



Associate Vice President for Resource Planning & Administration  
Duke University  
Durham, North Carolina

## THE SEARCH

[Duke University](#) invites applications and nominations for the Associate Vice President for Resource Planning & Administration (AVP) within the [Division of Student Affairs](#). Duke enrolls approximately 6,500 undergraduate and 10,950 graduate and professional students. The university has a network of over 200,000 alumni, employs more than 4,250 regular-rank faculty, and has approximately 48,000 staff (including the Duke University Health System), making it one of the largest private employers in North Carolina. While guided since 1859 by the motto *Eruditio et Religio*, or “Knowledge and Religion,” Duke University continues to evolve and is strengthened by its inclusive community that welcomes individuals of all backgrounds. The Division of Student Affairs supports over 16,000 Duke undergraduate, graduate, and professional students, and engages tens of thousands of visitors, families, and members of the Duke community every year. With 27 departments and an operating budget of \$163M, Student Affairs plays a central role in advancing the university’s mission by supporting student health, well-being, belonging, and co-curricular development and by fostering a campus culture grounded in respect, inclusion, and engagement.

Reporting to the Vice Provost/Vice President for Student Affairs (VPSA), the Associate Vice President for Resource Planning & Administration leads the administrative and financial functions for the division, which includes 2.5M square feet of residential, conference, dining, and other campus life property, a full-time staff of 500+ FTEs, and a contract-employee payroll of an additional 800 staff.

The Associate Vice President directly supervises the Budget and Finance, Human Resources, Facilities Planning Operations, and Housing Operations teams in Student Affairs and engages key university partners in finance, facilities, capital planning, administration, and human resource functions to align student needs with those of other university stakeholders. The AVP ensures that all revenue supports the strategic objectives of the Vice Provost/Vice President of Student Affairs, as well as the organizational needs of the division, the provost, executive vice president, and the current and future Duke student community.

The ideal candidate will be an experienced leader with a Master’s degree in a relevant field and at least eight years of progressively responsible experience in financial and business operations in large, complex organizations with demonstrated workforce development experience. The successful candidate will have proven expertise in financial and resource planning, human resources, operations, and facilities management; excellent written and verbal communication; and a demonstrated ability to build collaborative partnerships across university stakeholders. They must be committed to inclusive excellence, student experience, and continuous learning; able to lead organizational change, manage senior leaders and high-performing teams, and translate complex financial issues for diverse constituencies while prioritizing strategic goals.

The University 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.

## DUKE UNIVERSITY

Duke University, a member of the prestigious Association of American Universities (AAU), is a global, research-intensive institution enrolling approximately 6,500 undergraduate and 10,950 graduate and professional students. The university has a network of over 200,000 alumni, employs more than 4,250 regular-rank faculty, and has approximately 48,000 staff (including the Duke University Health System), making it one of the largest private employers in North Carolina. While guided since 1859 by the motto *Eruditio et Religio*, or “Knowledge and Religion,” Duke University continues to evolve and is strengthened by its inclusive community that welcomes individuals of all backgrounds.

Duke consists of the following colleges and schools: Trinity College of Arts & Sciences; School of Law; Divinity School; Graduate School; School of Medicine; School of Nursing; Pratt School of Engineering; The Fuqua School of Business; Nicholas School of the Environment; and Sanford School of Public Policy.

Duke consists of both a world-renowned academic teaching and research institution and a world-class patient care organization. Duke is a financially strong, growing institution. The university’s endowment was \$12.3 billion as of June 30, 2025.

For additional information, please visit [duke.edu](https://duke.edu).

## Location

Duke's home campus spans 8,600 acres in Durham, North Carolina, a vibrant small city that has become an entrepreneurial hotbed and a cultural center with a population exceeding 304,000. The city is a two-hour drive from the beach and a three-hour drive from the Blue Ridge Mountains. Duke's proximity to the Mid-Atlantic Region and Washington, D.C. in particular, provides easy access to federal funding agencies, policymakers, and many other collaborators that advance the research and education missions. The area is served by a convenient international airport, approximately twenty minutes from campus.

Duke is situated in the heart of the Research Triangle with the University of North Carolina at Chapel Hill, North Carolina Central University, and North Carolina State University nearby. These institutions are public research universities with exceptionally strong science and engineering programs that provide a myriad of opportunities for collaboration and partnership.

## THE DIVISION OF STUDENT AFFAIRS

[The Division of Student Affairs](#) supports over 16,000 Duke undergraduate, graduate, and professional students and engages tens of thousands of visitors, families, and members of the Duke community every year. With [27 departments](#) and an operating budget of \$163M, Student Affairs plays a central role in advancing the university's mission by supporting student health, well-being, belonging, and co-curricular development and by fostering a campus culture grounded in respect, inclusion, and engagement. The primary job of the division is to ensure Duke students have the resources and support they need to arrive at their classes and laboratories ready to engage in critical thinking and learning each day, in addition to gaining skills and insight about themselves and the world.

The division has more than 800 dining staff, 200 housekeepers, 100 clinicians and care providers, and scores of student development specialists, event coordinators, residential coordinators, career advisers, and operations experts.

Guided by the principles of meaningful inclusion; strategic collaboration; health, wellness, and safety; continuous growth and skill development; and professionalism, mutual respect, and trust, the vision of Duke Student Affairs is that students will:

- Graduate with integrity and purpose, focused on near-term goals and capable of adjusting to both opportunity and adversity;
- Care about themselves and others; and
- Develop the skills and judgment to navigate their journeys, both individually and collectively.

The vision for excellence for Student Affairs also extends to the greater Duke community, which is enhanced by the variety of outstanding services and operations provided by the division to students, faculty, staff, alumni, families, and guests of the University.

## ROLE OF THE ASSOCIATE VICE PRESIDENT FOR RESOURCE PLANNING & ADMINISTRATION

Reporting to the Vice Provost/Vice President for Student Affairs (VPSA), the Associate Vice President for Resource Planning & Administration (AVP) leads the administrative and financial functions for the division of Student Affairs which includes 2.5M square feet of residential, conferences, dining and other campus life property, a full-time staff of 500+ FTEs, and a contract-employee payroll of additional 800 staff.

The Associate Vice President directly supervises the Budget and Finance, Human Resources, Facilities Planning Operations, and Housing Operations teams in Student Affairs, with direct reports that include the Executive Director, Budget and Finance for Student Affairs; the Director of Human Resources for Student Affairs; the Executive Director, Facilities Planning and operations for Student Affairs; and the Director, Housing Assignments. They engage key university partners in finance, facilities, capital planning, administration, and human resource functions to align student needs with those of other university stakeholders. The AVP ensures that all revenue supports the strategic objectives of the Vice Provost/Vice President of Student Affairs, as well as the organizational needs of the division, the provost, executive vice president, and the current and future Duke student community.

This leader is responsible for driving the execution of integrated financial and workforce planning that advances strategic investment priorities. The role stewards renewal investments across the physical plant, implements data-driven innovations for workforce development, guides the prioritization of capital investments, and ensures sound financial support for holistic and inclusive student programs and risk management. The AVP will also work to advise the VPSA and other University leadership on structural and educational efforts to support QuadEx, Duke's undergraduate living and learning initiative.

### Key Duties

1. Serves as Chief Financial Officer for the Division of Student Affairs and a member of the VPSA's senior leadership team. Aligns fiscal planning and resource management with the division's strategic initiatives and organizational decisions. Anticipates and articulates student development priorities, staffing needs, and resource structures in a constantly changing economic environment; translates these needs into programs, partnerships and services that support the five key norms of the division of Student Affairs: student health, wellness and safety; meaningful inclusion moving towards equity; professionalism and mutual respect; continuous growth and skill development of staff and students, and; strategic collaboration within and beyond the division. **(30%)**
2. Provides leadership and direct administrative oversight for the Budget and Finance, Human Resources, Facilities Planning and Operations, and Housing and Residence Life operations **(30%)**
3. Leads capital planning and renewal strategy for all on-campus housing, campus life, conferences and events, dining, and other student affairs-managed physical plant properties. Serve as the VPSA's delegate to the Capital Planning Subcommittee of the Board of Trustees and works closely

with the VP of Facilities, VP of Finance, Executive Vice President, and others on building and space initiatives **(25%)**

4. Other duties and project management execution as assigned **(15%)**

## QUALIFICATIONS AND CHARACTERISTICS

While no single candidate will have all of the qualifications, Duke University seeks candidates with a well-rounded combination of the following qualifications and characteristics:

### General Qualifications

- Master's degree in a relevant field, including resource administration, business administration, non-profit management, organizational behavior, finance, accounting, student affairs, and/or educational policy.
- At least eight years of progressively responsible experience in leading and managing financial and business operations in a large and complex organization with demonstrated experience in workforce development; ten or more years relevant experience preferred.

### Job-Specific Skills and Competencies

- Excellent written and verbal communication skills
- Proven expertise in financial and resource planning, human resources, operations, and facilities management
- Demonstrated ability to build strong, collaborative partnerships with university stakeholders, including academic and faculty leaders, chief financial and human resource officers, student leaders, community representatives, and other internal and external partners.
- Commitment to facilitating growth, inclusive excellence, and continuous learning across a complex workforce and with a diverse and global student population
- Proven ability to lead organizational change and generate momentum to achieve common goals and foster innovative program development
- Demonstrated success in performance management of senior managers and of highly functional teams, track record of outstanding innovations, and effective utilization of assessment and resource administration.
- Demonstrated ability to distill and communicate complex financial planning issues in ways that can be understood by various stakeholders and constituencies
- Able to juggle competing demands and set priorities, make continuous progress toward strategic goals
- A strong commitment to enhancing the student experience

## Preferred Skills and Competencies

- Experience developing innovative structures, supporting students, and leading change in highly selective campus setting
- Experience with residential campus planning, building projects, and development and delivery of programming models that promote learning communities
- Experience aligning fiscal planning and resource management with strategic initiatives and organizational decisions
- Knowledge of how resource administration supports student development theory, evolving higher education/ health and wellness trends, risk management strategies, legal and compliance issues, applied technology, and basic research methodology.

## 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/duke-university/associate-vice-president-resource-planning-and-administration>.

Keight Tucker Kennedy, Managing Partner  
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Isaacson, Miller

*Duke is an Affirmative Action/Equal Opportunity Employer committed to providing employment opportunity without regard to an individual's age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, (including pregnancy and pregnancy related conditions), sexual orientation, or military status.*

*Isaacson, Miller and Duke University are committed to creating an inclusive environment and welcome applications from candidates with disabilities. If you have any accommodation or access needs, we are happy to provide reasonable accommodations.*

*This document has been prepared based on the information provided by Duke University. 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 Duke University would supersede any conflicting information in this document.*