



Search for the SENIOR ASSOCIATE DEAN FOR FINANCE AND OPERATIONS/DIVISIONAL BUSINESS OFFICER
JOHNS HOPKINS SCHOOL OF EDUCATION
BALTIMORE, MD

THE SEARCH

The Johns Hopkins School of Education (SOE) seeks a collaborative and strategic leader to serve as its next Senior Associate Dean for Finance and Operations. The Senior Associate Dean is the designated Divisional Business Officer (DBO) for the School, serving as its chief financial and operating officer. Reporting directly to the Dean with a secondary reporting relationship to the University's Executive Vice President for Finance and Administration, the Senior Associate Dean will be responsible for strategically leading, planning, and organizing the School's administrative functions.

With approximately 1,250 graduate students and over 80 faculty members, SOE is a vibrant academic community committed to excellence in both teaching and research. Established as a standalone division of Johns Hopkins University in 2007, SOE quickly emerged as a leading education school and sits at the top of national rankings. The School offers doctoral, master's, and certificate degrees and houses five interdisciplinary research centers and institutes. The Senior Associate Dean will join SOE at a time of change and transformation and will have an opportunity to make a significant impact through strategic and financial planning, business process improvement, and operational leadership.

The next Senior Associate Dean will be a vital partner to academic and administrative leaders across SOE, providing high-level leadership and modeling excellence, equity, proactivity, creativity, and flexibility across all that they do. They will demonstrate an ability to lead high-functioning, diverse teams with trust and transparency while simultaneously working collaboratively with key groups of faculty, staff, and students to further the School's mission. The successful candidate will bring financial, administrative, and technological acumen paired with an understanding of the School's teaching and research missions.

Involved in the central operations of the School, the Senior Associate Dean will be responsible for developing and implementing policies and systems that support the evolution and impact of SOE, partnering closely with senior leadership on initiatives related to recruitment and retention, research support, and organizational structure. They will also work closely and develop strong working relationships with Divisional Business Officers from Johns Hopkins' other academic and nonacademic

units, namely University Finance and Administration. It will be important for the Senior Associate Dean to possess a sophisticated understanding of curriculum and sponsored research within the field of education, advocate for the needs of the School in relation to the larger institution, and employ political acumen to navigate the Johns Hopkins ecosystem.

The Johns Hopkins School of Education 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.

JOHNS HOPKINS UNIVERSITY

Founded in 1876, Johns Hopkins University created the model for the American research university with the scholarly ambitions, norms, and cultures that still define the academy in the United States. To this day, it remains tenaciously committed to the highest standards of academic excellence. Led by President Ron Daniels since 2009, Johns Hopkins is an ambitious and entrepreneurial university devoted to the excellence of its faculty and to the realization of their ideas and aspirations, transformative research programs, and the cultivation of the talents and careers of an outstanding student population. The University conducts \$4.5 billion in federally-sponsored research each year, roughly double that of any other research university in the nation. Its graduate programs are among the top in their fields, including the School of Education, and the list of distinguished faculty members is large and impressive. JHU educates approximately 25,000 graduate students and 6,000 undergraduates, reflecting the scale and depth of its educational and research enterprise. During the last 14 years, the University enjoyed considerable success in its development activities, securing more than \$6 billion and increasing its total endowment to \$11.5 billion, placing it 16th among U.S. universities.

SCHOOL OF EDUCATION

The mission of Johns Hopkins School of Education (SOE) is to generate knowledge to inform policy and practice and educate society to address the most important challenges faced by individuals, schools, and communities. Charting its beginnings to 1909 as the College Courses for Teachers and building on a century-long foundation of excellence in leadership and service, SOE was established as a standalone division of Johns Hopkins University in 2007. By the following year, SOE was ranked among the top education schools in the country and has remained there ever since.

SOE is a leader in practice and research. Through wide-ranging academic programs, the School is a leading producer of new teachers for public schools in Baltimore City — where it also operates Henderson-Hopkins, one of the city's top elementary/middle schools. SOE's research and policy centers are recognized around the country for their evidence-based work in school-based health and safety,

graduation improvement, equitable practices, social-emotional learning, tutoring, family engagement, literacy, counseling, and more.

SOE is home to 80 full-time faculty and 200 full-time staff members, and in fall 2023, it enrolled approximately 1,250 graduate students. The budget for FY24 is \$70 million. The School has an endowment of approximately \$14 million and \$30 million in annual research expenditures.

Academics

An important academic unit within a distinguished academic institution, SOE brings together educators, administrators, policymakers, and scholars who are guided by evidence-based practices and driven by an unwavering passion for making a real, measurable impact, empowering students to become catalysts for dynamic change. The School offers two doctoral programs (Doctor of Philosophy in Education and Doctor of Education), two Master of Education and six Master of Science programs, and two Certificate options, preparing students for careers as pre-K-12 teachers, special educators, school leaders, counselors, health professionals, learning design specialists, research or policy experts.

Research Areas, Centers & Institutes

SOE faculty and research center staff drive the field of education forward. Faculty are recognized for their trusted expertise, scholarly contributions, and for working toward evidence-based solutions that produce large-scale improvements in schools, communities, and organizations. The School's scholarship and research grapple with the most pressing issues in education and directly impact today's educational environments. Faculty research cover the following areas: Administration, Organization & Leadership, Curriculum Studies; Learning & Instruction; Measurement & Research Methodologies; Social Context of Education; Research, Evaluation & Assessment in Schools; Educational Policy & Politics; and Counseling & Human Development.

The School's dynamic centers and institutes bring together expertise from the front lines of research and practice to address today's most complex challenges in education. As multidisciplinary research hubs, the centers and institutes generate evidence-based insights that transform schools and communities around the world. While each center and institute embraces a unique and distinct mission, the world-renowned faculty and scholars that engage with within each share a common commitment to inclusivity and rigorous research. Collectively, they fuel SOE's pursuit of improved educational outcomes on a global scale — driving transformative change across classrooms, districts, and institutions. The SOE is proud to be home to five centers and institutes:

- [Center for Research and Reform in Education](#)
- [Center for Safe and Healthy Schools](#)
- [Center for Social Organization of Schools](#)
- [Center for Technology in Education](#)

- [Institute for Education Policy](#)

LEADERSHIP

Christopher Morphew, Dean of the Johns Hopkins School of Education since August 2017, concentrates his research on issues of institutional diversity in higher education. His work has appeared in many journals, including the *Review of Higher Education*; *Research in Higher Education*; *The Journal of Higher Education*; *Educational Finance*; *Higher Education Policy*; and *Studies in Higher Education*.

Morphew has held leadership positions in the Association for the Study of Higher Education and American Educational Research Association, and he has made invited and refereed presentations in more than two dozen countries. His work has been funded by the National Science Foundation, Lumina Foundation, Research Council of Norway, and Ford Foundation. His most recent book, co-edited with John Braxton, *The Challenges of Independent Colleges*, was published by Johns Hopkins University Press in 2017.

Prior to joining the Johns Hopkins School of Education, he was professor and executive associate dean in the College of Education at the University of Iowa. He also has held tenured positions at the University of Georgia and University of Kansas and served as a visiting professor and Leiv Eiriksson Scholar at the University of Oslo. He holds a Ph.D. in social sciences and education from Stanford University, as well as degrees from Harvard University and the University of Notre Dame.

THE ROLE: SENIOR ASSOCIATE DEAN FOR FINANCE AND OPERATIONS/DIVISIONAL BUSINESS OFFICER

Reporting directly to the Dean with a secondary reporting relationship to the University's Executive Vice President for Finance and Administration, the Senior Associate Dean will be responsible for strategically leading, planning, and organizing the administrative functions of the School.

In collaboration with the Dean, the Vice Dean, and other SOE leaders, the Senior Associate Dean for Finance and Administration leads the implementation of financial and operational priorities of the School and ensures the School has the resources and operating margin to effectively and efficiently meet its academic mission and vision. These initiatives will be instrumental in enhancing the School's analytical operational capabilities, facilitating a more strategic approach to the School's financial operations, and fostering a culture of data-driven decision-making. The Senior Associate Dean will develop critical operational and financial policies, systems, and initiatives essential to creating a sustainable business model for SOE. The Senior Associate Dean will assume a pivotal leadership role in the Development and annual revision of the School's five-year strategic budget plan, actively contributing to its construction and presentation to university leadership.

The Senior Associate Dean will have operational oversight for the administrative areas in the SOE: Finance, Human Resources, Payroll, Campus Operations, Sponsored Projects, and Information Technology. They will also be responsible for promoting the ongoing learning and development of their staff and will serve as a key advisor to the Dean and members of the Dean's senior management team.

The Senior Associate Dean is expected to occupy a prominent leadership role in the SOE and at the University level, to represent the School's interests effectively, and collaborate creatively and collegially with peers at all levels of the University. The Senior Associate Dean works collaboratively with key members of leadership across Johns Hopkins, as well as School of Education faculty and staff.

The Senior Associate Dean will have the following key responsibilities:

- Works closely with the Dean and SOE leaders in setting plans and budgets to ensure that strategic objectives and initiatives across the School are successfully implemented, managed, and maintained in order to promote a competitive advantage and achieve the target operating margin.
- Develops and coordinates the SOE's budget planning process by working closely with Vice Dean(s), Center Directors, and Department Chairs on relevant academic functions and forecasts, predicting resource requirements for new and existing programs, and developing funding strategies.
- Develops analytical tools to measure and improve the efficiency of key operational functions.
- Contributes or directs strategic initiatives in collaboration with the Dean and/or Executive Vice President.
- Evaluates and advises on the impact of short and long-range planning, and the implementation of new programs and strategies.
- Creates and maintains a sound financial environment, enhancing controls and following best business practices.
- Works closely with unit-level administrators who process and record financial transactions to ensure the availability of timely and accurate financial information, monitor accounts and resolve problems, ensure compliance, and safeguard resources and reduce risks.
- Ensures that the School of Education is a creative, proactive campus leader in its implementation of new and innovative financial analyses and administrative strategies to maximize all resources.
- Evaluates and makes recommendations for operational efficiencies across areas and leverages system and technology solutions.
- Directs the School's annual five-year financial plan and advises the Dean on the allocation of funding, hiring plans, annual planning activities, revenue generation and cost reduction strategies.
- Serves as direct supervisor of the Finance, Human Resources, Campus Operations, Sponsored Projects, Risk Management, and Information Technology functions, setting performance direction, conducting annual reviews, and providing general day-to-day guidance as needed.

- Sponsors and supports initiatives and efforts to attract and retain excellent staff and develop and maintain effective and responsive administrative operations throughout the School.
- Ensures ethical administrative, financial, and business practices in keeping with National Association College and University Business Officers (NACUBO) standards and General Accepted Accounting Principles (GAAP).
- Serves on special committees and supports strategic projects within the School of Education and for broader university-wide initiatives, at the request of the Dean or senior leadership.

KEY OPPORTUNITIES + CHALLENGES

The Senior Associate Dean will join the SOE at a significant moment of change and evolution, presenting substantial opportunities for impact. Specifically, the Senior Associate Dean will work to address the following opportunities and challenges:

- **Partner with Dean and SOE leadership to successfully advance strategic initiatives, financial planning, and vision setting:**
 - Harness future-forward analytical thinking and a data-driven approach to support decision-making, laying out alternatives, options, and comparisons, providing counsel about the financial impact and implications of strategic initiatives and programs, and anticipating potential issues in the near and medium-term.
- **Oversee Finance, Operations, Human Resources, and Information Technology:**
 - Bring expert knowledge of and best practices in budget planning and management to steward the School's annual budget planning process and advance SOE's academic mission and fiscal health.
 - Possess a familiarity surrounding faculty and staff recruitment; anticipate, assess, and plan for impacts of hybrid and remote work options; and strive to be a source of support and positive morale for SOE staff.
 - Lead strategic conversations regarding the role and potential of IT within SOE, assessing ways that systems development and adoption of technology can support and further teaching, learning, and research.
 - Support, advance, and advocate for the current and future operational needs of SOE. In particular, partner with leadership and stakeholders to strategically and operationally support students, faculty, and staff in SOE's current, temporary location; develop a framework for reintegration into SOEs new physical space in Spring/Summer 2026.
- **Understand and support SOE's research and teaching missions:**
 - Bring an appreciation for the complexities, constraints, and requirements associated with sponsored research, including reporting, administration, and indirect costs.

- In the face of declining enrollments, collaborate with academic partners to identify and support strategic investment opportunities that support retention, recruitment, and an excellent student experience inside and outside the classroom.
- Possess a strong sense of curiosity about SOE's academic programs, research areas, and overarching mission, taking time to ask questions, learn about the wide-ranging needs and goals of departments and centers, and engage meaningfully and transparently with faculty, students, and staff.
- **Liaise between SOE and Johns Hopkins University to build relationships and advocate:**
 - Foster meaningful working relationships and advance communication with university partners, particularly fellow Divisional Business Officers at JHU's other school and nonacademic units, namely the office of the EVP for Finance and Administration.
 - Bring a nuanced understanding of SOE within the context of the larger university ecosystem, leveraging political acumen to represent and advocate for SOE in university-wide discussions.
- **Strategically support change management processes:**
 - As appropriate and in collaboration with the Dean, senior leaders, and faculty, review findings and implement proposed changes related to areas including budget, culture, program, and organization as identified by consultant-led visioning process following a self-study and external review.
- **Advance best practices and business process improvement:**
 - Review and assess business processes, systems, and policies to identify and implement redesigns and improvements that allow for a more consistent, streamlined, and modern operation, break down silos, enable accessible and accurate information sharing, and strengthen shared governance.

EXPERIENCE & QUALIFICATIONS

The successful candidate will bring at least five 5 years (10 years preferred) of progressively responsible financial and business operations experience, preferably in a large, complex, and decentralized organization. It will be important that the incoming Senior Associate Dean bring an understanding of and commitment to the mission of research and teaching in a premier university.

A bachelor's degree, in preferably in Finance, Accounting, Business Management, Administration, or a related field, is required. A master's degree is strongly preferred; a CPA or CMA preferred.

Additional experience and qualifications include:

- Ability to inspire trust and work collegially with staff, faculty members, school and campus officers, university administrators, alumni, students, benefactors, and business partners.
- Demonstrated strategic leadership, planning, change management, and process improvement skills.
- Demonstrated ability to achieve consensus and influence a wide range of people at various levels to achieve results in a collaborative decision-making environment.
- Strong supervisory abilities and proven experience in managing and developing high performance teams.
- Advanced financial expertise in accounting, budget planning, and financial forecasting.
- Advanced expertise in grants and contract administration.
- Ability to analyze data for budgeting, operations, auditing, accounts receivable, and reserve analysis.
- Extraordinary attention to detail and accuracy.
- Outstanding verbal and writing skills required to create compelling and widely read budget requests, funding agreements, and policy documents.
- Unquestionable integrity, strong work ethic, and resiliency required.
- Demonstrated commitment to diversity, equity, and inclusion, and ability to attract and lead a diverse workforce.

APPLICATIONS, NOMINATIONS, AND INQUIRIES

Confidential inquiries, nominations/referrals, and applications (including resumes and letters of interest responding to the opportunities and challenges outlined above) should be sent electronically to the Isaacson, Miller executive search team via the link below.

Dan Rodas, Partner
Tim Lanigan, Senior Associate
Amble Ryan, Senior Associate
Seema Khan, Senior Search Coordinator
Isaacson, Miller

<https://www.imsearch.com/open-searches/johns-hopkins-university-school-education/senior-associate-dean-finance-and>

Johns Hopkins University is committed to recruiting, supporting, and fostering a diverse community of outstanding faculty, staff, and students. As such, Johns Hopkins does not discriminate on the bases of sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, disability, religion, sexual orientation, gender identity or expression, veteran status, or other legally protected characteristics in a student program or activity administered by the university or with regard to admission or employment.