



Associate Dean for Academic Engagement

The Carnegie Mellon University Libraries (Libraries) seeks an intellectually curious, talented, dynamic leader to oversee and provide strategic direction for its team of liaison librarians and the services they provide to the university community.

The Associate Dean for Academic Engagement (Associate Dean) will bring creativity and ingenuity to the challenge of coordinating the services and programs developed by members of library faculty who hold appointments as liaison librarians, to mentor those faculty, and to develop strong relationships with heads of academic departments, schools, and centers.

In addition to overseeing the Libraries' team of 20 liaison librarians and information specialists, the Associate Dean will serve as a core member of the Dean of the University Libraries' leadership team, sharing responsibility for organization-wide strategic and resource planning, organizational development, and leading new initiatives to develop and advance library staff and faculty, programs, and services, in advancing the academic mission of Carnegie Mellon University.

This is a full-time position that will be performed on site in Pennsylvania. Salary commensurate with experience with a generous benefits package.

ABOUT CARNEGIE MELLON UNIVERSITY

Carnegie Mellon University (CMU), a member of the Association of American Universities (AAU), is a global, research-intensive university with more than 14,000 students, more than 120,000 alumni, and approximately 5,000 faculty and staff. In 2022, *U.S. News & World Report* ranked CMU #22 among national universities, #3 in terms of Most Innovative Schools, and many of its programs are among the top-ranked in the world. CMU is home to the country's #1 ranked programs in computer science, computer engineering, cybersecurity, and artificial intelligence, among others. In addition to highly ranked drama, arts, and music schools, CMU has the #7 engineering program, the #5 undergraduate business program, and is one of a small number of academic institutions in the nation boasting a fully-

fledged Federally Funded Research and Development Center (FFRDC), the Software Engineering Institute (SEI). CMU's confluence of scholarly excellence, robust federal and industry interface, and heritage of innovation has consistently placed it among the world's most dynamic and impactful research institutions.

The University is known for its distinctive culture, which champions interdisciplinary inquiry and collaborative efforts in a technology rich environment. CMU's global footprint fosters cooperation across borders, including from its campuses in Qatar, and most recently Rwanda, where it is making a commitment to empower the next generation of African leaders and innovators. With more than a dozen degree-granting locations, as well as a growing number of research partnerships around the world, CMU is truly a global institution. CMU faculty are known for inspiring students to think creatively, interpret with insight, and solve major societal, scientific, and technological challenges. Current and former faculty and alumni include 20 Nobel Laureates, 79 members of the National Academies, 12 Turing Awardees, 10 Academy Award winners, 116 Emmy Award winners, and 44 Tony Award winners. Roughly 7,400 undergraduate and 8,300 graduate students are drawn to the University's commitment to innovative education and training and its outstanding programs across its seven schools and colleges.

For more information about CMU, please visit the following links:

History of the institution: <https://www.cmu.edu/about/history.html>

Strategic Plan, 2025: <https://www.cmu.edu/strategic-plan/>

Rankings: <https://www.cmu.edu/about/rankings.html>

Awards: <https://www.cmu.edu/about/awards.html>

VISION, MISSION, AND VALUES

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 (a) attracting and retaining diverse, world-class talent; (b) creating a collaborative environment open to the free exchange of ideas, where research, creativity, innovation, and entrepreneurship can flourish; and (c) 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 university 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

DIVERSITY, EQUITY, AND INCLUSION

Diversity, equity, and inclusion are top priorities for the university. CMU recognizes that cultivating diverse perspectives and promoting inclusion will fuel the intellectual vitality essential for the health and progress of our campus community. Achieving breakthroughs requires visible commitment at all levels of the institution to recruit, retain and advance diverse world-class talent supported by sustainable programmatic initiatives, as outlined by the [2025 Strategic Plan](#):

- Develop and implement tools and programs to optimize practices in diversity and inclusion throughout the university community.
- Enhance standards for recruiting practices, including mandatory training in implicit bias for search committees, cross-departmental sharing of finalists to fill vacant positions, and a focus on recruiting diverse personnel at all levels of leadership.
- Carefully cultivate and mentor existing talent at the undergraduate and graduate levels to broaden pools of prospective candidates for key positions.
- Identify and institute best practices in student recruitment, admissions decision-making, and enrollment to recruit a strong and diverse student body.

Today, CMU is pursuing those ambitious goals. But there is still much work to be done. Each of us bears responsibility for the kind of community we create, and so we must continue to seek new ways to contribute to a university that lives up to our core values.

To read more about DEI at CMU, and its path-setting initiatives, please visit:

<https://www.cmu.edu/diversity/>

<https://www.cmu.edu/diversity/commitment-and-progress/index.html>

UNIVERSITY LEADERSHIP



Farnam Jahanian is the 10th 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 coming to 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, Garrett 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.

PITTSBURGH

Nestled in the heart of Oakland, Carnegie Mellon University sits adjacent to Schenley Park, with its more than 4,450 acres of trails and access to outdoor activities. If city life is more your style, downtown Pittsburgh is just a few miles away. Recognized as one of the most livable cities in America, Pittsburgh is known for its great food, outdoor adventure, history, and entertainment along its 35 miles of urban waterfront.

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

For more information on Pittsburgh, please visit: <https://www.cmu.edu/about/pittsburgh.html>.

ABOUT THE CARNEGIE MELLON UNIVERSITY LIBRARIES



“A century ago, Andrew Carnegie created and defined the library of the 20th century. Our ambition is that the university which bears his name will define the library for the next 100 years.”

-Keith Webster, Dean of University Libraries, March 2017

The history of the Carnegie Mellon University Libraries is a reflection of Carnegie Mellon’s history – pragmatic and entrepreneurial. The first libraries on campus were departmental libraries scattered across campus and tucked away in offices. As faculty and students realized a central library was needed, the

various collections were moved into the Hut, a converted WWI canteen. During WWII, the library was moved back into repurposed offices. Finally, in 1961, thanks to the generosity of Mr. and Mrs. Roy Hunt, the library moved into its first purpose-built library. The Hunt Library, pictured above and located at the center of campus, serves undergraduate students and houses administrative offices. In addition to the Hunt Library, Carnegie Mellon now also has two disciplinary libraries – Sorrells Engineering and Science Library and the Mellon Institute – as well as a library in Qatar.

The CMU Libraries also include the Posner Center, which houses rare and historic books and art collected by Mr. and Mrs. Henry Posner Sr. The collection is notable for works recording the history of science, and for finely bound books, classic literature, and other important documents.

Investment in the library is part of the University's Strategic Plan 2025, which calls for the creation of "a 21st century library that serves as a cornerstone of world-class research and scholarship." In a world where digital is becoming the default format for information, the library will remain a vital presence on campus, sustaining serious scholarship and providing opportunities for interactive research and study environments. To support this important work for students, faculty, and staff, and to create modern century library spaces for today's learners and scholars, the libraries aim to accomplish the following:

- Develop information specialists as partners in research, teaching, and learning.
- Collaborate with peer institutions to provide coordinated access to a global collection of information resources.
- Steward the evolving scholarly record, and champion new forms of scholarly communication.
- Be recognized globally as a leader in the development of the scholarly information ecosystem.

Hunt Library houses four floors of volumes comprising the university's collections in the arts, humanities, and social science. [Special Collections](#), [University Archives](#), and the video collection are located in Hunt Library. The fifth floor is home to the [Hunt Institute for Botanical Documentation](#), which specializes in the history of botany and all aspects of plant science. The Roger Sorrells Science and Engineering Library and the Mellon Institute Library are home to library employees, collections, and services for the STEM disciplines, and a library in Doha meets the needs of the CMU Qatar community. The university's [IDeATe program](#), which offers nine undergraduate minors in domains that merge technology and arts expertise, is housed in the basement.

ABOUT THE DEAN OF UNIVERSITY LIBRARIES



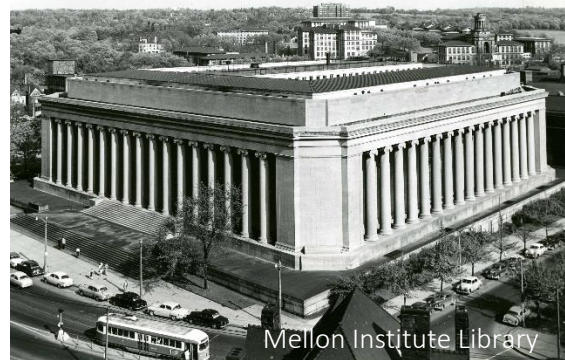
Keith Webster was appointed Dean of University Libraries at Carnegie Mellon University in July 2013 and was additionally appointed as Director of Emerging and Integrative Media Initiatives in July 2015 and Posner Dean's Chair in 2021. He also has a courtesy academic appointment at the University's H. John Heinz III College.

Previously, Keith was Vice President and Director of Academic Relations and Strategy for the global publishing company John Wiley and Sons. He was formerly Dean of Libraries and University Librarian at the University of Queensland in Australia, leading one of the largest universities and hospital library services in the southern hemisphere. Earlier positions include University Librarian at Victoria University in New Zealand,

Head of Information Policy at HM Treasury, London, and Director of Information Services at the School of Oriental & African Studies, University of London.

Keith has held professorships in information science at Victoria University of Wellington and City University, London. He is a Chartered Fellow and an Honorary Fellow of the Chartered Institute of Library and Information Professionals (UK), and has served on government advisory boards, journal editorial boards, and as an officer in professional and learned societies around the world. He was Chair of the National Information Standards Organization in 2018/19 and currently serves on the steering committee of the Coalition for Networked Information.

Keith's professional interests include research evaluation, learning space design, and trends in scholarly communication. He is a regular speaker on topics such as the future of research libraries and the impact of open science on publishing and libraries.



DIVERSITY, EQUITY, AND INCLUSION – LIBRARIES

The University Libraries values and promotes diversity, equity, and inclusion.

Through our expertise, services, and collections, we aim to serve all members of the Carnegie Mellon University community with empathy and respect.

Our commitment to diversity, equity, and inclusion strengthens our organization and enriches our learning environment, creating the conditions for innovation to flourish. Our provision of equitable access to information, spaces, and opportunity enhances the quality of the student experience and provides our scholars with a competitive edge. We strive to incorporate and appreciate the diversity of our institution in exhibits, events, collections, and our workforce. We strive for an ongoing practice of inclusion to build a sense of belonging for all members and help us all learn how to celebrate our differences.

Our roles as information providers, skill builders, and hubs of campus activities place us squarely at the center of campus and academic life and require that we attend to diversity, equity, and inclusion – and find opportunities to infuse this where it is lacking – in areas under our purview.

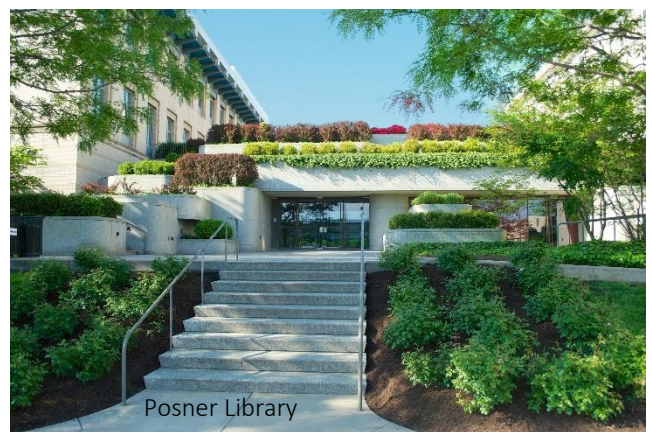
The University Libraries Diversity, Equity, and Inclusion (DEI) strategic plan is organized around three key goals calling on the Libraries to strive for diversity, equity, and inclusion in the following areas:

- **Hiring and Retaining Our Talent** – Create the conditions that are favorable for hiring, retaining, and educating a diverse workforce that will serve all members of the CMU community with empathy and respect.
- **Building Services that “Serve”** – Ensure our collections, exhibits, events, and communications are reflective of the populations we serve and that we aim to serve.
- **Provisioning Equitable Access** – Deliver equitable access to information, spaces, and opportunity, thus enhancing the quality of the student experience and providing our scholars with a competitive edge.

Implementation of this plan began in Fall 2020. Progress is tracked at the action item level, incorporating a cycle of implementation, feedback, and reporting across the different semesters each year. We will continually strive for transparency and accountability in our actions and the ways that we measure success. This DEI Strategic Plan acknowledges that for the university to achieve its mission of impacting society in a transformative way through cultivation of a world-class workforce and provision of a transformative student experience, diversity, equity, and inclusion efforts must be prioritized and given the support to succeed.

Annual Diversity, Equity, and Inclusion Update (2020-2021)

The first installment of the [DEI Annual Report](#) is to measure progress toward the Libraries’ Diversity Equity, & Inclusion (DEI) goals, hold ourselves accountable, and define the priorities for the year ahead.



ROLE OF THE ASSOCIATE DEAN FOR ACADEMIC ENGAGEMENT

Reporting to the Dean of University Libraries, the Associate Dean for Academic Engagement will oversee and provide strategic direction for the Libraries’ 20 subject liaisons, members of the library faculty. The Associate Dean will mentor those faculty and develop connections and partnerships with the heads of

academic departments, schools, and centers. As part of the senior administrative team within the Libraries, the Associate Dean will share in library-wide planning and policy development, contribute to the development of strategic initiatives, and play a key role in developing a shared vision for the Libraries' future.

The next Associate Dean will be an active member of a strong leadership team within the CMU Libraries; oversee and provide strategic direction for Academic Engagement ; provide leadership that unites, supports, and empowers library faculty and staff to deliver excellent service; develop and maintain innovative, effective programming; develop partnerships and networks across campus; and value and advance diversity and inclusion efforts.

OPPORTUNITIES AND CHALLENGES

The Associate Dean for Academic Engagement will be expected to embrace the following opportunities and challenges:

Collaboratively develop, articulate, and implement a distinctive vision for the future of Academic Engagement: Working closely with the Dean, the Libraries Leadership Team, library faculty and staff, and in concert with the Libraries' strategic priorities, the next Associate Dean will provide leadership in creating a vision that unites, supports, and empowers library faculty and staff to deliver excellent service; develop and maintain innovative, effective programming; develop partnerships and networks across the libraries and campus; and value and advance diversity and inclusion efforts. The next Associate Dean will provide transparent and inclusive leadership as the Libraries advances its DEI strategic plan, while embracing a more equitable future for CMU's broad and diverse community. They will reaffirm CMU's and the Libraries' commitments to, and ongoing training around, diversity, equity, and inclusion, continuing the work of creating and sustaining an intercultural community that respects differences and welcomes and empowers all of its members.

Drawing upon a strong sense of national best practices and emerging trends, the next Associate Dean will create structured mentoring opportunities for liaison librarians, building a system to prioritize competing demands, promotion requirements, and service expectations. The next Associate Dean will work with liaison librarians to help expand the scope of the traditional subject-librarian lens: empowering them to seek opportunities beyond collection development and information literacy instruction sessions, engaging with cross-divisional projects in an open-hearted manner, etc.

Champion the Libraries and its critical role in CMU's mission by developing partnerships across campus: The next Associate Dean will be a passionate and thoughtful advocate for the libraries across campus, developing relationships, partnerships, and networks with CMU's colleges, schools, and departments. The next Associate Dean, working with the liaison librarians, must boldly and entrepreneurially reach outside the libraries and create partnerships in terms of programming, services, events, and resource sharing to better support teaching, learning, and research.

Support the dedicated community of library faculty and staff within Academic Engagement: The next Associate Dean must bolster the community within Academic Engagement through collaboration and team building focused on open and transparent communication. The next Associate Dean should solicit, consider, and genuinely value the views and contributions of all faculty and staff.

Mentor the continued professional development of library faculty and staff: The University Libraries are fortunate to have a talented, ambitious, loyal, and enthusiastic group of library faculty and staff who care deeply about their work. The next Associate Dean will support library faculty and staff in reaching their fullest potential and empower them to take advantage of leadership, career, and professional development opportunities locally, regionally, and nationally.



QUALIFICATIONS AND CHARACTERISTICS

The ideal candidate to become the next Associate Dean for Academic Engagement will embody an energetic, creative, collaborative, and bold approach to working with library faculty and staff, and partnering with academic units. The next Associate Dean will hold an ALA-accredited degree or an international equivalent, or an advanced degree in a relevant field, as well as demonstrate effective leadership and management experience within an academic library setting.

As a faculty member of the CMU Libraries, the Associate Dean will continue to advance their own scholarship and publishing.

In addition, the ideal candidate will possess many of the following:

- A nuanced understanding of the mission, values, and goals of the intellectual enterprise in higher education and a generous interpretation of how an academic library can enthusiastically and creatively partner with faculty, staff, and students in pursuit of the same;
- A welcoming, engaging nature, leading to an easy rapport with faculty members and a nuanced understanding of, and respect for, faculty governance and functioning within an academic unit;
- A passionate and visible personal and professional commitment to diversity and inclusion and to maintaining a professional climate in which all are welcome and can thrive;
- Experience with a research services unit in a complex and rapidly changing environment, including demonstrated engagement in reference and instructional services, user experience, and assessment of services;

- Proven project management and organizational skills;
- Comfort in working in a data-rich and computationally strong culture;
- Ability to effectively supervise, evaluate, motivate, and mentor library faculty and staff;
- Familiarity with current and emerging trends and technologies related to all aspects of library research services;
- Evidence of research, publication, and service consonant with university standards for a senior faculty appointment;
- Experience with outreach and program assessment to enhance services and student learning and success;
- Experience with obtaining grant funding and managing grant funded projects;
- Ability to build relationships and work in partnership with multiple constituencies, including university faculty, administration, staff, and students internally, and the greater community, other academic institutions, and professional associations externally;
- Strong interpersonal and communication skills, including experience with decision-making in a collaborative environment; and
- Personal equanimity in dealing with a broad spectrum of personalities, strong listening skills, and an approachable leadership style.

CONTACT

Please send nominations, applications, and queries in confidence and electronically to:



Matthew Bunting, Managing Director
Storbeck Search
CarnegieMellonAssocDean@storbecksearch.com

Carnegie Mellon University shall abide by the requirements 41 CFR 60-1.4(a), 60-300.5(a), and 60-741.5(a). These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status, or disability.