



**Search for Associate Dean for Finance  
Duke University School of Medicine  
Durham, North Carolina**

**Search Summary**

Duke University School of Medicine seeks an experienced, skilled and collaborative Associate Dean for Finance. The next Associate Dean will play a critical role in overseeing and managing the finances and budgets of one of the nation's top medical schools during a time of change and transition. The School of Medicine and its health system partner have strong foundations. Clinical activity and research expenditures are on a strong upward trajectory. New leadership and staff transitions, along with major changes to the clinical practice present new opportunities and challenges for the School of Medicine. The School will require an Associate Dean of Finance to expertly navigate critical financial and budgetary matters to ensure its viability and success.

The Associate Dean for Finance will report directly to the Executive Vice Dean for Administration and oversee the activities of the finance department. Specifically, they will have oversight responsibility for financial management and budgeting, financial reporting and analysis, accounting operations, long range financial planning, institutional research analysis, financial assessment and management, Duke University and Duke University Health System financial interface and data analytics related to space utilization and research productivity.

The School of Medicine seeks a financial leader with strong communication skills; ability to work collaboratively across complex organizational structures; has the ability and patience to learn in new circumstances; and is an effective leader and manager of staff. Qualified candidates will ideally possess an active CPA licensure and bring considerable experience in an academic medical setting.

Duke University School of Medicine has retained Isaacson, Miller to assist with this search. Instructions for applying, nominating and inquiring about the position can be found at the end of this document.

## **Duke University School of Medicine**

Founded in 1930, the Duke University School of Medicine (SoM) is among the top research medical schools in the country. It is annually ranked among the premiere medical schools in research funding from the National Institutes of Health and in many other rankings.

### Faculty and Research

The SoM comprises more than 2,600 regular rank faculty physicians and researchers, nearly 2,000 students in a variety of health professions and graduate degree programs, and more than 6,200 staff. Currently there are eight basic science, 18 clinical science departments, as well as numerous centers and institutes. The synergy among the school's physicians, researchers, educators, and staff offers unprecedented opportunities for teamwork among the scientists in Duke labs and caregivers in its hospitals and clinics.

The School is the vibrant home for the next generation of discovery. Innovation is derived from bringing together strengths in fundamental basic science and growing translational capabilities; integration with Duke's national recognized clinical enterprise; and unique scale and depth in clinical research. These combined efforts make Duke one of the largest biomedical research enterprises in the country with \$1 billion in sponsored research expenditures annually.

### Partnership with Duke University Health System

Patient care in DUHS is an integral part of what makes Duke University School of Medicine a hub for pioneering research and innovation. Investigators, clinicians, and staff work together to translate research findings from the bench to the bedside. This collaborative spirit fuels the translation of scientific discoveries to improve human health locally and around the globe.

Duke University School of Medicine, Duke University School of Nursing, and Duke University Health System, comprise Duke Health, a world-class academic health care and research center. The Health System advances Duke Health's clinical mission by delivering care across three hospitals — Duke University Hospital, Duke Regional Hospital, and Duke Raleigh Hospital — and outpatient services including Duke Primary Care and Duke Health Integrated Practices, Duke HomeCare & Hospice, Duke Health and Wellness, and multiple affiliations. For FY 2023, the health system recorded 67,619 admissions; 67,398 inpatient discharges; and 4,908,577 outpatient visits.

Recently, the health system saw a major change to its clinical practice. For close to a century, physician practice was under the aegis of the Private Diagnostic Clinic (PDC), a separate, for-profit partnership company. On July 1, 2023, the physician practice -- the Duke Health Integrated Practice (DHIP)—integrated with Duke University Health System. Through DHIP, Duke Health is more strategically aligned and better equipped to improve access and growth while being able to recruit and retain the top providers and staff.

The SOM Finance Office, led by the Associate Dean, will not be directly involved in clinical mission finances, but works closely with clinical departmental, DUHS and DHIP financial professionals.

### Current Leadership

Duke University SoM is led by Dean Mary E. Klotman, MD, who also serves as Executive Vice President for Health Affairs for Duke University and the Chief Academic Officer for Duke Health. A pioneering physician-scientist, Klotman's research interests are focused on the molecular pathogenesis of Human Immunodeficiency Virus 1 (HIV-1) infection. Klotman is a councilor of the Association of American Physicians and past president of the Association of Professors of Medicine. She was elected to membership in the Academy of Medicine in 2014.

Scott Gibson serves as the Executive Vice Dean for Administration (EVDA). The EVDA has direct oversight over the following central administrative areas for the SoM which is one of the four management center structures within Duke University: finance, human resources, space management/renovation, capital planning, DHIP/SoM compensation director (jointly with DHIP COO). Other administrative areas in the SoM operate through the direct management of a faculty vice dean, with general oversight by the EVDA: research administration, including central shared services, medical education administration, basic science administration. The EVDA takes lead responsibility, jointly with the DHIP COO, for the clinical departments. His office is responsible for providing a liaison function between University and Health System corporate administrative functions and the School of Medicine department and center/institute business managers for the purpose of improving business processes and efficiency.

### **Associate Dean for Finance**

The Associate Dean for Finance reports directly to the Executive Vice Dean for Administration. Reporting to the Associate Dean are 21 staff, including three assistant deans. The Associate Dean for Finance effectively serves as the controller for the School of Medicine and its \$1.7 billion budget. The position will liaison with the Duke University Health System Corporate Finance Office, academic leadership within the School of Medicine, DHIP, the University Central Financial Services Office, and staff and faculty within the Departments, Centers, and Institutes in the School of Medicine.

### **Major Responsibilities**

#### Financial Management and Budgeting

- Oversee the budget, financial, and accounting processes for the School of Medicine in collaboration with the Executive Vice Dean for Administration, assistant deans, analysts, and department, center, and institute business and finance managers.

- Participate in the budget discussions with the Executive Vice President/Dean, Vice Deans and Chairs. The Associate Dean for Finance ensures the creation of a 5-year capital budget and plan for the SoM. This includes both a cash-based approach related to reserves directly managed for the Dean and a GAAP-based forecast for the total School of Medicine.
- Responsible for the integration of department operational and capital plans into the institutional strategic plan and long-range budget planning model.
- Develops the departmental annual operating support and oversight of the funds flow between the University, Duke Health System (DUHS) and the DHIP to the SoM.

#### Financial Reporting and Fiscal Management

- Creates monthly reports of budget performance for all SoM units; including formal quarterly reports of finances to leadership that is inclusive of the Dean's central operating income statement; centrally controlled reserves; quasi and permanent endowments; facilities and administrative cost recovery; and sponsored income.
- Leads process of quarterly reviews of clinical departments with department, school, health system and practice plan leadership.
- Ensures the monthly and quarterly financial evaluation of all departments and centers in the SoM to ensure that financial problems are identified quickly and an action plan created.
- Provides oversight and monitoring of the internal financial control structures within departments, centers and institutes in the SoM. Lead efforts to improve consistency of accounting and use of the general ledger at the unit level.
- Evaluates financial productivity and efficiency data and analyses related to department and administrative operations. This includes evaluation, input, and ultimate approval of work flows related to new systems and processes.

#### Central Reserve, Endowment Management & Strategic Long-Range Planning

- Oversee the EVP/Dean's central reserve commitments, while also tracking and managing cash flow requirements over time. Work closely with the University Treasury office to ensure proper management of cash needs.
- Provide oversight and management of the endowments within the SoM.
- Responsible for the long-range financial planning and modeling for both the central operating income statement and the central strategic reserves for the SoM, which incorporates the master

planning needs for facilities and infrastructure as well as thousands of chair and program commitments.

#### Financial Liaison

- Serves as the primary interface for University Financial Services, DUHS and DHIP for budget, finance, and accounting and compliance issues and processes.
- Ensure continued control over transfers, accrual entries and consistency in the use of programmatic attributes which define the mission-based use of funds.
- Provides input into the development of new university-wide systems and processes and cost allocation methodologies.

#### Resource Planning Analytics

- Responsible for SoM's data management and analytics activities that support resource planning, which includes the routine reporting and ongoing analysis of non-financial activity that includes space, grants, staffing, etc.
- Responsible for a number of annual financial surveys on behalf of the SOM.

#### Board and Entity Reporting

- Prepares financial and budget information to the University Finance Office for Board of Trustee reports on a quarterly basis.
- Oversees the financial activities of agency entities that are attached to the SoM, including analysis and financial reporting to respective agency Boards.
- Serve as the SoM Finance liaison for all global activities throughout the school, which includes the role of Treasurer on a number of Support Corporations.

#### Leadership & Management

- The Associate Dean of Finance is also a resource for training new Departmental Chief Administrative Officers and Finance Managers as they transition into their roles.
- The Associate Dean must be committed to the ongoing development and mentoring of the Finance staff in order to maintain the needed knowledge, expertise, independent analytical and critical thinking skills needed to be effective in their roles.

- Consistent with the SoM diversity initiatives, they must also be an advocate for diversity, equity, and inclusion in the workforce.

### **Desired Qualifications**

- CPA strongly preferred;
- Master's preferred;
- At least 10 years in progressive leadership positions in a university setting, preference toward academic health care experience;
- Professional, collaborative by nature, able to distill data down to essential information to leadership;
- Ability to make succinct and meaningful presentations to leadership groups;
- Track record of developing next level of leaders; and
- Values diversity in hiring and development.

### **Applying, Nominating & Inquiring**

Screening of complete applications will begin immediately and continue until the completion of the search process. Interested applicants must submit a current resume along with statement of interest to the search firm representatives noted below via the web address: <https://www.imsearch.com/open-searches/duke-university-school-medicine/associate-dean-finance>. Nominations and inquiries should also be submitted through the web address. Electronic submission of materials is strongly encouraged.

Dan Rodas, Partner  
Kahn Lee, Managing Associate  
Amble Ryan, Senior Associate  
Seema Khan, Senior Search Coordinator  
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, sex, sexual orientation, or veteran status.*

*Duke aspires to create a community built on collaboration, innovation, creativity, and belonging. Our collective success depends on the robust exchange of ideas—an exchange that is best when the rich diversity of our perspectives, backgrounds, and experiences flourishes. To achieve this exchange, it is essential that all members of the community feel secure and welcome, that the contributions of all individuals are respected, and that all voices are heard. All members of our community have a responsibility to uphold these values.*