



VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT
CARNEGIE MELLON UNIVERSITY
PITTSBURGH, PENNSYLVANIA

Carnegie Mellon University

Aspen Leadership Group is proud to partner with Carnegie Mellon University in the search for a Vice President for University Advancement.

The Vice President for University Advancement will develop and implement a compelling, comprehensive advancement strategy and program capable of meeting the university's philanthropic objectives. The Vice President will promote the university's mission and preserve its standing as an international leader in higher education and research through a unified vision for advancement that builds upon the success of *Make Possible: The Campaign for Carnegie Mellon University*, elevates the advancement function, and furthers the goals of the entire university, including its individual colleges and administrative units as well as campuses and locations worldwide. The Vice President will represent and advocate on behalf of the university's commitment to the transformative power of education and promotion of access, opportunity, and excellence. The Vice President will be a relationship-oriented leader with strong interpersonal skills and self-awareness, a commitment to deepening the engagement of many and varied constituents with a special emphasis on alumni and parents, and excellent oral and written communication skills, including the ability to articulate matters of complexity and nuance to multiple and varied groups of stakeholders.

ABOUT CARNEGIE MELLON UNIVERSITY

Carnegie Mellon University is a private, internationally ranked research university with programs in areas ranging from science, technology, and business to public policy, the humanities, and the arts. More than 15,000 students in CMU's seven schools and colleges benefit from a small student-to-faculty ratio and an education characterized by its focus on creating and implementing solutions for real problems, interdisciplinary collaboration, and innovation.

A Carnegie Mellon education is marked by its strong focus on fundamental and versatile problem-solving skills, both within a specific discipline and with an interdisciplinary approach. The university respects and values students, acknowledging that varied talents and interests often span many specialties, and that the world's challenges and opportunities are rarely contained by a single discipline. Students can explore more than one field of study while developing the strong professional core that is the hallmark of a Carnegie Mellon education. CMU encourages students to expand their thinking in new and exciting dimensions, with a strong focus on experiential learning in and out of the classroom, on and off campus.

Carnegie Mellon is positioned like never before to meet the challenges of the 21st century. At the intersection of technology and humanity, CMU research, innovation, and creativity will continue to guide the future as a world-class university. A member of the Association of American Universities, CMU generates more than \$400 million in research annually and ranks No. 24 for national universities in *U.S. News & World Report*, with the undergraduate computer science program ranking No. 2 and graduate No. 1, undergraduate engineering ranking No. 8, and undergraduate business No. 7.

Research at Carnegie Mellon is defining the future both here on Earth and in space. Artificial Intelligence, AI, was born at CMU more than half a century ago, and the university has assembled a critical mass of inquiring minds, state-of-the-art research facilities, and financial resources to create technologies that will change the world for the better in health, manufacturing, sustainability, and many other fields. In addition, Carnegie Mellon's robotics expertise has been critical to NASA's efforts to explore the solar system. CMU's Planetary Robotics Lab developed the wheels for the Mars rover Perseverance through years of intensive research and testing. And students from across CMU's seven colleges contributed to the development of Iris, a rover bound for the moon on a new, historic mission that lifted into space on January 8, 2024.

In the 2000s, in response to demand for expanded international educational opportunities, Carnegie Mellon began offering degree programs outside of Pittsburgh. Today its global presence includes campuses in Qatar, Rwanda, and Silicon Valley. This is a global community, with students hailing from 127 countries, faculty representing 63 countries, and alumni representing 147 countries.

UNIVERSITY ADVANCEMENT

University Advancement supports Carnegie Mellon University's incredible growth and momentum and the vision of having a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship by championing its mission, building relationships with its various constituencies, providing leadership for events including most university-level events, and securing critical industry sponsorship and private philanthropic support.

The division provides leadership, partnership, and coordination for advancement and alumni relations staff, collaborating with other offices, colleges, schools, and departments. Advancement specialists help to articulate and highlight the distinctive excellence of CMU and its broad and deep impact on the world. With its world-leading strengths at the intersection of technology and humanity, CMU research, innovation, and creativity will help shape the 21st century.

Carnegie Mellon is enjoying its most productive fundraising years in its history, surpassing the initial fundraising goal for its \$2 billion *Make Possible* campaign more than 18 months ahead of schedule. Due to the momentum of the campaign, it is now slated to continue until June 2025, culminating in the celebration of the university's 125th anniversary.

REPORTING RELATIONSHIPS

The Vice President for University Advancement will report to the President, Dr. Farnam Jahanian and will serve on the President's ten-member Executive Management Team. The Vice President will oversee a division with more than 150 staff members as well as advancement teams that are based and report in CMU's academic units.

FROM PRESIDENT JAHANIAN

I am delighted by your interest in the position of Vice President for University Advancement, which represents an exciting opportunity to influence the trajectory of a top-tier institution at a consequential time for society and for higher education.

After launching our successful Make Possible Campaign in 2019, we are looking to the future with bold ambitions to celebrate what has been achieved to date—including raising and exceeding our campaign goal ahead of schedule—and to build upon this strong foundation. As we launch this search, I am looking for a partner to help me chart this path. With that in mind, I deeply value creative and visionary thinking as well as someone who will roll up their sleeves and partner with me and the broader CMU team, including and especially our deans and senior management team, to execute on that vision.

As President, I also value and enjoy my role in building relationships within and beyond the university to find and advance new opportunities for Carnegie Mellon—whether that is fundraising to grow our endowment for scholarships, fellowships, and endowed chairs or pursuing bold, transformational opportunities with partners. The next Vice President will serve as my close partner in nurturing these relationships and brainstorming the best strategic path towards engagement. Increasingly, CMU is seen as a desirable partner for motivated individuals looking to tap into our unique strengths for making a broad societal impact, so bringing a creative vision to the table as we shape these strategic philanthropic partnerships will be key. It should also be noted that this position plays a critical role in engaging private sector partners, which is an area of increasing focus.

As head of the division of University Advancement, the Vice President plays an instrumental role in engaging alumni, partners, parents, trustees, and our internal community, not only through traditional cultivation and relationship-building but also through creative and inspiring Events. While we have come a long way on building out our alumni and constituent engagement efforts, we continue to welcome new families to the Tartan community every fall, and launch distinguished alumni each spring, so there remains tremendous opportunity to continue to enhance our outreach and build affinity. Key to this is our effective University Events team, which is an essential component of the Vice President's portfolio.

Our new Vice President for University Advancement will inherit a strong, experienced, and welcoming senior management team, as well as a robust network of advancement officers in the schools and colleges who all act in concert with one another. I am seeking a strong leader to continue to motivate and inspire these extraordinary teams and foster strong collaborations among colleagues and stakeholders alike.

In closing, this is a tremendous opportunity for a leader looking to make a mark at an institution with incredible momentum and to join a team that is ambitious, collaborative, collegial and driven by excellence. I relish the opportunity to meet you and to hear about your interest and I look forward to the invaluable brainstorming, planning, and relationship-building we will do together in the years ahead.

–Farnam Jahanian, President, Henry L. Hillman President's Chair

CARNEGIE MELLON UNIVERSITY'S COMMITMENT TO DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Carnegie Mellon University is a richly varied community, united in the pursuit of excellence with a wealth of perspectives, identities, backgrounds, and cultures. CMU is committed to fostering an environment where all members of the community have a sense of belonging. This commitment drives its pursuit of creating a space where every voice can be heard. The university seeks to cultivate diverse populations and perspectives and promote equity and inclusion. Its devotion to these ideals springs from a core belief in the power of education to be a transformative and enriching force for every person, irrespective of their background, identity, or life circumstances. Inclusion and belonging are intricately interwoven into the very essence of the university, helping to shape its values, policies, and practices. Diversity, equity, inclusion, and belonging are not only central to the university's ethos but also indispensable to its pursuit of academic excellence and innovation. As a community devoted to rigorous analysis and creative approaches to real-world problems, CMU has both the tools and the responsibility to address these challenges. It continues to cultivate a welcoming culture, improve programs, recruit and retain world-class talent, and serve as a leader and champion for best practices.

PRIMARY RESPONSIBILITIES

The Vice President for University Advancement will

- oversee CMU's overall advancement efforts, including fundraising, alumni and parent engagement, business engagement, and university events by
 - conceiving of and implementing an overarching strategic advancement plan that is innovative and progressive, including activities that extend across philanthropic revenue streams, both nationally and internationally, in ways that appropriately support and reflect the mission, goals, and objectives of the university;
 - formulating and implementing comprehensive and best-in-class alumni engagement programs and volunteer support services that utilize the rich and varied resources of the university and offer value to more than 130,000 alumni who are geographically diverse and have a wide array of personal and professional interests and talents; and
 - strengthening the university's capacity to support international fundraising efforts by building the necessary infrastructure and staffing.
- collaborate with CMU's academic and administrative leadership to develop philanthropic support that enables CMU to fulfill its potential and continue its ascent by
 - working in partnership with academic and administrative leadership towards a thoughtful, energetic, unified, and consistent advancement strategy that embraces and leverages the strengths of the CMU model for academic and research units;
 - contributing to the success of academic and administrative leadership advancement efforts by ensuring that they are supported in their roles as fundraisers in significant and meaningful ways and are appropriately involved in advancement activities including prospect engagement, solicitation, and donor stewardship; and
 - building upon the entrepreneurial efforts of the institution's faculty, deans, department heads, and other senior and academic leaders to encourage and facilitate ownership of the university's advancement efforts.
- foster a culture of philanthropy across the university community and leverage the momentum of *Make Possible: The Campaign for Carnegie Mellon University* to prepare CMU for its next campaign by

- instilling a heightened level of engagement for prospects, donors, parents, alumni, and other stakeholders within the CMU community, preparing for the next campaign and alumni engagement expansion;
- working with the President, board, and other key constituencies to lead the effort to plan and execute a new campaign designed to realize the university's strategic priorities; and
- closely reviewing the organization and success of *Make Possible* and identifying strategies to ensure that the organization's staff, processes, and infrastructure can fulfill future campaign goals that will be established.
- lead the Division of University Advancement, which includes advancement professionals in CMU's academic units, by continuing to invest in division culture, and in learning and performance, and by fulfilling CMU's and UA's commitment to access, opportunity, and the relentless pursuit of excellence by
 - setting goals and measures to define success and fostering a culture of achievement that values mastery of best practices, accountability, and the implementation of new ideas in which effective teamwork, collaboration, accountability, strategic thinking, and innovation are expected, recognized, and rewarded;
 - incorporating a well-grounded understanding and demonstration of diversity, inclusion, equity, and belonging as core values of the institution and the division and engaging in a critical assessment of progress toward achieving and maintaining an inclusive culture in which diversity is valued and respected; and
 - leading by example and creating and contributing to an environment of openness, candor, transparency, mutual respect, and cooperation that serves as a model university wide.
- serve as trusted partner and advisor to President Farnam Jahanian and the administrative and academic leadership by
 - supporting the President by providing strategic guidance, fostering relationships, and generating support from donors and other stakeholders as an engaged member of Senior Leadership;
 - partnering with the President and Senior Leadership to navigate complex challenges and position the university and university advancement for success; and
 - ensuring that the President and Senior Leadership stay apprised of and are responsive to emerging best practices, risks, and opportunities in the field of advancement pertinent to CMU's continued fundraising success.
- manage a personal portfolio of CMU's top supporters, including trustees, foundations, corporate partners, and other individuals by
 - identifying, cultivating, soliciting, and stewarding a select group of principal and transformational gift prospects;
 - expanding the prospect pool of top supporters, with an emphasis on international prospects; and
 - leading by example as an exemplary fundraiser who inspires both internal and external partners.
- enhance and extend programs designed to engage CMU's various constituencies, with an emphasis on alumni and parents by
 - understanding the critical impact of alumni and donor relationships in advancing a leading research university;
 - building and strengthening credible, productive relationships with alumni, and engaging them using multiple strategies, both domestically and internationally; and

- ensuring that alumni engagement is viewed as a valued partner to CMU leadership, schools, colleges, departments, and research centers across campus to help colleagues meet the goals and objectives of their programs and the university's overall mission.
- support the President, Secretary of the Corporation, and academic deans in identifying and recruiting the best possible volunteers by
 - working effectively with the current board while continuing to identify future board members and overseeing the development and implementation of the leadership nomination pipeline;
 - ensuring continuity, diversity, and capability in the volunteer pipeline and identifying alumni who have demonstrated an interest in supporting the university, are prominent in their fields, and may be willing to serve on panels, committees, boards, or in other capacities; and
 - reviewing the strategy for volunteer engagement, training, and recognition across the university and continually developing approaches that make engagement a positive experience for the volunteer and for the university while fully utilizing the skills, connections, and advice of volunteers.

UNIVERSITY LEADERSHIP

Farnam Jahanian

President

Henry L. Hillman President's Chair

Farnam Jahanian was appointed the tenth President of Carnegie Mellon University by its Board of Trustees in March 2018. He was previously the university's Provost and later served as Interim President from July 2017 to February 2018. A nationally recognized computer scientist, entrepreneur, public servant, and higher education leader, Jahanian brings to CMU extensive leadership and administrative expertise, not only in advancing research and education within and across disciplines, but also in translating research into technologies and practices that benefit society. He first joined CMU as Vice President for Research in 2014, where he was responsible for nurturing excellence in research, scholarship, and creative activities. In his role as Provost and Chief Academic Officer from May 2015 to June 2017, Jahanian had broad responsibility for leading CMU's schools, colleges, institutes, and campuses and was instrumental in long-range institutional and academic planning and implementation.

Prior to coming to CMU, Jahanian led the National Science Foundation Directorate for Computer and Information Science and Engineering (CISE) from 2011 to 2014. He guided CISE, with a budget of almost \$900 million, in its mission to advance scientific discovery and engineering innovation through its support of fundamental research. Previously, Jahanian was the Edward S. Davidson Collegiate Professor at the University of Michigan, where he served as Chair for Computer Science and Engineering from 2007 to 2011 and as Director of the Software Systems Laboratory from 1997 to 2000.

Jahanian has been an active advocate for how basic research can be uniquely central to an innovation ecosystem that drives global competitiveness and addresses national priorities. His highly influential research on internet infrastructure security formed the basis for the internet security company Arbor Networks, which he co-founded in 2001 and where he served as Chairman until its acquisition in 2010.

Jahanian serves as Chair of the National Research Council's Computer Science and Telecommunications Board (CSTB), sits on the executive committee of the U.S. Council on Competitiveness, and is a board member of the National Center for Women and Information Technology (NCWIT). He is also active with the World Economic Forum, serving as Vice Chair of the Global University Leaders Forum (GULF) and as a member of the Global Network Advisory Board for WEF's Centre for the Fourth Industrial Revolution (C4IR). He also serves on C4IR's Internet of Things Council.

Jahanian holds a Ph.D. in computer science from the University of Texas at Austin. He is a fellow of the Association for Computing Machinery, the Institute of Electrical and Electronic Engineers, and the American Association for the Advancement of Science. He lives in Pittsburgh with his wife, Tris. They have three children: Dan, Thomas, and Sara (who earned her statistics and data science degree at CMU).

PREFERRED COMPETENCIES AND QUALIFICATIONS

Carnegie Mellon University seeks a Vice President for University Advancement with experience leading a sophisticated and complex advancement program while serving as a partner to the president as well as senior academic and administrative leadership. The Vice President will have an ability to reflect the university's strategic goals and translate those goals into cohesive advancement strategies. The Vice President will understand and appreciate the unique and creative culture of Carnegie Mellon University coupled with a desire to embrace the opportunity to learn and become immersed in the CMU community. The Vice President will possess high level strategic and planning skills, a thorough understanding of traditional and emerging advancement concepts, and a strong grasp of best practices in the advancement profession both inside and outside higher education. This includes experience envisioning, developing, and implementing successful, comprehensive, and holistic advancement programs across a complex enterprise with multiple constituencies and highly varied audiences both national and international, while using metrics to monitor growth and external and internal impact. The Vice President will have a collaborative and collegial disposition with superlative interpersonal skills and an eagerness and ability to engage and convene a diverse set of stakeholders, build strong professional relationships, and synthesize many ideas. The Vice President should have a record of creative and entrepreneurial management as well as the skills needed to encourage change and growth in both people and programs, a strong commitment to diversity, equity, inclusion, and belonging, and the ability to build a robust, autonomous, and highly collaborative team.

Additionally, Carnegie Mellon University seeks a Vice President of University Advancement with

- a commitment to the mission of Carnegie Mellon University—to create a transformative educational experience for students focused on deep disciplinary knowledge; problem solving; leadership, communication, and interpersonal skills; and personal health and well-being;
- experience in a senior leadership role within a comprehensive advancement program, including fundraising, alumni and parent engagement, business engagement, and university events;
- a history of conceiving of and implementing innovative and progressive strategic advancement plans with international reach;
- experience as a superior collaborator with an ability to partner with academic and administrative leadership across institutions to create consistent advancement strategies;
- experience serving as a partner to senior leadership, providing support and guidance in all aspects of advancement and beyond;
- campaign leadership experience, including an ability to both leverage the success of past campaigns and create momentum for future campaigns;
- experience managing a portfolio of high-net-worth individuals with the capacity for transformational impact;
- an ability to foster and instill a culture of philanthropy institution-wide;
- an ability to serve as an exceptional leader of staff with a deep commitment to diversity, equity, inclusion, and belonging as indispensable to the pursuit of excellence and innovation;
- experience formulating and implementing comprehensive and innovative alumni engagement programs that enhance alumni and parent engagement nationally and internationally; and

- experience working with boards, identifying future board members, and overseeing the development and implementation of the board nomination pipeline process.

A bachelor's degree and at least 10 years of advancement leadership experience is required for this position.

SALARY AND BENEFITS

Carnegie Mellon University offers a competitive salary and a wide variety of benefits and programs designed to meet the needs of its faculty and staff members. From its health and welfare plan offerings to tuition benefits and competitive retirement plans, CMU is committed to providing benefits that support its staff through every stage of their career at CMU. You may learn more about CMU benefits [here](#).

LOCATION

This position is in Pittsburgh, Pennsylvania.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of Carnegie Mellon University and the position of Vice President for University Advancement as presented in the position prospectus.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

To apply for this position, visit: [Vice President for University Advancement, Carnegie Mellon University](#).

To nominate a candidate, please contact Ron Schiller, ronschiller@aspingleadershipgroup.com or Don Hasseltine, donhasseltine@aspingleadershipgroup.com.

All inquiries will be held in confidence.