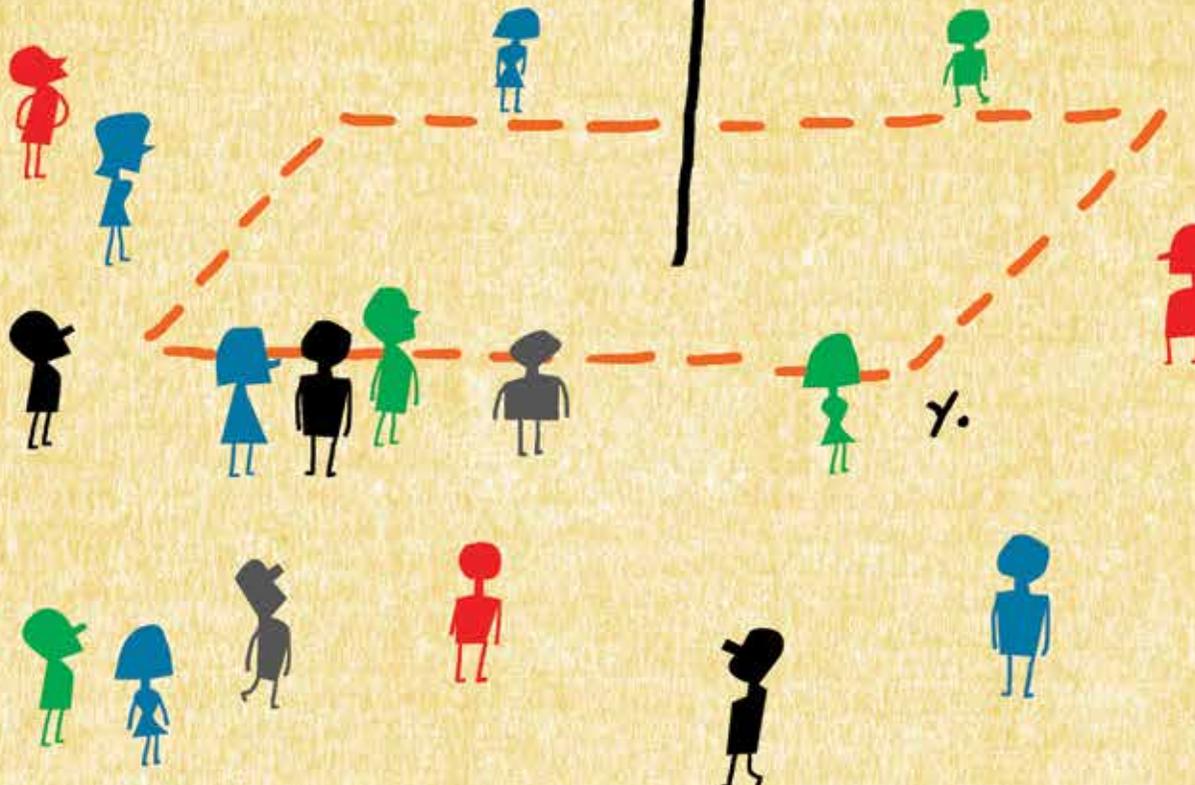


tepper

MAGAZINE

Defining Moment

The Tepper Quad inspires visions for taking the campus and business education into the future.



calendar

For more information or to register for any alumni event, visit www.tepper.cmu.edu/alumni/events.

NOVEMBER 17-20
Carnegie Bosch Institute Open Enrollment: Executive Education program: Leadership and Change Management in a Multicultural Context

NOVEMBER 17-23
Global Entrepreneurship Week

NOVEMBER 21
Undergraduate Business Waffle, Coffee and Professor: Students mix with faculty to discuss courses and seek advice over waffles and coffee

NOVEMBER 24-28
Hong Kong Trek: Hosted by the Tepper School Asian Business Association

DECEMBER 17-19
Chicago Trek: Hosted by the Tepper School Consulting Club

JANUARY 5-9
Silicon Valley Trek: Hosted by the James R. Swartz Entrepreneurial Fellows Program

JANUARY 5-9
Bay Area Trek: Hosted by the Tepper School Business & Technology Club

JANUARY 5-9
New York campus recruiting for financial services begins*

JANUARY 13
On-campus recruiting for begins for summer internships and continues for graduating students*

JANUARY 23
Undergraduate Business Waffle, Coffee and Professor: Students mix with faculty to discuss courses and seek advice over waffles and coffee

JANUARY 27
W.L. Mellon Speaker: Edward W. Stack, Chairman and Chief Executive Officer, Dick's Sporting Goods

FEBRUARY 20
Tepper Ball: Undergraduate business students gather for an evening of dining and dancing in a formal venue

FEBRUARY 27
Undergraduate Business Waffle, Coffee and Professor: Students mix

with faculty to discuss courses and seek advice over waffles and coffee

MARCH 1
Open Field Entrepreneur Fund: Application Deadline

MARCH 9-13
Doha Case Competition: Undergraduate students travel to Doha, Qatar to participate in CMU-Q's annual case competition

MARCH 23-27
Track Week: Students learn about various business tracks available in the undergraduate business program

MARCH 26
McGinnis Venture Competition: Live Final Round

MARCH 27
Undergraduate Business Waffle, Coffee and Professor: Students mix with faculty to discuss courses and seek advice over waffles and coffee

APRIL 7
W.L. Mellon Speaker: Sir Mark Moody-Stuart, Chairman, Hermes Equity Ownership Services; Former Chairman, Royal Dutch/Shell Group

APRIL 8
Tepper Spirit Day: Show your school pride by wearing or displaying your Tepper School gear! Share your photos and comments with #TepperSpirit tepperspirit.cmu.edu

APRIL 16
Olympus Show & Tell at Spring Carnival

APRIL 17-18
Alumni Reunion 2015

Check out Master's Admissions Events at www.tepper.cmu.edu/mbaevents

This event information is accurate as of the submission deadline.

Anyone interested in recruiting MBA or MSCF students at this event (or anytime in Pittsburgh) can contact Lynn Urso, Recruiting Manager, at lurso@andrew.cmu.edu

Business Board of Advisors

De Lyle Bloomquist (MSIA '88)
President
Global Chemicals Business
Tata Chemicals, Ltd.

Eric Butler (BS-CIT '81, MSIA '86)
Executive Vice President
Marketing & Sales
Union Pacific Railroad

Mark Coblitz (MSIA '82)
Senior Vice President
Strategic Planning (retired)
Comcast Corporation

David A. Coulter (IM '71, MSIA '71)
Vice Chairman
and Managing Director
Warburg Pincus

Lewis Hay III (MSIA '82)
Executive Chairman (retired)
NextEra Energy, Inc.

Gunjan Kedia (MSIA '94)
Executive Vice President
Investment Services
State Street Financial

Jon R. Kinol (MSIA '92)
Managing Director
Credit Suisse, (USA) Inc.

William M. Lambert (MSIA '90)
President and Chief Executive Officer
MSA Safety

Jack E. McGrath (MSIA '61)
Senior Vice President (retired)
strategy& (formerly Booz & Company)

Marc A. Onetto (MSIA '75)
Principal
Leadership From The Mind
And The Heart LLC

Cindy Padnos (MSIA '80)
Founder and Managing Director
Illuminate Ventures

Frank A. Risch (MSIA '66)
Vice President and Treasurer (retired)
ExxonMobil Corporation

James E. Rohr
Executive Chairman
The PNC Financial Services Group

Manoj P. Singh (MSIA '76)
Chief Operating Officer
Deloitte Touche Tohmatsu Limited

James R. Swartz (MSIA '66)
Founding Partner
Accel Partners

David A. Tepper (MSIA '82)
President and Founder
Appaloosa Management L.P.

Kevin D. Willsey (MSIA '89)
Chairman of Global Capital Markets
JPMorgan Securities, Inc.

ADMINISTRATION

Robert M. Dammon, Ph.D.
Dean

Michael A. Trick, Ph.D.
Senior Associate Dean
Faculty and Research

Laurie R. Weingart, Ph.D.
Senior Associate Dean, Education
Interim Head,
Undergraduate Programs

Alan A. Scheller-Wolf, Ph.D.
Head, Doctoral Program

John H. Mather, Ph.D.
Head, Masters Programs

Christopher Sleet, Ph.D.
Head, Economics

Duane J. Seppi, Ph.D.
Head, Master of Science in
Computational Finance Program

John Lankford
Executive Director,
Executive Education

MAGAZINE STAFF

EDITOR
Deb Lantz

CREATIVE DIRECTOR
Susan Limoncelli

DESIGNERS
Susan Limoncelli, Joey Mancuso

WRITERS
Mark Burd, Jeffery Fraser,
Katelyn Howard, Deb Lantz,
Debbi Gardiner McCullough,
Melissa Silmore

CONTRIBUTORS
Lynne Lalone, Kate Lindholm
Douglas Russell McIntyre

PHOTOGRAPHY
Chandler Crowell, Harry Giglio,
Karen Meyers, Anthony Musmanno

COVER STORY ILLUSTRATION
James Yang

Tepper Magazine is published for alumni, students, faculty, staff and friends of the business school.

©2014 Carnegie Mellon University. All rights reserved.

Please send letters to the editor and address changes to:
Office of Advancement
Tepper School of Business
Carnegie Mellon University
5000 Forbes Avenue
Pittsburgh, PA 15213
412.268.2268
dlantz@cmu.edu



Once again, we are a pacesetter in using technology to share new ideas and information within the Tepper School community.

For the past few years, Tepper Magazine has been evolving in its use of technology. We were the first B-school to introduce a magazine app, and this issue marks another technology milestone as a "hybrid" issue that provides premium content in digital format.

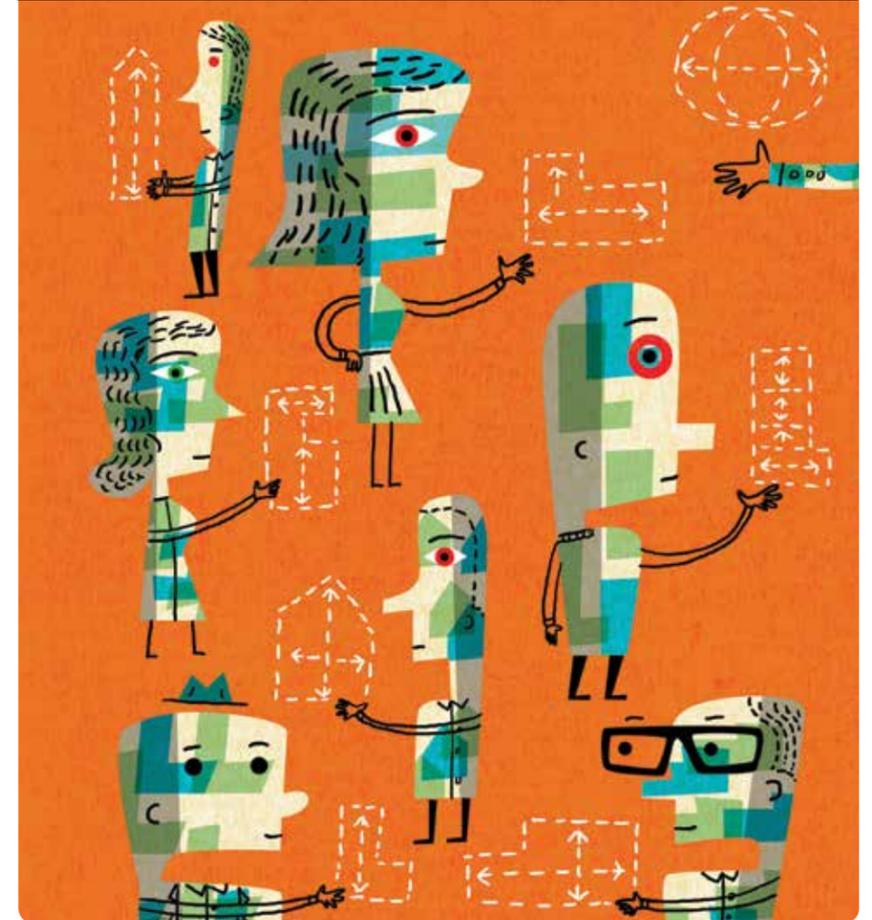
Alumni will have various options to stay connected with their alma mater: a streamlined print Tepper Magazine; an online digital magazine featuring premium content (www.tepper.cmu.edu/tepperwinter2014); and an iPad app available in the iTunes store. Each format provides rich content, video, social media and options for exploring faculty research and life at the Tepper School.

Let us know what you think! We want to make sure alumni ideas help to shape our next-generation magazine!

Robert M. Dammon

Robert M. Dammon
Dean, Tepper School of Business

PRINT MAGAZINE CONTENTS



Defining Moment

2. DAVID A. TEPPER QUADRANGLE As planning begins on the ambitious new home for the Tepper School of Business, leaders of this project reflect on the growth of the Tepper School and look ahead to the transformation the Tepper Quad will usher in.

14. ANNUAL DONOR REPORT

We are proud to recognize the growing number of alumni, students, faculty, staff, companies, foundations and friends who generously contributed to the Tepper School of Business during fiscal 2014.

46. NETWORK

Class Notes, Highlights, Awards and Accolades: Adding to the many ways that Tepper School alumni maintain connections, alumni in 14 regions across the country this summer opened their homes to new graduates and students.

The Tepper Quad initiative has also received financial backing from several alumni and community stakeholders. The contributions included a \$10 million gift from distinguished investor and venture capitalist James Swartz, MSIA '66, and his wife Susan; and a \$7.5 million gift from Richard Simmons, Pittsburgh civic leader and philanthropist. Additional leadership gifts (\$1 million-plus) have been made by Mark Coblitz, MSIA '82; David Coulter, BS '71, MSIA '71, who is vice chairman and managing director with Warburg Pincus; Tod Johnson, AM '66, MSIA '67, who is chairman and CEO with The NPD Group; Gunjan Kedia, MSIA '94, executive vice president with State Street Financial and her husband, faculty member and entrepreneur Sridhar Tayur, the Ford Distinguished Research Chair and professor of operations management at the Tepper School of Business; Per G. H. Lofberg, MSIA '73, who is executive vice president with CVS Health; Jack McGrath, MSIA '61. Joining the alumni who have made leadership gifts is PNC as a generous corporate supporter.

Defining Moment

Few 4.5 acres of land are seen as holding as much promise as those on which the **David A. Tepper Quadrangle** will rest.

The Tepper Quadrangle has been seen as nothing short of transformational from the day last November when it was announced along with the \$67 million gift to help finance it from David A. Tepper, founder of Appaloosa Management and Carnegie Mellon business school graduate. This summer found the California architecture firm of Moore Ruble Yudell in the middle of the due diligence necessary to create its design of the \$200 million structure. At the same time, administrators and faculty on campus were refining their ideas of what will happen within it.

It was in that environment that Tepper Magazine interviewed Carnegie Mellon administrators, faculty, donors and the architect who, without the benefit of detail, shared their visions of the Tepper Quadrangle and the possibilities it inspires. One certainty is that the quad will become the long-awaited new home of the Tepper School of Business. But, as their thoughts in the following pages make clear, it is envisioned as something much more.

They speak of it as a catalyst for redefining the university's approach to business education with multidisciplinary collaboration at its core; as the impressive new face of campus embodying that collaborative spirit; as an opportunity to break new ground in the use of technology to enhance learning; and as the crown of an innovation corridor along the City of Pittsburgh's Forbes Avenue with the potential to rival the top centers of technology and creativity in the nation.

1.

Transforming Business Education and Research



ROBERT M. DAMMON
Dean, Tepper School of Business

Throughout our history, the Tepper School of Business has maintained a close link between research and teaching, believing that the creation of cutting-edge knowledge is an important comparative advantage of a Tepper School education. We pride ourselves on bringing new research ideas into the classroom quickly and on using research as a driving force for innovation in our courses and curricula.

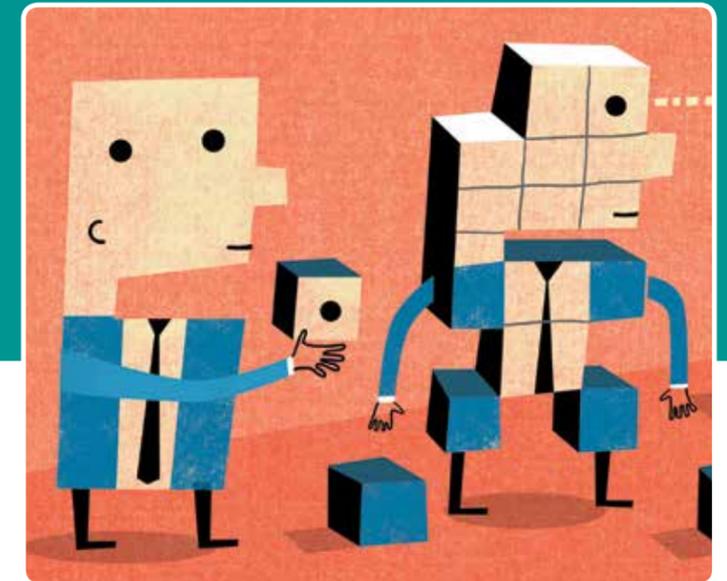
Our culture also values interdisciplinary research and education, shunning the departmental structure that is typical of most other business schools. But the notion of what is "interdisciplinary" is changing rapidly. Solutions to the most important problems facing business and society are generally not found within a single discipline, or even within the walls of a single school or college; rather they require a truly interdisciplinary approach encompassing science, engineering, humanities, business and the arts.

This is a critical time for the Tepper School of Business. Our experience as an institution, the composition of our faculty, the strength of our student and alumni populations, and the collaborative nature of the CMU community give us special advantages in meeting the changing

needs of business and society. At the same time, the demands of business and the recent trends in management education are converging on the core strengths of CMU and the Tepper School, including:

- > The increasing importance of big data and business analytics,
- > The need for bright, energetic graduates with strong analytical and leadership skills,
- > A growing interest in innovation and entrepreneurship, especially at the intersection of technology and business,
- > The emergence of alternative technologies for the delivery of education and the increasing demand for flexibility and personalization in education,
- > The need for greater interdisciplinary learning, research and business solutions.

The Tepper Quad will enable us to realize our vision of being one of the world's most innovative and impactful business schools — creating a 21st century research and learning environment that promotes strategic interaction and interdisciplinary collaboration across the entire CMU campus, is a focal



point for university-wide innovation and entrepreneurship, and features cutting-edge technologies to connect people, places, and ideas. The Tepper Quad is the literal point of convergence where Carnegie Mellon's unique distinction — collaboration — is showcased and magnified. The result will be a new, higher standard within management education, where students and faculty from around the globe come for opportunities and an environment where they can innovate, create and have the greatest impact.

Led by the unprecedented generosity of David Tepper, we have the commitment of other visionaries who understand that the nature of business is changing and that we are one of the few business schools and universities prepared to lead the way. Transforming management education and research is an extreme undertaking. We know because we did it once before at the time of the school's founding. But the time for a new sea change in management education and research — characterized by interdisciplinary problem solving — is upon us. With the Tepper Quad, the transformation can be realized. ■

4. Innovation is a Contact Sport



SUBRA SURESH
President, Carnegie Mellon University



As a leading research university, Carnegie Mellon University is relatively young compared to most of our peer institutions. In spite of our youth, we have come a long way in a short period of time, and the uniqueness of our intellectual portfolio is quite remarkable.

The accomplishments of people who shaped Carnegie Mellon's history during the past century were grounded in deep scholarship, enormous creativity and a keen sense of how academic work influences society. There has also been an innovative and entrepreneurial spirit on campus from the beginning, grounded in unconventional bold thinking that crossed traditional disciplinary boundaries. This spirit played a catalytic role in helping Carnegie Mellon create new ways in which business and management are taught in academia, and to pioneer fields such as the science of learning, artificial intelligence and machine learning, which are now viewed as critical fields for the future of many technologies that impact the daily lives of billions of people around the globe.

The Tepper Quad embodies a unique vision that will converge and focus the distributed strengths of the university, amplifying the innovative and entrepreneurial culture of our campus many times over. I envision it as a new focal point of the campus while becoming the next phase of evolution and growth for Carnegie Mellon and Forbes Avenue as a major innovation corridor of our region and our nation.

The Tepper Quad will be the new home for the Tepper School of Business with expansion space to allow it to grow. But the Tepper Quad is not just a place to house the business school. It is a vision that connects key strengths of Carnegie Mellon in a seamless way. It is our hope that the buildings to be built on the Tepper Quad will become iconic examples of how learning is defined and practiced in a global research university in the 21st century. For the Carnegie Mellon campus in Pittsburgh, it also will provide opportunities to develop modern work environments that provide quality space for people to meet, collaborate and work together while connecting globally through modern technologies; establish new paradigms for interdisciplinary research; emphasize environmental sustainability, health and wellness; integrate the arts, sciences, technology and business; provide for a Welcome Center for the university that conveys our rich heritage to visitors; a café; and the largest auditorium on campus.

Innovation is a contact sport. While innovation can happen virtually, it is accelerated and enriched by face-to-face conversations, meetings and collaborations. The careful design of the physical spaces in the Tepper Quad will encourage people to gather and work together in new and unique ways, and will define the next frontiers in education, learning and doing, and lifelong connections to our campus and alumni and partners from around the globe. ■



3. Introducing New Teaching and Learning paradigms

research confirms that the most effective instruction is one that is interactive, takes into account the student's prior knowledge and engages the student in learning-by-doing.

There are world-class resources on campus that integrate learning science into educational technology — the Eberly Center and the Simon Initiative are key players that understand the powerful effects of combining educational technology and pedagogy.

Our approach is to make the educational technology interactive, based on the learning science, and to do it in ways that allow us to collect data on learning. The data can help inform the learning scientist, inform faculty on how to adapt their teaching and inform students on how they are learning so they can become more effective independent learners.

Herb Simon never used overheads when teaching and rarely wrote on the chalkboard. He knew that if students were copying his notes from the overhead or board, their attention was less focused on thinking about what he was discussing. He thought about how technology interacts with the nature of human learning to adjust his teaching. That's consistent with the Simon Initiative and Carnegie Mellon's approach. When we put technology in place, it's because we believe it will increase the effectiveness of teaching and learning or transform the nature of teaching and learning. ■



MARSHA LOVETT
Director of the Eberly Center for Teaching Excellence and the Office of Technology for Education; Co-Director of the Simon Initiative

When you think about it, we are designing the future educational experience with the Tepper Quad. I don't mean just the classrooms, but classrooms alongside informal learning spaces — the entire learning environment, which is a key part of the learning experience.

Today, the Eberly Center and Simon Initiative are helping that process throughout the Carnegie Mellon University campus. Going forward, the Tepper Quad will also be making significant advances.

One way is to promote a new teaching and learning paradigm so the space can be well-equipped to enable interaction and create both immersive and authentic, real-world experiences that prepare students for the work they'll do after they graduate.

While a lot of the attention that educational technology receives is focused on increasing access and delivering content, Carnegie Mellon's approach is different. We focus on student outcomes, not just increasing access to knowledge. We want to engage students in the content more effectively.

One reason to do that is very basic: It's what the science tells us we should do.

Carnegie Mellon and Pittsburgh are world leaders in learning science. And time and again, the

4. Embracing the New



JAMES SWARTZ
Co-founder, Accel Partners

Development of the Tepper Quad will transform management education at Carnegie Mellon University in a way that is as defining and remarkable as our formative years — that brilliant era when management science revealed a new way of thinking about business.

Having spent more than four decades at the epicenter of entrepreneurship and venture capital, I've learned to recognize those characteristics that lead to transformative success. The industries may vary, but the fundamentals that result in innovative change are constant.

Carnegie Mellon University and the Tepper School are enjoying a defining moment, as they envision the bold steps that will change the way teaching and learning occur. President Subra Suresh and Dean Bob Dammon have an aspirational vision focused on transforming management education forever.

I've been blessed to be an early participant in what has become the world's economic engine, but I clearly recall those early years when entrepreneurship and venture capital were unknown, curious paths. Pioneering can be lonely work. Describing change in the context of a category (or institution) that will not exist until you enter it is not for the faint of heart. The companies in which I invested and the people I have supported knew the world needed to change and understood how to use change to make a difference.

Teaching leaders to take risks, assess change, innovate quickly and develop new ways of thinking and learning are long-standing characteristics of



the Tepper School. This vital ability to bring about competitive advantage will be greatly enhanced by the new Tepper Quad, which presents the opportunity to structure our school and the university for new ways of innovating.

The concept of the new structure is impressive: a culture of campus-wide interconnectedness that will unite colleges and research centers; a small size that takes advantage of proximity and interactions for more nimble, creative and enterprising discoveries; and, most importantly, the intellectual capital of the best minds in management education research and teaching.

In the Silicon Valley innovation is intertwined with the fabric of a culture where change is second nature. Likewise, the creators of the Tepper Quad are comfortable with the notion of reinvention that will strategically position the business school in the context of the rest of the university. Ideas will quickly evolve into realities while bringing clarity and relevance to the opportunities we anticipate.

The Tepper School is not building a new building because it needs more space. It is building the Tepper Quad because the world needs a new way of melding creative thinkers with the best risk-taking business leaders. ■

5. The Tepper Quad: An Unforgettable First Impression



DAVID MAWHINNEY
Executive Director, Donald H. Jones
Center for Entrepreneurship;
Co-director, Center for Innovation
and Entrepreneurship

The Tepper Quad will be emblematic of what Carnegie Mellon University is best known for: interdisciplinary collaboration. As anybody who has stepped foot on this campus and witnessed our students and faculty at work knows, we are a university and a business school that understands and excels at merging ideas to create revolutionary new products, businesses and companies. Pittsburgh enjoys global recognition as an engine of innovation, and Carnegie Mellon boasts a reputation as a great entrepreneurial university.

I can't think of anything better than traveling up Forbes Avenue toward campus and being greeted by the Tepper Quad. You only get one chance to make a first impression, and Carnegie Mellon's will be a building that is the physical and strategic representation of our leadership in innovation.

Showcasing our leadership is important. First, it's a reflection of the transformation of this region. Pittsburgh in the '80s was powered largely by corporate headquarters and a manufacturing economy. We've since transitioned to a knowledge, service and technology economy, and Carnegie Mellon was instrumental in that transformation.

Showcasing our leadership in innovation and entrepreneurship also has potential

for attracting all of our stakeholders. It will attract the best and brightest students because they will recognize that the academic and professional experience offered here is difficult to find elsewhere.

We will attract the best and brightest faculty because this campus will be unparalleled in the research and teaching environment it offers — allowing our intellectual capital to traverse disciplines in a way that spurs knowledge discovery instead of “administering” it.

We will attract investors. We have a track record over the past five years of attracting venture capital from both coasts to invest in our companies. Last year, the university launched more than 36 new companies across industries such as robotics, software, energy, healthcare and finance. In Silicon Valley, India and Pittsburgh, in particular, we are creating jobs and redefining traditional industries. The Tepper Quad will be a cross-campus thoroughfare of talent and ideas that will accelerate our current momentum.

Carnegie Mellon is a place where those seeking an environment for innovation find that unfettered access to the entire campus is the norm, not a unique circumstance. Here, people bump into one another, share ideas, projects and possibilities. It's been these “constant collisions” that have made us great.

I have a front row seat in witnessing the difference we are making in the world. The Center for Innovation and Entrepreneurship offers disciplines from all over campus the opportunity to collaborate and create new value via new companies, products and services. The Tepper Quad will become the physical, emotional and strategic epicenter of innovation. It will inspire those collisions that are crucial to interdisciplinary collaboration, ensuring we remain an engine of innovation.

We may live in a digital world, but the best ideas still rise from human interaction. ■





6.

Designing to Inspire

“The Tepper Quad, the building, will never be as important as what the people in the building are doing. The building will meet people’s needs, make them feel good about being in the space and encourage interaction and community. It will set the stage for great things to happen.”

– Buzz Yudell, Partner, Moore Rubell Yudell architects & planners

Fundamentally, this is a very different building project from what you would see on most college campuses. The Tepper Quad integrates the entire campus community, breaking down the barriers of what would be a typical professional school. You don’t see this in higher education, and that makes it even more exciting.

Another aspect of this is that President Suresh, Dean Dammon, the faculty and the university team as a whole are very open to exploration — and not just interested in experimenting on the margins. They’re thinking about where they are going. They’re open to new ideas. So we have this feeling that we are on the cusp of a great discovery and need to step up and meet the challenge of providing a place that adds value, excitement and energy.

Routledge:

It’s exciting to think about what lies ahead. What followed the introduction of the Graduate School of Industrial Administration (GSIA) in 1951 was pretty remarkable. The business school re-imagined and reinvented business research and education by connecting it firmly to its core foundations of economics, mathematics and psychology rather than the established functional areas of “finance” or “marketing.” As an example of what that produced, Carnegie Mellon University’s computer science, statistics and public policy studies all started right in our basement. What will spring from the new building?

Today, the time is right to once again re-imagine what business schools ought to be. The business school of the future won’t be a silo. Our vision is a new building as a place where business education reaches beyond the borders of classical business school coursework. There are best-in-class programs across the Carnegie Mellon campus that will be part of the management education experience. We will teach what lies between the disciplines as well as lies within them.

WHAT DO YOU CONSIDER WHEN DESIGNING FOR TECHNOLOGY-ENHANCED LEARNING?

Yudell:

What is certain about technology is that it is going to change and change quickly. The building needs to have the robust infrastructure that allows for continuing change and evolution of technology. That’s one aspect.

Another is that we need to allow for a range of teaching opportunities or styles that go from low tech to highly technology enhanced. I think that whatever happens with technology, there will always be a spectrum from low tech to high tech. And now the spectrum is expanding rapidly with global education and mixed delivery of education in terms of location and technology.

HOW DO YOU APPROACH DESIGN IN TERMS OF ENHANCING INTERACTION AND COLLABORATION?

Routledge:

Successful business schools or successful buildings are places that draw people in because you can feel the energy and excitement from the people who are there. You want to engage in what is going on. You go there because it’s a place where you want to be. The Tepper Quad will be this conspicuous spot on campus known as a place you need to be to collaborate and innovate.

Yudell:

The primal aspect is that we are social animals. We live and thrive through exchanging information. We are wired to want and need and benefit from a range of interactions. But, at the same time, that must be balanced with places of refuge.

You have a range of choices to consider, needs to address. Places that are intimate give you one kind of feeling. Places that are celebratory and grand give you another feeling. Places that are active and lively should be balanced with places that are quiet and calming. It’s the range of different qualities and scales of environment that enliven a place.

You also have a range of uses to consider. In that sense, a successful professional school is not unlike a successful small town or village. You want to be able to seek out the things you want and need at the moment.

Routledge:

Or you might want a quick course on econometrics or somebody to bring you up to speed on Securities and Exchange Commission regulations.

Yudell:

You want a place where people want to spend their day. We often think of buildings as celebrating human life and celebrating community. Part of the challenge is to make the building supportive, nurturing, connected to nature and a place that brings people together, while also being flexible. We want to do that while not trying to precisely model or reflect the research and activities that goes on there and the culture. We don’t want to make the fit too tight.

The Tepper Quad, the building, will never be as important as what the people in the building are doing. The building will meet people’s needs, make them feel good about being in the space and encourage interaction and community. It will set the stage for great things to happen. ■



BRYAN ROUTLEDGE

Associate professor of finance; chair, Tepper School Building Committee



BUZZ YUDELL

Moore Rubell Yudell Architects and Planners

“My professors created an environment where you couldn’t escape the dream of owning your own business. I was always encouraged to think as imaginatively and strategically as I could.”

MEREDITH GRELLI, MBA '10, WIGLE WHISKEY



 Hear more from Meredith:
Visit: www.tepper.cmu.edu/grelli

Alums like Meredith Grelli, MBA '10, find support from faculty, staff and their classmates help them to thrive. Show your support by investing in Tepper School students. Please make your contribution to the annual fund today!

www.tepper.cmu.edu/onthemove

**on the
move!**
TEPPER SCHOOL OF BUSINESS



DEAN BOB DAMMON AND SENIOR ASSOCIATE DEAN LAURIE WEINGART

CELEBRATED THE RECORD-SETTING 82 PERCENT STAFF PARTICIPATION IN THE 2014 ANNUAL FUND

WITH A PANCAKE BREAKFAST AND GROUP PHOTO ON AUGUST 26.

“When I became dean in May 2011, I knew our staff members were committed to the mission of the Tepper School, but I didn’t realize how committed. This level of staff participation is remarkable; I couldn’t be more proud of what they have accomplished!”

thanks!