



Senior Associate Dean for Student Conduct and Community Standards
Massachusetts Institute of Technology
Cambridge, Massachusetts

THE SEARCH

The Massachusetts Institute of Technology (MIT), one of the nation's preeminent research universities, seeks an experienced, student-centered, strategic leader to serve as the next Senior Associate Dean of the Office of Student Conduct and Community Standards (OSCCS).

Reporting to the Vice Chancellor for Student Life, the Senior Associate Dean represents the Division of Student Life (DSL) in matters related to MIT's community standards and provides direction at a strategic and policy planning level for the Office of Student Conduct and Community Standards (OSCCS) and represents the interests of MIT in the student conduct process. This position is responsible for the overall implementation of MIT's student conduct policies and procedures for resolving allegations of misconduct, in partnership with the Committee on Discipline (COD), a standing faculty committee, and the Institute Discrimination and Harassment Response (IDHR) Office. The Senior Associate Dean works in close partnership with the faculty chair of the COD to implement best practices.

This position is responsible for the administration of the OSCCS, with careful attention to the values of the MIT community, community standards, and stakeholder needs. The Senior Associate Dean must be a skilled collaborator and facilitator who will effectively partner with a broad range of students, staff, and faculty across MIT including but not limited to IDHR; department heads; academic deans; instructors; residential life; heads of house; the Fraternity, Sorority, and Independent Living Group (FSILG) Office; and others.

This is a key moment of growth and evolution for the OSCCS. MIT has recently grown the OSCCS team, and the new Senior Associate Dean will have the opportunity to significantly shape and impact the future of OSCCS and MIT's overall approach to student conduct. MIT is in the process of reviewing their approach to handling complaints of student misconduct with an eye towards building on the strengths of the existing model. The Senior Associate Dean will have the opportunity to oversee the implementation of these changes and incorporate best practices. The Senior Associate Dean will also be responsible for developing this newly expanded-team and implementing the new staffing structure.

MIT is seeking a Senior Associate Dean with the ability to build upon and, in some cases, renew trust and credibility in, the OSCCS and the student conduct process. The successful candidate will bring a depth and breadth of knowledge of current trends, practices, and laws related to student conduct in the higher education context and will be well-versed in best practices and experiences in a field that is becoming more specialized. Demonstrated success working effectively with faculty is essential. This is a superb opportunity for a leader who is diplomatic, an exceptional communicator, a compassionate educator, and a collaborative colleague to join a community that is committed to equity, integrity, and creativity.

MIT has engaged the executive search firm Isaacson, Miller to lead this important search. Inquiries, nominations, and applications, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

ABOUT 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 \$24.6 billion, a total annual operating revenue of approximately \$4.6 billion, and a workforce of approximately 17,180. MIT focuses on scientific and technological research and is divided into five schools—comprising more than 30 academic departments as well as interdepartmental programs, laboratories, and centers—and one college. The schools include Architecture and Planning; Engineering; Humanities, Arts and Social Sciences; Science; and the Sloan School of Management. Fall of 2019 marked the opening of the MIT Steven A. Schwarzman College of Computing. The Schwarzman College is a bold initiative to accelerate pioneering research and innovation in computing, build a profound awareness of the ethical implications and societal impact of computing, and, above all, educate leaders for the algorithmic future.

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—equivalent to the eleventh largest economy in the world.

Current and former MIT 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, 40 present and

former members of the MIT faculty have received the Nobel Prize, including 12 current faculty members (recognized individually or as part of a team). Over 300 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 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.

Faculty

MIT has 17,180 faculty and staff on campus (including Lincoln Lab). The Institute has approximately 1,089 faculty members holding the ranks of professor, associate professor, or assistant professor. Of those, approximately 300 are women. MIT has another 2,109 teaching staff with appointments of senior lecturer, lecturer, professor emeritus, instructor, professor of practice, and adjunct professor.

Many MIT faculty and staff are international scholars (i.e., non-US citizens, non-US permanent residents) from around the world who come to the United States for teaching, research, collaboration, and other purposes. This diverse group of professionals includes visiting scientists, professors, artists, and scholars, as well as postdoctoral fellows and associates, lecturers, instructors, research associates and scientists, and tenure-track faculty. During academic year 2022-2023, MIT hosted 2,155 international scholars (72 percent men, 28 percent women) from 98 countries. In addition, MIT's Lincoln Laboratory is a federally-funded research and development center.

Students

During the 2023-2024 academic year, MIT enrolled 11,920 students, including 4,476 undergraduates and 7,344 graduate students. The undergraduate population was 49 percent female, and 58 percent self-reported as being from underrepresented U.S. minority groups. The graduate population was 40 percent female, and 22 percent self-reported as being from underrepresented U.S. minority groups. MIT practices need-blind admissions for all applicants and meets 100 percent of demonstrated financial need for admitted students through several types of aid. Approximately 87 percent of students graduate debt-free. Almost all MIT students, both graduates and undergraduates, engage in research. Under the auspices of the Undergraduate Research Opportunities Program (UROP), about 60 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. As a cornerstone of MIT is pushing the boundaries of knowledge and possibility, MIT values research as a potent form of learning by doing. 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.

Staff

MIT employs approximately 8,000 staff members in a variety of non-faculty roles: Administrative, Clinical, Support, and Service. Employees provide ongoing support for the work of faculty and to the educational mission for students. In addition, MIT employs about 3,700 staff members dedicated to research, plus about 1,400 postdoctoral scholars.

ABOUT THE OFFICE OF CONDUCT AND COMMUNITY STANDARDS

The Office of Student Conduct and Community Standards (OSCCS) facilitates student growth and learning through an educational conduct process that upholds MIT's values and community standards. The OSCCS fulfills the MIT mission by supporting students and collaborating with the faculty [Committee on Discipline](#) and campus partners. They facilitate the MIT student conduct process, advise student judicial committees, and offer a wide array of workshops and presentations to help students understand community values and standards. They also work to promote community standards of behavior and support the academic mission of the Institute by enhancing students' academic achievement as well as personal and ethical development. The OSCCS is also committed to carrying out their mission in a manner that meets the needs of MIT's diverse community. They achieve this through continually educating themselves and stakeholders, intentionally engaging in inclusive practices, striving to refine procedures to reduce bias, and appreciating students' intersecting identities.

Committee on Discipline

MIT expects its students to uphold the highest standards of respect, integrity, and civility. In this context, the Committee on Discipline (COD), a standing committee of the faculty, was created to resolve complaints of alleged violations of policies and community standards by a student, former student, or student organization in a way that is objective and educational. The procedure that the COD uses to hear and respond to such complaints is described in the [COD Rules and Regulations](#). These procedures are designed to ensure equity and fairness to involved parties.

Mind & Hand Book

[The Mind and Hand Book](#) is MIT's official guide to its expectations of all undergraduate and graduate students. The Mind and Hand Book details Institute policies on academic integrity, alcohol, drugs, sexual misconduct, and other essential matters. Each year students are made aware of Institute expectations through an annual communications campaign. The Mind and Hand Book is updated annually by the Student Policy Review Committee (SPRC), which is comprised of faculty, staff, and student representatives from the Undergraduate Association and Graduate Student Council.

ROLE OF THE SENIOR ASSOCIATE DEAN FOR STUDENT CONDUCT AND COMMUNITY STANDARDS

Reporting to the Vice Chancellor for Student Life, [Suzy Nelson](#), and serving as a key member of the Vice Chancellor's senior leadership team, the Senior Associate Dean represents the Division of Student Life (DSL) in matters related to MIT's community standards. Additionally, it provides direction at a strategic and policy planning level for the [Office of Student Conduct and Community Standards \(OSCCS\)](#) and represents the interests of MIT in the student conduct process. The Senior Associate Dean will demonstrate a strong knowledge of the current legal landscape of higher education and the overall impact on campus policies around display and conduct matters.

Overseeing a team of two associate deans, two assistant deans, a program assistant, an assistant director, an associate dean (shared with residential life), and several graduate assistants, this position is responsible for the overall implementation of MIT's student conduct policies and procedures for resolving allegations of misconduct, in partnership with the faculty Chair of the [Committee on Discipline \(COD\)](#). The Senior Associate Dean provides guidance to the COD for resolving allegations of student misconduct within the framework of MIT's policies and procedures and the professional standards for campus discipline. In collaboration with the COD Chair and General Counsel, they oversee reviews and revisions to the COD rules and processes. They will also serve as chair of MIT's Student Policy Review Committee; co-chair of the MIT Behavior Assessment and Response Team (threat assessment) with the MIT Chief of Police and the Director of Human Resources; and serve as a representative on the MIT Bias Response Team.

The Senior Associate Dean will be responsible for advising the complex work of the special committee of the COD that addresses sexual misconduct complaints involving students, including collaboration with the Institute Discrimination and Harassment Response (IDHR) Office and ongoing training and education for special committee members. They will advise and offer consultation to investigators on IDHR cases involving student misconduct and coordinate investigative resolution timelines for student cases.

This role will provide key consultation to senior leaders including MIT's Chancellor, Vice Chancellor for Student Life, General Counsel, and Provost, offering policy and process interpretations and making recommendations that inform senior leaders' decision making. They will also continue to ensure that student conduct boards are staffed and appropriately trained regarding the COD and student conduct system, their roles, and developments in the practice of student conduct.

KEY OPPORTUNITIES AND CHALLENGES FOR THE SENIOR ASSOCIATE DEAN FOR STUDENT CONDUCT AND COMMUNITY STANDARDS

Continue to evolve MIT's approach to handling complaints of student misconduct, drawing on best practices across higher education and in keeping with MIT's foundational principles of being student-centered and education-based.

Last spring the MIT corporation produced a risk and audit report to assess MIT's current approach to handling complaints of student misconduct and to identify opportunities for improvements. This year a faculty committee is reviewing that report and will make recommendations for the future. The Senior Associate Dean—in partnership with college leadership and the COD—will be responsible for implementing these changes and setting the direction for the OSCCS. The new Senior Associate Dean will also reinforce equity, consistency, high standards, creative problem-solving, compassion, and efficiency throughout all policies and procedures.

Renew and expand trust in the OSCCS and the student conduct process across MIT.

Recent student protests and speech issues have strained the resources of the OSCCS and generated questions and misunderstandings amongst the community about MIT's approach to the student conduct process. The new Senior Associate Dean will lead the office in expanding and renewing credibility with faculty, staff, and students through ongoing active listening; creative and consistent education about policies and procedures; and communications that give better insight and understanding to the community about discipline processes.

Establish and lead a newly expanded OSCCS team.

The OSCCS team has been over-extended in recent years due to a significant influx of cases related to COVID and campus unrest. With the growth of the team, the next Senior Associate Dean has the opportunity to continue to shape the structure and roles and responsibilities to best meet current and future needs. The Senior Associate Dean will be responsible for setting the tone for the team, building a positive and collaborative team culture, and supporting the ongoing professional development of the team. They will help the team create a balance between managing day-to-day responsibilities while engaging in continuous innovation and staying up to date in an evolving student conduct landscape.

Serve as a trusted thought leader and collaborative partner.

The Senior Associate Dean is expected to serve as an advisor and consultant to a broad range of senior leaders at MIT, working closely and collegially with students, staff, and faculty across campus including IDHR; department heads; academic deans; residential life; residential house teams; the Fraternity, Sorority, the Independent Living Group (FSILG) Office; and others. The successful candidate will need to learn the distinctive culture of MIT and garner the confidence of key stakeholders through their expertise, diplomacy, and creative problem solving.

Establish forward-thinking and innovative programs, educational initiatives, and outreach campaigns that are responsive to the changing landscape of higher education.

An essential part of the Senior Associate Dean role is overseeing OSCCS educational initiatives, including prevention and sanctioning programs. The OSCCS has a long history of seeking out new innovative approaches in student conduct. The Senior Associate Dean has an opportunity to build on and extend that legacy in areas such as restorative practices and alternative sanctioning models. In addition, they will be responsible for designing, implementing, and managing outreach campaigns that publicize MIT's philosophy and policies regarding campus life and community standards.

QUALIFICATIONS AND CHARACTERISTICS

- Master's Degree in higher education or related discipline. Juris Doctorate (JD) or terminal degree preferred.
- A minimum of ten years of experience in student conduct, alternative dispute resolution, and/or policy development in a higher education environment.
- Demonstrated ability to understand and listen to the needs of others and develop programs and processes to most effectively meet their needs. Willingness to be accessible to students and faculty when necessary.
- Ability to be an effective team leader and a strong advocate for maximizing the developmental impact of student conduct processes at MIT.
- Excellent interpersonal skills, the ability to build strong relationships with members of diverse constituencies, and a successful track record of collaboration in achieving objectives. Political acumen with a strong sense of how and when to engage the participation of different constituencies. Experience developing and maintaining working relationships with key Institute stakeholders.
- Demonstrated success starting and implementing innovative, well-received educational programs with associated training.
- Current knowledge of laws, trends, and practices related to student conduct in the college and university environment. Knowledge and experience addressing Title IX issues and sexual misconduct in a college or university setting.
- Experience working with diverse student populations;
- Demonstrated success in the development of professional staff. Budget and supervisory experience with a proven ability to work collaboratively, raise issues, and facilitate decisions.
- Excellent written and oral communications skills.
- Integrity, forthrightness, and fair-mindedness. A demonstrated track record of flexibility, creativity, and tenacity is required to further objectives in an intricate organization.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website:

<https://www.imsearch.com/open-searches/massachusetts-institute-technology/senior-associate-dean-student-conduct-community>

Electronic submission of materials is strongly encouraged.

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MIT is an equal education/employment opportunity institution dedicated to building a diverse community. As part of our commitment to diversity, equity, and inclusion, we strongly encourage applications from women, minorities, individuals with disabilities, and veterans. We strive to be and promote a family-friendly environment and recognize that supporting this culture, at times, includes assisting dual-career couples with employment needs.