



The Spelman & Johnson Group

Position Specification
Associate Director, Department of Housing & Food Services
University of Washington
Seattle, Washington

Brief History and Background of the University of Washington

In 1860, the Legislative Assembly of Washington Territory passed "An Act to Relocate the Territorial University" in Seattle, "provided a good and sufficient deed to ten acres of land, eligibly situated in the vicinity of Seattle, be first executed to the Territory of Washington for University purposes." In 1861, early Seattle leaders donated land on a forested 10-acre knoll overlooking Elliott Bay, and the University was established in what is now downtown Seattle.

The Territorial University of Washington opened November 4, 1861. The fledgling University was little more than a backwoods school, which closed for lack of funds several times during its earliest years. The first faculty consisted of one professor who taught a curriculum that included Latin, Greek, English, history, algebra, and physiology. By the time Washington became a state in 1889, the University was firmly established as an institution of higher education. Growing enrollment and the lack of available land soon made a larger campus necessary, and in 1895 classes opened in Denny Hall, the first building on the present Seattle campus. In 1909 the University of Washington was the site of a world's fair, and the exposition opened a new period for the University as national attention was focused on it and the Pacific Northwest.

Since World War II, the University has earned an international reputation for its research and graduate programs. It is a leader in a variety of fields. Research is of great benefit to the broader community, and undergraduates benefit by learning from professors who are at the forefront of generating new knowledge. The University's graduate programs are among the most highly rated in the nation, and the University of Washington is one of the preeminent research universities in the world. The primary goal of the university is the preservation, advancement and dissemination of knowledge. It is defined in part by the breadth and scope of its research mission and its strong commitment to excellence and innovation in all areas of discovery and learning. The university fosters an environment in which its students can develop mature and independent judgment, and an appreciation of the range and diversity of human achievement.

Appointed by the Governor, the university is governed by a 10-member Board of Regents, which includes one student. The president leads the administration, the executive vice president manages the fiscal affairs and the provost serves as the chief academic and budgetary officer.

University Vision

The University of Washington educates a diverse student body to become responsible global citizens and future leaders through a challenging learning environment informed by cutting edge scholarship. Discovery is at the heart of our university. We discover timely solutions to the world's most complex problems and enrich the lives of people throughout our community, the state of Washington, the nation, and the world.

University Values

The University of Washington has named several key values that guide the work of the institution and the actions of its members. They are:

- Integrity
- Diversity
- Excellence
- Collaboration
- Innovation
- Respect

University Vision and Values: *“Uniquely Washington”*

The University of Washington's vision and strategic priorities reflect the core values and culture that make us great and unique.

UW Standard of Excellence

We recruit the best, most diverse, and innovative faculty and staff from around the world, encouraging a vibrant intellectual community for our students. We link academic excellence to cutting edge research through scholarly exploration and intellectual rigor. We hold ourselves to the highest standards of ethics, as a beacon for our community and the world.

Academic Community

We are educators and learners. We promote access to excellence and strive to inspire through education that emphasizes the power of discovery and the foundation of critical and analytic thinking. We foster creativity, challenge the boundaries of knowledge, and cultivate independence of mind through unique interdisciplinary partnerships.

World Leaders in Research

We have grown into the most successful public research university in the nation in attracting support for our research. Ours is a proud culture of innovation, collaboration, and discovery that has transformational impact.

Celebrating Place

The natural beauty of the Pacific Northwest envelops us. This is an important element of who we are, for this awe-inspiring place not only anchors us, it reaffirms our desire to effect positive change in the world around us. We accept gratefully our role in preserving and enhancing Washington: the place, the people, our home.

Spirit of Innovation

As Washingtonians, we are profoundly optimistic about our future. Based on our past and present, we find inspiration for the future. Ours is a culture with a determined persistence that engenders innovation and a belief that our goals can be realized.

World Citizens

We are compassionate and committed to the active pursuit of global engagement and connectedness. We assume leadership roles to make the world a better place through education and research. We embrace our role to foster engaged and responsible citizenship as part of the learning experience of our students, faculty, and staff.

Being Public

As a public university we are deeply committed to serving all our citizens. We collaborate with partners from around the world to bring knowledge and discovery home to elevate the quality of lives of Washingtonians. This measure of public trust and shared responsibility guides our decision-making as well as our aspirations and vision for the future.

Profile of the President – Dr. Mark Emmert

Mark A. Emmert became the 30th president of the University of Washington, his alma mater, in June 2004. He is committed to building on the UW standard of excellence to produce a transformative learning experience for students and improve the lives of the citizens of the state of Washington and beyond. Since taking office, Emmert has led an array of efforts ranging from revitalizing undergraduate education to improving workplace culture. He has championed accessibility and diversity, and has strengthened the University's commitment to sustainability and environmental stewardship. In addition, he has developed and overseen a comprehensive strategic plan to put the UW on a more competitive financial footing with its peers. Also during Emmert's tenure, the University completed the most successful private fundraising effort in its history which raised more than \$2.68 billion.

Emmert is a seasoned academic leader. Prior to assuming the presidency at the University of Washington, he was chancellor at Louisiana State University. There, he guided a highly collaborative effort known as the Flagship Agenda, an action plan aimed at establishing LSU as a nationally competitive research university. Emmert also served as chancellor of the University of Connecticut and held administrative and academic positions at the University of Colorado and Montana State University. He was a J. W. Fulbright Administrative Fellow in Germany and an American Council on Education Fellow.

Among his professional activities, Emmert is a member of the Council of Foreign Relations, sits on the National Security Higher Education Advisory Board, and serves as Chair of the Worldwide Universities Network Executive Group. He is also an active member of the Seattle community, serving on the Board of Trustees for the Greater Seattle Chamber of Commerce and as Co-chair of the Prosperity Partnership, a coalition of more than 260 organizations dedicated to developing and implementing a common economic strategy for the central Puget Sound region.

A native of Fife, Washington, Emmert attended Green River Community College before he transferred to the University of Washington. He graduated from the UW in 1975 with a degree in political science. He received his master's degree in 1976 and his doctorate in 1983, both in public administration from the Maxwell School of Syracuse University.

The National Collegiate Athletic Association in April 2010 tapped Mark A. Emmert as its next chief executive. He will start with the NCAA in November of 2010.

Provost Phyllis Wise to Serve as Interim President Starting Fall 2010

The University of Washington Board of Regents at a special public meeting recently voted to appoint Phyllis M. Wise, UW Provost and Executive Vice President, to serve as interim president of the University of Washington starting this fall when President Emmert leaves for the NCAA. As provost, Wise is the University's chief academic and chief budget officer, and the second-highest university administrator. She will be the first woman and the first Asian-American to serve as UW president.

Wise, who is a member of the National Academy of Sciences' Institute of Medicine, is a professor of Physiology and Biophysics, Biology, and Obstetrics and Gynecology. She previously served as dean of the College of Biological Sciences at the University of California, Davis, from 2002 to 2005. Prior to that, she was professor and chair of the Department of Physiology at the University of Kentucky from 1993 to 2002. Wise was a faculty member at the University of Maryland, Baltimore, from 1976 to 1993, promoted through the ranks to full professor of physiology in 1987. She holds a bachelor's degree (1967) from Swarthmore College in biology, a doctorate (1972) in zoology from the University of Michigan and an honorary doctor of science (2008) from Swarthmore.

University of Washington – Quick Facts

Founded: November 4, 1861

Type: Public, research university, with campuses in Seattle, Tacoma, and Bothell

Acreage: 643 in north-central Seattle (Seattle campus)

Buildings: 218 (Seattle campus)

Instructional Faculty: 5,722

Faculty and Staff: 34, 627

2010 Fall Student Enrollment: 47,361 (42,933 on Seattle campus)

- Undergraduate: **32,718**
- Graduate and professional: **13,225**
- Nonmatriculated: **2,061**

2009-2010 Annual Tuition and Fees

Undergraduate

- Resident: **\$7,692**
- Nonresident: **\$24,367**

Overview of the Division of Student Life

The Division of Student Life is responsible for a broad array of educational and support programs and services at the University of Washington. The Division is committed to students' whole development - mind, body, purpose, spirit, and meaning, and is comprised of 17 departments and offices that play an integral role in students' education.

Student Life has undertaken a process to align the work of the Division with the University of Washington's Vision and Values, by clarifying the areas where Divisional work furthers the purpose of the University as a whole. The programs and services of Student Life are dedicated to providing educational experiences that

assist students in the practice of self-discovery, in preparation for becoming responsible future leaders and citizens of the world.

Offices within the Division include:

- Career Center
- Community Standards and Student Conduct
- Counseling Center
- Disability Resources for Students
- Fraternity and Sorority Life
- Health and Wellness Programs
- Housing and Food Services
- Office of Admissions
- Office of Business Services and Veterans Affairs
- Office of Ceremonies
- Office of the Registrar
- Recreational Sports Program
- Student Activities and Union Facilities
- Student Financial Aid
- Student Publications
- University Police Department
- Scholarships & Student Life, University Advancement

Profile of the Vice Provost for Student Life – Eric Godfrey

As Vice Provost for Student Life, Eric Godfrey provides leadership for a wide-range of programs and services that support students in their transition to the university and deepen their out-of-class experiences. Prior to coming to the University of Washington, Eric worked in Student Life at Pacific Lutheran University, Penn State and California State at Long Beach. In 1981, Godfrey joined the University of Washington as Director of Financial Aid. He was promoted to Assistant Vice President for Student Affairs two years later. He served in that role until 2001. In 2001, he took the lead in creating the Office of Scholarships and Student Programs, a unit of the Office of Development and Alumni Relations in charge of increasing private support for students, including an ambitious University-wide diversity scholars initiative. Since 2001, that office has raised more than \$40 million dollars in new scholarship support.

Profile of the Director of Housing & Food Services – Pam Schreiber

Pam Schreiber currently serves as Director of Housing & Food Services at the University of Washington, the most recent step in a 25-year career that has almost entirely been in housing and student affairs. She began in student housing as a resident adviser while attending the University of Wisconsin-Whitewater for her bachelor of arts degree in social welfare, and then went on to earn a master of arts degree in college student personnel from Bowling Green State University (BGSU) and a doctorate in adult education from the University of Georgia. She has held professional positions with increasing responsibilities at BGSU, the University of Florida, the University of Georgia, Hodges University, Florida Gulf Coast University and now at the University of Washington. She has contributed to the housing profession by serving on the ACUHO-I Executive Board, various committees, and as a presenter and facilitator at various conferences and institutes. Pam's philosophy, as reflected in her leadership style, is that the on-campus residential experience directly contributes to students' success as young adults and scholars and that every member of the housing team contributes to making a difference in the lives of these residents.

Housing and Food Services Organizational Chart

In addition to the AD for Student & Financial Services, the following individuals and programs report to Pamela Schreiber, Director of Housing and Food Services:

Chris Jaehne, Assistant Director for Residential Life

Cheryl Ewaldsen, Assistant Director for Human Resources

Karen Yuhas, Assistant Director for Information Technology

Storm Hodge, Assistant Director for Food Services

Rob Lubin, Associate Director for Facilities Operations

Deborah Costar, Assistant Director, Communications/Marketing

Responsibilities of the Position

The Associate Director, Department of Housing & Food Services (AD) is the senior financial professional for HFS. Reporting to the Director, the position serves as a member of the leadership team. The AD will participate as a team member in an open, cooperative, and collaborative style to develop innovative business strategies to support the continued growth of this dynamic organization. In addition, the new AD will facilitate the integration of planning, budgeting, occupancy management, and departmental decision making; develop and oversee departmental financial processes and decisions; create business plans and alternatives; create proposals for partnering with other campus stakeholders and private partners; utilize benchmarking in the development of performance measures; conduct cost and revenue forecasting; create and maintain appropriate local data bases of key information including financial, resident occupancy, and other data as needed; and, integrate this data into ongoing departmental and unit management. The AD directly assists in the developing, monitoring, analyzing, and reporting on the annual departmental operating budget of \$61 million dollars. Further, the new AD is also responsible for a cash vault, managing two accounting entities, ensuring that internal HFS systems and the University systems mesh, and has direct supervision of five professional staff and indirect supervision of an additional 33 staff.

Additional responsibilities include:

Financial Planning and Decision Support

- Facilitate the integration of planning, budgeting, and departmental decision making, including:
 - Development and oversight of analytical capabilities that inform financial decisions
 - Business plans and alternatives
 - Financial and managerial analysis
 - Identification of UW campus stakeholders as well as, private partners to develop collaborations
 - Benchmarking and development of performance measures
- Conduct cost and revenue forecasting;

- Support the department leadership in the expansion of revenue sources to supplement traditional sources of revenue;
- Develop pro forma operations related to the growth and capital development of Housing and Food Services;
- Coordinate with financial consultants and bond counsel for the issuance of tax-exempt bonds for financing construction and renovation projects;
- Propose the character and extent of insurance against losses and risks; coordinate with Risk Management for annual renewal of insurance policies and for liability claims;
- Develop and manage fiscal and selected administrative policies and procedures.

Business Operations and Services

Direct the following functions and ensure compliance with applicable University, state and federal requirements and regulations:

- Financial accounting and reporting, including debt service and assets
- Management of internal controls
- Reconciliation of accounting activities and reports
- Accounts receivable
- Accounts payable
- Cashiering
- Budget control
- Payroll
- Contract administration, including purchasing and procurement
- Annual budget development and rate approval process
- Conference services
- Student and Desk Services
- Financial reporting to the Associate and Assistant Directors and unit managers
- Data management and systems integration
- Occupancy management
- Debit/One Card

Department Leadership

- Maintain communications and serve as liaison with other University departments that have an interest in the financial and business affairs of the department, including Internal Audit and the Financial Management Division;
- Advise the department leadership on performance of operating units and financial results, recommend needed improvements;
- Serve as a member of the department's senior leadership team;
- Develop business continuity plans;
- Leadership in ensuring the optimal use of department resources that enhance the student experience in the residence halls, apartments and dining units throughout campus.

Characteristics of the Successful Candidate

A bachelor's degree in business administration, accounting, public administration, hotel restaurant administration, or related field; seven years of progressively responsible experience in budgeting, accounting, and financial management; and five years of supervisory and mentoring experience are required. A master's degree with ten years of experience is preferred.

Candidates must possess a proven track record of fostering diversity in the workplace while creating a positive work environment supportive of professional development; an applied knowledge of the integration of a variety of computer systems/technology to support business operations, analyses, and reporting applicable to financial and food services management; creativity and resourcefulness with a high degree of flexibility, as well as, problem solving and strategic planning ability; demonstrated experience in strategic visioning and financial planning and analysis; strong team management and leadership experience with ability to develop and strengthen growing units; and a demonstrated ability to work effectively, while maintaining excellent working relationships with faculty, staff, and students.

Additionally, the following characteristics and attributes of an ideal candidate were consistently identified by various stakeholders of the position at UW:

- Documented capacity to lead, mentor, develop, and inspire a creative, goal-oriented, and resourceful organization;
- Possess a professional portfolio that demonstrates proven success in achieving strategic targets;
- Must exhibit strong creativity and innovative capabilities balanced with an ability to successfully implement new initiatives and maximize available resources;
- Ability to teach HFS staff effective and appropriate financial functions;
- Possess a background in student affairs, particularly within housing and food services, or related higher education experience;
- Be proficient with the use of data in all phases of the decision process and exhibit skill in extrapolating and analyzing data to drive decision making, particularly financial analyses for expanded success;
- Must inspire others and recognize that the achievement of the entire HFS department will necessarily engage the entire UW community;
- Show visionary leadership coupled with the ability to take theory and put it into practice, particularly the role of housing and food services in the retention of students to the institution;
- Exhibit a collegial and approachable style that invites collaboration and mutual support;
- Must be a consummate team player and collaborator, able to build strong working partnerships across the institution and with many external constituencies;
- Ideally, bring a knowledge of large, public, urban education;
- Understand the complementary role that housing and food services plays with the academic mission of the University;
- Must be a resourceful and resilient problem-solver who can work “hard” and “intelligently”;
- Demonstrate an ability to lead change and, along with other key stakeholders, shape the strength and character of UW;
- Embrace the institutional and departmental mission.

Likely Priorities and Challenges of the Position

The new AD will need to have the vision, creativity, and team-building skills to further develop a strong and vibrant staff, which is essential to meeting organizational objectives. Fully integrating the units into the overall

department, while ensuring policies and procedures are consistent with other department practices, is a key priority. Additionally, the new AD will play a key role in maintaining strong policies and procedures to ensure overall financial success of the department and developing new policy when warranted.

Additional priorities and challenges include:

- The new AD will need to build credibility among staff, both within the department and UW at large;
- An interest in technology change and/or enhancements needs to be balanced with the requirements for proper accounting methods;
- Utilizing systems in a more effective and efficient manner;
- Create on-going training throughout HFS regarding processes and procedures;
- The AD must actively cultivate relationships with staff within the department and the University;
- A keen interest and motivation in actively engaging and dialoguing with staff, at all levels, will be essential to the new AD's success;
- Creative deployment of available resources is essential; the new AD must be equipped to monitor the effectiveness of existing staffing models and determine where adjustments in staff assignments and/or reporting structure may be beneficial;
- The new AD must actively collaborate with the senior leadership group as an active participant including sharing in plans and direction of the entire department, as well as in all other decisions;
- A thorough assessment of all policies and procedures will be essential in determining where the greatest viable expansion of current programs and development of new initiatives exists, while creating a culture of assessment within division.

Measures of Success for the Position

At an appropriate interval after joining UW the following items will define success for the new AD:

- A seamless transition into the management of the entire area, including, but not limited to a strong working relationship with peers and direct reporting staff members;
- Establish a sense of leadership beyond the specific area of student and financial services, improving communication throughout the organization, engaging stakeholders in discussions to identify and resolve issues that cross unit functions;
- Enhance understanding between Student and Financial Services and all other aspects of HFS, especially Food Service, and ensure that all units collaborate when making decisions;
- Analyze report content and timing needs of units and initiate appropriate systems response meeting the needs of other departmental areas;
- Move this newly created comprehensive area into a cohesive unit complementing the whole department;
- Begin using assessment as a rubric for success within these organizations, including organizational standards, procedures, policies, and other means of measuring positive outcomes;
- Mutually agreed upon targeted goals are met without significant increases in departmental cost;
- The Student and Financial Services operation is strengthened with enhanced leadership and budget planning that is responsive to changing student and departmental needs;
- Students are receiving clear, easy to understand information regarding policies, procedures, and practices;
- A strong collaborative relationship is established with all members within the division.

Salary and Benefits Overview

The salary is very competitive and the position includes the following benefits:

- Medical and Dental Insurance from a variety of managed and preferred plans
- Long Term Disability Insurance
- Paid Holidays (10 days annually) plus a Personal paid holiday
- Vacation Leave (24 days annually)
- Accrued Sick Leave
- Flexible Spending Accounts
- Life and Accidental Death & Dismemberment Insurance programs
- Dependent Care Assistance Program
- Hometown Home Loan Program
- Discounted Transportation Passes
- Work/Life Programs
 - Childcare and Parenting Programs
 - TLC Sick Childcare
 - Caregiving Resources Program
- Training and Education
 - Tuition Exemption Program
 - Professional & Organizational Development
- Wellness Programs and Employee Assistance Resources
- Long Term Care Insurance
- Group Auto, Home, Renter, and Boat Insurance
- Workers' Compensation
- Retirement Plans
- Tax-deferred Supplemental Retirement program

For a complete outline of benefits provided by the University, please visit the UW benefits website at www.uw.edu/admin/hr/benefits/

Application and Nomination

Review of applications begins immediately and will continue until the position is filled. For optimal consideration, please submit materials by August 13, 2010. A resume and 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 jnh@spelmanandjohnson.com. If you are unable to submit materials electronically, please call 413-529-2895.

SJG — The Spelman & Johnson Group
UW – Associate Director, Department of Housing & Food Services
Jennifer N. Hiatt, Search Associate

Visit the University of Washington website at www.uw.edu

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