



The Spelman & Johnson Group

Position Specification

Senior Associate Dean of Residential Life and Dining Massachusetts Institute of Technology Cambridge, Massachusetts

Background

The charter incorporating Massachusetts Institute of Technology was signed on April 10, 1861 and the Institute admitted its first class four years later, in 1865. The opening marked the culmination of an extended effort by William Barton Rogers, a distinguished natural scientist, to establish a new kind of independent educational institution relevant to an increasingly industrialized America. Rogers stressed the pragmatic and practicable. He believed that professional competence is best fostered by coupling teaching and research and by focusing attention on real-world problems. Toward this end, he pioneered the development of the teaching laboratory.

Today MIT is a world-class educational institution that will celebrate its sesquicentennial anniversary in 2011. Teaching and research—with relevance to the practical world as a guiding principle—continue to be its primary purpose. MIT is independent, coeducational, and privately endowed. Its five schools and one college encompass numerous academic departments, divisions, and degree-granting programs, as well as interdisciplinary centers, laboratories, and programs whose work cuts across traditional departmental boundaries.

As published in August 2009, *US News & World Report* ranked MIT fourth (along with Caltech, Stanford, and the University of Pennsylvania) among national universities. Only Harvard, Princeton, and Yale were ranked higher than MIT. The Institute's undergraduate engineering program continued its decades-long reign in annual rankings of America's best colleges and universities. MIT's undergraduate business program tied with the University of California, Berkeley, as the nation's second best.

Ranked by its peer universities with regards to its undergraduate academic excellence, MIT shared top and equal standing with Harvard, Stanford, and Princeton. The Institute also tied for second and third in the category of financial resources.

US News & World Report rated MIT among the top 10 most racially diverse universities in America. The Institute tied with Dartmouth College for fourth in the ranking of the nation's most economically diverse universities as determined by the percentage of students receiving Pell grants. *US News & World Report* also judged an MIT education to be a great value, ranking the Institute fifth among national universities in a measure of price relative to quality.

MIT is located on 168 acres that extend more than a mile along the Cambridge side of the Charles River Basin. The central group of interconnecting buildings, dedicated in 1916, was designed by architect W. Welles Bosworth (Class of 1889) to permit easy communication among schools and departments. Subsequent growth of the campus saw construction of landmark buildings by leading architects such as Alvar Aalto, I. M. Pei '40, and Eero Saarinen.

Recent facilities have been designed by distinguished architects to meet the changing needs of teaching, research, and community. These remarkable buildings include Simmons Hall, an undergraduate residence designed by Steven Holl and Perry Dean Rogers and Partners; the Zesiger Sports and Fitness Center, designed by Kevin Roche, John Dinkeloo and Associates, and Sasaki and Associates; the Ray and Maria Stata Center for Computer, Information, and Intelligence Sciences, designed by Gehry Partners LLP; and a Brain and Cognitive Sciences complex designed by Goody, Clancy & Associates and Charles Correa Associates. The Institute continues to upgrade and add new buildings to the campus. Recent additions include the Green Center for Physics (2007), Ashdown House (graduate housing facility, 2008), and the Media Lab and School of Architecture and Planning complex (2009). In 2010, the Institute will open a new cancer research facility and the new home of the MIT Sloan School of Management which, in turn, will serve as an eastern gateway to the MIT campus.

MIT is accredited by the New England Association of Schools and Colleges, Inc., through its Commission on Institutions of Higher Education. The Institute is one of two private land-grant universities and is also a sea-grant and space-grant university

Leadership Environment

President

Susan Hockfield has served as the sixteenth president of the Massachusetts Institute of Technology since December 2004. A strong advocate of the vital role that science, technology, and the research university play in the world, she believes that MIT can best advance its historic mission of teaching, research, and service by providing robust and sustained support for the ideas and energies of its faculty and students.

A noted neuroscientist whose research has focused on the development of the brain, Dr. Hockfield is the first life scientist to lead MIT and holds a faculty appointment as professor of neuroscience in the Institute's Department of Brain and Cognitive Sciences.

Before assuming the presidency of MIT, Dr. Hockfield was the William Edward Gilbert Professor of Neurobiology and provost at Yale University. She joined the Yale faculty in 1985 and was named full professor in 1994. While at Yale, she played a central role in the university's leadership, first as dean of its Graduate School of Arts and Sciences (1998-2002), with oversight of over 70 graduate programs, and then as provost, the university's chief academic and administrative officer.

Dr. Hockfield's research has focused on the development of the brain and on glioma, a deadly kind of brain cancer. Dr. Hockfield earned her B.A. in biology from the University of Rochester and a Ph.D. from the Georgetown University School of Medicine, while carrying out her dissertation research in neuroscience at the National Institutes of Health (NIH). She was an NIH postdoctoral fellow at the University of California at San Francisco in 1979-80, and then joined the scientific staff at the Cold Spring Harbor Laboratory in New York in 1980. She served as director of the Laboratory's Summer Neurobiology Program from 1985 to 1997, concurrent with her teaching post at Yale, and more recently as a trustee of the laboratory.

Dr. Hockfield holds honorary degrees from Brown University, Mount Sinai School of Medicine, Tsinghua University (Beijing), University of Edinburgh and the Watson School of Biological Sciences at the Cold Spring Harbor Laboratory and is an elected member of the American Academy of Arts and Sciences. Her other honors include the Wilbur Lucius Cross Medal from the Yale University Graduate School, the Meliora Citation for Career Achievement from the University of Rochester, and the Charles Judson Herrick Award from the American Association of Anatomists for outstanding contributions by a young scientist.

Chancellor

Phillip L. Clay was appointed Chancellor of MIT in July 2001 and is also a Professor of City Planning. The Chancellor and the Provost are the Institute's two most senior academic officers. As Chancellor, Professor Clay has oversight responsibility for graduate and undergraduate education at MIT, student life, student services, international initiatives, and the management of certain of MIT's large-scale institutional partnerships. Together, the Chancellor and the Provost advise the President and participate in strategic planning, faculty appointments, resource development, and Institute resources and buildings.

A member of the MIT faculty since 1975, Professor Clay served as Associate Provost in the Office of the Provost from 1994 to 2001. He was the Head of the Department of Urban Studies and Planning from 1992 to 1994 and its Associate Department Head during 1990 to 1992. From 1980 to 1984, Professor Clay served as the Assistant Director of the Joint Center for Urban Studies of MIT and Harvard.

Professor Clay is widely known for his work in U.S. housing policy and community-based development and has been involved in several studies that received national attention. He received the AB degree with Honors from the University of North Carolina at Chapel Hill in 1968 and his Ph.D. in City Planning in 1975 from MIT.

Dean for Student Life

Costantino 'Chris' Colombo was appointed MIT's Dean for Student Life in August 2008. Prior to joining MIT, Colombo served in a variety of leadership positions at Columbia University, including dean of student affairs ('98-'08), dean of undergraduate admissions and financial aid ('95-'98), and dean of students ('92-'98). During his 16-year career at Columbia, his responsibilities included developing, implementing, and overseeing programs and services to support the educational, social, and personal development of students, and building a spirit of community for undergraduate students. He successfully reorganized the student services division with a strategic direction and implemented an enrollment management plan to enhance the diversity of the student population.

From 1988 to 1992, Dean Colombo served as dean of the Homewood Schools Services at Johns Hopkins University, leading Academic Services, Athletics, Counseling and Psychiatric Services, the Homewood Schools Business Office, the Dean of Students Office, the Substance Abuse and Prevention Program, Admissions and Financial Aid, and the Health Clinic/Services. His major achievements there included a housing renovation program, a wellness program, and an international fellows program.

He is affiliated with the American College Personnel Association, American Health College Association, Consortium on Financing Higher Education, National Association of Student Personnel Administrators, and National Orientation Directors Association. Dean Colombo received his BS from the University of Maryland and an MS in applied behavioral science with a concentration in organizational development from the Carey Business School at Johns Hopkins University.

As the chief student affairs officer, Dean Colombo oversees a division comprised of five units:

- Residential Life
 - Housing
 - Dining
 - Residential Life Program
 - Housemaster Program
 - Living and Learning
 - Graduate Resident Tutors
 - Residential Scholars
 - Fraternities, Sororities and Independent Living Groups

- Student Development and Support
 - Student Leadership and Activities
 - Public Service Center
 - Campus Activities Complex
 - Hobby Shop
 - Office of Student Citizenship
 - Community Development and Substance Abuse
 - Crisis Management

- Department of Athletics, Physical Education, and Recreation (DAPER)
 - Intercollegiate Sports
 - Physical Education
 - Recreation
 - Zeiger Sports and Fitness Center
 - Intramural Sports
 - Club Sports

- Religious Life
 - Chaplain
 - MIT Religious Community

- Administration
 - Financial Planning and Management
 - Human Resources
 - Environmental Health and Safety
 - Enterprise Services
 - Alumni Relations
 - Communication
 - Strategic Planning

Mission Statement

The mission of MIT is to advance knowledge and educate students in science, technology, and other areas of scholarship that will best serve the nation and the world in the 21st century.

The Institute is committed to generating, disseminating, and preserving knowledge, and to working with others to bring this knowledge to bear on the world's great challenges. MIT is dedicated to providing its students with an education that combines rigorous academic study and the excitement of discovery with the support and intellectual stimulation of a diverse campus community. We seek to develop in each member of the MIT community the ability and passion to work wisely, creatively, and effectively for the betterment of humankind.

The Faculty

The MIT faculty instructs undergraduate and graduate students, and engages in research. There are 1,025 faculty members (professors of all ranks), including 213 women. Minority group representation among faculty members includes American Indian or Alaskan Native (one woman and two men), Black (nine women and 25 men), Hispanic (three women and 25 men), and Asian (31 women and 96 men); some faculty are members of more than one group. As of October 2009, the Institute's total teaching staff includes:

- Professors 653

- Associate professors 216
- Assistant professors 156
- Senior lecturers, lecturers, and professors emeriti 521
- Instructors (including technical instructors) 129
- Professors of the practice and adjunct faculty 29

The faculty at MIT are a distinguished group. Sixty-one current faculty and staff members belong to the National Academy of Engineering, 78 to the National Academy of Sciences, 30 to the Institute of Medicine, and 142 to the American Academy of Arts and Sciences. Seventy-three present and former members of the MIT community have won the Nobel Prize, including seven current faculty members; Thirty-three current and former members of the MIT faculty have received the National Medal of Science; Three former members of the MIT faculty have been awarded the Kyoto Prize; Seven current and former members of the MIT faculty and staff have been awarded the Japan Prize; There are 78 Guggenheim Fellows, six Fulbright Scholars, and 21 MacArthur Fellows among current MIT faculty and staff

The student to faculty ratio at MIT is seven to one (7:1). Eighty-eight percent of full-time instructional faculty hold an earned PhD or other terminal degree in their field.

The Academic Program

MIT has five schools and one college, containing a total of 32 academic departments, with a strong emphasis on scientific and technological research.

- School of Architecture and Planning
- School of Engineering
- School of Humanities, Arts, and Social Sciences
- Sloan School of Management
- School of Science
- Whitaker College of Health Sciences and Technology

MIT is committed to providing students with a strong scientific, technical, and humanistic foundation, and to encouraging them to develop creativity in defining problems and seeking solutions. For the bachelor of science degree, students must complete a core requirement that is equally divided between science and mathematics, and the humanities, arts, and social sciences. The science/mathematics requirement includes chemistry, biology, physics, and calculus, as well as laboratory and science electives. Students must also complete a four-subject communication requirement.

For more than a century, MIT graduate programs have provided ideal environments for advanced study by students and faculty working together to extend the boundaries of knowledge. Traditionally a leader in engineering and science graduate education, MIT has also attained national prominence for its doctoral programs in mathematics and the physical and life sciences. Top-ranked graduate programs in economics; political science; linguistics; science, technology, and society; architecture; media studies; urban studies; and management have broadened the spectrum of graduate education at MIT.

Degrees Awarded by MIT

- Bachelor of Science (SB)
- Master of Architecture (MArch)
- Master of Business Administration (MBA)
- Master in City Planning (MCP)
- Master of Engineering (MEng)
- Master of Finance (MFin)
- Master of Science (SM)

- Engineer (each degree designates the field in which it is awarded)
- Doctor of Philosophy (PhD)
- Doctor of Science (ScD)

The Student Body

In fall 2009, there were 4,232 undergraduates and 6,152 graduate students enrolled at MIT. Approximately 91 percent of all undergraduates hail from out-of-state. There are slightly more male (55 percent) than female (45 percent) undergraduates. Among graduate students, women constitute approximately 31 percent of enrolled students.

There is considerable diversity among MIT students. Enrollment data for fall 2009 indicates:

	<i>Undergraduates</i>	<i>Graduates</i>
• Caucasian American	42.5%	40.8%
• Asian American	25.6%	9.4%
• Hispanic American	13.2%	3.3%
• African American	8.5%	2.1%
• Native American	1.0%	0.4%
• Other/International	9.2%	44.0%

Overall, 3,150 students from 117 foreign countries were enrolled at MIT in fall 2009.

Financial Data

- *Fiscal Year 2009*
Operating Expenditures (in millions)
Total: \$2,461.3 million

Operating Revenues (in millions)
Total: \$2,644.0 million
- *Endowment:* \$10,068,787,000
During the 2008–2009 fiscal year, organizations and individuals gave or pledged a total of \$326.4 million.
Individuals were responsible for the biggest share of that total, at \$190.6 million
- *Tuition for the 2009–2010 academic year:* \$37,782.
Tuition and fees are the same for undergraduates and graduate students.
About sixty-two percent of all undergraduates received some type of need-based financial aid.
- *Undergraduate Room & Board:* approximately \$11,360, dependent on student's housing and dining arrangements
- *Financial Aid:* approximately 62 percent of all undergraduates received some type of need-based financial aid during 2008-2009
- *MIT's Campaign for Students:* announced in December 2006 and launched publicly in October 2008; seeks to raise \$500 million in gifts and pledges over five years in support of undergraduate scholarships, educational innovation, graduate support, and student life.

An Overview of Residential Life and Dining

Mission

“We are a dynamic community-oriented organization that fosters living and learning environments to advance student development, healthy lifestyles, mutual respect, personal and social responsibility, leadership and academic success. Our services embrace social, cultural, religious and ethnic diversity. We bring community members together in well-maintained and safe environments that create a feeling of belonging and a place to call home.”

Leadership and Organizational Structure

Approximately four years ago following some restructuring conducted by then Dean for Student Life, Larry Benedict, the operational and programmatic components of residential life—housing, dining, residential life programs, and fraternities, sororities, and independent living groups (FSILGs)—were brought together under a single senior associate dean. Karen Nilsson, former director of housing, was tapped to lead this new organization. In the ensuing years, Nilsson has worked to strengthen these units and create greater synergy among departments that had a long history of working independently of one another. Good progress has been made—lines of communication have opened and there is significantly more support and collaboration among colleagues of these departments. With 25 years of service to the Institute, Nilsson will retire in Summer 2010. She will leave a legacy of tireless support for students and staff as MIT has advanced an increasingly comprehensive student life agenda serving a population of 10,000 undergraduate and graduate students.

There are four direct reports to the Senior Associate Dean of Residence Life and Dining:

- Associate Dean of Residential Life;
- Assistant Dean of FSILG and Residential Life Programs;
- Director of Housing;
- Director of Campus Dining.

The Senior Associate Dean for Residence Life and Dining will oversee a total operating budget of approximately \$63 million.

Housing

At the core of the MIT housing experience is a powerful sense of community. Every undergraduate and graduate residence offers its own rich social network, a distinct culture, lifestyle, and perspective. The goal of the MIT Housing Office is to keep those residences functioning and the communities within them thriving.

MIT's residential housing system includes 20 residence halls housing over 5,300 students, faculty and guests. One historic residence hall (W-1) is currently undergoing extensive renovation and is off-line. The Housing Office strives to provide safe, high-quality residential facilities to support the academic and social interactions of our students, faculty and guests.

Programs and services include:

- Coordination of housing assignments for undergraduates, graduates, families, visitors and guests
- Resources to help students, faculty and staff find housing off-campus
- Full-time staff in each hall devoted to daily operations, housekeeping and maintenance
- Fulfillment of maintenance and repair requests (in less than 24 hours)
- Multi-million dollar renovation and construction projects designed to ensure that our facilities are in the best shape possible
- In-house Information Technology (IT) staff to monitor wired and wireless network connectivity

- After hours staff on-duty between 4pm — 8am to respond to any issues that may arise
- Overnight security personnel

Of the 12 undergraduate residential facilities on campus, each has its distinct personality or vibe and sense of community—many boast micro-cultures or communities by floor. Incoming students convey their living group preferences as part of a June housing lottery. When they arrive on campus in August, students take part in the Residence Exploration (REX) which is a chance to visit each residential community to help them make a final determination of where they want to live—either accepting an assignment to a hall they earlier selected or making a move once they are on campus. First year students are required to live on-campus and are integrated into all undergraduate residences, benefiting from the mentoring opportunities that come with living with students of all class years. Once settled into a residence, students typically make their home for all four years within the same hall, or move into one of the FSILGs in their second year.

There are five graduate residences for single students providing a variety of suites, efficiencies, and apartments. Two apartment complexes serve the needs of graduate students with families.

Beginning in Summer 2010, changes in housing policy will afford students the opportunity to remain on campus in designated residences and also make significant space available for summer conferences. The ability to attract summer conferences will generate additional revenue and help introduce many visitors to the rich resources and unique culture of MIT. More details concerning summer housing are available on the URL: http://studentlife.mit.edu/sites/default/files/Summer_brochure_final.pdf.

Each residence has a House Team comprised of Housemasters (and in some cases Associate Housemasters), a Residential Life Associate (RLA), a House Manager, and several Graduate Resident Tutors (GRTs). Housemasters, the leader of each House Team, are MIT faculty members (and in some cases, their spouse or partner) who live in a residence hall, supervise the GRTs, and take a lead role in building community and supporting and advocating for students. Larger dorms such as East Campus, MacGregor, Simmons also have Associate Housemasters (faculty-members and in some cases their spouses or partners) who help in leading the House Team.

Residential Life Associates are full-time professional employees of the Residential Life Programs office who collaborates with the Housemasters, GRTs, House Managers, and students to provide the residence halls with opportunities for personal development and wellness programming. Each RLA is responsible for several on-campus residences, and lives in one of those residences.

Graduate Resident Tutors are MIT grad students who serve as live-in mentors to the undergraduate community members of MIT's House Teams. Typically a GRT is assigned to a particular area within a residence, such as a floor or entry, and provides study breaks, community-building, or issues-oriented programs. GRT support exists during the academic year in all undergrad on-campus residences.

Resident Associate Advisors live in each of the residences that facilitate the Residence-Based Advising Program (Next House, Chocolate City, Spanish House, and McCormick Hall). RAAs are experienced MIT undergrads who work alongside Freshman Advisors to support first-year students. RAAs also organize monthly programs for the entire community.

MedLinks are part of a residence-based peer health advocacy program comprised of student representatives. They have been trained in First Aid, CPR, and a variety of health-related issues. MedLinks help connect students to the many campus health resources available at MIT.

Residences also have House Fellows who are MIT faculty or staff members who do not live in the dorm, but who work with the residents to provide special mentorship and educational programming opportunities. Residential scholars are visiting professors, artists, or professionals who live in a dorm during his or her time at MIT, and may collaborate with students to provide special programs.

Each residence has its own house government. Students elect officers to represent their floor or entry's issues, to bring people together for events, and to address concerns.

Residential Life Programs

The mission of Residential Life Programs is as follows: “We are a dynamic community-oriented organization that fosters living and learning environments to advance student development, healthy lifestyles, mutual respect, personal and social responsibility, leadership and academic success. Our services embrace social, cultural, religious and ethnic diversity. We bring community members together in well-maintained and safe environments that create a feeling of belonging and a place to call home.”

Through a collegial relationship, Residential Life Program (RLP) and Housing staff coordinate and collaborate with the Housemasters who are either faculty or senior staff members. Residence halls are also staffed by Graduate Resident Tutors who work in a broad sense to care for the individual welfare of each student and House Managers who attend to all the facility issues. The RLP office staff work with all the live-in staff in coordinating activities and program support, including addressing current and emergency issues.

RLP staff focus on addressing the values of leadership, scholarship, citizenship, and wellness through the variety of programs and activities on behalf of undergraduate students. For graduate students, RLP provides support to help these members of the community also experience success and develop balance in their lives. RLP also supports the living-learning and theme houses on-campus, currently consisting of: International House for Global Leadership, Chocolate City, French House, German House, and Spanish House.

Fraternal, Sororities and Independent Living Groups Office

MIT's FSILG community is comprised of 27 fraternities, 6 sororities, and 5 living groups. FSILGs play an important role for undergraduate students and as such are supported by fulltime staff in the FSILG Office. At present, forty percent of all undergraduate students are members of an FSILG organization and 30 percent of all undergraduates live in one of FSILG houses.

The purpose of the FSILG Office is to enhance the out of class experience of the students at MIT and be an advocate for fraternal principles and a proponent of the shared values that living-learning communities provide. The FSILG Office works to promote a cohesive community that values civic and social responsibility, mutual respect, and the growth and development of organizations and their members. In addition, the FSILG Office assesses the leadership and developmental needs of the community and provides educational programs on member development, facility management, organizational operations, scholarship, and risk management.

The FSILG Office also provides resources for Faculty Advisors, Resident Advisors, and the FSILG Cooperative, plus resources for chapter retreats and scholarships for attending conferences.

Dining

Dining is a multi-faceted operation at MIT with over 30 on-campus locations, House Dining Rooms, restaurants, cafés, food trucks, convenience stores, and delivery options. Some students choose to live in residence halls and be part of “cook for yourself” communities. For other undergraduates, there is house dining. At present, there are four residential buildings—Baker, Simmons, McCormick, and Next—that have house dining facilities. Students in these residences are automatically enrolled in a House Dining Membership. This program is charged to their housing bill and gives students a 50-percent discount on meals purchased in House Dining. The charge does not create an account balance, students fund their TechCASH or Dining Dollars account, and gain double purchasing power at dinnertime through their membership. House Dining Membership is also accepted at Simmons late Night Café and for Shabbat Dinners on Fridays at MIT Hillel.

In 2007, a Blue Ribbon Committee on Dining, composed of students, faculty and staff was created to study issues of concern regarding dining services. Additionally in late 2008, in the wake of growing concern regarding global and Institute finances, an Institute-Wide Planning Task Force was established to review and analyze all MIT operations, including dining.

In 2009, both groups issued their reports. Both called for a new plan for House Dining. The work of the Blue Ribbon Committee exposed deep dissatisfaction with crucial aspects of the House Dining program, which was found to neither offer the breadth and depth of options desired by students, nor fulfill the longstanding Institute goals for residential life. At the same time, the Task Force charged the Division of Student Life to eliminate the House Dining system's operating deficit of \$600,000 a year. Later this spring, the Institute will announce a new meal plan that will take effect in Fall 2011. During the next year (2010-2011), the Senior Associate Dean of Residential Life and Director of Dining Services, along with other campus stakeholders, will prepare the community for this transition, including examining the impact that a more robust house dining program will have on other services such as catering, retail dining, convenience stores, and cafes elsewhere on campus. There is considerable confidence that students will retain decision-making authority to determine whether or not they wish to live in a residence that offers a house dining meal plan, that students will receive good value and a wide range of improved nutritional options through the meal plan, and that the dining program will be able to operate in a fiscally sound, sustainable fashion. To read more about the housing review process and recommendations, please consult the following:
<http://studentlife.mit.edu/house-dining-review/final-recommendation>

Responsibilities of the Position

Reporting directly to the Dean for Student Life, the Senior Associate Dean is responsible for providing strategic direction and leadership for the mission of Residential Life and Dining. The reporting areas to this position include: housing, fraternities, sororities and independent living groups (FSILG), residential life programs, and contracted dining services spanning residential (house) dining, retail dining, and catering. The Senior Associate Dean is accountable for setting organizational direction, including priorities, budget, issue identification and resolution, communications, policies and procedures, and faculty involvement. Developing a strategic vision, generating constituent buy in, and delivering results in alignment with the mission of Student Life are essential duties of the Senior Associate Dean. As a member of the Dean's leadership team, the Senior Associate Dean will work collaboratively with all reporting areas, Housemasters, MIT's Office of Facilities, student leaders, as well as other appropriate members of the community in conceiving, planning and implementing management plans to achieve the residential life mission—to foster living and learning environments to advance student development, healthy lifestyles, mutual respect, personal and social responsibility, leadership, and academic success. The Senior Associate Dean is responsible for a budget of \$63 million and manages an Institute staff of 125, including four direct reports.

Additional responsibilities of the position as outlined in the institutional position description include:

Strategic Leadership

- Responsible for strategic planning and leadership in establishing budget, priorities, policy development, staffing and resource allocation for Housing, FSILG's, Dining, and Residential Programs.
- Collaborate with DSL assessment efforts to benchmark and evaluate the progress of departmental goals.
- Guide staff in gaining a clear understanding and articulation of the mission, values and strategic goals of Residential Life.
- Lead DSL's efforts to develop a living and learning residential community that further integrates the role of the faculty housemasters, visiting scholars, residential students and the house dining program.
- Lead a residential program designed to support student academic, social and personal growth, promote student's self-awareness, interpersonal skills, empathy and appreciation of diversity in order to succeed in today's multicultural global society.

- Facilitate increased educational programming in all living groups, particularly in an effort to increase faculty and staff contact in the student residences.
- Provide leadership to Residential Life staff in implementing Residence Based Advising program. Ensuring that diversity and social justice is included in all aspects of residential based advising and education.
- Provide leadership in responding to residential community concerns. Provide channel for communication with affected students and student groups to ensure concerns are heard and addressed.
- Seek ways to strengthen the Fraternities/Sororities & Independent Living Groups (FSILG) system; leads team to advise the Interfraternity Council (IFC), individual residences and residence corporations, and the Association of Independent Living Groups (AILG).
- Oversee new student Orientation and the First Year Experience.

Fiscal Management, Operations, and Capital Planning

- Provide leadership and oversight for residential and dining facilities planning, capital projects, external ventures, real estate acquisition and development, and ventures with community partners. Work with senior officers to identify residential needs, taking into account the needs of key constituents. Identify ways to maximize the use of existing space. Provide relevant input into the development and implementation of the campus master plan.
- Responsible to achieve housing and dining revenue targets and to recommend annual on campus rents and dining plans; assists Enrollment Management Group in projecting enrollment and housing needs in determining freshman class size.
- Develop strategies to maintain a quality residence and dining hall system by providing a regular and preventative maintenance.
- Establish a vision for the growth and long-range capital improvement of residential and dining facilities. Responsible for developing a strategic financial plan to support capital work in assigned facilities.
- Responsible for setting the strategic direction of the summer housing and conference program.

Staff and Divisional Leadership

- Serves as integral member of the Dean's leadership team.
- Develop, manage and retain staff members who respond proactively to student needs and values and who promote dignity and diversity. Ensure that staff members understand and meet the goals and expectations of their job responsibilities. Ensure compliance with university policies and collective bargaining agreements.

External Constituents

- Maintain liaison relationship with City Licensing Boards and the Cambridge Licensing Advisory Board with regards to lodging house licenses, liquor licenses, health, safety and sanitation.
- Work closely with the Office of Government and Community Relations and others to support MIT's town-gown relationship with the City of Cambridge.

Likely Priorities and Challenges of the Position

This is a time of exciting change with regards to the residential experience at MIT and the next Senior Associate Dean will have significant impact and influence in this area. As the MIT community strives to implement a more robust house dining meal plan this will have a corresponding impact on other aspects of dining services, including retail dining in the student center and academic buildings. The new meal plan—to be implemented in Fall 2011—for students living in all residences with dining facilities will need to bring good value and provide a wide array of healthy options while at the same time remain responsive to evolving trends and preferences. Creating financial sustainability for the house dining program is very important as historically this component of dining service has run at a deficit. Though other facets of dining services offset the current house dining deficit of \$600,000, this cost must be significantly reduced going forward.

The configuration of contractual relationships with MIT's 12 food service vendors is complex. The Senior Associate Dean will need to provide strategic vision and support while collaborating closely with the Director of Dining Services and other institutional stakeholders to evaluate contractual relationships with both large (Bon Appetit, Aramark, and Sodexo) and small vendors in light of institutional priorities, traditions, and evolving expectations of students, faculty, and staff. It is important to turn the corner in the history of dining services on campus and transform this component of student life into a positive experience.

Another opportunity that exists for the Senior Associate Dean to impact change and enhance revenue at MIT is through the improved management of facilities and expansion of summer conferences. The Institute has recently decided to concentrate students who choose to remain in residential facilities during the summer period to just a few designated buildings, as opposed to letting students remain in the rooms they occupied throughout the academic year and thus be spread across the entire campus. This will save substantially on operating costs and create new opportunities to attract appropriate conference business that will utilize both residential and dining facilities. The Senior Associate Dean along with the Director of Housing and other campus stakeholders will need to establish policies and procedures to support this initiative, ensure its success, and make certain that scheduling is done in such a way as to also provide time for necessary maintenance and renovations.

Additional priorities and challenges as outlined by MIT stakeholders include:

- Utilizing data, formulate a vision and comprehensive strategic plan for the units that form the Senior Associate Dean of Residential Life and Dining's portfolio;
- Develop goals and assessment strategies for measuring progress and success across all units;
- Assess and optimize the organizational structure of all reporting units;
- Provide support to the strategic plan for the entire Dean of Student Life division that is directed at enhancing the student experience at MIT;
- Recognize that all facets of student life must add value to the student experience and do so in a financially responsible fashion—help staff build an understanding for the importance of accountability and being good stewards of Institute resources;
- Understand that change has a political dimension and that the Senior Associate Dean must take an active role in promoting the rationale behind decision-making to educate and cultivate the support of constituent groups;
- Work with campus stakeholders to advance the renovation of Building W1 (historic residential building) and the development of a three meals-a-day dining facility within this structure to serve residents as well as other members of the campus community;
- Support efforts to strengthen first year residential programming and the contributions of Residential Based Advisors;
- In collaboration with the Associate Dean of Residential Life, engage Housemasters in the development and support of dynamic programming models that uniquely serve the needs of undergraduate and graduate students;
- Continue efforts to build a first-rate crisis response/emergency preparation model throughout the residential system;
- With the Director of Housing, ensure a thorough review of policies and procedures associated with the operational side of the housing program is conducted and look for ways to respect unique MIT traditions while also finding opportunities to streamline processes, contain or reduce costs, address deferred maintenance, and enhance student satisfaction;
- Work collaboratively with campus planners and facilities personnel on capital projects and major renovations of residential facilities;
- Support the FSILG's and the contributions these organizations make to the residential experience of students, to the Institute, and to the larger community;

- Actively support leadership development and opportunities to connect current students with alumni who are eager to share experiences that have prepared them to be productive global citizens;
- Work consistently to expand faculty engagement in the residential components of student life;
- Support the Director of Dining Services' negotiation of a new contract for house dining that will come due in 2011 (current vendor is Bon Appetit);
- Work to rebuild relationships with faculty and students that have been frayed due to financial exigencies that have resulted in staff reductions in some areas, restructuring, and change that while necessary has been difficult to assimilate;
- Create a culture of transparency, shared vision, and success—consciously work to keep staff informed of DSL priorities, actively solicit staff and student input and buy in with regards to decision-making, and recognize efforts that generate positive results.

Measures of Success for the Position

At an appropriate interval after joining MIT, the following items will initially define success for the new Senior Associate Dean of Residential Life and Dining:

- The Senior Associate Dean has established strong working relationships and partnerships with the Dean for Student Life, members of the DSL senior management team, direct reports, students, and key institutional colleagues;
- Through a collaborative process, a vision and strategic plan for the Senior Associate Dean's organizational portfolio has been developed, shared broadly, and is being actively implemented;
- The Senior Associate Dean has operationalized and institutionalized policies and procedures that strengthen the mission, practice, and outcomes of all areas of responsibility;
- Through positive outreach to students and other key stakeholders, the community is prepared to embrace a new era with regards to house dining beginning in fall 2011;
- A culture of shared responsibility and accountability among all direct reports and respective staff groups is supported;
- Staff expectations are clearly communicated and performance is carefully assessed with delineated opportunities for growth and continuous improvement identified, monitored, and measured;
- The new Senior Associate Dean will have a high profile at MIT, and must engage in dialogue/public relations with a broad group of constituents to build awareness and support for the ongoing work of Residential Life and Dining and its role in enhancing the student experience and overall reputation of the Institute.

Characteristics of the Successful Candidate

The successful candidate will ideally possess the following qualities, attributes, and experiences:

- A combination of academic preparation and a minimum of ten years of professional, progressive experience in residential life, housing management, and/or dining services
 - bachelor's required;
 - master's degree in student affairs, higher education administration, or related field preferred;
- A track record of leadership demonstrating strategic planning, financial acumen, budget and contract management, and supervisory ability is also required;
- Specific knowledge of living-learning communities and residential academic programs;
- Familiarity with national best practices supporting student development among undergraduate and graduate students;
- Collaborative work style;
- Excellent communication, interpersonal, and relationship-building skills;

- Change management ability;
- Unwavering interest in working with, and on behalf of, diverse, highly talented students.

In addition to the above, the following characteristics and attributes of an ideal candidate were consistently identified by various MIT stakeholders:

- Possess a track record of success integrating contemporary student and leadership development theory with practice in residential life operations and programs designed to support the personal, academic, and social growth of students;
- Understand the important role that dining services plays in supporting the overall residential experience, including both the social and nutritional needs, for students;
- Demonstrate strong strategic planning ability, coupled with a clear vision and the ability to translate big picture thinking into operational directives;
- Be comfortable as a change agent and in helping others to manage change processes;
- Maintain a flexible, professional demeanor that enhances relationships with talented and creative students;
- Serve as an excellent ambassador for the institution with both internal and external constituencies;
- Appreciate the importance of faculty and student governance within an academic institution;
- View students as partners in their ability to identify problems and generate solutions;
- Exhibit the qualities of strong leadership while also balancing the need to operate as a member of a larger division and senior management team;
- Bring a strong business sense and entrepreneurial skill set to the position;
- Respect and empower staff—advocate to obtain the support and resources needed to be successful and appreciate that individuals will have varied needs with regards to supervision, mentoring, and implementation of goals and responsibilities;
- Have strong financial/budget management and contract negotiation skills;
- Possess a portfolio that includes substantive experience in housing, facility management (maintenance, capital projects, and renovations), and summer conference administration;
- Be supportive of the value that membership in Greek life and other special interest groups bring to individual students, the institution, and community at large;
- Be self assured, confident, and transparent in communications and relationships across all levels and constituencies of the institution;
- Be willing to take calculated risks;
- Invite open discourse knowing that change will be challenged and that often the best solutions are those with broad ownership;
- Possess an understanding of organizational dynamics with an ability to work through the complex, and sometimes political, landscape of a leading research institution;
- Bring a set of skills, knowledge, and perspective born out of experience at a variety of institutions that will serve as a resource in developing strategic vision and direction for all reporting units.

Benefits Overview

MIT offers a comprehensive benefits package. Highlights include:

- Health Plan (Access Blue New England, Blue Care Elect, and Tufts Health Plans);
- Prescription Drug Benefit;
- Dental Plan;
- Vision Plan;
- Health Care Flexible Spending Accounts (FSA);

- Basic Life Insurance;
- Disability Insurance;
- Accident Insurance;
- Business Travel Accident Insurance;
- Supplemental Life Insurance;
- Spouse and Dependent Life Insurance;
- Long-term Care Insurance;
- Basic Retirement Plan (first day of eligibility is your first paid day of work; all eligible employees are automatically enrolled and are immediately 100% vested);
- MIT Supplemental 401(k) Plan (MIT will match up to 5% of your pay in contributions to the 401(k) Plan);
- Tuition Assistance (reimburses eligible tuition and fees for undergraduate and graduate courses that help an employee obtain, maintain, and improve the skills needed to develop their career at MIT);
- Children's Scholarship (offers grants for dependent children to attend MIT);
- Educational Loan (provides loans at favorable rates to help an employee manage the financial burden of his/her dependent children's higher education);
- Adoption Assistance;
- Home & Auto Insurance Discount;
- Twelve annual paid holidays;
- Vacation (15 days of vacation for the first year of employment and 20 days of vacation each year after the first year)/

Detailed information on benefits can be found at <http://hrweb.mit.edu/benefits>.

Application and Nomination

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

SJG — The Spelman & Johnson Group
MIT – Senior Associate Dean
Valerie Szymkowicz, Senior Associate

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