



JOHNS HOPKINS
UNIVERSITY

Position Prospectus
Senior Vice President for Finance & Administration





INTRODUCTION

The Johns Hopkins University was America's first research university, founded for the express purpose of expanding knowledge and putting that knowledge to work for the good of humanity. It was incorporated in 1867 under the terms of a \$7 million bequest from Johns Hopkins, a Quaker merchant of Baltimore, who directed that the funds be used for the establishment of a university and a hospital.

Today, Johns Hopkins has approximately 6,500 faculty, 6,200 undergraduate students, and 17,600 graduate students arrayed across 230-degree programs at the baccalaureate, master's, and doctoral levels. Perennially ranked as the nation's leader in annual research expenditures, the University has exceeded its own standard over the past decade due to excellent academic leadership, committed faculty and students, innovative international programs, high levels of collegiality, and exceptional interdisciplinary collaboration. In the past five years, research awards and expenditures have grown from \$1.8 billion to \$2.5 billion. The University's annual revenue exceeds \$5.7 billion. The University's endowment is over \$7 billion.

Led since 2009 by President Ronald J. Daniels, Johns Hopkins is extraordinarily entrepreneurial and excellence driven. This entrepreneurial spirit generates the innovation for which Johns Hopkins is known internationally—innovation that often happens through collaborations which harness complementary strengths to find solutions to our greatest societal, philosophical, and scientific challenges.

Johns Hopkins' global impact is unparalleled with two international campuses in Nanjing, China, and Bologna, Italy, and has hundreds of research and training sites in approximately 150 countries. Johns Hopkins Medicine International has strategic relationships with several hospitals, medical centers, and health care institutions in a dozen countries; Jhpiego, an affiliate of JHU, works to improve the health of women and their families in more than 150 countries worldwide; the Center for Global Health supports more than 350 faculty who are engaged in more than 650 global health projects spanning 62 percent of the world's countries; and the University has approximately 150 field offices and nearly 3,000 employees around the globe. In addition, about 12 percent of Johns Hopkins undergraduates and 22 percent of graduate students are international.

SCHOOLS & DIVISIONS

Johns Hopkins enrolls more than 24,000 full-time and part-time students in ten academic divisions on four campuses in Baltimore; one in Washington, D.C.; and facilities throughout the Baltimore-Washington region, as well as in China and Italy.



School of Advanced International Studies

SAIS's interdisciplinary curriculum—delivered at locations on three continents and grounded in the study of international economics, international relations, and regional studies—prepares students to address the multifaceted challenges facing the world today.



Applied Physics Laboratory

APL, the nation's largest university affiliated research center, ensures the reliability of complex technologies that safeguard the nation's security and explore new frontiers in space.



Krieger School of Arts and Sciences

The Krieger School—made up of 22 departments and 33 centers, programs, and institutes—is home to students interested in the arts, humanities, natural sciences, and social sciences.



Carey Business School

The Carey Business School's AACSB-accredited business programs provide students with the knowledge and skills necessary to be successful leaders and lifelong learners.



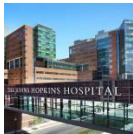
School of Education

The School of Education—a top-ranked graduate school of education by U.S. News & World Report—prepares educators to make a difference in the lives of children and adults.



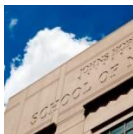
Whiting School of Engineering

The Whiting School, a global leader in innovation and research, teaches students to think creatively while drawing upon mathematics and scientific principles to tackle difficult, real-world problems.



School of Medicine

From its beginnings, the School of Medicine has revolutionized the education of physicians, the practice of medicine, and medical research nationally and internationally.



School of Nursing

The School of Nursing, ranked as a top graduate school of nursing in the nation by U.S. News & World Report, aims to improve health locally and globally through leadership and excellence in nursing education, research, practice, and service.



Peabody Institute

Founded in 1857 as America's first academy of music, Peabody trains musicians and dancers of every age and at every level through its degree-granting Conservatory and its community-based Preparatory.

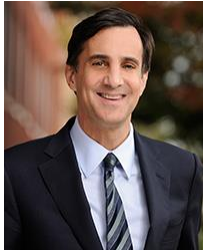


Bloomberg School of Public Health

The Bloomberg School, ranked No. 1 in the nation by U.S. News & World Report since 1994, educates scientists and public health professionals committed to the improvement of health and prevention of disease and disability around the world.

LEADERSHIP

About Ron Daniels



Ronald J. Daniels has served as the 14th president of Johns Hopkins University since 2009. Under his leadership, Johns Hopkins continues its preeminence in education, patient care, and innovative discovery, and has received more competitively allocated federal research funding than any other university in the country for more than 38 years.

During his tenure, Daniels has focused his efforts on several key areas: strengthening inter-disciplinary collaboration in research and education, enhancing student access and achievement, deepening engagement with the city of Baltimore, and supporting economic and social innovation. These priorities are embedded in the university's first comprehensive strategic planning document—the *Ten by Twenty*—and in the \$6 billion *Rising to the Challenge* campaign, which concluded in 2018.

Daniels' focus on interdisciplinary research collaboration has produced a series of transformative initiatives aimed at addressing some of society's most commanding challenges, from realizing the promise of precision medicine to responding to the needs of 21st-century cities. With support from alumnus Michael Bloomberg, Daniels initiated the Bloomberg Distinguished Professors program to recruit 50 scholars from across the globe to hold joint appointments in two or more divisions of the university. Daniels also led the creation of several other ambitious, multidisciplinary initiatives and investments in the humanities and social sciences, including the Stavros Niarchos Foundation Agora Institute, which aims to strengthen civic engagement and encourage robust dialogue among all citizens; the Henry A. Kissinger Center for Global Affairs; the William H. Miller Department of Philosophy; and the Bloomberg American Health Initiative.

Daniels is a fellow of the American Academy of Arts & Sciences and the American Philosophical Society. He received a Carnegie Corporation of New York Academic Leadership Award in 2015 and was named a member of the Order of Canada in 2016. Before coming to Johns Hopkins, he was provost and professor of law at the University of Pennsylvania and dean and James M. Tory Professor of Law at the University of Toronto.

Daniels earned an LLM from Yale University in 1988 and a JD in 1986 from the University of Toronto, where he served as co-editor-in-chief of the law review. He received a BA from the University of Toronto in 1982, graduating with high distinction. He has been visiting professor and Coca-Cola World Fellow at Yale Law School and John M. Olin Visiting Fellow at Cornell Law School.

More information on President Daniels can be found at: <https://president.jhu.edu/meet-president-daniels/bio/>.

THE OPPORTUNITY

Position	Senior Vice President for Finance and Administration
Location	Baltimore, MD
Reporting Relationship	Ron Daniels, President
Website	https://www.jhu.edu/

Johns Hopkins seeks a Senior Vice President for Finance and Administration (“Senior Vice President” or “SVP”) to lead all financial and administrative affairs for the university. Reporting to the President and serving as a senior member of the President’s executive team, the Senior Vice President will work closely with deans, faculty and senior administrators throughout the University and Health System to manage and strengthen Johns Hopkins’ business, financial, and administrative policies and strategies to achieve the institutions goals in support of its academic, research, patient care, professional education and service missions.

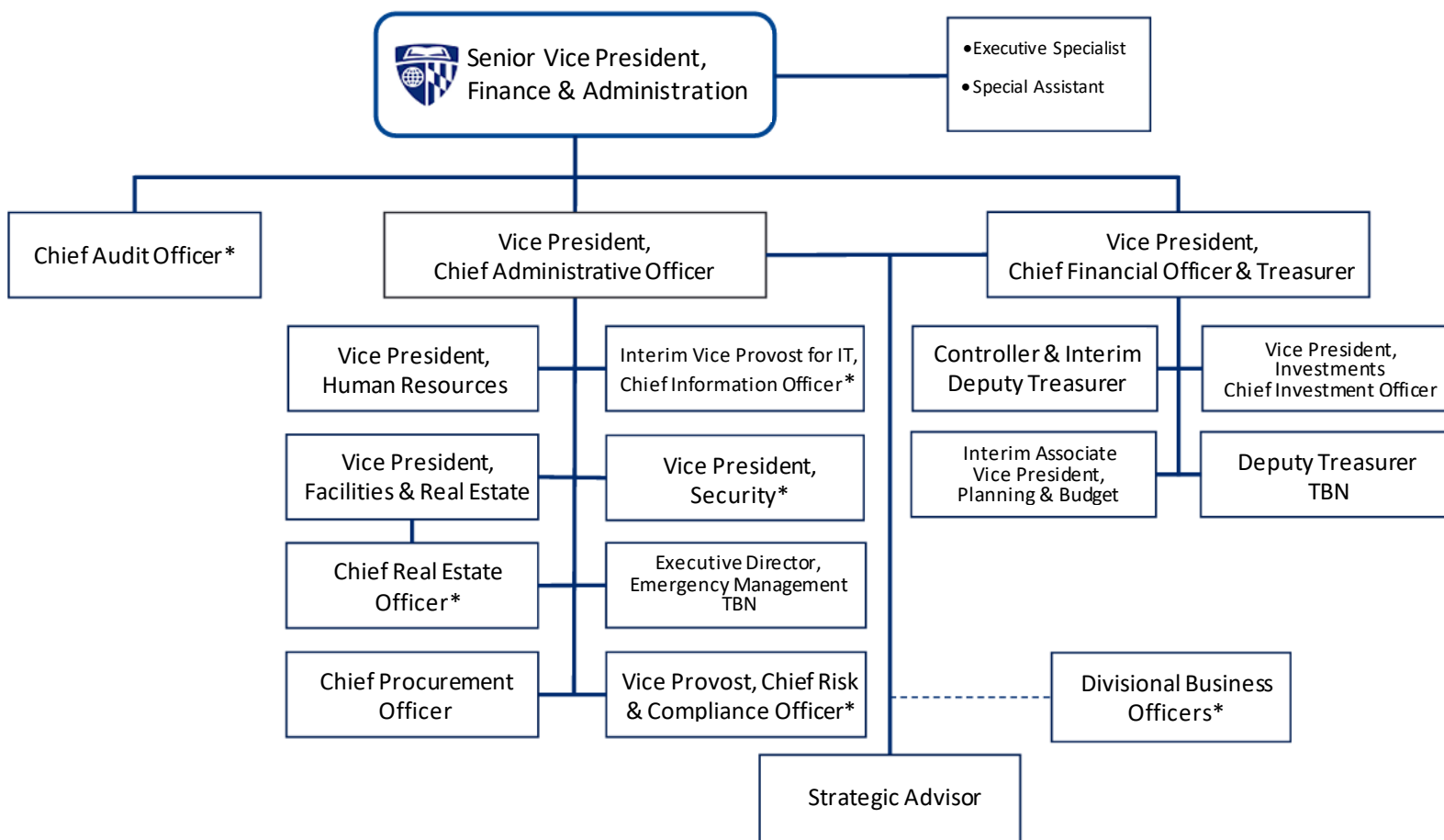
The Senior Vice President will have the broad mandate from University leadership to oversee, coordinate and integrate financial, physical and human infrastructure, institution-wide, while balancing central and decentralized responsibility and authority. The SVP will be expected to acquire a comprehensive understanding of the key issues affecting units within this expansive portfolio, and to shape and implement appropriate strategies, structures, and staffing. Given the decentralized nature of the institution, the SVP will need to become broadly informed about, and sensitive to, the diverse needs and concerns of the many members that make up the Johns Hopkins community. The SVP will also need to keep the many members of the community informed of the various priorities and activities.

To be successful, the SVP must work collaboratively across the institution and Health System to carry out the University’s core mission and priorities. The SVP must have experience with and enjoy the unique challenges and rewards of working as part of a leadership team in a decentralized institution. This position will require an executive who appreciates the necessity of developing and cultivating relationships and credibility with individuals across the University, at all levels of staff and faculty, in order to achieve the objectives of the position. The SVP will manage and lead a highly capable and experienced team and must understand, support and inspire the direct leadership roles that individual members of his/her staff must provide to the President, the President’s executive team and the university.

ABOUT THE POSITION

The Senior Vice President will take a strategic approach in all areas of the University’s financial, physical and human infrastructure to ensure that decision-making, across the comprehensive portfolio is consistently, accurately, and effectively driven by strategic data and analysis; to consider the full range of opportunities for partnerships, internal and external to the University, and engagement with important constituencies and stakeholders; and to convey centrally and reinforce locally consistent communication about Johns Hopkins and the strategic interests and positions that are most critical to maintaining a strong and forward-looking financial position.

The SVP oversees a team of more than 2300 employees, as well as the management of the following direct reports:



* notes dual reporting relationship

The key responsibilities for the Senior Vice President include:

- Serving as a member of the President’s executive team for all major decisions affecting the University and providing information and counsel to the President, Board of Trustees, and other executive officers on fiscal and administrative matters related to University-wide planning, policies, and procedures.
- Serving as chief business and finance spokesperson with the Board of Trustees, local government and community, and other educational and non-educational institutions. Accountable to the following committees of the Board of Trustees: Audits and Institutional Risk Management; Committee on Finance; Committee on Intermediate Sanctions; and Committee on Investments; as well as related subcommittees. Advisor to Trustee Compensation Committee and President on management compensation.
- Organizing and leading the University’s strategic response to major financial and business developments and opportunities. Developing and articulating a strategic agenda for Johns Hopkins’ financial, business and administrative issues regarding financial management, audit, facilities operation and construction, real estate, technology, human resource management, campus risk management and security. In doing so, drawing upon the expertise and intellectual range of the Johns Hopkins community to help inform decision-making.
- Interfacing effectively with senior leaders of the University and Health System, and the greater

Johns Hopkins community, while appropriately representing the financial and administrative responsibilities of the institution and establishing a strong commitment to collaboration and transparency.

- Supervising senior level officers and directors in the development of objectives, new programs, goals, forecasts, plans and budgets, as well as long-term and short-term planning of the financial position of the University, real estate and business development planning, and large-scale capital construction initiatives.
- Providing leadership, advice and counsel on campus facilities planning, capital projects and operations, as well as debt management, including with respect to the major capital plan now underway at the University.
- Serving on a variety of standing and ad-hoc committees in support of Johns Hopkins programs and activities.

EXPERIENCE AND QUALIFICATIONS

While no one person will embody all of the qualities enumerated below, the ideal candidate will possess many of the following professional and personal characteristics:

- Ten or more years of executive level administrative and financial management experience with demonstrated success in a role of comparable complexity in academe, government, or the private sector.
- Broad experience with financial and administrative policy issues, preferably those affecting higher education and/or health care.
- Demonstrated success with developing and implementing business, financial and administrative strategies and solutions for large, complex, decentralized organizations.
- Demonstrated proficiency with ensuring that organizational and budgetary arrangements are aligned to reach institutional priorities.
- Proven success with managing, engaging and motivating staff, along with recruiting, retaining, developing and rewarding a high performing, diverse and talented team.
- A leader who places a high priority on the professional development of staff through delegation of responsibility and expert guidance with a strong and demonstrated commitment to the enhancement of diversity within the organization.
- Ability to manage complex and/or highly confidential issues involving diverse constituents and stakeholders.
- Demonstrated ability to work independently, exercise discretion and sound judgment and provide immediate direction in situations that require time-sensitive solutions.
- A deep understanding, appreciation and sensitivity to the diverse cultures and nuances that exist in a large and highly decentralized academic, research and medical university.
- A highly developed logical, decisive, organized and communication-driven leader who values teamwork and collaboration to achieve unified success; a consensus builder who promotes a philosophy of inclusiveness, encourages participation, and facilitates the sharing of knowledge.
- A decisive, forward-thinking individual who brings a high level of courage, good judgment, common sense, wisdom, and insight and who can serve as a partner to the members of the senior leadership team.
- Ability to thrive and bring focus and clear prioritization to multiple, simultaneous, complex, high profile situations or projects in a dynamic environment where expectations for performance

and productivity are high.

- Ability to successfully adapt between both long-term strategic issues and short-term tactical implementation.
- Ability to embrace and articulate the values that make Johns Hopkins distinctive with a genuine appreciation for the richness of the experience of and interest in the promotion of higher education, professional education, research, medical services, and community development and service.
- Demonstrated emotional intelligence and the ability to use diplomacy and sensitivity in working with a variety of personalities and to relate effectively to individuals throughout all levels of the organization and its external stakeholders.
- Superb verbal, written and interpersonal skills, including outstanding persuasion and presentation abilities. An articulate communicator and good listener with an open and honest personal style; someone who is equally effective in formal and informal settings.
- The highest level of personal ethics and professional integrity to engender complete confidence in business and moral conduct.
- Highly confident leader who understands the importance of positivity and service as a good example for others.

EDUCATION

Advanced degree in business administration or related field is required.

COMPENSATION

A highly competitive compensation package will be provided to the successful candidate.

Johns Hopkins University is an equal opportunity employer and does not discriminate on the basis of gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, veteran status, other legally protected characteristics or any other occupationally irrelevant criteria. The University promotes Affirmative Action for minorities, women, individuals who are disabled, and veterans. Johns Hopkins University is a drug-free, smoke-free workplace.

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