



Wayne State University
Associate Vice President, Student Auxiliary
Services & Chief Housing Officer
Detroit, Michigan

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Wayne State University seeks a seasoned, creative, highly collaborative, and energetic leader to serve as the next Associate Vice President for Student Auxiliary Services and Chief Housing Officer (AVP/CHO). Reporting to the Senior Vice President and Provost, the AVP/CHO formulates policies and business strategies related to, and provides general direction for, Student Auxiliary Services and Housing. The AVP/CHO oversees the strategic work and business services provided by Housing & Residential Life, the Student Center, McGregor Memorial Conference Center, and Wayne State University Dining & Catering Services. This role requires an exceptional and entrepreneurial leader to set a creative and innovative vision, communicate clear and data-driven goals, collaborate across campus, and build and support highly engaged and productive teams who provide leading edge services, resources, and programs to students and, by extension, to the University community.

About Wayne State University

Wayne State University, founded in 1868, is an internationally recognized public, urban, research university in Detroit and is Michigan's only urban research university. Committed to educational opportunity, research, and community enrichment, Wayne State serves a critical role in Michigan's higher education landscape and is one of a few institutions nationally to hold the highest Carnegie designation in research and community engagement. The campus, located in the University Cultural Center and Historic District in the heart of Detroit's Midtown neighborhood, encompasses approximately 200 acres. The University enrolls nearly 25,000 students, making it the third largest among Michigan's 15 public universities, and one of the largest in the nation. Featuring a vibrant student life, with over 500 student clubs and organizations and competitive NCAA Division II Athletics, Wayne State boasts the most diverse student body among Michigan's public universities, with students from nearly every U.S. state and 70 countries. Approximately 57 percent of Wayne State's students identify as Caucasian, 15 percent are African American, and the remaining 28 percent of students represent other racial/ethnic groups. Among Wayne State's faculty, 30 percent of tenured and tenure track faculty are from under-represented groups, and women comprise 32 percent of faculty. Among all R1 universities, Wayne State has the third most diverse graduate faculty in the country. Among non-academic staff, nearly 50 percent are from under-represented groups and 62 percent are women. Wayne State's commitment to diversity and inclusion is evident in programming, professional development, and the work of the [Social Justice Action Committee](#).

Wayne State University is Detroit's seventh-largest employer, with 2,310 faculty members (of whom 1,531 are full-time), nearly 5,000 administrative employees, and 2,000 student employees. Approximately two-thirds of faculty and staff are represented by one of the 13 unions on campus. Wayne State boasts an alumni base of nearly 300,000 throughout the world, of which about 75% live and work in Michigan. The University's comprehensive academic programs are offered through 13 schools and colleges: the Mike Ilitch School of Business; the College of Education; the College of Engineering; the College of Fine, Performing and Communication Arts; the Graduate School; the Law School; the College of Liberal Arts and Sciences; the School of Information Sciences; the School of Medicine; the College of Nursing; the Eugene Applebaum College of Pharmacy and Health Sciences; the Irvin D. Reid Honors College; and the School of Social Work. Students attending the School of Medicine have access to a variety of educational resources through 11 affiliate hospitals, including the Detroit Medical Center, Henry Ford Health System, and the Barbara Ann Karmanos Cancer Institute. A leader in green technology, the College of Engineering was the first in the nation to launch an electric-drive vehicle engineering program and offer an alternative energy technology master's program. Alumni of the College of Fine, Performing, and Communication Arts include a Pulitzer Prizewinning journalist and recipients of and nominees for the Grammy, Emmy, Tony, Golden Globe, Obie, Screen Actors Guild, and Caldecott awards. The Hilberry Theatre is the nation's first and longest-running university graduate repertory theatre. Wayne State Law School educates a substantial number of Michigan's lawyers and jurists, with 80% of its graduates choosing to live and work in the state. Study-abroad opportunities are offered in 16 countries on five continents.

Wayne State's research mission is augmented by collaboration with the University of Michigan and Michigan State University in the University Research Corridor, an alliance that accounts for 94 percent of all federal research dollars awarded to Michigan each year. Annual research funding awarded in 2020 was nearly \$305 million. In its 2022 rankings, U.S. News and World Report identified Wayne State University as one of the top performing schools in the nation, and the best in the Michigan, at helping economically disadvantaged students succeed and graduate. With a commitment to student persistence and retention, Wayne State has invested in resources and strategies to support its students. The University's new six-year graduation rate exceeds 60%, a 120% improvement in the last decade. The University's location in the heart of Detroit is an integral part of their identity, and Wayne State will continue to enhance their leadership in Detroit's revitalization; develop innovative, sustainable, and mutually beneficial community-based service-learning experiences; and maintain and enhance Wayne State's reputation for high-quality community engagement.

Vision, Mission and Values

As a diverse and mission-driven research university, Wayne State University is guided by the following:

Mission: We create and advance knowledge, prepare a diverse student body to thrive, and positively impact local and global communities.

Vision: We will be a preeminent, public, urban research university known for academic and research excellence, success across a diverse student body, and meaningful engagement in its urban community and around the world.

Values:

- Collaboration: When we work together, drawing upon various talents and perspectives, we achieve better results.
- Integrity: We keep our word, live up to our commitments, and are accountable to ourselves and each other.
- Innovation: We are unafraid to try new things and learn by both failure and success.
- Excellence: We strive for the highest-quality outcomes in everything we do.
- Diversity and inclusion: We value all people and understand that their unique experiences, talents and perspectives make us a stronger organization and better people.
- Leadership: We are proud of our long history as an anchor institution in Detroit and will continue to serve our community while playing a lead role in the city's resurgence.

Strategic Plan

In 2021, Wayne State University completed its Strategic Plan, “Distinctively Wayne State,” with highlighted accomplishments in capital investments, fundraising, and graduation rates. Building upon the opportunities and identified challenges from the previous plan, the Board of Governors approved Wayne State's 2022-27 strategic plan, "[Our Moment in Time.](#)" The plan focuses on Wayne State University's long-term vision and goals in the following key areas: research and discovery; teaching, learning and student success; outreach and engagement; diversity, equity, and inclusion; and financial sustainability and operational excellence.

For more information on Wayne State University, please visit www.wayne.edu

Leadership

Mark L. Kornbluh

Senior Vice President for Academic Affairs and Provost

Mark L. Kornbluh, Ph.D. joined Wayne State University as Senior Vice President and Provost in July 2021. Prior to joining Wayne State, Dr. Kornbluh served as Dean of the College of Arts and Sciences at the University of Kentucky and prior to his role at UK, Kornbluh taught at Michigan State University from 1994 to 2009, and has also held positions at Washington University, Rice University and Oklahoma State University. A scholar of voting and American democracy, Dr.

Kornbluh earned his MA and Ph.D. in History from Johns Hopkins University and his BA from the University of California, Berkeley. A pioneer in digital humanities, Provost Kornbluh served as executive director of H-net: Humanities and Social Sciences Online for a decade and was principal investigator on more than \$15M in grants to utilize digital technologies to support democracy and education. In addition to the Auxiliary Services area Dr. Kornbluh's diverse portfolio includes: all aspects of Academic Affairs (Academic Administration, Faculty Affairs and Faculty Development and Success, Institutional Effectiveness, Academic Student Affairs and Global Engagement); the Office of the Dean of Students; Student Success; the CIO enterprise; the Office Diversity and Inclusion, and the Office of Business Innovation. Since joining Wayne State as Provost in July 2021, Kornbluh has restructured the provost's office to provide seamless support across the student lifecycle from recruitment to graduation and into careers. He is committed to continuing the progress that Wayne State has made on student success and in cutting the achievement gap. Provost Kornbluh is also working to build stronger linkages between curricular and co-curricular activities, and to engage faculty more in Student Life. He has worked closely with faculty and staff leadership in navigating the challenges of the pandemic.

David P. Massaron

Chief Business Officer, Chief Financial Officer and Senior Vice President, Finance and Business Operations; and Treasurer

David Massaron joined Wayne State in 2022 and is responsible for the university's overall financial and business affairs, including budget preparation of the general and auxiliary funds, business services, human resources, and facilities management. In his capacity, he works closely with the university's Board of Governors, senior leadership and faculty, as well as key members of the local and state business and political communities. Before joining Wayne State University, SVP Massaron served as the State of Michigan's budget director and previously as the chief financial officer for the City of Detroit, where he supervised all of the city's financial and budget activities. Prior to his CFO assignment, he served as the city's chief operating officer and senior counsel to Mayor Mike Duggan. In that role, he was responsible for day-to-day operations of the city, including ensuring that annual budgets reflected the mayor's priorities. His accomplishments with the city include achieving five years of balanced budgets post-bankruptcy, implementing a \$1.8 billion capital investment strategy to improve city infrastructure and facilities, and developing the crisis management strategy to deploy federal funds and reduce city expenses during the COVID-19 pandemic to ensure continued solvency for the city. David Massaron is a graduate of James Madison College at Michigan State University and the William and Mary School of Law.

The Opportunity

Reporting to the Senior Vice President and Provost and collaborating closely with the Senior Vice President for Finance and Business Operations and CFO, the Associate Vice President for Academic Auxiliary Services stewards a broad and deep portfolio of business operations across multiple units and facilities with strong business and financial acumen and a deep commitment to customer service, student retention and success, revenue generation, and operating margin efficiency. The AVP role requires a seasoned strategist in the student housing enterprise, space utilization and planning, marketing and data analysis, auxiliary service contract management and operations, as well as excellent personnel management, supervision, and staff development skills and experience. The successful candidate will also have a strong track record in institutional collaboration, entrepreneurial savvy, setting and meeting progressive goals, and working collegially and collaboratively in a fast-paced environment.

The AVP Portfolio includes:

Housing and Residential Life

Offering seven unique on-campus living options, Wayne State Housing and Residential Life is home to roughly 3,500 students. Options include housing for first year and upper-class students, married students, and students interested in a range of living and learning and focused communities.

Corvias Housing Partnership

In 2016 Wayne State established a 40-year partnership with Corvias to build, renovate, manage and maintain student housing resources and enables the defeasance of \$102 million in existing debt and the successful continuation of WSU's housing master plan. The terms of this partnership enable the university to maintain ownership of all buildings and land and maintain full control of residence life. Throughout the life of the partnership, Wayne State continues to operate all student-facing services, while Corvias assumes the financial risk.

The Student Center

The Student Center provides a great place for students to meet up with another to study, play games, get a bite to eat or relax in a TV lounge. The Student Center features a food court with a variety of fast food options, Midtown Market, a game room, an ESports center, banking, and a non-denominational reflection room as well as various meeting spaces. The AVP for Student Auxiliary Services is responsible for dining-associated retail in the Center and other revenue generating components. The AVP will work closely with the Office of the Dean of Students which is responsible for all programmatic elements of the Center.

McGregor Memorial Conference Center

Located on the Wayne State University campus, in the heart of Midtown Detroit, and flanked by a beautiful reflecting pool and expansive views of the city of Detroit, the McGregor Memorial Conference Center is a renowned design of architect Minoru Yamasaki, completed in 1958.

Featuring 10,000 sq. feet of meeting and conference space (including a 561-seat auditorium), the center hosts both events both internal and external to the University. The AVP will manage relevant strategic marketing and business generation aspects of the Conference Center in collaboration with the Office of the Dean of Students which handles the reservation system.

Wayne State University Dining & Catering Services

With a dozen locations, Wayne State Dining offers both traditional dining halls and other retail food and market locations with a range of meal plans and purchasing options. Wayne State Catering provides full-service catering options for groups large and small, including food and beverage, equipment and supply rentals, and staffing. The AVP oversees all contract and business services associated with the dining and catering service provider and works collaboratively and strategically with Corvias, the leasing office, and others across campus to ensure that the University provides the appropriate range of student-facing retail food services throughout campus in ways that are financially sound and meet campus and provider expectations.

In total, the Associate Vice President leads a team of over 40 individuals and a total operating budget of approximately \$15M.

Specific responsibilities of the AVP include:

Housing Partnership Management

In concert with the SVP/CFO, the AVP/CHO will play a key role in overseeing the institution's partnership with Corvias in support of student housing resources. The AVP will maintain open and clear communication with Corvias regarding expectations and needs and effective facility oversight and occupancy and excellent customer service for residents.

Housing Occupancy and Residence Life Programming

The AVP/CHO will collaborate with Enrollment Management, The Office of International Students and Scholars, and other key units to develop clear and actionable strategies for increasing academic year housing occupancy. Further, the AVP/CHO will work closely with the Senior Director of Housing and Residence Life and her team to steward the successful expansion of leading-edge residence life programming and residential community engagement and to ensure efficient and effective housing operations. The AVP/CHO will assess staffing needs and organization of the housing and residential life functions and will advocate for needed personnel and financial resources in a data-driven comprehensive manner.

Dining Contract Management and Planning

The AVP/CHO will be responsible for dining options on campus, ensuring high quality food and service, at appropriate price points. Under the AVP/CHO's leadership, Dining Services will consult with campus leaders and constituencies on dining options on an ongoing basis. Under

current contracts, Aramark provides dining services for the campus. Thus, The AVP/CHO will need to build and maintain mutually beneficial relationships with Aramark dining contract vendor staff and work collaboratively to ensure that the University community has easy access to a wide variety of high quality and affordable dining, retail, and catering options on campus.

Personnel Management, Leadership and Staff Support and Development

The AVP/CHO will recruit, retain, and professionally develop a highly skilled staff throughout the auxiliary services organization. Recognizing the challenges and hardship experienced by higher education staff during and post-Covid, the AVP/CHO will focus on staff development, recognition, support, and morale to foster a healthy and high functioning staff and excellent service to students.

Space Utilization

Leveraging sound financial planning, market analysis, creative marketing, and leading-edge innovative practices in higher education space planning and utilization, the AVP/CHO will, in concert with key colleagues, seek to maximize occupancy of, and revenue generation from, the portfolio of non-residential spaces connected to the AVP/CHO's portfolio. The AVP/CHO will collaborate with the Office of the Dean of Students, Athletics, and other key stakeholders to explore maximizing the occupancy of residential spaces during the 3-month summer term through conferences, camps, and other revenue generating opportunities.

As essential functions, the Associate Vice President and Chief Housing Officer:

- Oversees the strategic work and services provided by Housing & Residential Life, Student Center dining, McGregor Memorial Conference Center, and Wayne State University Dining & Catering Services.
- Formulates policies and business strategies and provides general direction for Student Auxiliary Services and Housing.
- Directly supports the success of the Wayne State University community by leading a team that provides a variety of services, developmental environments, and experiences that contribute to a high-quality, convenient, and educational life on campus.
- Ensures that the services provided enhance student life, improve services to the community, streamline processes and organizational effectiveness, and enhance revenue generation.
- Is accountable for the translation of strategic goals to tactical strategies, develops and implements strategic plans, sets department goals, and monitors progress.
- Ensures exceptional customer service to residents and functions as a liaison between the public, internal departments, and students.
- Serves as the university's account manager for the Corvias housing partnership, an implementation of a public-private partnership implemented in December 2017 that

addresses the growing demand for campus housing and creates a sustainable model for Wayne State University housing into the future.

- Serves as account manager for the Aramark contract, and other future dining contracts, ensuring high quality and affordable dining options for the campus.
- Provides overall leadership, supervision and direction to staff through timely communication, expectation setting, assignment of duties and responsibilities, and coaching and mentoring.
- Manages the administrative process for all assigned staff including performance evaluation and planning, hiring, promotions, terminations, disciplinary procedures, and and salary adjustments and plans and advocates for staffing needs.
- Oversees the preparation of annual operating budgets and plans for Student Auxiliary Services and Housing, develops financial information, and provides comprehensive analysis and related reporting. Manages associated competitive bids and procurement processes.

MINIMUM QUALIFICATIONS

- Requires a bachelor's degree from an accredited college or university with a degree in Business Administration, Management, or a related field. A master's degree is preferred.
- Requires 10 years successful business management experience and property/real estate management, preferably in a higher education setting.

In addition, strong candidates will offer:

- A mission-driven and student-centric approach
- An ability and desire to provide excellent service to students, faculty, staff, and other constituencies
- An appreciation for, and ability to thrive in, a complex, faced-paced, growth-oriented and collaborative environment
- Strong and supportive managerial skills to engage, coach, develop, and empower team members
- Superior understanding of auxiliary and housing operations in institutions of higher education
- Demonstrated commitment to the values of diversity, equity and inclusion
- Exemplary oral and written negotiation and communication skills, listening abilities, and analytical and problem-solving skills
- A flexible, diplomatic, and creative temperament with both a collaborative and entrepreneurial spirit
- A strong teamwork ethic, an ability to thrive in a matrixed environment, and an ethos of continuous collaborative improvement and innovation

- Experience working effectively in an unionized environment

ABOUT DETROIT

Detroit is the largest city in Michigan and a major port on the Detroit River, an international waterway that connects the western Great Lakes to Lake Erie and the Saint Lawrence Seaway. In 2021, the city had a population of over 630,000, making it the 27th most populated city in the United States. Detroit's population is primarily African American, though it is becoming increasingly diverse as new residents representing all ages, races, and cultures flock to Detroit to participate in its rebirth. Southwest Detroit has a vibrant Latino/a community, and the nearby city of Dearborn has the largest Arab American community outside of the Middle East. The combined Detroit-Windsor (Ontario) metropolitan area forms a critical commercial center on the U.S.-Canada border, with a total population of 5.7 million. Known as the nation's traditional automotive center, Detroit is synonymous with the American automobile industry and an important source of popular music legacies celebrated in the city's two familiar nicknames, "The Motor City" and "Motown." Detroit's Midtown neighborhood is home to Wayne State as well as to excellent museums, theatres, libraries, concert halls, and professional sports venues. Among the cultural institutions within walking distance of the main campus are the main branch of the Detroit Public Library, the Detroit Institute of Arts, the Charles H. Wright Museum of African American History, the Michigan Science Center, Detroit Children's Museum, and the Detroit Historical Museum. For more information about Midtown, visit <http://midtowndetroitinc.org>. Wayne State University promotes cooperation among Midtown's three anchor institutions: Wayne State, Henry Ford Health System, and the Detroit Medical Center. Wayne State has assumed leadership roles in collaborations designed to ensure public safety, promote local transportation, boost economic development, and beautify the area. Since 1999, the University has committed nearly \$700 million to projects on and adjacent to the campus, changing Midtown's landscape and ambience. This includes the new Integrative Biosciences Center (IBio), which will push the frontiers of multidisciplinary health sciences and attract faculty and economic development from across the nation.

Compensation & Benefits

Salary is competitive and commensurate with experience. Salary for the role is currently anticipated to range from \$185,000 - \$225,000, based on relative experience, skills, and the qualifications required for this role. In addition, Wayne State University offers a generous employee health and benefits package.

Contact

Amy Sugin and Laurie Casteen of Koya Partners, Koya Partners, the executive search firm that specializes in mission-driven search, have been exclusively retained for this search. To express interest in this role please submit your materials by [filling out our Talent Profile](#). All inquiries and discussions will be considered strictly confidential.

Koya Partners is committed to providing reasonable accommodation to individuals living with disabilities. If you are a qualified individual living with a disability and need assistance expressing interest online, please email NonprofitSearchOps@divsearch.com. If you are selected for an interview, you will receive additional information regarding how to request an accommodation for the interview process.

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Wayne State University is an equal opportunity employer. No person will be discriminated against in employment because of race, color, religion, gender, national origin, age, disability, familial status, marital status, arrest record, height, weight, sexual orientation, qualified Vietnam era veterans, qualified special disabled veterans, recently separated veterans and other protected veterans, or any other characteristic protected by applicable federal or state law.

About Koya Partners

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