



EMORY  
UNIVERSITY

**Vice President, Campus Services  
Emory University**

Emory University (Emory) invites inquiries, applications, and nominations for the position of Vice President, Campus Services (VP). Reporting to the Executive Vice President for Finance and Administration, and a member of the senior leadership team for the Finance and Administration Division, the VP will be a visionary leader who inspires the work force and provides leadership for facilities management, campus planning, design and construction, the University architect, transportation and parking, community services, and police. The VP works most closely with the Executive Vice President for Finance and Administration but also works collaboratively with other executive leadership of the University, the Woodruff Health Sciences Center and Emory Healthcare (health care system), and the Board of Trustees to support the mission, vision and strategic plan of the University and to provide a safe, well-maintained, sustainable campus community.

**Emory University**

Emory University is an inquiry-driven, ethnically engaged, and diverse community whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action. The University is recognized internationally for its outstanding liberal arts college, superb graduate and professional schools, and one of the leading health care systems in the nation.

The Methodist Episcopal Church founded Emory College in 1836 in Oxford, a small Georgia town. By 1914, the Methodist Church was looking to expand the College to a University. Through a generous donation of land and money by Asa Candler, Emory received its current location and a DeKalb County charter in 1915. Through the generous philanthropy of the Woodruff, Candler and Goizueta families as well as many others, Emory has grown to be one of the nation's leading universities, currently ranked #17 by *U.S. News & World Report*. Emory is enriched by the legacy and energy of nearby Atlanta, through the collaboration of its schools, institutes, units and centers as well as with affiliated institutions such as The Carter Center and the U.S. Centers for Disease Control and Prevention. Emory has been recognized by the *Chronicle of Higher Education* as one of the nation's "Great Colleges to Work For." Emory was also named "Distinguished Conservationist of the Year" by the Georgia Conservancy, a testament to

Emory's commitment to sustainability and one of the only times an organization (not an individual) has received this honor.

Emory's student body is socio-economically, ethnically and religiously diverse with 12,755 students from all 50 states and 110 countries. There are 6,890 undergraduate students and 5,865 graduate and professional students. Emory's Colleges and Schools include Candler School of Theology, Emory College of Arts and Sciences, Emory University School of Law, Emory University School of Medicine, Goizueta Business School, Laney Graduate School, Nell Hodgson Woodruff School of Nursing, Oxford College and Rollins School of Public Health. Emory is the largest private employer in metro Atlanta and the second largest in the State of Georgia with over 23,000 employees including approximately 3,600 faculty members.

The Robert H. Woodruff Health Sciences Center is an academic health sciences center committed to providing the best patient care possible, educating health professionals and leaders, discovering new ways to prevent and treat disease, and serving the community, locally, nationally and globally. The center includes Emory University School of Medicine, Nell Hodgson Woodruff School of Nursing, Rollins School of Public Health, Emory Winship Cancer Institute (Georgia's only National Cancer Institute designated cancer center), Yerkes National Primate Research Center, and Emory Healthcare, the largest, most comprehensive health system in Georgia.

To learn more about Emory's academic excellence, awards and distinctions please visit [www.emory.edu/home/about/rankings-successes](http://www.emory.edu/home/about/rankings-successes)

### **Emory University's Strategic Plan - "Where Courageous Inquiry Leads"**

In 2005, Emory began a strategic planning process--a roadmap toward a vision for the University. The process produced a Vision Statement: "Emory is a destination University, internationally recognized as an inquiry-driven, ethically engaged and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, healthcare and social action." The five strategic themes that emerged from the plan are:

- Strengthening faculty distinction;
- Ensuring highest student quality and enhancing the student experience;
- Creating community - engaging society;
- Confronting the human condition and human experience;
- Exploring new frontiers in Science and Technology;

The strategic plan provided the framework for 'Campaign Emory' ensuring that the University's fundraising efforts support the areas essential to achieving the University's long-range vision. Emory embarked on this ambitious \$1.6 billion comprehensive campaign in the fall of 2005. The University ended fiscal year 2009 having cumulatively raised over \$971.2 million towards Campaign Emory.

Emory's consolidated annual operating budget is approximately \$3.5 billion. Total sponsored research activity totaled \$407.1 million in fiscal year 2009, up significantly from \$391.5 million in fiscal 2008. The value of Emory's investment portfolio was \$5.8 billion at the end of fiscal year 2009.

## **Commitment to a Green Future**

As the largest private employer in Atlanta, Emory itself resembles a small city. As part of a commitment to positive transformation in the world, Emory has identified sustainability as one of its priorities approaching this from a “triple bottom line” perspective, considering environment, social, and economic dimensions across all initiatives of sustainability. As a leader in sustainability, Emory has the following initiatives ;

- More square feet of ‘green’ certified (LEED) space than any other campus in America;
- A sustainable food initiative that aims to serve 75% local or sustainably grown food in the dining room halls and hospitals by 2015;
- Over half of the 700-acre campus designated as protected greenspace;
- An entire fleet of alternatively fueled shuttles, with half running on biodiesel made from our cafeteria’s cooking oil;
- Diversion of 59% of the waste stream from landfills through recycling, with a goal of 65% by 2015;
- A nationally recognized “Piedmont Project” to train faculty from all fields to integrate sustainability into their curricula.

To learn more about Emory’s successes and commitment to sustainability please visit [www.emory.edu/home/about/rankings-successes/advancing-sustainability](http://www.emory.edu/home/about/rankings-successes/advancing-sustainability)

## **The Opportunity**

The VP is one of eight direct reports to the Executive Vice President for Finance and Administration. This Executive Vice President’s team is of the highest quality and works collaboratively for excellence across the institution. The VP provides leadership and oversees all aspects of strategic, operational and financial planning, policies and procedures for the Campus Services organization of this large, complex, multi-campus institution. S/he will work closely with the senior leaders in Campus Life, Athletics, Environmental Health and Safety, Office of Sustainability Initiatives, Human Resources, Finance, University Technology Services, Research Administration, the Clifton Community Partnership and Emory Healthcare, to provide a safe, well-maintained, sustainable community, uphold the standards of construction and design for the University, and, provide infrastructure support and professional services to facilitate achievement of the University’s vision and strategic plan, as well as the Campus Master Plan. The VP is responsible for managing an annual operating budget of approximately \$48 million. The responsibilities of the VP include oversight, coordination and monitoring of the campus utility company, with estimated costs of \$371 million for 2010. In addition there is an annual capital projects program that generally calls for investments in excess of \$50M annually.

The VP has seven direct reports: Associate Vice President for Campus Services Administration; Associate Vice President Parking, Transportation and Community Services; University Architect; Associate Vice President for Planning Design and Construction; Executive Special Assistant (Chief of Staff) to the Vice President; and, Chief, Emory Police Department. Campus Services staffing consists of a workforce of over 700 individuals with multiple skill levels who provide campus planning, project management, construction, engineering services, building maintenance, grounds and hardscape services, parking management, fire safety, alternative transportation services,

sustainability and recycling programs and police services for Emory's main campus as well as the Briarcliff, Clairmont and Oxford sites. The Emory Police Department also serves the Emory Midtown Campus.

The VP will provide the vision for and lead a group of staff and managers who play a visible and essential role for the students, faculty, and staff of Emory University as well as patients and visitors. The VP will provide seasoned and mature leadership, planning and strategic insight, and oversight of financial planning and policies. The VP will assure that all relevant University policies, federal, state and local regulations and strategic planning guidelines are met. A focus on sustainability, building, design, engineering, campus construction, plant operations and maintenance is required of this leadership position.

The Campus Services' website includes an interactive vision map that provides a sense of the culture of the organization and outlines the goals and plans for the next several years: [www.finadmin.emory.edu/campusservices/index.html](http://www.finadmin.emory.edu/campusservices/index.html)

The position of VP is a highly demanding one that will provide the right person with an opportunity to have significant impact on the Emory community. Emory has made significant investments in its campuses and surrounding community. Although the current economic setting has slowed some initiatives, the University continues to move forward in many of these areas. Key opportunities for the selected VP include:

- Serving as a key leader who will work collaboratively and in partnership with the senior and executive leadership of the University, approaching all projects with openness and transparency;
- Leading a large and complex service organization that serves and supports the foundational operations of the University, as well as the faculty, students, staff, patients and visitors to the highest possible standards;
- Modeling the highest level of employee engagement through mentoring of Campus Services staff and leaders, building training and apprentice programs and succession planning, as well as having direct interaction with staff at all levels of the Campus Services organization;
- Promoting a strong customer service orientation and practice in all interactions with internal and external constituencies;
- Building strong intra- and inter-divisional relationships and creating opportunities for ideas to be exchanged at all levels;
- Creating a Campus Services operation that meets the current and future needs of the University while playing a lead role in continuing to identify and implement processes and systems with the goal of improved service, innovative solutions, and cost effectiveness crucial to success in the modern era of higher education;
- Managing budgetary issues, by working closely with senior leaders on funding issues, opportunities and challenges, and providing comprehensive and transparent information to be used in critical decision making processes;
- Supporting the sustainability programs and initiatives in construction, energy and facilities programs and leading the way to meet the energy reduction goals;
- Participating as a member of a dynamic and close-knit leadership team reporting to the Executive Vice President where functions and initiatives are cross-team collaborative efforts, i.e., working as an effective team member across all other Finance and Administration functional areas.

## Qualifications

The University seeks a committed and experienced professional with proven leadership skills, a deep understanding of the academic mission of the University and demonstrated success and relevant management experience in large, complex organizations, the vision to lead and plan ongoing initiatives, a knowledge of the impact of relevant federal and state laws, regulations and codes pertaining to these areas of responsibility, and the essential experience to be accountable for the accounting and financial systems of a complex organization. The successful candidate will bring a sense of innovative thinking and strategic planning to the challenging initiatives that will face the University in the next decade and beyond.

The VP will have the following experiences, capabilities, and attributes:

- A demonstrated ability to interact and operate as a valued team member in a cohesive and organized senior leadership team; willingness to participate in team interactions, thinking and decision-making in which individual attributes contribute to team effectiveness;
- Strong and relevant credentials and experience in facilities management (at least in some area of planning, construction, renovation, maintenance and repair of a complex physical environment and campus structure), including preferably experience with specialized research and healthcare facilities, parking and transportation, and police and security in a complex and decentralized environment;
- Demonstrated caring and compassion nature for his/her employees and ability to relate to the organizational values of Emory's Campus Services organization, which include: trust, respect, integrity, caring, honesty and compassion;
- Proven leadership success across broad and decentralized environments of comparable size and complexity;
- Creative ability to develop and implement campus master planning, and facilities-related policies, procedures, and programs in a complex environment;
- Demonstrated expertise in campus strategic planning and sustainability, building design and engineering, landscaping, construction, and plant operations and maintenance;
- A strong and confident listener and communicator who brings integrity, a calm presence, patience, and the ability to build consensus and engender trust;
- Extraordinary ability to work on a senior leadership team as a confident contributor and collaborator interacting with all constituencies in a higher education research institution;
- A collaborative and genuine team approach;
- Demonstrated ability to establish credibility with varying constituencies, e.g., academic deans and administrative vice presidents, faculty, staff, patients, visitors, community members, political representatives, corporate executives, and students – based upon integrity, critical thinking, outstanding operational understanding and performance, and excellent interpersonal and communication skills;
- The ability to establish strong professional relationships in the internal and external communities and a demonstrated ability to establish credibility with such constituencies;

- Respect for and understanding of mission-driven cultures and institutions;
- Outstanding operational and organizational talents;
- A proven commitment to diversity in all its forms;
- Excellent interpersonal and communication skills and a sense of humor; and
- A bachelor's degree or higher is required.

Please send applications and nominations to:

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Please see [www.emory.edu](http://www.emory.edu) for additional information about the Emory University. Emory University is an equal opportunity, affirmative action employer. Emory is a community that values diversity, education, training and personal development.