



Associate Vice President of Community Health & Well-Being
Carnegie Mellon University
Pittsburgh, PA

THE SEARCH

Carnegie Mellon University is pleased to announce the national search for the Associate Vice President of Community Health and Well-Being (AVP). The university is in search of an experienced professional who can provide vision and strong leadership in the university's continuing efforts to prioritize health and well-being as a foundation for lifelong success and fulfillment. The AVP will build upon a framework for delivering a visionary, forward-thinking approach to nurturing a holistic health and well-being culture that engenders a common responsibility for individual and community health that will be a cornerstone of the CMU experience.

Recognized for its world-class arts and technology programs, collaboration across disciplines, and innovative leadership in education, Carnegie Mellon is consistently ranked among the top 25 universities in the United States. CMU attracts gifted learners from more than 130 countries and fosters an environment where ideas spark, communities form, and students are empowered to make an extraordinary impact.

CMU's Division of Student Affairs is deeply rooted in an ethic of care and distinguished by its relational, collaborative, and responsive approach to serving students. CMU's commitment to holistic student development creates a vibrant, inclusive environment where students are supported in pursuing both their boldest aspirations and their everyday well-being.

The AVP will advance the University's vision that prioritizes health and well-being as a foundation for lifelong success. The AVP leads a talented team of experts working in Counseling & Psychological Services (CaPS), University Health Services (UHS), and Wellness and Meaning-Making Programs (WMM). Together with their team, the AVP will lead the delivery of programs, services, education, and related resources that advance and support student health and well-being. The AVP will capitalize on the University's forward progress and share Carnegie Mellon's core values of dedication, collaboration, and creativity, supporting a campus culture known for an intensive and engaged approach to human development, problem solving, and real-world impact.

Carnegie Mellon University has retained Isaacson, Miller, a national executive search firm, to assist with this important search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

ABOUT CARNEGIE MELLON UNIVERSITY

Carnegie Mellon University was founded in 1900 by Andrew Carnegie under the premise that a school established to foster and develop the technical skills of its students would soon produce students and graduates whose work would astound Pittsburgh and the world. In 1967, the Carnegie Institute of Technology merged with the Mellon Institute, a science research center founded by the Mellon family of Pittsburgh, to become known as Carnegie Mellon University. Today, CMU is a dynamic institution that has an exceptional impact on the world. Although it is among the youngest of the nation's top universities, CMU's extraordinary success emanates from its deeply held core values and a unique heritage of innovation. It is a place of creativity, pragmatism, and ambition, with a tradition of strategically focusing its efforts and resources in areas where it can lead, then pursuing those areas with startling intensity.

CMU enrolls approximately 16,000 students representing more than 130 countries, with a nearly even distribution between undergraduate and graduate learners and more than 1,600 faculty from 60+ countries, fostering a vibrant scholarly community. The University consistently ranks among the top institutions nationally and internationally, with specialties such as computer science, engineering, drama, and business ranked in the top tiers of U.S. and global rankings, and an acceptance rate of around 11%, underscoring its competitive academic environment. CMU's student-to-faculty ratio is low, enabling personalized instruction and mentorship that supports both academic and professional growth across more than 350 degree programs and disciplines.

Student life at Carnegie Mellon is defined by both academic rigor and a strong commitment to student engagement and success. The University's diverse student body participates in over 350 student organizations, leadership opportunities, campus traditions, community engagement, and cultural initiatives that enhance the student experience and campus climate. CMU consistently has high outcomes in retention and graduation rates, with strong support systems in place for career development, student success, academic advising, and student well-being. With a global alumni network exceeding 127,000 graduates across 150 countries and deep connections to industry, entrepreneurship, and research, students are positioned for meaningful impact in their fields. The institution also emphasizes inclusive excellence, fostering an environment where all members feel welcome, valued, and positioned to thrive.

ABOUT THE DIVISION OF STUDENT AFFAIRS

Mission, Vision, & Values

The Division of Student Affairs at Carnegie Mellon University was founded on a broad-based commitment to student success both inside and outside the classroom, emphasizing the holistic development of students to support lifelong growth in intellectual and artistic curiosity, personal well-being, professional acumen, leadership, social responsibility, and community engagement.

The following are the values of the Division of Student Affairs:

- Integrity – Aligning practice with core values and the ethical principles of the profession.
- Compassion – Investing in concern for the welfare of others and humanity.
- Inclusivity – Fostering an environment where all feel welcomed, accepted, and respected.
- Dedication – Demonstrating exceptional commitment to students and aspiring toward quality work and leadership.
- Responsiveness – Anticipating and responding to meet the ever-changing needs of those served.
- Collaboration – Active sharing of talent, resources, and time to positively impact the student experience.
- Innovation – Leading through creative and forward-looking solutions that advance the mission.

Central to the Division of Student Affairs' success at Carnegie Mellon University is a deeply relational approach to student support that prioritizes meaningful one-to-one connections and strong collaboration across the University. By building authentic, respectful, and compassionate relationships, Student Affairs professionals come to understand who students are and partner with them through challenges and transitions, empowering them to reflect, self-advocate, and become architects of their own learning and development. The Division's programs and services are designed to foster an engaged community of students, faculty, staff, and alumni where genuine exchange is valued, strengthening both the student experience and lifelong connections to the institution while highlighting the transformative impact of student affairs professionals' work.

Overview

The Division of Student Affairs is comprised of over 20 departments and units, staffed by 240 full-time and 20 part-time positions, 50 seasonal coaches and instructional staff, and students. The Division is widely recognized for its culture of care and accessibility between students and staff. Community members consistently praise the responsiveness of administrators and their willingness to engage directly with student concerns. Collaborative relationships with faculty and academic units enhance student support and foster an environment where students feel heard and valued. This relational culture reflects CMU's deep commitment to building a more connected and student-centered community.

Leadership

Gina Casalegno was appointed Carnegie Mellon University's first Vice President for Student Affairs (VPSA) in 2016, building upon her previous role as Dean of Students, which she assumed in 2010. Casalegno oversees Carnegie Mellon's Division of Student Affairs, which is committed to supporting student success and enhancing the CMU experience. Casalegno joined Carnegie Mellon University in 2002, serving in a variety of leadership roles before being named Vice President for Student Affairs & Dean of Students. Before her tenure at Carnegie Mellon, Casalegno worked in residence life at the University of Wisconsin-Madison. Casalegno holds a bachelor's degree in psychology from the University of California at San Diego and earned her master's in counseling with an emphasis in higher education from the University of Wisconsin-Madison.

Reporting to VP Casalegno, the Senior Associate Vice President and Dean of Students (SAVP & DoS) supervises the Associate Vice President of Community Health & Well-Being. The SAVP & DoS role is newly created and strategically aligned to lead key areas that sit at the heart of the student experience. The Dean provides leadership across: Health and Wellness (Counseling & Psychological Services, Health Services, and Wellness & Meaning-Making Programs); Community Responsibility & Culture (Civility Initiatives, Community Responsibility, Student Diversity & Inclusion); First Year Orientation & Family Engagement; Fraternity & Sorority Life; Residential Education; and Student Support Resources. The search for the inaugural SAVP & DoS is currently underway with an anticipated early summer completion.

About Community Health & Well-Being

Carnegie Mellon University's [Community Health & Well-Being](#) (CHWB) advances a comprehensive, student-centered approach to wellness grounded in the National Institutes of Health's definition of wellness as an active, intentional process of choices that support a healthy and fulfilling life. Serving approximately 16,000 undergraduate and graduate students, CHWB provides high-quality, cost-effective medical care, mental health and counseling services, health promotion, and educational outreach that address the full spectrum of student well-being, from physical and mental health to relationships, community connections, and daily life skills. CHWB is comprised of approximately 70 full and part-time staff and 45 CMU students, interns, and trainees.

Counseling & Psychological Services offers professional mental health care, consultation, case management, crisis response, and education through a highly qualified team with expertise in the diverse psychological needs of college students. As a member of the Association of Psychology Postdoctoral and Internship Centers (APPIC), CaPS also supports a robust American Psychological Association (APA)-accredited doctoral internship clinical training program. CaPS also manages the Higher Education Response Team (HEART), which provides co-response with the CMU Police Department to mental health emergencies.

University Health Services is fully accredited by the Accreditation Association for Ambulatory Health Care (AAAHC) and delivers a comprehensive range of student-focused clinical and preventive services, including management of a robust student health insurance program, preventive health screenings, nutrition counseling and education, vaccinations, prescription refills, and more.

Wellness & Meaning-Making Programs is comprised of Wellness Initiatives and Religious & Spiritual Life. Staff in this department work in partnership with campus and community resources to offer a wide array of workshops, personal development opportunities, community-connection events, and services to support the student experience. Holistic health programs are also offered for the entire CMU community, including faculty, staff, and students.

ROLE OF THE ASSOCIATE VICE PRESIDENT OF COMMUNITY HEALTH & WELL-BEING

The AVP is responsible for the strategic leadership and visionary direction of a multidisciplinary team and will champion the directors of Counseling & Psychological Services, University Health Services, and Wellness and Meaning-Making Programs in their successful management of operations and the advancement of programs and services. The AVP reports directly to the Senior Associate Vice President & Dean of Students and serves as a member of the Vice President for Student Affairs' senior leadership team.

The AVP provides co-leadership of the Highmark Center for Health, Wellness and Athletics that opened in Fall 2024. The new state-of-the-art Highmark Center for Health, Wellness and Athletics brings together robust services, contemporary facilities and educational programs that support students' minds, bodies, and spirits in a comprehensive care model. The center boasts full-service clinical areas as an expanded University Health Services; private and supportive spaces for Counseling and Psychological Services; dedicated space for Wellness and Meaning-Making programs; and a modern athletics facility for recreation, practice, performance, training, and athlete care.

Primary Responsibilities

- Provide visionary leadership for a center that prides itself on the delivery of care, resources, and programs.
- Supervise and manage department head direct reports: Executive Director, Counseling and Psychological Services; Executive Director, University Health Services; and Director, Wellness and Meaning-Making Programs.
- Lead strategic planning efforts.
- Provide expertise to support the University's case management and care team that manages behavioral intervention responsibilities through an individual student success and self-advocacy model.
- Assist in fundraising and grant-writing efforts in support of the new facility and ongoing programs.
- Develop and coordinate a strategic campus outreach and communication plan to convey University priorities, resources, and opportunities to support a vision for health and well-being.

- Support campus emergency preparedness and response.
- Develop and maintain intentional collaborative relationships to promote teamwork and advance the priorities of the Division and University.
- Serve as a core member of the Student Affairs Leadership Team; provide counsel on matters related to the health and well-being of students and the campus community to institutional leadership.

KEY OPPORTUNITIES AND CHALLENGES FOR THE ASSOCIATE VICE PRESIDENT OF COMMUNITY HEALTH & WELL-BEING

To be successful, the Associate Vice President will address the following key opportunities and challenges:

Foster a unifying strategic vision for community health and well-being

Using an engaged and inclusive leadership approach, the AVP will lead a multidisciplinary portfolio around a clear, shared strategic vision for Community Health and Well-Being at Carnegie Mellon University. This strategy and vision must reflect national best practices in college health and well-being, address the diverse needs of undergraduate and graduate students, and align with CMU's academic mission and campus culture. The AVP will provide direction for a team recognized for high-quality care and programs, while leading coordinated strategic efforts, campus outreach, and communications across the institution. Success in this role will require promoting an organizational framework that integrates clinical services, health promotion, spiritual care, and crisis response. The AVP will ensure strong collaboration, inspire a shared sense of purpose and mission, and advocate for initiatives that address critical student health needs and advance the delivery of cohesive, high-quality, student-centered care and wellness education.

Expand awareness of community health and well-being resources

The AVP will elevate storytelling as a core strategy to ensure students, faculty, and staff understand and utilize the many services and resources available to them through Community Health and Well-Being. Success will require translating a complex suite of services, programs, and other related resources into clear, compelling, and accessible narratives. By partnering across the institution, the AVP will help surface and amplify consistent messages that highlight impact, bring clarity, and strengthen confidence in engaging with Community Health and Well-being. Through ongoing assessment and feedback, the AVP will continuously refine messaging to ensure critical information not only reaches the community, but is understood, retained, and acted upon.

Champion health and well-being as foundational to student and academic success

The AVP and their team are pivotal in advancing a culture where health and well-being are understood as foundational to a student's academic and personal success. This work requires educating students and the campus at large that well-being is integral to how students learn, engage, and perform in the classroom and beyond. In the face of increasingly complex student health and well-being needs, the AVP

will lead a proactive, integrated approach that emphasizes prevention, early intervention, and whole-person support. Part of this work will require helping shift norms that oftentimes equate success with overextension. Reinforcing the connections between health and well-being with academic and personal success will require the AVP to collaborate across the institution, listen intently and understand the campus culture, and devise strategies that are specific to CMU's student needs and align institutional policies and practices around sustainable and effective models of student success.

Advance a culture of collaboration related to student well-being

The AVP will serve as the University's student wellness champion, requiring exceptional communication skills to ensure that health and wellness services are well understood and accessible. The AVP will advance student well-being by building and sustaining collaborative partnerships across CMU and by helping to define and operationalize a shared understanding of well-being that connects different parts of the institution. Whether advancing new initiatives, disseminating critical information, or navigating complex public health matters, strong collaborative relationships will be essential to the success of the AVP and their team. Key partners include the Dean of Students and their team, Athletics, academic leadership, faculty, and staff across undergraduate and graduate programs. The AVP will also collaborate on assessment, evaluation, and continuous improvement efforts that inform decision-making and advance program goals.

To be successful, the AVP must be approachable and adept at forging strong relationships across the campus community and beyond, with an inclusive approach that serves all students. The AVP should be comfortable operating in an environment where students are highly engaged. Through visible leadership and regular interaction with stakeholders, the AVP will serve as a trusted advocate for student wellness, ensuring that services are not only high-performing but also well integrated into the life of the campus.

Steward resources and operations strategically

The AVP provides strategic leadership for budgets, financial planning, and resource allocation across the Community Health and Well-Being portfolio. The AVP will ensure that financial, space, staffing, and operational resources are deployed thoughtfully and equitably to support evolving programs and services, align with institutional priorities, and meet the diverse health and well-being needs of CMU's student population.

The AVP will also oversee the systems, processes, and operational structures that enable effective, efficient, and consistent delivery of health and well-being services within a complex environment that includes distributed physical locations and multifaceted workflows. In doing so, the AVP will balance operational rigor with flexibility, maintaining service quality while identifying opportunities to strengthen coordination and efficiency.

To support long-term sustainability and innovation, the AVP will ensure excellence in staff training, outcome-based program assessment, and evaluation tied to student wellness. Assessment findings will be shared strategically within and beyond Student Affairs to inform decisions, demonstrate impact, and

drive continuous improvement. The AVP will further ensure that organizational structures and procedures support innovation and allow the team to respond effectively to the evolving and diverse needs of college health and well-being across the CMU community.

Provide inspiring and supportive leadership to a committed and high-functioning team

CMU provides exemplary wellness services and programs to students. The people, programs, spaces, and resources that comprise Community Health & Well-Being reflect a longstanding commitment to excellence and an ethic of care. The new AVP will inherit a strong foundation to carry the work forward. To do so successfully and effectively, the AVP will provide inspiring, inclusive, and supportive leadership to a large, diverse, and high-performing team dedicated to advancing student health and well-being. The AVP will recruit, hire, retain, supervise, and support personnel while establishing clear expectations for departmental culture, performance, and accountability.

Leading with integrity and a strong commitment to transparency, the AVP will welcome feedback and model an engaged, collaborative leadership approach that supports effective change management. Central to this role is fostering a workplace culture that promotes high-quality care while prioritizing staff well-being and healthy work-life balance, recognizing the direct connection between staff wellness and the quality of services delivered.

QUALIFICATIONS AND CHARACTERISTICS

The minimum educational qualifications include a master's degree in health, counseling, wellness, student affairs administration, higher education, or an appropriately related field. A terminal degree in a related field is preferred.

While no one person will embody all of the following, the successful AVP candidate will bring many of the following professional qualifications, skills, experiences, and personal qualities:

Professional Background

- At least seven years of relevant progressive leadership and a track record of success in management and supervision of health, mental health, health promotion, or a closely related area of health care practice and administration.
- Ability to articulate, integrate, and implement health and counseling models and standards of professional practice and licensure appropriate to a university setting, evidenced by previous experience.
- Knowledge of local, regional, and national issues, trends, and best practice standards in primary health care, health promotion and prevention, mental health, health insurance, and managed care, as well as of national certification and accreditation requirements.
- Proven record of success and commitment to working with a globally diverse student body.

- Demonstrated ability to develop and implement strategic objectives, motivate and develop staff, effectively manage resources, and cultivate strong collaborative relationships with multiple constituent groups.
- Evidence of innovation through partnerships, projects, programs, and initiatives.
- Strong leadership, interpersonal, communication, and critical thinking skills are essential.

Preferred Qualifications

- Knowledge and direct experience in a college or university student health, mental health, or health promotion setting.
- Experience in dealing with public health issues, crisis management, and emergency response.
- Experience with behavioral intervention teams.
- Grant writing experience.

Professional Qualities

- An understanding of the differences and commonalities that will be necessary for student engagement that serves both undergraduate and graduate students.
- Demonstrated commitment to the fostering of a diverse and inclusive student community.
- Proficiency and competence in working in a globally-minded and international campus environment.
- Exceptional communication, strategic planning, and stakeholder engagement skills.
- Facility in analyzing data to develop and assess programs to drive change and innovation.
- Highest personal and professional integrity.
- Adaptable and able to function effectively in a complex environment and work with all stakeholders within and outside of the institution.
- Intellectually curious and open-minded; motivated and energized by a talented and high-performing student body.
- Strategic leader able to engage with diverse stakeholders.

PITTSBURGH, PENNSYLVANIA

Pittsburgh offers a high quality of life with the advantages of a major metropolitan area and the affordability of a mid-sized city. With a metro population of approximately 2.3 million, Pittsburgh is home to more than 90 distinct neighborhoods and consistently ranks among the most livable and affordable U.S. cities. The cost of living is slightly below the national average. Pittsburgh is a global center for higher education, healthcare, and innovation, anchored by more than 30 colleges and universities in the region and a robust employment base in research, technology, and the life sciences.

Pittsburgh is a globally recognized hub for healthcare and medical sciences, anchored by two major integrated health systems. UPMC, which operates more than 40 hospitals and over 800 care sites, and Allegheny Health Network, a 14-hospital system with more than 250 clinical locations. Together, these

organizations form one of the most concentrated and influential healthcare ecosystems in the United States, driving advances in clinical care, biomedical research, and health innovation.

Residents benefit from over 1,600 acres of city parks, 600+ miles of regional trails, a thriving arts and cultural scene, and major professional sports leagues within a compact, easily navigable city. With a strong sense of civic pride and community engagement, Pittsburgh offers an exceptional environment for professionals seeking both meaningful work and a balanced, family-friendly lifestyle.

NOMINATION & APPLICATION PROCEDURES

Carnegie Mellon University has retained Isaacson, Miller to assist in this important search.

All applications, nominations, and inquiries are welcome. Applications should include a cover letter and a CV/resume. Apply via the [Isaacson, Miller website](#). Nominations and inquiries can also be directed through the Isaacson, Miller website.

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