



POSITION SPECIFICATION
University of Illinois at Urbana-Champaign
Assistant Director, Housing Services

History and Background of the University of Illinois at Urbana-Champaign

The University of Illinois is one of the original 37 public land-grant institutions created within 10 years of the signing of the Morrill Act by Abraham Lincoln in 1862. In 1867, the State of Illinois sold 380,000 of its 480,000 land grant acres at 66 cents an acre, raising a little more than \$250,000 to fund Illinois Industrial University, which would become the University of Illinois. The University of Illinois at Urbana-Champaign (UIUC) now serves as the flagship public institution in Illinois. Serving over 35,000 students, the University offers degrees up to and including the doctorate in an array of fields. The Urbana-Champaign area is home to approximately 100,000 residents, and the University is the largest employer.

Chartered in 1867, the University opened in 1868. Its first regent was John Milton Gregory. Until Gregory's arrival, many proponents of the new university wanted it to focus on providing a mechanical and industrial education to the state's citizens, who were mostly farmers. Gregory made clear that the University would provide a "liberal and practical education to the industrial classes." In his inaugural address, Gregory stated that the University must offer "a full table spread with every form of human knowledge, and bid (students) freely to the feast." It was largely because of Gregory that the University's curriculum was broadened to offer a range of scholarly pursuits for the first class of 77 students, and for generations of alumni.

In 1867, the University made its home in a single building that housed classrooms, administrative offices, a library, and dorm rooms. Now, with 214 major buildings spread across more than 1,400 acres, the Urbana-Champaign campus continues to grow at a rate of nearly a million gross square feet per decade.

University of Illinois – Mission & Vision

The University of Illinois is among the preeminent public universities of the nation and strives constantly to sustain and enhance its quality in teaching, research, and public service.

Mission

The University of Illinois will transform lives and serve society by educating, creating knowledge and putting knowledge to work on a large scale and with excellence.

Vision

To create a brilliant future for the University of Illinois in which the students, faculty and staff thrive and the citizens of Illinois, the nation and the world benefit, a future in which the University of Illinois is the recognized leader among public research universities in:

- Teaching, scholarship and service
- Engagement and public service

- Economic development
- Arts and culture
- Global reach
- Athletics

Guiding Values

In all that the University does, we will:

- Aim high
- Strive to control our destiny
- Be accountable for our actions and exercise responsible stewardship
- Be inclusive, treat each other with dignity and respect and promote citizenship
- Value excellence, quality and service
- Foster innovation and creativity

The Campus and the Community

The campus straddles the twin cities of Champaign and Urbana. With a combined population of approximately 100,000, Champaign-Urbana is large enough to support cultural and entertainment opportunities usually associated with major metropolitan areas, yet small enough to maintain its identity as a friendly, Midwestern community.

Both Champaign and Urbana are actively involved in preserving their neighborhoods, and both cities can boast of award-winning park facilities and programs. The Champaign park system includes a terrific children's petting zoo, and one park in Urbana includes a sculpture garden spread over 130 acres. Two full-service hospitals and two comprehensive multi-specialty health clinics serve residents' health care needs. Urbana-Champaign was also named one of the world's "10 Hot New Tech Cities" by *Newsweek* magazine.

There are numerous leisure choices in the area. Days can be spent going to museums or playing golf. Malls and neighborhood shops offer a variety of shopping experiences. Arts lovers can choose between community theater productions, nationally renowned acts, and a vibrant local music scene. Chicago, St. Louis, and Indianapolis are all within a three-hour interstate drive of campus and make perfect weekend getaways.

Academics and the Faculty

At UIUC sixteen colleges and instructional units offer 4,000 courses and 150 programs of study. The University has 1,402 tenured professors, 570 tenure track, and over 1,000 other faculty. Many are noted scholars, including Nobel and Crafoord Prize winners. Other faculty have been recognized with significant memberships and awards: the American Academy of Arts and Sciences, the National Academy of Sciences, the National Academy of Engineering, the National Endowment for the Humanities, Guggenheim Memorial Foundation, American Association for the Advancement of Science, National Academy of Education, the Alfred P. Sloan Foundation, the National Medal of Science, the National Science Foundation Young Investigator award, and the Presidential Early Career Award for Scientists and Engineers.

With more than 80 laboratories, research centers, and institutes, Illinois is a national center of research and discovery. The University spends more than \$350 million per year on research and development and is the foremost recipient of research funding from the National Science Foundation. It ranks nineteenth of all U.S. universities in spending on research and development in science and engineering (\$427 million).

Profile of the Chancellor

Richard Herman was named chancellor in May 2005, after serving as interim chancellor beginning in June 2004. He came to the University of Illinois at Urbana-Champaign in 1998 as provost and vice chancellor for academic affairs. He had served as dean of the College of Computer, Mathematical and Physical Sciences at the University of Maryland, College Park, from 1990 to 1998, and chair of the Department of Mathematics at Pennsylvania State University from 1986 to 1990.

At Illinois, Dr. Herman has stressed excellence in education, scientific and intellectual innovation, diversity, engagement with societal needs, and internationalizing the education of students. He has emphasized interdisciplinary research and new alliances, including partnerships between government, universities, and industry to create opportunities for progress in basic and applied research.

Student Profile

- 42,326 total: 30,895 undergraduate and 11,431 graduate and professional;
- 53 percent men, 47 percent women;
- 6 percent African American; 6 percent Latino; 11 percent Asian American; less than one percent Native American; 13% International Students;
- 87 percent Illinois residents;
- Students typically come from all 50 states and 100 nations;
- 55 percent of freshmen ranked in the top 10 percent of their class; in 2007, freshmen students in the middle 50 percent had ACT scores between 26 and 31;
- 40 to 50 percent of seniors seeking employment are employed before graduation; 73 percent of seniors obtain positions within six months of graduation;
- 200 to 250 graduates are accepted to medical school and 400 to 500 are accepted to law school annually;
- Among top five universities in number of earned doctorates awarded annually in the United States.

Institutional Information

For detailed information about UIUC, please visit <http://illinois.edu/about/overview/facts/facts.html>

University Housing – Mission

University Housing supports the academic mission of the University of Illinois. We enrich the academic development and enhance the integration of our diverse student body into the campus community through our programs, personnel, services, and facilities.

University Housing – Aspiration

University Housing creates an excellent experience, every day, for every resident, customer, and staff member.

University Housing – Values

We are committed to the mission, aspiration, values, principles, and priorities of University Housing and we work to achieve excellence in all that we do. Our values guide our behavior and are used in our daily and strategic decision making. We value:

Inclusiveness

- We value the variety of perspectives and experiences others bring
- We actively seek new ways to be inclusive
- We intentionally broaden the diversity of our staff and residents

Integrity

- We trust each other
- We respect each other
- We do what we say
- We are honest

Fairness and Equity

- We act and make decisions in an ethical manner
- We demonstrate consistency in our actions, policies, and procedures
- We provide equal access and opportunity throughout our organization

Responsible Stewardship

- We recognize that the resources to accomplish our priorities come directly from those we serve
- We use our resources in an ethical manner
- We are responsive to opportunities that move us toward our goals

Healthy Working Relationships

- We collaborate to achieve our priorities
- We support each other as a team working toward common goals
- We model professional behavior
- We focus energy on solutions
- We recognize and reward individual and group contributions to our goals

Effective Communication

- We communicate in a respectful manner
- We communicate in a timely, consistent manner
- We value multidirectional communication

Excellent Service

- We take pride and ownership in creating excellent experiences
- We treat our customers with respect
- We anticipate our customers' needs and wants
- We are open to feedback and are responsive

Learning

- We support continuing personal and professional growth
- We support residents in their academic pursuits
- We value innovation and lifelong learning

Balance

- We encourage and role model a balance between work and personal life
- We support a culture of wellness in our workplace

Strategic Priorities

University Housing's strategic planning process focused on the three-year period of 2006 to 2009. The Student Affairs Strategic Plan, "A Powerful Purpose," and the University Housing mission were used as the framework. Using project management tools, the strategic planning project team mapped a nine-month process for creating the strategic plan. The process began with a thorough review of existing data collected by University Housing, identified gaps in the data, and collected new data using an appreciative inquiry process. More than 200 staff members participated in the sessions designed to solicit feedback. After a two-day retreat to analyze data and identify themes, strategic priorities were set as the foundation for the strategic plan. Each department then developed action plans to support the common objectives and the strategic plan.

University Housing's Five Strategic Priorities

- Communication

University Housing will ensure that stakeholders receive accurate, timely, and appropriate information to support their success and enhance their experiences living and working with us.

- Community Development

University Housing will intentionally develop communities that are inclusive, engaged, and supported by our policies and resources.

- Quality Services

University Housing will create exceptional experiences by delivering high quality, valued services to all residents, customers, and staff.

- Exceptional Facilities

University Housing will create a comprehensive, deliberate plan for the construction, renovation, and maintenance of our buildings and grounds.

- Organizational Structure

University Housing will become a unified and mutually supportive organization with effective policies and procedures and appropriate reporting structures, positions, benefits, and accountability standards.

University Housing Administration (with detail for Business and Technology Services)

Jack Collins, Director of University Housing

- Linda Bruns-Wise, Administrative Assistant
- Mari Anne Brocker, Assistant Director, Certified Housing
- Kirsten Ruby, Assistant Director, Marketing
- John Humlicek, Associate Director, Facilities
- Ana Hernandez, Associate Director, Family & Graduate Housing
- James Rooney, Associate Director, Residence Life
- Don Block, Associate Director, Dining Services
- Mark Stanley, Associate Director, Business and Technology Services
 - Annette Wishall, Office Administrator
 - Donna Price, Assistant Director, Learning Technologies and Media Development
 - James Quisenberry, Senior Assistant Director
 - Kathryn Courtney, Assistant Director, Systems Development and Support
 - Rick Ruppel, Assistant Director, Network Engineering
 - Steve Tondini, Assistant Director, Server and Desktop Infrastructure
 - Nichole Hemming, Assistant Director, Human Resources

- John Gomperts, Assistant Director, Business Manager
- Kendra Courson, Assistant Director, Conferences and Special Events
- Kathryn Courtney, Interim Assistant Director, Housing Information

Organizational Structure – BATS Housing Services

Vacant, Assistant Director, Housing Services

- Wendy Evans, Coordinator, Housing Information (Assignments/Athletics)
- Andy Harpst, Coordinator, BATS Services Desk
 - Stan Apperson, Assistant Director, BATS Services Desk (Parking/Room Damages/Software)
 - Sheila Mulcahey, BATS Services Desk
- Katie Bradley, HIO, Housing Representative (Billing)
- Linda Moller, HIO, Housing Representative (Contract Changes/Meal Plan Changes)
- Jamie Redmond, HIO, Housing Representative (Private Certified Housing/Greeks)
- Jennifer Yates, HIO, Office Support Associate (Front Desk Administration)

Responsibilities of the Position

The Assistant Director, Housing Services will provide leadership for the Housing Services unit within Business and Technology Services. Housing Services includes the university Housing Information Office and the Business and Technology Service Desk operations. Other responsibilities include but are not limited to: oversight of housing contracts, applications, assignments, cancellations and billing processes; lead the work of the Business and Technology unit's Service Desk ; develop long term strategies for service desk support for University Housing; advise students on their housing alternatives on campus, including University-owned residence halls, apartments, and private-certified housing; interpret policies and provide guidance to students and parents to resolve housing contract issues; compile and analyze statistical information related to housing occupancy and capacity, as well as service desk functions; work closely with Business and Technology leadership teams to quickly solve issues related to service delivery; develop documentation and provide recurring training for end users on topics related to unit functions; provide direction and advocate for resources within the unit budget.

Additional responsibilities include:

- Oversee assignment responsibilities for 9,200 residence hall beds that produce approximate \$76 million in annual revenue;
- Manage an operating budget of approximately \$500K (primarily salaries) and supervise 8 full-time staff (6 direct reports) and a number of part-time student staff;
- Equally support both the “front of the house” Housing Information Office (HIO) which serves students, their parents, and other external stakeholder groups, and the “back of the house” Business and Technology Services (BATS) Service Desk which serves University Housing staff and internal stakeholder groups;
- Serve as an educator to students and their parents as they navigate housing contracts, assignments protocols, and billing questions;
- Focus on and take leadership for occupancy planning and ongoing occupancy management for the residence halls;
- Develop a more strategic focus as related to occupancy management (tracking beds spaces) and occupancy trends, and work with the Admissions Office to track data and share information;
- Develop and use predictive modeling to calculate/forecast housing occupancy and to support the overall fiscal planning process for the Housing department;
- Think creatively and critically to develop a strategic vision and attainable goals for the HIO and Service Desk;

- Oversee the program that provides “private certified units” for UIUC freshmen not living in university housing;
- Develop collegial relationships with the Chancellor’s Office, Provost’s Office and sub-offices engaged in enrollment management activities, and Student Affairs offices;
- Help guide the conversion of the student information system to StarRez, support the launch of the program, and engage in staff training and systems trouble-shooting as needed to bring the program fully on line;
- Serve as the primary representative of University Housing at orientation and other open-house events, and be comfortable speaking in front of campus visitor groups;
- Understand ADA and accommodation needs of students with disabilities;
- Understand the basics of FERPA and the confidentiality of student records;
- Work with a diverse staff, and support the institutional values of diversity and inclusion;
- Work comfortably within the current structure and culture of the University of Illinois, while also encouraging “best practices” and innovation;
- Maintain excellent planning and organizational skills;
- Manage operational resources in a fiscally responsible and efficient manner;
- Maintain a participatory management style that is inclusive of both line and management staff, and actively solicit feedback from user groups and act upon the feedback to improve services.

Characteristics of the Successful Candidate

The successful candidate will ideally possess the following qualities, attributes, and experiences in no particular order of importance:

- A bachelor’s degree in business management, student personnel management, higher education, or a related field (master’s degree is preferred);
- Experience working with automated student information systems;
- Proficiency in writing and editing reports;
- Excellent communication and customer service skills;
- Ability to interact well with a diverse staff and student population in a professional and productive manner.

Additionally, the following characteristics and attributes were consistently identified by various stakeholders when considering the position of Assistant Director of Housing Services:

- A willingness to engage in strategic thinking, not only for the two areas of direct responsibility (HIO and Service Desk), but also as related to the broader goals and initiatives of Business and Technology Services and University Housing programs;
- Excellent executive leadership skills: someone who is mission-driven and brings passion, high energy, and enthusiasm for moving HIO and Service Desk programs forward;
- An interpersonal style that is exceptionally self-assured, the ability to provide high-quality service to students (and others) who are often concerned or upset about their housing assignment, contract, or billing statements, and the ability to “de-escalate” real or perceived crises with grace;
- Solid business sense and the ability to think analytically/critically/logically about residence hall occupancy;
- Maintain consistency in applying assignments policies and protocols – yet use good judgment in knowing when it is appropriate to occasionally “flex” the rules;
- Comfort with a high degree of autonomy, and demonstrated success at both independent and interdependent program management and progressive leadership;
- Have a balance of near-term focus and long-term vision;
- Someone who is a good “team player” and is successful working in a collaborative environment;
- Employ leadership skills to empower staff and trust them to manage day-to-day responsibilities of HIO and the Service Desk;

- The ability to multi-task, be detail-oriented, demonstrate creative flexibility and adaptability, and stay calm in the midst of problem-scenarios;
- Demonstrated success at developing staff through both skill-based training and professional development opportunities;
- The ability to communicate effectively throughout the organization and a desire to serve as the “public face” of University Housing in communicating to a broader public;
- An ability to manage difficult issues (both practical and interpersonal) in a diplomatic and upbeat manner and, more generally, maintain a healthy and positive attitude;
- Political savvy and the ability to maneuver through political issues;
- Demonstrated commitment to customer service.

Likely Priorities, Opportunities, and Challenges of the Position

The Assistant Director of Housing Services will face the following priorities, opportunities, and challenges:

- As the StarRez student information system comes on line, work closely with other Housing user groups (residence life, conferences, dining, area desks, etc.) to ensure that the web-based applications are meeting needs and that web site content is accurate. There will be a shift in both procedures and organizational culture as the system is established, and it will be important for the new Assistant Director to work closely with staff to gauge what additional training may be necessary and what business practices might need to be modified.
- There are some misperceptions about how housing assignments are made and managed, and it will be important to look for ways to raise the profile of the office and increase the transparency of office functions. A general goal should be to enhance others’ awareness of Housing Services programs, protocols, and services.
- There are some questions about the function of the BATS Service Desk, and how it coordinates services with other Housing service desks (e.g. the Facilities Service Desk). As this is still an evolving program, work closely with the BATS Service Desk Coordinator to establish and affirm its purpose and roles.
- A significant priority for the Assistant Director will be to build relationships across campus. The Assistant Director will work collaboratively with numerous offices within Student Affairs and Academic Affairs, and s/he will only be successful if collegial and mutually supportive relationships are developed. Also, both University Housing and the UIUC campus tend to operate in a fairly decentralized manner, and it will be important for the Assistant Director to work through challenges associated with that framework.
- New residential buildings will be constructed over the next few years, and the Assistant Director will need to take the lead in managing occupancy/logistics as additional facilities come on line while others are taken out of inventory.
- The Assistant Director will need to complete a thorough assessment of Housing Services in order to strengthen those parts of the program currently struggling, and reinforce those parts of the program doing well. It will be important to clarify HIO and Service Desk functions and roles for both internal staff and external user groups. It will also be important to look more comprehensively at staff training and professional development.
- Some campus stakeholders will encourage the new Assistant Director to be open to “big change” and to think in a visionary and strategic way about such things as incorporating national best practices at UIUC, moving the assignments process earlier in the year, enhancing and better preparing for cyclic responsibilities of HIO, and making protocols and services to students/staff more naturally intuitive.

Similarly, there is hope that the AD will continue to focus on the evolution of the Service Desk and consider such things as extended hours, self-service capabilities, and creating metrics that will allow for ongoing and more frequent evaluation of services.

- In the near future, University Housing will begin shaping the next version of the strategic plan. The Assistant Director will be expected to provide input and help shape the plan, particularly as it relates to stewardship of resources.

Measures of Success for the Position

At an appropriate interval after joining the university, the following items will initially define success for the new Assistant Director of Housing Services:

- The new Assistant Director will have developed mid- and long-term goals for strategically managing residence hall occupancy.
- The Assistant Director will have helped bring StarRez on line and will have developed plans for informing and training user groups.
- There will be increased understanding of the roles and protocols/procedures of both the HIO and Service Desk among internal and external stakeholder groups.
- The Assistant Director will maintain and improve upon the services provided by the HIO and Service Desk, resulting in high levels of customer satisfaction and a good reputation with key offices on campus.
- The Assistant Director will have demonstrated a work style that balances focused and precise office management with an engaging and friendly interpersonal style.

University Benefits

Insurance and Healthcare: The University offers low-cost health and dental plans and no cost vision, disability benefits, and basic life insurance to employees and eligible dependents.

Retirement: Offered through the State University Retirement System.

Vacation: 24 work days of paid vacation per appointment year, and may be accumulated to 48 days for carry-over purposes.

Holidays: Eleven total days, nine pre-set holidays plus two floating holidays which can be used any time (with approval of the department).

Sick Leave: For each appointment year, 12 cumulative and 13 non-cumulative sick days. There is no limit on sick leave accrual.

Tuition and Fee Waivers: There is no set limit on the number of units of credit that may be taken by academic employees. For children of employees with at least 7 years of service, a 50% tuition waiver may be available for up to 4 years at an Illinois state institution on higher education.

Additional Benefits: Additional Term Life Insurance (including spouse and/or child coverage); Accidental Death and Dismemberment Insurance; Adoption Assistance; Employee Assistance Programs; Flexible Spending Accounts; Long Term Care Insurance; Smoking Cessation; Supplemental LTD Insurance; Supplemental Retirement Plans; US Savings Bonds.

Application and Nomination

Review of applications will begin immediately and will continue until the position is filled. A resume with accompanying cover letter may be submitted via the SJG website at www.spelmanandjohnson.com under the “Open Positions” link. Nominations for this position may be emailed to pwr@spelmanandjohnson.com. If you are unable to submit materials electronically, please call SJG at 413-529-2895.

SJG — The Spelman & Johnson Group
UIUC – Housing Services
Peter W. Rosenberg, Senior Associate

**Visit the University of Illinois website at www.uiuc.edu or
the UIUC Housing website at www.housing.uiuc.edu**

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