



Associate Vice President for Campus Auxiliary Services  
University of Louisville  
Louisville, Kentucky

## THE SEARCH

The University of Louisville (UofL), a public university founded in 1798 and one of the few institutions recognized by the Carnegie Foundation as both a Research 1 and Community Engaged University, seeks an innovative and entrepreneurial leader to serve as its inaugural Associate Vice President for Campus Auxiliary Services (AVP). With a total enrollment of approximately 24,000, more than 2,600 faculty, and 4,300 staff, the UofL is a large, complex university and academic health sciences center spread across three campuses in metropolitan Louisville. The AVP will unite campus auxiliary services under one portfolio, bringing a new level of strategy, synergy, and sophistication to these critical university functions. The AVP will join a dynamic and growing university and will have the opportunity to make a deep and lasting impact on UofL's student experience and entrepreneurial capacity.

Reporting to Vice President for Operations and Chief of Staff, and part of the Office of Finance and Administration, the AVP will oversee Campus Auxiliary Services, which includes dining, parking, vending, print and mail services, the University Bookstore, and the Cardinal Card Office. As the inaugural leader of a portfolio that newly unites auxiliary services under common leadership, the AVP will serve as a strong manager, change leader, and systems thinker, breaking down silos, strengthening communication, and developing synergies between functions. The AVP will be an engaged partner and collaborator, forging strong relationships across the campus community, particularly with athletics, student affairs, and UofL Health. Innovation will be the central tenet of this newly created role. The AVP will consistently bring an entrepreneurial and data-informed approach to strategically support the university's growth trajectory by driving increased efficiencies, revenue generation, new ventures, and asset optimization.

The University of Louisville has retained Isaacson, Miller, a national executive search firm, to assist in conducting this important search and to help identify outstanding candidates. All inquiries, applications, and nominations for this opportunity should be directed to the search firm as indicated at the end of this document.

## THE UNIVERSITY OF LOUISVILLE

Founded in 1798 as one of the nation's first city-owned public universities, the University of Louisville is a vital ecosystem that creates thriving futures for students, the community, and society. It has a storied history of invention, reinvention, and growth to meet the changing needs of the commonwealth and the world beyond. Accredited by the Southern Association of Colleges and Schools Commission on Colleges, UofL awards certificates, bachelor's, master's, specialist, doctoral, and first-professional degrees (DMD, JD, MD, and PhD) across 12 colleges and schools.

Nestled across the Louisville metropolitan area, the largest metro area in Kentucky, UofL occupies three campuses. The 287-acre Belknap Campus is home to eight of the University's 12 academic schools and colleges. The Health Sciences Center, located in downtown Louisville's medical complex, is home to four schools and is the headquarters for [UofL Health](#). Shelby Campus, located in eastern Louisville, is home to several university centers and the Shelbhyhurst office park for business and technology endeavors.

UofL is known for excellence in teaching, research, and service to the Louisville community and the advancement of educational opportunity for its citizens. The University is uniquely positioned to impact lives in areas of student success and research and innovation while its dynamic connection with its local and global communities provides unparalleled opportunities for students and citizens.

### Students, Academics & Faculty

The University has been in a growth pattern over the last several years, having increased enrollments and grown its research portfolio. Fall 2024 enrollment was the largest in UofL history, with 3,125 new incoming undergraduate students, bringing the total enrollment to just over 24,000 – including 17,000 undergraduate students and 6,000 graduate students – representing a 9% increase overall since 2019. Approximately 72% of students are Kentucky residents, though the University draws students from all 50 states and over 80 countries. The [2023-25 Strategic Plan](#) outlines initiatives to increase graduation rates from 62% to 70% in the next 10 years and increase total enrollment to 30,000 students by 2030.

With 12 schools and colleges offering undergraduate, graduate, and professional degrees in over 170 fields, UofL equips students with the resources to excel and make an impact in the world. The University includes the College of Arts & Science, the College of Business, the School of Dentistry, the College of Education & Human Development, the School of Engineering, the Graduate School, the School of Law, the School of Medicine, the School of Music, the School of Nursing, the School of Public Health & Information Sciences, and the School of Social Work & Family Science. The University is currently building its first Honors College.

UofL embraces digital teaching and learning, with more than 60% of students taking at least one online course each semester. Nearly 20% of students take their entire class load online, and more than 3,000 students enrolled in exclusively online degree and certificate programs. The University anticipates that the number of learners served by online programs and schedule-flexible hybrid options will continue to grow in coming years.

## Financial Strength

Sound financial and student-centered strategies have enabled the university to maintain positive momentum and weather the many challenges facing higher education. UofL's fiscal year [2025 operating budget](#) is \$1.7 billion, the largest in the University's history while maintaining structural balance. Major expenditures reflect commitments to priorities outlined in the strategic plan, namely student success, retention, and enrollment growth; faculty and staff recruitment and competitive compensation; and investments in research and innovation.

## City of Louisville

Kentucky's largest city, Louisville, sits on the Ohio River and boasts a delightful culinary, arts, and cultural scene. The Greater Louisville Metropolitan area is home to approximately 1.1 million residents, while the city of Louisville has a population of over 600,000. Known colloquially as the home of the Kentucky Derby and Louisville Slugger Baseball Bats, Louisville is also home to several Fortune 500 companies and has received recent accolades, including as the fourth most beautiful and affordable place to live in the U.S. by Travel + Leisure Magazine, which also named Louisville one of its top ten Foodie Cities.

The University is deeply connected to the city of Louisville. The University is a major player in the award-winning Partnership for a Green City with Jefferson County Public Schools and Louisville Metro government. UofL also collaborates with local organizations in west Louisville through its [Signature Partnership Initiative](#) to improve education, healthcare, social services, and economic opportunity for the city's most vulnerable citizens.

## Leadership

Gerry Bradley, BDS, MS, Dr.Med.Dent., became the 20th President of the University of Louisville on March 26, 2025. He previously was the executive vice president and university provost for UofL, serving as the chief academic officer and overseeing all colleges, schools and deans.

During Bradley's tenure as provost, the university made a strong commitment to enrollment growth, student success, and academic excellence and saw increases in the first-year student persistence rate, financial aid for university scholarships, and total university enrollment. He led several successful accreditation site visits, hired eight deans, and collaborated with senior administrators to develop a new university budget model and plans to increase enrollment and retention rates, as well as fostered the development and launch of several new academic programs.

Before coming to Louisville, Bradley was chair and professor of developmental sciences at Marquette University School of Dentistry and served as the associate dean for research and graduate studies. He is a diplomate of the American Board of Orthodontics and a member of the American Dental Association, the American Board of Orthodontics, the American Dental Education Association, the International Association for Dental Research, and is a member of the Edward H. Angle Society of Orthodontics.

Bradley received his BDS in Cork, Ireland, his orthodontic specialty training and MS degree at The Ohio State University, and a doctorate in dentistry at the University of Bern, Switzerland.

## ROLE OF THE ASSOCIATE VICE PRESIDENT FOR CAMPUS AUXILIARY SERVICES

The Associate Vice President for Campus Auxiliary Services is an inaugural position bringing together the University's auxiliary operations under one portfolio. The AVP will have responsibility for all units related to dining, vending, the Cardinal Card office, Canon (print and mail services), the University Bookstore, parking, and oversight of the contract administration of each. The AVP will work closely with student affairs and athletics and will be expected to explore opportunities to improve fleet management.

The AVP reports to the Vice President for Operations and Chief of Staff, and will be part of the [Office of Finance and Administration](#). The AVP will manage a budget of approximately \$12 million with a staff of 20 and 2 direct reports: the Director of Auxiliaries & Asset Management and the Director of Parking.

### Essential Duties and Responsibilities

- Lead the overall strategic and operational activities for the auxiliary services units.
- Drive innovation and transformational change to support achievement of strategic outcomes and revenue optimization.
- Develop and implement programs, policies, and initiatives which contribute to an exceptional student experience.
- Provide leadership in improving processes that enhance collaboration and service delivery.
- Ensure the overall performance (financial, service, productivity) of the auxiliary services units.
- Establish a culture of accountability and ownership by crafting vision, strategy, and departmental goals.
- Build a strong working partnership with key university leaders and represent the university on university-wide committees and initiatives.
- Develop a communications and outreach strategy that builds confidence and cultivates strong relationships and collaboration across the university that in turn helps the university community understand, embrace, and support new directions.
- Create a service culture that is responsive and rooted in customer service, operational excellence, revenue optimization, sets goals and focused on outcomes for customers.

- Create a positive work environment, incorporating the university's commitment to equal opportunity and recruitment, retention, and promotion of a diverse workforce, empowering employees to use their full range of talents and abilities.
- Participate with the university in engaging union leadership to jointly develop practices that improve engagement, productivity, and quality.
- Enhance employee engagement and drive and support the development of action plans to address issues. Promote and sustain an employee-focused work environment.
- Contribute to the overall strategic direction of university services and advise on university-wide strategy, as necessary.
- Lead the formulation and execution of auxiliary services strategic work plan in coordination with other university services units.
- Other duties as assigned.

## KEY OPPORTUNITIES AND CHALLENGES

### **Unify the Newly Created Campus Auxiliary Services Portfolio**

The AVP's portfolio will unify teams across dining, vending, the Cardinal Card office, Canon (print and mail services), the University Bookstore, and parking. Given that staff from these areas previously existed within separate units, the AVP will serve as the inaugural leader and be charged with developing integrated auxiliary operations that are responsive to the needs of the UofL community and laser focused on student experience. The AVP will be a strong manager and communicator, able to articulate goals and direction, break down historical silos, and inspire a shared vision.

### **Bring a Strategic, Business-Minded Lens to Campus Auxiliary Services**

The AVP will join UofL at a time of growth and transformation, as enrollments continue to rise, and the University further evolves from its roots as a commuter campus into a vibrant and dynamic residential institution. The AVP will have the opportunity to create and execute an innovative vision and strategy to ensure the University's growth trajectory is sustained and services meet students' evolving needs. As UofL looks to reach 30,000 students by 2030, the AVP will strategize how best to leverage current and future auxiliary enterprises through increased efficiencies, new ventures, and asset optimization. This will include developing plans to optimize real estate holdings and determining potential partnerships for revenue generation, thinking innovatively about dining, vending, and parking operations to maximize revenue potential and control costs. As an urban university, the AVP should continue to build connections within the city of Louisville, soliciting the needs and ideas of community members to identify ways to leverage spaces and services for revenue generation that do not primarily rely on students.

The AVP will develop short- and long-range plans leveraging a data-informed approach, laying out business justifications for all proposals and establishing measurable metrics that hold teams accountable for progress towards success. The AVP will collaborate with campus constituents across all the work they do, working closely with appropriate partners on all planning, execution, and evaluation.

### **Cultivate Strong and Productive Partnerships**

To cultivate a curated and seamless student experience, the AVP will need to cultivate strong working relationships with athletics and student affairs, particularly the department of university housing and the residential experience. The AVP will unite units around a common vision, identify areas of potential synergy and partnership among offices, and align compatible proposals. This will involve facilitating and encouraging open lines of communication across the university, meeting regularly with university leaders to understand current and future needs and priorities, leading by influence, and creating value proposals that outline the shared benefits of working in tandem with Campus Auxiliary Services.

Another area with great potential for deeper partnership development is with UofL Health. The AVP will actively identify opportunities for shared cost capabilities, looking for creative approaches that achieve greater scale and scope of services and reduce costs.

### **Lead and Manage Strong Teams**

The AVP will inherit talented and dedicated teams across service areas. They will be expected to support their team, utilizing the institutional knowledge and expertise of seasoned members while also providing mentorship and encouraging professional development and growth. Additionally, the AVP will cultivate a culture of creativity, entrepreneurship, flexibility, and shared accountability, motivating strong teams to continue to provide a high level of service to the UofL community.

## **REQUIREMENTS AND QUALIFICATIONS**

The successful candidate will be an entrepreneurial, innovative, collaborative, and financially adept leader with proven effectiveness in an academic setting or relevant experience in other, similarly complex environments. The AVP will bring strong leadership, decision-making, and communication skills, will be able to work well in teams, and display ethics, loyalty, and trustworthiness. They will be a results-oriented individual, able to develop strategies and tactics to work through problems and situations in a manner that benefits the University as a whole.

### **Minimum Requirements**

- Bachelor's degree (or higher) in public or business administration or related field.
- Five (5) years of relevant experience in a large, public, research university or similarly complex and diverse public or private enterprise.
- Ability to communicate effectively and articulate in both oral and written communication, while considering multiple diverse perspectives and competing interests.
- Demonstrated ability to prioritize work to meet multiple, competing deadlines.
- Able to effectively navigate a large and complex public institution with the ability to form positive working relationships across the institution.
- Previous experience and a successful track record in senior management and leadership positions.

- Experience working with a labor-represented workforce is strongly preferred.
- Comprehensive knowledge of state's legislative process and the structure and responsibilities of their agencies.
- Proven self-starter with the ability to work with minimal direction and oversight.

## Preferred Qualifications

- Eight (8) years of relevant experience in a large, public, research university or similarly complex and diverse public or private enterprise.
- Leads strategically, lives the organization's values of empowerment, stewardship, integrity, sustainability, inclusion, teamwork, and innovation; delivers results; models professionalism; works collaboratively; inspires commitment; embraces change; models respectful leadership.
- Demonstrated record of taking on new opportunities and tough challenges with a sense of urgency, high energy, and passion and the ability to effectively drive change.
- Demonstrated ability to work with multiple stakeholders to create a culture of service and continuous improvement.
- Demonstrated experience formulating and implementing strategic plans.
- Ability to make sense of and communicate complex, high quantity, and sometimes contradictory information to effectively solve problems.
- Ability to develop professional skills of staff to meet both their career goals and the organization's goals.
- Ability to work cooperatively with faculty, academic administrators, and staff to develop new programs consistent with the needs of the institution.
- Strong problem solving, analytical, and organizational skills, with the ability to prioritize in a rapidly changing environment.
- Demonstrated leadership in implementing technology to support organizational strategies within a large and complex organization.
- Possesses both the wisdom and the political savvy to determine which initiatives are important enough to champion and which ones to relinquish.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications, including resumes with cover letters should be submitted via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/university-louisville/associate-vice-president-campus-auxiliary-services>. Electronic submission of materials is strongly encouraged.

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