

Dean for Student Life

Following thought-provoking sessions with the Visiting Committee in November, the [Division of Student Life](#) (DSL) worked to advance conversations between faculty, staff, and Institute leadership on several important issues related to the MIT student experience. These included student stress levels, the prevalence of risky behaviors, the housing selection process, residential culture and governance, the experience of first-year students, and the future of the fraternity, sorority, and independent living group (FSILG) system. This report begins with a summary of the Visiting Committee sessions and other major events, followed by a description of notable projects and accomplishments across DSL during the 2013–2014 academic year.

Events and Accomplishments

2013 Visiting Committee

All but two members of the Visiting Committee attended the meetings, which were held in the Hulsizer Room in Ashdown House on November 5–6. In previous years, the meetings had focused on DSL’s structure and operations, but committee chairman Kenneth Wang ’71, in the December 2013 Report to the Corporation Visiting Committee for the Dean for Student Life, asked that these meetings focus instead on “investigating and understanding the fundamental drivers of the MIT student experience and the philosophical and practical environment within which the division operates.”

On the first day of meetings, staff from DSL and colleagues from other MIT departments presented data on stress at MIT and how it affects students mentally, emotionally, and academically. Additional presentations went into detail on correlations between stress and risky behaviors among students (i.e., alcohol use, drug use, or unsafe sexual practices); on the effects of stress on first-year students; and on how a number of factors, including MIT’s unique housing selection process and indoctrination into MIT culture, might exacerbate the pressure felt by new students. Throughout the presentations, DSL staff discussed current and future programs intended to mitigate student stress.

The second day’s meetings were devoted to the future of the FSILG community. Many alumni who had been FSILG affiliates when they were MIT students expressed strong emotions about the community and its contributions to student life. Among the concerns discussed were membership trends, facility conditions, and behavioral issues. This last issue elicited much discussion. The City of Boston had cracked down on the use of roof decks in the wake of an accident at Phi Sigma Kappa, when a student fell four stories after a skylight that he was standing on gave way (the student was uninjured).

In its final report, the Visiting Committee said that “fundamental analyses of standards and rules pertaining to student behavior, self-governance and housing should be undertaken with the ultimate goal of forming an appropriate and consistent environment for MIT students.” The meetings encouraged reflection and conversation within DSL about policies and programs related to these topics. Some of that work was started during the reporting period and is presented elsewhere in this report, but these issues will be areas of focus for years to come in DSL.

FSILGs and Boston Inspectional Services

This was a challenging year for Boston-based FSILGs, starting with two highly visible incidents. Delta Upsilon (Beacon Street) held an unregistered rooftop concert during the fall recruitment period that Boston Police shut down after complaints from neighbors. On September 11, an 18-year-old student fell through a skylight during a roof-deck party at Phi Sigma Kappa (Commonwealth Avenue). The student sustained no serious injuries. However, the incident drew the attention of local and national media, as well as of Boston's Inspectional Services Division (ISD) and the Boston Licensing Board, which grants dormitory licenses. Because of these incidents, the ISD deputy commissioner met with MIT and Association of Independent Living Groups (AILG) officials and requested that MIT and the FSILGs work with ISD on two initiatives: first, a review of FSILG roof decks to determine if they were legal, safe, and met building code requirements for use as places of assembly; second, a review of current assembly loads in FSILG buildings.

After the meeting, the AILG notified all Boston FSILGs that the use of roof decks should cease pending resolution of permitting and code compliance issues, and that social events should be limited to no more than three times the legal occupancy listed on the dormitory license. At a follow-up meeting on October 19, ISD told MIT officials that Boston FSILGs could not host events that caused the number of persons in the house to exceed the residential occupancy number on the dormitory license. This effectively ended social events at the FSILGs.

Afterward, MIT, the AILG, and the Interfraternity Council stepped up their efforts to resolve the issues. Licensed architects were retained to review all facilities and develop detailed occupancy numbers. With the help of an expert code consultant, the proposed numbers were revised and submitted for approval twice. However, the city declined to assign new permitted assembly numbers. By the end of the spring term, it had become clear that Boston would not issue assembly limits, placing the responsibility for overseeing events at FSILGs squarely on MIT. To help establish necessary processes, Dean Colombo charged a committee to review current social event management policies and procedures, look at best practices from national and other Boston-area organizations, and recommend improvements/enhancements that would allow FSILGs to host events and resume their important role in the social life of MIT students.

Delta Upsilon Suspension

The Delta Upsilon International Fraternity's Board of Directors voted to suspend MIT's Technology Chapter until spring 2016 after an internal investigation found inappropriate behavior at unsanctioned events over the 2014 Independent Activities Period that violated fraternity policies. MIT supported Delta Upsilon's decision to suspend the Technology Chapter.

In a letter to the chapter president, Delta Upsilon International cited violations of the fraternity's loss prevention policies as the reason for the suspension. The internal investigation had concluded that chapter members engaged in underage drinking and in hazing. Specifically, Delta Upsilon International found that the chapter's members participated in drinking games, served alcohol to members under 21 years of age, served alcohol during events intended for new members (who are generally

underage), and subjected new members to hazing, including personal servitude and sleep deprivation.

All current undergraduate members, including initiates, were placed on alumni status; they could not conduct business, hold recruitment functions, or host events or activities in the name of Delta Upsilon or Technology Chapter. Anyone representing himself as an active Delta Upsilon or Technology Chapter member might have been subject to further discipline. Additionally, benefits associated with MIT's recognition of Technology Chapter were rescinded, and all MIT organizational prerogatives—such as student activities recognition, room reservations, and event approval—were also withdrawn.

The Delta Upsilon Alumni Corporation, which owns the chapter house building, explored various options for its use during the suspension, including renting to another FSILG or housing a group of students who were displaced by the closure of Bexley Hall. The corporation decided to allow some former Delta Upsilon members to rent rooms in the house in anticipation of an appeal of the suspension to Delta Upsilon International over the summer. Should the appeal fail, the corporation indicated that they would close the house for renovations in anticipation of Technology Chapter's possible reinstatement in spring 2016. All former residents of the house were offered assistance by MIT to find housing, either on- or off-campus, for the fall.

MIT was willing to support Delta Upsilon's reinstatement efforts so long as certain conditions agreed to by Delta Upsilon International were met. Members of Technology Chapter who were affected by the suspension—including new initiates—would be prohibited from re-pledging or becoming involved in the reconstituted chapter.

Bexley Advisory Committee and the Recommendation to Demolish Bexley Hall

A committee charged by Chancellor Grimson to support displaced students and finalize issues related to the closure of Bexley Hall concluded its work in October. The committee—made up of Bexley Hall residents and staff from DSL and the Department of Facilities—had discussed a wide range of issues, including housing options, the engineering reports that led to Bexley's closure, and the disposition of wall murals and art painted on doors. In the final meeting, Facilities presented its recommendation to demolish the building, which was thought to be too damaged to save.

Bexley Hall students on the committee were upset by the recommendation, and shared their feelings with other former Bexley Hall residents and *The Tech*, which published an article about the recommendation in October. Committee member Kristjan Eerik E. Kaseniit '14 was critical of both the recommendation and the student representatives' involvement in making the recommendation, saying, "The decision to demolish was made based on no input from [Bexley's representatives]."

Subsequently, DSL and Facilities Department staff met with Bexley Hall residents and alumni to present the information—including photos and engineering reports—that contributed to the recommendation to demolish Bexley Hall. Although some who attended the meeting left with a better understanding of the situation, other remained upset and skeptical. As of this date, Bexley Hall remains standing, pending MIT's application to the City of Cambridge for a demolition permit.

Title IX

Several important advances were made on Title IX compliance; most notably, Sarah Gallup was hired as the Institute's Title IX investigator. She will look into allegations of gender discrimination involving students, provide community education and training, and develop policies and procedures for remedy-based investigations and cases requiring formal adjudication. Sarah became a key member of the newly formed Title IX Working Group, which comprises staff from across the Institute. The working group was charged to identify major initiatives related to sexual misconduct policies and procedures, training, education, and resources needed to fulfill federal requirements.

Some of the group's work focused on promoting education and awareness. A second working group, made up of 22 undergraduate and graduate student leaders, was brought together to engage the student community through education and outreach efforts. More than 700 students, faculty, and staff participated in nearly 40 sexual violence awareness and prevention training sessions. MIT has also purchased an online sexual misconduct training program that will be required for all graduate students. Existing undergraduate education programs were updated and redesigned. Additionally, the working group teamed with MIT Human Resources to launch a comprehensive training program for all new faculty and staff members that integrates training on sexual misconduct, dating and domestic violence, stalking, and prevention strategies, including bystander intervention.

To raise awareness of the numerous education and prevention resources at MIT, the Preventing and Addressing Sexual Misconduct at MIT website was launched (<http://titleix.mit.edu>). The site offers links to MIT's policies and procedures for reporting and investigating complaints of sexual harassment, sexual violence, and sexual misconduct.

Two important initiatives were launched to assess current needs on campus. The first was a climate survey, conducted in late spring, that assessed the attitudes toward and prevalence of sexual misconduct among undergraduates, graduate students, and recent alumni. A series of conversations with Chancellor Barnhart was also begun; this was intended to give students a forum for voicing their perspectives and making recommendations.

Undergraduate Association Committee on Student-Administrator Collaboration

In September, a group of Undergraduate Association members approached staff in DSL and the Office of the Dean for Undergraduate Education (DUE) with a proposal to create a new committee charged with observing levels of student involvement in major decisions that affect undergraduates. They suggested that major decisions had been made with little or no student input.

Initially the proposal was in the form of a contract that staff would sign, pledging to abide by communications guidelines set by the Committee on Student-Administrator Collaboration (SAC). However, staff in DSL and DUE disagreed with the idea of a contract. SAC took the fall to review their recommendations, to gather information from sources including *The Tech* and MIT Archives, and to put together histories of major decisions that they felt had been made without adequate student involvement. These histories were posted on a [subsection of the UA website](#).

The SAC members updated their draft proposal and sent it to DSL and DUE in the spring. The divisions reviewed and combined their comments and suggestions through two rounds of feedback. The SAC amended their proposal to reflect some of this feedback, which centered on how the committee would work with DSL and DUE. At the end of the spring semester, as SAC leadership changed with the election of a new board, it was decided that DSL and DUE communications staff would be the main contacts for SAC, and would work with the committee to implement some of their recommended best practices.

Retirement of Barbara Baker and Reorganization of Student Development and Support

MIT bade a fond farewell to Barbara Baker, senior associate dean for student life, a tireless supporter of MIT students and a well-respected member of the Institute community. Barbara's retirement capped a 41-year career in student relations. She leaves behind a 13-year legacy of caring, warmth, and professionalism at MIT. Her last official day was June 30.

In the months leading up to her retirement, Barbara worked closely with Judy Robinson, who was serving as associate dean for student outreach and support (SOS), to ensure a smooth transition for her student relations projects and programs. On July 1, Judy was officially named senior associate dean of student outreach and support. The two areas that had been reporting to Barbara—SOS and student development—became their own departments, reporting to Dean Colombo:

- Student Outreach and Support: Title IX, critical students and veterans support, Dean on Call, the Office of Student Citizenship, and the Office of Community Development and Substance Abuse; and
- Student Development: Public Service Center, Student Leadership and Engagement (Student Activities Office), and the Campus Activities Complex.

The search for a new senior associate dean for Student Development was under way as of this date.

Major Initiatives

Community Standards Planning

Building on a foundation laid in spring 2013, staff from SOS and Residential Life and Dining (RLD)—including Community Development and Substance Abuse (CDSA), the Office of Student Citizenship, Conflict Resolution, and Residential Life/First Year Programs—engaged students from Burton-Conner, Chocolate City, Senior House, and East Campus in community standards planning (CSP). The process was intended to help these communities develop behavioral standards for their residents, using a multi-step process that encompassed the following:

- Articulating clear enforcement responsibilities and strategies for residents, graduate resident tutors, (and housemasters);
- Developing a process to hold residents accountable for violations of community standards, which may include the revitalization of residence hall judicial committees or similar processes;

- Training identified members of a student-run residence-based standards enforcement body on expectations for, and the practices, documentation, and follow-up needed, with students involved in incidents believed to be in violation of the community standards;
- Preparing residential life area directors to serve in an advisory role to the residence-based enforcement body; and
- Providing ongoing support and training to residents and house team members involved in these processes.

Each community had made some progress on CSP. Student governments in Senior House and East Campus were reviewing the CSP documents before adoption. Those in Chocolate City and Burton-Conner were slower to work with the CSP team because of lingering issues between the administration and those communities, along with some unrelated issues in Chocolate City. However, thanks to the efforts of the CSP team, those in Chocolate City seemed poised to resume the work of identifying what would be an ideal state for that community, and filling the gaps between that ideal and current circumstances.

Strategic Planning for DSL and the FSILG Community

The division's strategic planning process was nearly concluded when this report was written. After laying the foundation (e.g., mission statement, core values, strategic themes and initiatives) through a series of listening sessions, 15 implementation teams were chartered. Team members comprised more than 60 DSL staff and several more students and non-DSL partners from across the Institute.

Thirteen teams completed their work, resulting in a list of proposed improvements to DSL's operations and infrastructure, including a new online student portal (which was handed off to Information Systems and Technology for development and implementation), improved staff and student training across a wide variety of topics, a special event to make staff more aware of best practices for working with MIT's diverse student population, recommendations for new communication channels with MIT students' parents, and new fundraising and space management protocols. The remaining teams are expected to complete their work in fall 2014.

The strategic planning process reinforced the idea that learning extends beyond the classroom and that DSL staff can be educators in their interactions with students. From the planning work arose four educational priorities that will help shape DSL's educational mission in the future:

- Intellectual curiosity and innovation,
- Intra- and interpersonal competence,
- Citizenship and civility, and
- Social, emotional and physical wellness.

Staff also made significant contributions to the FSILG strategic plan. This was undertaken at Dean Colombo's request to complement work on DSL's strategic plan, and was completed in April under the direction of AILG chair Steve Baker '84. The

process involved alumni, students, and staff, who offered more than 1,000 comments and suggestions during more than 20 listening sessions.

Department Accomplishments, Efforts, and Events

Student Development and Support

Public Service Center

The Public Service Center (PSC) celebrated 25 years at MIT with fall events that included a celebratory dinner at Gray House hosted by President and Mrs. Reif. Dinner guests received a commemorative book showcasing MIT students' public service accomplishments. The book also honored Priscilla King Gray, PSC's co-founder and continuing mentor.

Public Service Fellows collectively worked in 16 countries, eight U.S. states, and the District of Columbia. Their diverse projects included designing a medical records database at an HIV/AIDS clinic in Togo, developing a municipal energy plan for a coal mining community in Kentucky, and researching diagnostic technology for diabetes patients in India.

Through the Community Service Work-Study Program, 99 students worked in eight states across the country in a variety of disciplines, including literacy, mathematics, and science tutoring, volunteer coordination, IT consultation, and government.

Collaborations with the Graduate Student Council (GSC) this year have led to new resources for graduate student participation in public service. These initiatives include new GSC–PSC service grants, which will provide up to \$50,000 in funding annually for graduate students engaged in public service, and a new Priscilla King Gray Award to celebrate graduate students who exhibit leadership in public service.

A total of 37 MIT-led teams entered the final round of this year's [IDEAS Global Challenge](#) to tackle quality-of-life problems through innovation and entrepreneurship. Of these, 13 were awarded \$79,500 in implementation funding to make their ideas a reality.

The IDEAS Global Challenge staff also recruited and charged a core group of MIT and PSC supporters to form a new advisory board for IDEAS. The board's primary task was to help IDEAS achieve its vision and enlarge its positive on the world. The board members—with backgrounds in investing, finance, innovation, entrepreneurship, and marketing—provided the IDEAS team with expert advice, and helped to establish a network of alumni and corporate sponsors, create new mentor relationships for IDEAS teams, and increase awareness of the IDEAS Global Challenge.

PSC director Sally Susnowitz initiated and facilitated collaborative work on a DSL plan for a student life initiative with *MITx*. The aim is to incorporate student development systems into the *MITx* learning environment, thereby providing a more complete educational experience for *MITx* students while also increasing awareness of DSL's contribution to MIT's educational mission.

Hobby Shop

The **Hobby Shop** celebrated its 75th anniversary with a well-attended open house and fundraising gala in October 2013, which generated almost \$90,000 for the shop's renovation. The shop was also featured in an article on Bloomberg.com about its place as an original "maker" space.

The staff oversaw the renovation, during which a team of contractors removed the shop's contents, reconfigured the floor to add 600 square feet of usable space, installed heating and air conditioning, added ventilation for the laser cutter and welding area, improved the lighting, and brought in several new pieces of equipment, such as the OMAX MicroMAX precision water-jet machining system.

Hobby Shop staff helped design and teach a new section of 2.75 Development of Mechanical Products, focusing on furniture design. This is the first credit-bearing course taught in the Hobby Shop that also satisfied a departmental degree requirement. And the Hobby Shop coordinated with the Student Activities Office (SAO) and TechX to host the hands-on part of MakeMIT, the Institute's first-ever hardware hackathon. About 50 teams of up to five students each had 16 hours to develop a prototype mechanical device. The top 10 teams went on to the second phase, which included access to the Hobby Shop.

Diversity Day of Dialogue

This special event, which was recommended by DSL Strategic Planning Implementation Team Six, brought together staff from across various departments to participate in a day of workshops, lectures, community building exercises, and reflection centered on issues of culture, identity, and social justice at MIT.

The day started with a presentation by Ed Bertschinger, physics professor and Institute Community and Equity Officer. Then conference participants facilitated an open and interactive discussion about MIT's cultural climate; they also learned from others' experiences and developed plans for cultivating a campus environment that promotes equity for students and other MIT community members. In keeping with DSL's mission to create a dynamic campus community, staff members discussed the division's role in promoting diversity and inclusion through their work as educators outside the classroom.

Dean on Call

Judy Robinson and Sharon Snaggs Gendron, assistant director of Student Outreach and Support, worked with Barbara Baker to enhance the Dean on Call program with a series of in-service trainings for primary and secondary responders. These included programs on such topics as dealing with domestic violence and cultural differences in the context of student crises.

The campus on-call response team, coordinated through DSL, partnered with MIT Police, MIT Medical, and Student Support Services to address reports of 556 incidents that took place between June 10, 2013, and June 9, 2014. Among the most frequently occurring incidents were requests for student well-being checks, alcohol-related medical transports, and student mental health issues.

Hazing Prevention

The Hazing Prevention and Education Committee expanded its membership during the year to include student representatives from FSILGs, athletics, the SAO, and the Dormitory Council. The committee communicated the Massachusetts state law on hazing to all students. It also coordinated a new member program recognition process, an online hazing reporting form, hazing education and outreach programs, and a hazing prevention website.

Further, a team of 12 staff members from the Department of Athletics, Physical Education, and Recreation (DAPER), RLD, the FSILG Office, and SOS established a hazing investigation team. The team will be coordinated by Kevin Kraft, director of the Office of Student Citizenship, and was trained in proper investigation protocols. Judy Robinson and Kevin Kraft started developing an investigation protocol guide and ongoing training programs for the team.

Student Activities Office

In partnership with the Undergraduate Association, the Campus Activities Complex (CAC) pilot-tested a controlled-value payment card system (a 19-group alpha test had taken place in the fall semester, and a 26-group beta test had been held in the spring). The program is intended to simplify management of purchases for student groups and to decrease the amount of cash that groups must front for activities.

Community Development and Substance Abuse

At MIT's second annual Wellness Fair, CDSA and the First-Year Experience in RLD gathered data on students' perceptions of stress, and how stress was related to students' perceptions of their experience at MIT. The data informed planning for outreach and support programs that support students living both on- and off-campus.

Reviewing and Revising Student Policies

The DSL Policy Review Group continued its work to finalize revisions to student policies on alcohol and drugs, hazing, sexual misconduct, and weapons and hazardous materials. The group, convened by Judy Robinson, comprised Don Camelio from CDSA, Kevin Kraft from the Office of Student Citizenship, Marlina Martinez Love from the FSILG Office, and Jay Wilcoxson from the Office of the General Counsel. The group worked through March 2014 to gather feedback on the policies from students, faculty, and staff. The policies were then submitted to Dean Colombo and Chancellor Barnhart for review and approval. The group also started work on revising *The Mind and Hand Book*, which is expected to be complete before fall 2014.

Improving and Managing Non-Residential Facilities

MIT's capital renewal efforts were expanded to include properties under the CAC's management. Although work will not begin until next year, planning was undertaken this past year on a number of facilities, including these:

- MIT Chapel (W15), which will undergo substantial building renewal to the moat and basement in 2014–2015;

- Kresge Auditorium (W16), which will receive significant building system enhancements in 2015–2016;
- Walker Memorial (50), which underwent a rapid-response study to ascertain the condition of its systems; and
- Stratton Student Center (W20), which was added to the list of buildings needing a rapid-response study during 2014–2015.

A “vision document” on the Stratton Student Center was started in conjunction with the CAC Advisory Board and the SAO; it will be completed during summer 2014. The report will be submitted as part of a long-range planning study that includes not only the Stratton Student Center but also DuPont Gymnasium and Athletic Center (W31 and W32), and Rockwell Cage (W33).

Residential Life and Dining

Housing

Phase one of planned residence hall security enhancements—new security systems, perimeter access controls, uniformed security staff, and policies and procedures—was implemented in August 2013 for Maseeh Hall, McCormick Hall, Baker House, Next House, and Simmons Hall. Westgate Hall and Tang Hall received upgraded access controls and camera systems. Staff members worked with house leaders throughout the year to gather input on the implementation, which included a comprehensive communication plan, meetings with stakeholders before and after implementation, a resident survey, a website, and a dedicated feedback channel. Suggestions gathered during phase one have shaped the planning for phase two, which started after Commencement.

With support from Information Systems & Technology, Housing implemented Odyssey HMS as the residential management system of record. A large part of the work involved connecting Odyssey to MITSIS in a way that allowed information to flow between the systems. This gives DSL easy access to a wealth of information on the residential system, including housing assignments and billing information.

Housing assignments staff reviewed the sublicensing policy, the June termination policy for graduate students, and cancellation policies. At their recommendation, the termination fee was removed, allowing graduate students with internships or co-ops that start on July 1 to cancel their licenses without penalty. Graduate students had been allowed a grace period of seven days to move out after cancellation of a license, but are now required to move immediately. And the language of housing policies was reviewed and simplified.

Residential Life Programs

In collaboration with MIT Medical and the Massachusetts General Hospital (MGH) Institute of Health Professions, RLD began a pilot program in fall 2013 to improve the health and well-being of MIT graduate students and their families. Graduate nursing students from MGH began spending one day a week conducting wellness interviews with graduate students’ families at Westgate and Eastgate. They subsequently used the

data to develop a health curriculum to address those families' needs. Participation and support for the program grew through spring 2014, and the pilot will continue for a second year.

With the Office of the Dean for Graduate Education, RLD hosted alcohol awareness programs for graduate students. The events, "Cultural Conversations around Alcohol" and "Social Networking with Alcohol," were widely attended by faculty, staff, and graduate students. Both events presented information on, and discussion of, social norms concerning alcohol at MIT, including alcohol consumption trends among students.

The residential life area director program expanded to include all undergraduate residential communities except Senior House. At the end of the spring term, DSL had made significant strides toward hiring an area director for Senior House, and was planning the conversion of several rooms in the residence into an suitable apartment.

Improved selection and recruitment criteria for graduate resident tutors attracted a larger pool of applicants. Current graduate resident tutors also participated in a recruiting campaign that highlighted the professional and personal benefits of becoming a graduate resident tutor. With the addition of HireTouch, a hiring management software system, the entire process was improved for both applicants and hiring managers. The FSILG Graduate Resident Advisor Program was retooled to give all graduate resident advisors the same employment status as graduate resident tutors.

Fraternities, Sororities, and Independent Living Groups

Staff were closely involved in the issues that arose between FSILGs and Boston's ISD, including the use of roof decks, occupancy limits, and building code requirements. Additionally, FSILG staff worked with Information Systems and Technology and the AILG to connect all on- and off-campus FSILGs directly to the MIT fiber optic network, along with a network maintenance program to provide regular support for in-house equipment and new capacity at every FSILG.

The FSILG Office also sponsored the visit of Dr. Gentry McCreary, a researcher and consultant on hazing behavior, to MIT. Dr. McCreary met with a variety of stakeholders, including FSILG student leaders, members of the Committee on Discipline, DSL hazing investigators, and the Hazing Prevention and Education Committee.

Dining

The house dining program completed its third year successfully. Students used 74% of their plan meals, exceeding the industry standard of 65%. The department continued to monitor the program's success by gathering data on food and dining services through the annual Senior Survey and a series of focus groups conducted in the spring.

The transition of retail food operations from Sodexo to Chartwells was completed during summer 2013. The Forbes Family Café, R&D Pub, Steam Café, Café 4, Bosworth's, and Walker production facilities are now managed by Chartwells. All

Sodexo employees but one stayed, and the new direction seems to have improved employee morale.

In collaboration with Terrascope's Experimental Study Group, MIT Dining created a "Farm to Table" curriculum that explored the path food takes from growers to consumers, using MIT as a case study. In particular, students examined how MIT is supporting local farms, dealing with food preparation and service, and handling waste disposal.

In collaboration with the Facilities Department, MIT Dining helped remodel the basement kitchen of the Stratton Student Center for Aramark to use during the renovation of the Faculty Club. And one area of the Lobdell Food Court was renovated to accommodate the Shwarma Shack, a new vendor that serves Middle Eastern and Mediterranean food, using halal meats. This provides another option for MIT's Muslim population, and quickly became a very popular dining option in the food court.

Athletics, Recreation, and Physical Education

Varsity Athletics

MIT finished eighth in the final standings for the Division III Learfield Sports Directors' Cup, awarded annually to the nation's best overall collegiate athletics program. This year was both the highest-ever finish by the Institute and the top finish by a New England Women's and Men's Athletic Conference (NEWMAC) school. The men's sports program won the NEWMAC President's Cup for a second straight year.

The program matched MIT's record with 10 NEWMAC championships. Individual MIT student-athletes set a new record, with 15 Academic All-America honors received; together, they tied the Institute's record, with 95 All-America honors across all sports. Seventeen varsity teams made it to their respective sports' NCAA national championship competitions. Additionally, nine MIT coaches received Coach of the Year honors for the conference or region.

DAPER introduced a new student-athlete support program. The Engineering Success Program works in partnership with other MIT departments to help athletes with academic, health, and career services so they can succeed on and off the field. DAPER spearheaded the MIT Compliance Committee, an interdepartmental collaboration comprising staff from the Office of the Registrar, the Office of Admissions, Student Financial Services, and the Office of the General Counsel to manage the NCAA, MIT, state, and federal rules relating to MIT varsity athletics. In parallel, DAPER implemented ACS, a unified package of online tools used to track the compliance and eligibility of student-athletes.

Club Sports

Several club sport teams represented MIT at regional and national competitions, with the highest honors bestowed on three teams. Sport Taekwondo placed third overall at the National Collegiate Taekwondo Association Championships. The Pistol Club

brought home the National Rifle Association Collegiate National title, placing first in the women's air pistol competition and third in the women's sport pistol competition. And the Wrestling Club placed second in Division II at the National Collegiate Wrestling Championship.

With Aideen Doneski, DSL senior project director for assessment, the Club Sports Office surveyed participants on the physical and mental effects of participating in club sports. Some of the most significant findings reflected DAPER's philosophy on the benefits of balancing academics with athletics.

- When asked, "What kind of impact have club sports had on your MIT experience?" 98% of responding club sport participants answered, "very positive impact or positive impact."
- When presented with the statement, "Club sports contribute positively to the quality [of] and student satisfaction [with] life at MIT," 97% of responding club sport participants answered, "strongly agree or agree."
- When presented with the statement, "Through participation in club sports, I have been able to meet new friends on campus," 95% of responding club sport participants answered, "strongly agree or agree."

The MIT Club Sports Office also launched a new Facebook page aimed at promoting upcoming events, sharing club successes, and connecting club sport teams to one another and the campus as a whole.

Physical Education

DAPER collaborated with the Office of Student Citizenship to develop emergency management policies. Such policies are especially important to physical education classes, which rely on pre-set schedules and attendance to ensure that students complete requirements. Health and wellness instructors attended a workshop sponsored by MIT Dining and the Au Bon Pain restaurant chain that offered tips for healthful eating in the dining halls. And the group worked with Information Systems and Technology to update the Stellar physical education class registration system.

Recreation

The ENGINEERyourHEALTH™ trademark was approved for DAPER's health awareness campaign (launched in 2012). Topics presented in this year's campaign included balancing work and wellness (featuring Dean Colombo), nutrition, and blood pressure management. Several new programs were added to the recreation program that complemented the campaign, such as a Pet-A-Puppy stress reduction event (which attracted more than 250 community members), and Get Up, Stand Up, which encouraged community members to choose light exercise over being sedentary, and received attention from National Public Radio.

Facility enhancements and upgrades were in full swing. In partnership with TSG Security, the vendor that installed security systems in the residence halls, DAPER completed a comprehensive facility security audit. A plan for updating facility access controls (e.g., turnstiles and card readers) and other security measures (e.g., cameras)

was developed and is being implemented. Also, thanks to a doubled capital equipment replacement budget, more than 20 pieces of outdated fitness equipment were replaced.

To keep the community up to date on DAPER happenings, the department entered an agreement with REACH Digital Solutions to develop a mobile app during summer 2014. The tentative launch date is fall 2014.

In a first for the department, DAPER entered a three-year corporate sponsorship agreement with the Eastern Mountain Sports (EMS) Outdoor Schools. This enhanced recreation programs with the addition of the very popular stand-up paddleboard fitness program, launched during the winter at the Z-Center's Aquatic Center. The stand-up paddleboard program will continue to be offered outdoors at the Sailing Pavilion with instructors contracted through EMS. Recreation also started offering free stand-up paddleboard rating courses weekly all summer.

The indoor golf instruction program added a new Titleist Performance Institute–certified instructor who brought K-Vest technology to the program, giving users computer analysis of their stance, swing, and contact with the ball.

Fitness outreach programs were doubled in 2014. DAPER sent fitness instructors into departments, laboratories, and centers across campus to conduct fitness assessments, programs, and exercises during business hours. Additionally, fitness instructors contracted with several residence halls to provide weekly classes for student residents. And DAPER hired a registered dietitian to provide nutritional assessment and counseling services to members and nonmembers.

Religious Life

The major accomplishment this year was the rebuilding of religious-life programs that had experienced difficult transitions. The leadership of the Board of Chaplains passed from Michael Dean to Michelle Fisher. Through a series of meetings with President Reif, Provost Schmidt, and Chancellor Barnhart, the chaplains focused their work on supporting MIT's core values. President Reif called the chaplains to work with him to "educate the whole student." Also, on average, there was one memorial service or wedding each week, which helped build affinity across campus for religious-life programs.

Several programs focused on aspects of leadership, education, and ethics. The Dalai Lama Center for Ethics and Transformative Values sponsored a leadership initiative program based on secular ethics and humanist values. The Young Peace Leaders Program sponsored two seminars in Mexico City. Another leadership program included cooperative efforts with the Sloan School of Management and MIT's Media Lab. Education initiatives included the Global Literacy Collaborative, which involved staff from the Media Lab, Tufts University, and Georgia State University. Ethics initiatives on campus engaged students to work with local educators while reaching around the globe to six countries, with more countries to be added in fall 2014.

A highlight of the year was a two-day program, “Rethinking Mindfulness,” sponsored in partnership with the Media Lab and attracting more than 200 students and health care professionals. A series of dialogues on Buddhism and Judaism involving the Venerable Tenzin Priyadarshi and Rabbi Gavriel Goldfeder was also well received.

The Addir Fellows concluded their eighth year with 25 fellows from a variety of religious and nonreligious backgrounds who sought to explore conflict with other religious and ethnic groups through public and small group events. This opened the experience of inter-faith conversation to a wider audience, and expanded the influence of the Addir Fellows Program.

David Thom, coordinator of the Cambridge Roundtable on Science, Art and Religion, was awarded a Templeton Foundation grant to expand his work to include Brown University, Yale University, and Dartmouth University. Although the grant does not affect his program at MIT, it does indicate the quality of David’s work with faculty members at MIT, Harvard University, and other universities.

Administration

Housing Support

Professor and former chancellor Phillip Clay led the Graduate Student Housing Working Group, which was charged with reviewing MIT’s current and future graduate housing needs. Staff from DSL served on the committee, which recommended that MIT build housing for 500–600 students, and that the facilities be designed to accommodate a variety of housing types, ranging from studios and multi-bedroom suites to apartments. They further recommended that these housing units be capable of accommodating both married and unmarried students and families.

Staff also assisted in preparing for phase two of the residence hall security enhancement project. In collaboration with RLD, staff helped define this second phase’s scope and pricing, and coordinated the bidding process. DSL contracted with TSG Security to enhance security systems at Burton Conner, MacGregor House, New House, Random Hall, and Senior House. Because of the configuration of its component buildings, East Campus was not part of the bid; it will retain its long-standing security policies for the time being.

Administration staff worked on the Bexley Advisory Committee along with Dean Colombo and representatives from RLD and Facilities. The committee wrapped up its work in mid-October with the recommendation from the Facilities Department to demolish Bexley Hall.

Human Resources

In cooperation with the assessment team and the Institutional Research section of the Office of the Provost, Human Resources conducted a DSL Employee Engagement Survey to identify opportunities for DSL staff to become more fully engaged in their work. The results were presented to DSL leadership in the spring.

With RLD, HR supported the process of hiring graduate resident advisors for the FSILGs. Appointments were made in the late spring, and the new staff members will begin their duties in fall 2014. Additionally, Human Resources manager Sonja Dagbjartsdottir was accepted as a Susan Vogt Fellow at the Boston Consortium for Higher Education. The program is intended to cultivate emerging leaders among the staff at Consortium members.

Endicott House

The MIT Endicott House Review Committee was charged by Chancellor Grimson to consider strategic options for the property's use. Several DSL staff were on the committee, which produced a report that was submitted to the chancellor in the fall.

Communications

With the addition of social media specialist Kellen Manning and intern Joe Johnson from Emerson, DSL Communications shifted its social media engagement work into high gear. The number of DSL's Facebook followers grew from 50 to nearly 1,200, and Communications staff increased the frequency and variety of communications, covering a wide range of events and issues in engaging and innovative ways.

In particular, Kellen and Joe live-tweeted the SpringFest concert, and got students attending the event to post photos and tweets using the special #mitsf14 hashtag. This was surely one of the earliest times that an event was live-tweeted by an MIT department. Also, Kellen asked Andrea Nickerson '14 to tweet her thoughts and feelings about graduating in the month that led up to Commencement, using the hashtag #goodbyemit. Over the last several weeks of the semester and through Commencement, Andrea posted personal reflections and photos that told the story of her final days as an undergraduate. The resulting material was posted to the website Storify, and attracted more than 533 total views across Storify, Twitter, and the new blog, mitstudents.tumblr.com.

In March, the department partnered with The Primacy, a digital advertising agency, to undertake an in-depth analysis of DSL's website. This discovery process also included analysis of the audiences for the website, and what those audiences sought when they interacted with DSL online. Primacy found that users did not have a clear understanding of what DSL is, of which departments constitute the division, or of the good that DSL does for students. Users generally had either no opinion or a negative view of the division. This validates informal feedback received from students and other constituents, who tend to view DSL as simply the people who say "no." These findings started conversations about how DSL wants to be perceived and about how the division shapes its identity (e.g., the media through which DSL presents itself) and its brand (e.g., how DSL reinforces its good qualities through service delivery).

The department created strategies and communications that addressed the suspension of Delta Upsilon, the recommendation to demolish Bexley Hall, the FSILGs' relations with the City of Boston, Chancellor Barnhart's sexual misconduct awareness campaign, and the DSL Visiting Committee.

Notable Retirements and Promotions

Barbara Baker, senior associate dean for student life, retired on June 30. Candace Royer, associate professor of athletics and development officer for DAPER, announced her retirement on May 5, with an effective date in mid-August. Peter Cummings was promoted to executive director for administration on June 1.

Costantino Colombo
Dean for Student Life