

## Leadership Profile



**Associate Dean for Finance  
UVA, School of Architecture**

# The Opportunity

The School of Architecture at the University of Virginia seeks its next Associate Dean of Finance. The Associate Dean will serve as a primary thought partner for the Dean and a key member of the Dean's Executive Team. The new leader will have primary responsibility for oversight of the School's Finances and will manage planning processes for the nearly \$30M annual budget. Key priorities for the School of Architecture include Climate Resilience/Climate Justice; Justice, Equity, Diversity, and Inclusion; Making the School of Architecture Accessible and Affordable; Supporting Faculty and Staff Excellence; Creating a Dedicated Space for Collaborative Design. The next Associate Dean of Finance will bring to this work a highly collaborative spirit, building strong relationships and inspiring the confidence of stakeholders within Architecture, the larger University, and the extended alumni network. This is an opportunity to contribute to transformational change among multiple important dimensions of Architecture and the larger university.

The successful Associate Dean will join the School of Architecture at an important time of growth, and they will be tasked with creating a strategy for longer-term financial planning in a dynamic budgetary environment. They will contribute to attaining the School of Architecture's strategic goals by encouraging and ensuring sound stewardship of its financial resources. The successful candidate will oversee a highly talented team and provide leadership, development, and appropriate delegation of duties to ensure maximal performance.

For more information, please visit the [ESG Website](#).

## THE POSITION

Reporting Directly to the Dean, the Associate Dean of Finance serves as a key advisor and partner to the Dean and is responsible for providing strategic direction in resource management, allocation, advancing priorities in operational areas; and developing and executing a mission for the financial future of the School of Architecture. Specifically, the Associate Dean has direct oversight of the Finance and Budget team, the Information Technology team, and is expected to work with the Dean and fellow Deans managing Facilities. The Associate Dean will design, implement, execute, assess, and drive continuous improvement for these administrative activities within the School of Architecture.

## Leadership and Expectations of the Role

### Visionary Thinking Combines with Creative Strategic Planning

The Associate Dean will understand the Dean's vision and translate that vision into a comprehensive, long-term strategic plan that includes relevant and achievable goals supported by sustainable resources. They will contribute to identifying and synthesizing creative opportunities across all areas of the School's operations and initiatives to advance the plan and will have the ability to adapt as needs and circumstances evolve. The next leader should be forward-thinking and able to anticipate changes in the educational landscape.

### Budget and Finance

The Associate Dean will Serve as the primary representative and liaison, after the Dean, between the University, Advancement, and School on financial, operating, and capital project issues. They will participate as an active thought partner with the Dean and others in decision-making roles to manage academic, research, and operational initiatives in a manner that is fiscally responsible and in support of the overall financial health of the School. The Associate Dean will work closely with the School's leadership to ensure the School's financial plan is

in alignment with the mission and strategy of the School. They will monitor and evaluate operating performance, match overall School sources and uses, and determine levels of private support required to maintain the School's balanced budget.

### **Highly Credible**

The Associate Dean will bring stature, knowledge, and skills that inspire the confidence of faculty, staff, students, and other external constituencies and garner their respect and support. They will be an excellent steward of resources and manage with transparency, humility, and creativity. Ethical considerations should guide decisions and set a positive example for all members of the institution. Trust is crucial, and will be built upon consistency, honesty, and acting with integrity.

### **Collaborative with Excellent Communication and Relationship Skills**

The Associate Dean will build relationships and teams through trust and cultivate engagement beyond the immediate team of direct reports. They will be an effective collaborator and communicator with individuals across the School and larger university-including faculty, staff, students, and alumni-and with stakeholders both internal and external to UVA. Clear communication is vital, both in terms of conveying decisions and explaining the rationale behind them. It is equally important for the Associate Dean to listen and gather feedback from faculty, students, and staff. The next leader should be adept at fostering a sense of community, mediating conflicts, and promoting collaboration among various stakeholders.

### **Mission Driven**

The Associate Dean will be passionate about higher education and about supporting a student experience that prepares students for lives of meaning and purpose after graduation.

## **QUALIFICATIONS AND EXPERIENCE**

The successful candidate will be a seasoned financial leader with a track record of success in complex environments and a talent for communication and collaboration with diverse constituencies. The Associate Dean will be proven to lead and develop staff in different environments and settings, preferably including a major research university. They will be responsible for ensuring the highest standards of fiscal integrity and stewardship of the University's financial resources. They will be an analytical, creative leader familiar with public research universities' challenges and ready to address these in new and innovative ways. The successful candidate must demonstrate the ability to run a large, complex organization within higher education or a similarly complex environment where shared governance is honored and valued. Prior experience of special interest includes the following:

- Proven success in financial management and planning, forecasting, and modeling
- Multiple types of budgeting approaches and processes
- Experience in leading teams and coaching managers
- Strategic planning, benchmarking, and assessment
- The development of longer-range financial planning
- Proven experience and ability to work effectively, collegially, and collaboratively with faculty and administrators
- Graduate education in AAU/R1 context
- Philanthropy and stewardship
- Experience working in a federal research environment, including research administration
- Capital planning, facilities management, and construction
- The oversight of data and information systems, institutional research

### **Minimum Requirements**

Bachelor's degree and a minimum of 10 years of experience with progressive responsibility.

### **Preferred**

Master's degree and additional experiences, including demonstrated success in multiple institutional settings.

### **TO APPLY OR NOMINATE:**

The University of Virginia is eager to build a diverse pool of talented individuals. The search committee is working with UVA Executive Search Group (ESG), an internal executive search firm in the Office of the President.

Confidential inquiries and nominations should be directed to Susan Gaines, Managing Director, at [susangaines@virginia.edu](mailto:susangaines@virginia.edu) or Nalini Turner, Managing Director, at [nms3bt@virginia.edu](mailto:nms3bt@virginia.edu). To apply, submit a letter of interest and resume via [Workday](#). The search will be carried out with full confidentiality and will remain open until filled.

*The University of Virginia is fundamentally committed to the diversity of our faculty and staff. We believe diversity is excellence expressing itself through every person's perspective and lived experiences. We are equal opportunity and affirmative action employers. All qualified applicants will receive consideration for employment without regard to age, color, disability, gender identity or expression, marital status, military status, national or ethnic origin, political affiliation, race, religion, sex (including pregnancy), sexual orientation, veteran status, and family medical or genetic information.*

The University of Virginia (UVA) ranks as one of the leading Universities in the nation. A vibrant and student-centric institution, UVA is animated by the forward-looking spirit of its founder, Thomas Jefferson. In 2023, the University was ranked third best public university by U.S. News & World Report. In the 20 plus years since U.S. News began ranking public universities as a separate category, UVA has been in the top four, and it has consistently ranked in the Top 30 among the best of all national universities, public and private. UVA remains one of the only public universities to meet 100% of every undergraduate student's financial need and offers admission to students with no consideration of a family's income.

UVA brings together a diverse global community of approximately 25,000 students, hailing from virtually every state in the nation and 111 countries. UVA encompasses twelve schools in Charlottesville, as well as the College at Wise, a small, liberal-arts college in Southwest Virginia, and its newest campus in Northern Virginia. In Charlottesville, the University employs nearly 30,000 people, including approximately 16,000 faculty and staff and approximately 12,000 UVA Health employees.

## [A World Treasure](#)

In 1987, UNESCO named the University (in conjunction with [Monticello](#)) a World Heritage Site. This rare distinction has been bestowed upon only the world's most culturally significant landmarks, and UVA is the only U.S. university and one of only four worldwide designated as such. As a proud recipient of this honor, UVA is one of only two such sites still being used for its original purpose. Today, the original Academical Village continues to bring Jefferson's vision to life every day. The Rotunda – originally the University's library – still serves as the heart of the University. The eastern and western sides of the Lawn retain the unique pavilions and student living quarters as originally sketched. These buildings continue to play a major role in the University's community, housing our most honored faculty and student leaders and enabling them to live and learn together. The University is more deeply exploring the critical and previously unrecognized role of the enslaved laborer in the construction of this historic landscape. The [Memorial to the Enslaved Laborers](#), 2020 winner of the *The Architect's Newspaper's Project of the Year*, sits within the borders of the World Heritage Site and seeks to formally acknowledge the work and the individual lives of the enslaved Black Americans who built and sustained the every-day life of the University.

## [Leadership](#)

In August 2018, [Jim Ryan](#) became the 9th President of the University of Virginia. A respected and accomplished educator and legal scholar, Ryan earned his law degree from UVA and then served on the University's School of Law faculty for 15 years. From 2013 to 2018, he acted as dean of the Harvard Graduate School of Education and the Charles William Eliot Professor of Education. The President is advised by the academic deans and the cabinet. This leadership team is dedicated to advancing the University's academic mission, research enterprise, and strategic vision.

In March 2022, [Ian Baucom](#) became the Executive Vice President and Provost. Before becoming provost, Baucom served for eight years as the Buckner W. Clay Dean of the College and Graduate School of Arts & Sciences at the University. Baucom came to UVA after serving 17 years in Duke University's Department of English as a professor and as the director of the John Hope Franklin Humanities Institute. Baucom earned his undergraduate degree in political science from Wake Forest University and holds a master's degree in African studies and a doctorate in English, both from Yale University.

## 2030 Plan

After President Ryan's inauguration in 2018, the University set out on an inclusive process to define our strategic direction, which resulted in a new forward vision for the University.

The [2030 Strategic Plan](#)—also known as The Great and Good Plan—provides a roadmap for the future of UVA as it enters its third century. The plan outlines our vision of becoming the best public university by 2030—and one of the very best in the world, whether public or private—and how we will achieve this. To succeed, we believe we must be great, but also good, recognizing that in the not-too-distant future, it will likely be impossible for a university to be truly great if it is not also good. To accomplish this, we must strive not just for excellence, but excellence for the purpose of advancing the common good within our community, Commonwealth, and world.

A glance at the [timeline of accomplishments](#) confirms that UVA has maintained a brisk pace when it comes to accomplishing strategic priorities.

The "Great and Good" plan, of course, is a 10-year roadmap designed to make UVA the best public university in the country by 2030, and one of the best anywhere, public, or private. So, there's lots of work ahead, even with early momentum that hardly slowed during the COVID-19 pandemic. [UVA Today](#) recently caught up with President Ryan to find out how he thinks things are going so far, and what's to come.

## Research

A Carnegie Research 1 university, UVA has strong partnerships with leading federal and state agencies and some of the world's largest companies across a wide range of industries. Sponsored research awards total \$449 million from all sources, including federal and state agencies, industry, and private foundations. In 2022, UVA researchers made 226 invention disclosures, with 53 patents issued. UVA's Licensing and Ventures Group helps bring innovative companies and products to market, making Charlottesville one of the most vibrant venture capital markets in the country. UVA has a large research park located near the Charlottesville airport.

Grand Challenges Research Investments - The University's Great and Good 2030 Plan identifies five priority focus areas for research: Democracy, Environmental Resilience and Sustainability, Precision Medicine/Health, the Brain and Neuroscience, and Digital Technology and Society. The Grand Challenges Research program is intended to make a substantial difference through large strategic investments—to move the needle and not just fund business as usual. We plan to focus on opportunities that will have high impact, such as significant research infrastructure or new faculty (cluster hires or key leaders). We do not plan to support routine research expenses

or replace externally sponsored research funding. This transformative new investment is designed to expand and complement our current research portfolio.

### Student Experience

The UVA student experience is unique. That experience is punctuated by many distinct aspects of University life: the elegance of the architecture; the Honor System and the resulting community of trust; the Lawn and its residential community for faculty and students; the primacy of student self-governance; the diversity of the student body; the emphasis on service; and the beauty and history of the surrounding area. Founded on long-held values of academic excellence, this experience is also marked by retention (97% for first-years) and graduation (six-year rate of 94%) rates, which are among the highest in the country. These dimensions of the student experience—along with many others—shape our graduates to be driven, intellectually curious, and community-minded citizens of integrity and purpose. The current student body is made up more than 16,000 undergraduate and nearly 8,000 graduate students.

### Diversity, Equity, and Inclusion

UVA believes strongly that diversity, equity, and inclusion are foundational pillars of excellence in delivering our academic and healthcare missions. The University implemented the [Inclusive Excellence framework](#) in 2020 to materially advance key components of the 2030 Great and Good plan. The Board of Visitors [endorsed goals](#) in 2020 with specific actions to advance racial equity at the University. Through these institutional initiatives and many others at the school and unit level we are collectively committed to the ongoing work necessary to build the culture of care, respect, and community we all deserve.

### Financial Stewardship

The University has developed an exceptionally strong financial foundation as exhibited by a \$12.8 billion net position on June 30, 2021, and a consensus triple-A bond rating. The three major rating agencies have noted the University's excellent reputation; student demand, highly selective admissions, and broad geographic reach; sponsored research prowess; superior wealth and liquidity management; exceptional strategic positioning supported by strong planning, risk management, and ongoing prospects to support programmatic investments; the Medical Center's prominent clinical reputation and ability to compete for patient care revenue; and remarkable donor support, among other factors.

The \$4.8 billion FY23 annual budget encompasses the Medical Center (\$2.7 billion), the Academic Division (\$2.1 billion), and the College at Wise (\$71 million). Significant revenue sources for the Academic Division includes tuition and fees (36%), externally sponsored programs (22%), endowment distribution (13%), state appropriations (11%), expendable gifts (9%), and sales and services (9%). The University and its associated organization have approximately \$13.6 billion invested in the University of Virginia Investment Management Company's (UVIMCO) long-term pool as of June 30, 2022, boosted by the long-term performance of UVIMCO, which has achieved an 11.0% return over the past ten years, compared to a benchmark of 7.3%. In recent years, UVA has transformed significant parts of its operations (HR and Finance) and implemented new cloud-based systems that will enable best-in-class analysis, services, and support in a rapidly changing environment.

### Making a World Class Education Accessible to All

Now entering its third century, the University of Virginia offers an affordable, world-class education that is consistently ranked among the nation's best. UVA admits talented students from across the Commonwealth, the nation, and the globe, without consideration of their financial situation. UVA is one of two public universities that has a need-blind admission process that meets 100 percent of admitted students' demonstrated need. The University offers robust student scholarship support to attract the best and brightest students from all backgrounds, while protecting against excessive student debt.

### Global Engagement

UVA is a global University with a strategic focus on preparing its students to become globally engaged citizen leaders after graduation and supporting its faculty as they discover solutions to leading global challenges, ranging from mitigating climate change to managing migration through combating infectious diseases to supporting democracy around the world. The University aims to support at least one global experience for every undergraduate student before graduation, with rapidly expanding study abroad opportunities and increasingly globally oriented curriculum, internships, and programming, even as we grow resources available for faculty pursuing global objectives.

### Athletics

UVA has a strong history of athletic performance and is committed to developing our Cavaliers both academically and athletically. NCAA championships in women's swimming and diving and men's tennis propelled UVA to an 11<sup>th</sup>-place in the 2021-22 College Directors' Cup. In the 2021-22 academic year, UVA placed in the top 25 for the 15th consecutive time and is one of 10 schools to rank in the top 30 of the final Directors' Cup standings in the 29-year existence of the program. In addition, men's lacrosse, and women's tennis advanced to the NCAA quarterfinals, and rowing (ninth) and men's swimming and diving (10th) added top-10 finishes. Men's track and field placed 14th at the NCAA Championships and had a student-athlete capture the 2022 NCAA discus title. Women's golf placed 15<sup>th</sup>, while women's soccer, field hockey and women's lacrosse each advanced to the NCAA Sweet 16. UVA now has 31 team NCAA national championships.

### University Advancement and the Honor the Future Campaign

University Advancement is the primary driver of constituent engagement and fundraising efforts for UVA. It includes the Health System Development Office and comprises approximately 270 team members. University Advancement is charged with securing philanthropic support for pan-University priorities and strategic initiatives, and several UVA schools and units have established management partnerships with University Advancement for their development efforts. They work in close partnership with the independent foundations and fundraising offices associated with other UVA schools and units to form a holistic enterprise supporting shared strategic goals.

In support of its aspirations to be the best public university in the nation and among the best in the world, the University launched the *Honor the Future* capital campaign with a quiet phase beginning in the summer of 2017,



followed by a public launch in October of 2019. UVA set an ambitious goal of \$5 billion with a target completion date of June 30, 2025. As of September 2022, \$4.3 billion has been committed to *Honor the Future*.

## UVA Health

UVA Health is an academic health system that strives to provide excellence, innovation, and exceptional quality in the care of patients, the training of health professionals, and the creation and sharing of knowledge within a culture that promotes equity, diversity, and inclusivity. UVA Health is an expansive network comprising the UVA Medical Center, Novant Health / UVA Health System, UVA Transitional Care Hospital, University of Virginia Physician's Group, UVA School of Medicine, UVA School of Nursing, Claude Moore Health Sciences Library, and several other strategic partnerships and alliances.

UVA Health prides itself on providing exemplary clinical care to patients from across the Commonwealth of Virginia and the surrounding region. The UVA Medical Center has received national accolades for outstanding clinical services in several disciplines, including oncology, cardiovascular, and women and children's services. The Medical Center includes the flagship 696-bed Magnet® recognized University Hospital located in Charlottesville, Virginia, which houses a Level I trauma center, the UVA Children's Hospital, the Emily Couric Clinical Cancer Center, the Charles Strickler Transplant Center, and more than 100 primary and specialty care clinics throughout Virginia. Physicians who work at UVA Medical Center are faculty in the School of Medicine's 21 clinical departments and are also employed by the UVA Physicians Group. UVA Health's commitment to patient care and employee wellbeing is reflected in a comprehensive values system. At UVA Health, faculty and staff ASPIRE to embody UVA's values of Accountability, Stewardship, Professionalism, Integrity, Respect, and Excellence. UVA Health aims to create a safe, inclusive, and compassionate environment for faculty, staff, and patients. For more information visit <https://www.virginia.edu/>.

## Charlottesville

Located in Central Virginia just east of the Blue Ridge Mountains, and 100 miles south of Washington, D.C., Charlottesville offers stunning natural beauty, a thriving art, music, and food culture, and an ever-growing list of things to do. In the span of a single day, you can hike part of the Appalachian trail, attend a concert, enjoy a memorable meal at one of Charlottesville's many celebrated restaurants (we rank among the nation's top 15 places with the most restaurants per capita), stroll the historic Downtown Mall, and explore Monticello, tour the Fralin Museum, visit the Jefferson School African American Heritage Center, or enjoy world-class wineries in some of the most beautiful landscapes on the East Coast. Whatever you do, Charlottesville brings together the best of many worlds, offering the livability and community of a small city with the amenities and cultural attractions of a metropolis. For more information visit <https://www.visitcharlottesville.org/>.

## **UVA | Northern Virginia**

In 2017, UVA's Darden School of Business opened a new facility in the Washington, D.C. metro area. In 2021, the University announced its formal expansion into Northern Virginia through UVA|NOVA. The University's expanded presence for both degree and non-degree workforce training programs will also operate out of the University's Rosslyn location. [Greg Fairchild](#) is the Isidore Horween Research Professor of Business

Administration and Dean and CEO of UVA | Northern Virginia. UVA|NOVA is the center point of UVA's efforts to better serve the commonwealth by bringing new academic programming and research to Northern Virginia.

With expansive views of the capital region, proximity to businesses such as Amazon, government entities such as the Pentagon, and transportation hubs such as Reagan National Airport - UVA is working to coordinate and expand its already strong programs in NOVA. Several UVA schools currently offer programs that matriculate more than 500 students per year. To name a few examples: The Darden School of Business offers executive education programs, and Executive MBA. The School of Education and Human Development offers certificate programs and coursework for educators seeking to sharpen their skills and advance their careers. McIntire School of Commerce offers a Master of Science in the management of IT. The School of Continuing and Professional Studies offers a Bachelor of Interdisciplinary Studies degree. And the School of Data Science offers courses that cut across schools and are geared toward a range of professionals in the area, especially those who want to integrate their current skills with the accelerating need for data science skills.

Home to about 6.3 million residents, NOVA is a growing and diverse population that presents an extraordinary opportunity for UVA to offer education and training to residents who will go on to live and work in the region—and, in doing so, serve the Commonwealth and the nation.