTEES OF THE BOARD OF TRUSTEES; SHALL RECEIVE ALL NOTICES, MINUTES AND REPORTS OF SAID MEETINGS, SHALL BE FREE TO PARTICIPATE IN DISCUSSIONS, BUT SHALL BE WITHOUT A VOTE ON ANY MATTER. EMERITUS TRUSTEES SHALL BE WELCOME AT ALL BOARD AND UNIVERSITY EVENTS. THE FOLLOWING INDIVIDUALS WERE EMERITUS LIFE TRUSTEES OF CARNEGIE MELLON'S BOARD OF TRUSTEES: JOHN BERT UCCI, CAROL R. BROWN, ROBERT M. BROWN III, W. LOGAN DICKERSON, PHILIP L. DOWD, DINA DUBLON, WILLIAM B. ELLIS, CYNTHIA FRIEDMAN, HENRY GAILLIOT, CLAIRE W. GARGALLI, RICHARD D. HAMILTON, TERESA HEINZ, T. JEROME HOLLERAN, W. LEE HOSKINS, JUSTIN M. JOHNSON, PATRICIA ASKWITH KENNER, DAVID M. KIRR, EDWARD E. LUCENTE, THOMAS A. MCCONOMY, JACK E. MCGRATH, REGINA GOUGER MILLER, ALESSANDRO OVI, E. KEARS POLLOCK, CHARLES J. QUEENAN, JR. ESQ, JOHN G. RANGOS, SR., VINCENT A. SARNI, JOYCE B. SCOTT, DAVID S. SHAPIRA, RAYMOND W. SMITH, W. LOWELL STEINBRENNER, DONALD E. STITZENBERG, JAMES M. WALTON, KONRAD M. WEIS.</p>

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VII, SECTION A, COLUMN B:	FOR EACH PERSON LISTED IN COLUMN A WHO IS AN EMPLOYEE OF CARNEGIE MELLON UNIVERSITY, THE AVERAGE NUMBER OF HOURS PER WEEK STATED IS 50 HOURS PER WEEK; HOWEVER, THE ACTUAL NUMBER OF HOURS WORKED VARIES BETWEEN 50-80 HOURS PER WEEK.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART XI, LINE 9:	LAMME UNREALIZED GAINS/LOSS -6,594. CHANGE IN SWAP VALUE NET OF INTEREST EXPENSE & OTHER - 12,014,185. NET LOSS FROM FUNDRAISING EVENTS 12,797. LOSSES FROM ADJUSTMENTS OF PLEDGES RECEIVABLE -3,226,787.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART XII, FINANCIAL STATEMENTS AND REPORTING:	CARNEGIE MELLON HAS AN AUDIT COMMITTEE OF THE BOARD OF TRUSTEES THAT IS RESPONSIBLE FOR OVERSEEING THE AUDIT OF THE FINANCIAL STATEMENTS AND THE SELECTION OF A CERTIFIED INDEPENDENT ACCOUNTING FIRM THAT AUDITS THE FINANCIAL STATEMENTS. CARNEGIE MELLON'S FINANCIAL STATEMENTS ARE CONSOLIDATED. THIS PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR.

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
CARNEGIE MELLON UNIVERSITY

Employer identification number
25-0969449

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.					
(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) CM SPE LLC 5000 FORBES AVENUE PITTSBURGH, PA 15213 25-0969449	LEASEHOLDER	PA	354,084	395,950	CARNEGIE MELLON UNIVERSITY

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.							
(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) BENJAMIN GARVER LAMME SCHOLARSHIP FUND 5000 FORBES AVENUE PITTSBURGH, PA 15213 25-6030362	FELLOWSHIP FUND	PA	501(C)(3)	509(A)(3)	CARNEGIE MELLON UNIVERSITY		No
(2) JACK G BUNCHER CHARITABLE FUND FOR CARNEGIE MELLON UNIVERSITY 5000 FORBES AVENUE PITTSBURGH, PA 15213 20-4393107	GRANT FUND	PA	501(C)(3)	509(A)(3)	CARNEGIE MELLON UNIVERSITY		No
(3) MPC CORPORATION 5000 FORBES AVENUE PITTSBURGH, PA 15213 25-1128244	RESEARCH AND DEVELOPMENT	PA	501(C)(3)	509(A)(3)	N/A		No
(4) THE DIETRICH FOUNDATION 600 GRANT STREET SUITE 5360 PITTSBURGH, PA 15219 36-4711746	PHILANTHROPY	PA	501(C)(3)	509(A)(3)	N/A		No
(5) ADVANCED ROBOTICS FOR MANUFACTURING INSTITUTE 4501 LYTLE STREET MILL 19A STE 200 PITTSBURGH, PA 152071892 81-2812384	RESEARCH AND DEVELOPMENT	PA	501(C)(3)	509(A)(3)	CARNEGIE MELLON UNIVERSITY	Yes	

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income(related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end- of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1) CARNEGIE INNOVATIONS LLC 600 RIVER AVENUE SUITE 100 PITTSBURGH, PA 15212 45-5177927	EDUCATION	PA	CARNEGIE MELLON UNIVERSITY	RELATED	-375,813	-7,189,779		No		Yes		90.000 %
(2) ICARNEGIE GLOBAL LEARNING LLC 210 SIXTH AVENUE SUITE 3570 PITTSBURGH, PA 15222 38-3887172	EDUCATION	PA	N/A									
(3) CL ACQUISITION LLC 5000 FORBES AVENUE PITTSBURGH, PA 15213	NO ACTIVITY	PA	N/A									
(4) SYSTEMIQ LLC 5000 FORBES AVENUE PITTSBURGH, PA 15213 35-2506818	NO ACTIVITY	PA	N/A									

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b) (13) controlled entity?	
								Yes	No
(1) ICARNEGIE INC 4615 FORBES AVENUE PITTSBURGH, PA 15213 01-0625769	EDUCATION	PA	CARNEGIE MELLON UNIVERSITY	C		5,835	100.000 %	Yes	
(2) ICARNEGIE INTERNATIONAL LTD C/O APPLEBY CANONS COURT 22 VICT PO BOX HM, HAMILTON HMEX BD	EDUCATION	BD	CARNEGIE MELLON UNIVERSITY	C			100.000 %		No
(3) IRREVOCABLE ESTATE (1)	TRUST	FL		T		400,789	100.000 %		No
(4) PERPETUAL TRUST (5)	TRUST	PA		T		3,930,245	100.000 %		No
(5) REVOCABLE TRUST (1)	TRUST	PA		T	322,499	22,663,253	100.000 %		No
(6) CHARITABLE REMAINDER TRUST (2)	TRUST	PA		T	456,545		100.000 %		No
(7) CHARITABLE LEAD TRUST (1)	TRUST	PA		T		90,692	100.000 %		No

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of **(i)** interest, **(ii)** annuities, **(iii)** royalties, or **(iv)** rent from a controlled entity

b Gift, grant, or capital contribution to related organization(s)

c Gift, grant, or capital contribution from related organization(s)

d Loans or loan guarantees to or for related organization(s)

e Loans or loan guarantees by related organization(s)

f Dividends from related organization(s)

g Sale of assets to related organization(s)

h Purchase of assets from related organization(s)

i Exchange of assets with related organization(s)

j Lease of facilities, equipment, or other assets to related organization(s)

k Lease of facilities, equipment, or other assets from related organization(s)

l Performance of services or membership or fundraising solicitations for related organization(s)

m Performance of services or membership or fundraising solicitations by related organization(s)

n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

o Sharing of paid employees with related organization(s)

p Reimbursement paid to related organization(s) for expenses

q Reimbursement paid by related organization(s) for expenses

r Other transfer of cash or property to related organization(s)

s Other transfer of cash or property from related organization(s)

Yes

No

1a

Yes

1b

No

1c

Yes

1d

No

1e

No

1f

No

1g

No

1h

No

1i

No

1j

Yes

1k

No

1l

No

1m

No

1n

No

1o

No

1p

No

1q

Yes

1r

No

1s

No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

See Additional Data Table

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved

Schedule R (Form 990) 2019

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Part VII

Supplemental Information

Provide additional information for responses to questions on Schedule R. (see instructions).

Return Reference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 25-0969449
Name: CARNEGIE MELLON UNIVERSITY

Form 990, Schedule R, Part IV - Identification of Related Organizations Taxable as a Corporation or Trust

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512 (b)(13) controlled entity?	
								Yes	No
ICARNEGIE INC 4615 FORBES AVENUE PITTSBURGH, PA 15213 01-0625769	EDUCATION	PA	CARNEGIE MELLON UNIVERSITY	C		5,835	100.000 %	Yes	
ICARNEGIE INTERNATIONAL LTD C/O APPLEBY CANONS COURT 22 VICT PO BOX HM, HAMILTON HMEX BD	EDUCATION	BD	CARNEGIE MELLON UNIVERSITY	C			100.000 %		No
IRREVOCABLE ESTATE (1)	TRUST	FL		T		400,789	100.000 %		No
PERPETUAL TRUST (5)	TRUST	PA		T		3,930,245	100.000 %		No
REVOCABLE TRUST (1)	TRUST	PA		T	322,499	22,663,253	100.000 %		No
CHARITABLE REMAINDER TRUST (2)	TRUST	PA		T	456,545		100.000 %		No
CHARITABLE LEAD TRUST (1)	TRUST	PA		T		90,692	100.000 %		No

Form 990, Schedule R, Part V - Transactions With Related Organizations

(a) Name of related organization	(b) Transaction type(a-s)	(c) Amount Involved	(d) Method of determining amount involved
BENJAMIN GARVER LAMME SCHOLARSHIP FUND	C	66,177	CASH
JACK G BUNCER CHARITABLE BUNCER FUND	C	1,649,053	CASH
MPC CORPORATION	C	3,422,930	CASH
THE DIETRICH FOUNDATION	C	15,170,431	CASH
ADVANCED ROBOTICS FOR MANUFACTURING INSTITUTE	Q	158,784	CASH
ADVANCED ROBOTICS FOR MANUFACTURING INSTITUTE	A	848,450	CASH
ADVANCED ROBOTICS FOR MANUFACTURING INSTITUTE	C	650,037	CASH