A black and white portrait of Andrew Carnegie, an elderly man with a full white beard and mustache, wearing a dark hat. The portrait is partially overlaid by a red horizontal bar that contains the title text.

the Carnegie Trusts and Institutions

*Carnegie Hall | Carnegie Library of Pittsburgh | Carnegie Museums of Pittsburgh
Carnegie Mellon University | The Carnegie Trust for the Universities of Scotland
Carnegie Institution for Science | Carnegie Foundation | The Carnegie Dunfermline Trust
Carnegie Hero Fund Commission | The Carnegie Hero Fund Trust
The Carnegie Foundation for the Advancement of Teaching | Carnegie Endowment for International Peace
Carnegie Corporation of New York | The Carnegie UK Trust
Carnegie Council for Ethics in International Affairs*

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ANDREW CARNEGIE'S LIFE IN BRIEF

ANDREW CARNEGIE

Andrew Carnegie was born in Dunfermline, Scotland, on November 25, 1835. He was the first son of William Carnegie, a linen weaver and local leader of the Chartists (who sought to improve the conditions of working-class life in Great Britain), and of Margaret Carnegie, daughter of Thomas Morrison, a shoemaker and political and social reformer. William Carnegie's handloom business dwindled in the wake of industrialization, and in 1848 the family emigrated to the United States, settling in Allegheny, Pennsylvania. There, at the age of 13, Andrew began his career as a bobbin boy in a cotton factory. A voracious reader, he took advantage of the generosity of an Allegheny citizen who opened his library to local working boys. Books provided most of his education as he moved from being a Western Union messenger boy to telegraph operator and then to a series of positions leading to the superintendent of the Western Division of the Pennsylvania Railroad.

While still employed by the Railroad, Carnegie invested in a new company to manufacture railway sleeping cars. From there, he expanded his business ventures to encompass the building of bridges, locomotives and rails. In 1865, he organized the first of his many companies, the Keystone Bridge Company, and in 1873, the first of his steel works. Carnegie's companies were founded not as stock corporations but as partnerships, in line with his philosophy that "it shall be the rule for the workman to be Partner with Capital, the man of affairs giving his business experience, the working man in the mill his mechanical skill, to the company, both owners of the shares and so far equally interested in the success of their joint efforts." As associates, Carnegie attracted young men with exceptional talent for organization management. The steel company prospered, and when Carnegie sold out to J.P. Morgan in 1901, the Carnegie Company was valued at \$400 million. It figured prominently in the newly formed United States Steel Company.

Carnegie's Philanthropic career began around 1870. He is best known for his

gifts for free public library buildings. His first such gift was to his native Dunfermline in 1881, and it was followed by similar gifts to 2,508 communities in the English-speaking world. In 1889, he wrote “The Gospel of Wealth” in which he boldly articulated his view that the rich are merely “trustees” of their wealth and are under a moral obligation to distribute it in ways that promote the welfare and happiness of the common man. Carnegie was a prolific writer, but the quotation for which he is most famous comes from “Wealth”: “The man who dies thus rich dies disgraced.”

When Carnegie retired from business in 1901, he set about in earnest to distribute his fortune. In addition to libraries, he provided hundreds of church organs to local communities, he was the benefactor of numerous colleges and schools and of nonprofit organizations and associations in his adopted country, in his native land and in other parts of the world. His most significant contribution, both in terms of money and in terms of enduring influence, was the establishment of several endowed trusts or institutions bearing his name.

Andrew Carnegie died in 1919, leaving his wife, Louise Whitfield Carnegie, and their daughter, Margaret Carnegie Miller. All told, he had given away about \$350 million during his lifetime, but the legacy of his generosity continues to unfold in the work of the trusts and institutions that he endowed. These, bearing his name, are described in this booklet.

THE CARNEGIE TRUSTS AND INSTITUTIONS

CARNEGIE HALL

*881 7th Avenue
New York, New York 10019*

On May 5, 1891, the Music Hall founded by Andrew Carnegie opened with a concert featuring the American debut of Pyotr Ilyich Tchaikovsky. The event was at once heralded as a triumph for music and architecture. Designed by William B. Tuthill, the building was a self-contained performing arts complex with three auditoriums, and it quickly became known simply as “Carnegie Hall” in recognition of the great industrialist whose second career in charitable work set a new standard in philanthropy.

Tchaikovsky’s opening-night appearance set an auspicious precedent for the array of classical musicians and conductors for whom the Hall would become the essential venue in the United States. Henceforth, a success at Carnegie Hall would be the litmus test of artistic greatness. Among the musicians who have appeared at Carnegie Hall throughout the years are Daniel Barenboim, Maria Callas, Enrico Caruso, Pablo Casals, Jascha Heifetz, Josef Hofmann, Vladimir Horowitz, Gustav Renée Fleming, James Levine, Yo-Yo Ma, Mahler, Sergei Rachmaninoff, Arthur Rubinstein, Arturo Toscanini, Leopold Stokowski, George Szell and Bruno Walter.

Great American orchestras have been a staple of Carnegie Hall programming since the Hall’s first decade, when both the Boston Symphony and Chicago Symphony made their first visits. Over the years it has become a home away from home for the orchestras of Cincinnati, Cleveland, Philadelphia, Pittsburgh, San Francisco, St. Louis and Washington, D.C., among others. Also calling the Carnegie Hall stage home are the most renowned international symphonic ensembles, including the philharmonic orchestras of Berlin and Vienna, the Amsterdam Concertgebouw and the Kirov Orchestra.

From its inception, Carnegie Hall has prided itself on its importance as a showcase for American culture.



MR. AND MRS. CARNEGIE PRESIDING OVER THE LAYING OF THE CORNERSTONE OF THE NEW MUSIC HALL BUILDING, NEW YORK, MAY 13, 1890
PHOTO: MICHAEL OLDFORD



CARNEGIE HALL EXTERIOR
PHOTO: DON PERDUE

Early jazz was first heard at Carnegie Hall in 1912, in a concert by James Reese Europe's Clef Club Orchestra. The Hall has since featured a cavalcade of jazz greats that has included Fats Waller, W. C. Handy, Louis Armstrong, Count Basie, Billie Holiday, Dizzy Gillespie, Ella Fitzgerald, Charlie Parker, Oscar Peterson, Sarah Vaughan, Gerry Mulligan, Mel Tormé, Miles Davis and John Coltrane. A 1938 concert by Benny Goodman and his band, one of the most celebrated events in Carnegie Hall history, marked a turning point in the public acceptance of swing. Duke Ellington made his Carnegie Hall debut in 1943 with the New York premiere of his tone poem *Black, Brown, and Beige*.

Folk and rock have been equally well represented at the Hall. The first folk singer to perform at Carnegie Hall was John Jacob Niles in 1933. Following in his footsteps have been Woody Guthrie, Pete Seeger, Judy Collins, Arlo Guthrie, Bob Dylan and Joan Baez, and more recently artists such as Kate and Anna McGarrigle, Odetta and Doc Watson. Pop entertainers who have performed at Carnegie Hall include Josephine Baker, Judy Garland, Ethel Merman, Nat King Cole, Lena Horne, Frank Sinatra, Liza Minnelli, and Tony Bennett. In 1964, the Beatles made their New York concert debut (their third live appearance in the United States) at Carnegie Hall. They were followed by the Rolling Stones that same year and, through the years, by the Doors, Elton John, David Bowie, Sting, James Taylor, Brian Wilson, Stevie Wonder, Lyle Lovett, Emmylou Harris, David Byrne, and Randy Newman.

It seems improbable, thus, that Carnegie Hall was nearly razed approximately a half century ago. When the building was put up for sale in the mid-1950s, the only interested parties were developers, who proposed erecting an office skyscraper on the site of Carnegie Hall, and the date of March 31, 1960, was set for the Hall's demolition. Although many wanted to save the Hall, and several committees to help rescue it were formed, it was only at the eleventh hour that the Committee to Save Carnegie Hall, headed by Isaac Stern, was able to stop the impending demolition. On May 16, 1960, as a result of special state legislation, New York City was permitted to purchase Carnegie Hall for \$5 million. A new nonprofit organization, the Carnegie Hall Corporation, was chartered, and to this day it manages the building and its operations. Isaac Stern served as president of the Corporation for over four decades, until his death in September 2001.

Carnegie Hall thrived throughout the 1960s and most of the following decade, but by the late 1970s, concerns were mounting about the physical condition



CARNEGIE HALL EXTERIOR, 1899

of the Hall, and a 1981 architectural evaluation showed a serious need for renovation. Carnegie Hall celebrated the 25th anniversary of its “saving” by announcing a \$60 million capital campaign committed to the restoration and renovation of the building. On May 18, 1986, Carnegie Hall closed its doors and on December 15 of the same year reopened with a completely refurbished main lobby, box office, Recital Hall, Main Hall, and backstage area.

In 1987, the Recital Hall was renamed Joan and Sanford I. Weill Recital Hall at Carnegie Hall in recognition of the long-standing generosity and support of current Carnegie Hall Chairman Sanford I. Weill and his wife. Carnegie Hall’s Rose Museum opened in April 1991, coinciding with the Hall’s centennial season, when it began displaying historical memorabilia from the Hall’s archives, as well as special exhibitions relating to themes in concert programming. In January 1997, the Main Hall was dedicated as Isaac Stern Auditorium, and in May 2006, its stage was named the Ronald O. Perelman Family Stage, in recognition of the support of the longtime Carnegie Hall Trustee and his family.



ISAAC STERN AUDITORIUM, STAGE VIEW

Carnegie Hall announced a Composer's Chair for the first time in its history in January 1995, and those named to the position have served as collaborators in many aspects of the Hall's activities. Ellen Taaffe Zwilich was the first appointee, followed by Pierre Boulez, John Adams, Thomas Adès, Elliott Carter, and currently Louis Andriessen. In 1999, the Composer's Chair was named in honor of Trustee and Chairman Emeritus Richard Debs and his wife, Barbara. Other recent programming initiatives include several signature series: Making Music, featuring conversations with and the performance of works by living composers; and Perspectives, in which select musicians are invited to explore their musical individuality and create their own concert series in collaboration with other musicians and ensembles.

Plans were announced in January 1999 to renovate Carnegie Hall's lower level, which had served various purposes in its first century as a medium sized auditorium for music and theater, and then as a movie house. The new performance space opened in September 2003 as Judy and Arthur Zankel Hall with a two-week Opening Festival representative of its season programming—from classical, jazz, world, and pop music to family concerts and education programs. The completion of Zankel Hall also represented Carnegie Hall's return to its founder's vision of three great halls of varying sizes all under one roof. The technologically advanced venue, which seats approximately 600, can be configured in a number of ways and features high-performance communications networks that allow for multimedia productions and interactive educational activities.

Also in September 2003, Carnegie Hall established the Weill Music Institute at Carnegie Hall, in honor of Board Chairman Sanford I. Weill. The Institute uses the resources of Carnegie Hall's three stages in a comprehensive variety of acclaimed music education programs that reach a broad audience—ranging from preschoolers to adults, concertgoers to emerging professional musicians—in the New York metropolitan region, across the United States, and around the world.

In January 2007, in partnership with The Juilliard School and New York City's Department of Education, Carnegie Hall created The Academy, an innovative two-year fellowship program that takes the best young professional musicians in the US, provides them with performance and training opportunities, and pairs them each with a local public school, encouraging them to inspire a love

of music in a new generation.

Also in 2007, Carnegie Hall began to present major international and national festivals exploring interesting cultural themes. These festivals offer audiences opportunities to undertake compelling journeys of discovery, connecting different musical genres and art forms across the entire cultural spectrum that include not only extraordinary concerts at Carnegie Hall, but also films, lectures, readings, museum exhibits, and more, through partnerships with other institutions. Equally important to each festival are educational programs in the New York City schools, designed to stimulate the imagination of students and nurture their creativity.

Today, Carnegie Hall presents nearly 190 concerts each year—from orchestral performances, chamber music, recitals, and choral music to folk, world, musical theater, and jazz—and more than 350 education events per season through the Weill Music Institute. Continually building on its longstanding tradition of excellence and innovation, Carnegie Hall remains one of the world's premier concert venues.

For more information, please visit: www.carnegiehall.org

CARNEGIE LIBRARY OF PITTSBURGH

*4400 Forbes Avenue
Pittsburgh, Pennsylvania 15213*

The establishment of Carnegie Library of Pittsburgh was forecast in a letter dated November 25, 1881 from Andrew Carnegie to the Mayor of Pittsburgh. In the letter, Mr. Carnegie offered to donate \$250,000 for a free library, with the stipulation that the City would agree to provide the land and appropriate funding for library operations. After additional consideration, Mr. Carnegie increased his charter investment to \$1 million to build and equip a Main Library and five neighborhood branches.

Founding public libraries became a personal philanthropic mission for Mr. Carnegie. To him, libraries were vital, non-luxury assets to be supported by public dollars. When finished, Mr. Carnegie had established more than 2,500 libraries around the world.

The Library's first annual report, dated January 31, 1897, shows a staff of nineteen and a book collection of 27,000 volumes. The growth and use of the Library during its first decade proved that Pittsburghers would eagerly respond to the offer of books and library services.

Five branches—Lawrenceville, West End, Hill District, Mt. Washington and Hazelwood, all opened between 1898 and 1900—and East Liberty, opened in 1905, served Pittsburgh's neighborhoods offering reading clubs and extended services. The South Side Branch opened on January 30, 1909, the last of the Pittsburgh libraries to be financed from Mr. Carnegie's original gift to the City.

The Library's Homewood Branch, dedicated March 10, 1910, was by far the largest of the branches. Mr. Carnegie departed from his usual custom of requiring the City to provide the land for libraries by purchasing it himself. Homewood was the eighth and last of the Carnegie branches, and the last branch to be erected in Pittsburgh until 1964 when the City of Pittsburgh



CARNEGIE LIBRARY OF PITTSBURGH-MAIN, LOCATED IN THE OAKLAND NEIGHBORHOOD OF PITTSBURGH WAS DEDICATED ON NOVEMBER 5, 1895

began its building program.

Today, Carnegie Library of Pittsburgh serves the citizens of Pittsburgh and Allegheny County with a distinguished history of leadership among the country's great public libraries. Through its 19 locations, including Main Library in Oakland and the Library for the Blind and Physically Handicapped, Carnegie Library of Pittsburgh is the region's most visited asset, welcoming more than 2.6 million people in 2008. Through its 19 neighborhood locations, including Main Library and the Library for the Blind and Physically Handicapped, Carnegie Library of Pittsburgh is the region's most visited asset, with 2.6 million visitors in 2008. Each year the Library provides valuable resources, free programs, classes and training opportunities that engage the community in literacy and life-long learning.

As one of the first public library systems in the United States, Carnegie Library of Pittsburgh is proud to mark these important milestones for library services:

- First Library Storytime, 1899
- First fully organized children's department, 1899
- First Training Class for Children's Librarians, 1900
- First Science and Technology Department, 1902
- Services to the Blind, 1907

- Depository for Library of Congress catalogue cards, 1908
- First “browsing room” in a large city library, 1938
- First Public Library/Private College partnership, 1997

Since 1895 the library has built an extensive collection of materials about the history of Pennsylvania. In 1928 the materials were consolidated into one unit, the Pennsylvania Department. The department has resources on Pennsylvania history, biography, law, economics, sociology, and demographics with an emphasis on Pittsburgh and Western Pennsylvania.

Collections include:

- Andrew Carnegie Collection: Books, pamphlets, scrapbooks, and correspondence by or about Andrew Carnegie.
- Pittsburgh Photographic Library: More than 100,000 negatives and prints that are a visual history of the city of Pittsburgh from its origin through its industrial development and renaissance. The department



CARNEGIE LIBRARY OF PITTSBURGH-HOMEWOOD WAS ANDREW CARNEGIE'S HOME LIBRARY. RECENT RENOVATIONS HAVE RESTORED ITS ORIGINAL GRANDEUR WHILE PROVIDING FOR MODERN LIBRARY SERVICES



CARNEGIE LIBRARY OF PITTSBURGH-SQUIRREL HILL FEATURES A LIGHT-FILLED, OPEN ATMOSPHERE, USER-FRIENDLY SIGNAGE, AND MOBILE BOOK SHELVES

also maintains a small circulating collection of pictures of Pennsylvania and Pittsburgh subjects.

- Genealogy and Heraldry: Family histories; census enumeration schedules of Pennsylvania, 1790–1920; a surname index file; Pittsburgh newspaper marriage and death notice indexes; city directories.
- Pittsburgh Clipping File: Circa 1900 to date, this file contains thousands of articles from local newspapers covering a variety of historical and current topics and personalities of the Pittsburgh area.
- Manuscripts: A number of collections consisting of original documents and personal papers reflecting the history of Pittsburgh.

With the proliferation of new technologies, it is now possible to access library resources at any time of day or night from any location using any type of communications-enabled electronic device. In addition to millions of publications, the Library's virtual collection includes eBooks, full text newspapers and journals, eAudio, photographic images, streaming music and spoken word.

Today the Library faces the challenge of adapting nineteenth century buildings to fit twenty-first century requirements. While Andrew Carnegie provided the seed money to build the library facilities; he did not leave an endowment for their ongoing operations and maintenance. Thanks to local, county and state governments, corporations, foundations and individuals, Carnegie Library of

Pittsburgh's Libraries for LIFE Capital Campaign is renewing library buildings to meet the needs of today's library customer. In 2000 Carnegie Library of Pittsburgh embarked upon a \$55 million capital campaign, the first in the Library's history, to make neighborhood libraries accessible system-wide. Since the campaign began, the Library has renovated or relocated eight neighborhood libraries and completed a partial renovation of the Main Library, First Floor. CLP-Allegheny is the eighth library to be completed in the system-wide renewal, and the city's second newly constructed library since 1980. To date, the Library's efforts have resulted in significant investment in Pittsburgh neighborhoods, providing a range of library services and programs for children, teens and adults and facilities that accommodate new collections and 21st century technology.

Just as they did more than a century ago, library buildings continue to function as cornerstones of society – providing gathering places and promoting lifelong literacy and learning. In 2009 Carnegie Library of Pittsburgh began a community dialogue to engage the region's citizens in protecting the long-term sustainability of the City's library system. As a valued community resource, Carnegie Library of Pittsburgh represents a higher investment in to the community, it is an economic generator and a symbol of stability.

For further information please visit: www.carnegielibrary.org

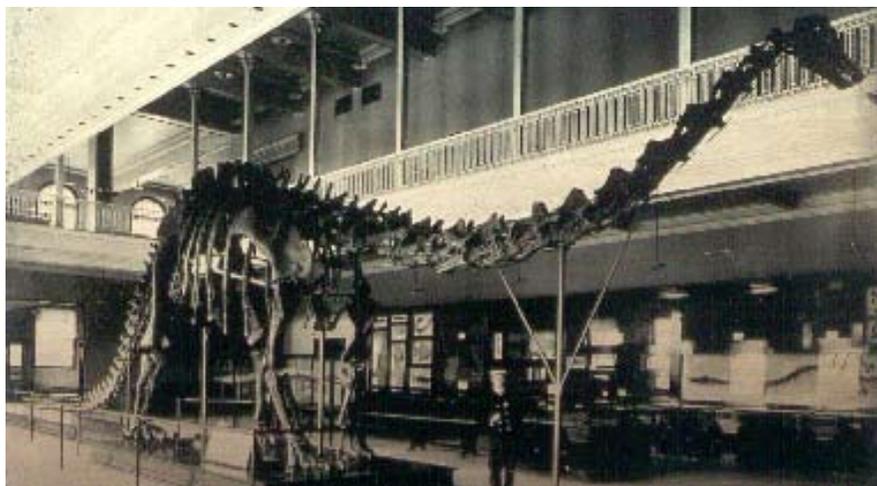
CARNEGIE MUSEUMS OF PITTSBURGH

*4400 Forbes Avenue
Pittsburgh, Pennsylvania 15213*

The history of Carnegie Museums is book-ended by two periods of growth and diversification. The first was a decade of furious expansion, starting with the founding of Carnegie Museums of Pittsburgh in 1895. Andrew Carnegie called this great building his “monument,” and he considered it the chief satisfaction of his life. That’s saying a lot, considering that this son of a poor Scottish weaver grew up to become one of the world’s most successful entrepreneurs and philanthropists. In 1896, Carnegie Museums held the first *Carnegie International*, second only to the Venice Biennale as the world’s oldest and most prestigious international exhibition of contemporary art, and the museum’s collection of art quickly grew as a result. Two years later, in response to news that the bones of “colossal” prehistoric creatures were being found out west, Carnegie sent a scientific crew to Utah, where they would find their first of many dinosaur specimens.

To make room for the display of his new namesake, *Diplodocus carnegii*, Andrew Carnegie broke ground on Carnegie Museums’ first major expansion in 1904. While the most famous product of that expansion was the great Dinosaur Hall, its neighboring hall, the Hall of Architecture, perhaps best embodied Andrew Carnegie’s desire to “bring the world” to the people of Pittsburgh. He knew that most of those people would never leave their neighborhoods, their city, let alone the country. So he created a room filled with the casts of some of the greatest architectural wonders of the world. The hall itself is modeled after one of the seven wonders of the ancient world, the Mausoleum at Halicarnassus, and its rare collection of casts is the largest on display anywhere in the world today.

Carnegie Museums’ second most ambitious period of growth began in 1974, with the opening of the Sarah Scaife Galleries, which gave Carnegie Museum of Art’s constantly growing collections their own elegant space. Between 1980 and 1993, Carnegie Museum of Natural History added a number of new ex-



DIPLODOCUS IN DINOSAUR HALL (SOMETIME BETWEEN 1908 AND 1915)

hibit halls: *Hillman Hall of Minerals & Gems*, *Polar World*, the *Benedum Hall of Geology*, the *Walton Hall of Ancient Egypt*, and the *Hall of African Wildlife*. And in 1991, Carnegie Science Center entered the Carnegie Museums fold through a partnership between Carnegie Museums and the Buhl Foundation. Home to Buhl Planetarium, an IMAX® theater, and hundreds of interactive science exhibits, the Science Center now attracts more than half a million people a year. By the time of its Ten-year anniversary in 2001, the Science Center opened *Sports Works*, the largest collection of sports and science exhibits in the world.

In 1994, Carnegie Museums again brought something new and irreplaceable to Pittsburgh and the world: The Andy Warhol Museum, the most comprehensive single-artist museum in the United States. In addition to presenting the vast archives of Andy Warhol, the museum quickly became a center for dialogue about a diverse range of topics, as well as a global ambassador to Pittsburgh's cultural richness and diversity through its many traveling exhibitions.

In 2002, Carnegie Museum of Natural History announced the historic dismantling of its Dinosaur Hall and its plan to build in its place *Dinosaurs in Their World*, the premier place to see and learn about dinosaurs. Opened in November 2007, the new exhibit is three times the size of the original hall and features nineteen mounted dinosaurs—most of which are actual fossils—in active poses, positioned in the environments in which they lived tens of millions of years ago.

In 2003, Carnegie Museum of Art accomplished its most important and most visitor-focused transformation since the opening of the Scaife wing with the reopening of its Scaife Galleries after an 18-month renovation, which included a new presentation of its vast collections and the display of 70 percent more artwork.

Today, Carnegie Museums of Pittsburgh is the Pittsburgh region's largest and most far-reaching cultural organization. Sharing a vision that museums are transformational places, its four museums reach more than 1.3 million people a year—including more than 400,000 school children—through science and art exhibitions, educational programming, outreach, and special events.

For more information, please visit: www.carnegiemuseums.org/carnegie

CARNEGIE MELLON UNIVERSITY

*5000 Forbes Avenue
Pittsburgh, Pennsylvania, 15213*

In 1900, Andrew Carnegie learned that the Pittsburgh board of education was developing modest plans for a technical school. He took the opportunity to put forward an idea that he had nurtured for many years—that he “might be the fortunate giver of a Technical Institute to our city fashioned upon the best models.” The city welcomed the idea and provided a site. Carnegie initially gave \$2 million for buildings and equipment for the Carnegie Technical Schools, which he put under the stewardship of the trustees of the Carnegie Institute (now the Carnegie Library and Carnegie Museums).

Through the trustees, Carnegie sought the advice of a committee of educators on how the Schools should function. Influenced by the writings of his grandfather John Morrison, Carnegie was deeply convinced of the importance of “the education of the hand”—the development of skills and innovations purposely applied to meet real-world needs—as a means for young men and women to better themselves and their communities. At first, he rejected the committee’s recommendation for a university-level institute of technology similar to those already established in California and Massachusetts. Carnegie endorsed a subsequent committee’s recommendation that the Schools provide technical training at the secondary education level in craft and scientific vocations. The Carnegie Technical Schools’ first classes began in October 1905. The new institution received an additional \$1.34 million for buildings and other purposes from Carnegie and \$4 million in endowment.

In 1912, Carnegie recognized the need to reorganize the Schools into a more varied institution of higher education, one that could further his vision of advancing applied learning. The new Carnegie Institute of Technology offered baccalaureate degrees in various fields of engineering and applied arts, including architecture. The first doctorate was awarded in 1919. The School also included the Margaret Morrison Carnegie College for the education of women, especially in home economics, and the College of Fine Arts.

In 1917, the College of Fine Arts became the first in the United States to award a degree in drama. Since that time, drama graduates have made innumerable contributions to the stage, television, and film. The College today has five schools: art, architecture, design, drama and music.

“Carnegie Tech” was among the first institutes of technology to integrate the humanities and social sciences with the technical subjects required of engineers. The “Carnegie Plan,” developed by the Institute’s president, Robert E. Doherty, in 1937, built upon those ideas further, and this approach was widely adopted by other leading engineering institutions throughout the country.

After World War II, members of the Mellon family began making substantial gifts to develop new educational directions at Carnegie Tech. In 1949, William Larimer Mellon gave \$5 million to found the Graduate School of Industrial Administration (now the David A. Tepper School of Business). In 1966, Richard King Mellon, a longtime trustee of the Institute, and his wife,



A VIEW OF HAMERSCHLAG HALL

Constance, provided initial funding for the department of computer science, now the School of Computer Science; in 1968, they gave funds to establish the School of Urban and Public Affairs (now the H. John Heinz III College). In 1967, Paul Mellon helped to arrange a merger between the Carnegie Institute of Technology and the Mellon Institute, a scientific research center founded by Paul's father, Andrew W. Mellon. The new entity was named Carnegie Mellon University. Andrew Carnegie's daughter, Margaret Carnegie Miller, graciously approved of the new name, noting that her father would have been delighted to be joined with the Mellon family in furthering the school's progress.

The Mellon Institute building housed the Mellon College of Science; at that same time a new college of humanities and social sciences was established. The Margaret Morrison Carnegie College's last graduating class was in 1973, when all classes at the university became co-educational.

Since 1900, the university has been governed by a 100-member board of trustees; its current president is Jared L. Cohon. There are approximately 11,000 students, representing every state and more than 100 countries, and 1,425 full- and part-time faculty members. Sixteen past or present faculty members are Nobel laureates. The university's endowment at the end of June 2008 was approximately \$1 billion.

Under Dr. Cohon's leadership, the university has transformed undergraduate education by engaging students in original research and project classes. The curriculum has been adapted to incorporate an emphasis on environmental themes, global experiences, and an understanding of innovation and entrepreneurship.

Dr. Cohon has also led the university to grow beyond Pittsburgh: it has a West Coast campus in Mountain View, California for information technology graduate degrees and executive education in management. In 2004, Carnegie Mellon began offering undergraduate programs in business and computer science in the Persian Gulf state of Qatar (with support from the Qatar Foundation). Since then, information systems has been added to program offerings in Qatar. Master's degrees in information security are offered in Greece and Japan, and degree programs in policy and information technology are offered in Adelaide, Australia. There are also strong research and educational partnerships in Taiwan, Portugal, and Singapore.

In 2008, the London Times Higher Education — QS World University Rankings listed Carnegie Mellon number 21.

While the university continues to build upon Andrew Carnegie's founding vision in diverse ways, Carnegie's belief in hands-on learning and relevant problem solving is still reflected in the character and culture of Carnegie Mellon. The university is renowned for the unusual degree of faculty and student collaboration across disciplines, for its commitment to learning by making things, for its blend of the arts and technology, and for its quantitative and analytical approach to technical and management problems. Changes will continue, as the university responds to a changing world: as Carnegie noted in his founding letter, "no school can be a creation but an evolution."

Over the years, Carnegie Corporation of New York has made grants totaling almost \$32 million to the institution. In 2005, Carnegie Corporation awarded President Cohon one of its inaugural Academic Leadership Awards, in recognition of the university's innovations in undergraduate education and its accomplishments in research.

For more information, please visit: www.cmu.edu

THE CARNEGIE TRUST FOR THE UNIVERSITIES OF SCOTLAND

*Andrew Carnegie House
Pittencrieff Street
Dunfermline
Fife, KY12 8AW, Scotland.*

The Carnegie Trust for the Universities of Scotland, the first of the three Trusts that Andrew Carnegie established in the United Kingdom, was created by a Deed which he signed on 7 June 1901, and was incorporated by Royal Charter on 21 August 1902. The Trust was funded by a gift of \$10 million (a then unprecedented sum: at the time, total government assistance to all four Scottish universities was about £50,000 a year) and its aim was to improve and extend the opportunities for scientific research in the Scottish universities and to enable the deserving and qualified youth of Scotland to attend a university from which they might be barred by their inability to pay university fees.

When the Trust was established there were then only the four ancient universities – Aberdeen, Edinburgh, Glasgow and St Andrews; there are now fourteen universities, so the funds are much more thinly spread. Since its foundation in 1901, approximately 100,000 people have received grants for research or for their tuition fees from the Trust. The large number who have benefited indirectly from the Trust through the provision of buildings, libraries, residences, and other facilities can only be conjectured but it must be large. In the early years it was possible to fund the erection of complete buildings but now it is only possible to make grants to contribute towards such projects.

There are 14 nominated Trustees, who are elected or re-elected at the Annual Meeting of Trustees. The ex-officio Trustees are the Principals of the Universities of Scotland, the First Minister and the Lord Provosts of Edinburgh and Glasgow. In accordance with the provisions of the Royal Charter and its By-Laws, the administration and management of the Trust are the responsibility of the Executive Committee which consists of five nominated Trustees and the Principals of the fourteen Scottish Universities, with only four of the Principals in rotation having voting rights.

By its Royal Charter, one half of the net income of the Trust is to be applied to

the improvement and expansion of the Universities of Scotland and one half, or such portion as was needed, to go to the support of the 'qualified and deserving' youth of Scotland to help with the payment of University fees and thereby enable them to have the chance of a University education in circumstances where hardship might prevent attendance. If the two provisions were satisfied, any surplus could be used for almost any other purpose the Trustees deemed proper to further the aims of the Universities in accordance with the purposes expressed in the Trust Deed.

The Trust operates the following schemes.

- The Fee Assistance scheme for Scottish students (Scottish, by birth, extraction or schooling) towards the tuition fees for a first degree at a Scottish University
- The Vacations Scholarships designed to encourage undergraduate students of high academic merit to undertake a piece of research during the summer vacation.
- Undergraduate groups from Scottish universities can apply for support with Expeditions.
- At the postgraduate level, a prestige scheme of Scholarships supports a limited number of graduates with first class honours degrees from Scottish Universities who will pursue three years of postgraduate research leading to a PhD at a University within the UK.
- The Carnegie-Cameron Bursary awards are offered to Scottish students undertaking either a one year, full-time or two year, part-time taught postgraduate degree in any subject at a Scottish university.
- Members of staff and graduates of Scottish Universities are eligible to apply for Research Grants which are awarded for travel and accommodation while undertaking personal research, and support towards illustration and publication costs.
- A competitive Larger Grant Scheme encourages applications for joint programmes of collaborative research projects from groups within the Scottish Universities.
- To mark the centenary of the founding of the Trust in 1901, the Executive Committee established a Centenary Fund to support one or two Centenary Professorships per year to encourage World Class scholars to spend a sabbatical period in Scotland.

Further details of the Trust's work can be found on our Web site:
www.carnegie-trust.org

CARNEGIE INSTITUTION FOR SCIENCE

*1530 P Street, N.W.
Washington, D.C. 20005*

In 1901, Andrew Carnegie retired from business to begin his career in philanthropy. Among his ideas for new enterprises, he considered establishing a national university in Washington, D.C., similar to the great centers of learning in Europe. Because he was concerned that a new university could weaken existing institutions, he opted for a more exciting, albeit riskier, endeavor—an independent research organization that would increase basic scientific knowledge. Carnegie founded the Carnegie Institution of Washington in 1902 as an organization for scientific discovery. The legal name, the Carnegie Institution of Washington, has led to confusion because four of the six departments are outside Washington and because the legal name does not reveal the nature of the institution's work. As a result, the institution adopted a new name in 2007—the Carnegie Institution for Science—which closely associates the words “Carnegie” and “science” and thereby reveals the core identity.

Carnegie contacted President Theodore Roosevelt and declared his readiness to endow the new institution with \$10 million. He added \$2 million more to the endowment in 1907, and another \$10 million in 1911.

As ex officio members of the first board of trustees, Carnegie chose the President of the United States, the President of the Senate, the Speaker of the House of Representatives, the secretary of the Smithsonian Institution and the president of the National Academy of Sciences. In all, he selected 27 men for the institution's original board. Their first meeting was held in the office of the Secretary of State on January 29, 1902, and Daniel C. Gilman, who had been president of Johns Hopkins University, was elected president.

Initially, the president and trustees devoted much of the institution's budget to individual grants in various fields, including astronomy, anthropology, literature, economics, history and mathematics. Under the leadership of Robert Woodward, who became president in 1904, the board changed its course,



THE FIRST MEETING OF THE BOARD OF TRUSTEES OF THE CARNEGIE INSTITUTION OF WASHINGTON WAS HELD ON JANUARY 29, 1902. LEFT TO RIGHT, STANDING: CARROLL D. WRIGHT, S. WEIR MITCHELL, S. P. LANGLEY, D.O. MILLS, JOHN S. BILLINGS, ABRAM S. HEWITT, WILLIAM W. MORROW, WAYNE MACVEAGH, CHARLES L. HUTCHINSON, WILLIAM N. FREW, DANIEL C. GILMAN, HENRY L. HIGGINSON, HENRY HITCHCOCK, CHARLES D. WALCOTT, WILLIAM LINDSAY. LEFT TO RIGHT, SEATED: D.B. HENDERSON, WILLIAM P. FRYE, LYMAN J. GAGE, ELIHU ROOT, JOHN HAY, ANDREW CARNEGIE

deciding to provide major support to departments of research rather than to individuals. This approach allowed them to concentrate on fewer fields and support groups of researchers in related areas over many years. Since the beginning, the Carnegie Institution has been like an explorer—discovering new areas, but often leaving the development to others. This philosophy has fostered new areas of science and has led to unexpected benefits to society, including the development of hybrid corn, radar, the technology that led to Pyrex® glass, and novel techniques to control genes called RNA interference.

Carnegie's intention was for the institution to be home to exceptional individuals—those with imagination and extraordinary dedication capable of working at the cutting edge of their fields. Some of Carnegie's leading researchers are well known:

- Edwin Hubble, who revolutionized astronomy with his discovery that the universe is expanding and that there are galaxies other than our own Milky Way;
- Charles Richter, who created the earthquake measurement scale;
- Barbara McClintock, who won the Nobel Prize for her early work on patterns of genetic inheritance;

- Alfred Hershey, who won the Nobel Prize for determining that DNA, not protein, harbors the genetic recipe for life;
- Vera Rubin, who was awarded the Presidential Medal of Science for her work confirming the existence of dark matter in the universe; and
- Andrew Fire, who with colleagues, opened up the world of RNA interference, for which he shared a Nobel Prize in 2006.

Carnegie Institution scientists are given the freedom to investigate areas of interest under the broad goals of individual departments. Working in six scientific departments on the West and East Coasts, Carnegie investigators are leaders in the fields of plant biology, developmental biology, earth and planetary sciences, astronomy, and global ecology. They seek answers to questions about the structure of the universe, the formation of our solar system and other planetary systems, the behavior and transformation of matter when subjected to extreme conditions, the origin of life, the function of genes, and the development of organisms from single-celled egg to adult.



THE TWIN 6.5-METER MAGELLAN TELESCOPES, THE BAADÉ AND THE CLAY, ARE LOCATED AT THE CARNEGIE INSTITUTION'S LAS CAMPANAS OBSERVATORY IN CHILE. (IMAGE COURTESY MATIAS DEL CAMPO)

The Carnegie Institution is headquartered in Washington, D.C., where Richard A. Meserve serves as president. The departments of Terrestrial Magnetism and Geophysical Laboratory are co-located in northwest Washington, D.C. The Department of Embryology resides on the campus of The Johns Hopkins University in Baltimore, Maryland. Three departments are located in California: Plant Biology and Global Ecology on the campus of Stanford University, and the Carnegie Observatories in Pasadena, with observing facilities in Las Campanas, Chile. Each department has a director appointed by the president and departmental administration is kept to a minimum.

In addition to the scientists on staff, there is a constantly changing roster of pre- and postdoctoral fellows, associates, and visiting investigators at each facility who fully participate in the work of the departments. Unlike postdoctoral fellows at most universities, Carnegie fellows are encouraged to carry out their own projects with the general guidance of senior staff.

In 1989, former President Maxine Singer launched a Saturday science school called First Light. The school encourages Washington, D.C., children to explore the world around them with the aid of a unique, hands-on curriculum. The success of First Light led to the establishment of CASE, the Carnegie Academy for Science Education, which provides training to middle and high school teachers in the art of teaching science, mathematics, and technology.

Through its research and educational programs, the institution remains true to the charge of its founder to “encourage investigation, research, and discovery and show the application of knowledge to the improvement of mankind. . . .”

For more information, please visit: www.carnegiescience.edu.

CARNEGIE FOUNDATION

*2517 KJ The Hague
The Netherlands*

The First Hague Peace Conference, convened in 1899 by Queen Wilhelmina of the Netherlands and initiated by Czar Nicholas II of Russia, brought together 100 representatives from 26 countries to discuss disarmament, international humanitarian law and the laws of war and—the keynote to the conference—the peaceful settlement of disputes. Agreement was reached on a number of documents, the most notable of which was the First Hague Convention on the Peaceful Settlement of International Disputes. In effect, this brought about the creation of the Permanent Court of Arbitration. In the years following the conference, Andrew Carnegie, who had been an outspoken supporter of The Hague's efforts to establish an international court, founded three “temples of peace,” as he called them. Largest among these—and both the first begun and the last completed—was the Palace of Peace at The Hague.

When Carnegie was approached by Frederick Holls, secretary of the American delegation to the Conference, and Andrew White, then Ambassador to Germany, with a proposal to build a house for the international judicial body, he instead offered to build an international law library for use by the court. The Minister of the Netherlands to the United States, however, subsequently assured Carnegie that Her Majesty's Government would be pleased to accept the gift of a courthouse and, were Carnegie to provide funds for the structure, would provide a site for the building.

In October of 1903, Carnegie signed the formal deed to create a foundation for the purpose of “erecting and maintaining at The Hague a courthouse and library for the Permanent Court of Arbitration.” The Carnegie Foundation, as the organization was called, was given \$1.5 million with which to build the Peace Palace. In 1906, an international competition was held for the most suitable design for the building; the winner was French architect Louis M. Cordonnier, whose design was amended by Dutch architect Van der Steur. The Palace was completed in 1913.



PALACE OF PEACE, THE HAGUE, THE NETHERLANDS

Now, supported by the Ministry of Foreign Affairs of the Netherlands, the Carnegie Foundation is solely responsible for the upkeep and maintenance of the Peace Palace and its grounds, as well as the Peace Palace Library. Inside the Palace, there are the Permanent Court of Arbitration and the International Court of Justice, and the Hague Academy of International Law. The Carnegie Foundation is also established in the Peace Palace.

In 2007 a new building was added to the complex, intended for the Library and for the Hague Academy of International law. This building was designed by architect Michael Wilford (UK), and is in open connection with the palace through a Library Wing. This new extension was opened by HRH Queen Beatrix on 18 January 2007. It hosts notably a beautiful conference room, overlooking the garden. Now there are plans to create a Visitor centre at the entrance gate of the Peace Palace grounds. The Peace Palace is a major tourist attraction, but it can not often be visited due to the activities by the international legal institutions. The fact that the Hague is becoming more and more the Legal Capital of the World, makes the Peace palace an even more prominent building.

For more information, please visit: www.vredespaleis.nl/

THE CARNEGIE DUNFERMLINE TRUST

*Andrew Carnegie House
Pittencrieff Street,
Dunfermline, Fife, Scotland KY12 8AW*

Andrew Carnegie left Dunfermline in Scotland before he was thirteen but throughout his early struggles in the New World and his later success as one of the richest men in the world, he remembered with great affection “*The Auld Grey Toun*” of his birth.

By 1903 he had already given Dunfermline the very first Carnegie Library and innovative public swimming baths but in a hand-written letter from Skibo Castle in August of the year he set up the Carnegie Dunfermline Trust with an endowment of \$2.5 million, he exhorted his new Trustees to use the funds to “*bring into the monotonous lives of the toiling masses of Dunfermline more of sweetness and light.*” He also purchased and handed to the Trustees the magnificent Pittencrieff Park and Glen for the people of Dunfermline. In the years that followed there were few aspects of life of Dunfermline that the Trust did not touch. Reading rooms, bowling greens, clinics, a College of Hygiene and Physical Education, a School of Handicrafts, a Music Institute, Women’s Centre, Youth Centre, playing fields and much more were established. At the heart of this work the unique Park and Glen was constantly enhanced to include conservatories, a museum, an aviary, restaurant and a pavilion for concerts and exhibitions.

In addition the community was assisted by the Trust in many other ways, supporting local schools, educational visits and sports activities. This form of assistance evolved into a pattern of community grant giving which went on to include community organisations, sport, arts, horticulture, heritage and general welfare.

Over the years the financial pressure brought on by the breadth of capital commitment by the Trust and the increasing scope and provisions of statutory local services resulted in the Trustees revisiting the advice of their Founder to withdraw from commitments which should now properly be supported by these authorities. Even Pittencrieff Park, the costs of which by 1960 were threatening

to overwhelm the Trust, was taken under the management of the local authority in the mid 1970s.

Today the Trust is run by twenty Trustees drawn from the community and shares its working offices with the Carnegie Hero Fund, The Carnegie United Kingdom Trust and the Carnegie Trust for the Universities of Scotland. All of these Trusts moved together into custom-built headquarters on the very edge of Pittencrieff Park at the end of 2007. The work of the Trust continues to evolve with an annual income averaging £400,000 which is directed into a broad spectrum of community grants and partnership projects, the nature of which is constantly reviewed to ensure the most effective outcome.

In addition to their major programme of community work, the Dunfermline Trust supports and administers the Andrew Carnegie Birthplace Museum which includes the original small weaver's cottage where he was born in 1835. The adjoining museum was built by his widow Louise and opened in 1928. The museum tells the story of the extraordinary young boy who became one of the world's greatest philanthropists and showcases both his work and his enduring legacy.

The Museum underwent a major refurbishment and upgrade, re-opening in Spring 2009. The story of the Father of Modern Philanthropy and the work of his institutions today are now interpreted through interactive visual and video units complemented by extensive graphics and modern presentation of the collection.

For more information, please visit: www.carnegietrust.com

CARNEGIE HERO FUND COMMISSION

*436 Seventh Avenue, Suite 1101
Pittsburgh, Pennsylvania 15219-1841*

The single event that stimulated Andrew Carnegie to create the Carnegie Hero Fund Commission was a coal mine disaster in Harwick, Pennsylvania, near Pittsburgh, in January 1904, which claimed 181 lives. The victims included an engineer and a miner who went into the stricken mine in a valiant attempt to rescue the others. The tragedy and the sacrifices so moved Carnegie that he promptly took action on his then-novel idea of honoring and helping the “heroes of civilization.”

The Commission’s Deed of Trust, dated March 12, 1904, established a \$5 million fund to recognize persons in “peaceful vocations” who act to “preserve or rescue their fellows.” Carnegie specified that each hero to be recognized, or the next of kin, was to receive a medal reciting the heroic deed it commemorated. In addition, the Commission was empowered to make monetary grants to the awardees, especially those who suffered “from pecuniary cares resulting from their heroism.” A 21-member self-perpetuating board of trustees was appointed to administer the Fund.

In the 105 years since its founding, the Commission, which has its headquarters in Pittsburgh, has presented the Carnegie Medal to more than 9,000 men, women and children and given over \$31 million in accompanying grants, including scholarship aid and continuing assistance. A book published in 1973, *A Walk on the Crust of Hell*, by Jack Markowitz, describes in detail several dramatic acts of heroism that were recognized by the Commission. In 2004, in recognition of its centennial, the Commission published a 240-page book, *A Century of Heroes*, which details the history of the Hero Fund and includes numerous summaries of its awardees’ heroic acts.

The Commission maintains a staff of nine, including case investigators who look into rescue acts and also provide regular updates to the Commission on the well being of its beneficiaries.



OBVERSE AND REVERSE OF THE CARNEGIE MEDAL OF THE HERO FUND COMMISSION

Rescue acts are brought to the Commission's attention in a variety of ways, including by interested individuals, civic organizations and a newspaper clipping service retained for that purpose. The materials are carefully evaluated, and those rescues that appear to have award potential are then investigated and reported to the executive committee for a decision. Award criteria require that there be conclusive evidence that the rescuer voluntarily risked his or her own life to an extraordinary degree while acting in behalf of another person.

The Carnegie Hero Fund Commission has as its geographic scope all of the United States and Canada. Its establishment was soon followed by that of similar but independent hero funds in ten European countries:

- Carnegie Hero Fund Trust, United Kingdom (founded 1908)
- Fondation Carnegie, France (founded 1909)
- Carnegie Stiftung für Lebensretter, Germany (founded 1910, currently inactive)
- Carnegie Heltefund for Norge, Norway (founded 1911)
- Fondation Carnegie pour les Sauveteurs, Switzerland (founded 1911)
- Carnegie Heldenfonds, The Netherlands (founded 1911)
- Carnegiestiftelsen, Sweden (founded 1911)
- Carnegie Belønningsfud for Heltemod, Denmark (founded 1911)

Fondation Carnegie, Belgium (founded 1911)

Fondazione Carnegie, Italy (founded 1911)

For more information, please visit: www.carnegiehero.org

THE CARNEGIE HERO FUND TRUST

*Andrew Carnegie House
Pittencrieff Street
Dunfermline, Fife, Scotland KY12 8AW*

When Andrew Carnegie established the first Hero Fund, the Carnegie Hero Fund Commission in the United States, if a family lost the breadwinner, it barely survived. Carnegie described the Hero Fund as “... my ain bairn” and later wrote: “It (the Fund) has proved from every point of view a decided success.”

The Carnegie Hero Fund Trust was established in Britain in 1908 and was soon followed by nine Funds on the European continent: France, Germany, Belgium, Denmark, Italy, the Netherlands, Norway, Sweden, and Switzerland.

The continuing aim of the British Carnegie Hero Fund Trust is to recognise heroism and give financial assistance, where necessary, to people who have been injured or to the dependants of people who have been killed in attempting to save another human life. Its geographical area is Great Britain, Ireland, the Channel Islands and the surrounding territorial waters. Each year the Trust considers approximately one dozen cases where a heroic act has resulted in injury or death to the rescuer.

Once a case is recognized as falling within the scope of the Trust, the name of the hero or heroine is added to the Roll of Honour and an initial grant is made. The Trustees then consider whether or not continued financial assistance is required by the rescuer or his/her family. They are also very aware that Carnegie meant the Trust to provide more than money and they try to build up a relationship of mutual confidence and personal knowledge between the Trust and its beneficiaries. The interest and care of the Trust extended to any one beneficiary or family will last as long as it is needed and has, on occasions, continued for up to sixty years. The Trust is currently involved with around 120 families and awards grants and single payments where applicable totaling approximately £100,000 each year.

Since 1908 the names of over 6000 men, women and children have been in-

scribed in the Trust's Roll of Honour, which is on display at the Andrew Carnegie Birthplace Museum in Dunfermline. Although watches and other gifts were given in early years, the Trust now only makes two awards — a Certificate and a Bronze Medallion. The latter, its highest honour, is reserved for outstanding acts of heroism, usually involving repeated or sustained endeavour. To date only 174 medallions have been awarded.

One of the most interesting medallion awards was made in 1956 to the inhabitants of the Fair Isle in recognition of the heroism of twelve islanders who rescued a severely-injured man by climbing, at night and with only one small tilley lantern, a previously-unscaled cliff. The lump sum presented to the community was used to help bring electricity to the Fair Isle.

For more information, please visit: www.carnegiehero.org

THE CARNEGIE FOUNDATION FOR THE ADVANCEMENT OF TEACHING

*51 Vista Lane
Stanford, California 94305*

As a trustee of Cornell University, Andrew Carnegie was shocked to learn about the low salary scale of professors. He realized they could not save for their old age and that many were continuing to teach far too long. He decided to endow a pension system for college teachers, and the Carnegie Foundation was established in 1905 with an initial endowment (later augmented) of \$10 million, and a charter from the New York State legislature. Carnegie appointed the first board of trustees, consisting primarily of distinguished college and university presidents, and persuaded Henry S. Pritchett, then president of the Massachusetts Institute of Technology, to become president.

Under Pritchett's leadership, the Foundation's purposes were expanded to include "all things necessary to encourage, uphold, and dignify the profession of the teacher and the cause of higher education within the United States, the Dominion of Canada and Newfoundland..." and a Congressional charter was obtained in 1906 for The Carnegie Foundation for the Advancement of Teaching which broadened the Foundation's mission and added "for the Advancement of Teaching" to the name. Pritchett merged the pension fund idea with the creation of a "great agency" devoted to strengthening American education through inquiry and policy studies.

From the beginning, the Foundation had considerable influence on educational standards and policies because its trustees had to select a limited number of institutions to admit to the retirement system, and many were anxious to benefit from it. Entrance requirements, endowment and the number of full-time professors were among the criteria used in the selection. Carnegie's instructions also made pensions available without regard to sex, creed, race, or color, but he excluded institutions that were under the control of a religious denomination.

As educational standards improved and enrollments increased, Pritchett realized that the Foundation's endowment could not continue to support free pen-

sions even for teachers in the colleges already on the list, let alone all qualified professors as Carnegie had hoped. Moreover, Pritchett had come to believe in the superiority of a contributory retirement system, one which could be open to all institutions of higher education and which would assure “portability” to wherever a teacher might migrate, rather than just among the institutions associated with the Foundation. After considerable study and negotiation, the Teachers Insurance and Annuity Association was established by the Foundation in 1918, with an initial million-dollar subsidy from Carnegie Corporation of New York. TIAA gradually became wholly independent of the Foundation and the Corporation. In 1952 it launched an affiliated company, the College Retirement Equities Fund, offering the first variable annuities based on the value of equity investments. TIAA/CREF had assets of nearly \$380 billion by 2006.

The Foundation always conducted educational studies and projects. Probably the best-known and most influential early project was the report on medical education in 1910. In preparation for this report, Abraham Flexner visited every medical school in the country and found nearly all of them deficient. His report on the conditions he observed resulted in higher standards for the profession and increased funding for medical education and research. Other early projects included studies of engineering, dental and legal education and a report on college athletics. A study of the relations of secondary and higher education in Pennsylvania (1927–40) led to the first widespread use of objective, machine-scored tests, and the work of the Graduate Record Office (1937–47) developed tests for admission to graduate schools and also for certain professional fields. With the financial assistance of Carnegie Corporation, the Foundation brought about the merger of its testing activities and those of the American Council on Education and the College Entrance Examination Board to establish the Educational Testing Service in 1947.

Through the years the Foundation has become known for its thoughtful and extensive policy studies that helped define key federal policies and programs in higher education and student financial aid. During the 1980s, with several landmark reports, the Foundation broadened its work to recognize the interconnection of all stages in the educational experience.

In September 2008, Anthony S. Bryk, whose work has informed and inspired school reform efforts, was named the ninth president of the Foundation. Bryk

has taken the Foundation in a new direction. At the core is a new vision of educational research and development called Design-Educational Engineering-Development (DEED) that has the capacity to bring real improvement at scale to critical, high-leverage problems of teaching and learning.

The Foundation's commitment to catalyzing centers of engineering-like work on high-leverage problems of practice in education entails two key elements: "learning by doing" how DEED can be effectively undertaken, and building accounts of how to conduct DEED that others can learn from and use. Together, these two elements support the Foundation in becoming a "double-loop" learning organization, one that can both do the work and learn how both the Foundation and others can do it better in the future.

For more information, please visit: www.carnegiefoundation.org

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE

*1779 Massachusetts Avenue, N.W.
Washington, D.C. 20036-2103*

At the beginning of the twentieth century, Andrew Carnegie renewed his long-standing interest in world peace. "I am drawn more to this cause than to any," he wrote in 1907. Like other leading internationalists of his day, Carnegie believed that war could be eliminated by stronger international laws and organizations. Between 1900 and 1914, he gave generously in support of this belief, including \$1.5 million in 1903 for the construction of the Peace Palace at The Hague. Carnegie's single largest commitment to this field, however, was his creation of the Carnegie Endowment for International Peace.

On his seventy-fifth birthday, November 25, 1910, Carnegie announced the establishment of the Endowment with a gift of \$10 million. He selected 28 trustees who were leaders in American business and public life; among them Harvard University president Charles W. Eliot; philanthropist Robert S. Brookings; former Ambassador to the United Kingdom Joseph H. Choate; former Secretary of State John W. Foster; former president of MIT and then-president of the Carnegie Foundation for the Advancement of Teaching Henry S. Pritchett; and Carnegie Institution president Robert S. Woodward.

In his deed of gift, presented in Washington on December 14, 1910, Carnegie charged trustees to use the fund to "hasten the abolition of international war, the foulest blot upon our



AN EDITORIAL CARTOON FROM THE MAY 24, 1913
ISSUE OF HARPER'S WEEKLY

civilization,” and he gave his trustees “the widest discretion as to the measures and policy they shall from time to time adopt” in carrying out the purpose of the fund.

Carnegie chose longtime adviser Elihu Root, Senator from New York and former Secretary of War and of State, to be the Endowment’s first president. Awarded the Nobel Peace Prize in 1912, Root served until 1925.

The Endowment was initially organized into three divisions: one to aid in the development of international law and dispute settlement, another to study the causes and impact of war, and a third to promote international understanding and cooperation. A European Center with an advisory board was set up in Paris.

Although World War I shattered the high expectations of turn-of-the-century internationalists, the Endowment persevered with its international conciliation efforts. During the interwar period, the Endowment revitalized efforts to promote international conciliation, financed reconstruction projects in Europe, supported the work of other organizations, and founded the Academy of International Law at The Hague. Endowment publications include the unprecedented 22-volume *Classics of International Law* and the seminal 150-volume *Economic and Social History of the World War*.

In 1925, Nicholas Murray Butler succeeded Elihu Root as president. For the next 20 years this flamboyant and energetic figure—who also won the Nobel Peace Prize—promoted his vision on international cooperation in business and politics. Among other accomplishments, he was instrumental in fashioning the Kellogg-Briand no-war pact of 1928.

Following World War II and Butler’s retirement, the Endowment’s three divisions were consolidated under the direction of President Joseph E. Johnson. John Foster Dulles led the board.

For the next two decades, the Endowment conducted research and public education programs on a range of issues, particularly relating to the newly created United Nations and the future of the postwar international legal system. The Endowment provided diplomatic training for some 250 foreign service officers from emerging nations and published *International Conciliation*, a leading

journal in the field. The European Center moved to Geneva for closer contact with UN agencies and became a focal point for European and American dialogue on international issues.

The 1971 inauguration of a new president, Thomas L. Hughes, came at a time of deepening interdependence among nations, new challenges to world security, and intensified debate within the United States about the country's course. The Endowment's board was chaired by Milton Katz, and then John W. Douglas. Programs were consolidated and designed to be more relevant to U.S. policy. The Endowment moved its headquarters back to Washington, D.C., and by 1983 had closed both the New York and Geneva offices. In 1971, the Endowment inaugurated "Face-to Face," a forum facilitating dialogue among governmental and nongovernmental participants on major international issues. In the early 1970s, the Endowment also acquired ownership of *Foreign Policy* magazine.

Once virtually alone in conducting international affairs research, the Endowment now found itself among a growing array of think tanks and nongovernmental organizations concerned with foreign relations in one form or another, a trend that continues to the present. The Endowment contributed to this proliferation by "incubating" new organizations—among them the German Marshall Fund of the United States, the Institute for International Economics, and the Arms Control Association. On the Endowment's seventy-fifth anniversary in 1985, it published *Estrangement: America and the World*, an examination of the position of the United States in the postwar period.

In 1991, Morton I. Abramowitz became president, leading the Endowment during five eventful post-Cold War years under the chairmanships of Charles J. Zwick and Robert Carswell. In keeping with Carnegie's tradition, they saw new opportunities in the rapidly shifting international landscape.

A distinguished group of senior associates tackled such timely issues as democracy promotion, the political economy of market reforms, and the use of force and peacekeeping. In 1992, the Endowment generated the first comprehensive studies of the new foreign policy environment, including *Changing Our Ways: America and the New World* and *Memorandum to the President-Elect: Harnessing Process to Purpose*, a bipartisan assessment of the executive branch.

The Endowment also committed a sizable amount of its own funds to founding the Carnegie Moscow Center. Established in 1993, the Center has become one of the leading public policy institutions operating in the region. Also during Abramowitz's tenure, the Endowment built its new, permanent headquarters at 1779 Massachusetts Avenue in Washington, D.C.

Jessica T. Mathews took over as president in May 1997. Under Mathews' leadership, the Endowment has experienced rapid growth, partly fueled through increased support from outside funders.

Mathews transformed a group of small research projects into a field-defining, interdisciplinary study of globalization, called the Global Policy Program. The program addresses the policy challenges arising from the simultaneous processes of economic, political, and technological change. The effort has made the Endowment an important worldwide policy center for understanding this phenomenon.

Also during Mathews' tenure, the Carnegie Endowment transformed *Foreign Policy* from a quarterly journal into a vibrant, accessible bimonthly magazine. Relaunched on its thirtieth anniversary, the magazine has won growing readership and recognition in a time when traditional media are cutting back coverage of international affairs.

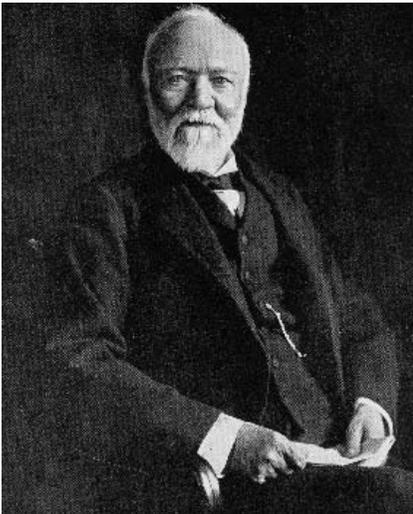
For more information, please visit: www.carnegieendowment.org

CARNEGIE CORPORATION OF NEW YORK

*437 Madison Avenue
New York, New York 10022*

When Carnegie Corporation was founded in 1911, Andrew Carnegie had already endowed five organizations in the United States and three in the United Kingdom, giving away over \$43 million for public library buildings and close to \$110 million for other worthy purposes. Yet ten years after the sale of the Carnegie Steel Company, he still had more than \$150 million, and at age 76, was tiring of the burden of philanthropic decision-making.

On the advice of his long-time friend Elihu Root, a Nobel Prize-winner and advisor to several U.S. presidents, Carnegie decided to establish a trust to which he could transfer most of his remaining fortune, and that would distribute his wealth even after his death. He chose the name Carnegie Corporation, having already used most of the conventional labels for his previously endowed institutions. The State of New York issued a charter to Carnegie Corporation of New York, with the mandate to “promote the advancement and diffusion



PORTRAIT OF ANDREW CARNEGIE
COPYRIGHT BY UNDERWOOD AND UNDERWOOD

of knowledge and understanding among the people of the United States.” During 1911 and 1912, Carnegie gave the Corporation \$125 million, making it the largest single philanthropic trust ever established up to that time. After Carnegie’s death in 1919, the Corporation received an additional \$10,336,868 when the estate was settled. Since then, the initial endowment of over \$135 million has increased in value to over \$2 billion, and the Corporation has spent roughly \$2 billion in nominal terms—sixteen times its original endowment—carrying out its mission.

Carnegie himself was the Corporation's first president and trustee. James Bertram, his private secretary, and Robert A. Franks, his financial agent, were also trustees and, respectively, secretary and treasurer of the Corporation. These three constituted the first executive committee and made most of the funding decisions. The other seats on the board were held *ex officio* by the presidents of the five previously established Carnegie organizations in the United States. Shortly after Carnegie's death, the trustees elected a full-time salaried president as chief executive officer of the Corporation and made him an *ex officio* member of the board. The following men have served as president:

Elihu Root: 1919-20
James R. Angell, 1920-21
Henry S. Pritchett, 1921-23 (acting)
Frederick P. Keppel, 1923-41
Walter A. Jessup, 1941-44
Devereux C. Josephs, 1945-48
Charles Dollard, 1948-55
John W. Gardner, 1955-67
Alan Pifer, 1967-82 (acting, 1965-67)
David A. Hamburg, 1982-97
Vartan Gregorian 1997-

Early grants emulated Carnegie's personal philanthropies, including gifts for the construction of public libraries and for the purchase of church organs. Other Carnegie organizations in the United States received substantial grants for their programs, as did universities, colleges, schools and educational agencies. Carnegie also earmarked a portion of the endowment, which has since been fixed at 7.4 percent of the total, to be used for philanthropic purposes in countries of the British Commonwealth. (This stipulation was later amended to include countries in the Commonwealth as of 1948, after which membership no longer required allegiance to Britain.)

The Corporation's priorities for grantmaking, while always remaining broadly educational, have changed over the years, which was Carnegie's intention. In his letter of gift to his original trustees, he wrote, using the simplified spelling that he favored, "Conditions upon the earth inevitably change; hence, no wise man will bind Trustees forever to certain paths, causes or institutions. I dis-

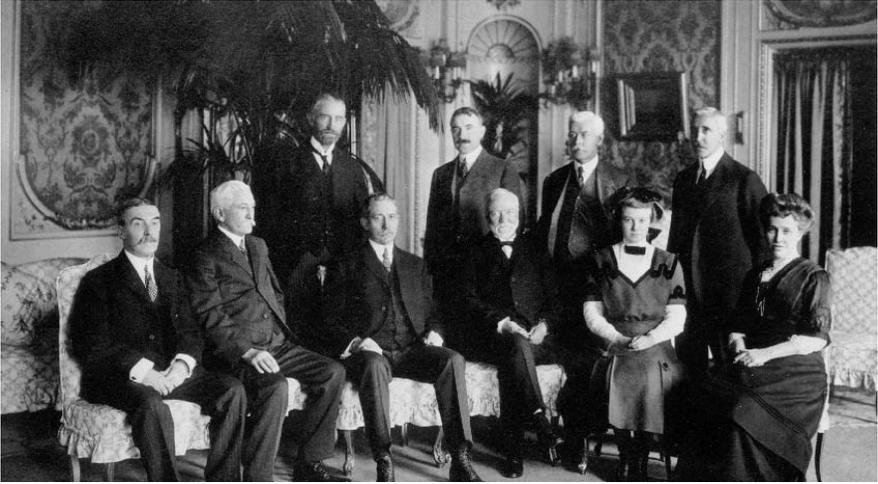
claim any intention of doing so. On the contrary, I giv my Trustees full authority to change policy or causes hitherto aided, from time to time, when this, in their opinion, has become necessary or desirable. They shall best conform to my wishes by using their own judgment.”

The Corporation’s grant programs have focused, among other concerns, on the library field; adult, continuing, and nontraditional education; strengthening of African universities as agents in national development; the higher education system of the United States; and cognitive development and learning of preschool children. One of the best-known projects initiated by the Corporation is the educational television program, Sesame Street. Under Vartan Gregorian’s leadership, programs have focused on Education, International Development, International Peace and Security and Strengthening U.S. Democracy. While this and other projects grew out of Corporation activities, most grants are made in response to proposals submitted by universities, associations, organizations or other institutions whose goals are consistent with current priorities of the foundation.

Today, Carnegie Corporation’s board has 20 members, on average, with the president as the only ex-officio member, and an executive and support staff of approximately 75 people. The board’s role, as described in a 1971 trustee committee statement is, in part:

To focus its attention on the effectiveness of the Corporation’s program as a whole, from a policy standpoint. While retaining final grant-making authority, the board should play a greater role in setting, reviewing, and revising the broad objectives of the Corporation than in scrutinizing individual proposals for grants. It should be concerned with the distribution of the Corporation’s resources among the general areas of philanthropy chosen by the Corporation at any time, and with the question of whether those areas are of critical and continuing importance in society.

Each program officer and several of the other executive staff members review grant proposals and make recommendations in specific fields of interest, but the entire executive staff participates in the process of setting priorities and making recommendations to the board. Grants of \$50,000 or less may be made at the staff level and “at the discretion of the president.” Larger grants recommended by the staff are voted on by the board. The Corporation publishes annual and quarterly reports of its activities and the *Carnegie Reporter*, a biannual maga-



THE FIRST MEETING OF THE BOARD OF TRUSTEES OF CARNEGIE CORPORATION OF NEW YORK. STANDING (LEFT TO RIGHT): HENRY S. PRITCHETT, JAMES BERTRAM, CHARLES L. TAYLOR, ROBERT A. FRANKS. SEATED (LEFT TO RIGHT): WILLIAM N. FREW, ROBERT S. WOODWARD, ELIHU ROOT, ANDREW CARNEGIE; ALSO, MARGARET CARNEGIE (MILLER) AND LOUISE CARNEGIE (MRS. ANDREW CARNEGIE)

zine that serves as an avenue for important ideas and a hub for the work of the Corporation and other foundations.

For more information, please visit: www.carnegie.org

THE CARNEGIE UK TRUST

*Andrew Carnegie House
Pittencrieff Street
Dunfermline, Fife, Scotland KY12 8AW*

The Carnegie United Kingdom Trust was founded in 1913 to address the changing needs of the people of the United Kingdom and Ireland. It is one of the best known and respected foundations in the British Isles.

In its early decades the Trust focused primarily upon the building of libraries, reflecting Andrew Carnegie's strong commitment to extending equality of opportunity through learning. By the nineteen twenties it had become a major supporter of adult education, as well as funding the Workers' Educational Association and the creation of Carnegie College in Leeds (now part of Leeds Carnegie University), College Harlec in Wales and Newbattle Abbey college in Scotland. It was also a pioneer advocate of rural development and national parks. During the nineteen thirties it began a longstanding programme of funding social welfare projects addressing issues of poverty, unemployment and urban renewal.

With the outbreak of the Second World War, the Trust established the first of a number of independent national Carnegie Commissions of Inquiry that have been a hallmark of its work since. The first of these examined the nutrition and health of the population during the War. After 1945 the Trust became a major advocate of comprehensive social work and youth and community services, with leading trustees and Commission members at the time, such as Albemarle, Wolfenden, Younghusband and Titmuss, being amongst the leading architects of the British Welfare State.

The Trust has also had a longstanding interest in the arts and museums and over the decades funded numerous high profile projects at national and local levels from the restoration of the Book of Kells in Ireland and the creation of the Castle Museum in York, to supporting extensive networks of community and voluntary arts workers. National Inquiries in this area included its seminal work on film education and on arts and disability chaired by filmmaker

Richard Attenborough. In the nineteen eighties, with a return of high levels of poverty and unemployment in the UK and Ireland, the Trust focused much of its attention upon national policy and programme initiatives around the Third Age, young people and community and voluntary service.

In 2003 the Trust undertook a comprehensive review of its work and effectiveness leading trustees to decide to close its reactive grants programmes after some nine decades and henceforth to act as an operating foundation and think tank, with a strong interest in practice and policy informing action research. This move was in large part in recognition of the effectiveness of its role as a convenor of respected and influential independent Commissions of Inquiry into issues of public concern—speaking truth to power—as well as the fact that as a grant giver its capacity was now dwarfed by the funding provided by the State, the European Union, the Lottery and myriad charitable giving initiatives and new philanthropy now available across the UK and Ireland.

The Carnegie UK Trust currently focuses on strengthening democracy and civil society and on enhancing the wellbeing of rural communities. The Trust also continues to support the promotion of socially progressive and creative philanthropy. For example, the Trust has invested in the UK's first Centre for Charitable Giving and Philanthropy.

In 2001 it was a founding partner in establishing the Carnegie Medals of Philanthropy which are awarded every two years to one or more individuals who “have dedicated their private wealth to public good and who have a sustained an impressive career as a philanthropist.”

The Trust currently has sixteen trustees, half of whom are also members of the Carnegie Dunfermline Trust. Trustees are appointed, following public advertisement, for up to eleven years. The Trust's Honorary President is William Thomson, great grandson of our founder. Most of the work of the Trust is carried out by its Programme Committees, which also include co-optees expert in the programme area. The Chief Executive and the Directors, working at its Scottish and London offices, manage the Trust, together with a small core staff team.

Further details of the work of the Trust can be found on www.carnegieuktrust.org.uk

CARNEGIE COUNCIL FOR ETHICS IN INTERNATIONAL AFFAIRS

*Merrill House
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The Carnegie Council for Ethics in International Affairs was founded in New York City in 1914, when Andrew Carnegie assembled a group of leaders in religion, academia and politics and appointed them trustees of an organization named the Church Peace Union (CPU). Through the CPU, Carnegie hoped to mobilize the world's churches, religious organizations and other spiritual and moral resources to join in promoting moral leadership and finding alternatives to armed conflict. William P. Merrill, pastor of New York's Brick Church, became the first president of the Church Peace Union.

The timing of the CPU's founding was significant. On the very eve of World War I, Carnegie sought to make war obsolete for all time. For its inaugural international event, the Church Peace Union sponsored a conference to be held on August 1, 1914, on the shores of Lake Constance in southern Germany. As the delegates made their way to the conference by train, Germany was invading Belgium.

Despite its inauspicious beginning, the CPU thrived. Its early activities included instituting educational programs, campaigning for issues such as decreased defense spending and the elimination of military training in public schools, and promoting debate and publishing on topics of international concern. The CPU's work established the organization as a significant voice on the conduct of international affairs. In the years between the two world wars, the CPU expanded its focus to incorporate issues such as the formation of a League of Nations and the influence of the United States in resolving international conflict.

Following World War II, the CPU further established its presence in the United States and abroad, disseminating its work through regional outposts, educational meetings, group discussions and seminars. The organization continued to adapt its mission to the changing times, turning its attention to the estab-

lishment of the United Nations and the prevention of nuclear proliferation. In 1958, it launched a monthly publication, *Worldview*, which ran until 1985. With contributions from many distinguished authors, *Worldview* helped the CPU take up broad themes and debates and move away from its earlier advocacy role.

In 1961, the CPU was renamed Council on Religion and International Affairs (CRIA). A. William Loos, executive director of the organization since 1955, was given the title of president in 1963. CRIA sought to explore the moral dimensions of a wide range of issues. Particular attention was given to the dangers of a crusading moralism in U.S. foreign policy. Among a number of activities, CRIA developed the Conversations program, a monthly series of off-the-record public affairs presentations by well-known speakers on international affairs. This continues today as the Public Affairs Program, but it is no longer off-the-record. You can find audios, transcripts, and videos of Council events on the Council's website, where you can also sign up for audio and video podcasts.

In 1977, the Council introduced the CRIA Distinguished Lecture on Ethics and Foreign Policy, which was later named the Morgenthau Memorial Lecture in honor of longtime trustee Hans J. Morgenthau, who, through his study of the relationships between principle and power, interpreted the realities of international politics for the Cold War generation.

In an effort both to honor founder Andrew Carnegie and to expand the focus of the organization further, CRIA was renamed Carnegie Council on Ethics and International Affairs (CCEIA) in 1986. In 1995, Joel H. Rosenthal became president of the Council. Under his direction, the organization continues to draw on moral thinking in its study of ethics and politics and its pursuit of a just world, emphasizing the commitment of its founder to greater international understanding, justice and peace.

In 2005, the Council changed its name to Carnegie Council for Ethics in International Affairs. An independent, nonprofit, educational 501(c) 3 institution, the Council serves international affairs professionals, teachers and students, and the attentive public. As an operating, rather than a grantmaking foundation, the Council supports programs that it initiates and also works with partner organizations.

The Council is nonpartisan and does not have a legislative or policy agenda. It aspires to be a worldwide “voice for ethics,” providing a home for discussions that go beyond the political efficacy and economic efficiency of policies to examine issues of right and wrong--discussions which might not otherwise take place. The Council embodies Andrew Carnegie’s two great philanthropic interests: extending educational opportunity and promoting the peaceful resolution of conflict.

Today the Carnegie Council focuses on three broad themes: Ethics, War and Peace, Global Social Justice, and Religion in Politics. Its flagship publication is the quarterly scholarly journal, *Ethics & International Affairs*, which was launched in 1987. It also runs *Policy Innovations*, (www.policyinnovations.org), an online magazine offering ideas for a fairer globalization,

To learn more about Carnegie Council programs and to read, watch, and listen to Carnegie Council resources, go to www.carnegiecouncil.org.

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