



**Search for the Deputy Director  
Roxbury Tenants of Harvard  
Boston, MA**

Roxbury Tenants of Harvard (RTH), a Boston-based community development organization, seeks a dynamic and innovative deputy director with expertise in designing, and evaluating programs and managing program and administrative staff to join its leadership team. This is a compelling opportunity for a sophisticated relationship builder and galvanizing leader who can inspire coordinated action and enthusiasm to sustain a thriving and vibrant community.

Founded in the late 1960s, RTH is one of the most well-resourced and successful community development organizations in the Boston area. Never veering far from its original mission of preserving and enhancing opportunities for low-income residents of Mission Hill, RTH has, over the last 60 years, invested in developing and maintaining safe, affordable homes for low- and moderate-income people of diverse backgrounds. Since its founding, RTH has developed 1,114 units of predominantly low-income housing and community-oriented commercial space bounded by Francis Street, Huntington Avenue, and the Riverway. Today, RTH goes far beyond its housing focus to offer a comprehensive suite of services and programs to its more than 2,200 residents, 35 percent of whom are seniors (55+) and 27 percent of whom are children (0-20).

The inaugural deputy director will join RTH at a time of renewed energy and growth. With a new 112-unit high-rise development underway, the simultaneous rehabilitation of 109 historic apartments, a growing resident population, and increased partnership opportunities from its neighboring institutions. RTH is poised to continue to play a transformative role in defining quality of life in a lively and diverse neighborhood that is adjacent to the most important medical area in New England. Reporting to the executive director, the deputy director will be a proven leader, natural collaborator, and skilled communicator who can build trusting relationships with colleagues and constituents of diverse perspectives. The ideal candidate will have a track record of successfully managing a complex direct-service enterprise, preferably in a metro area where income inequality and systemic barriers play an outsized role in the health and safety of a community.

Roxbury Tenants of Harvard has retained Isaacson, Miller to assist in this important recruitment. Please direct all inquiries, nominations, and applications to the search firm as indicated at the end of this document.

## **ROXBURY TENANTS OF HARVARD**

RTH aims to develop, preserve, and maintain safe and affordable housing for low- and moderate-income people of diverse backgrounds in the Mission Hill neighborhood of Boston and improve its residents' quality of life. Through property management, construction and rehabilitation of properties, provision of social and educational services, workforce development, and community activism, RTH ensures residents are supported and encouraged to develop their fullest potential.

RTH currently has [1,114 apartments, townhomes, and multi-family homes](#) that serve individuals and families as their needs evolve. The Mission Park community of 775 homes is anchored by a high-rise tower and three mid-rise apartment buildings. The newly constructed Mosaic on the Riverway comprises 60 affordable rental units and 43 affordable and 42 market-rate condos. The Mosaic is also home to the RTH Early Education Center, which the YMCA of Greater Boston operates. The remaining 200+ homes are in historic three-story houses and small apartment buildings several of which include street-level storefronts.

Beyond the physical environment and housing at RTH, more than 50 employees deliver [services](#) that span education, economic mobility, childcare, senior services, health, wellness, and nutrition. This comprehensive approach is made possible by an internally funded annual operating budget of \$10 million, a dedicated resident-led board of directors, and the passionate leadership of their executive director, [Karen T. Gately](#).

Karen T. Gately has served as the executive director of RTH since 2012. A seasoned leader in the human services sector, Karen came to the organization from the YMCA with 28 years of executive experience serving various communities throughout the city of Boston and in the Merrimack Valley. During her tenure at RTH, Karen stewarded the organization to design and open a state-of-the-art \$27,000 square foot community center, including a gym, state-of-the-art exercise facilities, and multiple community spaces that today serve residents of all ages with extensive recreation, health, and wellness programs. Her leadership has been instrumental in securing the resources that enable RTH to provide a wealth of programs and services that go beyond housing and seek to improve the quality of life of its residents. In partnership with the 11-member resident board of directors, Karen has consistently closed budget cycles with a cash surplus.

Currently, RTH is in a position of financial strength with a \$10 million annual operating budget and healthy reserves at a scale unprecedented for a nonprofit organization of its scope. The annual operating budget is funded from cash flow from its properties with little reliance on government and philanthropic grants.

## **Programs and Services**

RTH currently addresses community needs through a full suite of enrichment programs and social services that are managed by four core directors: the director of community education and workforce development, the director of senior services, the director of the RTH community center, and the director of resident services.

Supported by more than 50 full- and part-time staff members, RTH offers nearly 60 different programs that cater to a diverse population that includes children, youth, families, senior citizens, formerly homeless residents, victims of domestic abuse, people with disabilities, and special needs. Given the racial and ethnic diversity of the resident community, RTH has made considerable gains, so teams reflect language accessibility needs, offering translation services in Russian, Spanish, Mandarin, and Cantonese.

A team of social workers and community liaisons counsel and connect residents to a myriad of social service programs offered through the state and federal government and independent agencies. Beyond the proactive measures taken, resident services also serve as a liaison between residents and the outsourced property management company, sometimes negotiating alternatives to avoid eviction or adverse effects on residents' well-being.

Programs and services offer opportunities for job skills training, financial counseling, and navigating technology and the Internet for everyday activities and transactions. Year-round educational programs, sports, aquatics, and health activities occur throughout the RTH campus, including the Betty Powers Library and Resource Center and the 27,000-square-foot facility called the RTH Community Center. Amenities include a community room, group exercise space, and fitness center outfitted with high-quality equipment and machines that are adapted to people with different abilities. There are classrooms, a regulation-sized basketball court, a performance studio, and a dedicated space for youth: the Johnathan Brody Teen Center.

## **ROLE OF THE DEPUTY DIRECTOR**

Reporting to the executive director, the deputy director will oversee all program departments for RTH, including, but not limited to, resident services, senior services, youth and family, and health and wellness. As a member of the executive director's senior leadership team, the collaborative leader will need to take a consultative approach to strategic planning and work closely with the finance, real estate, and human resources divisions to ensure vision alignment throughout the organization. Over time, the deputy director role will progressively acquire additional dotted lines that oversee the organization's operational and functional areas. Throughout their tenure, they will partner most closely with the executive director to advise and inform on strategic decisions that ensure RTH delivers on its mission to serve historically marginalized, urban, low- and moderate-income communities of color.

## **KEY OPPORTUNITIES AND CHALLENGES**

### **Lead the design of a unifying vision and strategy that sets a progressive outlook for the resident community.**

The deputy director will be an exceptional partner and collaborator in defining an ambitious vision alongside a dedicated resident-led board of directors, the RTH leadership team, and the larger residential community. They will bring an inclusive approach to strategic planning, honoring RTH's roots and the distinctive features that set the organization apart. The executive director will expect a clear and well-researched path forward. Part of this work includes cultivating strong relationships across constituencies and establishing clear guidelines and expectations around collaboration and decision-making. The deputy director must galvanize others and engage them in the shared endeavor that necessitates changes in behavior and mindset.

### **Strengthen and integrate programs and services across the organization to ensure quality.**

RTH has a strong history of delivering wrap-around services responding to the multiple social issues and systemic failures that drive economic inequality. Therefore, the inaugural deputy director, with a strong command of quality-of-life outcomes and risks, must prioritize continuous improvement and growth to deliver the best-in-class programs and services to the residents of RTH. To that end, they will work closely with the leadership team to identify opportunities to improve workflows and implement comprehensive updates to systems, policies, and processes that facilitate seamless integration of programs and services. As a data-driven leader with strong analytical skills, the deputy director will ensure program quality, sustainability, and measured expansion, consistently developing new approaches to reach the diverse constituency at RTH and eventually integrating the broader community of Mission Hill and Boston.

### **Build and strengthen a core programs team, expand capacity, and inspire trust.**

The deputy director will inherit a vibrant team and will have the opportunity to reimagine the structure to deliver on the RTH mission within a growing organizational context. A careful assessment and audit of systems and staffing should be a top priority for the inaugural deputy director. They must gather and align resources to ensure roles and responsibilities are well-defined, well-staffed, and well-supported. In tandem, the deputy director should promote an adaptive, caring, and thriving organizational culture where staff are empowered to learn, grow, and perform at their maximum potential. Remaining nimble and responsive to the external environment and tapping into the expertise of the staff is critical to RTH's success.

### **Champion an inclusive community**

RTH aims to build a community infrastructure that nurtures a welcoming, desirable, and vibrant quality of life for people of diverse cultures and socioeconomic backgrounds. The deputy director will embrace the

racial, ethnic, and cultural diversity of the RTH community, including the richness offered by the vast array of languages spoken. With over nine languages spoken, including Cantonese, Spanish, Russian, Haitian Creole, Mandarin, and Swahili, the deputy director must be sensitive to language and disability accessibility needs and provide culturally relevant programming. The receptive leader will solicit community feedback and develop resident leaders to support RTH's mission and improve services, truly integrating programs and people in all aspects.

**Serve as an ambassador of RTH and deepen opportunities for partnerships.**

In close partnership with the executive director, the deputy director will identify opportunities to increase the visibility and community-wide understanding of the organization's mission, goals, and activities. Building upon the successful stewardship by the executive director, the deputy director will strengthen and broaden ties with local universities, hospital systems, health organizations, school districts, and business leaders to enrich programming and increase effectiveness. As a forward-thinking leader, the deputy director will work with the leadership team to position RTH as the ground zero for innovation in community development.

**QUALIFICATIONS AND CHARACTERISTICS**

RTH seeks candidates with the following experiences, characteristics, and abilities, understanding that no single candidate will have all the ideal qualifications:

- Expertise in translating a vision and strategy into a practical plan for implementing and measuring anticipated outcomes.
- A distinguished record managing people at a comparably sized, complex unit with multiple constituencies.
- Demonstrated experience with increasing authority and accountability in program design, execution, and evaluation.
- Proven track record of establishing transparent decision-making processes and channels, including displaying confidence when making hard choices.
- Ability to recruit, grow, and retain talented professionals with a range of experience and tenure; success in nurturing a healthy, dynamic, and inclusive work environment.
- A skilled communicator who possesses the gravitas to convey the seriousness of purpose.
- Familiarity and experience overseeing the operational and financial areas of a unit or organization.
- Grounded experience working with and on behalf of historically marginalized communities, specifically urban and low-income populations.
- Deep appreciation for the unique strengths and needs of the individuals and families served and a drive to increase accessibility and greater inclusion.
- Unimpeachable integrity, ethics, high standards of excellence, and a collaborative orientation.
- Adept at change management; even keeled and calm, even when leading through challenges.

- Attention to and care for issues of diversity, community, and access.
- High emotional intelligence.

#### **APPLICATIONS, INQUIRIES, AND NOMINATIONS**

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and resumes with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/roxbury-tenants-harvard-association-inc/deputy-director>. Electronic submission of materials is strongly encouraged.

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Roxbury Tenants of Harvard is an Equal Opportunity/Affirmative Action Employer.