



Tufts University
Senior Director of Facilities Services
Medford, Massachusetts

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Tufts University seeks a forward-thinking, solutions-oriented, and visionary executive who can lead within a complex organization as their Senior Director of Facilities Services. The Senior Director is responsible for the strategic oversight of the ongoing stewardship and maintenance of Tufts' [four campuses](#) (Somerville/Medford, Grafton, SMFA and Boston) totaling approximately 5.5M square feet in 250 buildings. The Senior Director of Facilities Services provides administrative management of the University's Facilities Directors, Campus Services, and Engineering, leading a team of over 130 employees in a dynamic, inclusive, and diverse research and educational setting.

Reporting to the Chief Administrative Officer within the Operations Division, the Senior Director will be charged with the development and execution of a strategic plan that will advance the facilities enterprise across all constituencies and meet the demands of a growing, top tier research institution. Leveraging data-driven best practices and innovative problem-solving skills, the Senior Director will re-imagine established structures to maximize operations and ensure the delivery of safe, dependable, sustainable, and high-quality physical spaces that support the success of students, faculty, and staff.

Tufts University & Tufts' Campuses

Tufts University is a leader in American higher education, distinctive for its success as a moderately sized university that excels at research and provides students with a personal experience. Its particular combination of research, liberal arts and professional schools attracts students, faculty, and staff who thrive in an environment of curiosity, creativity, and engagement.

The core of Tufts is captured in its mission and vision statements as well as the values and priorities that will provide guidance over the coming years:

- **Mission:** Tufts is a student-centered research university dedicated to the creation and application of knowledge. We are committed to providing transformative experiences for students and faculty in an inclusive and collaborative environment where creative scholars generate bold ideas, innovate in the face of complex challenges, and distinguish themselves as active citizens of the world.
- **Vision:** To be an innovative university of creative scholars across a broad range of schools who have a profound impact on one another and the world.
- **Value Proposition:** Creating and sustaining an environment that prepares to launch all our students into the world fully prepared to chart a course for success requires

effective stewardship of our resources during a time of significant challenges in higher education.

Tufts' history dates to 1852, when the Commonwealth of Massachusetts chartered "Tufts College" at the summit of Walnut Hill in Medford. Boston businessman Charles Tufts donated the land, and Hosea Ballou, a Universalist clergyman, became the first president. Shortly after the founding, Ballou remarked: "For if Tufts College is to be a source of illumination, as a beacon standing on a hill, where its light cannot be hidden, its influence will naturally work like all light; it will be diffusive."

When the Commonwealth of Massachusetts chartered Tufts College in 1852, the original act of incorporation noted the college should promote "virtue and piety and learning in such of the languages and liberal and useful arts as shall be recommended." The official college seal, bearing the motto Pax et Lux (Peace and Light) was adopted in 1857, and the student body picked the school colors of brown and blue in 1876. The Tufts mascot is Jumbo the elephant, thanks to a bequest from one of the school's founders, P.T. Barnum (of circus fame).

In 1954 "Tufts College" became "Tufts University." Today, there are over 6,000 undergraduates at Tufts and top-ranked graduate programs in the arts, sciences, humanities, social sciences, engineering, medicine, nutrition, and international relations. Among these programs are the Fletcher School of Law and Diplomacy, the oldest graduate school of international relations in the United States, the Cummings School of Veterinary Medicine, the only veterinary school in New England, and the Friedman School of Nutrition Science and Policy, the only graduate school of nutrition in North America.

In total, Tufts has a footprint of 5.5 million square feet across four campuses in four different municipalities: Medford/Somerville, Boston, and Grafton. Each campus has a unique landscape and a wide variety of building types that house a complex set of programs. Together the campuses serve over 12,000 students and close to 1,500 faculty.

Medford/Somerville: a suburban, New England college campus of 3.5 million square feet, 150 acres, 152 buildings. [The School of Arts and Sciences](#), the [School of Engineering](#), and the [Tisch College for Civic Life](#) with approximately 7,500 students, share the Medford/Somerville campus just north of Boston with the [Fletcher School of Law and Diplomacy](#).

Boston Health Sciences: an urban campus in the Chinatown neighborhood downtown Boston of 1.3 million square feet in 8 buildings. Tufts' Boston campus consists of four Schools and a [USDA Research Center](#): The [Tufts School of Dental Medicine](#); the [Tufts School of Medicine](#); the [Graduate School of Biomedical Sciences](#); and the [Friedman School of Nutrition Science and Policy](#).

Boston Fenway: 150,000 square feet in 5 buildings, 4 which are leased. The [School of the Museum of Fine Arts \(SMFA\) at Tufts](#), with about 500 students, is located on the Fenway campus, right next door to the Museum of Fine Arts in Boston.

Grafton: a bucolic campus of 500,000 square feet, 600 acres, 53 buildings. Cummings School of Veterinary Medicine and is the only veterinary school in New England. The school offers a four-year professional [Doctor of Veterinary Medicine \(DVM\) degree program](#), [three combined DVM/Master of Science degree programs](#), and four stand-alone [graduate programs](#). Another “campus” of Tufts University consists of a single, nearly 1000-year-old building in Tailloures, France which houses the [Tufts University European Center](#).

Recently completed projects in Medford include a Science & Engineering Complex (2017) and Central Energy Plant (2018), and the new 150,000 square foot multi-department academic building, the [Joyce Cummings Center](#) (2021); The Boston Health Sciences campus has a new state of the art gross anatomy lab for the medical school. A new residence hall for ~400 undergraduate students in Medford is in design, as well as 30,000+ square feet of new and renovated lab space. A new clinical skills and simulation lab is under construction in Boston, and one was recently completed in Grafton. Also in Grafton, an [Equine Arena](#) (2017) and Solar Farm servicing 40% of the campus are complete.

About the Operations Division

The Operations Division at Tufts includes facilities, design and construction, campus and capital renewal planning, real estate, campus safety, dining, auxiliary services, and other related services on multiple campuses across 5.5 million square feet in 250 buildings. Operations services four campuses in Massachusetts: the main campus in Medford/Somerville, the health sciences and SMFA campuses in Boston and the veterinary school campus in Grafton. The Operations Division supports Tufts University’s mission in teaching, research, and clinics by providing stewardship, recommendations, services and advice in its primary areas of obligation: optimizing use of space and real estate, strategic and responsible management of the built environment, creating a secure campus environment and infrastructure, promoting best-in-class sustainability practices and policies, and creating exceptional community experiences that enhance Tufts’ reputation and brand.

The Division employs approximately 475 staff members across nine departments including three unions in public safety, dining, and facilities. The annual operating budget is \$180 million, and the Division manages \$200+ million annually in capital projects including \$60 million in capital renewal funding.

Tufts University Operations Leadership

Barbara Stein, Vice President for Operations

Barbara Stein is Vice President for Operations overseeing Dining, Auxiliary Services, Public Safety, Campus Planning, Real Estate, Facilities Services, Energy Programs and Capital Program Management.

Barbara joined Tufts in 2013 as Director, Strategic Capital Programs, reporting to the Vice President for Operations and responsible for the project delivery of multiple large capital projects through management of a team of senior project managers. In just two years Barbara was promoted to Director, Capital Programs responsible for all capital projects, renewal planning, co-leading capital planning for the University on all campuses.

Before arriving at Tufts, Barbara served as Senior Project Manager at Harvard University, developing systems and standards for project delivery within the \$2.4 billion House Renewal program. At GLC Development Resources she worked with local non-profits and institutions on real estate related planning and capital projects. During years with the Massachusetts State College Building Authority, Barbara managed strategic planning and oversaw the Annual Capital Repair and Improvement Program for residence halls at the nine State Colleges in Massachusetts.

Barbara graduated with a Bachelor of Arts from Smith College and Master of Architecture from Harvard University, Graduate School of Design.

Mary Dukakis, Chief Administrative Officer, Operations

Mary Dukakis is the Chief Administrative Officer, Operations overseeing facilities, operations, and auxiliary services.

Mary was appointed in March 2022 as the Chief Administrative Officer for the Operations Division, reporting to the Vice President for Operations. Prior to Tufts, Mary held a series of progressive leadership roles within institutions of higher education throughout New England. Prior to Tufts, Mary served as the Vice President, Facilities and Operational Services at Southern New Hampshire University. In this role Mary had responsibility for Facilities, Capital Projects, real estate, auxiliaries, Procurement, Contracting and Sustainability. Mary managed a \$10 million capital budget and \$20 million operating budget and was responsible for the successful negotiation of a \$100 million long term development project. At Berklee College of Music and Brandeis University, Mary oversaw the management of business services, procurement services and central receiving. At all these institutions Mary created growth for her areas, focused on strong customer service and increased efficiencies.

Mary holds a Bachelor of Science in Business/Operations Management from the Isenberg School of Management at the University of Massachusetts and a Master of Business from the F.W. Olin Graduate School of Business at Babson College.

For more information on Tufts University, please visit www.tufts.edu.

The Opportunity

This is an exciting time to join the Operations Division at Tufts University as it embarks on divisional strategic planning initiatives in coordination with articulated [institutional priorities](#) for [sustainability](#) and facilities. With increased demand upon facilities at this premier research university, the Senior Director will be joining the community at a critical point for the division as it develops innovative facilities plans that emphasize sustainability, growth, and efficiencies. Reporting to the Chief Administrative Officer, Operations, the Senior Director of Facilities Services will have opportunities to enhance the strength of existing structures while also strategically architecting operations and building cohesion within the functional areas. Among the identified opportunities and responsibilities for this role:

Facilities Oversight and Management: The Senior Director is responsible for the coordinated maintenance of Tufts's 5.5M square feet of facilities across four campuses in 250 buildings. They will provide strategic direction and leadership for the day-to-day facilities operations, services, and maintenance activities at all locations so as to maintain a safe, healthy, sustainable, and disaster resilient environment for the University community including faculty, staff, students, and visitors. In collaboration with Facilities Directors and departmental leadership, they will administer annual facilities operational plans and budgets for all campuses (\$61 million). These plans include a robust preventative maintenance plan, and the design and launch of an energy management plan to drive the campus towards carbon neutrality and cost savings; facilities specific sustainability goals that are in line with the University wide goals on [sustainability](#); the development of effective facilities management standards and guidelines with a sensitive approach to student and employee experience across the University's multiple campuses; and partnering with the office of emergency management and other key stakeholders to ensure business continuity and physical emergency response plans are in place.

Staffing: This position will provide strategic vision, leadership and administrative oversight for the University's Facilities Directors managing each campus, the Campus Services unit, and the Engineering department. The ideal candidate will actualize a management approach that creates collaboration and cohesion among 130 diverse staff, including the coordination of collective bargaining for the Tufts unionized trades and grounds labor force (100 employees), and the management of outsourced custodial staff. Each of the campus units includes a cross functional team of HVAC, carpentry, electric, receiving, and maintenance professionals. The Campus Services team manages grounds, waste, and the outsourced custodial teams. A central energy plant, managed by the engineering unit, is housed on the Medford campus. The Senior Director will lean on the institutional knowledge, commitment, and expertise of the managers and staff to invigorate operations, streamline processes, define responsibilities, and develop a data informed culture within the organization.

Strategic planning: As referenced previously, the Senior Director will develop and execute a data-driven, forward-thinking, multi-year strategic plan that aligns the institutional priorities

with those of facilities services. They will be a key collaborator and leader on a wide variety of university wide strategic projects that require innovative solutions, critical thinking, and business planning that will significantly impact the campus and community.

Capital Planning: In conjunction with staff management responsibilities, the Senior Director will proactively partner with all cross-functional teams across campus involved with capital planning, construction and renovations, and asset renewal. The Senior Director will spearhead project management and transitional planning for existing and new initiatives to ensure that construction complies with facilities related building standards with an eye towards preventative maintenance, operating efficiency, and driving down operating costs.

Technology: Opportunities exist to implement and advance the utilization of technology to enhance efficiencies in the delivery of services across the Tufts campuses.

Additional responsibilities for this role include:

- Be a champion for the services within Facilities, with focus on continuous improvement and excellence in customer service.
- Develop and support a positive, team focused culture that integrates and supports diversity and inclusion.
- Execute data-driven assessment plans to measure KPIs for the facilities department.
- Provide strategic direction for the day-to-day facilities operations, services, and maintenance activities at all locations.
- Provide vision and leadership in maintaining a safe, healthy, sustainable, and disaster resilient environment for the University community including faculty, staff, students, and visitors.
- Support university-wide goals and initiatives through effective coordination with key internal and external constituents.
- Lead special projects, as needed, including the creation of any facilities-related business cases and cost justifications.
- Drive problem solving of highly technical issues and investigation of major systems and equipment.

Candidate Profile

The successful candidate will bring extensive facilities and operations experience and a record of cross-functional leadership within complex organizations from which they will draw upon. They will have superb communication skills and the capacity to engage a diverse group of stakeholders that fosters collaboration, along with an enthusiasm for the day-to-day management of efficient operations and excellent customer service. The Senior Director must be equity-minded, strategic, and a strong administrator who can motivate teams. They should

be experienced with process improvement, assessment, and innovative programming launches within sophisticated environments. The Senior Director of Facilities Services must be able to represent the University effectively while interacting with peers as well as various external constituencies.

Required Qualifications

While it is unlikely that any candidate will have all preferred experiences, competencies, and attributes, the successful candidate will have many of the following:

- A bachelor's degree is required, preferably mechanical or electrical engineering, facilities management, or a related field.
- Skilled in effective leadership of a dynamic team including coaching, evaluation, and team building.
- Possess positive leadership qualities and the ability to motivate people, work cooperatively, solve technical problems, make decisions, and effectively manage personnel and financial resources.
- Demonstrated successful leadership and organizational team management experience.
- Comprehensive knowledge of facility operations including design and construction, maintenance, repair, and renovation.
- In-depth knowledge and understanding of principles, practices, and procedures of regulatory codes and requirements related to facility maintenance.
- Expertise with energy management systems.
- Knowledge of principles and practices of life cycle and equipment and facilities replacement planning and schedules.
- Demonstrated ability to effectively interpret and apply standards, regulations, policies, and procedures to apply trends, models, and best practices in facilities management within and outside of the higher education industry.
- Ability to communicate clearly and concisely both in oral and written formats to a variety of audiences using diverse communication techniques and tools to ensure the appropriate flow of complex information, collaborative efforts, and feedback.
- Commitment and capacity to maintain professional and emotional control under stress and craft appropriate responses to situations while maintaining a professional and personal demeanor.
- Must possess highly developed interpersonal skills, diplomacy and sensitivity, and the ability to exercise considerable judgment and discretion in establishing, building, and maintaining effective working relationships with administrators, faculty, staff, vendors, contractors, and other stakeholders.
- Must be able to respond to emergencies 24/7.

Additional Preferred Qualifications

- Professional, facilities related certifications (Professional Engineering, LEED)

- Advanced degree in engineering, facilities/construction management or related field.

Compensation & Benefits

Salary is competitive and commensurate with experience.

Contact

Koya Partners, the executive search firm that specializes in mission-driven search, has been exclusively retained for this engagement. Tom Phillips and Laura Bertonazzi of Koya Partners have been exclusively retained for this search. To express interest in this role please submit your materials [here](#). All inquiries and discussions will be considered strictly confidential.

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Tufts does not discriminate in its educational programs or activities on the basis of race, color, national or ethnic origin, ancestry, age, religion or religious creed, disability or handicap, sex or gender (including pregnancy, sexual harassment and other sexual misconduct including acts of sexual violence such as rape, sexual assault, sexual exploitation and coercion), gender identity and/or expression (including a transgender identity), sexual orientation, military or veteran status, genetic information, or any other characteristic protected under applicable federal, state or local law. Retaliation is also prohibited. Tufts will comply with state and federal laws such as M.G.L. c. 151B, Title IX, Title VI and Title VII of the Civil Rights Act, the Americans with Disabilities Act, Section 503 and 504 of the Rehabilitation Act of 1973, the Age Discrimination in Employment Act, the Vietnam Era Veterans Readjustment and Rights Act, Executive Order 11246 and other similar laws that prohibit discrimination, all as amended. Tufts is an equal employment opportunity/ affirmative action employer. More detailed Tufts policies and procedures on this topic may be found in the [OEO Policies and Procedures](#) page.

About Koya Partners

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