



The Spelman & Johnson Group

Position Specification

**University of Pennsylvania
Philadelphia, Pennsylvania**

Director of Business Services

Background

Founded in 1740, The University of Pennsylvania (Penn) is a private, Ivy League institution nationally and internationally respected for its academic rigor and international focus. Located on a unified campus consisting of 280 acres in Philadelphia, the university enrolls over 20,000 undergraduate and graduate students. Penn prides itself on its innovation in interdisciplinary education, scholarship, and research.

Intellectual Rigor and a Practical Outlook

Penn carries on the principles and spirit of its founder, Benjamin Franklin: entrepreneurship, innovation, invention, outreach, and a pragmatic love of knowledge. Franklin's practical outlook has remained a driving force in the university's development.

Top Students

Penn is home to a diverse undergraduate student body of over 10,000, hailing from every state in the union and all around the globe. Penn consistently ranks among the top 10 universities in the country. Another 10,000 students are enrolled in Penn's 12 graduate and professional schools, which are national leaders in their fields. The Wharton School is consistently one of the nation's top three business schools. The School of Nursing is one of the best in the U.S. The School of Arts and Sciences, Graduate School of Education, Law School, School of Medicine, School of Veterinary Medicine, and Annenberg School for Communication all rank among the top schools in their fields.

Admission to all programs is among the most selective in the country. Penn received 22,718 applications for admission to the Class of 2013. Of those applicants, 4,018, or 17.7 percent, were offered admission. Of the students admitted for Fall 2009, 95.3 percent came from the top 10 percent of their high school graduating class and scored an average of 1,440 on the SAT.

A Singular Campus

With its green lawns and landmark architecture, the beautiful West Philadelphia campus houses all of Penn's activities, from student life, athletics, and academics to research, scholarship, and cultural life. All of Penn's 12 schools are located within walking distance of one another. This geographical unity, unique among Ivy

League schools, supports and fosters Penn's interdisciplinary approach to education, scholarship, and research.

A Vibrant City

Penn's picturesque campus is situated near the heart of Philadelphia, a vital and lively city. Students and faculty enjoy both campus life and the expansive cultural offerings of the city. Penn makes a substantial investment in its surrounding neighborhood and offers ways for students and faculty to make community service part of their educational experience.

Crossing Boundaries

True to its roots, Penn encourages both intellectual and practical pursuits. On its unified campus, this flexible mindset makes Penn a national leader in interdisciplinary programs, crossing traditional academic and professional boundaries to engage participants in the pursuit of new—and useful—knowledge. In addition to numerous cross-disciplinary majors and joint-degree programs, Penn is home to interdisciplinary institutions such as the Institute for Medicine and Engineering, the Joseph H. Lauder Institute for Management and International Studies, and the Management and Technology Program.

Powerful Research

With 165 research centers and institutes, research is a substantial and esteemed enterprise at Penn. As of fiscal year 2010, the research community includes over 3,800 faculty and over 1,000 postdoctoral fellows, over 5,400 academic support staff and graduate assistants, and a research budget of \$814 million. The scale and interdisciplinary character of research activities make Penn a nationally-ranked research university.

The Faculty

Penn employs 2132 faculty: 1413 full time, 719 part-time

The student to faculty ratio is 6:1

Classes with fewer than 20 students:73%

Percent of full-time instructional faculty who have earned a Ph.D. or other terminal degree: 100%

The Student Body

Over 9,750 undergraduate students: 50.2% women, 49.8% men

Penn has an aggregate undergraduate graduation rate of 95 percent

Over 10,000 graduate/professional students

Total number of undergraduate students that are international and percentage of student body that is international: 967 (9.9% of student body)

International students represent 96 countries

Total number of first-year international students, and percentage of first-year students that are international: 237 (9.8% of first-year students)

Out-of-state students: 83%

Region from which the majority of U.S. students come: Middle Atlantic

Students who live in campus housing: 62%

Students who live off campus: 38%

Undergraduate students age 25 and older: 1%

Average age of full-time students: 20

Average age of all undergraduates (full and part time): 20

Diversity breakdown of first-year students:

- African American: 8%
- Asian American or Pacific Islander: 18%
- Hispanic: 6%
- International: 10%

The Academic Program

Degrees offered:

- Bachelor's
- Post-bachelor's certificates
- Master's
- Doctorate

Undergraduate Schools

Penn's four undergraduate schools, with their Fall 2009 student populations, are:

- The College at Penn (School of Arts and Sciences): 6,380
- School of Engineering and Applied Science: 1,607
- School of Nursing: 544
- The Wharton School: 1,896

Graduate and Professional Schools

Penn's 12 graduate and professional schools, with their Fall 2009 student populations, are:

- Annenberg School for Communication: 90
- School of Arts and Sciences: 2,355
- School of Dental Medicine: 593
- Graduate School of Education: 1,605
- School of Engineering and Applied Science: 1,141
- School of Design: 672
- Law School: 901
- School of Medicine: 1,598
- School of Nursing: 512
- School of Social Policy & Practice: 380
- School of Veterinary Medicine: 487
- The Wharton School: 2,311

Please visit Penn's website for a complete listing of majors and minors.

Financials

Total University Budget: \$5.667 Billion (Fiscal Year 2010)

Budgeted Payroll (including benefits): \$3.053 Billion (Fiscal Year 2010)

Endowment: \$6,233,271,000

Undergraduate Tuition and Fees: \$40,514 (Academic Year 2010 – 2011)

Room and Board Fees: \$11,430 (Academic Year 2010 -2011)

The Department of Business Services

Penn's Business Services Division (BSD) provides the leadership, business practices, facilities, and services needed to develop and maintain a hospitable, community-friendly, and service-oriented campus environment. The division is lead by vice president for business services, Marie Witt. She is an alumna of Penn with more than 25 year experience at the University and has served in the vice president position since 2004. The Business Services Division consists of twenty-one departments and approximately 400 full-time employees. Witt's senior leadership team includes:

- An associate vice president who oversees communications and external relations, marketing and business development, information systems and technology, software licensing, and the Penn Bookstore and Computer Connection;
- An executive director who oversees housing services, conference services, off-campus services, Penn dining, and the University Club;
- A director of publication services;
- An executive director of fiscal operations who oversees finance, Penn home ownership services, and the Inn at Penn and the Penn Tower Hotel Sheraton;
- The director of the arboretum;
- The director of purchasing who oversees purchasing services and travel services;
- And, a director of human resources.

Mission Statement

Provide high-quality service in a fiscally responsible manner.

Vision Statement

Set the Standard!

Core Values

Accountability: good stewardship in all business practices

Adaptability: efficiently changing when the situation or environment calls for it

Collaboration: effective teamwork and strong partnerships across the division and the university

Customer Responsiveness: engaging our customers and incorporating their feedback to help improve our services

Skills Development: building the knowledge we need to grow and excel in our individual and divisional roles

Workplace Diversity: embracing various backgrounds and perspectives in our workforce so we can best serve our broad customer base.

The organizational chart for Business Services is available at: <http://www.business-services.upenn.edu/contact.html>

History of the Position/Leadership Environment

The director of business services oversees transportation, parking, mail services, and the Class of 1923 ice rink. The organizational chart for the business services division has changed as demand for services in each of the departments has increased or contracted. For example, the growth of the Penn community, combined with campus expansion, has increased the demand for transportation and parking services while technology and electronic communication has greatly reduced the demand for mail and publication services. Investments in campus assets such as hotels, child care and sustainability programs have also influenced the organization.

Turnover at the senior manager level has been minimal and several staff members have a lengthy tenure of service to Penn. The director of business services position became available in April 2010 when the then director left to seek another opportunity. The former director had held the position for approximately 11 years. The University launched a search for a new director in late Spring 2010; however, due to a limited number of qualified applicants has recently engaged SJG—The Spelman & Johnson Group to expand its efforts to identify talent to fill this important role.

Parking Services

Penn Parking Services manages 25 lots and garages around the Penn campus. While many of Penn's parking lots are reserved for permit parking for University and University of Philadelphia Health System faculty, staff, and students, Penn Parking also offers visitor lots and garages which are open to the general public at competitive rates. Parking services handles the permits for the hospital lots but it does not operate them. Technology improvements such as using Penn's ID card (PennCard) to access parking and partnering with the regional transit system (SEPTA) on its new fare payment system are currently under review. Overall, the lots are clean and safe, customer's needs are met, and the department has a good reputation across campus. However, parking space is limited and everyone always wants the best space. This is not unique to Penn. Bryan Isola is the Associate Director of Parking Services and he has been at Penn for approximately seven years. There are approximately 40 staff members within the department. The computer software system for the department is AIMS. The new director of business services will need to manage parking so that it continues to operate profitably.

The director of business services is assisted by Jordan Tegtmeyer, who serves as associate director of finance and administration. Jordan joined the division 5 years ago as a senior financial analyst and is responsible for the budget management and reporting across the departments as well as supervision of the staff in the central office. Jordan's role was designed to serve in both an advisory and support capacity for the director.

Detailed information about parking policies, fees, current construction updates, and permits can be viewed on the Parking Services website at: <http://www.business-services.upenn.edu/parking/>

Transportation Services

This comprehensive system provides effective, efficient, and safe integrated transit on and around campus within specific service boundaries. Transit Services are free of charge to all Penn community members holding a valid PennCard. Penn Shuttle provides "to door" transportation off-campus within Penn Transit's service area every day of the week between 6:00 p.m. and 7:00 a.m. From 3:00 a.m. to 7:00 a.m., a limited on-call service is available. There are four different Penn Shuttle routes: East, West, North, and Xtra. On a busy night the department may receive over 300 calls requesting transportation. During the day, they receive between 40–70 requests. Additionally, the department provides charter services for field trips and sports. Between 450–500 Penn Pass transportation cards are distributed to students per semester.

Construction of a new science and technology complex requires transportation operations to relocate to a new facility in the fall of 2010. This will provide an exciting opportunity for the new director of business services as the new hub will allow for the expansion of service and maintenance of its fleet of vehicles. A bay wash, fueling area, nitrogen for tires, showers, lockers, and offices for staff will be available. The new facility will also allow the university to further pursue sustainability issues. The new director will need to be flexible and adept at handle the logistics of relocation without any interruption of services.

Ron Ward is the current associate director of transportation services and he has been at Penn for over 25 years. He oversees a dedicated staff of 16 full-time and 50 part-time staff. Departmental morale is positive despite apprehension over the upcoming relocation to a currently undetermined location. The new director will need to provide leadership during the relocation and transition to a new facility. The new director will also need to assume a leadership role in providing transportation services that are efficient, safe, and meet the changing needs of the community while also being cost-effective. Educating the Penn community about the available transportation services is an ongoing effort.

Additional information about transportation routes, maps, partnership programs, etc. may be found at: <http://www.business-services.upenn.edu/transportation/>

Mail Services

Penn Mail Services is responsible for the processing of all intramural mail and outgoing mail:

- First Class
- International
- Priority
- Air
- Express services
- Permit mailing

The department provides delivery and pick-up on campus and as such handles approximately 2.1 million pieces of mail annually. The department has four vans and five box trucks and a staff of ten union mail carriers, three temporary employees, and three administrators. Lerence Melton is senior supervisor of mail services and he has been at Penn for approximately eight years. The department is credited for its flexibility and ability to adapt to the changes in technology that have dramatically impacted the demand for mail service. An outside consultant is conducting a review of services provided with an eye on further enhancing efficiencies. The new director of business services is expected to provide oversight to any future changes and/or efficiency improvements.

Penn Publication Services, in collaboration with Penn Mail Services, is responsible for the University's Bulk Mail and Lettershop Services, designed to enhance direct and bulk mailing services offered to the Penn community.

Class of 1923 Ice Rink

The Class of 1923 is a full service ice skating arena offering daily public skating sessions, open hockey and freestyle sessions, group and private lessons, party room, snack bar and skate sharpening from September through April. The Rink is home to Penn and Drexel Men and Women College Teams, as well as numerous high school and middle school teams throughout the Philadelphia area including the Philly Roller Girls Women's Roller Derby. This 2,900-seat arena located on the southern most point of the campus nearing the center city was the crown jewel of the athletic department in 1972. Made primarily of poured concrete, the 60,000 square foot arena is supported by four 22 foot concrete columns around the exterior of the facility. The lower concourse includes six locker rooms, full service concession stand, warm area Quaker Room overlooking the ice surface, and skate rental room totaling 6,400 square feet. The ice surface itself is 85'x 200' and totals 18,000 square feet. The upper concourse, consisting of 14,000 square feet of space, includes four restrooms and two concession stands and two entrances on Walnut Street, which complete the building's professional feel. Designed by Robert C. McMillian Associates, this building was a benchmark in ice arena design. After 34 years of operation the facility still operates as the largest collegiate arena in Pennsylvania.

The general manager of the rink is Byran Isola and he is ably assisted by a rink manager and a operations manager. Detailed information about figure skating opportunities, facility rental, etc. may be found at: <http://www.business-services.upenn.edu/icerink/facility.html>

Challenges and Opportunities for the Position

These enumerated priorities and challenges are in no specific order:

- A new transportation hub with expanded operational facilities is expected to open in fall 2010 and the director of business services will be a key player in the smooth transition to the new facility;
- The new director will need to take a leadership role in the effective utilization of the new transportation facility;
- Penn is continually building and changing/expanding its footprint in downtown Philadelphia and the new director of business services will need to be nimble in responding to the changing demands and needs for services;
- The parking department is in good order but changes in technology may provide greater efficiencies and return on investment (ROI);
- Support and expand the division's commitment to providing high-quality services in a fiscally responsible manner;
- Develop and implement a system to replace the current option of cash-only payment for parking;
- Penn's urban location makes the transportation of goods, services, and people uniquely challenging;
- Penn is committed to addressing sustainability issues and the director of business services will need to take a leadership role in this area, particularly as it relates to transportation;
- Reviewing current policies and practices and benchmarking with peers and industry standards is an important aspect of this position.

Characteristics of the Successful Candidate

Penn seeks candidates with the following characteristics and/or skill set:

- Demonstrate strong entrepreneurial and innovative business skills;
- Be adept at managing multiple areas;
- Possess a positive track record that demonstrates an ability to conceive, execute, and evaluate a strategic plan coupled with the savvy needed to enlist critical support;

- Exhibit strong and effective resource (staff and technology) deployment skills;
- Showcase the capacity to lead, mentor, and meld staff into a highly effective team;
- Have a high capacity to adapt to changing circumstances;
- Exhibit strong leadership ability that delineates action and organizational direction while simultaneously engendering confidence among others;
- Demonstrate a record of superior communication and presentation skills, successful relationship-building, and collaboration with internal and external constituencies;
- Must be an innovator and change catalyst—willing to take calculated risks and lead with conviction;
- Maintain an open door policy and remain highly visible among key constituents;
- Possess the interpersonal skills necessary to communicate effectively with a broad variety of constituents, as well as people of influence in many different sectors;
- Possess strong talent acquisition skills and the ability to effectively manage, train, motivate, and lead staff which enables departments to achieve greater success;
- Exhibit a positive attitude and high energy level;
- Have proven ability to collaborate and use influence rather than authority to achieve goals.

Qualifications

Qualifications for this position include a bachelor's degree with eight to ten year's related, and progressively responsible, experience. Advanced degree (MBA or masters in urban planning) candidates are preferred. Penn seeks a leader with proven management and leadership ability; demonstrated strength in budget management; and planning and effective project management skills. The position requires an understanding of, and commitment to, the goals and values of an academic community, strong communication and problem solving skills, and the ability to collaborate effectively with diverse internal and external constituencies. Experience with current practices and trends in transportation and parking is preferred.

Measures of Success for the Position

The following items will define the new director's success at the end of the first year of employment:

- The director has established positive working relationships and collaborations with a wide variety of internal and external stakeholders and has a track record of leadership on important priorities;
- The transition to the new transportation hub is complete and all fleet maintenance opportunities are utilized;
- The staff in each of the offices reporting to the director have a clear set of guidelines and are working toward a clear set of enumerated goals;
- Complaints about the services provided by transportation, parking, or mail are quickly addressed;
- Return on investment (ROI) is continually analyzed and enhanced;
- Resources are effectively deployed;
- There is a sense of building and forward momentum throughout the transportation and parking offices.

Benefits Overview

The same attributes that make Penn a great university also make it an outstanding employer: a commitment to excellence, an emphasis on diversity, an appreciation for lifelong learning and a belief in developing the whole person. Penn takes exceptional pride in recruiting and retaining outstanding employees who share these values. Towards that end, Penn offers an attractive benefits package that includes:

- Medical Plans – HMO, PPO (offered through PennCare/Independence Blue Cross) or POS (offered through Keystone or AmeriHealth);
 - Prescription Drug Coverage;
- Dental Plan – offered through Penn Faculty Practice or MetLife Preferred Dentist Program;
- Vision Plan;
- Basic Life & Long Term Disability (LTD);
- Retirement Plans - TIAA-CREF or VanGuard;
- Tuition (undergraduate and graduate) Remission for staff and dependents;
- Flexible Reimbursement Account;
- Family and Medical Leave;
- Wellness Program.

For more detailed information about Penn's benefits including eligibility, please visit:
<http://www.hr.upenn.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 Martha Smiles at mhs@sjgsearch.com. If you are unable to submit materials electronically, please call SJG at 413-529-2895.

SJG — The Spelman & Johnson Group

Penn - Director of Business Services
Martha Smiles, Senior Associate

Visit the University of Pennsylvania's website at www.upenn.edu

The University of Pennsylvania is an EOE. Minorities/Females/Individuals with Disabilities/Veterans are encouraged to apply.

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