

Carnegie Mellon University

Vice Provost for Enrollment Management and Dean of Admission

Leadership Profile

February 2025



WittKieffer

Executive Summary

Carnegie Mellon University, a private, global research university, stands among the world's most renowned educational institutions. The University invites inquiries, nominations, and applications for the position of Vice Provost for Enrollment Management and Dean of Admission.

Since its founding in 1900, Carnegie Mellon University has been a place that doesn't just imagine the future; it creates it. CMU's seven schools and colleges challenge more than 16,000 curious and passionate students, over 1,500 acclaimed faculty members, and 4,970 staff (all locations) to make an impact by solving real-world problems. With strengths at the intersection of technology and humanity, CMU is intent on using its tradition in innovation and interdisciplinary collaboration to respond to society's greatest issues with a trademark fearlessness and uncompromised academic excellence.

Carnegie Mellon is positioned to meet the challenges of an evolving and changing world. Located in Pittsburgh, Pennsylvania, a hot spot for entrepreneurship and model for future cities, CMU also has sites in Silicon Valley, Washington D.C., New York, Qatar, and Rwanda. A member of the Association of American Universities (AAU), CMU generates more than \$480 million in research annually and ranks No. 21 for national universities in *U.S. News & World Report* — with many of its programs ranking among the top in the world. This is a global community, with students hailing from 128 countries, faculty and staff representing 91 countries, and alumni living in 151 countries.

Undergraduate enrollment has transformed over the years, with an increasing number of talented and creative students compelled by the opportunities of a Carnegie Mellon education. CMU's Office of Enrollment Management was created in 2022 to address the increasing demand and complexity of the enrollment landscape. The Vice Provost for Enrollment Management and Dean of Admission will build upon an impressive trajectory and continue to advance this new model of enrollment management, providing the vision and leadership for a strategic approach to enrollment planning, demographic shifts, access and affordability, and the broader higher education market. By providing thought leadership and data-informed best practices, the Vice Provost will collaborate across all aspects of the field, including marketing, enrollment, student success, and outcomes. The Vice Provost reports to the Provost and oversees the Admission and Enrollment teams, including The HUB (CMU's one-stop-shop for enrollment services), the University Registrar's Office, Student Financial Services, Office of International Education, and Enrollment Systems.

This is an exceptional opportunity for a national thought leader and experienced executive manager who has a long-term vision and the superior analytical skills to address the issues of demographic shifts, access, and affordability. A collaborative, transparent, and forward-thinking approach will be essential to establish trust and cooperative partnerships across a large, complex, and decentralized institution. The Vice Provost should have a record of accomplishment in exploring entrepreneurial tactics to enhance enrollment efforts as well as the skill to partner with senior leadership and faculty colleagues in support of undergraduate enrollment priorities. While the admission component of the role will focus on undergraduates, the enrollment services components serve both undergraduate and graduate students. The Vice Provost will strategize with the colleges, schools, and departments to support their graduate admission initiatives and provide coordination to create a comprehensive overview of graduate admissions and enrollment.

The successful candidate will bring new ideas and strategies and manage change by investing deeply in relationships with divisional staff and constituents across the institution. Confidence, humility, nimbleness, and resourcefulness will be essential for success.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.



Role of the Vice Provost for Enrollment Management and Dean of Admission

The Vice Provost for Enrollment Management and Dean of Admission will advance an enrollment strategy that embraces the lifecycle of the student from high school to alumnus and appreciates the pivotal role that enrollment plays in enhancing the reach, impact, and reputation of Carnegie Mellon University globally. The Vice Provost will lead CMU in navigating the evolving landscape of enrollment management, including demographic shifts and issues of student access, affordability, and success. Additionally, the Vice Provost will bring expertise to enhance CMU's data practices and its application to marketing and branding, enrollment, and student success and outcomes. To advance the mission, vision, and goals of the institution, the Vice Provost will work collaboratively

and strategically with the President and Provost as well as key partners such as academic deans, colleagues in the Office of the Provost, University Communications & Marketing, Student Affairs, Finance, Advancement, Information and Technology, Student Academic Success, Institutional Effectiveness and Planning, and Inclusive Excellence. The Vice Provost will report to the Provost and Chief Academic Officer and have oversight of the following functional areas:

- Office of Admission (Undergraduate Admission | collaborative support for Graduate Admission)
- Student Financial Services
- University Registrar
- Enrollment Systems
- The HUB (CMU's one-stop-shop for enrollment services)
- Office of International Education



Opportunities and Expectations for Leadership

In its 125 years, Carnegie Mellon has soared to national and international prominence. Known for innovation and creativity, the University has high aspirations to deepen its impact and reach. These ambitions will extend to enrollment as the Vice Provost of Enrollment Management brings

vision, imagination, and resourcefulness to sustaining bold ambitions. This is an exciting position for a national thought leader and experienced manager who wants to make a significant contribution to Carnegie Mellon's future. The Vice Provost will find a community that is eager to partner with the new leader and extraordinarily supportive of the possibilities for enrollment.

Among their key priorities, the Vice Provost for Enrollment Management and Dean of Admission will be expected to:

- **Expand upon a history of success:** In recent decades, admissions numbers have ascended to impressive heights. In 10 years, the number of applicants to Carnegie Mellon has almost doubled, with more than 33,940 applicants during the most recent admissions cycle with a yield rate of 45.6%. For a new leader, this presents a remarkable opportunity to build upon a foundation of success and advance the vision for a new era of enrollment at the University that will address these highly competitive and culturally transformative times.
- **Solidify the enrollment structure and plan:** When the Office of Enrollment Management was created in 2022, it brought together previously separate units into a cohesive enrollment division. This has been a progressive and welcomed change for the Carnegie Mellon community. The new Vice Provost will identify the optimal path forward with an appreciation for CMU's history, traditions, and culture.

Considerable effort has been invested in building the systems, structures, and teams for a modern approach to enrollment management. As the enrollment operation matures, the new Vice Provost will lead the next phase of its development, providing an inspirational, strategic, and data-driven supported vision for short- and long-term enrollment goals. In the 2025 Strategic Plan for the Office of Enrollment Management, a number of priorities were identified from which the new Vice Provost can build. These include leveraging innovative technologies, advancing inclusive excellence goals, enhancing the student experience, improving access to and enhancing data technology for university partners, and bringing greater coordination to graduate admission processes.

Carnegie Mellon will look to the Vice Provost to support enhanced collaboration for graduate enrollment. Currently, all graduate admission processes are handled at the program/department level. University leadership envisions a future where recruiting priorities, student mix, and size of programs are coordinated centrally, while still giving academic programs appropriate autonomy. The Vice Provost will develop the infrastructure, processes, and procedures to facilitate collaboration with the programs and departments.

- **Maintain an integrated and transparent approach to enrollment within the Carnegie Mellon culture and systems:** The Vice Provost will lead the continued evolution of enrollment for CMU in a rigorous, informed, and highly inclusive fashion, continuing on a trajectory for enrollment that will align with the mission and strategic priorities of the University and academic units. The new Vice Provost will need to operate within a highly complex, decentralized university and come to know the nuances of leading admissions at CMU. The University admits students to each college, and the College of Fine Arts admits students to each school (Architecture, Art, Design, Drama, and Music). The Vice Provost and team also collaborates closely with the Dean of CMU Qatar. CMU's diverse academic programs provide a wealth of opportunities for students. Communication about CMU's academic offerings needs to be streamlined and clarified for the college-going market, conveying and promoting a strong array of programs that include and extend beyond science and technology, as well as those at CMU Qatar. The Vice Provost will

support the creation of a cohesive marketing approach that showcases the strengths of each college.

Significant strategic investments have been made in enrollment, and the new Vice Provost for Enrollment Management and Dean of Admission will leverage these resources while embracing the inventive, resourceful and entrepreneurial spirit that has allowed the University to soar. The new Vice Provost will sustain and build upon CMU's admirable trajectory while thinking big and opportunistically. The new leader will be results driven and adept at managing change and effectively embrace and communicate Carnegie Mellon's distinctive attributes in the recruitment of students, while constantly seeking new strategies, ideas, and tools to reach and recruit prospective students in an increasingly competitive and complex higher education landscape.

- **Bring a dedication to collaboration and information sharing at all levels:** The Vice Provost's willingness to forge strong partnerships and build a culture of collective discussion — leading an open and continuous exploration of enrollment possibilities at multiple levels and places within the University community — will be essential to their success. Looking at both short- and long-term objectives, the new leader will inspire a University-wide, rigorous conversation about enrollment goals, objectives, trade-offs, and opportunities, leading to a broad, continuously evaluated and evolving plan to guide the division with clear objectives, metrics, and deliverables. The Vice Provost will model and encourage an openness of communication and accountability in decision making and information sharing, engendering collaboration, trust, and confidence. While fostering relationships across Carnegie Mellon will be important, the Office of Institutional Effectiveness and Planning and University Communications and Marketing will be key collaborators for the Vice Provost. In addition, the new leader will be highly engaged with and responsive to the colleges, seeking input on how enrollment can help each dean and college meet its goals and objectives.
- **Advance inclusive excellence:** Since its founding as a school for the working-class residents of Pittsburgh, Carnegie Mellon University has been dedicated to access. Even as it has evolved, this commitment to societal impact remains. The new Vice Provost for Enrollment Management and Dean of Admission will bring a proven record of advancing access for students prepared for the rigor of a CMU education. This includes appreciating the relevance of standardized testing, continuing to reduce barriers to applying, assessing how applications are evaluated, ensuring financial aid promotes access, and cultivating a culture of belonging in which all members of the community are welcomed and embraced.
- **Provide support and leadership for the team:** The new Vice Provost will be joined by a strong and talented team that is deeply committed to the mission and success of Carnegie Mellon. Staff believe in the integrity of their processes, caring for students, and doing the right thing.

The enrollment management team is composed of new and long-serving members. As the Vice Provost brings together the division, they will seize the opportunity to work with the staff at varying levels of experience and tenure to set goals and further enhance collaboration between the units in the new enrollment division. During a time of continued transition, the Vice Provost will be a highly communicative and engaging leader. They will also bring a commitment to training, developing, supporting, and retaining staff.

- **Continually improve the student information systems:** The Registrar and Enrollment Systems units design and manage the critically important system of records related to students. Through partnerships and collaboration, enrollment management seeks to continue to streamline

operations and eliminate redundant systems across campus. The new leader will bring expertise in process improvements and data-driven decision making. The Vice Provost will have a keen understanding of the importance of the enrollment management system and explore opportunities to advance the modernization of the student information system. The new leader will be a champion for leveraging data resources, predictive analytics, and AI and emerging technology to support enrollment management strategies.



Professional Qualifications and Personal Qualities

Carnegie Mellon University is seeking an experienced thought leader who will bring a collaborative, transparent, and innovative approach to leading enrollment management. The next Vice Provost will be a skilled communicator who invests deeply in institutional relationships and brings significant leadership and managerial experience in enrollment management.

In addition, the ideal candidate will demonstrate most of the following professional and personal qualities and qualifications:

- **Proven effectiveness and expertise in strategic enrollment management:** Experience managing the complex interplay of marketing and recruiting strategies, enrollment goals and revenue targets, yield and financial aid; ability to articulate a bold vision, be a thought leader,

and provide strategic direction for the University regarding enrollment priorities; organizational skills to lead enrollment in a complex, highly decentralized environment; and insight to expand opportunities and grow new enrollment markets.

- **Innovative leadership and vision:** Demonstrated ability to lead the enrollment management organization with vision and confidence; enthusiasm for innovations in enrollment management strategies, including the incorporation of generative AI, and a keen sense of best practices; an understanding of student trends and how to address them for a highly selective private research university.
- **Commitment to an inclusive excellence framework:** A proven understanding of how to seek and cultivate a diversity of identities, populations, and perspectives to promote equity, inclusion, and developing as one's authentic self; past success in and demonstrated commitment to building and sustaining a community that embraces diversity in all its forms, equity, inclusion and belonging, as well as socio-economic mobility; commitment to putting students first along with the ability to align enrollment priorities with student success goals.
- **Strong analytical capacity:** Extensive experience with analysis and predictive modeling; ability to leverage data, trends, and systems; understanding of the application of data to marketing, enrollment, student success, and outcomes; ability to produce forward-looking, transparent strategic plans and budgets that link expenditures to outcomes; committed to transparency in reporting; proven success at harnessing technology in inventive and productive ways so as to increase access, reach, and efficiency; and excellent strategic and analytical ability to address the issues of demographic shifts, access, and affordability.
- **Change agent:** Appreciation for the history and culture of Carnegie Mellon combined with a desire to help the University navigate change; willingness to listen, learn, and ask questions before determining a path forward; the ability to bring others along when implementing new strategies and directions.
- **Skilled collaborator:** High spirit of collaboration; builds trust among team members and strong relationships across multiple constituencies; willingness to collaborate across a decentralized university; proven record as a leader working in collaborative, team-oriented environments; evidence of successful partnerships with faculty, students, administrators, staff, and alumni; the willingness to share and communicate, ask questions, and engage in an open and honest fashion.
- **Personal qualities:** A bias to engagement and action; nimbleness; commitment to results; diplomacy and a strong work ethic; highly refined interpersonal skills and emotional intelligence; communicative and transparent; curiosity; desire to foster a positive work environment; a genuine interest in partnering with key campus leaders; an openness to learn from others; a can-do attitude and excitement about the future of Carnegie Mellon.
- **Credentials:** A bachelor's degree is required; an advanced degree is preferred.

Enrollment Management at Carnegie Mellon

The new Office of Enrollment Management includes the Office of Admission, Student Financial Services, University Registrar, Enrollment Systems, The HUB, and Office of International Education.

Information about each unit in the division follows.

Office of Admission

The Office of Admission consists of approximately 18 full-time staff who are deeply passionate about their work and take great care and pride in the process of selecting each class. The Office also employs a number of seasonal workers. Staff members have prioritized personalized outreach and counseling and conduct the evaluation of applications holistically and with the utmost integrity.

As noted previously, CMU has achieved notable success in its undergraduate admission with a history of enrolling students who are academically talented and diverse in every measure, bringing a wide range of talents and experiences to the academic community.

Admission to Carnegie Mellon is by college, and within the College of Fine Arts, CMU admits by school. Carnegie Mellon has two application plans from which students can choose: Early Decision and Regular Decision. Additionally, CMU offers an early-admissions program for highly qualified high school juniors. CMU is a member of the Common Application.

Carnegie Mellon University is test optional for fall 2025 undergraduate admission applications. However, students applying to the School of Computer Science are strongly encouraged to submit either an SAT or ACT score, including the math subscore, to bolster their application's strength and aid in determining their ability to succeed academically at Carnegie Mellon.

For fall 2026 applicants, the institution will implement an undergraduate admission test policy that varies according to college or program:

- The School of Computer Science will require an SAT or an ACT score.
- The following colleges and programs will move to a test-flexible policy:
 - College of Engineering
 - Dietrich College of Humanities and Social Sciences
 - Dietrich and Heinz College's Joint Information Systems Program
 - Mellon College of Science
 - Tepper School of Business
- "Test flexible" means that students are required to submit test scores in order to complete their application, however, they may choose which type of test(s) they prefer to submit. Acceptable test options include the SAT, ACT, International Baccalaureate exam, Advanced Placement, Cambridge A-Levels, and the French Baccalaureate.
- The College of Fine Arts will remain test optional and continue to require portfolios or auditions.

In fall 2024, CMU enrolled 7,744 undergraduate students and 8,679 graduate students. For the class entering in fall 2024, applications were received from 33,941 (4,416 from early decision) first-time, first-year candidates. From those applicants, 3,959 were admitted, and 1,807 were enrolled in the first-time full-time entering cohort. Carnegie Mellon reported a yield rate of 45.6% in fall 2024's admission cycle — an increase of 9.4 percentage points over the past five years. Nearly 52% of the

2024 first-time, full-time students were students of color (including Hispanic & Latinx, African American, American Indian, Asian, Pacific Islander, Native Hawaiian and two or more races) coming from 49 states and territories (including Washington D.C. and Puerto Rico) and 33 countries. Almost 18% of the class were Pell Grant recipients, and 9% were first-generation college students. For transfer students, applications were received from 1,687 candidates where 94 were selected and 42 were enrolled.

The Undergraduate Admission team utilizes Slate by Technolutions to administer all aspects of the undergraduate application review process. This Slate instance integrates with other student systems through the Student Services Suite (S3), Carnegie Mellon's enterprise student information system, and through Snowflake, the central data hub. There are several other Slate instances in use across the University for recruitment in graduate departments, other campus locations, and Pre-College programs.

Undergraduate Admission coordinates with the [David and Susan Coulter Welcome Center](#) for campus visits and admitted student programming.



Student Financial Services

[Student Financial Services \(SFS\)](#) encompasses the Student Accounts Office and the Student Financial Aid Office. The department assists students and families in making a Carnegie Mellon education affordable and manages all student-related financial aid activity, including the billing and payment process.

For the academic year 2024-2025, total cost of attendance for an undergraduate resident-student totals \$86,812; for commuters, the total cost of attendance is \$73,000. First-year students are

required to live on campus. Permission for first-year students to commute must be granted by Student Affairs.

In alignment with the University's enrollment goals, [Student Financial Aid](#) optimizes the utilization of all financial aid resources in order to recruit and retain a high-quality and diverse student population. Student Financial Aid manages the packaging and distribution of funds for enrolled undergraduates and graduate students. Financial aid inquiries from prospective and newly admitted students are directed to Undergraduate Admission, while The HUB serves this role for returning undergraduate and graduate students. The FAFSA is required of students applying for federal and institutional financial aid programs. The CSS PROFILE is required of students applying for institutional financial aid programs.

Nearly 78% of Carnegie Mellon's \$181.9 million total undergraduate financial aid expenditure was CMU grant dollars in 2023-2024. That year, 41% of CMU students received need- and non-need-based grants totaling \$141.2 million. 2,628 students received need-based grants. The average financial aid offer for students with need was \$59,017. In 2023-2024, 1,195 CMU undergraduates received Pell Grants, including 302 first-year students (17.7%).

From the Class of 2024 (full-time undergraduate students who earned a bachelor's degree between July 1, 2023, and June 30, 2024), only 28% borrowed federal student loans to support their educational expenses. The average undergraduate loan debt was \$18,200.

In November 2024, Carnegie Mellon announced the [CMU Pathway Program](#), allowing undergraduates whose families earn less than \$75,000 annually to be able to attend CMU tuition-free, while undergraduates whose families earn less than \$100,000 annually will be able to attend CMU without borrowing any federal student loans. This initiative, which goes into effect in the 2025-26 academic year, is one of many efforts that reflect CMU's commitment to access and affordability. Other notable initiatives include:

- Increased investment in undergraduate financial aid by more than 86% in the last 10 years - from \$76 million in fiscal year 2015 to \$141 million in fiscal year 2024.
- Continued to meet 100% of demonstrated need for all undergraduate students who are United States citizens or permanent residents.
- Reduced the share of students borrowing federal loans from 52% in 2019 to 28% in 2024 and cut their total debt burden at graduation by nearly 30%, from \$25,936 per student to \$18,200 per student, in that same five-year span.
- Launched the Tartan Scholars program for undergraduate students and the CMU Rales Fellows program for graduate-level STEM students, aimed at removing barriers for high-achieving students.

The [Students Accounts Office](#) processes and invoices all student-related financial activity and manages the corresponding student financial aid obligations resulting from this activity. The Office strives to serve students by accurately reflecting and communicating these financial obligations, providing timely and consistent responses to inquiries and instilling financial responsibility and accountability with clear and concise guidance. The HUB serves as the front-facing center for inquiries and services for enrolled students and families.

University Registrar

The [University Registrar's Office](#) performs the essential roles of administering the collection and maintenance of student records, ensuring their accuracy and integrity, and enforcing academic policies while providing the best possible services. The Office aspires to provide exceptional, environmentally conscious services, while anticipating and meeting growing customer requirements with innovative processes, training, and self-service applications. The Office strives to foster and promote an environment of professional development and appreciation.

The team provides services to students, alumni, faculty, and departments related to student verifications, course scheduling and registration, learning spaces, final exams and grading, academic records, diplomas, academic offerings, VA benefits certification, and more.

Enrollment Systems

[Enrollment Systems](#) is charged with orchestrating the evolution, maintenance, and integration of the Student Services Suite (S3) and other student systems.

Members of Enrollment Systems meet regularly with Enrollment Management leadership and other campus partners to ensure alignment of business needs and system capabilities, while establishing the long-term vision and strategy for our student information ecosystem.

Additionally, the Enrollment Systems team provides IT support between and among the various student-system users and our central IT partners in Computing Services.

The HUB

[The HUB](#) is a one-stop shop for enrollment services, delivering comprehensive services and counsel to students and families regarding financial aid, billing and payments, ID cards and registration, and academic records. The HUB offers highly integrated information through personal attention and technologically responsive tools in a professional, forward-thinking, and accessible environment.

The assistant directors in The HUB serve as liaisons for students based on college/school. They provide service and counsel by responding to specialized enrollment inquiries and meeting one-on-one with students and parents.

Office of International Education

The [Office of International Education \(OIE\)](#), serves CMU's international student and scholar community by advising individuals on immigration, personal, academic, social, and acculturation issues. In addition to providing a variety of resources for foreign students and scholars, OIE facilitates study abroad and international exchange at CMU and advises students on programs and options. OIE's friendly, knowledgeable, and experienced staff are passionate about supporting international education and a cornerstone of the Carnegie Mellon community.



About Carnegie Mellon University

Carnegie Mellon 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 16,000 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 in a specific discipline and interdisciplinary. 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 (AAU), CMU generates more than \$480 million in research and development expenditures annually

and ranks No. 21 for national universities in *U.S. News & World Report*, with the undergraduate computer science program ranking No. 2, graduate computer science No. 1, undergraduate engineering No. 8, and undergraduate business No. 6.

Research at Carnegie Mellon is defining the future. 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 our 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, Silicon Valley, and others. This is a global community, with students hailing from 128 countries, staff and faculty representing 91 countries, and alumni representing 151 countries.

Learn more at [the Carnegie Mellon University website](#).

Vision

Carnegie Mellon University will have a transformative impact on society through continual innovation in education, research, creativity and entrepreneurship.

Mission

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.

To cultivate a transformative university community committed to attracting and retaining diverse, world-class talent; creating a collaborative environment open to the free exchange of ideas, where research, creativity, innovation, and entrepreneurship can flourish; and ensuring individuals can achieve their full potential.

To impact society in a transformative way — regionally, nationally and globally — by engaging with partners outside the traditional borders of the Carnegie Mellon campus.

Values

- **Dedication** - reflected in our distinctive work ethic and in our commitment to excellence.
- **Impact** - reflected in our commitment to address critical issues facing society regionally, nationally, and globally.
- **Collaboration** - reflected in our interdisciplinary approach, our focus on internal and external

partnerships and our capacity to create new fields of inquiry.

- **Creativity** - reflected in our openness to new ideas and forms of expression, intellectual curiosity, willingness to take risks, and entrepreneurial spirit.
- **Empathy and compassion** - reflected in our focus on improving the human condition and on the personal development of the members of our community.
- **Inclusion** - reflected in a culture and climate that seeks, welcomes, and advances talented minds from diverse backgrounds.
- **Integrity** - reflected in our adherence to the highest ethical standards in personal and professional behavior and in our commitment to transparency and accountability in governance and everything we do.
- **Sustainability** - reflected in our shared commitment to lead by example in preserving and protecting our natural resources and in our approach to responsible financial planning.

Inclusive Excellence

The [Office of the Vice Provost for Diversity, Equity and Inclusion and Chief Diversity Officer](#) serves a critical role by enacting real and lasting changes through long-range planning and implementation of initiatives that advance diversity, equity, and inclusion. The Office coordinates with each of the University's academic and administrative units to oversee their five-year strategic DEI plans and college-based commitments.

Strategic Plan

Beginning in 2023-24, Carnegie Mellon commenced a process to assess and revise the institution's strategic plan.

Under the guidance of the [Strategic Plan Update Steering Committee](#) appointed by President Jahanian and Provost Garrett, this data-informed process aimed to build on CMU's accomplishments from [Strategic Plan 2025](#) and fine-tune its strategic direction in light of a fast-moving higher education landscape. Based on this early feedback as well as peer benchmarking, the following six themes have emerged as areas of focus for our strategic plan update.

- **Affordability & Access:** Ensuring a CMU education remains accessible to top talent from all backgrounds, including low- and middle-income families.
- **AI & Emerging Technologies:** Maximizing CMU's leadership in technology in every sense — through research, creative inquiry and policy impact, and by training the talent that will shape the digital revolution.
- **Brand & Storytelling:** Further differentiating and elevating CMU's unique brand and telling the CMU story of impact in a more powerful way.
- **Organizational Agility & Effectiveness:** Ensuring CMU's complex organization is positioned for success, nimble in how it prioritizes resources, and savvy in how their use are optimized
- **Research & Innovation:** Expanding investments and partnerships in research, energizing CMU's culture of bold entrepreneurship and big bets, and continuing to grow its start-up and enterprise

creation.

- **Student Experiences & Outcomes:** Continuing to invest in a high-quality, hands-on and supportive student experience while maintaining the excellence that makes CMU's students highly sought-after.

We are keenly interested in broad stakeholder input, and we welcome our community's feedback as we engage in this important process.

Academics

Carnegie Mellon offers a wide range of programs in seven schools and colleges and has consistently [ranked high in a number of disciplines](#). The unique culture at CMU allows students and faculty members to work with scholars outside of their schools and colleges. In addition to the programs in the individual schools and colleges, CMU offers dozens of [interdisciplinary programs](#).

- College of Engineering
- Dietrich College of Humanities and Social Sciences
- College of Fine Arts
- Heinz College of Information Systems and Public Policy
- Mellon College of Science
- School of Computer Science
- Tepper School of Business

Leadership

Farnam Jahanian is the tenth president of Carnegie Mellon University. He previously served as the University's Provost as well as its Vice President for Research.



A nationally recognized computer scientist, entrepreneur, and higher education leader, Jahanian brings to CMU extensive leadership and administrative expertise. Prior to joining CMU, Jahanian led the National Science Foundation Directorate for Computer and Information Science and Engineering. Previously he was the Edward S. Davidson Collegiate Professor at the University of Michigan, where he served as chair for Computer Science and Engineering.

A widely published expert in cybersecurity and networks, his research formed the basis for the internet security company Arbor Networks, which he co-founded in 2001 and where he served as chair until its acquisition in 2010. Jahanian is a member of the board of directors for Highmark Health, the National Center for Women and Information Technology (NCWIT) and the Allegheny Conference on Community Development, among others. He served as chair of the National Research Council's Computer Science and Telecommunications Board (CSTB) from 2015 to 2021 and has been a board member of the Computing Research Association (CRA). He sits on the executive committee of the U.S. Council on Competitiveness and is a trustee of the Dietrich Foundation. Dr. Jahanian is 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.

James H. Garrett, Jr. was named Provost and Chief Academic Officer of Carnegie Mellon University in January 2019.



As the University's Chief Academic Officer, Garrett is responsible for leading CMU's schools, colleges, institutes, and campuses and is instrumental in institutional and academic planning and implementation.

A member of the faculty since 1990, James H. Garrett, Jr. became Dean of Carnegie Mellon University's College of Engineering in 2013. Immediately prior to that, he spent six years as Head of the Department of Civil and Environmental Engineering.

Garrett is Carnegie Mellon plaid through and through, having received his B.S. ('82), M.S. ('83), and Ph.D. ('86) degrees in Civil and Environmental Engineering from the institution. He joined the faculty of the College as an assistant professor in 1990 and was promoted to full professor in 1996. Garrett has served in other administrative roles including Associate Dean for Graduate and Faculty Affairs (2000-2006) and Acting Dean (2004), as well as Faculty Co-Director of the Smart Infrastructure Institute, a research center aimed at developing sensing technology for construction and infrastructure systems.

Throughout his research career, Garrett focused on how sensors and data analytics can make our cities more adaptive and efficient. This approach aims to give built infrastructures the ability to detect and report on problems directly to the humans charged with maintaining those structures, allowing for more proactive and cost-effective infrastructure management.

Among his many recognitions and awards, Garrett was elected as a fellow of the American Association for the Advancement of Science in 2016, awarded the title of Distinguished Member of the American Society of Civil Engineers in 2018, and elected to the National Academy of Construction in 2020.

Governance

The [Carnegie Mellon Board of Trustees](#) bears ultimate responsibility for the University, its policies, organization, financing, and governance. The board appoints the president, to whom it delegates operating responsibilities for the University, and it provides ongoing counsel to the president, sets strategic directions, and approves budgets and policies.

The president, in collaboration with trustees and members of the University community, appoints the [senior administration](#), including the [provost](#), who is the chief academic officer overseeing the educational mission of CMU and the [deans](#).

Student Life

The Carnegie Mellon University experience embraces all aspects of a student's life. In the classroom, around the dinner table, on the playing fields, or on stage, students pursue their curiosities, passions, and aspirations. Graduate and undergraduate student involvement — on

campus, in the community, and in the world — has helped shape Carnegie Mellon into the world-class university it is today. Students can make their mark, channel their passions, and shape their involvement through athletics, student organizations, leadership opportunities, civic engagement, fraternity and sorority life, CMU's signature traditions and events, and in ways that are waiting to be created. Campus life is a big part of life as a Tartan. First-year students are required to live on campus and are guaranteed University housing.

Hundreds of [student organizations](#), along with expanded [recreation programs](#), encourage community engagement in a way that is comprehensive, holistic, and forward thinking. The organizations span a wide variety of interests including religious or spiritual, civic engagement, media, sports, academic, political identity, artistic, and technology. More than 20 [sororities](#) and [fraternities](#), including multicultural Fraternity and Sorority Life (FSL) chapters and National Pan-Hellenic Council (NPHC) chapters, contribute significantly to the fabric of the campus community. CMU students are global citizens, engaging new people and experiences while building cross-cultural fluency and seeing to the welfare of others. Students serve through direct service, activism, social justice, and philanthropic opportunities.

CMU is known for defining what's next. That visionary mindset stems from rich traditions, which CMU reinvents in unconventional ways. Dating back more than a century, some Carnegie Mellon University [traditions](#) have a Scottish flavor (The Kiltie Band) as a nod to founder Andrew Carnegie while other experiences blossomed from the minds of students (The Fence and Spring Carnival, among countless others). The University's traditions help build community, celebrate CMU, and connect the school to the greater region. Graduate and undergraduate students, as well as the entire CMU community, come together to connect, engage, and celebrate their Tartan pride.

Athletics

Carnegie Mellon emphasizes excellence in its intercollegiate athletic programs as well as in its classrooms. The University strongly believes that academic and athletic excellence can successfully coexist. Intercollegiate athletics are important in student life and make a positive impact on the educational experience. Experience as a student athlete additionally provides benefits in professional and social endeavors following graduation.

Carnegie Mellon sports teams have participated in intercollegiate competition since the early 1900s. In the past 15 years, the program has experienced extensive success. The Tartans have won 91 conference championships and competed in over 260 NCAA championships since 1976. This success has been achieved while meeting all the academic requirements of demanding programs and without athletic scholarships.

Carnegie Mellon is a member of the University Athletic Association (UAA) and the National Collegiate Athletic Association (NCAA). Its intercollegiate teams compete on the Division III level and rank amongst the top 15 in the country. CMU fields competitive teams in 19 sports. The Tartans compete in football; men's and women's golf, men's and women's soccer, men's and women's cross-country, men's and women's tennis, men's and women's basketball, men's and women's swimming and diving, men's and women's indoor and outdoor track and field, softball, and women's volleyball.

Alumni

Carnegie Mellon University has over 127,000 active alumni living in 151 countries. Its alumni can be found across the globe — from Tony Award winners to Nobel Prize and Turing Award winners, from CEOs to entrepreneurs, from professors to artists.



Pittsburgh, Pennsylvania

Carnegie Mellon put Pittsburgh on the map as a mecca for technology and education. Since 1901, the exciting city-study environment has attracted thousands of ambitious undergraduate and graduate students from around the globe. With so much opportunity, culture and fun, it's no wonder Pittsburgh was voted as one of the [best large U.S. cities](#).

Pittsburgh is home to over 86,000 students from over 10 colleges and universities. Pittsburgh was ranked as one of the [top U.S. cities for millennials](#).

Some 177,000 people work in Pittsburgh's tech-related industries, and their ranks continue to grow as the city tops [lists for jobs](#). Networking opportunities, small business accelerators, and an innovative community make the [city appealing to entrepreneurs](#), especially recent graduates.

[Robotics](#) and software engineering lead the way. The city is home to Google, Uber, and Apple offices and a budding ecosystem of tech startups including Duolingo, Modcloth, and 4Moms, all of which have CMU roots.

From the zombie cult classic "Night of the Living Dead" by CMU alumnus George Romero to the Oscar nominated "A Beautiful Day in the Neighborhood," Pittsburgh — and CMU's campus — is a hotbed for film production, with more than [50 movies shot in the region](#) in the last decade.

The Steel City has become known for its green living. Pittsburgh has more trees per square mile than any other U.S. city, 1,700 acres of city parks, and is bike friendly. The city also has one of the world's largest concentrations of certified "green" buildings, including the [Phipps Conservatory](#).

Pittsburgh's traditional fare of Polish pierogies and sandwiches topped with french fries is making room for chefs feeding off new opportunities and [garnering national attention](#). With food trucks, craft beer, locally roasted coffee, farm-to-table dinners, organic and vegan options, and cuisine from far corners of the world — there is something for everyone.

Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

Professional references are not requested at this time.

WittKieffer is assisting Carnegie Mellon University in this search which will remain open until the position is filled.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

[Amy Crutchfield](#), [Shelley Arakawa, J.D.](#) and [Corin Edwards](#)

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Carnegie Mellon University 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. The university's Discriminatory and Sexual Misconduct Policy contains grievance procedures that provide for the prompt and equitable resolution of Complaints alleging any action which would be prohibited by this Policy. Inquiries concerning the application of and compliance with this statement should be directed to the Office for Institutional Equity and Title IX, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-7125.