

Search for the ASSISTANT DEAN OF FINANCE AND ADMINISTRATION SCHOOL OF ENGINEERING MASSACHUSETTS INSTITUTE OF TECHNOLOGY CAMBRIDGE, MASSACHUSETTS

THE OPPORTUNITY

The Massachusetts Institute of Technology School of Engineering (SoE), home to over 70% of MIT undergraduate students who have declared a major and nearly half of all graduate students, seeks nominations and outstanding applications for the position of Assistant Dean of Finance and Administration. Reporting directly to Dean Anantha P. Chandrakasan, the Assistant Dean for Finance and Administration will be a key member of the Dean's senior leadership team, serving as the senior financial leader of SoE and a collaborative partner and advisor to the Dean and SoE academic and administrative leadership, providing comprehensive financial analysis to support the development, implementation, and monitoring of SoE initiatives, plans, and overall strategic objectives. The Assistant Dean of Finance and Administration is a hands-on role involved in setting, overseeing, and implementing strategy for SoE. In partnership with the Assistant Dean for HR and Administration, the Assistant Dean for Finance and Administration will have broad responsibility for overseeing SoE's administrative operations, with a special focus on special projects and priorities, resource allocation and budgeting, and space planning. They will also work closely with the Assistant Dean for HR and Administration in faculty hiring and retention.

The next Assistant Dean for Finance and Administration will join a deeply collaborative environment where all successes are celebrated as a team. They will lead a high-performing, passionate, and diverse team of professionals, supporting four direct reports with clear guidance and expectations, trust, and transparency. They will work with faculty, staff, and student groups, modeling the highest standards of professional excellence, equity, and proactivity.

The School of Engineering seeks a talented and experienced individual to lead the finance and administration of this internationally renowned school of engineering, whose mission is to educate the next generation of engineering leaders, to create new knowledge, and to serve society. Successful candidates will possess a sophisticated financial, administrative, and operational skillset, including experience with sponsored research in an academic setting or other very high research activity

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organization, along with nimble administrative and organizational skills to complement the leadership and community of this leading-edge School of Engineering.

MIT School of Engineering has retained Isaacson, Miller, a national executive search firm, to conduct this search. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

SCHOOL OF ENGINEERING

The mission of the School of Engineering is to educate the next generation of engineering leaders, to create new knowledge, and to serve society. SoE is the largest of MIT's six academic divisions, with roughly half of all MIT students enrolled in an engineering degree program. About one-third of the Institute's faculty are in SoE, and their research accounts for 53 percent of MIT's total annual sponsored research. The school is home to 392 full-time faculty and 1,442 staff members. In fall 2023, it enrolled 2,475 undergraduate students and 3,416 graduate students. The budget for FY-2024 for all of SoE is \$131 million. Each department controls the funds in their respective areas. In FY-2023, SoE saw \$444 million in research expenditures (measured by the primary school of the PI).

SoE academic departments include aeronautics and astronautics, biological engineering, chemical engineering, civil and environmental engineering, electrical engineering and computer science, materials science and engineering, mechanical engineering, nuclear science and engineering, and the Institute for Medical Engineering and Science. SoE is generally ranked at the top of its field. *U.S. News & World Report* has given the top spot to MIT's undergraduate engineering programs since 1983. In its most recent 2023 rankings of graduate programs, SoE grad programs placed first in many areas, and every program ranked within the top 10. SoE programs are also highly ranked internationally.

The SoE community is constantly innovating in engineering education, developing novel pedagogical approaches, designing new subject offerings to strengthen current programs, and creating new disciplines, fields of study, majors, and programming. SoE strives to attract the most talented people in the world: to create, to innovate, and to see the unseen. A deeply collaborative environment, the school is embedded in a hub for technology innovation—Kendall Square—and surrounded by Cambridge and Boston. Within this immersive living and learning environment, SoE offers a range of co-curricular activities designed to enhance students' academic and non-academic experiences at MIT. There are 130,000 square feet of "Makerspaces" located throughout campus to support making. Students are invited to safely learn to operate 3D printers, laser cutters, CNC milling machines, and many other tools available in different Makerspaces. The <u>MIT Sandbox Innovation Fund Program</u>, based in SoE, seeks to help students develop knowledge, skills, and attitudes to be successful innovators and entrepreneurs. The program's goal is to enable any MIT student — inspired to solve a problem with an innovative solution — to learn and experience entrepreneurship. The program grants up to \$25,000 in seed funding for student-initiated ideas, as well as mentorship drawn from within MIT and across a broad network of committed

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partners, providing a tailored entrepreneurship education that empowers student innovators to explore ideas, take risks, and prepare to launch.

LEADERSHIP

Dr. Anantha P. Chandrakasan is the dean of the MIT School of Engineering, the Vannevar Bush Professor of Electrical Engineering and Computer Science, and co-chair of the MIT–IBM Watson AI Lab and the MIT-Takeda Program. He is devoted to sustaining and enhancing the school's position of leadership in the world with policies and practices that accelerate scientific discovery and the application of knowledge for the betterment of humankind. He earned his bachelor's (1989), master's (1990), and doctoral (1994) degrees in electrical engineering and computer sciences from the University of California, Berkeley. After joining the MIT faculty, he was the director of the Microsystems Technology Laboratories (MTL) from 2006 until he became head of the Department of Electrical Engineering and Computer Science (EECS) in 2011, a position that concluded with his appointment as dean in July 2017.

As dean, Dr. Chandrakasan seeks to build a culture that emphasizes meritocratic openness to talent and ideas from all over the world, vibrant intellectual exchange, and interdisciplinary collaborations around complex societal problems, such as energy, water, food, transportation, security, health, environmental quality, and economic development. His leadership style emphasizes listening to and integrating the views of faculty and students into a shared vision. He has been very successful in advancing SoE via the development of many new programs, including a Novo Nordisk Postdoctoral Fellowship program, a Postdoctoral Fellowship Program for Engineering Excellence, a Faculty Founders Initiative, MIT Climate and Sustainability Consortium, MIT-Accenture Alliance, and many more.

ROLE OF THE ASSISTANT DEAN OF FINANCE AND ADMINISTRATION

The Assistant Dean of Finance and Administration will report to Dr. Anantha P. Chandrakasan, Dean of the College of Engineering, and oversee a team of 4 direct reports, including two Directors of Finance and Administration, a Senior Strategic Engagements Officer, and an Administrative Assistant, who splits time with two other Assistant Deans. They will play a strategic role in leading the annual budget process, managing a \$131 million FY2024 base general budget, and collaborating closely with department leadership for each department, which controls the funds in their respective areas. They will oversee preand post-award sponsored research funding administration for the school, sponsored funding that was \$444 million in 2023 when measured by the primary school of the PI, amounting to 53% of Institute-wide sponsored awards.

The Assistant Dean for Finance and Administration will have broad responsibilities in addition to the strategic management of the school's finances and pre- and post-award programming. They will serve as a key member of the Dean's senior leadership team. They will collaborate with the Dean and other SoE administrative and academic leadership, providing comprehensive financial analysis and measured insight

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to support the development, implementation, and monitoring of SoE initiatives, plans, and overall strategic objectives. The Assistant Dean of Finance and Administration is a hands-on role involved in setting, overseeing, and implementing strategy for SoE. In partnership with the Assistant Dean for HR and Administration, the Assistant Dean for Finance and Administration will have broad responsibility for overseeing SoE's administrative operations, with a special focus on special projects and priorities, resource allocation and budgeting, and space planning. They will also work closely with the Assistant Dean for HR and Administration in faculty hiring and retention.

Successful candidates will have a highly developed financial skillset gained via strong academic preparation and progressively more senior financial leadership roles within an academic environment. They will be nimble and highly collaborative consensus builders who are able to operate well with faculty and staff at all levels of MIT and who can simultaneously be very hands-on while also keeping an informed, strategic frame of reference in everything they do.

KEY OPPORTUNITIES AND CHALLENGES FOR THE ASSISTANT DEAN OF FINANCE AND ADMINISTRATION

The Assistant Dean of Finance and Administration will have the distinct opportunity to hit the ground running and engage in the following opportunities and challenges:

- Collaborate with SoE leadership to successfully impact strategic initiatives and vision-setting

- Analyze and provide informed counsel about the financial impact and implications of strategic decisions by exercising responsive and future-forward analysis.
- Support the creation and success of strategic initiatives, partnerships, and programs and the ground-up development of new strategic opportunities and directions by providing financial analysis and materials, alternative scenarios, and sound counsel in the decisionmaking process.
- Serve with an equity-minded leadership team and dedicated staff
 - Be a trusted advisor and key contributor to a committed, agile, and equity-minded leadership team.
 - Provide staff guidance, leadership, mentorship, and opportunities for professional growth and development, utilizing their institutional knowledge and expertise, leading by example, and communicating clear expectations and goals.
 - MIT has established a <u>DEI@MIT Strategic Action Plan Framework</u>. In close partnership with the Assistant Dean for Diversity, Equity, and Inclusion, the Assistant Dean for Finance and Administration will support and advance SoE DEI initiatives and ensure alignment with Institute-level initiatives.
 - Exhibit a high EQ and commitment to developing and nurturing a team that celebrates and engages diversity in all its expressions.

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- Oversee School of Engineering Administrative Operations and Space Planning

- $\circ~$ Serve on Institute-wide committees representing the interests of the SoE and its departments, labs, and centers.
- Oversee all space requests and change proposals to ensure consistency with SoE strategic plans and compatibility with internal priorities and utilization guidelines.
- Research and analyze policy issues, develop recommendations, and coordinate and implement well-vetted and widely socialized policy decisions.
- Strategically support SoE growth and change management processes
 - Advocate for the mission and strategic growth of SoE.
 - Work with the relevant Institute-wide offices on the implementation of new ERP, Financial, Research, and other systems.
 - Serve on the SoE space planning committee and develop a strategic space usage vision for the next 50-100 years.

QUALIFICATIONS AND CHARACTERISTICS

While no one candidate may embody them all, the most compelling candidates will bring many, if not all, of the following professional qualifications, skills, experiences, and personal qualities:

- 10 years of high-level administrative experience in a university setting and proven success in overseeing financial management and planning, human resources management, facilities management, and information technology management.
- A demonstrated ability to lead and manage a wide variety of responsibilities in multiple functional areas in a fast-paced, dynamic organization.
- Effective interpersonal communication skills and diplomacy.
- Excellent active listening, analytical, written, and verbal communication skills.
- Outstanding organizational skills and an ability to prioritize multiple and often competing demands under deadline pressure.
- Working knowledge of the operations of complex research universities or research organizations.
- Ability to synthesize information from multiple sources and provide succinct and actionable briefing materials and action plans.
- Detail-oriented but able to view larger policy concerns.
- The capacity to innovate and solve complex problems and the ability to think independently and creatively to help initiate new policies and procedures.
- The ability to implement new or interpret existing policies or procedures.
- Proven good judgment, unimpeachable integrity, tact, and discretion when handling sensitive and confidential matters.
- Demonstrated ability to make effective decisions while working collaboratively with others.

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- Knowledge of the operation and culture of academic departments and experience working with faculty is very helpful.
- Experience with or an innate ability to collaborate with faculty.
- B.A./B.S. required; M.B.A./M.S. preferred.
- MIT experience preferred.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Confidential inquiries, nominations/referrals, and applications (including resumes and letters of interest responding to the opportunities and challenges outlined above) should be sent electronically to the Isaacson, Miller executive search team via the link below.

https://www.imsearch.com/open-searches/massachusetts-institute-technology-schoolengineering/assistant-dean-finance-and

> Dan Rodas, Partner Tim Lanigan, Senior Associate Isaacson, Miller 263 Summer Street, 7th Floor Boston, MA 02210

Electronic submission is strongly encouraged.

MIT is an equal employment opportunity employer. All qualified applicants will receive consideration for employment and will not be discriminated against on the basis of race, color, sex, sexual orientation, gender identity, religion, disability, age, genetic information, veteran status, ancestry, or national or ethnic origin. MIT values diversity and inclusion and seeks to build and maintain a community and culture that celebrates and values diverse backgrounds, identities, and perspectives. Massachusetts Institute of Technology, School of Engineering Assistant Dean, Finance and Administration Page 7 of 9

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APPENDIX

Massachusetts Institute of Technology

MIT's first students enrolled in 1865, marking the culmination of an extended effort to establish a new kind of educational institution relevant to an increasingly industrialized nation. The MIT motto "Mens et Manus," Latin for "Mind and Hand," expresses the Institute's ideal of a productive continuum between reflection and action. In the land-grant tradition, MIT promoted teaching coupled with research, focusing attention on real-world problems, and forging the notion of the teaching laboratory.

MIT is independent and co-educational, with a private endowment of over \$23.5 billion, a total annual operating budget of approximately \$4.19 billion, and a workforce of approximately 16,327 on campus and 3,800 at Lincoln Laboratory. Undergraduate enrollment at MIT for the fall of 2023 was approximately 4,657, and graduate enrollment of 7,201 students. MIT focuses on scientific and technological research and is divided into six divisions – the Schools of Architecture and Planning, Engineering, Humanities, Arts, and Social Sciences, Science, the Sloan School of Management, and the Schwarzman College of Computing – comprising more than 32 academic departments as well as interdepartmental programs, laboratories, and centers.

MIT has 16,327 faculty and staff on campus. The Institute has approximately 1,080 faculty members holding the ranks of professor, associate professor, or assistant professor, and another 1,007 teaching staff with appointments of senior lecturer, lecturer, professor emeritus, instructor, professor of the practice, and adjunct professor.

MIT's current and former faculty are distinguished for their groundbreaking research and have received some of the highest honors bestowed upon individuals for contributions to science, engineering, the humanities, and social sciences, including: the National Medal of Science, National Medal of Technology and Innovation, John Bates Clark Medal, Pulitzer Prize, A.M. Turing Award, Millennium Technology Prize, Guggenheim Fellowship, Fulbright Scholarship, and MacArthur Fellowship. Most notably, 32 present and former members of the MIT faculty have received the Nobel Prize, including nine current faculty members (recognized individually or as part of a team). Close to 350 current MIT faculty hold membership in some of the most distinguished scientific and academic associations, including the National Academy of Sciences, National Academy of Engineering, and the National Academy of Medicine.

MIT alumni and alumnae bring a rare combination of technical mastery and creativity to the solution of complex problems in the commercial, academic, and civic sectors. A study released in February 2009 by the Kauffman Foundation estimated that MIT graduates had founded 25,800 active companies. These firms employed about 3.3 million people, and generated annual world sales of \$2 trillion, or the equivalent of the eleventh-largest economy in the world. Distinguished alumni include Apollo 11 astronaut Buzz

Aldrin, former UN Secretary-General Kofi Annan, and former Federal Reserve Bank Chairman Ben Bernanke.

MIT is located on the north shore of the Charles River Basin in Cambridge, Massachusetts on 168 acres that extend more than a mile along the Charles River. 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.

STUDENTS

MIT was founded with a democratic spirit from its early days, open to students of racial, religious, and socio-economic backgrounds who were less welcome elsewhere. MIT believes that all students benefit when its community reflects a broad range of intellectual, cultural, and demographic perspectives. Today, the Institute is nationally and internationally recognized as having one of the most diverse undergraduate populations among its peer institutions.

For the 2023-24 academic year, MIT enrolled 11,920 students, including 4,576 undergraduates and 7,344 graduate students. MIT practices need-blind admissions for all applicants and meets 100% of demonstrated financial need for admitted students through several types of aid. Approximately 78% of students graduate debt-free.

Almost all MIT students, both graduate and undergraduate, engage in research. Under the auspices of the Undergraduate Research Opportunities Program (UROP), about 90% percent of undergraduate students complete at least one significant research project prior to graduation, working in collaboration with a faculty member, research staff, and the graduate students involved in the project. Through co-curricular opportunities and experiences, including student organizations, events, cross-cultural education, civic engagement, and leadership development, students gain invaluable skills and experiential knowledge that they will continue to develop during their time on campus and beyond as future leaders.

LEADERSHIP

Sally Kornbluth became MIT's 18th president on January 1, 2023. She is a cell biologist whose eight-year tenure as Duke University's provost earned her a reputation as a brilliant administrator, a creative problem-solver, and a leading advocate of faculty excellence and student wellbeing. A native of Fair Lawn, New Jersey, Kornbluth graduated from Williams College in 1982 with a BA in political science. Making a sharp pivot toward biology, she received a scholarship to attend Cambridge University, where she earned a BA in genetics in 1984. In 1989, Kornbluth received her PhD in molecular oncology from Rockefeller University and then completed postdoctoral training at the University of California, San Diego. In 1994, she joined Duke as an assistant professor of pharmacology and cancer biology, and by 2005 had risen to

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full professor. She stepped into administration the following year as vice dean for basic science at the Duke School of Medicine, a post she held until she became provost in 2014.

As Duke's provost, Kornbluth served as the university's chief academic officer, with broad responsibility for carrying out its teaching and research missions, developing its intellectual priorities, and partnering with others to achieve wide-ranging gains for faculty and students. She led efforts to develop a pipeline of faculty from underrepresented groups, aiming to make Duke more diverse and inclusive, and created an Office for Faculty Advancement that led a 30% increase in the number of Black faculty from 2018 to 2022.

Now at MIT, Kornbluth has carried forward this emphasis on the student experience and the needs of faculty and staff. In her inaugural address, she began to outline bold objectives for the Institute, which include leading the development of solutions to dramatically accelerate progress against climate change; helping to realize the societal benefits of AI and ensure that its power is harnessed for good; and redefining the future of biomedicine by forging new links between engineering and life science.

Cynthia Barnhart is the provost and the Abraham J. Siegel Professor of Management Science and Professor of Operations Research at MIT. At MIT, she earned her master's degree in 1986 and her PhD in 1988 in transportation systems and optimization. Barnhart has a distinguished career at MIT, serving in many leadership roles, including most recently as MIT's chancellor from 2014 to 2021. She also served as the associate and acting dean for the School of Engineering.

A member of the Institute's faculty since 1992 and an elected member of the National Academy of Engineering and of the American Academy of Arts and Sciences, Barnhart's teaching and research has focused on the areas of large-scale optimization and analytics, with applications in transportation and logistics systems. She has supervised the thesis research of scores of students across a range of disciplines and has published widely in the flagship journals of her field.