PART 1: Experience and Background
Please answer the following. Limit your response to 1 page, 11-point font, single-spaced.

• Describe any team-oriented software development experiences you have had (if there are numerous examples pick 2 or 3). Briefly describe the nature of the projects, the general technologies involved, how many engineers were on your team, and describe your role and responsibilities on the team. (Note: projects may be professional, internships, or academic in nature).

• Reflect on any project that you have been involved with, and describe the most challenging issues that you faced that did not have to do with technology or writing software.

Optional:
- What activities did you initiate, and how?
- What activities did you support, and how?
- Where did the project succeed?
- Where did the project fail, what did you learn, what would you do differently, and how?

Part 2: Purpose, Goals, and Achievements
Please answer the following. Limit your response to 1 page, 11-point font, single-spaced.

• Describe your short-term goals (2-4 years) and long-term goals (5-7 years) upon graduation from this academic program. Feel free to describe your goals in terms of any relevant roles, domains, organizational technologies, expertise, and so forth. Describe specifically how the program to which you are applying, and Carnegie Mellon University more generally, aligns with your professional objectives.

Optional:
- Briefly list any awards or distinctions that you have earned (one sentence for each).
- Provide a list of references publications that you have authored or co-authored.
- Please include additional information about yourself that you would like this year’s Admission Committee to know.