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CHIEF ADVANCEMENT OFFICERS
MELLON COLLEGE OF SCIENCE AND TEPPER SCHOOL OF BUSINESS
Carnegie Mellon University
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The Aspen Leadership Group is proud to partner with Carnegie Mellon University in its search for two experienced advancement executives to be its new Chief Advancement Officers in its Mellon College of Science and Tepper School of Business. The qualified candidates will accelerate CMU's continued ascent in the ranks of the world's great universities. As CMU looks to grow its advancement program, these leaders will join the University Advancement management team as CMU strives to elevate its advancement program ahead of a comprehensive campaign.

The Chief Advancement Officers will manage advancement staff assigned to the Mellon College of Science and Tepper School of Business and create a portfolio of prospects and will execute cultivation and solicitation strategies for these prospects while developing a strategic advancement vision for the Mellon College and Tepper School.

ABOUT CARNEGIE MELLON UNIVERSITY

It is an exciting time to join the Carnegie Mellon community. Founded in 1900 by Andrew Carnegie, the institution has soared to national and international leadership in higher education and research, especially since 1967 when the Carnegie Institute of Technology merged with the Mellon Institute for Industrial Research to form Carnegie Mellon University. A birthplace of innovation since its founding, it continues to be known for creativity, solutions to real-world problems, and interdisciplinary collaboration. Its alumni have earned distinction around the globe—from Nobel Prize recipients to Tony Award winners, from Wall Street CEOs to Silicon Valley entrepreneurs, and from groundbreaking educators to pioneering researchers.

Carnegie Mellon is a highly regarded global research university, ranking 22nd in the world according to the Times Higher Education World University Rankings. For more than a decade, CMU has consistently ranked as a top 25 university in the U.S. News and World Report rankings.

The University's primary educational goal remains the cultivation of deep expertise within each student's chosen field. To excel in the 21st century, students must have the ability to recognize, frame, and address complex problems; the capacity to combine reflection with appropriate action; the ability to communicate effectively; the skill to work productively with diverse collaborators; the motivation to work within and contribute to professional and social networks; an understanding of the importance of physical and emotional wellness, including a balance between professional and personal activities; and the drive to learn continuously throughout their lives and careers.

Beyond its Pittsburgh campus, Carnegie Mellon University's global presence includes campuses in Silicon Valley and Qatar, and degree-granting locations in Los Angeles; New York City; Washington, DC; Australia; Portugal; and Rwanda, as well as numerous other research educational partnerships around the world.

Since his appointment in 2013, President Subra Suresh has prioritized the enhancement of University Advancement. Closely following CMU's successful *Inspire Innovation* campaign, which raised \$1.2 billion, President Suresh led efforts to close three of the largest gifts in CMU's history, including its largest corporate gift ever. In the three years since the last campaign, CMU has raised \$500 million in private philanthropic support, which has further fueled the University's ambitions in this area. The recruitment of these positions, both of which are new, is critical to the plans CMU is making for its future, and for the future of its schools and colleges. At the end of the next campaign, which will have a transformative impact on CMU, the University will also have built an advancement program that equals the excellence and distinction of its academic programs.

ABOUT THE MELLON COLLEGE OF SCIENCE

The Mellon College of Science is home to four departments and many programs and research centers that cross disciplines. MCS faculty members are nationally and internationally recognized for their research in a variety of fields, including polymer science, cosmology, mathematical finance, and neuroscience. MCS faculty collaborate with colleagues across Carnegie Mellon, at the University of Pittsburgh, and its medical school, and with others around the world, especially in computer science, computational biology, machine learning, philosophy, psychology, and engineering. They also developed interdisciplinary education initiatives, such as a joint biology-psychology major, and the Science and Humanities Scholars program.

MCS is noted for the high quality of instruction and support for student achievement in science. A recent comprehensive curricular reform was put in place that includes innovations in technology enhanced learning, peer to peer instruction, communication of scientific issues to diverse audiences, a freshman "Eureka" seminar focusing on resources and responsibilities as students, scientists, and citizens; and enhanced research experiences. In its first semester, this new curriculum has already yielded dramatic improvements in student engagement and success. More than 70 percent of MCS students take part in research as undergraduates, either in a faculty lab or through individual research projects.

MCS students every year have won major international graduate awards, such as the Goldwater, Gates, or Churchill Scholarships, and for the past five years, CMU has placed in the top five schools on the William Lowell Putnam Mathematics Competition, placing second in 2015—a remarkable achievement for a relatively small department.

MCS is organized into four Departments: Biological Sciences, Chemistry, Mathematical Sciences, and Physics. In Fall 2015, there were 224 faculty, 758 undergraduates, 44 master's students, and 276 doctoral students. Dr. Rebecca Doerge joined the college on July 1, 2016 as its new dean.

ABOUT THE TEPPER SCHOOL OF BUSINESS

The Tepper School of Business is ranked among the top 20 business schools in the world. Its past and current faculty and alumni include eight winners of the Nobel Prize in Economic Sciences, a remarkable achievement for a relatively small school.

The Graduate School of Industrial Administration was founded in 1949 with the support of William Larimer Mellon, chairman of Gulf Oil, to provide a setting where management and related topics could be taught and researched in a more rigorous, scientific way than was current at that time. The School had significant influence in shaping business instruction and research in management science worldwide. It was renamed in 2004 in honor of a gift of \$55 million from alumnus David A. Tepper.

The Tepper undergraduate business program is the smallest of the top 10 business programs, and the MBA program is the smallest of the top 20. The PhD program admits fewer than 20 students each year, so that the faculty-to-student ratio remains among the highest anywhere. The School also offers a flexible distance MBA program, the top-ranked Master's of Science in Computational Finance (taught in both Pittsburgh and New York City), as well as Executive Education programs. The curriculum remains strongly focused on analytical decision-making in business, and also provides opportunities for leadership development and entrepreneurship. To facilitate interdisciplinary collaboration, there have never been separate departments within the school.

A new building that will house the Tepper School is scheduled to open in 2018.

In Fall 2015, the Tepper School had 109 faculty, 465 undergraduates, 905 master's students, and 92 doctoral students. The dean is Robert Dammon, a financial economist who has been on the Tepper School faculty for more than thirty years.

REPORTING RELATIONSHIPS

The Chief Advancement Officers will report directly to the deans with a dotted reporting line to the Assistant Vice President for College Development and University Initiatives.

PRIMARY RESPONSIBILITIES

The Chief Advancement Officers will

- provide leadership and management of the direction, planning, and execution of fundraising and alumni relations activities for the Mellon College and Tepper School;
- serve as senior members of the dean's management team and as part of the University Advancement leadership to help create and implement a comprehensive fundraising and alumni relations strategy across the University;
- identify and articulate fundraising priorities for the Mellon College and Tepper School in support of strategic objectives;
- set the strategy for and support development activity for the dean, senior faculty members, key administrators, and other essential stakeholders;
- coordinate fundraising activities with colleagues in corporate relations, foundation relations, and other advancement offices across the University;
- collaborate with University Advancement departments, including donor relations, alumni relations, and advancement services;
- report on the results of all advancement activities;
- personally manage a portfolio of donors and prospects for the Mellon College and Tepper School;
- develop and manage a budget to support advancement activities;
- lead, coach, and evaluate the performance of direct reports; and
- help maximize effectiveness across all levels of the organization through other duties as assigned.

CANDIDATE QUALIFICATIONS AND QUALITIES

The ideal candidates for the Chief Advancement Officer positions will have

- advanced knowledge of major gift fundraising and capital campaigns;
- demonstrated success in developing and managing relationships with deans, volunteer leadership, and major donors and prospects;
- strong supervisory, coaching, and mentoring skills;
- staff and program management experience;
- cultural sensitivity in interacting with a diverse alumni population, both domestically and internationally;
- in-depth knowledge of organizational governance, administration, and operations;
- the ability to initiate, analyze, monitor, evaluate, and update strategic development plans;
- excellent writing, analytical, and organizational skills;
- excellent interpersonal skills and a commitment to collaboration;
- energy, self-motivation, flexibility, and adaptability;
- a smart sense of humor; and
- a commitment to Carnegie Mellon University's mission.

A bachelor's degree is required for these positions. A master's degree or equivalent combination of training and experience is preferred. At least seven years of progressively responsible development experience is required for these positions with at least five of those years being in management. Experience in a campaign environment is desirable.

CMU welcomes candidates to express interest in more than one of the Chief Advancement Officer positions.

SALARY AND BENEFITS

Carnegie Mellon University offers a competitive benefits and compensation package.

LOCATION

CMU is based in the vibrant city of Pittsburgh, Pennsylvania, consistently ranked among the most livable cities in the U.S. Pittsburgh continues to place high on many "best of" lists, including "The Top 10 Cities You Should Consider Moving to in 2016" by the *Huffington Post*. Situated at the intersection of three rivers, with mountains and lakes nearby, Pittsburgh was recognized as the 5th best city for an active lifestyle by *WalletHub*. And *Zagat* named the city the No. 1 food city in America this year. Pittsburgh has the environment, the rich cultural and culinary landscape, the vigorous sports scene (Go Pens!), and the affordability to make living here enticing to many.

APPLICATION DEADLINE

Before sending your résumé for this position, please read it over for accuracy. Review of applications will begin immediately and continue until each of these positions has been filled.

To nominate a candidate, contact Tim Child at timchild@aspenleadershipgroup.com or Greg Duyck at gregduyck@aspenleadershipgroup.com.

UNIVERSITY ADVANCEMENT LEADERSHIP



Scott Mory

Vice President for University Advancement

Scott Mory is Carnegie Mellon University's vice president for university advancement. He is responsible for overseeing the university's overall advancement efforts and for building partnerships with all of CMU's philanthropic and volunteer communities, including university alumni, parents and friends; charitable foundations; and corporate donors. Appointed in 2015, he reports directly to the president and works closely with the provost and the deans in developing advancement plans and infrastructure to fulfill the university's potential and support its continued ascent. He also staffs the Advancement Committee of the Board of Trustees.

Prior to joining CMU, Mory served as associate senior vice president and campaign director at the University of Southern California, managing the day-to-day activities of the Campaign for USC, a historic effort to raise \$6 billion. He joined USC in 2007 as associate senior vice president for alumni relations, a position he held until his promotion to campaign director in 2012.

Prior to USC, Mory served as assistant vice president for alumni relations and annual giving at the George Washington University. He also was an adjunct professor in the University's law school, teaching a first-year course on legal research, writing and oral advocacy. From 2002 to 2003, he was a member of the George Washington University Board of Trustees.

In the broader community, Mory is a frequent presenter at conferences of the Council for Advancement and Support of Education (CASE) and was a member of CASE's Commission on Alumni Relations. He also served a term as secretary of the Board of Directors of the Association of Private College and University Alumni Directors and as a member of the Council of Alumni Association Executives.

Mory holds a BA from the George Washington University and a JD from the George Washington University Law School. His previous professional experience includes clerking for the Hon. John Garrett Penn of the U.S. District Court for the District of Columbia and practicing as a litigation associate at the New York office of Cahill Gordon & Reindel LLP.



Mark E. Delos Reyes Davis

Associate Vice President for University Advancement and Campaign Director

Mark Davis is associate vice president for university advancement and campaign director at Carnegie Mellon University. Mark works with the division's vice president and other leaders in developing and implementing the strategy for the campaign, including monitoring progress on CMU's best prospects and ensuring that university leadership is appropriately engaged in development and alumni relations activities.

Most recently, Mark served as chief of staff to the president, senior international officer, and acting vice president of Enrollment Management at Hawai'i Pacific University. Previously, he was Assistant to the President at Rice University, serving as director of the president's office and coordinating its international initiatives after a successful stint as executive director of the Association of Rice Alumni. Mark has consulted for universities and non-governmental organizations, including the United Nations Development Programme's office in Beijing, on communications, advancement programs and outreach strategies. He holds a master's degree in Law from Tsinghua University and a bachelor's degree from Northern Arizona. His research is in international development assistance and higher education.

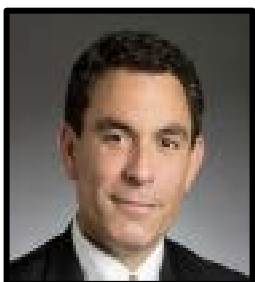


Pam Eager

Senior Associate Vice President for Development

Pam Eager is the Senior Associate Vice President for Development at Carnegie Mellon. Her responsibilities include leading the institutional partnerships, planned giving, international development and leadership annual giving programs. Pam led the expansion of the individual giving program during the university's Inspire Innovation campaign that concluded in 2013, resulting in increasing average annual commitments from individuals from less than \$20 million to more than \$60 million. During the campaign, the university also received the two largest individual gifts in its history, the \$55 million gift from David Tepper and the \$265 million gift from Bill Dietrich. Since joining the university in 1991, Pam has served in a number of roles including Director of Development for the College of Engineering, Director of Major Gifts, and Assistant Vice President for Individual Giving.

Prior to joining the staff at Carnegie Mellon, Pam worked at BASF Corporation, an international chemicals producer, in market development, product management and corporate strategic planning. Pam holds a BS in chemical engineering and an MBA, both from Carnegie Mellon.



Matt Weinstein

Assistant Vice President

College Development and University Initiatives

Matt Weinstein is the assistant vice president for college development and university initiatives at Carnegie Mellon University. He is the primary liaison to all of the college and school-based advancement programs, providing leadership and coordination with the central office of university advancement. In addition, Matt leads the university initiatives team, responsible for developing and executing fundraising strategies for donors interested in supporting key strategic academic and university-wide initiatives including athletics, student affairs, and the library.

Matt has 20 years of development experience, primarily in higher education. Before joining university advancement at CMU, he spent 13 years at the University of Pittsburgh holding numerous positions within institutional advancement, most recently as the senior executive director of development and alumni relations for the Swanson School of Engineering, helping Pitt successfully complete its \$2 billion dollar campaign. Before coming to Pittsburgh, he was a development officer for both Brandeis University and Muhlenberg College.

Matt earned his PhD in Political Science at the University of Pittsburgh and has degrees from Lehigh University, Clark University, and a certificate from the London School of Economics. He is originally from the San Francisco Bay Area and now lives in the Squirrel Hill neighborhood of Pittsburgh with his wife Marcie and two children, Nate and Abby.

CMU CHIEF ADVANCEMENT OFFICER ACADEMIC LEADERSHIP



Robert M. Dammon
Dean, Tepper School of Business

Robert M. Dammon is the ninth dean of the Tepper School of Business at Carnegie Mellon University, a post that he assumed in May 2011. A researcher and professor of financial economics, he joined the faculty in 1984 and was appointed to serve as the school's associate dean for education from 2008 to 2011. Professor Dammon earned his MBA (1980) and PhD (1984) in financial economics from the University of Wisconsin-Madison.

Professor Dammon's most recent research focuses on lifetime savings, investing and asset allocation and his work has been published in the most prestigious finance and economic journals, including the American Economic Review, the Review of Financial Studies, and the Journal of Finance. Among the awards he has received for his scholarship is the 2004 "TIAA-CREF Paul A. Samuelson Award for Outstanding Scholarly Writing on Lifelong Financial Security."

He has developed and taught courses in corporate finance, corporate restructuring, and business valuation to both MBA students and corporate executives from around the world. Dammon is also a three-time recipient of the George Leland Bach Teaching Award for Excellence in the Classroom (1989, 1997 and 2007).

Dammon is a member of the American Finance Association, the American Economic Association, and the Society for Financial Studies. He also has served as associate editor for several professional journals including Financial Management (2002-2008), Management Science (1993-1997, 2001-2003), and the Review of Financial Studies (1996-1999).



Rebecca Doerge
Dean, Mellon College of Science (as of August 1, 2016)

Rebecca Doerge, the Trent and Judith Anderson Distinguished Professor of Statistics at Purdue University, has been appointed as the next dean of the Mellon College of Science at Carnegie Mellon University, effective August 1, 2016. Doerge also will hold joint faculty appointments in the Department of Biological Sciences in the Mellon College of Science and the Department of Statistics in the Dietrich College of Humanities and Social Sciences.

Doerge, who joined Purdue in 1995, currently holds a joint appointment in Purdue's College of Agriculture and College of Science. Her research focuses on statistical bioinformatics, which brings together multiple scientific disciplines to investigate and disseminate biologically interesting information, and further understand the ultimate function of DNA and epigenomic associations.

As head of Purdue's Department of Statistics from 2010-2015, Doerge oversaw the unit's growth into one of the largest departments of statistics in the country. She led efforts that doubled both the number of undergraduate students and the number of tenured female faculty, while also increasing the department's number of online and hybrid course offerings.

Doerge is an elected fellow of the American Statistical Association and the American Association for the Advancement of Science. She is a member of the board of trustees for the National Institute of Statistical Sciences and the Mathematical Biosciences Institute.

A recipient of multiple awards at Purdue, Doerge has authored more than 120 scientific articles, published two books and worked with 23 doctoral degree candidates to the successful completion of their studies.

Doerge earned bachelor's and master's degrees in mathematics from the University of Utah and a doctoral degree in statistics from North Carolina State University. She spent two years as a postdoctoral scholar at Cornell University.

All inquiries will be held in confidence.

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