

Dean for Student Life

Staff from the Division of Student Life (DSL) worked with students on cocurricular endeavors to enhance and complement their academic pursuits at MIT. From residence halls to student organizations to athletic teams and faith communities, DSL staff advanced existing programs and introduced new and emerging approaches to enhancing the MIT student experience in each of the division's groups — the Department of Athletics, Physical Education, and Recreation (DAPER), Student Support Services, Student Development, Religious Life and Chaplain to the Institute, Residential Life and Dining (RLD), and Administration — to provide “exceptional living and learning environments for MIT students through a rich variety of opportunities that inspire academic achievement, innovative thought, leadership, and global citizenship.”

Highlighted Events and Accomplishments

Student Support Review Committee

The chancellor and dean for student life convened a review group comprising student life professionals from two peer institutions and the medical director of the JED Foundation. Although the meetings took place during one of the winter's worst snowstorms (necessitating their completion by phone), the reviewers talked with representatives from DSL, the Division of Undergraduate Education (DUE), the Office of the Dean of Graduate Education (ODGE), Mental Health and Counseling Services, Student Support Services, housemasters, student leaders, and graduate resident tutors (GRTs). The review group's findings are confidential; however, MIT leaders involved in the program emerged with new perspectives on how to support students during times of need.

The Mind and Hand Book and Policy Review Committee

A committee that was formed in January was charged by the dean for student life to review and revise student policies in *The Mind and Hand Book* as needed, to establish a protocol for future policy reviews, and to determine a strategy for disseminating *The Mind and Hand Book* to incoming students. A protocol that stated a policy review will take place at least every five years, or at the discretion of the dean for student life, was also approved. The Policy Review Group will reconvene during the 2016 academic year to review and, as needed, update or write new policies.

It was also determined that *The Mind and Hand Book* would be printed for the first time since 2009 and that all incoming undergraduates will receive a copy during orientation week in August 2015. Upper-class students and graduate students will receive an email about policy revisions and a link to the updated *Mind and Hand Book* online.

The DSLx Life Skills Initiative

This initiative was created to support the personal development of MIT and MITx students online in a manner that complements and enhances their academic development. The initiative was launched with a \$500,000 gift from Michele Kaliski SM '87 and Burt Kaliski '84, SM '87, PhD '88, who issued a challenge to other MIT alumni to support the initiative.

In the early phase of the project, a five-year plan was developed on the basis of research into online education precedents for life skills. A working group was then created to advance the project. Colleagues from DSL and across MIT began analyzing topics, assembling educational materials, articulating learning objectives, and considering modes of online content delivery.

The initiative's director also connected with staff from MIT's Open Education and Strategic Education Initiatives (SEI) groups. The SEI group offered information on learning outcome mapping models and software used by academic departments. With this work as a prelude, the director and working group began developing an informational website to raise awareness and garner intellectual and financial support.

Gender-Inclusive Housing

For at least two years, students have requested through the Dormitory Council (DormCon) a policy that would allow any student to live with any other student regardless of gender identity, creating a more hospitable environment for students living outside the traditional gender binary. The housing assignment chairs, Residential Life Programs (RLP), DormCon, and the senior associate dean for student life collaborated throughout the year to craft a suitable gender-inclusive housing (GIH) policy, which was rolled out with the first-year housing lottery in June.

Under this policy, first-year students are given a definition of GIH and asked if they would be interested in such an arrangement. Each first-year student who answered in the affirmative received a confirmation call from staff to ensure that the student fully understood his or her choice. Nearly half of the students who said yes to GIH affirmed their answer after the call. As a result, 32 first-year students will live in GIH rooms throughout the housing system.

Men's Football

The Engineers made history this year, going undefeated (9–0) in the regular season for the first time since 1881, when the season was just three games long. With this achievement, the team received the bid to represent the New England Football Conference in the NCAA Division III college football playoffs. The team won its first-ever postseason game, beating Husson University of Maine. But the storybook season came to an end at the hands of Wesley University of Delaware in the second round. The program's success garnered national media attention, with coverage from the Wall Street Journal, Reuters, the Boston Globe, ABC, NBC, and CBS.

Dealing with Unprecedented Winter Weather

A series of massive snowstorms hit the region in January, February, and March, piling up more than 110 inches of snow and making 2015 the snowiest year on record for metropolitan Boston. In February alone, the region received nearly 65 inches of snow, rendering streets impassable, halting public transportation, and causing MIT to cancel classes for three days.

Despite the cancellations, DSL staff worked around the clock to ensure that student services were available, even if they were limited. Food service was available on all but one day in the Student Center, when severe weather shut the facility outright. House dining was concentrated in one or two dining halls on occasion. As in previous weather emergencies, housemasters and their teams opened their doors and shared from their pantries with students who were stuck indoors. And RLP staff worked to create programming that gave residents a relaxing alternative to studying without having to venture into the terrible weather.

Fraternity, Sorority, and Independent Living Groups and the City of Boston

The fraternity, sorority, and independent living group (FSILG) community started the year in challenging circumstances. After social events had been effectively banned by the City of Boston, DSL introduced a new social registration policy intended to allow chapters to host events under specific conditions. An August incident at Lambda Chi Alpha in Boston — when a female student from another college fell from a third-story window during a dry rush event — caused the city to reassert the event ban that had been established the previous year.

Through a cooperative effort involving DSL, the Interfraternity Council (IFC), the Panhellenic Association, the Independent Living Group Council, the Association of Independent Living Groups (AILG, an organization of MIT alumni affiliated with FSILGs), the Office of General Counsel, and the Office of Government and Community Relations, MIT rolled out a revised policy in the spring that allowed FSILGs again to hold events under strict rules tied to members' completion of enhanced alcohol awareness and active bystander training. The same group also helped establish certification protocols for the proper use of licensed roof decks by FSILGs in Boston.

Implementation of Student Development and Support Reorganization

The reorganization of Student Development and Support was completed in July, creating two organizations that both report to the dean for student life. Student Outreach and Support, reporting to the senior associate dean for student life, includes critical support for students and veterans, Dean on Call, the Office of Student Citizenship (OSC), and Community Development and Substance Abuse (CDSA). The new Student Development group encompasses the Public Service Center (PSC), the Student Activities Office (SAO) and its student leadership and engagement programs, the Campus Activities Complex (CAC), and the DSLx Life Skills Initiative. During the search for a new senior associate dean for student development, the CAC director served as interim senior associate dean.

In addition, the Title IX Office and Institute Title IX coordinator were moved from Student Outreach and Support to the Chancellor's Office. Aspects of Title IX enforcement, however, remain part of Student Outreach and Support.

DSL Departments in Academic Year 2015

Student Outreach and Support

Student Emergency Protocols

A key first step in enhancing MIT's response to student emergencies was a review of the protocol for managing student deaths. Following a review of administrative actions during previous incidents, the senior associate dean for student life drafted an extensive response protocol, including details for after-action review, that clarifies the roles of MIT staff and departments. The draft protocol has been reviewed by key stakeholders and revisions will be completed before the start of academic year 2016.

COD Sexual Misconduct Task Force

The chancellor charged professor Munther Dahleh with chairing a task force to review and propose revisions to Committee on Discipline (COD) procedures for sexual misconduct cases. The task force included students, faculty, current and former COD members, the Title IX coordinator, and MIT Medical's Violence Prevention and Response, Office of General Counsel, and DSL staff from the dean's office, OSC, CDSA, and SAO. The task force reviewed a broad range of information, including:

- Social science research literature related to sexual assault generally and in the college environment specifically;
- Current laws and regulations;
- Data from MIT's Community Attitudes on Sexual Assault survey; and
- COD's actions on sexual misconduct cases over the past several years.

The task force subsequently made 10 recommendations to the community and solicited community feedback by email, a town hall meeting, and a presentation to the faculty and other stakeholders. The task force analyzed this feedback and started working on updating COD rules to be consistent with their recommendations. The revised rules are anticipated to take effect in fall 2015. The result will be an enhanced procedure for handling sexual misconduct allegations that is fair to the students involved, provides extensive training to everyone involved in handling cases, resolves complaints more quickly, handles the investigation of such cases professionally, and reduces as much as possible the burden on students involved in the discipline process.

PartySafePlus and Help a Friend

Enhancements to the PartySafe/Social Host training programs put in place by the IFC and Panhellenic Association, with support from DSL, address issues related to sexual assault and to challenging peers' negative behavior (being an "active bystander"). In addition, information that had been delivered in a lecture was turned into an online module augmented by in-person case study discussion. More than 1,000 students completed the enhanced program, and planning is under way to roll out updated PartySafePlus and Help a Friend programs in the residence halls in fall 2015. Completion of PartySafePlus/Social Host training was tied to attendance limits in the new FSILG event registration policy.

Dean on Call

In partnership with MIT Police, MIT Medical, Student Support Services, DUE, and ODGE, the Dean on Call response team addressed a total of 532 student incidents during the reporting period. Among the most frequent incidents were medical transports (both related and unrelated to alcohol), mental health issues, and requests for student well-being checks. Dean on Call protocols were revised to better reflect current practices for responding to student issues, and will be part of Dean on Call training in August 2015.

Behavior and Assessment Response Team

Chartered to assess and identify high-risk behaviors within the MIT community in order to inform curriculum development, this team is co-chaired by the chief of MIT Police, the senior associate dean for student life, and Human Resources. This year they finalized team policies and procedures, participated in threat assessment training, and began developing reporting and documentation systems.

Hazing Prevention and Education Committee

The Hazing Prevention and Education Committee expanded its membership during the year to include student representatives from FSILGs, athletics, SAO, and DormCon. The committee has worked on coordinating notifications to all students of the Massachusetts hazing laws (per compliance), a new-member program recognition process, an online hazing reporting form, hazing education and outreach programs, and a hazing prevention website. Responsibility for chairing the committee was transferred from the senior associate dean for student life to the director of CDSA.

Student Development

Hobby Shop

A total of 519 students, faculty, staff, and alumni were members of the Hobby Shop this year. Of that number, 332 were new members, and many joined for multiple terms. The members were treated to new equipment in the renovated space, including an Epilog Fusion 120-watt laser cutter. The laser cutter was purchased and installed through the shop's first-ever crowdfunding initiative, which raised nearly \$11,000. Funds not used for the laser cutter were channeled into Hobby Shop student scholarships that will start in the fall.

The shop supported popular student events, including the hands-on portion of the second annual Make MIT hackathon, and it sponsored the first MIT Maker Faire, which boasted exhibitions of many shop members' work. Hobby Shop team member Hayami Arakawa, who is a board member of the Furniture Society, represented the Hobby Shop in the Furniture Society booth at the International Contemporary Furniture Fair 2015, which he also helped design and organize. Brian Chan '02 SM '04 PhD '09 designed and taught a new design/build class for the Singapore University of Technology and Design (SUTD)–MIT Collaboration.

The shop also worked with Housing and Environmental Health and Safety on a new initiative to build maker spaces in residence halls.

Public Service Center

The year was a strong one for service at MIT. More than 650 MIT students participated in PSC programs, significantly surpassing the previous year's enrollment. Through the PSC, MIT graduate and undergraduate students served in 21 countries, 15 US states, and the District of Columbia. Hundreds of these students worked in Greater Boston with community partners such as Cradles to Crayons, the Margaret Fuller House, and the Charles River Conservancy. Students came to the PSC from all four undergraduate years and from graduate programs, across about 30 majors, with the largest concentrations from Course 6 and Course 2.

There were several new and expanded programs this year, including the Learn, Explore, Act, and Prepare (LEAP) Grant program. These grants, awarded by the PSC, cover student expenses related to service initiatives including materials, transportation, and conference registrations. Underwriting such costs is intended to motivate students to learn about service and social responsibility, or to build skills to tackle community challenges. In addition, students from across MIT were involved in numerous recurring programs, including the following:

- IDEAS Global Challenge
- PSC Fellowships Program
- ReachOut
- Freshman Urban Program
- Four Weeks for America
- Community Service Work-Study
- CityDays
- Alternative Spring Break

Collaborations across MIT are a core aspect of the PSC's success. The center continued its partnerships with the Graduate Student Council (GSC) by providing funding for graduate student service opportunities, with the Department of Urban Studies and Planning (DUSP) by offering joint PSC-DUSP fellowship opportunities, and with ODGE, which provides funding to promote graduate student service and community. Staff also strengthened the PSC's collaboration with the Experimental Study Group through a joint fellowship opportunity, and continued a successful partnership with the Anthropology Department and D-Lab.

The PSC also developed collaborations with organizations off campus. For example, the PSC is now participating in a multinational study (conducted by Clark University) that examines the impact of service learning on college students' plans for the future.

Campus Activities Complex

The CAC helped bring about 16,174 events on campus last year for student groups, departments, and individual community members. Highlights included the Startup Bootcamp, the MIT Model United Nations Conference, the Battlecode Final Tournament,

Science on Saturday, AeroAstro at 100, MIT Inspire, the St. Paul AME Bishops Conference, HackMIT, and concerts by La Sala Orchestra and the vocal ensemble Roomful of Teeth. The CAC also supported a number of large recurring programs, including graduate and undergraduate orientations, Family Weekend, Campus Preview Weekend, Spring Weekend, Commencement, and Tech Reunions.

Nonresidential Building Improvements and Planning

Following a year of extensive planning related to MIT's Capital Renewal Program, CAC played a significant role in numerous enhancements to nonresidential student buildings:

- Building W15 was renovated, with made improvements to windows, walls, flooring, lighting, finishes, and the moat.
- Kresge Auditorium (W16) renovations began with improvements to mechanical systems, windows and walls, restrooms, and perimeter drainage; these are expected to be completed in fall 2015.
- The Student Center (W20) received smoke evacuation and lighting upgrades and bottle-compatible water fountains.
- In the Stata Center (32), CAC partnered with Residential Life and Dining and the Facilities Department to begin upgrades to the Forbes Family Café and adjacent spaces.
- CAC installed additional bottle-compatible water fountains in the Religious Activities Center (W11).
- Upgrades were made to the Moran Lounge on the fifth floor of Building W20, including the addition of a 225-gallon saltwater aquarium.

In addition, with stakeholders identified, approvals secured, and funding identified, the CAC helped start planning for renovations to the Tang Center's Wong Auditorium (Room E51-115) in the Sloan School.

Student Activities Office

The SAO staff helped advance and launch an online event registration system in the summer of 2014. Throughout the academic year, the SAO team helped orient students to the new system, which has been received well.

The group's two most prominent leadership programs — LeaderShape and the Community Catalyst Leadership Program (CCLP) — enjoyed a strong year. In LeaderShape's 21st year, about 55 undergraduate students participated in the program, an annual six-day leadership development program held over Independent Activities Period. In February, approximately 40 sophomore students joined the Community Catalyst Leadership program, which matches undergraduate students with alumni coaches. This was the eighth cohort to complete the program. As the 10th anniversary of CCLP approaches, the Alumni Office and SAO are growing and diversifying the ranks of coaches and students while developing online learning and leadership opportunities to supplement coaching sessions.

In coordination with other DSL staff, the SAO organized a series of brown-bag lunch lectures on student leadership development. These monthly events showcased several departments' programs and initiatives that support student leadership development. The series is expected to continue into fall 2015.

The director of multicultural programs facilitated the first Diversity Leadership Retreat, bringing together about 30 undergraduate and graduate student leaders. The retreat focused on intersections of identity, diversity, equity, and leadership.

In the aftermath of unrest in Ferguson, Missouri, the Office of Multicultural Programs and LGBTQ@MIT partnered with the institute community and equity officer, the Black Students Union, the Office of Minority Education, and several other organizations to host "Black Lives Matter: One MIT," a peaceful protest and community conversation about race. One outcome of the event was a follow-up community dialogue with students and MIT Police. The event was intended to build relationships between campus police and students, and will be repeated in fall 2015 with students, faculty, and staff.

Related to work on gender-inclusive housing, LGBTQ@MIT worked with MIT Facilities to assess campus for improvements to gender neutral restrooms. The LGBTQ@MIT program is also working with ODGE, undergraduate admissions, MIT's Card Office, the Registrar's Office, Information Systems and Technology, and Human Resources to improve the name- and gender-change process for trans- and gender-nonconforming students and employees at MIT.

In preparation for the Rainbow Lounge's 10th anniversary next year, the program completed a \$5,000 crowd-funding campaign and is expected to launch another major fundraising effort next year. The program also received a fellowship grant from ODGE to build community among LGBTQ graduate students.

Guest Speaker's Research Helps Inspire DSL Leadership Development Model

Dr. Susan Komives, faculty emerita of the University of Maryland and a leading researcher in the area of college student development, spoke to DSL staff to offer perspectives and research on student leadership education. On the basis of a combination of DSL values and Dr. Komives's work in this area, staff from DAPER, RLD, PSC, and SAO developed a leadership model for DSL that establishes principles for developing student leaders through the division's educational programming.

MIT "Day of Play"

In response to challenging events throughout the year, SAO and the Office of Multicultural Programs hosted the "MIT Day of Play" on May 8. This carnival-like event offered food trucks, face painting, music, group dancing, a farm-animal petting zoo, therapy dogs, inflatable games, and more. The weather for the event was beautiful and hundreds of community members turned out to have fun, connect, and relax.

Controlled-Value Card Program

The SAO completed the alpha phase of the controlled-value card program for student organizations. This program was launched in collaboration with student leaders from

the GSC, the Undergraduate Association, the Association of Student Activities, CSC, and DormCon in an effort to mitigate problems that students can encounter in the reimbursement process for procurement on behalf of student groups. The alpha phase of the program issued 19 controlled-value cards (a declining balance Institute procurement card) to student groups in order to review the cards' usefulness, internal workflow, and financial risk. The program moved into the beta phase of the program, issuing cards to an additional 21 groups before the year's end.

Residential Life and Dining

Dining

The department continued to expand cooking classes for undergraduate and graduate cook-for-yourself communities in conjunction with dining partners Chartwells, Aramark, and Bon Appétit. Two new classes were presented in collaboration with organic food companies, which encouraged discussion about organic farming and food.

Dining also worked closely with Hillel and Rabbi Michelle Fischer SM '97 to address the needs of Jewish students who are keeping kosher in residences. In the fall, Bon Appétit hosted a kosher tasting event and met with the Hillel board to review menus and requirements. This garnered positive feedback from Jewish students, resulting in the addition of many new foods to Shabbat dinner and at the kosher food station at Maseeh Hall.

House Dining

The program entered its fourth year and continued to grow; in fact, voluntary participation in the meal plan was up more than 40% over the past year. The division began evaluating dining program quality to determine whether the business will be put out to bid in the coming academic year.

Upgrades to Dining Facilities

The student board of the Muddy Charles in Walker Memorial (50) developed a plan to renovate the venerable pub while retaining its original character. New hardwood flooring, paint, window treatments, ceiling fans, and enhanced AV equipment were installed to enhance this popular community gathering place.

Another successful collaboration between Facilities and RLD was last summer's redesign of Steam Café, on the fourth floor of Building 7, with input from the School of Architecture and Urban Studies and Planning. The renovated café includes simple and substantial foods from around the world, with an emphasis on diversity, nutrition, and community interaction. The renovated café opened in September 2014.

Dining entered into a partnership with Chartwells to oversee the Thirsty Ear Pub's kitchen in Ashdown House (NW35), and to support the pub operationally for two years. This pilot will allow RLD to address the needs of the graduate community in the northwest corridor of campus.

Fraternity, Sorority, and Independent Living Groups

In October 2015, the FSILG Office collaborated with the AILG, FSILG governing councils, and DSL's director of assessment to run a comprehensive survey of students and alumni to gauge interest in a "village" for FSILGs on or near campus. In the spring, focus groups advanced theoretical discussions about the relocation of some FSILGs that want to be closer to campus.

A new graduate resident advisor (GRA) program was implemented this past year in all FSILGs. All GRAs are now MIT employees, similar to the GRTs in undergraduate residence halls. The application process was merged with the GRT application process, resulting in a broader and more qualified pool of candidates. In addition, the FSILG Office assumed full responsibility for hiring and selecting GRAs.

The Panhellenic Association began the process of bringing a seventh sorority to MIT. An extension committee of students, alumni, and staff conducted a thorough application and review process and selected Delta Phi Epsilon as the new organization. Member recruitment is expected to begin in fall 2015.

The Lambda Chi Alpha General Fraternity board of directors voted to suspend its Lambda Zeta chapter at MIT for at least five years because of "conduct that does not support the fraternity's priority of providing a healthy chapter environment for its members." This came after a female student from another college fell from a window at the fraternity's house in Boston during a dry rush event in August. In light of the suspension, MIT withdrew its recognition of Lambda Zeta chapter as an official student organization and announced that the chapter house would close and residents would be required to leave the building.

Staff from DSL supported affected students through the transition, with assistance in moving to temporary housing in the Tang (W84) and Sidney-Pacific (NW86) graduate residences, or with support in finding off-campus housing. All former Lambda Chi Alpha members who wanted to remain in MIT housing were reassigned to an undergraduate community in the spring semester. MIT worked with Lambda Chi Alpha's alumni association to assess options for use of the fraternity house during the suspension.

Housing

The following housemasters moved on from their appointments this year:

- Tom and Kate Delaney, East Campus (62 and 64)
- Agustin Rayo and Carmen Saracho, Senior House (E2)
- Dava Newman SM'89, PhD '92 and Gui Trotti, Baker House (W7)
- Charles Stewart and Kathryn Hess, McCormick Hall (W4)
- Munther Dahleh and Jinane Abounadi, MacGregor House (W61)
- Andreas and Berit Schulz, Sidney-Pacific (NW86)

Five new housemasters were appointed:

- Rob Miller '95 in Building 62 and Building 64
- Jay Schieb in Building E2
- John Fernández '85 in Building W7
- Raul Radovitzky in Building W4
- Larry Sass SM '94 PhD '00 in Building W61

Housing Operations collaborated with MIT Labor Relations on the standardization of service staff job descriptions. This included a comprehensive assessment of three service staff classifications—maintenance mechanics, housekeepers, and dormitory patrol—resulting in enhanced job descriptions that reflect departmental and Institute requirements and values.

During the spring, RLD staff collaborated with stakeholders on a review of housing operations by the Association of Physical Plant Administrators (APPA), leading professionals from the field of higher education facilities management, to identify areas in housing operations that need improvement to meet industry best practices. The review consisted of internal analysis, APPA committee site visits, and stakeholder interviews with RLD staff, housemasters, students, and colleagues from the Facilities Department. A preliminary report is expected in July 2015.

RLD also partnered with community leaders and the GSC to develop wellness programs for graduate students and students with families. The group made additional physical enhancements to undergraduate and graduate living spaces last summer, including new kitchens or bathrooms, or both, in New House (W70), Random Hall (NW61), Building W84, Westgate (W85), and Eastgate (E55).

Phase II Security Infrastructure

The next round of residence hall security enhancements were implemented in August 2014, incorporating perimeter access controls, uniformed security staff, and updated policies and procedures for Building E2, Building NW61, Building W61, Building W70, and Burton-Conner House (W51). A supplementary phase—upgrading camera and access control systems in Building NW35, Edgerton House (NW10), the Warehouse (NW30), and E55—was completed in spring 2015, leaving Building W51C, Building NW86, and Green Hall (W5) to be completed in fall 2015.

Suggestions gathered during Phase I shaped the planning and execution of Phase II. Staff worked with student leaders throughout the year to gather input on the implementation, which included a comprehensive communication plan, stakeholder meetings, and a dedicated feedback channel.

Residence Hall Check-Out Process

Housing Assignments worked in conjunction with Housing Operations and RLP to update the student check-out process after DormCon worked with the senior associate

dean for Residential Life and Dining to extend check-out date by one day. Using the Odyssey HMS system, students requested a check-out extension. Then Housing Assignments, Operations, and RLP discussed the staffing necessary to make the move-out process go as smoothly as possible. Subsequently students were notified through numerous channels about the updated move-out procedures and responsibilities. This change was received positively by students, and will be considered for implementation again next year.

Sidney-Pacific Renovation

In spring 2014, the Facilities Department determined that the heating, ventilation, and air conditioning system in Building NW86 could no longer meet the building's needs. The air-handling units and ventilation ducts throughout the building are to be replaced, with work expected to be complete in summer 2016. Several scenarios for this project were developed; senior administration decided the best, most cost-effective approach would be to keep Building NW86 open and to complete the project in two phases. Although this would limit the available space for new graduate students during the 2016 academic year, it would allow current residents with continuing status to maintain their housing in Building NW86 during each phase of construction.

Once the plan was determined, RLD worked closely with Facilities to begin student outreach. Subsequently, the residence's executive board met regularly with RLD staff to address concerns and answer questions. Through the fall and spring, RLD staff and the student committee worked on an equitable room assignment process, and on plans for how to keep former residents living outside the community connected to the Building NW86 community during the project. The relationship building between the student committee and the RLD staff was an important part of preparing for this project, and will help keep channels of communication open through its execution.

Additional Capital Projects for Housing

Managed by DSL:

- Window replacement in Next House (W71)
- Apartment kitchen replacement in Building W70, Building W84, and Building W85
- Kitchen enhancements in Building NW61
- Elevator enhancements in Building W85

Managed by Facilities:

- Façade renewal completed for Building E2, Burton-Conner House (W51), the Building W4 annex, and Building W70
- Façade renewal started in Building W71
- Renewal of the Amherst Alley barbecue area and the Memorial Drive side of Building W70
- Roof replacements in the Building W4 annex and Building NW61

Athletics, Physical Education, and Recreation

Varsity Athletics

This was an especially successful year for varsity athletics, both on the field and off. As a whole, the department finished third in the Learfield Cup standings, the highest-ever finish by MIT and the top finish by a school in the New England Women's and Men's Athletic Conference (NEWMAC). The program did take home the NEWMAC President's Cup for women's sports, making this the third year in a row that MIT has won either the men's or the women's award.

Including varsity football, 17 MIT teams were represented in NCAA national championship competition this year. Nine teams won conference championships, the most won by any NEWMAC school. Fourteen student-athletes earned Academic All-America honors, bringing the Institute total to 233, the most of any NCAA Division III school in the nation.

The women's cross country/track and field program received the Deb Vercauteren Award as the top overall Division III program of its kind in the nation. It is the second time in three years that MIT has won this award.

The men's lightweight crew and women's lacrosse teams traveled to England, with the men's crew rowing in the prestigious Henley Royal Regatta and the women's lacrosse team playing a match at Loughborough University.

Individual student-athletes reached new heights of achievement this year. Cimran Viridi '16 and Maryann Gong '17 both won individual national championships. Viridi won both the indoor and outdoor women's pole vault; Gong took the indoor women's 3,000-meter title. Benjamin Lin '17 (men's fencing), Margaret Guo '16 (women's swimming and diving), and D. Carrington Motley '16 (men's outdoor track and field) were awarded NCAA Elite 89 Awards, given for the highest grade-point average at an NCAA championship competition. With these honors, MIT tied the University of Nebraska for the most Elite 89 Awards in the nation. In addition, Ambika Krishnamachar G of women's soccer was awarded an NCAA post-graduate scholarship.

Off the field, members of the MIT coaching staff received 10 conference or regional coach of the year honors. Varsity Athletics worked with the Registrar's Office and with Information Systems & Technology to implement a system that will track student eligibility for varsity competition. Should a student's course load fall below full-time status, the system will email the student, his or her coach, and athletics administrators to let them know that the student is ineligible.

Club Sports and Intramurals

The program joined social media by launching a Twitter feed (@MITClubsandIMs). Likewise, a redesigned intramural website was launched (<http://intramurals.mit.edu>), as well as a mobile app to promote upcoming club and intramural events.

Club sports collaborated with the Alumni Association for the 2015 Senior Gift Challenge. The goal was to have graduating club sport athletes direct their senior gift to their club sport team. In total, 36% of graduating club sport athletes made a donation to their club.

Physical Education

Fitness for Concourse and Pickleball were added to the roster of physical education classes. The program also released a mobile physical education app, launched a new website, produced a video for the swimming program, and created a banner celebrating the history of physical education at MIT.

Recreation

Recreation hosted the National Intramural-Recreational Sports Association regional conference in November, welcoming more than 450 attendees from 11 states to Boston. The Fitness Outreach program grew by 50%, with personal trainers and massage therapists traveling to departments, laboratories, and centers across MIT when requested.

New turnstiles were installed in the Zesiger Center (W35). Concrete repairs were made to all Aquatic Center diving platforms and energy-efficient lighting was installed in the Aquatic Center.

Religious Life

For six months, Building W15 was offline while undergoing significant renovations. Working with CAC, Religious Life was able to sustain its busy schedule of more than 30 weekly events by using other spaces around campus. All activities in Building W15 were relocated to Building W20, the Religious Activities Center (W11), or to spaces across Massachusetts Avenue. Traditions were stretched (e.g., Lessons and Carols were held in Lobby 10 in December, and the Ash Wednesday observance took place in the Infinite Corridor as “Ashes to Go!”). When Building W15 reopened in March, the community had a wonderfully renewed space that balanced contemporary improvements with period accuracy and returned the building to a state that matched its opening in 1955.

The Leadership Connection Program received a Templeton Grant to expand its science and religion roundtables to Amherst College, Yale University, Brown University, and Dartmouth College. The program also sponsored a full complement of events at Harvard and MIT, including a series on mentoring that was prompted by a request made by President Reif. There was new emphasis on taking public programs out of Building W11 into residence halls. Lectures by the Sufi leader Pir Zia Inayat-Khan were held in Simmons Hall (W79), as was the screening of a new documentary on Father Thomas Keating. Sponsored by the Buddhist community, these events drew larger-than-usual crowds, as did the spring creation of a sand mandala focused on healing and wellness in Simmons.

The Addir Fellows took programs into other residence halls. Interfaith conversations, such as a six-part dialog between representatives of the Buddhist and Jewish traditions, were initiated as well. A highlight was a two-day symposium at Sloan titled “Re-Thinking Mindfulness,” and including presentations by Jon Kabat-Zinn, Alan Wallace, and Meng Tan of Google fame.

Some new colleagues were added to the chaplaincy. Hoda Elsharkawi became the Muslim chaplain in September. Of her appointment, the Muslim Students Association president commented, “Sister Hoda brought in much-needed stability and enthusiasm.” Barbara Morgan became the new Mormon chaplain, and Andrew Innocent became the first Seventh Day Adventist chaplain.

The Religious Life staff is looking forward to greater outreach through involvement with GRT training, while also working to align their efforts to foster inclusion and diversity with similar efforts in other areas of the Institute.

Administration

Human Resources

In cooperation with central Human Resources, DSL embarked on an upgrade of the staff performance review process from paper-based to an online performance development system. Performance development review will be implemented throughout the upcoming year and will feature manager-staff evaluation, goal-setting, midyear check-ins, and archival and retrieval functionality for as long as the staff member remains in DSL.

Residential Life Support

Together with the Office of Campus Planning, DSL staff conducted a comprehensive review of MIT’s undergraduate housing room and bed inventory. The work clarified requirements for maintaining current room capacities and will inform decisions relating to residence hall renovations.

DSL financial staff put together the financial model for the development of Site O graduate housing in Kendall Square. They also assisted with the chancellor’s house team governance review by participating in a series of phone interviews with peer institutions over a four-week period.

Campus Dining

In collaboration with Procurement, Institute Events, Resource Development, the Sloan School, and the President’s Office, DSL initiated a bid proposal process to find a vendor for the new Conference Center that will be located in Building E52 (currently under renovation). The selected vendor will be announced this summer and begin hosting events in February 2016.

Additional Support

A review of DSL student domestic travel protocols was initiated with staff from DSL Finance, RLD, and DAPER. The team will submit recommendations on policy and procedure to DSL senior leadership this fall.

Staff also participated in the Bexley Hall site redesign committee with MIT’s Campus Planning and Facilities Department. Demolition of the building started in June, with implementation of the site’s re-use plan to occur in fall 2015.

DSL also organized a collaborative effort with MIT's Planning Office, Facilities, DAPER, and student organizations to develop the inaugural Tech Twinkles west campus lighting installation and event held in December.

Communications

The group continued to strengthen DSL's social media presence with a series of student take-overs of the @mitstudents Instagram account starting in December. After vetting potential candidates with the communications team, the group worked directly with selected students or groups to ensure that they understood their responsibilities as an ambassador of MIT during that week. If the selected student used inappropriate language or posted uncivil messages, the password would be changed immediately, the student's contributions for the week would be deleted, and the contributor would be prohibited from using the channel again. Fortunately, there was no need for this, and the following for @mitstudents on Instagram — and by extension Twitter, Facebook, and other social media channels — grew significantly.

One of the most innovative aspects of the group's social media strategy was the use of new and emerging technologies, sometimes for the first time at MIT. Such was the case when Communications partnered with SAO and the Undergraduate Association to announce the SpringFest concert performers over Snapchat. With a campaign that centered on stickers bearing a unique two-dimensional barcode that automatically connected users to DSL's snap feed, the announcement drew more than 500 followers in a few weeks. The group has since used Snapchat and another new technology, Periscope, to cover special events, including Commencement.

Research on the new DSL website continued throughout the year. The Primacy, DSL's digital branding agency, completed its review of the current site, research into user perceptions of DSL, and expectations for a new site. Across numerous reviews of site maps, wireframes, navigation, and design concepts, Primacy consulted nearly 230 students, faculty, staff, parents, and prospects, using their input to shape an overall strategy. The resulting plan looks ahead five years, with annual feature and functionality enhancements.

On the strength of that plan, the group was able to work with RLD and PSC to bring their three sites, as well as the IDEAS Global Challenge site, under the DSL umbrella. The new website, incorporating all DSL components except DAPER, is scheduled to be launched in January 2016. The department also created strategies and communications that addressed the suspension of Lambda Chi Alpha, the Building NW86 heating and cooling project, FSILG relations with the City of Boston, and the DSL Visiting Committee interim report.

Notable Promotions and Awards

- Judy Robinson was named senior associate dean of student life in charge of Student Outreach and Support.
- Don Camelio was promoted to the position of assistant dean for Student Outreach and Support in addition to his title as director of Community Development and Substance Abuse.
- Sally Susnowitz was named director of the DSLx Student Development Initiative.
- Julie Soriero was named a 2015 Under Armour Athletic Director of the Year by the National Association of Athletics Directors.
- Abigail Francis, assistant director of the Student Activities Office and director of LGBT Services, won a Martin Luther King Jr. Leadership Award.

Costantino Colombo
Dean for Student Life