



# Georgia Institute of Technology®

## **Search for the Associate Vice President of Planning, Design, and Construction** **Georgia Institute of Technology** **Atlanta, Georgia**

The Georgia Institute of Technology, also known as Georgia Tech, a top-ranked public institution and one of the leading research universities in the United States, seeks an experienced and collaborative leader and manager who can inspire others around change to evolution to serve as its Associate Vice President of Planning, Design, and Construction (AVP). Reporting to the Vice President of Infrastructure and Sustainability, the AVP is a critical, high-impact and senior leader responsible for driving strategic planning and initiatives, ensuring fiscal accountability, and delivering key design and construction projects to meet the university's evolving needs. Georgia Tech has been on an impressive growth trajectory guided by a [strategic plan](#) with goals to develop leaders who advance technology, improve the human condition, and make a global impact. The AVP will have the opportunity to have high-level interactions with senior leadership, including the Board, to help transform the campus in the coming years to fulfill those ambitions. The AVP will be forward-thinking and data-oriented, as thoughtful planning will be needed to shape strategy and the direction of the university as it balances expanding its footprint, maintaining facilities, and evolving the campus' physical plant to fulfill the campus' many ambitions, managing all design and construction needs in-house.

Georgia Tech is one of the nation's top public research universities with more than 45,000 students who study in person at the main campus in Atlanta, at Georgia Tech-Europe in France, at Georgia Tech-Shenzhen in China, as well as through distance and online learning. With nearly \$1.3 billion annually in research awards across six Colleges and the Georgia Tech Research Institute (GTRI), Georgia Tech is among the nation's most research-intensive universities and is an engine of economic growth and development for the city of Atlanta, the state of Georgia, the Southeast, and the nation.

The AVP will join the Infrastructure and Sustainability (I&S) team at an exciting time as they work to transform and expand the campus' physical environment with an electric infrastructure and by retrofitting vital buildings that span more than 400 acres in midtown Atlanta and campuses abroad. Their work will not only have a positive impact on Georgia Tech but the surrounding area by providing access to a part of Atlanta that wasn't accessible previously. The role demands an energetic and proactive approach to overseeing the full lifecycle of campus construction projects (both domestic and international), from inception through completion and building end of life, including collaboration with Georgia Tech's Real

Estate team and working closely with community and government entities. The AVP will lead efforts to establish robust governance procedures, actively engage stakeholders, and ensure data-driven, need-based project planning focused on financial containment, prioritizing funded planning, and updating campus infrastructure to increase sustainability and meet the goals developed in the institution's [climate action plan](#). The AVP will be well-versed in planning, design and construction, and will lead and motivate the team, championing cost control measures and fixing processes, ensuring AE teams and contractors deliver maximum value while maintaining high standards of quality and efficiency while adapting to the changing needs of the university. The AVP will need to gain campus credibility quickly to move strategic initiatives forward and gain buy-in for longer-term planning and investments. They will need to be an exceptional communicator whose leadership exemplifies the [Georgia Tech Values](#) which include empathy, building trust, and effectively sharing complex information with internal and external stakeholders, including donors, university leadership, and state and local government officials. In doing so, they will focus on what is needed to maximize the impact of the university and address the following opportunities and challenges:

- Craft and execute a transformative vision for campus expansion and space planning
- Create and implement strategies that best steward Georgia Tech's physical assets, inspiring innovative change and buy-in when necessary
- Serve as an effective steward of university resources, ensuring all projects are fully programmed, designed, and constructed within budget and on time
- Lead the campus planning, design, and construction team in unison with [Georgia Tech's values](#) to foster a high-performance culture focused on accountability, innovation, and excellence
- Balance sustainability goals with fiscal responsibility, aligning project proposals to be more acceptable to all stakeholders without compromising the university's commitment to energy efficiency and environmental stewardship

Isaacson, Miller, the national executive search firm, has been retained to support Georgia Tech in this recruitment. Confidential inquiries, nominations, and applications should be directed to the firm as indicated at the end of this document.

## GEORGIA INSTITUTE OF TECHNOLOGY

In recent years, Georgia Tech has been a national leader in managing the global transition from an industrial economy to an information economy. Throughout its long history, Georgia Tech has focused its efforts on preparing students to use their innovative skills and strong work ethic to solve real-world problems and improve the lives of people around the globe. Georgia Tech intends to lead by example in sustainability and to promote action and awareness through education, research, partnerships, and practice. From the world-famous "Ramblin' Wreck" fight song to the innovative student and university culture, the Tech campus is steeped in time-honored traditions that students embrace from generation to generation. Today, Georgia Tech provides a technologically focused education to undergraduate and

graduate students in fields ranging from engineering, computing, and sciences to business, design, and liberal arts. Georgia Tech is also one of the nation's largest industrial and engineering research agencies.

Georgia Tech has more than 46,000 students, representing 50 states and more than 150 countries. It is ranked 5th among Most Innovative Schools and 10th among Top Public Schools according to U.S. World Report's Best College rankings of public universities in the nation. Georgia Tech also ranked #36 out of over 2,000 institutions worldwide in the 2024 Times Higher Education World University Rankings. Georgia Tech ranked #3 in Best Undergraduate Engineering Programs, with all Tech's graduate engineering programs ranking in the top 6. Georgia Tech is also ranked among the Top 50 Green Colleges by *The Princeton Review*. Georgia Tech's academic programs also reach to industry and professionals via Georgia Tech Professional Education. This academic division enrolled more than 190,000 individuals in FY2023, from over 900 organizations around the world, bringing faculty research and industry needs together in an education setting.

Georgia Tech fosters a culture of innovation and entrepreneurship, evidenced by many examples impacting business and society. Georgia Tech's Enterprise Innovation Institute (EI2) is the nation's largest university-based program of business and industry assistance, technology commercialization, and economic development. Enterprise Innovation Institute staff and faculty working in 12 locations across Georgia serve all 159 counties. The Advanced Technology Development Center (ATDC) is recognized by Forbes magazine as one of 12 incubators "changing the world." Since its founding in 1980, ATDC has grown to become the longest-running and one of the most successful university-affiliated incubators in the United States, with graduate startup companies raising in excess of \$3 billion in investment financing and generating more than \$12 billion in revenue in the state of Georgia.

Georgia Tech generates a collegiate atmosphere incorporating sports, campus traditions, more than 500 student organizations, 13 honor societies, and more than 50 Greek organizations. Georgia Tech's NCAA Division I intercollegiate athletics program is one of the oldest and most renowned in the country, and Tech students are passionate cheerleaders for their beloved Yellow Jackets, who compete in 17 different sports within the Atlantic Coast Conference (ACC).

## **OFFICE OF INFRASTRUCTURE AND SUSTAINABILITY**

In August 2021, the Office of Sustainability, Facilities & Safety, a newly established organization under the Administration and Finance division, was renamed [Infrastructure and Sustainability](#) (I&S). The mission of I&S is to improve Georgia Tech's physical environment and set the standard for how to deliver an environment that is safe, sustainable, resilient, and innovative for the entire campus community. The unit focuses on programs and initiatives that support how the office amplifies impact, champions innovation, and cultivates well-being, three pillars of the university-wide strategic plan. I&S plays a crucial role in facilitating the campus' continual evolution and adaption to promote learning and research. I&S is responsible for 236 buildings, 610 classrooms, and 3,146 research laboratories.

## **ROLE OF THE ASSOCIATE VICE PRESIDENT OF PLANNING, DESIGN, AND CONSTRUCTION**

The AVP is a key member of the Infrastructure and Sustainability leadership team responsible for overseeing the effective planning and design for physical assets on campus, adeptly managing budgets, and implementing processes that ensure the timely completion of projects, including attending to deferred maintenance and constructing new buildings. As design services are not outsourced at Georgia Tech, they will oversee all planning, design and construction projects and initiatives. The AVP is responsible for setting employee and group goals, deciding on an organizational structure to meet the goals, assessing employee and group performance, providing feedback, and making pay recommendations. The position will regularly interact with university leadership and department heads, EHS management and staff, real estate, third-party vendors, and the Board of Regents, and will advise and counsel institute executives, EHS management and staff, Provost, Research, and other senior leadership and members of the broader Georgia Tech community.

This position will oversee a team of approximately 40, including 5 direct reports, including the Deputy Institute Architect, Construction Admin Managers for Project Management and Special Projects, a Retired but Working project manager, and a vacant Associate Director of Construction Services. The AVP manages an operating budget of \$5 million annually and a design and construction budget of approximately \$120 million. Current projects include the development of a 14-level building across the interstate from campus.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE AVP OF PLANNING, DESIGN, AND CONSTRUCTION**

The AVP will be a strategic professional with exceptional collaborative skills who is dedicated to the learning, teaching, and research mission of Georgia Tech. A forward-thinking leader and thoughtful manager, the AVP will build on the Institute's innovative culture and long-standing and rich traditions, while embracing and balancing the need for change. As Georgia Tech enters an important and exciting period of future planning, the AVP will interact with campus stakeholders and community partners in the attainment of goals that are determined in the Institute's strategic plan and sustainability initiatives. The AVP will be expected to address the following key opportunities and challenges:

### **Craft and execute a transformative vision for campus expansion and space planning.**

- Lead the development and implementation of comprehensive multi-year capital plans that align with the university's long-term strategic goals while addressing budget constraints.
- Ensure active and continuous engagement with all stakeholders, including faculty, staff, students, donors, and external partners, to gather input and align project goals with university needs.
- Deliver clear, focused, needs-based project plans to the executive leadership team, backed by robust data and strategic analysis.

- Develop projects that align with the Georgia Board of Regents' goals to enhance the university's eligibility for increased funding.
- Develop and implement a strategic plan to reduce deferred funding backlog through rigorous prioritization of needs and innovative funding models.

**Create and implement strategies that best steward Georgia Tech's physical assets, inspiring innovative change and buy-in when necessary.**

- Engage key constituents, inspiring support and buy-in for executing on funded planning while creating a 10-year, long-term plan for the campus' physical assets.
- Effectively communicate complex organizational decisions, clearly explaining data and motivations, processes, and anticipated outcomes to a wide range of individuals, including faculty, staff, donors, senior leadership, and state and local officials.
- Build collaborative networks to engage internal and external stakeholders and creatively solve problems and tend to sensitive issues.
- Demonstrate emotional intelligence to foster a culture of flexibility for adapting processes and procedures in support of the greater good.

**Serve as an effective steward of university resources, ensuring all projects are fully programmed, designed, and constructed within budget and on time.**

- Oversee the creation and management of project budgets, maintaining strict cost controls to prevent overruns and ensure financial accountability.
- Develop and lead a formal cost reduction and quality improvement program for all planning, design, and construction activities.
- Create and enforce mechanisms to ensure external design and construction teams are committed to delivering high value with cost savings.
- Develop comprehensive financial and progress reports that provide clear, actionable insights for all stakeholders and allow easy accessibility to this data and information.
- Promote the integration of financially responsible sustainable design and construction standards.

**Lead the campus planning, design, and construction team in unison with Georgia Tech's values to foster a high-performance culture focused on accountability, innovation, and excellence.**

- Establish strong relationships with both direct and indirect reports, guiding the team through effective change management while enhancing morale and overall employee satisfaction.
- Set clear goals and expectations for employees, providing regular feedback and performance assessments to drive continuous improvements.
- Provide guidance to the institute architect to ensure that architectural ambitions are aligned with university resources.

- Ensure that the project delivery process is communicated, understood, and followed by all reports as well as client stakeholders, vendors, and consultants.
- Evaluate, develop, and implement initiatives for strategic impact and expected outcomes using key performance indicators, metrics, and continuous quality improvement.

**Balance sustainability goals with fiscal responsibility, aligning project proposals to be more acceptable to all stakeholders without compromising the university's commitment to energy efficiency and environmental stewardship**

- Create a roadmap for the sustainable development of campus, ensuring cost containment while also fulfilling university goals and ambitions.
- Champion and inspire a sustainable and resilient future through buy-in around strategy and thoughtful stewardship of resources.
- Help ensure sustainable practices and policies that are cost efficient for new build and deferred maintenance requests and proposals across the university.
- Support efforts to ensure the campus adapts to changing climatic conditions and minimizes greenhouse gas emissions.

**QUALIFICATIONS AND CHARACTERISTICS**

The next AVP will have a bachelor's degree in business, engineering, architecture, construction management, or a related field. The ideal candidate will also have many, if not all, of the following qualifications and characteristics:

- Significant leadership and management experience within an organization of similar size and complexity
- Strong knowledge of facilities systems and commercial construction methods, practices, and techniques
- Strong knowledge of construction cost reduction techniques such as LEAN construction. Strong knowledge of construction project management
- Advance skills and abilities in written and spoken communication
- Experience with program budgeting executive level policy development and administration, and the ability to foster intra-and cross-divisional relationships
- Proven record of using data to inform important decisions
- Skill at managing an organization and its people during a time of change
- Be politically savvy and able to handle sensitive matters in a data-informed manner
- Ability to implement initiatives in an efficient, cost-effective manner
- Preferred qualifications include a master's degree, fifteen to twenty years of job-related experience, a LEED accredited professional, and/or LEED construction certification.

## LOCATION

Atlanta is one of the fastest-growing cities in the United States. The metro area is home to over 6 million people and boasts the busiest airport in the world. It is considered the “business and cultural center of the Southeast,” consistently ranked as one of the top 10 places for high-tech and international career opportunities. More than 1,600 international businesses are in Atlanta, and many Fortune 500 companies, including Coca-Cola Enterprises, Delta Air Lines, Home Depot, Newell Rubbermaid, and UPS, are headquartered in the area. The city combines small-town hospitality with all the amenities of a cosmopolitan city while maintaining a moderate cost of living below the national average, and a pleasant climate that permits year-round outdoor activities.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and resumes with cover letters should be sent via the Isaacson, Miller website for the search: [Associate Vice President of Planning, Design, and Construction | Isaacson, Miller \(imsearch.com\)](#). Electronic submission of materials is required.

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