

## Dean for Student Life

The year in the [Division of Student Life](#) (DSL) was colored by transitions. Most notably, Dean Chris Colombo concluded his eight-year stint at MIT and a 40-year career on June 30, 2016. Following a wide-ranging search, MIT tapped Suzy Nelson, vice president and dean of the college at Colgate University, to become vice president and dean for student life on July 1, 2016. Other key staff transitions took place or were announced during the year, affecting several high-profile programs across the division. Additionally, the Dean for Student Life Visiting Committee convened in November to review student life programs.

## Highlighted Events and Accomplishments

### Dean for Student Life Visiting Committee

New visiting committee chair Diana C. Walsh, former president of Wellesley College, presided over her first committee meeting November 3 and 4. Staff from DSL and colleagues from across MIT presented on a wide range of topics, including MIT's student support system, the capital renewal program, the first-year residential experience, the future of the Fraternities, Sororities, and Independent Living Groups (FSILG) community, and achievements in the Department of Athletics, Physical Education, and Recreation. Conversation was open and lively on a number of current issues, including the proposed residence hall in the former Metropolitan Warehouse, living and learning communities at MIT, an on-campus village for Greek-letter organizations, and DSL's involvement in MIT's student support system. A housing advisory committee, appointed by Chancellor Cynthia Barnhart '88 and comprised of students, presented ideals for the residential experience, and alumni affiliated with the FSILGs discussed their vision for a Greek village.

### Individual Achievements in Varsity Athletics

A number of student athletes reached new heights of achievement this year. Cimran Virdi '16 and Dougie Kogut '18 both won individual national championships. Virdi captured the indoor women's pole vault title for the third year in a row. She is only the second female student athlete in NCAA history to accomplish this feat, and the first at the Division III level. Kogut, meanwhile, claimed the second individual national title for the men's swimming and diving program by winning the 200-yard butterfly. Additionally, Sabrina Drammis '16 (women's basketball), Margaret Guo '16 (women's swimming and diving), and Nicole Zeinstra '16 (women's cross country/track and field) each received NCAA postgraduate scholarships.

### Maxient Database

A new tool, Maxient, was identified and implemented by DSL to manage information related to the Dean on Call program, the Office of Student Citizenship, the Community Development and Substance Abuse, and the MIT Title IX office. An implementation team met biweekly for several months to identify the information needed to fully implement the tool. Training was conducted for all users, and the database was implemented in January 2016.

### **The DSLx Life Learning**

This initiative made important progress this year. Using a combination of survey data from MIT's Institutional Research, published research about Millennials and Gen Z, 11 focus groups with MIT undergraduate and graduate students, and individual student discussions, the DSLx Life Learning team distilled information about student attitudes, practices, preferences, interests, and needs. This understanding informed every aspect of the team's work, including content standards, educational approach, and initial system designs. The team also researched online learning options, including the MITx residential platform, social learning platforms like Skillshare and Lifehack, and professional and personal development platforms like Skillsoft and lynda.com. Based on the research, staff decided that a microlearning approach seems most useful, especially given the approach's suitability to the target population and the relative ease of content production. Based on this learning, [Life Learning](#) was launched in November to raise awareness of the initiative.

In addition, Information Systems and Technology collaborated with DSLx Life Learning to create two assets: an internal password protected instructional website for MIT content producers, and new functionality in the informational website that will enable participants to retain and display microlearning content. Concurrently, the team collected, produced, and refined content for use in these sites and on the pilot site. Working with students, as well as colleagues in DSL and the Office of Digital Learning, some initial designs and plans for the future pilot site were developed, including a home page plan with content categories and a mock-up of an alumni engagement interface.

### **House Master Title Renamed**

Following recommendations by an ad hoc committee of students, faculty, and staff, the title "house master" was changed to "head of house" for all MIT student residential communities. The committee felt head of house was more inclusive, gender-neutral, and carried no racial connotations. The change was announced in April, and expected to be completed by fall 2016.

### **FSILG Social Event Policy**

An updated social event policy was passed by all three FSILG governing councils in June, in collaboration with the Association of Independent Living Groups and other DSL offices. The original policy was developed in 2014 by the FSILG Assembly Management Working Group, which reviewed relevant policy documents from the Institute; the cities of Boston, Brookline, and Cambridge; national fraternities and sororities; and information from the MIT Police chief. The document was updated regularly thereafter, and the new version superseded all previous versions. Additionally, the committee developed a protocol to ensure consistent communication of events with the dean for student life, the Association of Independent Living Groups, house corporations, the respective student governing councils, and other appropriate stakeholders as needed. Chapters are also responsible for adhering to their own organizations' policies.

## **DSL Speaker Series and Sponsored Events**

The division hosted professional development opportunities, many open to the MIT community. Most notable was the third annual DSL Speaker Series. In March 2016, DSL welcomed Dr. Patrick Terenzini of Pennsylvania State University, a major figure in student affairs nationally. While at MIT, Dr. Terenzini also had several smaller focused sessions with staff. In December 2016, the speaker was MIT's own Professor Sherry Turkle, who shared her recent research on human relationships with technology, and observations on how the digital age affects students and our own humanity.

## **DSL Strategic Plan**

The final elements of DSL's Strategic Plan process were finalized. This was the first such process in several years for DSL. Work began in 2011 with several foundational elements—including a mission statement, core values, and major strategic themes and initiatives—shaped by input from 15 implementation teams.

## **Sidney-Pacific HVAC Renovation Phase II**

The second phase of renovations to the Sidney-Pacific graduate residences' (Building NW86) heating, ventilation, and air conditioning system got under way, and was close to completion at the end of the year. DSL worked with the heads of house and student government to prepare for the return of a full complement of graduate students to the community in fall 2016.

## **Bexley Hall Demolition**

Work to demolish the former Bexley Hall undergraduate dormitory started in June and continued throughout the summer. Once the site was cleared, a new park was constructed incorporating decorative elements from the former building in the design. The new park was unveiled in December.

## **Academic Awards Convocation Redesign**

At the request of the President's Office, DSL made a number of changes to streamline the Awards Convocation and make it more of a community celebration. Most notably a number of awards presented at other events were honored in a video, an emcee read the citations, and the venue was changed to the La Sal de Puerto Rico in the Stratton Student Center (Building W20). Feedback from honorees, guests, and staff was positive.

## **DSL Departments in AY2016**

### **Student Outreach and Support**

Dean Colombo charged the Policy Review Committee to identify policies not included previously in *The Mind and Hand Book*. The committee completed its work in June 2016 and submitted a final report to Chancellor Barnhart. The committee—comprised of faculty, staff, and students—did not recommend any new student policies, but made recommendations to the chancellor about the development of new campus-wide policies, which would be spearheaded by a different group.

The new DSL Health Promotion Committee was charged by Dean Colombo to initiate and sustain an integrated, coordinated, and seamless approach to student health and wellness through DSL programs and services. During its first year, the committee coordinated the annual DSL Wellness Fair and a campus-wide Laser Tag Extravaganza. The co-chairs continue to work on developing an outcome-based strategic plan for the committee.

PartySafePlus was launched, an enhanced version of the PartySafe/Social Host Training programs that have been in place at MIT for the past several years. The program now encompasses education on sexual assault and challenging negative behaviors of peers, also known as active bystander training. The revised program was rolled out in both fraternities and residence halls, and approximately 2,200 students completed the program.

The Peer Ears program, a residence-based mental health support network, expanded from eight undergraduate residences to 11 in collaboration with MIT's Mental Health and Counseling Service. The program was also rolled out to five FSILGs.

The Office of Student Citizenship conducted a major campaign to promote awareness of MIT's community standards. For the first time in seven years, The Mind and Hand Book was revised, printed, and distributed to all incoming undergraduate and graduate students. Additionally, a new Mind and Hand Book website was created, accompanied by a comprehensive outreach campaign that included email notifications to students, presentations, posters, ad buys in The Tech, and verbal communication via graduate residence tutors and heads of houses.

Feedback from students, faculty, and staff was very positive. The Mind and Hand Book's website had over 27,000 page views from more than 6,700 unique visitors this year. Student awareness of the handbook increased commensurately. More than 97% of respondents to the Office of Student Citizenship's intake survey now say they know what The Mind and Hand Book is, up from 68% last year.

The Office of Student Citizenship worked with the Committee on Discipline and the Title IX office to implement new protocols for resolving complaints of sexual misconduct. Implementation included a detailed revision to the Committee on Discipline rules, the creation of a new procedure to handle sexual misconduct hearings while keeping the parties separate by using videoconferencing, increased collaboration with the Title IX office, starting up a new Committee on Discipline subcommittee dedicated exclusively to this type of case, and providing extensive training to members. A one-year review of the changes is planned for AY2017.

Residential Life Programs was moved from Residential Life & Dining to Student Outreach and Support in November. This was an early step in the consolidation of student support functions in DSL, and will be followed by a larger realignment in July.

The group overhauled and enhanced training for new and returning graduate residence tutors, expanding it from three days to a week-long conference-style event. The tutors were educated across five competencies, and staff saw improvement across all areas. Learning outcomes were met, and data correlated these gains with content from the 2015

Graduate Residence Tutor Training Conference, including mental health, the tutor's role, diversity and inclusion, conflict management and communication, and student support and campus resources.

The resident associate advisor position was dissolved at the end of the year, creating an opportunity to pilot the Peer Mentor program. The resident peer mentor pilot program was intended to strengthen the support network for first-year students within their residential communities. Maseeh Hall, Baker House, McCormick Hall, and Next House will host the pilot program starting in fall.

Conflict Management@MIT conducted its 40-hour training in the spring, marking the ninth time this extensive and popular program has been offered. The training was developed in 2013, and offered three to four times annually since its inception. Intended for undergraduate and graduate student populations, the training is typically oversubscribed.

The Reducing Friction and Stress program—for both departments and the Institute community—coordinated with other peer support programs to enhance combined offerings. Working with graduate student group leaders and supported by a grant written by the graduate community fellow, Conflict Management@MIT helped leaders of peer support groups connect and learn from each other over the spring. The group created a shared calendar, and will collaborate on future events (e.g., the Wellness Fair in fall 2016).

## **Student Development**

### **Hobby Shop**

Ken Stone '72, the longtime Hobby Shop director, announced his intention to retire in June. The year leading up to his departure was a busy one and continued to advance Hobby Shop programming and facilities.

Hobby Shop staff helped design, teach, and provide shop space for a new undergraduate credit-bearing class. CC.120[J] Making Books in the Renaissance and Today was taught in conjunction with the History Department and MIT Concourse. As part of the program, students built a letterset printing press, which was featured in an MIT News video and article. For the first time, the shop supported a professional development class offered by Professor Alex Slocum. Shop staff led the hands-on portion of the class, with 16 students building kinematic couplings and wood frames.

Additionally, two new pieces of equipment were acquired and installed: a CNC machine lathe, which was purchased with funds from the Provost's office, and a cold saw, which was funded by the Hobby Shop. Shop security was also enhanced with the installation of card readers to record members' arrivals and departures.

### **Public Service Center**

To honor center co-founder and longtime friend Priscilla King Gray, the Public Service Center was renamed the Priscilla King Gray Public Service Center (PKG Center). The center also celebrated two major milestones: 25 years of offering public service fellowships to MIT students, and 15 years of innovative service projects through the

IDEAS Global Challenge. One of the center's most significant accomplishments was a CityDays volunteer event for MIT staff, hosted in collaboration with the Office of the President as part of the MIT2016 celebration. Hundreds of MIT staff were introduced to the center and contributed volunteer time and effort to support charitable organizations in Cambridge and Greater Boston. Following the event, MIT Executive Vice President and Treasurer Israel Ruiz announced that the event would take place annually.

Overall, students in PKG Center programs served in 31 countries, 14 US states, Puerto Rico, and Washington, DC, and represented 28 different areas of study (through their majors and minors). Students in these and other PKG Center programs addressed issues in health and medicine, education and training, infrastructure, energy and the environment, and other sectors. Additionally, students in the Community Service Work-Study program earned almost \$200,000 toward their MIT educations.

The 2016 IDEAS Global Challenge involved representatives from the Boston University School of Law Clinics at MIT, the Regional Entrepreneurship Acceleration Program at the Sloan School of Management, the MIT Environment, Health, and Safety Office, D-Lab, the Assistive Technology Club, and Conflict Management@MIT. To help students work on the sustainability of their projects, the center also worked closely with offices across campus to ensure that programs were in line with MIT best practices. Some of the offices included the Environment, Health, and Safety Office (Safety Planning), the Office of the General Counsel, the Office of Insurance on travel safety, and the Committee on the Use of Humans as Experimental Subjects, among others. The center also collaborated with D-Lab on a special challenge through the IDEAS program, providing students with funding and mentorship on the topic "Mobile Phones and Behavior Change."

### **Campus Activities Complex**

The Campus Activities Complex was involved in numerous events throughout the year. Highlights included MIT's centennial celebration (symposia, an open house, and the Moving Day celebration), the Media Lab's 30th anniversary, Pulse 2016: Revive the Beat, HackMIT 2015, JuggleMIT 2016, the Department of Political Science's 50th anniversary, MIT INSPIRE 2016 national research competition, the new Center for Art, Science & Technology performance series, the MIT Science Olympiad, the Koch Institute's annual summer symposium, and a David Bowie tribute concert.

Renovations were completed on several facilities managed by the Campus Activities Complex, including the Kresge Auditorium (Building W16), the MIT Chapel (Building W15), and the Wong Auditorium (Building E51). Specific projects in Campus Activities Complex-managed spaces include replacement of the Kresge rehearsal room audio-visual systems, new furniture in the Religious Activities Center (Building W11) main and small dining rooms, and new furniture in the Stata Center (Building 32) common areas. A number of enhancements were made to Building W20, most notably replacement of elevator 1 and establishment of a beehive on the roof in conjunction with a student beekeeping group. Additionally, the Campus Activities Complex helped create a veteran's lounge in Walker Memorial (Building 50) with the assistance of DSL, the Office of the Dean for Graduate Education, and the MIT Veterans student group.

## Student Activities Office

A working group of students, staff, and current student advisors collaborated on a student group handbook and agreement for student organization advisors. These are expected to clarify responsibilities, Student Activities Office functionality, and student organization responsibilities for current and new advisors. In collaboration with DSL Administration and the Undergraduate Association president and treasurer, the Student Activities Office implemented a new monthly financial report, which proved to be a valuable tool for student leaders throughout the year, especially during leadership transitions. Additionally, the Student Activities Office and the Undergraduate Association piloted a new student group funding accounting structure to foster responsible fiscal management among student organizations.

A new series of personal and professional development classes was launched to replace Charm School, which was discontinued based on student feedback. How to Adult was developed in collaboration with colleagues from the MIT Alumni Association, the International Students Office, the Undergraduate Practice Opportunity Program, and the Global Education and Career Development office. The deeply collaborative nature of How to Adult—both the money contributed and the time spent planning and executing events—is one that the Student Activities Office seeks to continue for years to come.

Changes to the approach for recruiting coaches for the Community Catalyst Leadership Program were intended to increase participation from young alumni, especially those from 10-15 year reunion classes. Additionally extra care was used to match students to coaches with mutual interests. These relationships can be beneficial to both parties, and can last for years after the program ends.

This year saw another decrease in involvement in the LeaderShape Institute, due to more programs available during Individual Activities Period (IAP). As a result a decision was made to reschedule the 2017 LeaderShape event from January to March, over MIT spring break. The hope is that greater student availability will increase participation.

And for a second year, SAO hosted the MIT Day of Play to help students relax at the end of classes. The event was co-organized with DAPER, MIT Medical, and Student Outreach and Support (SOS).

## Diversity Programs

This year marked the 10th anniversary of the Rainbow Lounge in Building 50, and MIT's first full-time paid staffing support for the campus LBGTQ community. Based on student feedback, LBGT@MIT increased its dedicated programming to foster community and support for trans and queer students of color on campus. The Rainbow Compass mentoring program was launched to provide ongoing support and guidance to LBGTQ graduate and undergraduate students by pairing them with MIT faculty and staff. The Institute Community and Equity Office and LBGT@MIT co-sponsored Subverting the Gender Binary: Trans Rights in Today's America to highlight the current state of affairs regarding legislation that disproportionately and negatively impacts transgender people in the United States, and to identify how people can foster trans-inclusive spaces.

LBGT@MIT oversaw the development and dissemination of 19 LGBTQ+ community recommendations to the Institute. These were folded into the efforts of the Academic Council Working Group, the Institute Community and Equity Office, the Diversity & Inclusion office, Human Resources, the Staff Alignment Group, and DSL.

To honor the victims of the shooting at Pulse nightclub in Orlando, FL, LBGT@MIT organized a remembrance ceremony with Student Support Services, MIT Police, and Religious Life on June 15. The gathering drew more than 500 MIT students, faculty, staff, alumni, and community members. Participants said it was a vital and necessary opportunity for reflection, healing, and community.

Multicultural Programs and LBGT@MIT facilitated a wide array of new educational training opportunities this year, including with the Violence Prevention & Response's peer-educator group Pleasure, the MIT Mental Health and Counseling's peer support group Peer Ears, the Committee on Discipline, the MIT Summer Research Program, the Interphase EDGE program, Institute Community and Equity Office luncheons, and more. Additionally, Multicultural Programs and LBGT@MIT collaborated with Human Resources and staff from multiple areas of the Institute to plan the 2016 All-MIT Diversity Forum.

Directors of Multicultural Programs and LBGT@MIT were part of the larger Institute effort to respond to Black Students Union and Black Graduate Students Association recommendations on campus. This resulted in a number of efforts across campus, including an enhanced Diversity Orientation program (small group sessions facilitated by 25 faculty and staff across the Institute), and the growth of programs put on by both Multicultural Programs and LBGT@MIT.

Multicultural Programs collaborated with the Office of the Dean for Graduate Education, the Office of Minority Education, and faculty to start an initiative called My Sister's Keeper. The initiative is focused on mentoring, supporting, and creating space for women of color at MIT.

## **Residential Life and Dining**

Henry Humphreys, senior associate dean for student life, announced his departure from MIT in January. Subsequent to Humphrey's departure, Peter Cummings, DSL executive director for administration, assumed responsibility for the department on an interim basis.

### **Dining**

In early March, the Samberg Conference Center in the Morris and Sophie Chang Building (E52) began providing executive- and banquet-level dining and conference events to the MIT community. Additionally, the Forbes Café in Building 32 underwent a \$783,000 renovation to improve product and service offerings, seating and elements of the program geared toward the customer experience.

Due to changes in the business environment, Chartwells withdrew from providing retail and catering service to the MIT community in June. The Aramark Corporation assumed management of the dining cafés previously managed by Chartwells.



## House Dining

The program entered its fifth year and continued to grow among students not required to be on a meal plan due their residence hall designation. In response to concerns regarding program and service delivery, Dean Colombo charged a group of staff and students to gather and analyze any relevant data related to MIT's dining program. The group reviewed qualitative and quantitative data and will be submitting a report in August 2016 to the chancellor and the dean for student life.

Responding to student requests to increase program offerings after the dining halls close, Bon Appétit, MIT's house dining partner, introduced a late-night dining program in Maseeh Hall from 9 pm to 1 am.

## FSILGs

In December, Brad Badgley joined the FSILG Office as associate dean and director for FSILGs. He joins the office after a nearly two-year-long search. Badgely came to MIT from Columbia University, where he served as the director of fraternity and sorority life and leadership development.

In cooperation with RISE Partnerships, the office began developing an educational program for active FSILG alumni and alumnae to work with and support their organizations on topics including mental health, sexual assault awareness and prevention, and binge drinking. A new sorority, Delta Phi Epsilon, was colonized and chartered in fall. Sorority members will be moving into the house at 515 Beacon Street in Boston prior to the fall semester.

A new roster collection system, the Organization Membership Management form, was introduced and utilized to great effect. The system allows the FSILG Office to track residency and membership numbers for all fraternities, sororities, and independent living groups. It also allows DSL to gather other valuable data, such as recruitment and retention information.

The Association of Independent Living Groups made further progress on its FSILG Village proposal. The association formed a steering committee that includes student leaders from the Interfraternity Council, Panhellenic Association, and Living Group Council, as well as representatives from DSL. The committee will work in three groups focused on the following: FSILG community sustainability, which will analyze the current system and the trends over the past 10 years; benchmarking other universities, which will examine similar institutions that have an on-campus village configuration; and student design workshops, which will be led by students to decide what architectural configuration would best suit MIT FSILGs.

Staff from DSL Administration and the FSILG Office contributed to an FSILG Strategic Plan, begun at the request of Dean Colombo. This effort was intended to complement work on the just-completed DSL Strategic Plan.

## Residential Life

The following heads of house left their appointments this year:

- Dean Colombo and Bette Colombo in Next House
- Nina Davis-Millis and Chris Millis in Random Hall

New heads of house were appointed:

- Julie Shah in Sidney-Pacific
- Pablo Jarillo-Herrero in Next House
- Jared Berezin in Random Hall
- Sandy Alexandre, a new associate head of house, in East Campus

Working with the Dormitory Council, Residential Life Programs staff began initiatives to provide hand soap dispensers to each of the public bathrooms in the residence halls, and developed a plan to provide an organized storage solution to students needing to leave personal effects on campus over the summer.

To better serve graduate students seeking to live off campus, Residential Life Programs introduced a new website designed to be a user-friendly clearinghouse of current apartments available in the Cambridge area. Landlords post available rooms directly to this site for students to search by dynamic criteria features, saving time and effort for students looking for an off-campus apartment.

Working with the Department of Facilities, Housing Operations developed a set of residence hall facility standards that can be used by planners, architects, and developers in the program development of future undergraduate and graduate residence halls.

In July, a sprinkler pipe burst on the top floor of New House (Building W70) causing extension damage to one-third of the building. Efforts to repair the damage took place during the summer and into the fall and early winter months. Of 140 students displaced by the flood, one-third were housed within existing residence halls. The remaining students were housed at the Hyatt Regency hotel for the fall and Independent Activities Period term.

In late June, fire caused extensive damage to the roof of Random Hall (Building NW61). In addition to the fire damage—determined to be caused by discarded smoking materials—water from sprinklers activated to douse the flames damaged the roof deck and roughly 10% of bedrooms and adjacent corridors. Displaced summer residents were relocated to Building W70, which was closed for summer renovations. It is expected that Building W70 will be open to all 93 residents for fall 2016.

## Additional Capital Projects Performed to Upgrade MIT Residences

- Elevator replacements in Eastgate
- Facade renewal completed for Burton Conner, McCormick Hall annex, and Green Hall

- Installation of a public bathroom in McCormick Hall
- Roof renewal projects for Senior House and Random Hall
- Construction on the associate head of house apartment in East Campus

## Athletics, Physical Education, and Recreation

### Varsity Athletics

This was another highly successful year for varsity athletics, both on the field and off. In addition to the individual achievements reported above, the varsity athletics program finished sixth in the Learfield Sports Directors' Cup standings, marking the Department of Athletics, Physical Education, and Recreation's (DAPER) fourth straight top-10 placement and the highest finish by a school in the New England Women's and Men's Athletic Conference. The program took home Conference Presidents Cups for both men and women for the second time, extending MIT's streak of receiving at least one Presidents Cup during the four-year history of the award.

Sixteen teams were represented in NCAA national championship competition this year, with softball advancing to the national championship for the first time. The team finished fifth overall, falling to 11th-ranked Messiah College. The women's cross country team also had a strong showing at its national championship, capturing third place. Eight teams won conference championships, the most by any New England Women's and Men's Athletic Conference school.

An Institute-record 17 student athletes earned Academic All-America honors, bringing MIT's total to 250, the most of any NCAA Division III school in the nation and third across all NCAA divisions. Margaret Guo '16 (at-large, swimming and diving) and Maryann Gong '17 (cross country and track and field) were named Academic All-American athletes of the year for their respective programs, becoming the first MIT female athletes to receive this honor. In addition, Gong was chosen as the overall Division III Academic All-American athlete of the year.

### Club Sports and Intramurals

Nine-hundred students participated in 33 club sports, and approximately 3,000 community members (including about 2,200 students) participated in 20 intramural sports. Several clubs had the opportunity to excel at the regional, national, and even international levels this year.

Archery Club athletes Alexis Drake '17 and Sophomore Jin Kim '18 were named Academic All-Americans. Additionally, Cycling Club graduate student athletes Julie van der Hoop and Corey Tucker finished 5th and 22nd, respectively, at the Collegiate Cyclocross National Championship.

Sport Pistol Club defended its national championship with a first-place title at the Intercollegiate Pistol Championships. And Rowing Club sent 10 members to South Korea for a regatta at the Daegu Gyeongbuk Institute of Science and Technology, where they competed against the host school, the University of Cambridge, and the University of Melbourne.

Two club sports coaches were honored for their excellence. Dan Chuang of the Sport Taekwondo Club was named head coach of the USA National Poomsae Team. And Wrestling team's Tom Layte was inducted into the New England Wrestling Association's Hall of Fame.

Off the field, the Club Sports Council implemented a new database system to streamline roster management, electronic waivers, travel itineraries, and event highlights.

### **Physical Education**

Members of the physical education staff worked with DSLx Life Learning to pilot content for the program. Additionally, team members from the Department of Athletics, Physical Education, and Recreation provided time and expertise to the project as committee members.

Students visiting from the Singapore University of Technology and Design arrived on campus during the Independent Activities Period. During their stay they were infused into physical education classes with current MIT students. The staff also created the following 10 new courses in response to student interest:

- Aikido
- Irish dance
- Outdoor climbing
- Cycle/nutrition
- Sports nutrition
- Parkour
- TsegBall
- Tchoukball
- Fitness, CPR, and First Aid (created with MIT Community Wellness)
- Introduction to boot camp
- Fencing (number of sections doubled)

### **Recreation**

The group implemented a new customer service philosophy: "We Enhance the Lives of Our Community." This credo is supported by three quality standards: safety, approachability, and knowledge. Likewise, a redesigned MIT Recreation website was launched, along with a new blog.

The hours at the Alumni Pool and Wang Fitness Center were expanded to include a 6 am opening time Monday–Friday, nearly six hours earlier than the previous opening time. This change will provide 1,500 additional hours of recreation access to the MIT community annually.

## Facilities and Operations

Facilities and Operations implemented the following projects:

- Installed scoreboard for outdoor tennis facility.
- Built with DSL new conference room in duPont Gymnasium (Building W31) lobby.
- Renovated varsity equipment room.
- Continued to install energy-efficient lighting systems in DAPER venues.
- Installed finger docks and wraparound decks at Pierce Boathouse (Building W8)
- Collaborated with Committee for Renovation and Space Planning and Accelerated Capital Renewal initiative on a shared funding model for the Steinbrenner Stadium grandstand replacement, press box, and bathrooms. Project to be completed by September 2016.
- Replaced outdoor track and field facility through fund-raising and Department of Athletics, Physical Education, and Recreation cost sharing. Project to be completed in August 2016.
- Renovated softball and baseball Fran O'Brien Field using fund-raising and Department of Athletics, Physical Education, and Recreation discretionary funds. Project completion expected by third week in August 2016.

## Religious Life

Robert M. Randolph, chaplain to the Institute for the past nine years and a member of the MIT staff for 37 years, will conclude his time at MIT in August 2016. New leadership will bring new opportunities for a program that can serve the Institute well. Randolph departs a chaplaincy consisting of 22 separate groups served by 30 chaplains. With numerous additional student religious groups that do not have chaplains, the Religious Activities Center (Building W11) was one of the most utilized spaces on the campus.

Chaplains for two new student groups were added. The Asian Baptist Student Koinonia was started on campus and led by David Um. Pastor Um is a graduate of the Institute, the fifth active chaplain with a degree from MIT. And Solomon Kim served the Reformed University Fellowship. Both new chaplains served groups of students not previously represented on the Board of Chaplains. The board is a unique group on this campus, drawing together a diverse religious community in a working relationship that allows them to serve MIT in its entirety.

The Addir Fellows Program, MIT's interfaith dialogue program, completed its 10th year. Student evaluations and 10 years of feedback indicate the program has been successful. Relationships fostered there have helped chaplains support students in time of need.

Blue Ocean Faith, formerly known as the Vineyard Fellowship, was particularly active in fostering dialogue about science and religion, and taking on the decidedly secular notion embraced by many MIT students that "sleep is for the weak." Program chaplain Adam Reynolds, having graduated from MIT in Course 8 (Physics), knows from experience

that sleep deprivation is not a badge of honor. The success of their program means they will continue to teach students to use time wisely. This is not a typical area of inquiry for chaplains, but demonstrates the holistic nature of MIT's approach to chaplaincy.

The Lutheran Episcopal Ministry added a weekly Taizé service on Sunday evenings during the school year. The chaplains for the ministry, Thea Keith-Lucas and Kari Jo Verhulst, also took on leadership roles in their respective denominations with regard to campus efforts.

The Tech Catholic Community welcomed a new priest, Father Daniel Maloney, who helped increase the number of programs offered. He also spent more time on campus.

Hillel continued to expand its presence, driven in part by the continued success of the Birthright Program and its expansion and connection to MISTI MIT-Israel. This in particular offered greater access to the experience of being in Israel for MIT students. At Passover, 13 student led Seders on campus, a highlight for many students and staff. MIT's Hillel program is a role model for many others campus programs.

The Cambridge Roundtable on Science, Art & Religion, led by Dave Thom, sponsored meals on the MIT and Harvard University campuses for faculty interested in discussing religious and secular ideas. Attendance ran more than 100 for large gatherings. One MIT professor offered the following evaluation: "Somehow you have created an atmosphere in which professors feel comfortable getting out of business-speak and saying how they 'feel' about things. Also, the Roundtable is unique for me in that, as a spiritual atheist, it is the only place where I have significant conversations with religious leaders."

## **Administration**

### **Assessment**

Elizabeth Green joined DSL as director of assessment programs in June. To learn more about MIT, DSL, and DSL assessment, and to build relationships with colleagues across the Institute, she conducted more than 40 meetings with staff and campus partners during the fall. She also conducted a review of existing DSL assessment resources, examined more than 200 assessment projects administered through DSL using Campus Labs (DSL's assessment software), and familiarized herself with MIT surveys administered through Institutional Research.

Staff and students took advantage of assessment coaching on a number of projects at the program, department, and divisional level. Coaching used an outcomes-driven approach to design effective educational opportunities, select appropriate methods, and use data for improvement and decision-making.

In an effort to enhance assessment capacity, DSL staff across the Division and in specific offices were offered a number of professional development opportunities, including but not limited to:

- Advancing DSL assessment
- Learning outcomes assessment framework
- Making the most of Campus Labs
- How to select an appropriate method
  - Assessment 101
  - Qualitative analysis

The Division renewed its contract with Campus Labs in May. Campus Labs offers a variety of tools and resources to assist with assessment projects, including surveys, polls, rubrics, and focus groups. Campus Labs is utilized frequently by DSL staff; approximately 90 assessment projects are designed annually using the software.

### **Additional FSILG Support**

Staff provided assistance to several FSILG fund-raising efforts. With campaign activity and capital renovation increasing in recent years, the FSILG Office and DSL Administration provided regular updates to capture community-wide FSILG alumni volunteer service (upward of 60 people annually). Also working with the FSILG Cooperative, Inc., a new system for including more than 200 FSILG chapter-specific volunteers was developed and deployed.

With Information Systems and Technology and the Association of Independent Living Groups, the group worked to ensure excellent network capacity linking off-campus FSILGs in Boston and Brookline directly to MIT's fiber-ring, and incorporating all FSILGs into the MIT campus wireless network. The latter effort was completed in June. The Information Systems and Technology group is now directly responsible for all FSILG wireless networking, making for a better integrated, seamless student experience.

### **Living Group Development Assistance**

Staff supported the Office of Resource Development when it received requests for detailed information on donor and prospect living-group affiliations. The recognition program for alumni who give directly to FSILGs in particular was expanded. A website was created with the Alumni Association to recognize the more than 1,000 alumni who give directly to their FSILGs (i.e., not through MIT). To complement this effort, an additional website honoring donors to the Independent Residence Development Fund was also developed. Lastly, the group provided assistance to fund-raising efforts for several FSILGs. The level of campaign activity and capital renovation has been increasing in recent years.

### **Human Resources**

In cooperation with central Human Resources, DSL implemented the staff performance review process with the introduction of Performance Development Review. Features of the new system include enhanced manager-staff evaluation tools that facilitate goal setting and mid-year check-ins, and include archival and retrieval functionality for as long as the staff member remains at DSL.

### **Residential Life Support**

DSL Finance Resources for Student Organizations continued to work on the financial model for development of Site O graduate housing in Kendall Square. Staff also participated in the planning and development of the Metropolitan Warehouse residence hall program, which was subsequently cancelled. The significant work on this project will inform future residence hall development projects.

### **Campus Dining Support**

In collaboration with Procurement, Institute Events, the Office of Resource Development, the Sloan School of Management, and the President's Office, DSL completed a bid proposal process to source a vendor for the Conference Center in Building E52. Staff also contributed to the negotiation and development of new contracts with Aramark, and ongoing contract support for other dining vendors serving MIT.

### **Additional Support**

Finance also worked extensively with leadership from the Undergraduate Association to review policies and procedures, and to revise the budgeting, allocation, and accounting protocols for student organizations that receive Undergraduate Association and Graduate Student Council GSC funding.

### **Communications**

New approaches to digital communications were introduced as part of DSL's robust social media strategy. Notably, four episodes of a podcast titled "MIT is ..." were created, featuring interviews conducted with and by students about their MIT experiences. The podcasts were hosted on SoundCloud and distributed through DSL social media channels, including Facebook, Twitter, and Tumblr.

Communications staff played a leading role in redesigning and relaunching the academic Awards Convocation. This multi-year project involved multiple DSL departments, the President's Office, the Chancellor's Office, the office of the faculty chair, and the Alumni Association. Participants, presenters, award recipients, and guests responded positively to the changes, which included more awards than ever, but left more time out of the two-hour event for community interaction and celebration. Additionally, online assets related to the event—-including the companion website, Facebook page, and Flickr photo-sharing site—were updated to reflect more than a decade of previous awards events. This allowed for the original site to be decommissioned.

Changes in DSL leadership caused significant delays to the new DSL website. When Dean Colombo announced his retirement, it was decided that his incumbent should have an opportunity to review and comment on the new site before it went live. Despite the delay, Communications worked to train staff on the DRUPAL-based content management system, and to develop content for key departments. The new site is expected to launch in September 2016.



## Dean's Special Projects

Preparations for the Dean for Student Life Visiting Committee sessions in November took center stage early in the year, both logistical planning and strategic content development with DSL and other MIT stakeholders. Additionally, DSL welcomed delegations from the European University College Association and the University of Connecticut main campus in Storrs, CT, for campus visits and professional development sessions in July and November, respectively.

## Notable Promotions and Awards

- Robert Ferrara, senior director, Strategic Planning and Alumni Relations, was one of four recipients to receive the Bronze Beaver Award, the Alumni Association's highest volunteer recognition award.
- La-Tarri Canty, director of Multicultural Programs, was honored for her work with an MIT Excellence Award for Advancing Inclusion and Global Perspectives, and a Dr. Martin Luther King Jr. Leadership Award from the Institute Community and Equity Office.
- Tiffany Horgan, a Department of Athletics, Physical Education, and Recreation instructor at the Lincoln Laboratory Fitness Center at Annex V, received a Serving the Client award as part of the MIT Excellence Awards.
- Hayami Arakawa, a long-time shop staff member, was named the new Hobby Shop director.
- Mike Foley was promoted from associate director of Operations to associate director of the Campus Activities Complex.

**Costantino Colombo**  
Dean for Student Life