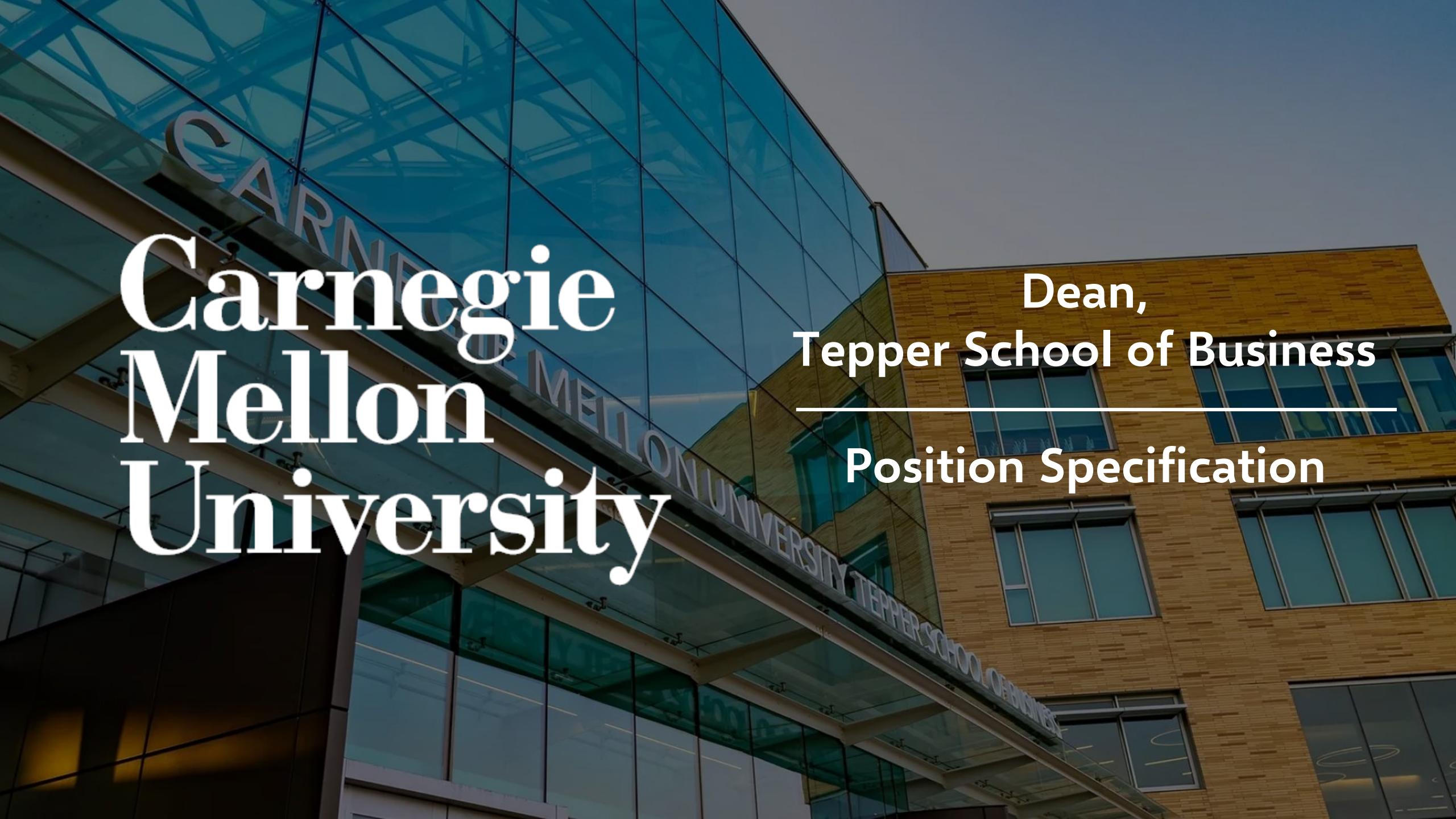


Carnegie Mellon University



Dean,
Tepper School of Business

Position Specification

About Carnegie Mellon University

A private, global research university, Carnegie Mellon stands among the world's most renowned educational institutions and sets its own course, from founding the first Machine Learning department in the world to establishing itself as a leader in computer science, engineering, and the arts.

In its 125 years, Carnegie Mellon has ascended to national and international leadership in higher education and research. A hotbed of innovation since its founding, it continues to be known for using the power of technology and the arts to solve real-world problems, and for interdisciplinary collaboration. Tepper School of Business plays a major role at Carnegie Mellon University as an engine of innovation and catalyst for intellectual collaborations. The Tepper School is noted for its distinctive collaborative culture, rich interdisciplinary environment, entrepreneurial climate, and quantitative orientation.

Carnegie Mellon University's alumni can be found across the globe — from Tony Award winners to Nobel Prize and Turing Award recipients, from CEOs to entrepreneurs, from professors to artists.

Today, Carnegie Mellon University's global presence includes campuses in Qatar, Rwanda, and Silicon Valley, and degree-granting locations and research programs in more than a dozen locations, such as Los Angeles, New York City, Washington DC, China, and Portugal.



Total Enrollment

- 7,620 undergraduates
- 6,268 master's students
- 2,240 doctoral students

Staff and Faculty

- 6,779 total employees
- 1,615 faculty
- 5,164 staff

Alumni Network

- 130,000 alumni across 148 countries

Physical Footprint

- 122.3-acre Pittsburgh campus
- 122 campus-owned buildings; two branch campuses in Doha, Qatar and Silicon Valley, California

Budget and Endowment

- Operating revenue (FY23): \$1.68B
- Endowment (FY24): \$3.2B

About Tepper

School Overview

Since its founding in 1949, the Tepper School of Business at Carnegie Mellon University has prepared next-generation thinkers to drive the Intelligent Future — a business landscape in which humans continue to unlock the power of data to advance our world. Recognized among the world's most innovative business schools, the Tepper School is distinguished by its leadership in research and teaching across organizational behavior, finance, accounting, entrepreneurship, economics, marketing, business ethics, operations management, business technology, and operations research.

Standing at the intersection of two revolutionary forces transforming business — the data-informed management science that the Tepper School pioneered and the artificial intelligence born at Carnegie Mellon University — Tepper continues its legacy of innovation. Tepper faculty lead global discourse on topics ranging from AI ethics and health innovation to supply chain management and economic prosperity. They push the boundaries of strategic thinking to address the world's most complex problems. At the same time, they invest deeply in mentoring students with the care, curiosity, and human-centered approach that defines the Intelligent Future.

The School's educational philosophy has always rejected traditional silos. Its innovative, AI-based curriculum equips students to collaborate across disciplines, recognizing that tomorrow's challenges demand unconventional ideas and creativity. Learning extends beyond the classroom through Tepper's AI for Business initiatives, where students explore how artificial intelligence transforms every aspect of business operations, strategy, and leadership. The Tepper Quad — the School's state-of-the-art facility — serves as a dynamic hub for interdisciplinary collaboration, entrepreneurship, and the innovative thinking that defines Carnegie Mellon University.

Our Mission

To provide intellectual leadership that advances the science and practice of management, and to develop ethical leaders to be value creators and pioneers of change for business and society.

Our Vision

We are leading the Intelligent Future of Business — an inclusive, innovative, and interdisciplinary future — leveraging analytics, emerging technology, AI, and business fundamentals for data-informed and human-driven decisions.

Key Figures

Students

- 1,039 master's students
- 83 doctoral students
- 812 undergraduate students

Faculty and Staff

- 112 full-time faculty
- 186 full-time/non-instructional staff

About Tepper (cont'd)

Building the Intelligent Future: Strategic Plan 2024-2030

The Tepper School of Business is guided by its new strategic plan, ***Building the Intelligent Future*** (2024-2030) — a forward-thinking blueprint that reaffirms the School's distinctive position at the intersection of business, technology, and analytics, and sets a bold trajectory for its next era of excellence.

Developed through an inclusive process engaging more than 300 faculty, staff, students, alumni, and advisors, the plan captures Tepper's ambition to shape the next generation of leaders who combine analytical rigor with human-centered insight. The strategy sets a course for innovation in teaching, research, and partnerships, ensuring Tepper remains a hub where diverse stakeholders collaborate to advance business and society.

Our strategic plan identifies three broad **Strategic Themes** with associated signature initiatives to build on in the coming years.

- **AI for Business:** Pioneering the exploration of the next generation of business applications of AI through research and education to drive ethical, value-creating business decision-making.
- **Economic Prosperity:** Advancing economic growth for our local, national, and global communities through research, teaching, and partnerships.
- **Entrepreneurial Pursuit:** Promoting entrepreneurship and innovation through curriculum, teaching, research, and faculty and staff development.

As an innovative platform to implement our three themes, we will pursue an exciting new signature initiative — **Collaborative AI**. Seizing this opportunity at the intersection of AI, business, and prosperity will require an entrepreneurial, human-centered mindset and collaboration across Carnegie Mellon University and with our community and corporate partners.

Three **Core Commitments** will advance our core values and guide our strategy's implementation:

- **Inclusive Excellence**
- **Data Informed/Human Driven**
- **Collaboration**

Learn more about our strategic plan [here](#).

About Tepper (cont'd)

Swartz Center for Entrepreneurship

Housed in the Tepper building and marked by significant engagement with Tepper faculty and students, the Swartz Center for Entrepreneurship is one of the nation's most innovative entrepreneurship centers, where students have founded more than 200 new companies, including Duolingo and Wigle Whiskey.

In 2015, Carnegie Mellon alumnus James R. Swartz, a distinguished entrepreneur and founding partner of the global venture capital firm Accel, donated \$31 million to strengthen entrepreneurship at CMU. In recognition of this transformational gift, the university established the [Swartz Center for Entrepreneurship](#).

The Swartz Center is a dynamic system of programs, courses, and activities that offers a unique path of entrepreneurship education, engagement, collaboration and opportunity — for a truly transformative learning experience. It works with its partners to serve the entire CMU community — departments, colleges, centers and campuses — to accelerate the translation of research innovations and promising ideas into the global marketplace, and to help students, faculty, staff and alumni fully engage in the university's innovation ecosystem.

The Swartz Center's mission is threefold:

- **Defining CMU as the "destination of choice"** for all individuals — faculty, staff and students — interested in entrepreneurship;
- **Fostering an "inside-out" approach** to creating winning commercial ventures from cutting-edge research and ingenious ideas for the benefit of society; and
- **Developing an extensive, vibrant network** of alumni entrepreneurs.



About Tepper (cont'd)

Programs

The Tepper School MBA

Students master the intersection of business, technology and analytics through our top-ranked, STEM-designated Master of Business Administration (MBA) program. This renowned program, offered in full-time, part-time hybrid and accelerated formats, hones the skills needed to lead where human intelligence unleashes the power of data and interdisciplinary teamwork drives innovation.

Master of Science in Business Analytics (MSBA)

Ranked #1 in the world by U.S. News and World Report, the MSBA positions students to extract powerful insights from complex data and translate them into strategic business advantage. Students supercharge their careers by diving into next-generation data science, where analytics, business and creativity converge.

Master of Science in Computational Finance (MSCF)

For 30 years, our top-ranked MSCF has been a global leader in preparing students for highly successful careers in quantitative finance. With locations in New York City and Pittsburgh, the program offers deep industry connections, excellent job placement rates and expertise on the cutting edge of risk management and economic forecasting.

Ph.D. Program

Tepper doctoral students conduct groundbreaking research that shapes the future of business education and practice. The program prepares students to become thought leaders in academia or industry, contributing original knowledge to fields at the forefront of business innovation.

Master of Science in Management (MSM)

This nine-month, STEM-designated program equips students with next-generation business fundamentals in just two semesters. Specializations in Entrepreneurship, Finance, Marketing, Operations and Strategy offer customization, and completion of the MSM program makes students eligible for the Accelerated MBA.

Master of Science in Product Management (MSPM)

The MSPM is a one-year interdisciplinary program offered jointly by the Tepper School of Business and CMU's School of Computer Science. Students prepare to lead product management teams at top tech companies, mastering business growth strategies, cross-functional team leadership and empathy-driven customer initiatives.

Undergraduate Programs

Tepper graduates are distinguished by their analytical and leadership skills, as well as their drive to tackle the toughest challenges with imagination and a collaborative spirit. Our undergraduate business administration and economics majors offer students the opportunity to grow and explore within a rigorous but supportive environment ripe for producing leaders.

Executive Education Programs

Executive Education at the Tepper School of Business gives students practical tools to lead with data and empathy, in which they learn from Carnegie Mellon faculty in formats built for busy professionals. Programs focus on leadership, business analytics, and applied AI.

The Position

Title	Dean, Tepper School of Business
Reports to	Provost, Carnegie Mellon University
Location	Pittsburgh, Pennsylvania
The Role	<p>Carnegie Mellon's Tepper School of Business stands at a moment of extraordinary possibility. Founded to bring analytical rigor to the study of management, Tepper today is at the crossroads of data, technology, and human insight, uniquely positioned to define business education for the age of artificial intelligence.</p> <p>The next dean will be an entrepreneurial and visionary leader — someone who not only understands business in theory but has worked closely with industry and innovators in practice. This individual must speak the language of business fluently, inspiring credibility among executives, entrepreneurs, and faculty alike. They will connect Tepper's research excellence to real-world impact, expanding the School's influence across markets and sectors.</p> <p>Guided by its new strategic plan, <i>Building the Intelligent Future</i>, Tepper is executing an ambitious vision to deepen its leadership in AI for Business, Economic Prosperity, and Entrepreneurial Pursuit, while launching initiatives such as Collaborative AI.</p> <p>This moment calls for a Dean who will lead and strengthen that vision: bringing energy, creativity, and strategic insight to guide the School as it continues to shape the future through innovation and collaboration. The Dean will build on Tepper's strong foundation to strengthen its model of data-informed, human-driven leadership through a balanced academic portfolio, expanded global pipelines, and offerings that meet the needs of today's learners and employers. Equally important, they will galvanize the Tepper community around a bold, unifying direction — one that leverages the School's extraordinary assets and intellectual heritage to elevate its global impact. They will champion collaboration across colleges and disciplines, ensuring that Tepper's contributions resonate throughout CMU and the broader community.</p> <p>The Dean will lead a talented faculty; strengthen academic programs across undergraduate, graduate, and executive education; and foster an environment that promotes innovation, inclusion, and impact. They will also steward and grow Tepper's financial and reputational capital through fundraising, alumni engagement, and strategic partnerships that extend the School's reach nationally and internationally. The Dean will be a determined advocate and ambassador for Tepper.</p> <p>The successful candidate will lead with agility, bringing proven experience guiding complex academic enterprises, inspiring excellence in teaching and research, working closely with industry, and advancing organizational innovation. They will bring financial and operational acumen, strong people management skills, and the ability to attract and retain exceptional faculty, staff, and students.</p> <p>This is an extraordinary opportunity for a leader who believes deeply in the power of data-informed, human-driven management to shape the future and who is eager to extend Tepper's legacy as one of the world's most forward-thinking business schools.</p>

The Position

Key Responsibilities

- Advance Tepper's strengths in *AI for Business*, *Economic Prosperity*, and *Entrepreneurial Pursuit*;
- Equip students to lead at the intersection of data, technology, and human decision-making, preparing graduates who can navigate and shape the industries of the future;
- Inspire faculty to pursue ideas that drive innovation, spur enterprise creation, and have societal impact;
- Deepen strategic partnerships with global business leaders, entrepreneurs, philanthropists and investors;
- Serve as CMU's chief ambassador for business leadership and innovation.

The Person

Pivotal Experience & Expertise: Criteria Used to Evaluate Candidates

VISION, PASSION, INNOVATION, & EXECUTION

A big-picture thinker on how people, business, and technology can impact the world in positive ways, with a track record of innovation and inspiring others to mobilize behind a vision. Brings a proven record of articulating a compelling vision, inspiring others to act, and translating ideas into measurable results with agility, humility, and entrepreneurial drive.

STAKEHOLDER ENGAGEMENT & FUNDRAISING

Possesses excellent communication skills and the ability to build authentic, enduring relationships across local, national and international stakeholder groups — including faculty, staff, students, University leadership, business partners, alumni, government, and donors. Demonstrates a collaborative and engaging approach that unites stakeholders around shared goals. A proven ability to lead fundraising efforts that strengthen existing partnerships and expand diversified revenue sources.

STEWARDSHIP OF RESEARCH EXCELLENCE & ACADEMIC CREDENTIALS

A champion for the foundational role that rigorous, relevant research plays in education and beyond. Strong academic credentials that meet the standards for appointment as a full professor with tenure at Carnegie Mellon University. For candidates outside academia: a recognized career of achievement in business, particularly in technology, as well as a genuine affinity for, and understanding of, business education and university culture.

STRATEGIC & OPERATIONAL MANAGEMENT

A track record of successful leadership in large, complex organizations, with a demonstrated appreciation for the nuance of leadership in an academic enterprise. Evidence of outstanding financial and operational management, and an ability to delegate and articulate clear direction and expectations. Strong people management skills, and the ability to recruit, retain, and develop a diverse and talented team who uphold a culture of trust and accountability.

The Person

Culture Impact: Traits the Dean Will Model

COLLABORATIVE

Demonstrates the ability to lead Tepper in a radically collaborative manner, reflecting Carnegie Mellon's interdisciplinary culture. Acts as and encourages others to act as a "university citizen," realizing the sum is greater than its parts; develops mutually beneficial partnerships. Able to work well with faculty, staff and students.

PERSUASIVE COMMUNICATOR

An articulate, authentic, and persuasive communicator who inspires confidence and enthusiasm. A compelling speaker and listener who can advocate and motivate effectively for Tepper, building trust and engagement among internal and external audiences.

CURIOS, AGILE, & INNOVATIVE

A curious, imaginative thinker who stays ahead of emerging trends in business education. Brings a nimble and adaptive mindset to seize new opportunities, fostering innovation while remaining grounded in execution.

Engagement Team

Expressions of interest or nominations can be sent to: CMUTepperDean@heidrick.com

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Equal Employment Opportunity Statement

Carnegie Mellon University is an equal opportunity employer. It does not discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex, disability, age, sexual orientation, gender identity, pregnancy or related condition, family status, marital status, parental status, religion, ancestry, veteran status, or genetic information. Furthermore, Carnegie Mellon University does not discriminate and is required not to discriminate in violation of federal, state, or local laws or executive orders.