



Vice Chancellor for Finance and Administration  
University of North Carolina at Greensboro  
Greensboro, North Carolina

## THE SEARCH

The University of North Carolina at Greensboro (UNCG or the University) seeks a strategic, collaborative, and accomplished leader to serve as the next Vice Chancellor for Finance and Administration (VCFA). The next VCFA will join UNCG at a pivotal moment marked by strong leadership, positive enrollment trends, financial discipline, and a deep commitment to public higher education. Serving as a strategic partner to the Chancellor, Provost, fellow senior leaders, and Board of Trustees, the VCFA will advance UNCG's mission and new [strategic plan](#).

UNCG has been providing access and excellence since its founding in 1891 as a women's college (and as one of the three original institutions of the University of North Carolina System) and now as a public, coeducational, doctoral-granting, residential university. The University community is comprised of approximately 18,000 students, including more than 3,600 graduate students, and over 2,500 faculty and staff. UNCG's many strengths include its breadth and depth in research, scholarship, and creative activity. Currently, UNCG is a community-engaged R2 doctoral university with 17 interdisciplinary centers and institutes. Repeatedly, UNCG has been recognized in national rankings for excellence in affordability, academic rigor, and social mobility.

Reporting directly to the Chancellor, the VCFA oversees the Division of Finance and Administration, which encompasses a broad portfolio of functional areas: finance, facilities, HR, campus enterprises, emergency management, police, and risk and insurance. As UNCG's chief financial officer, the VCFA stewards an annual operating budget of \$483 million. In addition to serving as a key member of the Chancellor's Council, the VCFA will also be liaison to the UNCG Board of Trustees and various affiliated foundations and entities, and will represent the University to the UNC System Board of Governors.

The VCFA will be a strong partner to the Chancellor and University leadership, bringing strategic thinking to UNCG's financial and operational management. Recognizing the uncertainty within the higher education landscape, the VCFA will partner closely with leadership to balance financial discipline with strategic investment, identifying and building out plans to generate revenue while supporting mission-

critical functions. Overseeing complex operational units, they will harness technology to strengthen administrative and operational functions.

The next VCFA will be a strong relationship builder, communicator, and collaborator, possessing the interpersonal skills to effectively partner with a wide range of highly dedicated campus constituents. Likewise, the VCFA will need the political acumen to navigate within the UNC System and bring an understanding of how state laws and regulations impact the University's financial and operational functions. As the leader of a large and complex team, the VCFA will be a strong and supportive manager, modeling a culture of accountability, flexibility, and high-quality service. It will be critical that the VCFA embrace UNCG's mission as a public, minority-serving institution with commitments to social mobility, community engagement, and academic and research excellence.

The University of North Carolina at Greensboro has retained the services of Isaacson, Miller, a national executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations should be directed in confidence to the search firm, as indicated at the end of this document.

## UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

[UNCG](#), located in the Piedmont Triad region of North Carolina, is one of only 40 doctoral institutions recognized by the Carnegie Foundation for both [high research activity](#) and [community engagement](#). Founded in 1891 and one of the original three [UNC System](#) institutions, UNCG is one of the most diverse universities in the state, with over 18,000 students and 2,500 faculty and staff members. Its academic portfolio includes 69 majors in over 130 areas of study, as well as 52 master's programs, 26 doctoral programs, and 73 graduate certificates. UNCG is consistently recognized nationally among the top universities for academic excellence and value, with noted strengths in business, health and human sciences, visual and performing arts, nursing, education, and more.

For the 27<sup>th</sup> consecutive year, UNCG was recognized as one of the nation's best institutions for undergraduates and one of the best regional colleges in the south by the Princeton Review. It is also one of 12 institutions named to the Association of Public and Land-grant Universities' Southeastern Cluster, dedicated to improving the transfer student experience. UNCG consistently ranks as the top university in North Carolina and the nation for social mobility.

For additional information, please visit [uncg.edu](http://uncg.edu).

### Financial Strength

UNCG's FY2025 operating expenses totaled \$483 million and received \$199 million in operating revenues and another \$375 million in nonoperating expenses, including state appropriations totaling \$209 million. As of September 30, 2025, UNCG's endowment investments stood at \$481 million. In 2025, Standard and Poor affirmed an A+/Stable rating on the University's general bonds. Factors contributing to these positive

ratings include historically stable appropriations from the state, a trend of effective and efficient operations, and good revenue diversity.

## Academics & Research

UNCG is made up of seven academic schools and colleges. In addition to the Graduate School and Lloyd International Honors College, UNCG's seven academic schools and colleges are: the [Bryan School of Business and Economics](#); the [College of Arts and Sciences](#); the [College of Visual and Performing Arts](#); the [Joint School of Nanoscience and Nanoengineering](#) (a joint enterprise between UNCG and North Carolina A&T); the [School of Education](#); the [School of Health and Human Sciences](#); and the [School of Nursing](#).

In the past twelve years UNCG's research enterprise has seen strong growth with FY2023 boasting the highest external funding in the institution's history at \$67 million with research expenditures up 54% from that year since FY2019. External funding in FY2024 was just under the highpoint at \$65 million.

## Location: Greensboro, North Carolina

[Greensboro](#) is a historic and thriving city with a population of over 300,000 and seven institutions of higher education. Located in the Piedmont Triad region of North Carolina and between the larger cities of Charlotte and Raleigh, Greensboro offers a wide range of cultural, culinary, and arts opportunities, including a new performing arts center. Greensboro's public parks, gardens, greenway, bike trails, and easy access to the coast and mountains offer a rich variety of recreational opportunities. The local metropolitan area (which includes the cities of High Point and Winston-Salem) has a population of over 1.7 million and boasts a low cost of living and an excellent quality of life.

## Leadership

The Board of Governors of the University of North Carolina elected Dr. Franklin D. Gilliam, Jr., as the eleventh Chancellor of UNCG on May 22, 2015. Chancellor Gilliam brings to UNCG and the UNC System a wealth of experience from a career that spans more than 30 years in higher education. During his tenure, UNCG has grown its endowment, research enterprise, student success outcomes, and overall facilities and campus infrastructure; significantly increased its fundraising; and elevated the presence, reputation, and real-world impact of the largest university in the North Carolina Triad region.

Prior to this appointment, Dr. Gilliam served as Dean of the UCLA Luskin School of Public Affairs for seven years and was a longtime UCLA Professor of Public Policy and Political Science. His research focused on strategic communications, public policy, electoral politics, and racial and ethnic politics.

Dr. Gilliam has not only led UNCG to record growth, but he has also helped build a solid foundation for a very bright future at the university. He secured funding for a new nursing and STEM building (opened in January 2021); secured a philanthropic gift to name a new student recreation center; and led the effort to obtain Millennial Campus designation for an arts district and a health and wellness district from the UNC System Board of Governors, paving the way for public-private partnerships. The first building to anchor these districts will open Summer 2026. Dr. Gilliam has spearheaded major initiatives to elevate UNCG's position, including a comprehensive campaign that has already surpassed its \$200m goal ahead of its close in December 2025. Under his leadership, UNCG has consistently met or exceeded performance goals set by the UNC System, most recently ranking as the best-performing institution across the 17-campus system.

## University of North Carolina System

UNCG is one of 17 campuses of the [University of North Carolina \(UNC\) System](#). The System is administered by the President and overseen by the UNC Board of Governors. Each campus in the UNC system is headed by its own Chancellor and Board of Trustees, providing autonomy to each campus within the supportive framework of the larger UNC system.

## FINANCE AND ADMINISTRATION

The [Division of Finance and Administration](#) is made up of approximately 450 staff across the areas of campus enterprises, emergency management, facilities, finance, human resources, and UNCG police. A large and multifaceted organization, the division helps UNCG achieve its mission, adhere to its values, and meet its goals by providing sustainable financial, human resource, safety, facilities, auxiliary, and risk management services for the campus community.

## ROLE OF THE VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION

The Vice Chancellor for Finance and Administration (VCFA) provides leadership and general management for university finance, facilities, human resources, campus enterprises, emergency management, police, and risk and insurance. The VCFA supervises six direct reports and oversees a diverse and talented group of approximately 450 individuals across the Division of Finance and Administration. With responsibility for the University's operating budget, the VCFA ensures that UNCG's resources are effectively deployed to best serve its students, faculty, and staff, and strives for excellence implementing best practices and innovations in financial and administrative operations. As a direct report to the Chancellor, the VCFA will be a fully engaged and active partner to the Chancellor, Provost, university leadership, and the Board Trustees.

Key responsibilities for the VCFA include:

- Development and leadership of the Division of Finance and Administration (30%):

- Provide leadership and general management for the following service units: university finance, facilities, human resources, campus enterprises, emergency management, police, risk and insurance.
  - Foster a strong customer service orientation, the VCFA will strive for excellence by implementing best practices and innovations in operations and finance.
  - Serve as a responsible steward of human and fiscal resources.
- Strategic planning, policymaking, and developing and maintaining internal and external Relationships (30%):
  - In collaboration with the Chancellor and Provost, the incumbent will participate in strategic planning and policymaking for the University.
  - Represent the campus at the UNC System meetings of campus chief business officers, and with other relevant external administrative and financial organizations and state agencies.
  - Play a leadership role in the greater Greensboro community, serving on multiple boards and developing relationships with local policymakers, and corporate and civic leaders.
  - Project a strong positive image through interactions with all constituents doing business with the University.
  - Serve as a liaison to the UNCG Board of Trustees and other UNCG affiliated entities and represent the University to the UNC Board of Governors.
- Strategic planning and resource allocation (40%):
  - Oversight and responsibility for the development and implementation of the campus master plan and proactively advises the Chancellor's Council on all aspects that financially impact campus operations, including financial planning, budgeting and analysis, and facilities management.
  - Develop and communicate campus policies on finance, accounting, budgeting, insurance, financial and accounting systems, and internal auditing.
  - Develop and deliver the annual operating and capital budgets and leads the campus annual budget process.
  - Lead budgetary forecasting modeling by building in assumptions of demographics, tuition trends, and institutional, state, and federal policy changes.
  - Oversee and approve a wide variety of financing strategies, major construction, real property development, renovation and maintenance programs.
  - Serve as treasurer and/or as a member of affiliated boards and foundations.

## KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE CHANCELLOR OF FINANCE AND ADMINISTRATION

The VCFA will join UNCG at an exciting moment of change and opportunity, one marked by strong leadership, a clear sense of mission, and a solid financial foundation. The next VCFA will be a key leader in continuing to move UNCG forward and achieve its strategic goals. Specifically, the VCFA will work to address the following opportunities and challenges:

### **Strategic Planning, Vision Setting, and Financial Leadership**

In joining the Chancellor's Council, the VCFA will serve as a strong partner to the Chancellor, Provost, and senior leaders to bring vision and strategic thinking to UNCG's financial and operational management. The VCFA will lead the annual budgeting process, collaborating closely and transparently to set parameters, articulate priorities, and prepare the budget for Chancellor and Board approval. The VCFA will anticipate and provide information required for sound decision-making, laying out alternatives, options, and comparisons. They will identify problems and offer new approaches to advance the institution over the short- and long-term. The VCFA will serve as UNCG's resident expert regarding higher education finance, staying abreast of the fluctuations within the complex budgetary landscape shaped by state and federal funding models, enrollment, and broader economic conditions.

### **Leverage Financial Resources to Strategically Invest in Growth**

In recent years, UNCG has made great strides to bolster their financial position and resume enrollment growth, placing a strong focus on strengthening financial controls, improving administrative processes, and investing in student success. These efforts have paid off, and [UNCG now boasts the highest performance score of all UNC System schools](#), based on four-year graduation rates, credits earned, degree efficiency, cumulative student debt at graduation, University expenses per degree earned, and external funding. UNCG is highly regarded by the System office, Board of Governors, Board of Trustees, and in the wider community.

Even amid these successes, UNCG is not without financial constraints, impacted by external financial pressures and shifts within the higher education environment. Always keeping the educational mission top of mind, the VCFA must uphold financial discipline while enabling strategic investments that support enrollment growth, research activity, and student success. In particular, the VCFA will partner closely with the Provost to align financial decisions with academic priorities – particularly in areas that differentiate UNCG in the marketplace and maintain positive enrollment patterns, such as new workforce-aligned offerings – and provide joint recommendations to the Chancellor. Moreover, the VCFA will continue the practice of evaluating UNCG's programs and resources to identify opportunities for strategic investment and growth. Collaborating across campus, the VCFA will enhance existing and develop new streams of

strategic revenue in areas including student recruitment and retention, fundraising and grant support, curricular and co-curricular program delivery, auxiliaries, and external partnerships.

### **Navigate and Build Relationships within UNCG, Across the UNC System, and Beyond**

UNCG is community-oriented and welcoming, a place where trusted relationships are highly valued, and the public mission of the institution is always top of mind. The next VCFA will need to become a visible member of this community, taking the time to engage, ask questions, and learn about the wide-ranging needs and goals of all constituents. The VCFA will demonstrate a sincere interest in the academic life of the institution and an appreciation for faculty shared governance. As a key representative of the Chancellor's Council, the VCFA must be a clear communicator and active listener, possessing the approachability and patience to explain complex financial information to all audiences and communicate decisions with clarity and care. Importantly, the VCFA will quickly establish trust and credibility with the University's Board of Trustees and the System's Board of Governors, the UNC Greensboro Foundation, as well as external partners including credit agencies, auditors, and community leaders.

Given that UNCG is one of 17 state universities within the University of North Carolina System, the next VCFA will need the political know-how to navigate the environment, opportunities, and constraints of a complex public system. They will bring an appreciation of how state laws, regulations, and agencies impact UNCG's approach to budgeting and planning, and an understanding of how state funding models shape the University's tuition rates and pricing models. The VCFA will represent UNCG on budgetary, administrative, and operational matters within state government.

### **Capital Strategy and Operational Leadership**

Working with campus leaders and the facilities team, the VCFA will be attuned to and prioritize ongoing improvement needs of existing facilities. With a large campus consisting of buildings of varying ages, the VCFA will bring best practices to the management of the University's deferred maintenance portfolio, ensuring efficient use of state capital funds. The VCFA will also be attuned to evolving space utilization and renovation needs, making sure that all decisions regarding investments in UNCG's physical plant align with academic and enrollment priorities. It will be critical that the VCFA understand state and system rules relating to areas such as construction and procurement and can navigate the state legislative funding process for renovations and facilities. Across this work, the VCFA must maintain a strong working relationship with leaders in the UNC System office.

### **Technology & Business Process Improvement**

In the spirit of continual improvement, the VCFA will continue efforts to modernize administration processes and infrastructure across the University, identifying opportunities to improve services, increase efficiency, support strategic decision-making, and provide the best learning, teaching, and working environment possible. The VCFA will strategically leverage technology to move initiatives forward,

harnessing data and emerging technologies such as AI to improve services and operations that support institutional capacity and impact. The VCFA will champion data literacy and promote a data-informed culture for decision-making and operations.

### **Lead and Manage a Strong Team**

The VCFA will provide leadership and supervision to the Division of Finance and Administration and will inherit strong and dedicated teams across functional areas. They will be expected to support their teams, utilizing the institutional knowledge and expertise of seasoned members while also providing mentorship and encouraging professional development and growth for all. The VCFA will cultivate a mission-driven culture rooted in integrity, shared accountability, flexibility, and transparency, and will motivate teams to continue to provide a high level of service to units and departments across UNCG. Given the breadth of their portfolio, the VCFA will need to rely on their senior leaders as subject matter experts and empower them to take ownership and move initiatives forward.

## **QUALIFICATIONS AND CHARACTERISTICS**

The ideal candidate will be an accomplished financial and administrative leader who can provide clear and strategic fiscal and operational guidance as UNCG navigates the many changes, opportunities, and challenges within the field of public education, and enable the university to capitalize on its many strengths as it enters its next chapter. This will be demonstrated by a strong record of success in financial administration, ideally in higher education or large public agencies. Preferably, candidates will bring experience in public sector budget development and management, business accounting theory and practice, and other fiscal and administrative operations.

Minimum qualifications for the VCFA include:

- A master's degree or advanced degree in a relevant field or an equivalent record of professional achievement, and increasing levels of demonstrated success;
- 10 years of experience in senior management in one or more of the following areas: financial administration, administrative services, business administration or facilities management;
- An understanding of higher education as an industry, including the issues, organizational structures, and funding models;
- Demonstrated strategic leadership experience developing and executing fiscal and operational plans in a complex organization;
- Demonstrated ability to be an active, senior-level participant in university planning and policy-making;
- Excellent communication and interpersonal skills coupled with experience building a culture of trust, mutual respect, and transparency in decision-making;
- A transparent, straight forward and inclusive decision-making and management style;



- Experience identifying new financing opportunities, including public/private partnerships, economic development projects, and entrepreneurial ventures;
- Ability to integrate current technology and best practices into all functional areas of the Division;
- Devotion to the highest ethical standards and personal and professional integrity;
- A “doer” who has an appetite for change and the desire to be involved in a cultural, structural, and operational change model;
- An understanding of the public, state system of higher education and how it interacts with the university campus, with the nuances of the state budget process preferred.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/university-north-carolina-greensboro/chief-financial-officer>

Daniel Rodas, Partner  
Amble Ryan, Managing Associate  
Seema Khan, Senior Search Coordinator  
Isaacson, Miller

*UNCG provides reasonable accommodation so that qualified disabled applicants may participate in the selection process. Please advise the Department of Human Resources of any accommodations you require in order to express an interest in a specific opening by emailing [hrs@uncg.edu](mailto:hrs@uncg.edu) or calling (336) 334-5009. Please state your reasonable accommodation request for assistance in your message. Only reasonable accommodation requests related to applying for a specific position within UNCG will be reviewed at the e-mail address and phone number supplied. Thank you for considering UNCG for your next career opportunity.*

*This document has been prepared based on the information provided by the University of North Carolina at Greensboro. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by UNCG would supersede any conflicting information in this document.*