



The Spelman & Johnson Group

Position Specification

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 is celebrating its sesquicentennial 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 2010, *US News & World Report* ranked MIT seventh among national universities. The Institute's undergraduate engineering program continued its decades-long reign in annual rankings of America's best colleges and universities.

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 opened a new cancer research facility and the new home of the MIT Sloan School of Management which serves 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

Dr. Eric Grimson was appointed Chancellor of MIT on March 1, 2011. He succeeded Phillip L. Clay, who stepped down after serving in the role for nearly 10 years.

A leading expert in computer vision, Grimson served as the Head of the Department of Electrical Engineering and Computer Science (EECS) since 2005. As a member of MIT's Computer Science and Artificial Intelligence Laboratory, Grimson led the computer vision group as it pioneered state-of-the-art

systems for activity and behavior recognition, object and person recognition, image database indexing, image guided surgery, site modeling and many other areas of computer vision. Grimson previously served as the Education Officer for EECS and as Associate Department Head.

Grimson has long prized teaching as much as research — and he has drawn particular satisfaction from teaching introductory classes. For 25 years he lectured 6.001 (Structure and Interpretation of Computer Programs) and is now engaged in teaching 6.00 (Introduction to Computer Science and Programming) and 6.01 (Introduction to EECS). He has also taught undergraduate subjects in computer architecture, software engineering and signal processing. In all, Grimson has taught some 10,000 MIT undergraduates and served as the thesis supervisor to almost 50 MIT Ph.D.'s.

Grimson has been active in service to the MIT community and, in particular, to students. He has served on the Commencement Committee for 20 years, chairing it for the past 13. He chairs the Faculty Advisory Committee on Student Support Services, serves on the governing board of the Gordon Engineering Leadership Program, and co-chaired the Education Working Group of the Provost's Budget Task Force.

Grimson is a recipient of the Bose Award for Excellence in Teaching in the School of Engineering at MIT. He is a Fellow of the Association for the Advancement of Artificial Intelligence (AAAI) and a Fellow of the Institute of Electrical and Electronics Engineers (IEEE).

Grimson received a B.Sc. (High Honours) in Mathematics and Physics from the University of Regina (Canada) in 1975 and a Ph.D. in Mathematics from MIT in 1980.

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

Senior Associate Dean for Student Life

Henry Humphreys has served as Senior Associate Dean since 2010. Prior to coming to MIT, he served as Director of Residential Life at Boston College. During his 8-year career at Boston College, his responsibilities included oversight of a housing system that accommodated 7,400 undergraduates in 29 on-campus complexes, supervision of 26 professional staff and management of a \$60 million annual auxiliary budget for departmental operations and facility management. His accomplishments included managing a 15-month departmental self assessment which resulted in the development of the department's five year strategic plan for facilities, educational initiatives and personnel.

Dean Humphreys oversees Housing, Residential Life Programs, Fraternities/Sororities/Independent Living Communities (FSILG's), Dining and First Year Experience. Prior to his position at Boston College, Dean Humphreys served as Dean of Residence Life at St. John's University and Director of Housing at Fairfield

University Dean Humphreys received his BS from Green Mountain College, MA from Columbia University, Teacher's College and Ph.D. from Boston College's Lynch School of Education.

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 1,017 faculty members (professors of all ranks), including 216 women. Minority group representation among faculty members includes American Indian or Alaskan Native (one woman and two men), Black (nine women and 26 men), Hispanic (four women and 31 men), and Asian (30 women and 96 men); some faculty are members of more than one group. As of October 2010, the Institute's total teaching staff includes:

Professors	643
Associate professors	214
Assistant professors	160
Senior lecturers, lecturers, and professors emeriti	537
Instructors (including technical instructors)	131
Professors of the practice and adjunct faculty	29

MIT employs about 10,485 individuals on campus. In addition to faculty, there are research, library, and administrative staff, as well as many others who—directly or indirectly—support the teaching and research goals of the Institute.

The faculty at MIT are a distinguished group. Sixty current faculty and staff members belong to the National Academy of Engineering, 78 to the National Academy of Sciences, 33 to the Institute of Medicine, and 139 to the American Academy of Arts and Sciences. Seventy-six present and former members of the MIT community have won the Nobel Prize, including nine current faculty members; Thirty-five 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 73 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 2011, there were 4,384 undergraduates and 6,510 graduate students enrolled at MIT. Approximately 91 percent of all undergraduates are from out-of-state. There are slightly more male (55 percent) than female (45 percent) undergraduates. Among graduate students, women constitute approximately 32 percent of enrolled students.

There is considerable diversity among MIT students. US minority groups were represented by 2,178 undergraduates (50 percent) and 1,317 graduate students (20 percent). Enrollment data for fall 2011 indicates:

	<i>Undergraduates</i>	<i>Graduates</i>
African American	376	162
Asian American	1,129	823
Hispanic	613	265
American Indian or Alaska Native	52	59
Native Hawaiian or other Pacific Islander	8	8

In 2011–2012 MIT students come from all 50 states, the District of Columbia, three territories, and 115 foreign countries.

Financial Data

- *Fiscal Year 2011*
Operating Expenditures (in millions)
Total: \$2,571.1 million

Operating Revenues (in millions)
Total: \$2,750.6 million
- *Endowment: \$9,904,300,000*
At the start of fiscal year 2011, the value of the endowment was \$8.5 billion. Over the course of the year, the endowment received \$403 million in new gifts and transfers, and spending from the endowment totaled about \$445 million. Factoring in investment income and gains of \$1.432 billion, the market value of the endowment — including pledges for endowed purposes — totaled over \$9.9 billion at the end of fiscal year 2011. MIT's five-year Campaign for Students, concluded in June 2011, raised more than \$578 million in gifts and pledges to provide for undergraduate scholarships, educational innovation, graduate fellowships, and student life.
- *Tuition for the 2011-2012 academic year: \$40,732.*
Tuition and fees are the same for undergraduates and graduate students.
- *Undergraduate Room & Board: approximately \$11,775, dependent on student's housing and dining arrangements*
- *Undergraduate Financial Aid, 2011-2012*
Students receiving some form of financial aid: 92%
Students awarded an MIT scholarship: 62%
MIT families earning less than \$75,000 annually: 29%
Average need-based financial aid package: \$38,964
- Approximately 62 percent of all undergraduates received some type of need-based financial aid during 2010-2011

An Overview of Residential Life and Dining

Leadership and Organizational Structure

There are four direct reports to the Associate Dean for Residential Life and Dining:

- Director for Residential Life Programs;
- Associate Director for Dining Operations;
- Assistant Director for Housing Placements;
- Manager of Summer Conference Housing.

Residential Life (Housing and Residential Life Programs)

Residential Life and Campus Dining holds at its core a mission to ensure that every student has a place and community to call home, where civic and social responsibility, mutual respect and development of members or residents are highly valued. Whether on-campus or off, in a fraternity, sorority or independent living group, the MIT student experience is strengthened and enriched through the programs, services, support, facility maintenance and networks provided where students live.

Residential Life Programs (RLP) provides professional insight and support to create and maintain residential communities, founded on personal and group responsibility, that foster opportunities for learning and student development. They create a living-learning experience that facilitates collaboration between faculty, staff, and students. RLP cultivates conditions that enhance the academic and social learning opportunities inherent in our residential settings.

In partnership with the House Teams, they bring the knowledge, skills, and experiences of student affairs practitioners to actualize the values of the Institute and RLP through intentional and measurable outcomes. Through a collegial relationship, 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.

Housing Operations and Housing Assignments

The Housing Assignments Office is responsible for the oversight and management of 6,000 plus beds for undergraduates, graduate and family housing. Additionally, the Assignments office, in collaboration with Housing Operations, manages the summer conference & student-housing program. 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, and to give students the freedom and flexibility to decide where they would most like to put down roots.

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 while others will participate in a new house dining program beginning in Fall, 2011.

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. In summer, 2010 the Institute announced a new meal plan that will take effect in Fall, 2011. Under the new plan 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.

MIT recently selected Bon Appetit to manage the expanded House Dining program, to ensure that students enjoy meals that are both interesting and healthy. House Dining is one system; students enrolled in the program have the freedom to eat in any of the five dining halls, providing access to even more menu options and offering the opportunity to meet friends or dine where it is most convenient. The key elements of the new house dining program are:

- *All-You-Care-to-Eat meals.* One of the many benefits of MIT's dining plan is that students will enjoy the all-you-care-to-eat function at every meal. This means diners can experiment with new choices and enjoy old favorites at each of the five dining halls based on personal tastes and nutrition, without worrying about the cost of individual items.
- *Expanded service and options.* Dining halls will be open for hot breakfast and dinner, with Maseeh Hall/Howard Dining Room operating a lunch service and Simmons providing late night dining options, but students on a tight schedule may opt for grab-an-go breakfast in all locations or boxed lunch from Maseeh. Those interested in a boxed lunch will order the night before and can pick up their lunch during breakfast service the next morning. Students adhering to a halal diet will find numerous options, and the new "Pure" station operating in each hall will feature changing selections of vegetarian dishes prepared with the freshest possible ingredients.
- *New specialty stations in each hall.* At all residence halls, MIT and Bon Appétit will be offering expanded stations with unique food selections that emphasize both flavor and nutrition. Each of the dining halls will feature at least one specialty station that all students participating in the meal plan may enjoy. Based on student feedback, stations may rotate to reflect the wants and needs of those living in that particular dining residence.

In addition to Bon Appetit, MIT currently has dining contracts with ARAMARK, Sodexo, and smaller independent operators who manage independent foodservices across the campus. Additionally, there are two self-operated campus pubs (Muddy Charles and Thirsty Ear). The primary operators currently have the following responsibilities:

Aramark

- Koch Center (retail)
- Sloan School of Management (retail)
- Faculty Club (events)
- Catering

Bon Appétit

- House Dining (5 Halls)
- Catering

Sodexo

- Food Court (retail)
- Pubs

- Catering
- 3 satellite operations (retail)

Catering operations throughout the campus are non-exclusive except in some event facilities.

Responsibilities of the Position

Reporting to the Senior Associate Dean for Student Life, the Associate Dean for Residential Life and Dining supervises residential life programs, housing assignments, campus dining and summer housing for students and conferences. The Associate Dean provides leadership for residential life programs that support the division's mission and strategic vision, collaborates with the Senior Associate Dean in the development of positive working relationships with the House Masters, supervises housing for summer conference programs with annual revenues in excess of \$2 million dollars, oversees strategic planning for housing assignments of graduate and undergraduate students, and supervises the development of housing projections and reports. The Associate Dean is responsible for assisting the Senior Associate Dean in the development of vision and strategic management for contract dining operations including retail, residential, convenience store, catering, conference/business center services, vending, food trucks, pubs, delivery services, off-campus restaurants included in MIT's TechCASH program and other specialty services providing food to the campus. The current dining program includes approximately 20 retail and residential locations with over \$20 million in annual revenue. The Associate Dean directly supervises the Director for Residential Life Programs, Associate Director for Dining Operations, Assistant Director for Housing Placements, Manager for Summer Conference Housing and four Administrative Assistants.

Additional responsibilities of the position include:

- Develop an management approach which seamlessly integrates dining, housing assignments and residential life programs;
- Provide strategic planning, analysis and effectively execute the mission and goals established by the Senior Associate Dean;
- Manage all personnel, financial and other department assets and resources ensuring sound fiscal management and adherence to budget and long term financial objectives;
- Collaborate with Director of Housing, Assistant Director for Housing Placements and Manager for Summer Conference Housing to develop comprehensive occupancy plans for the academic year and for summer housing;
- Develop and articulate a vision and mission statement for Campus Dining to support the Divisional vision for a comprehensive residential experience;
- Develop innovative approaches to improving the residential, retail, catering and summer operations for all campus dining venues;
- Develop collaborative partnerships with contract dining providers;
- Work with the division's finance staff in the development of annual budgets, cash reserve management and monthly income projections;
- Oversee the Dining Committee that is comprised of Housemasters, student leaders and members of the Division of Student Life and charged with collecting and analyzing quantitative and qualitative data to assure programs goals are being achieved and emerging trends are proactively addressed;
- Mediate differences between divisional and departmental goals and the business practices of contracted dining providers;
- Oversee the strategic planning for assignment of graduate and undergraduate students;
- Supervise direct reports for the development of housing projections and reports for the Senior Associate Dean and Director of Housing;

- Work with Dean and Senior Associate Dean in the development of positive working relationships with the House Masters;
- Ensure all billing via MITIS system is complete, timely and accurate for graduate and undergraduate residents;
- In cooperation with the Marketing and Communication Specialist, effectively communicate and collaborate with Housemasters, faculty, students, Division of Student Life staff, members of the MIT community and organizations utilizing residential and retail dining services through proactive and effective verbal, written, and electronic media;
- Collaborate with the Director of Housing in the management of all campus dining capital projects ensuring construction achieves facility and community objectives and provides for asset longevity and the sound investment of resources;
- Establish and maintain effective business relationships with all contract partners;
- Work with MIT government relations department in representing Campus Dining in all matters involving City of Cambridge licensing, permitting, health, safety and sanitation. Maintain professional and effective working relationships with various city departments, individuals and organizations as required.

Characteristics of the Successful Candidate

A bachelor's degree in higher education, student affairs, counseling, business administration, or a related field is required (Master's degree is strongly preferred) with seven to ten years of progressively significant responsibilities in a mid- to senior-level position within a large, comprehensive residential life system that preferably includes oversight of dining services in a fast-paced university environment. The successful candidate should also possess a vision for effective and creative comprehensive student housing and dining programs; demonstrated commitment to customer service; strong management, administrative, budgeting and data-driven assessment skills; experience in serving as the external representative of the department; and the ability to work collaboratively with diverse internal and external constituencies.

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

- Ability to strengthen residential communities and living-learning programs, and engage faculty and institutional stakeholders in the MI residential experience;
- Understands the unique residential community at MIT;
- Effective listener who is accessible to staff;
- Fiscal management skills, including budget development, cost estimating, and cost controls;
- Customer service based approach to working with students, including the ability to proactively create programs that will meet student needs;
- Political skills necessary to interact with the most senior individuals (and their staffs) in the University's hierarchy, including but not limited to the president, the chancellor, and various deans and department heads;
- Ability to handle multiple tasks and the ability to meet changing demands, and shift focus and resources quickly and effectively;
- Excellent interpersonal, collaboration, and partnering skills;
- Ability to manage complaints and/or difficult situations with a high level of professionalism;
- Ability to relate to all members of the MIT community including students, faculty and staff;
- Build confidence in the MIT dining program through community involvement, assessment and outstanding customer service;

- Experience with contract management of dining services and experience in student affairs in a similarly complex environment at an institution of higher education;
- Ability to supervise and direct multiple dining contract services from a macro point of view and an understanding of what the next five years will bring to the university dining field;
- Create a culture of transparency, shared vision, and success;
- 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;
- A thorough understanding of student affairs theory and practice and have the ability to communicate it effectively to campus stakeholders;
- Ability to supervise a large and diverse staff;
- Understand the important role that dining services plays in supporting the overall residential experience, including both the social and nutritional needs, for students;
- Maintain a flexible, professional demeanor that enhances relationships with talented and creative students;
- Manage a staff that is accustomed to a decentralized organizational structure;
- 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.

Likely Priorities and Challenges of the Position

The new Associate Dean will be tasked with developing a comprehensive program for residential students that creates an integrated living/learning experience for undergraduate and graduate students.

The Associate Dean will need to provide strategic vision and support while collaborating closely with the Senior Associate Dean and other institutional stakeholders to evaluate contractual dining 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.

Additional priorities and challenges as outlined by MIT stakeholders include:

- Develop goals and assessment strategies for measuring progress and success across all units;
- Understand that change has a political dimension and that the 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 a three meals-a-day dining program to serve residents as well as other members of the campus community;
- Support division efforts to strengthen first year residential programming and the contributions of Residential Based Advisors;
- Engage Housemasters in the development and support of dynamic programming models that uniquely serve the needs of undergraduate and graduate students;
- Work collaboratively with the Senior Associate Dean, housing staff, campus planners and facilities personnel on capital projects and major renovations of residential facilities;
- Respect the unique character of MIT and its students;

- Engage all campus stakeholders in the dining program and leverage opportunities to build community;
- Collaborate with the Associate Director for Dining Operations to establish a team approach amongst the dining contractors and encourage cooperation to efficiently achieve the Institute's dining goals.

Measures of Success

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

- Through a collaborative process, a vision and strategic plan for the Associate Dean's organizational portfolio has been developed, shared broadly, and is being actively implemented;
- The Associate Dean has operationalized and institutionalized policies and procedures that strengthen the mission, practice, and outcomes of all areas of responsibility;
- Through positive outreach, stakeholder input and program assessment, key stakeholders embrace the new house dining program that was implemented in Fall, 2011. Customer input is appropriately utilized for the continuous improvement of the program;
- A culture of shared responsibility and accountability among all direct reports and respective staff groups is supported;
- The Associate Dean has earned the respect of key stakeholders;
- Members of the Institute's senior administration have confidence in the campus dining operations;
- Staff expectations are clearly communicated and performance is carefully assessed with delineated opportunities for growth and continuous improvement identified, monitored, and measured;
- A comprehensive dining plan for the Institute has been developed based on best practices and with appropriate stakeholder input.

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

Applications, including a position-specific cover letter and resume, may be submitted online at http://www.spelmanandjohnson.com/jobs/associatedeanforr_296/. Nominations for this position may be emailed to mah@sjgsearch.com. If you are unable to submit materials electronically, please call SJG at 413-529-2895.

SJG – The Spelman & Johnson Group
MIT –Associate Dean
Mark A. Hall, Search Associate

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