Position Specification

The Pennsylvania State University
University Park, Pennsylvania
Assistant Vice President for Housing and Food Services

Institutional Background

As Pennsylvania’s only land-grant university, Penn State has a broad mission of teaching, research, and public service. Back in 1855, when the Commonwealth chartered it as one of the nation’s first colleges of agricultural science, the school had a simpler purpose: to apply scientific principles to farming.

Centre County became the site of the new college after gentleman farmer and ironmaster James Irvin of Bellefonte donated 200 acres of land. Founding President Evan Pugh drew on the scientific education he had received in Europe to plan a curriculum that combined theoretical studies with practical applications.

Pugh and similar visionaries in other states championed congressional passage of the Morrill Act of 1862. The act enabled states to sell federal land, invest the proceeds, and use the income to support colleges “where the leading object shall be, without excluding scientific and classical studies ... to teach agriculture and the mechanic arts [engineering] ... in order to promote the liberal and practical education of the industrial classes in all the pursuits and professions of life.” The state legislature designated Penn State the land-grant institution of Pennsylvania in 1863.

But not until the 1880s, under the leadership of President George W. Atherton, did the college expand its curriculum to match the Morrill Act’s broad mandate. From that time onward, programs in engineering, the sciences, the liberal arts, and more began to flourish. In the early 1900s, Penn State introduced cooperative extension and additional outreach programming, extending the reach of its academic mission.

An even greater segment of the Commonwealth’s population had opportunities for engagement in the 1930s when Penn State established a series of undergraduate branch campuses, primarily to meet the needs of students who were location-bound during the Great Depression. Those campuses were predecessors of today’s system of 24 Penn State campuses located throughout the Commonwealth.

Penn State began offering systematic advanced-degree work in 1922 with the formation of the Graduate School. Graduate education and research evolved hand in hand. By 1950, the University had won international distinction for investigations in dairy science, building insulation, diesel engines, acoustics, and other specialized fields.

A college of medicine and a teaching hospital were established in 1967 with a $50 million gift from the charitable trusts of renowned chocolate magnate Milton S. Hershey. In 1989, the Pennsylvania College of Technology in Williamsport became an affiliate of the University. In 2000, Penn State and the Dickinson School of Law merged. By 2015, two Penn State law schools, known as Dickinson Law (in Carlisle, PA) and Penn State Law (on the University Park campus), were in operation. Penn State’s online World Campus graduated its first students in 2000 and now enrolls more than 15,000.
Today, with its administrative and research hub at the University Park campus, Penn State is one of four “state-related” universities, institutions that are not state owned and operated but that have the character of public universities and receive an annual appropriation. The other institutions are the University of Pittsburgh, Temple University, and Lincoln University.

**University Park, PA**

University Park is the postal address used by Pennsylvania State University for its flagship campus in State College, PA. State College is in Centre County and is the principal borough of the State College, Pennsylvania, Metropolitan Statistical Area, which encompasses all of Centre County. As of the 2010 census, the borough’s population was 42,034, and approximately 105,000 lived in the borough plus the surrounding townships often referred to locally as the Centre Region.

The community is a college town, dominated economically and demographically by the presence of the University Park campus of Penn State. “Happy Valley” is another often-used term to refer to the State College area, including the borough and the townships of College, Harris, Patton, and Ferguson.

In 2010, State College was ranked as the third-safest metropolitan area in the United States by the CQ Press. In 2013, it was ranked third-best college town in the United States by the American Institute for Economic Research.

More information may be found at the State College, PA, Chamber of Commerce: [www.cbicc.org](http://www.cbicc.org).

**Mission**

Penn State is a multicampus public research university that educates students from Pennsylvania, the nation and the world, and improves the well-being and health of individuals and communities through integrated programs of teaching, research, and service.

Our instructional mission includes undergraduate, graduate, professional, and continuing education offered through both resident instruction and online delivery. Our educational programs are enriched by the cutting-edge knowledge, diversity, and creativity of our faculty, students, and staff.

Our research, scholarship, and creative activity promote human and economic development, global understanding, and progress in professional practice through the expansion of knowledge and its applications in the natural and applied sciences, social sciences, arts, humanities, and the professions.

As Pennsylvania’s land-grant university, Penn State provides unparalleled access and public service to support the citizens of the Commonwealth. We engage in collaborative activities with industrial, educational, and agricultural partners here and abroad to generate, disseminate, integrate, and apply knowledge that is valuable to society.
Strategic Plan

The Pennsylvania State University’s strategic plan for the five calendar years comprising 2016 through 2020 is the result of a broad and inclusive two-year process that involved unit-level planning for 48 academic and administrative units across the University.

Penn State’s vision, mission, and institutional values are interwoven throughout the plan, and they ultimately drive its success. Six foundations underpin all University endeavors and are considered fundamental to implementing the plan. These foundations—Enabling Access to Education, Engaging Our Students, Fostering and Embracing a Diverse World, Enhancing Global Engagement, Driving Economic Development, and Ensuring a Sustainable Future—connect to, empower, and sustain our values as an institution.

The plan’s five thematic priorities are:

1. Transforming Education. Penn State will be a leader in the transformation of education, including enhancing access to it, as it fulfills its land-grant mission in a 21st-century context and continues to drive discovery-focused research across disciplines.

2. Enhancing Health. Penn State will be a leader in promoting quality of life through comprehensive approaches to enhancing personalized and population health, achieved through a commitment to and investment in relevant research, education, clinical practice, and outreach.

3. Stewarding Our Planet’s Resources. Penn State will be a leader in creating comprehensive solutions to mitigate the dangers of climate change and address the challenges of providing safe and abundant water, clean and renewable energy sources, and plentiful and nutritious food.

4. Advancing the Arts and Humanities. Penn State will be a leader in the arts and humanities, utilizing them—along with the sciences and other disciplines—as agents of change in addressing complex global issues.

5. Driving Digital Innovation. Penn State will be a leader in preparing students for success in the digital age and use digitally optimized outreach to foster economic prosperity in communities across Pennsylvania and beyond.

The plan’s supporting elements comprise:
• Organizational Processes. Penn State will lead nationally in the design, development, and deployment of effective and agile organizational processes that support the University's mission and vision.

• Infrastructure and Support. Penn State will think creatively and act boldly to ensure that its academic infrastructure aligns with and supports the University's mission and vision.

• Constituent Outreach and Engagement. Penn State will partner directly and effectively with our constituencies in sharing consequential research, creative works, and scholarship for impact worldwide.

General implementation considerations cited at the end of this document provide a framework for how the plan’s ambitious goals will be achieved.

During a time of rapid societal change worldwide, the University’s strategic plan is a powerful beacon that will guide the institution to achieve even more meaningful accomplishments and deliver more benefits to the constituencies it serves. Penn State is excited about this plan and the hard work of delivering on its intent to make an impact on campus and in the wider world.


**Rankings**

For more than 150 years Penn State has been a leader in higher education, as shown by rankings from those who monitor the academy from the outside. Here are a few examples of recent rankings, primarily relating to our academic standing.

**Recent Rankings**

- Ranks 14th among public universities and 50th best overall among America’s 280 national universities, *U.S. News & World Report, Best Colleges 2017*
- Ranks 68th among world universities, *Times Higher Education World Reputation Rankings, 2017*
- Penn State University Libraries ranks 8th among North America’s research libraries, *Association of Research Libraries, 2013*
Penn State is ranked No. 8 (tied) for the best online bachelor's programs in the country in *U.S. News & World Report's 2017 Best Online Programs*

- Ranks 1st in Pennsylvania and 13th in the U.S. with 7,024 international students at University Park. Ranks 19th for the number of students studying abroad (1,787), *Institute for International Education, 2014*
- *U.S. News & World Report, America's Best Graduate Schools, 2018*

**Leadership**

*Eric J. Barron, President*

Eric J. Barron, former dean at Penn State and former president of Florida State University, began his presidency at Penn State on May 12, 2014. Succeeding former President Rodney Erickson, who had served since 2011, Barron was named the 18th president of Penn State by the University’s board of trustees on February 17, 2014.

Barron returned to Penn State from Florida State, bringing with him nearly 35 years of leadership experience in academic administration, education, research, and public service, and a track record as a talented manager of fiscal policy within large and complex institutions. Barron led Florida State to two consecutive *U.S. News & World Report* rankings as the nation’s “most efficiently operated” institution of higher education.

Barron served as dean of the College of Earth and Mineral Sciences and founding director of the Earth System Science Center during his previous years at Penn State.

Barron earned a bachelor of science degree in geology at Florida State in 1973 before moving on to the University of Miami, where he earned master’s and doctoral degrees in oceanography, in 1976 and 1980, respectively. Barron spent 20 years of his career at Penn State, serving as dean of the College of Earth and Mineral Sciences from 2002 to 2006, and as founding director of the Earth System Science Center, one of the first major initiatives focused on the total study of Earth as a system, from 1986 to 2002. He also had a simultaneous appointment as director of the Earth and Mineral Sciences Environment Institute from 1998 to 2002. In 1999, he was named Distinguished Professor of Geosciences at Penn State, and during his tenure as director, *Industry Week* magazine ranked him among “50 R&D Stars to Watch.”

An accomplished scientist with a long background in atmospheric research, Barron served as director of the National Center for Atmospheric Research (NCAR) from 2008 to 2010 and as dean of the Jackson School of Geosciences at the University of Texas at Austin from 2006 to 2008. Early in his career he was a postdoctoral research fellow and scientist at the National Center for Atmospheric Research in Boulder, Colorado, a federal research center focusing on atmospheric and related science issues. Barron originally worked at NCAR as a postdoctoral fellow (1981–85), and served for one year on the faculty at the University of Miami before joining Penn State.

Through the years, Barron has contributed his significant expertise to the areas of atmospheric science and the geosciences, serving on many national committees and federal organizations, including as chair of the National Oceanic and Atmospheric Administration’s (NOAA) science advisory board and nearly 20 years of service as the chair of multiple National Research Council committees and boards. Throughout his career, he has earned numerous accolades and awards, including Penn State’s Wilson Award for Excellence in Teaching (1999); the National Aeronautic and Space Administration’s (NASA) Distinguished
Public Service Medal (2003); and the Bridge Builders Leadership Award from the Martin Luther King Foundation of Florida (2012).

Barron is a fellow of the American Geophysical Union, the American Meteorological Society, the Geological Society of America, and the American Association for the Advancement of Science. He has authored more than 125 peer-reviewed papers in geology, oceanography, and climate issues.

The Academic Program

The hallmarks of the academic program at Penn State include 24 campuses; 34,500 faculty and staff; 98,000 students; a teaching hospital that provides care to more than a million patients a year; nearly 600,000 living alumni; an online world campus that empowers anyone to pursue an education—anytime, anywhere; and the largest student-run philanthropic organization on the planet.

Programs by College
- Agricultural Sciences
- Arts and Architecture
- Business, Smeal College
- Communications
- Earth and Mineral Sciences
- Education
- Engineering
- Health and Human Development
- Information Sciences and Technology
- Liberal Arts
- Nursing
- Science, Eberly College
- Schreyer Honors College

General Education
- Program Structure
- Arts
- Health and Physical Activity
- Humanities
- Natural Sciences
- Quantification
- Social and Behavioral Sciences
- U.S. Cultures and International Cultures
- Writing/Speaking
- Writing Across the Curriculum
- First-Year Seminars

The Student Body (University Park)

Total undergraduate enrollment 40,874
  - 54 percent male
  - 46 percent female
Total graduate enrollment 6,387
Total enrollment 47,261

32 percent live in college-owned, -operated, or -affiliated housing
68 percent live off campus
Student-faculty ratio 16:1
Classes with fewer than 20 students 39 percent
Average freshman retention rate 91 percent

The most popular majors are:
- Business, Management, Marketing, and Related Support Services
- Engineering
- Biological and Biomedical Sciences
- Social Sciences

The Pennsylvania State University—University Park is part of the NCAA I athletic conference.

Overview of the Department

Housing and Food Services at Pennsylvania State University (Penn State) is a comprehensive program for the on-campus living-learning and dining experience for students at University Park and 11 other Penn State campuses. The residence and dining program at Penn State is the largest program of its kind in Pennsylvania and one of the largest in the country. The program includes 94 undergraduate and graduate facilities accommodating 17,000 students and five apartment complexes. These facilities represent over 6 million square feet of living, dining, and programming space.

On the next two pages please find the Organization Chart for the Housing and Food Services Department as well as the Auxiliary and Business Services Organization Chart

History of the Position

Diane Andrews served in this position until the beginning of September. At that time, a decision was made to have the residence life portion of the position's portfolio become part of student affairs. Her position and the portfolio now report to student affairs while extensively collaborating with auxiliary and business services. John Papazoglou, the associate vice president, joined Penn State in July 2017. While his tenure is brief, he has a strong vision for the future of auxiliary and business services (A&Bs) and, more importantly, this position. Papazoglou's strong business acumen and food services experience provide a depth of experience for the whole division. The new AVP will be strongly supported.
THE PENNSYLVANIA STATE UNIVERSITY
AUXILIARY & BUSINESS SERVICES
ORGANIZATION CHART

AUXILIARY & BUSINESS SERVICES
SENIOR STAFF

ASSOCIATE VICE PRESIDENT
AUXILIARY & BUSINESS SERVICES
JOHN PAPAZOGLOU

ASSISTANT VICE PRESIDENT
HOUSING, FOOD SERVICES
AND RESIDENCE LIFE
(VACANT)

DIRECTOR
PROCUREMENT
SERVICES
DUANE ELMORE

DIRECTOR
TRANSPORTATION
SERVICES
ROB DeMAYO

DIRECTOR
MULTIMEDIA &
PRINT CENTER
ABBAS BADANI

GENERAL
MANAGER
BRYCE JORDAN
CENTER
AL KAROSAS

DIRECTOR
UNIVERSITY PARK
AIRPORT
BRYAN RODGERS

EXECUTIVE DIRECTOR
HOSPITALITY
SERVICES
JOE CRIMMINS

*STRATEGIC PARTNER
HUMAN RESOURCES
DEB MOORE

**ASSISTANT VICE PRESIDENT
AUXILIARY & BUSINESS SERVICES
DAVE ROSE

ADMINISTRATIVE
SUPPORT COORDINATOR
EDNA MELENDEZ

*Reports directly to Human Resources.
**Responsible to the Corporate Controller via the Financial Office organization for accounting, control, and audit matters.

9/15/2017
Responsibilities of the Position

The assistant vice president for housing and food services provides leadership for the residence and dining program at Penn State—the largest program of its kind in Pennsylvania and one of the largest in the country. The program includes 94 undergraduate and graduate facilities accommodating 17,000 students and five apartment complexes. These facilities represent over 6 million square feet of living, dining, and programming space. The budget is approximately $275 million and the staff is composed of 305 management and staff support employees, 625 technical service (union) employees, 200 part-time wage employees, and over 3,400 student employees. Units within the housing and food services portfolio include ancillary services, housing operations, residential dining, and retail dining at University Park; housing, foods and ancillary services at the Commonwealth campuses; facilities planning and maintenance shop, bakery and foods warehouse and distribution services, foods purchasing, access and security systems, and nutrition and executive chef services. Reporting to the associate vice president for auxiliary and business services (A&BS), the AVP serves on the senior leadership team for A&BS.

The assistant vice president is responsible for providing vision, leadership, and strategic direction; cultivating a common purpose, communication, and teamwork between and among the various units and staff; instilling a sense of community that is welcoming and inclusive; recruiting, training, developing, and leading staff. The new AVP will enhance the living-learning environment through innovative approaches to facility design and space allocation; engage employees and students in endeavors promoting a student-centered environment that is caring, civil, respectful, and appreciative of diversity; develop and oversee various budgets with attention to cost control, deferred maintenance, and income generation; create and implement a long-range facilities plan focused on new construction, renovation, and preventive maintenance; champion excellent customer service; plan for and respond to emergency and crisis situations while serving as an alternative member of the University’s emergency management group; use assessment, research, and relevant data to enhance the on-campus living and dining experience; develop collegial, effective, professional relationships with students, faculty, and staff of Penn State.

Units within the housing and food services portfolio include:

- Ancillary services, housing operations, residential dining, and retail dining at University Park
- Housing, foods and ancillary services at the Commonwealth campuses,
- Facilities planning and maintenance shop
- Bakery and foods warehouse and distribution services
- Foods purchasing
- Access and security systems
- Nutrition and executive chef services

The AVP reports to the associate vice president for auxiliary and business services and, in doing so, serves on the senior leadership team for A&BS.

Key responsibilities include:

- Providing vision, leadership, and strategic direction for housing and food services
• Cultivating a common purpose, communication, and teamwork between and among the various units and staff and a sense of community that is welcoming and inclusive for students, employees, and others
• Supporting the human resources of housing and food services through focused recruitment, training and development, supervision, and recognition initiatives
• Enhancing the living-learning environment through innovative approaches to facility design and space allocation
• Engaging employees and students in endeavors that promote a student-centered environment that is caring, civil, respectful, and appreciative of diversity
• Developing and overseeing various budgets with attention to cost control, deferred maintenance, and income generation
• Developing and implementing a long-range facilities plan focused on new construction, renovation, and preventive maintenance
• Championing excellent customer service for all residents, campers, conference attendees, visitors, and patrons
• Planning for and responding to emergency and crisis situations
• Assisting individual residents and their families with issues and concerns
• Assessing satisfaction with and the impact of the on-campus living and dining experience and the various programs and services offered
• Demonstrating a visible presence at all University-operated residential campuses through routine visits in an effort to better understand student and employee needs and the unique student experience at each campus
• Developing connections with relevant student groups and their leadership, including the Association of Residence Hall Students, the National Residence Hall Honorary, the Graduate and Professional Students Association, the Council of Commonwealth Student Governments, and the University Park Undergraduate Student Association
• Serving on the University Emergency Management Group as one of the alternate members for auxiliary and business services
• Developing effective partnerships with colleagues in a variety of offices internal and external to auxiliary and business services, especially with student affairs, physical plant, and University Police and Public Safety
• Acting as a liaison between the student affairs units and the auxiliary and business services units
• Assuming additional duties on behalf of auxiliary and business services and finance and business, which may include coordinating special projects and serving on various division-wide, University-wide, and community committees, councils, and task forces

Characteristics of the Successful Candidate

A master’s degree in student affairs, higher education, hotel and restaurant management, business or a related field; a minimum of 12 years in progressively responsible positions in housing and/or food services with at least five years of experience as a director of an operational unit; experience in maximizing fiscal and human resources, effective problem solving, and innovative program development; a record of accomplishment as a student advocate and a champion for student success; excellent interpersonal and facilitation skills encouraging collaboration and cooperation are all preferred. Ideally,
the successful candidate will have experience as a director of a housing and/or food services operation; have experience working in a large, public university; have experienced working in a multicampus system; and have involvement experience in professional organizations at the regional or national level.

In addition, Penn State stakeholders identified the following characteristics and attributes of an ideal candidate:

- Possess in-depth knowledge of and experience with food services delivery and/or college campus housing
- Have an understanding and/or ability to manage a unionized environment
- Bring a strong entrepreneurial sense to the work needing to be accomplished
- Demonstrate strong fiscal management skills, including an understanding of profit and loss
- Possess strong leadership skills and an ability to navigate political environments
- Work collaboratively with the team of staff to move departmental and divisional goals forward
- Maintain a competitive edge by remaining aware of current trends
- Work collaboratively and effectively with campus partners and build a strong rapport with members of the Penn State community
- Possess the ability to hold staff members to high standards of service for students

**Likely Priorities, Opportunities, and Challenges of the Position**

Penn State has a strong history of providing stellar service to students within housing and food services. This measure of excellence requires attention to detail and forward thinking. A strong interest in dining services and the ability show interest in all aspects of a complex portfolio are needed for the candidate to be successful in this position. Penn State, perpetually, is evaluating its offerings to students and expects a nimble approach to providing the best student experience.

Residence life recently moved to student affairs, creating the opportunity for strong collaborating between these two divisions. This relatively new change will require attention and contribution from the new AVP. Each division believes this change in reporting signifies movement in a positive direction. The logistics and communication patterns will be a priority for the new AVP.

**Measures of Success for the Position**

At an appropriate interval after joining Penn State, the following items will initially define success for the new AVP:

- The AVP will have a strong sense of the needs of the department and will have created a strategic plan with the associate vice president.
- Effective collaboration will exist between residence life and housing and food services, with a strong emphasis on master planning and communication.
- Strong professional relationships will be forged with the Penn State community, and the new AVP will be seen as a strong partner.
- The new AVP will have comprehensive knowledge of all aspects of the financial portfolio of the department and will have adjusted resource allocation if necessary.
- Through dialogue with the associate vice president, an assessment of staffing will have occurred to ensure alignment with strategic planning.
Benefits Overview

- Medical and dental insurance
- Vision plan
- Wellness programs
- Flexible spending accounts
- Discounts program
- Tuition discounts
- Retirement plans
- Life insurance plans
- Long-term disability insurance

Application and Nomination

Applications, including a position-specific cover letter and resume, may be submitted online at http://www.spelmanandjohnson.com. Nominations for this position may be emailed to Jennifer Hiatt at jnh@spelmanjohnson.com. Applicants needing reasonable accommodation to participate in the application process should contact Spelman Johnson at 413-529-2895.

Spelman Johnson
Assistant Vice President for Housing and Food Services – Pennsylvania State University
Jennifer N. Hiatt, Search Associate

Visit the Pennsylvania State University website at www.psu.edu.

Penn State is an equal opportunity, affirmative action employer, and is committed to providing employment opportunities to all qualified applicants without regard to race, color, religion, age, sex, sexual orientation, gender identity, national origin, disability, or protected veteran status.

Spelman Johnson has prepared this document based on personal interviews and information copied, compiled, or quoted in part from source documents obtained from our client institution, and as such the contents of this document are believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern, and the material presented here should be relied upon for informational purposes only.