



The Spelman & Johnson Group

Position Specification
Director of Facilities for Housing & Residential Education
University of South Florida
Tampa, Florida

Background

The University of South Florida is one of the nation's top public research universities and one of only 25 public research universities nationwide with very high research activity that is designated as community engaged by the Carnegie Foundation for the Advancement of Teaching. USF was awarded more than \$300 million in research contracts and grants last year. USF offers 233 degree programs at the undergraduate, graduate, specialist and doctoral levels, including 91 bachelor, 98 master, two education specialist, 38 research doctoral, and four professional doctoral programs. The University has a \$1.6 billion annual budget, an annual economic impact of \$3.2 billion, and serves more than 47,000 students on campuses in Tampa, St. Petersburg, Sarasota-Manatee and USF Polytechnic. USF is a member of the Big East Athletic Conference.

One of Florida's top three research universities, USF provides a dynamic and diverse learning environment that inspires innovation, creativity and collaboration. Academics are anchored by distinguished faculty and supported by cutting-edge facilities and technology. From biochemistry to ballet, economics to engineering, USF's extensive range of disciplines enables students to discover their passions — and dedicated faculty help translate those passions into career pursuits.

USF is the ninth largest public university in the nation with more than 47,000 students on four campuses, offering:

- 233 degree programs at the undergraduate, graduate, specialty and doctoral levels, including the doctor of medicine
- 1,937 faculty members who are world-class scholars and researchers as well as expert teachers; nearly all holding Ph.D.s or the equivalent highest degrees in their fields
- 91 undergraduate majors across 13 schools and colleges
- 98 master's degrees
- 38 doctoral programs
- Graduate certificates, non-degree seeking study, non-credit continuing education courses and teacher certification

USF believes a university can help change the world. To do that, academic programs are innovative as well as pragmatic. Learning moves from the theoretical in the classroom to practical application in the laboratory, the community and the world.

- USF students are engaged in their disciplines through internships, research opportunities, study abroad, work and service experiences.
- Students are at the forefront of emerging technologies and new sciences, assisting with breakthroughs in fields such as medicine, biotechnology, engineering and the environment with positive impact on lives around the world.
- Students participate in endeavors with global reach: USF is home to the Patel Center for Global Solutions and the only Confucius Institute in the state.

The focus of USF academics is to enable students to see how their specific disciplines can shape the global community... and how they, personally, can impact the world.

The Institution's Vision and Mission Statements

Vision

The University of South Florida envisions itself as a pre-eminent research university with state, national and global impact, and positioned for membership in the Association of American Universities (AAU).

Mission

As Florida's leading metropolitan research university, USF is dedicated to excellence in:

- Student access and success in an engaged, and interdisciplinary, learner-centered environment,
- Research and scientific discovery, including the generation, dissemination, and translation of new knowledge across disciplines; to strengthen the economy; to promote civic culture and the arts; and to design and build sustainable, healthy communities, and
- Embracing innovation, and supporting scholarly and artistic engagement to build a community of learners together with significant and sustainable university-community partnerships and collaborations.

USF Goals and Strategies

Goal 1

Expanding world-class interdisciplinary research, creative, and scholarly endeavors.

- Promote nationally and internationally distinctive and prominent research and graduate programs,

- Strengthen the University's research support infrastructure to enhance contracts and grants workflow and output – through critically examining the applicability of alternative models of F&A indirect cost distribution, and other innovative mechanisms,
- Focus on increasing the amount and proportional share of competitive federal research awards,
- Enhance and expand the talent pool of world-class, competitively-funded faculty members, postdoctoral fellows, and graduate students,
- Establish a salary enhancement program that rewards highly productive faculty in the areas of teaching and learning; scholarship, research and creative endeavors; and service and engagement, and
- Strengthen and support integrated and synergistic interdisciplinary research across disciplinary, departmental, college and campus boundaries.

Goal II

Promoting globally competitive undergraduate, graduate and professional programs that support interdisciplinary inquiry, intellectual development, knowledge and skill acquisition, and student success through a diverse, fully- engaged, learner-centered campus environment.

- Create and support globally competitive, relevant and distinctive academic programs that address the changing needs of the region, state and nation through innovative approaches to curriculum development and delivery,
- Provide increased access to excellence in higher education for students who demonstrate the aptitude to succeed,
- Enhance and expand the talent pool by shaping the enrollment profile of USF's undergraduate and graduate student body to reflect that found at a pre- eminent research university,
- Improve year-to-year retention and time-to-graduation; demonstrated acquisition of knowledge, communication and critical thinking skills; and competency to synthesize and apply new knowledge; together with providing an optimal college experience for all students,
- Build a sustainable campus environment at USF that meets the criteria for Carnegie classification as a “primarily residential” campus, and
- Improve and promote cultural and global literacy, foreign language proficiency, and the international competitiveness of USF graduates through significant growth in study abroad participation, an increase in fee-paying international students, and cross-cultural curriculum development.

Goal III

Expanding local and global engagement initiatives to strengthen and sustain healthy communities and to improve the quality of life.

- Establish a unified institutional structure to facilitate and promote community engagement, social enterprise, and global collaborations in education, research and service learning, including mechanisms for managing fiscal and human resources for student exchange, study abroad and international field placement programs, and faculty research, teaching, outreach and professional development opportunities,

- Develop an up-to-date clearinghouse of information about all the engagement currently occurring at USF and develop institutional systems to measure community engagement,
- Encourage and reward faculty effort in community engagement – require an annual faculty impact statement and explicitly introduce community engagement into USF’s promotion and tenure guidelines, and
- Encourage and reward student engagement in the community and explore the feasibility of acknowledging community engagement and other co-curricular activities on the official transcript.

Goal IV

Enhancing all sources of revenue, and maximizing effectiveness in business practices and financial management to establish a strong and sustainable economic base in support of USF’s growth.

- Refine business practices to ensure a strong and sustainable economic foundation at USF,
- Promote and sustain a positive working environment, significantly improve service quality, and improve staff support through providing competitive salary structures, expanding professional development opportunities, and building cross-functional teams,
- Build USF’s fundraising enterprise and endowment to a level commensurate with that found at a pre-eminent research university by completing a comprehensive campaign to support capital projects, endowed professorships and scholarships, and to supplement operating needs,
- Expand USF’s national identity through developing and implementing a comprehensive, cutting-edge branding campaign grounded in the discovery and dissemination of new knowledge; interdisciplinary collaboration; commercialization and economic development; and global engagement,
- Expand the commercialization of emerging technologies to enhance regional and state economic development, and
- Build a sustainable environment to support an expanded and improved teaching and research mission, a more engaged residential community, and a university-based global village.

Division of Student Affairs Vision Statement, Mission Statement, Values, and Strategic Goals

University of South Florida
The Division of Student Affairs
“Inspiring learning, Changing Lives – One student at a time”

Overview:

The Division of Student Affairs works to ensure a premiere student-centered learning environment at the University of South Florida. We believe that an integrated student experience is critical in educating the “whole” student. We are committed to the personal, social, civic, leadership, physical, character and intellectual development of our students as they live and learn in this diverse community. As a result, we provide programs, services, outreach activities, and facilities that enable

student learning and success which enhance the ability for students to apply learning outcomes to their lives.

There are six outcome cluster areas within the Division of Student Affairs: (1) Student Learning and Development; (2) Student Engagement and Involvement; (3) Community Building; (4) Student Health, Safety, and Wellness; (5) Student Services; and (6) External Support.

We accomplish our work by:

1. Creating innovative programs that meet students' developmental, spiritual, social, physical, psychological, health, and academic needs and interests.
2. Challenging and engaging students through supportive, learning-centered environments.
3. Developing integrated out of classroom learning experiences that strengthen the learning outcomes to include: critical thinking, integrity, interpersonal skills, leadership, and accountability.
4. Partnering (Academic Affairs, USF World) to ensure that students are successful and able to compete in a global society.
5. Promoting and reinforcing a campus community that provides opportunities to learn and function purposefully within a diverse, multicultural and international world.
6. Collaborating with faculty, staff, students and various communities to produce programs and services that enable students to acquire knowledge and experiences necessary for personal growth, wellness, and life long learning.
7. Utilizing financial, technological, and human resources responsibly to facilitate student learning and personal development.
8. Engaging in rigorous on-going evaluation and assessment of students, educators, and institutional learning environments to achieve desired learning outcomes.

What you can expect:

- A strategic look at the campus ecology to include an examination of aging facilities, opportunities for new structures, renovation possibilities, and innovative approaches o creating an environment for holistic student living and learning.
- A purposeful approach to creating programs that influence students' well being, physical and psychological health, social integration, and overall personal development.
- A staff that is well trained and possess the highest levels of professional credentials to offer the best opportunities to and for our students.
- A well adjusted, connected, and committed alumni who will maintain a life long affinity to the University of South Florida.
- A strong, well organized, and sustainable division where accountability is evident and contributes to the Association of American University aspirations of USF.

Vision, Motto, Mission and Values Adopted February 2009

Vision:

The Division of Student Affairs at the University of South Florida is a pre-eminent organization that inspires learning and transforms the lives of students for lifelong success.

Motto:

“Inspiring learning, changing lives, one student at a time”

Mission:

The Division of Student Affairs at the University of South Florida provides learning opportunities and environments for students to discover, integrate and apply new knowledge that increases their capacity for personal growth, responsible citizenship and ethical leadership.

Values:

The Division of Student Affairs values a positive, holistic student-centered learning environment characterized by integrity, excellence, diversity, engagement, community advocacy and wellness.

Goals and Strategies Adopted March 2009

Organizational Integrity

To be an accountable, credible, and sustainable organization where practices are aligned with our vision, mission and values.

- Strategy 1.1: Implement systems that allow for the transparent sharing of information among internal and external entities and facilitate data-driven decision making in the Division.
- Strategy 1.2: Recruit, retain and develop outstanding staff members based on nationally accepted standards to ensure alignment with University service and quality standards. (UG4/US2)
- Strategy 1.3: Expand opportunities for applied learning, scholarly research and collaboration within student affairs entities and between academic and student affairs programs. (UG1/US6)
- Strategy 1.4: Establish divisional infrastructures that utilize educational and business best practices. (UG4/US1)
- Strategy 1.5: Secure new financial resources and practice responsible stewardship. (UG1/US3; UG4/US1)

University Community

To develop optimal environments and experiences that foster students' development and life-long identification with and commitment to the university.

- Strategy 2.1: Develop programs, services and facilities that will enable USF Tampa Campus to meet the Carnegie criteria for a “primarily residential” campus. (UG2/US5)
- Strategy 2.2: Strengthen the student connection to the university and the broader communities through engagement and involvement (UG3/US1; UG3/US4)
- Strategy 2.3: Enhance current and develop new campus-wide collaborative programs that unite faculty, staff, students, and alumni. (UG3/US1)
- Strategy 2.4: Seek new opportunities to engage the diverse populations of our campus through programs, services and activities. (UG2/US4)

Globalization

To evolve world perspectives that encourage and facilitate scholarly engagement with local and global communities.

- Strategy 3.1: Identify and develop programs that incorporate meaningful opportunities for diverse perspectives. (UG3/US4; UG3/US1)
- Strategy 3.2: Ensure that students have access to engagement opportunities to participate in a global community. (UG3/US1) and (UG3/US4)
- Strategy 3.3: Provide opportunities for staff to develop diverse perspectives and awareness. (UG3/US1; UG1/US6)

Learner-Centered

To provide students with intentional learning opportunities which are designed to develop the following:

- critical thinking
- effective communication
- leadership development
- personal responsibility
- multicultural maturity and competency
- social responsibility
- well-being

through activities, programs and services that increase students' likelihood for success and persistence to graduation. (UG2/US4)

- Learning Outcome 1: Critical Thinking
Integrate complex information gathered from various sources and points of view as a guide for personal beliefs and actions
- Learning Outcome 2: Effective Communication
Exchange and/or comprehend information and/or ideas through verbal and nonverbal expression
- Learning Outcome 3: Leadership Development

Involves the ability to engage and positively empower self and others to inspire a shared vision, act with integrity, and work for effective action

- Learning Outcome 4: Personal Responsibility
Acknowledge one's feelings, perception, and actions in relation to others and the environment as influenced by choices in the past, decisions in the present and impact on the future
- Learning Outcome 5: Multicultural maturity and competency
Understand one's own identity and culture, seek involvement with people and experiences different from oneself, and value the impact of diversity on a global society
- Learning Outcome 6: Social Responsibility
Understand the obligation for involvement and positive contributions to individuals, communities, and others

➤ Learning Outcome 7: Well-Being
Integrate physical, emotional, intellectual and spiritual health and harmony.

Mission Statement of The Department of Housing & Residential Education:

The Department of Housing & Residential Education provides a safe community, innovative programs, and quality services that contribute to our residents' success by fostering their learning, personal development, and citizenship.

History of the Position/Leadership Environment

USF has experienced significant growth in Housing inventory on campus nearly doubling its inventory in the last ten years. The most recent housing complex to be added to the inventory was 1050 new suite style beds at Juniper Poplar residence hall which opened in Fall 2009. This building opening coincided with the institution's decision to require all first time in college students to live in university housing (exemptions granted for those students within three county area). This change supports the value placed upon the residential experience by the campus and administration in recognition of the positive correlation between an on-campus living experience and retention, graduation and satisfaction. As part of the University's strategic priority to achieve primarily residential classification from the Carnegie Foundation, Housing and Residential Education is actively pursuing a comprehensive Housing Master Plan and robust affiliation agreements with local property owners.

Upon arriving to USF in November 2009, Ana Hernandez, as the dean of housing & residential education, began examining the organization structure of the department. In an effort to better align the structure to allow for significant and rapid progress on the strategic priorities of the department, division, and campus, Hernandez has implemented a new structure from one where all the associate and assistant directors reported to one director (who, in turn, reported to the dean) to a structure where three newly created directors will report to Hernandez. These three Directors will form a senior leadership team for Housing and Residential Education and provide strategic leadership in

their respective roles while adding expertise on national best practices., Hernandez expects these three directors to help position the department to nimbly respond to competing priorities. Further, the position will need to assess training procedures, protocols, and the uses of technology and capitalize of new trends and opportunities. The three new directors will create strong leadership for this growing department while this specific new director position will oversee all aspects of the facilities for the division. USF's Housing & Residential Education has made positive strides within the division towards goals and objectives and this restructuring is clearly the logical next step. At this critical time in the history of the department, USF seeks a seasoned professional to provide clear vision and strategic thinking for the facilities area.

Ana Hernandez arrived to USF having most recently served as the director of family & graduate housing at the University of Illinois at Urbana-Champaign for seven years. Prior to that, Hernandez served as the assistant director of university housing for marketing within the same division. With twenty years of experience, Hernandez provides experienced and strong leadership for the division. Hernandez reports directly to the vice president of student affairs, Dr. Jennifer Meningall. This is a very exciting time to join the staff at USF.

The Position

USF is searching for a talented leader to join our team as the new director of facilities for housing & residential education. The successful candidate will provide expertise, vision, and strategic leadership related to residential facilities housing over 5,500 students and guests in traditional residence halls, suites, and apartments in 80 buildings (over 1.7M gsf) with a \$30 million dollar annual budget; lead planning, coordination, and implementation of Housing facilities master plan encompassing construction, renovation, and maintenance of all Housing & Residential Education buildings; ensure excellent customer service, responsible fiscal management, and positive collaboration across department; set clear expectations for high quality recruitment, selection, training, and ongoing development of over 118 Housing facilities staff; and provide expertise and support for a wide variety of facilities-related matters. This is a opportunity to help USF transform the campus to a primarily residential Carnegie classification by impacting the residential character of its campus housing.

Priorities for the position:

- Lead the development, coordination, and implementation of a Housing Facilities Master Plan encompassing construction, renovation, deferred maintenance, renewal and replacement, and general maintenance of all Housing and Residential Education buildings to best meet the needs of the University and residents.
- Establish and monitor building design and construction criteria, oversee technical review of documents, inspection of construction, warranty procedures, building code administration and compliance, and provide engineering expertise on building infrastructure needs and challenges and implement strategies to mitigate risks.
- Identify long term and short term priorities and associated budgetary planning and accountability for \$9.5M facilities budget and capital projects. Plan, direct and develop budget and budgetary expenditure management, tracking, and controls.

- Establish clear expectations and systems of accountability for high quality recruitment, selection, training, goal setting and ongoing development of over 100 Housing facilities staff (maintenance, custodial, and administrative).

Challenges and Opportunities for the Position

Priorities and challenges include:

- Complete a comprehensive master plan by December 2011;
- Establish a deferred maintenance plan within the first six months at USF;
- Assess of services, programs, and activities in regard to quality of service and effectiveness within all areas;
- Create and develop plan for systems implementation while exhibiting an ability to prioritize work and the required action needed;
- Collaborate with the two other new directors, the new director, residential life and education and the new director, operations and outreach, to build a cohesive peer-level team which shares a common mission, vision, and values;
- Manage the daily operations of a large, complex facilities department with numerous competing priorities;
- Establish partnerships with institution stakeholders to collaborate towards departmental goals;
- Quickly arrive at USF and evaluate the organizational structure and determine optimal configuration for achieving departmental goals and priorities, which may include restructuring of staff;
- Create institutional buy-in while serving as an agent of change, demonstrating sensitivity to the wide range of experiences and perspectives staff bring to their respective roles;
- Supervise one associate director, directly, and a large staff, indirectly.
- Oversee a budget of approximately \$9.5 million dollars;
- Support division-wide, as well as department-specific, goals.

Characteristics and Qualifications of the Successful Candidate

As articulated by USF stakeholders, the successful candidate will ideally possess the following qualities/attributes (in no particular order):

This position requires a bachelor's degree and seven years of professional experience leading a large residential facilities management operation. A master's degree in engineering, architecture, construction management, business administration, education, facilities management, or related field and over ten years experience leading a large university housing operation including major construction and renovation projects is preferred.

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

- Strong understanding of construction projects at a large, urban, public institution including funding modalities and knowledge of the complexities of auxiliary debt models;
- Significant experiences building budgets within a facilities department, including, but not limited to, operating budgets and replacement and renewal budgets with the ability to forecast spending and report on progress;
- Energy and enthusiasm for facilities work within a housing setting coupled with a strong work ethic;
- Strong technical knowledge of structural, mechanical, electrical, utility, and building systems;
- Experiences in facility operation and maintenance management, financing, design, renovation, and construction;
- Supervisory experience of professional, services and trades staff;
- Expertise in working with a vast array of strategic partners;
- Knowledge and experience in nation trends and the applicability of current best practices in sustainability, including sustainable building;
- Ability to provide vision and direction for a wide array of facility types from new construction to aging residence halls;
- Excellent organizational skills and the ability to balance strategic planning with day-to-day operation management;
- An understanding of risk management, risk management training, liability and loss control, environmental health and safety, and local/state/federal safety regulations and compliance expectations;
- Excellent oral/written communication and presentation skills;
- An understanding of, and appreciation for, university housing, student life, and the growth/development of college-age students;
- A progressive thinker, and a high level of comfort working in a department that pursues positive and progressive change;
- Someone who is inspirational and can motivate/empower others to high levels of achievement.

Measures of Success for the Position

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

- Significant progress on top four priorities including completing the Housing Facilities Master Plan along with an implementation plan;
- Assess the current environment and develop a vision for the short- and long-term future of the department;
- Develop a strategic budgetary plan including replacement and renewal projects and operational forecasts;
- Demonstrate forward movement on collaborating with campus facilities staff to provide enhanced service to students;

- Develop and implement a plan for staffing within the department; organizational structure, training, and development; recruitment; and recognition;
- Collaborate with the dean to provide overall leadership for the division.

Benefits Overview

University of South Florida offers a competitive benefits package. A comprehensive listing of the available benefits may be found at: <http://usfweb2.usf.edu/usfpers/Benefits/splash.htm>

Application and Nomination

Review of applications begins immediately and will continue until 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 jnh@sigsearch.com. If you are unable to submit materials electronically, please call SJG at 413-529-2895.

SJG – The Spelman & Johnson Group

USF – Director of Facilities for Housing & Residential Education
Jennifer N. Hiatt, Senior Associate

Visit the USF website at www.usf.edu

*According to Florida law, search records, including applications and search committee meetings, are open to the public.
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