



**Senior Associate Dean, Residential & Community Life
Division of Student Life
Massachusetts Institute of Technology
Cambridge, Massachusetts**

Residential Education is committed to the development of a welcoming, safe, and inclusive living and learning community that fosters intellectual, physical, spiritual, and personal development through diverse and enriching experiential learning opportunities in the unique and exciting culture that is MIT.

THE SEARCH

The MIT Division of Student Life (DSL) seeks a dynamic and collaborative leader to serve as its next Senior Associate Dean for Residential & Community Life (SADRCL). Reporting directly to the Vice Chancellor/Dean of Student Life, the Senior Associate Dean serves as a senior member of the division's leadership team. Overseeing both Undergraduate Residential Life (URL) and Graduate Residential Life (GRL), as well as Fraternities, Sororities, Independent Living Groups (FSILGs), Office of Student Conduct and Community Standards (OSCCS), and the Dean-on-Call response team (DOC), this role provides vital leadership to MIT's various living communities.

The MIT community living model benefits from a distinctive model of shared governance that brings together faculty, students, and staff. This system has led to faculty-led residences with unique histories, cultures, traditions, and personalities that are treasured by current students and alumni alike. Working in close partnership with faculty Heads of House and house teams, the successful candidate will embrace this storied history, seeking to understand all that makes each community unique to determine how different programs, policies, and initiatives might need to be tailored to each residence and MIT student needs. The SADRCL will not only oversee the residences, FSILGS, and the Office of Student Conduct and Community Standards but also develop meaningful relationships with key constituents across the Division of Student Life and throughout MIT to enhance the living-learning environment at MIT.

The MIT Division of Student Life 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.

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 budget of approximately \$4.19 billion, and a workforce of approximately 16,327 on campus and at Lincoln Laboratory. 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. The 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 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'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, the National Academy of Engineering, and the National Academy of Medicine.

Ranked #1 by Forbes as America's best large employer, 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.

THE DIVISION OF STUDENT LIFE

The Division of Student Life (DSL) partners with students, faculty, and staff to help students thrive academically, physically, and personally and is dedicated to supporting students during a formative time in their life. The MIT experience is rigorous, and the Division supports the campus community by providing supports and initiatives to listen, guide, and assist whenever students need help. It is grounded in the mission to foster an inclusive, accountable, and welcoming community for the MIT community: “We are Here for Students.”

More information about the Division of Student Life can be found [here](#).

LEADERSHIP

Dr. Suzy Nelson is the Vice Chancellor and Dean of Students at MIT, where she oversees many areas related to graduate and undergraduate student life at MIT: wellness and student support; residential life programs; fraternities, sororities, and independent living groups; housing and dining; student activities and associated services and facilities; diversity and inclusion initiatives; violence prevention and response; student disability services; religious life; and athletics, physical education and recreation.

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.

During the 2021-2022 academic year, MIT enrolled 11,858 students, including 4,638 undergraduates and 7,086 graduate students. The undergraduate population was 48% female, and 23% self-reported as being from underrepresented US minority groups. The graduate population was 39% female, and 10% reported as being from underrepresented US minority groups. MIT practices need-blind admissions for all applicants and meets 100% of demonstrated financial need for admitted students through several types of aid. Approximately 77% of undergraduate 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 85% percent of undergraduate students complete research with a faculty member prior to graduation. 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.

THE ROLE OF THE SENIOR ASSOCIATE DEAN

The Senior Associate Dean plays a vital role in providing strategic direction and seasoned leadership for the Residential & Community Life mission within the Division of Student Life. These reporting areas include Undergraduate Residential Life (URL), Graduate Residential Life (GRL), approximately 38 Fraternities, Sororities, and Independent Living Groups (FSILGs), the Office of Student Conduct and Community Standards (OSCCS), the Dean-on-Call response team, and leadership education in living communities.

The Senior Associate Dean is accountable for setting organizational direction, including professional development, leadership development, budget development and management, issue identification and resolution, communications, and accountability to the division's goals. They will help foster a best-in-class residential living and learning experience in collaboration with faculty Heads of House, Associate Deans, Area Directors, FSILG staff, FSILG alumni leaders, Graduate Resident Advisors (GRAs), student leaders, and Division of Student Life (DSL) staff. They will ensure accountability and senior leader-level commitment to a well-integrated residential life system, large-scale program management, policy development, staff and Head of House recruitment, orientation, and ongoing support. The Senior Associate Dean will also serve on committees and working groups as requested and perform additional duties as appropriate.

This position directly supervises the following professional staff: Associate Dean, Undergraduate Residential Life, Associate Dean, Graduate Residential Life, Associate Dean, FSILGs, Associate Dean, Student Conduct and Community Standards, Associate Dean, Residential & Community Life and co-supervise a shared Sr. Administrative Assistant.

As part of the Vice Chancellor and Dean of Student Life's leadership team, the Senior Associate Dean participates in setting the mission, strategy, and objectives for the Division of Student Life. The Senior Associate Dean will also interact with campus stakeholders such as faculty, parents, Campus Police, Human Resources, and General Counsel.

OPPORTUNITIES AND CHALLENGES FOR THE SENIOR ASSOCIATE DEAN

The next Senior Associate Dean for Residential Experience will address the following opportunities and challenges:

Cultivate and sustain dedicated partnerships to enhance the Residential Experience

The Senior Associate Dean for Residential & Community Life will lead a robust student-centered team by partnering and consulting with faculty Heads of House and other house team members, FSILG alumni, the faculty committee on discipline (COD) chair, and collaborating effectively with campus partners. They will ensure proactive communication with MIT students, faculty, staff, community, and senior leadership; create opportunities for dialogue and feedback; and appropriately manage expectations. It is critical for the Senior Associate Dean to develop and sustain partnerships with the faculty Heads of House to strengthen student support and community-building efforts, as well as house team collaboration in both undergraduate and graduate residence halls. Additionally, the successful candidate will provide leadership and oversight in the search process for new faculty heads of house and oversee the ongoing professional development for staff and faculty living in residence, including orientation for new and returning Heads of House, Associate Heads of House, and residential scholars to ensure the successful functioning of the residential system.

Additionally, the Senior Associate Dean for Residential & Community Life will be responsible for building a coalition of support for house and FSILG life, working effectively with alumni, staff, faculty, students, and other campus partners. Building on this foundation, they will provide leadership to the FSILG staff to facilitate a strong partnership with the Association of Independent Living Groups (AILG) and chapter house alumni corporations. Through this leadership, the Senior Associate Dean will provide direction and oversee the processes that support recruiting, hiring, orienting, and developing residential education staff and GRAs.

Mentor, support, and empower a talented staff of dedicated professionals

MIT boasts a diverse and proficient staff. The Senior Associate Dean will provide leadership to the Associate Deans to strengthen learning around the tenets of shared governance, working in partnership with students on the Dormitory Council, Housing and Community Affairs in Grad Halls, IFC/Panhellenic/ILG/MGLC, FSILG and House presidents, and other student leaders. Further, the Senior Associate Dean will provide leadership to Associate Deans to enhance the living and learning experience through leadership retreats, orientation and training, house policy development, Residential Exploration (REX), advising, community support, behavior and accountability, and health and wellbeing. Finally, the Senior Associate Dean will be expected to provide strategic direction to Residential & Community Life staff to advise, guide, and support academic departments, house teams, FSILG staff, and campus partners on educating students, living communities, and classrooms about MIT community standards.

Enhance programs, events, and leadership development that reflect best practices in residence life

The Senior Associate Dean will embody MIT's commitment to students through leading in the development of residential programming, leadership and professional development, and community building in partnership with students, house teams, staff, and campus partners. They will ensure that strategy supports the unique traditions of the houses and FSILGs, involves students in decision-making,

cultivates a safe campus environment and promotes a student culture that enables healthy choices and learning, and strengthens programmatic aspects of house life that are important to the success of living and learning at MIT. The Senior Associate Dean will provide strategic leadership for establishing educational priorities, programming goals, and ongoing assessment of program effectiveness to support community and student development in the residence halls, the FSILGs communities, and through the student conduct process.

Along with campus partners, the Senior Associate Dean will execute a vision and strategy for leadership programming that contributes to a robust living-learning environment. They will provide direction for URL and GRL to initiate and champion leadership programming for student officers, ensuring a comprehensive living-learning environment that is enriching and vibrant for students, honoring house and FSILG traditions, and working collaboratively with students, Heads of House, and other house team members to cultivate a welcoming, safe and happy living community. The Senior Associate Dean will co-lead and implement large-scale programs (e.g., welcome week, REX, orientation, commencement) with key campus partners.

Finally, the Senior Associate Dean will provide vision and support for Associate Deans to ensure graduate family programming, setting community values aligned with MIT's values, the undergraduate rooming assignment process, FSILG recruitment, the residential scholars program, leadership development for student officers, educational, service and programmatic offerings, and Sustained Dialogue implementation and other DEI efforts.

Develop and strengthen communication and outreach processes that increase efficiency while remaining student-centered

The Senior Associate Dean will provide strategic direction to Residential & Community Life outreach campaigns that make public the Institute's philosophy and policies regarding student leadership, campus life, and community standards; obtain input from and involve appropriate stakeholders. They will lead in the development and implementation of a communication channel that addresses residential community concerns and will provide channels for communication with affected students and student groups to ensure concerns are heard and addressed.

Through their work with faculty, the Senior Associate Dean will provide outreach and training to academic departments and students to educate students and faculty about academic integrity guidelines at MIT. In collaboration with Student Support & Wellbeing, they will provide oversight to the Dean-on-Call system. The Senior Associate Dean will liaise with key external partners, including maintaining formal and informal relationships with national and regional organizations relating to the department. They will develop and maintain communication across the Institute on behalf of student interests, Residential & Community Life, DSL, and MIT's missions, consulting with DSL and Institute leaders as necessary.

Support the University's commitment to equity, access, and inclusion to achieve and sustain excellence

The Senior Associate Dean will embody MIT's commitment to equity, access, and inclusion both as a personal value and professional priority. They will provide leadership to various committees related to student life initiatives and residential living policies (e.g., welcome week, living community event registration protocols) and will serve as Executive Officer for the Committee on Student Life. Additionally, as needed, the Senior Associate Dean will serve on committees related to bias response, DEI, and other student life initiatives. The Senior Associate Dean will elevate this commitment in their leadership and oversight of Residential & Community Life, ensuring that students in the residence hall communities feel the University's commitment.

Guide and Build Consensus Around Policy, Risk Management, and Student Conduct and Community Standards

The Senior Associate Dean will serve as a divisional policy consultant on Institute-wide policies that affect students. They will be responsible for overseeing the shared development of campus and residential policies and community standards and provide consultation to the Institute's faculty and leadership about student discipline and related issues. In partnership with the Associate Dean for Student Conduct and Community Standards, the Senior Associate Dean will provide leadership to OSCCS to design a training curriculum to ensure that faculty and staff COD panelists are appropriately trained and in compliance with legal regulations. They will provide direction to OSCCS and the faculty-led Committee on Discipline to ensure a student conduct case resolution process using best practices for timely, effective, and educational case resolution. The Senior Associate Dean will lead in the development of systems and procedures for adjudication processes, providing direction at a strategic and policy-planning level to MIT's student conduct process.

Strategically align Residential & Community Life within the Division of Student Life to support students' sense of belonging and growth

The Senior Associate Dean will collaborate with Student Support and Wellbeing on policy development, risk management, and procedures related to Dean on Call. In collaboration with Student Support and Wellbeing, the Senior Associate Dean will ensure student support and response efforts are coordinated with Heads of House, GRA's, Associate Deans, Area Directors, and Student Support and Wellbeing, as well as other campus partners. They will co-lead the Behavior Assessment and Response Team (threat assessment) with the Chief of Police and the Vice President of Human Resources.

In their capacity of overseeing Student Conduct, the Senior Associate Dean will lead student policy reviews and revisions and oversee annual updates of the Mind and Hand Book (the MIT student handbook). In collaboration with the COD Chair and General Counsel, they will oversee reviews and revisions to the Committee on Discipline (COD) rules and processes, ensuring compliance with federal and state laws. Additionally, the Senior Associate Dean will collaborate with MIT's Institute Discrimination & Harassment Response Office to ensure the OSCCS and COD resolution of sexual misconduct, sexual harassment,

stalking, intimate partner violence, harassment based on protected class, and Title IX complaints. They will provide guidance to the work of the special committee of the COD that addresses these types of complaints and provide direction for OSCCS to ensure ongoing training and education for faculty COD committee members.

Provide strategic oversight to fiscal and human resources, and invest in staff and professional development pathways

The Senior Associate Dean will oversee a \$3M budget and a department of 24 staff members, including direct supervision of five Associate Deans and co-supervision of a shared senior administrative assistant. They will be responsible for providing leadership to direct reports on the recruitment of diverse staff, performance management, recognition, and development and training needs for the Department. The Senior Associate Dean will discuss, plan, and delegate major project assignments to supervisory staff/departmental leaders; determine programmatic objectives and priorities of significant scope. The Senior Associate Dean is responsible for coaching, empowerment, staff development, evaluation, and ongoing performance management of their team. Through this approach, they will be committed to ensuring the long-term career success of staff members.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

The successful candidate will bring many of the following professional qualifications and personal qualities:

- Master's degree preferred. Ten years minimum experience in student affairs or related work experience required, along with extensive experience in the design, coordination, and evaluation of educationally purposeful activities and leadership programs;
- Must be a consensus builder with a proven ability to problem-solve collaboratively, raise critical issues, facilitate decisions, and lead in a complex, fast-paced, educational environment;
- Strong understanding of student life, higher education, and cultural change is essential. Residence life experience with graduate and undergraduate students in the residential house system, as well as student conduct and fraternity/sorority involvement, are preferred. Experience working with diverse populations is valued;
- 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;
- Excellent listening, communication, organizational, and collaboration skills and the demonstrated ability to exercise good judgment is critical;
- Demonstrated appreciation of the complexities of how identity may influence an individual's learning and experiences, as well as a deep, proven commitment to building and sustaining a diverse, inclusive community;

- Ability to collect, understand, and utilize data to make informed decisions, the skill to share these findings in a compelling narrative, and present it persuasively to staff and other stakeholders;
- Staff supervision and budget experience required. Demonstrated experience in strategic planning.

TO APPLY

Review of nominations and applications will begin immediately and will continue until the position is filled. All inquiries, nominations, referrals, and applications should be sent electronically and in confidence to:

Keight Tucker Kennedy, Partner (she/her)
Debbie Scheibler, Senior Associate (she/her)
Elizabeth Arvanitis, Search Coordinator (she/her)
Alexis Scott, Senior Search Coordinator (she/her)
Isaacson, Miller

To apply, please visit: <https://www.imsearch.com/open-searches/massachusetts-institute-technology/senior-associate-dean-residential-and-community>

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

APPENDIX

MIT is committed to the principle of equal opportunity in education and employment. As of June 2022, MIT's non-faculty population was 60% female, 3% international, and 17% self-reported as being from underrepresented US minority groups.

Additional information related to MIT Diversity, Equity, and Inclusion Data can be found here:

<http://diversity.mit.edu/data/>

<http://ir.mit.edu/diversity-dashboard/>

FACULTY

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. Of those, approximately 260 are women. MIT has another 2087 teaching staff with appointments of senior lecturer, lecturer, professor emeritus, instructor, professor of the practice, and adjunct professor.

MIT's faculty includes 100 Nobel Laureates, 81 MacArthur Fellows, 60 Medal of Science winners, and 30 National Medal of Technology and Innovation winners.

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 2021–2022, MIT hosted 1,805 international scholars from 93 countries in 66 departments, laboratories, and centers. Seventy-five percent were men, and 25% were women. In addition, MIT's Lincoln Laboratory is a federally funded research and development center.

STAFF

MIT employs approximately 6,000 staff members in a variety of non-faculty roles: Administrative, Clinical, Support, and Service. Employees provide ongoing support for the work of faculty and the educational mission for students. In addition, MIT employs approximately 3,940 staff members dedicated to research, plus about 1,500 postdoctoral scholars.