



**Massachusetts
Institute of
Technology**

Boyden Executive Search Contact

Lisa Vuona | 508.320.6445 | lvuona@boyden.com

Beth Parsons | 617.592.0473 | bparsons@boyden.com

Diane Turek Pire | 908.303.1800 | dturekpire@boyden.com

General Responsibilities

The Executive Director (ED), leads the Human Resources (HR) & Strategic Talent Management (STM) team that services both the MIT Alumni Association (AA) and Resource Development (RD). The ED develops and manages the strategy for this shared services enterprise. The ED works with both senior teams to attract talented employees, ensure their strategic engagement and growth, and guide their ongoing performance.

The incumbent will be responsible for building a world-class talent capability to support AA/RD's strategic initiatives and priorities. The key priorities will be used to establish a strategic talent management program that represents best practices in the industry; identify and develop leaders; develop successor talent; and provide strategic direction in the processes and practices associated with the development and retention of AA/RD's talent at all levels. The ED oversees the design, delivery, and implementation of programs and resources that advance the commitment of MIT/RD/AA in belonging, diversity, equity, and inclusion. The ED is accountable for developing appropriate metrics to chart and monitor progress.

Characteristic Responsibilities

- Design and manage all foundational elements of a high performing and integrated human resources unit including functions of: recruitment, retention, promotion, salary and compensation analysis, equity and market adjustment processes, professional development, training, on-boarding, performance reviews, merit increases, employee relations, BDEI programs, and staff development for the HR-STM team.
- Create an integrated strategy for talent management that directly supports the business needs of both MIT's AA and RD teams.
- Working with the senior AA/RD teams, develop a multi-year workforce plan that builds out the talent needed to achieve AA/RD's strategic goals.

- Build a leadership pipeline and talent review process that prepares the organization for growth and improves the depth and breadth of internal talent and skills across the departments.
- In accordance with the Institute and Community Equity Officer's strategic plan in Diversity, Equity, and Inclusion (ICEO), work in collaboration with colleagues to define strategic priorities, as well as develop, implement, and assess programs and policies to advance AA/RD's commitment to diversity, equity, and inclusion.
- Develop a core leadership and management development strategy that equips AA/RD leaders with the basic tools, skills, and process knowledge required to effectively manage their people and lead the organization.
- Manage an organization-wide talent review process including development plans for high-potential leaders, management assessment, performance management, and learning and development programs.
- Ensure that exceptional talent is recognized and that appropriate strategies are devised to retain the most promising employees.
- Define enterprise-wide career development strategies. Assess the internal climate to create relevant training programs. Develop and roll out all training strategies to improve performance.
- In collaboration with senior leaders, develop a dashboard of key indicators and metrics to determine progress along the way.
- Provide coaching and mentoring to senior leaders to effectively manage their people.
- Develop relationships with the MIT community, including School and DLC-based development staff and central HR and compensation to understand and develop programs, as needed.
- Provide team-oriented leadership to the AA/RD strategic talent management staff responsible for executing strategy and managing day-to-day operations.
- Responsible for effective staff management including hiring and orientation, coaching, training and development, workflow and performance management, and the development of a diverse, equitable, inclusive, and innovative work environment that promotes creativity and innovation.
- Benchmark the compensation and rewards and recognition practices to ensure that they support talent management goals.
- Manage usage of external search or talent management consultants, as needed.

- Manage an AA/RD salary and compensation budget and work closely with Finance and Operations to stay within overall AA/RD budget parameters.
- Liaison with MIT's Central HR organization, leveraging connections and MIT policies to help MIT AA/RD.
- Represent MIT in the local and national HR & STM industry networks/associations and keep pace with emerging trends.
- Understand the business purpose and contributions of the full AA/RD enterprise.
- Foster a culture of positivity, collaboration, and excellence.

Qualifications

- Bachelor's degree required. Advanced degree preferred, particularly in a business or human resources related field. PHR, SHRM, or SPHR certification strongly preferred.
- Minimum of 10 years of Human Resources experience demonstrating progressive responsibilities, success, and expertise in talent management, assessment, engagement, and development.
- Thorough knowledge of performance management practices. Understands all elements of talent management and professional development.
- Experienced strategic leader of a successful team with proven abilities to attract, build, develop, and mentor a small to medium-sized group.
- Exceptional communication skills (written, verbal, listening) and a demonstrated ability to confidently and effectively present, commanding and engaging both small and large audiences.
- Sound judgment and work ethic, and the ability to think strategically and act decisively.
- Extensive knowledge and experience in MS Word, Excel, and Outlook.
- Proven record of accomplishment in a position requiring independent planning and efficient utilization of time and resources, including experience managing budgets.
- Exceptional interpersonal skills, coupled with exceptional relationship building and influencing ability, insightful, and intuitive.
- Experienced in process improvements, results-oriented, and holds others accountable.
- Proven leader in a professional setting.

- Demonstrated ability to work effectively on a senior management team.
- Experience improving effectiveness through a commitment to building and sustaining a work environment that advances diversity and inclusion, celebrates achievements, and encourages teamwork.

Leadership Characteristics

- Effective and experienced senior leader, capable of partnering with peers, RD/AA leadership, and Institute partners in developing a comprehensive and sustainable plan for human resources, including leadership of innovative approaches to all core HR functions.
- Principled leader with the ability to navigate complex organizational settings and integrated unit and functional policies and norms.
- Effective and strong communicator, able to rally support and build consensus for a range of ideas, programs, and initiatives in partnership with leaders in multiple units.
- Manages people well; gets the most and best out of the team; sets and communicates guiding goals; measures accomplishments, holds people accountable and gives useful feedback.
- High levels of resourcefulness; knows how to get things done through both formal channels and the informal network.
- Relates well to all kinds of people; makes a pleasant first impression and builds solid relationships.
- Skilled at getting individuals, teams, and an entire organization to perform at a higher level and to embrace change.
- Effective in a variety of formal presentation settings; commands attention and has executive presence/impact.

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Lisa Vuona, Partner
lvuona@boyden.com
M +1 508.320.6445



Beth Parsons, Principal
bparsons@boyden.com
M +1 617.592.0473



Diane Turek Pire, Partner
dturekpire@boyden.com
M +1 908.303.1800

About Boyden

Founded in 1946, Boyden global executive search was the first firm to focus entirely on retained executive search. Others would soon follow, using many of the basic tenets and principles that Sidney Boyden put in place: maintaining a strict code of ethics and standards; establishing a global presence; creating uniform processes; and working with highly experienced business partners. These aspects of Sidney Boyden's vision are still in use today.

Boyden continues to be a leader in the executive search industry. Through the ever-expanding use of cutting-edge technology, while always adhering to strict ethical standards, we remain true to our rich heritage as the founders of retained executive search. We cover the globe with over 70 offices in more than 40 countries, led by resident professionals adept at working in a global economy. We are poised to help our clients find the people who will lead them today and into the future. In addition to retained executive search, Boyden works with clients seeking advice regarding their Boards. We also assist clients with interim management and leadership assessment.

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