



Massachusetts Institute of Technology
Association of Independent Living Groups

2012 FSILG COMMUNITY STRATEGIC PLAN

**Presentation for Adoption by
the
AILG Plenary**

23 August 2012

The AILG Strategic Planning Steering Committee

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MISSION OF THE AILG

The Association of Independent Living Groups at MIT (AILG) will:

- Assist our member FSILGs to teach values and life skills that are complementary to the MIT educational curriculum.
- Be a presence at MIT, to represent and be a voice for the FSILG system and its alumni.
- Provide tools to improve our FSILG member groups.
- Promote diversity of choice of residence for students within the FSILG community.
- Promote FSILG group responsibility and accountability.



In cooperation with students and staff, the MIT Association of Independent Living Groups (AILG) prepared this 2012 FSILG Community Strategic Plan to better position MIT's fraternity, sorority, and independent living group (FSILG) community to meet the needs of future generations of MIT students. The purpose of the plan is to assist the FSILG community's leaders – students, alumni, and staff – to position the community over the next 5 years. In addition, it considers a much longer time horizon with regard to maintenance and management of the 38 independently owned or managed residential properties that collectively house nearly one-quarter of all MIT undergraduates. The plan was prepared with the encouragement and support of the Dean for Student Life at MIT and the Division of Student Life's (DSL's) several departments; in particular, the FSILG Office has played a key role in its preparation.

The FSILG Community Strategic Plan was prepared under the direction of a Strategic Plan Steering Committee (SPSC) of six members, including both DSL staff and alumni volunteers. The SPSC was assisted by a larger Strategic Plan Committee (SPC) that included numerous student leaders, volunteer alumni, and MIT staff, who acted as an advisory board and provided insight and advice to the SPSC at key junctures in the planning process.

As part of the plan data gathering effort, the SPSC consulted more than 20 stakeholder groups to collect information and perspectives about the strengths and weaknesses of, and opportunities and threats to, the FSILG community. These included the three FSILG student leadership groups / governing councils (Interfraternity Council or "IFC", Panhellenic Association or "Panhel", and Living Group Council or "LGC"), IFC and Panhelpresidents / delegates, other FSILG students, multiple alumni groups, DSL and Division of Undergraduate Education (DUE) staff, faculty, Faculty Housemasters, parents, Alumni Association officers, Deans on Call and emergency responders, MIT government relations officers, Resident Advisors (RAs), senior Institute Officers, members of the MIT Corporation, and others. This process took 6 months and resulted in more than 1,000 comments or issues of concern being generated; they are attached as an appendix to the plan.

After completion of the data gathering effort, these comments were categorized and assembled into five themes that would collectively form the FSILG Community Strategic Plan. The SPSC then developed 4 or 5 specific initiatives to be undertaken for each theme. Five "theme teams" were formed at a meeting in February 2012, and each team was charged to prepare a detailed, measurable, and time-specific roadmap to implement each of the initiatives. The teams worked for 3 months and met individually and collectively with the SPSC and SPC to refine their plans. At the same time that the FSILG community was engaged in this planning effort, a parallel effort has been underway within the DSL. This timing was not accidental: the parallel work schedule allowed the findings and results of the FSILG community plan to influence and be incorporated into the larger DSL plan.

The 2012 FSILG Community Strategic Plan was published in April, 2012. Each of the student governing groups – IFC, Panhel, and LGC – endorsed plan and have begun recruiting members as champions or participants on the implementation teams to be formed in fall 2012. The AILG membership endorsed the Themes and Initiatives at its Annual Meeting in June, but several requests were made for changes in the text prior to final adoption. All proposed edits offered by the membership were evaluated and most were incorporated. This document is the result of that process; it represents the collective vision and ideas of a significant cross section of the MIT FSILG community and the MIT professionals who work with it.

MIT has a distinctive and unique FSILG community, which has been an important part of Institute life for more than century. But the landscape and challenges for FSILGs, like those for MIT, have changed dramatically over the years. After a particularly difficult time, then-MIT President Chuck Vest convened a Task Force – Project Aurora – to consider the status and future development of the FSILGs. The Aurora Task Force's report served as a starting point for this plan; the SPSC reviewed its recommendations and focused on building on them. In that sense, the 2012 FSILG Community Strategic Plan should be seen as a continuation of a decade's progress by the community's students, staff, and alumni volunteers.

August 2012



P r e a m b l e

The goal of the 2012 FSILG Community Strategic Plan is to help all stakeholders in the FSILG community at MIT to better position the system and its member organizations to meet the needs of current and future generations of students. A primary way to meet this goal is to ensure that our member organizations support MIT's mission in education and scholarship by providing all FSILG-affiliated students with a living-and-learning experience that complements their formal academic education; this is the underlying vision of the strategic plan. To do so, the plan proposes five principal themes, each with four or five initiatives. The plan establishes numerous numerical goals and targets to measure progress in each initiative.

We see the goals as aspirational: we hope that by setting goals and targets, we will inspire our member groups to improve themselves and our community as a whole. These goals also provide a metric against which our progress can be measured. It is not the intent of the plan, nor has it ever been part of MIT's FSILG culture, to attempt to coerce compliance or participation by member groups; those that do not wish to participate are not required to do so. But we believe that the FSILG community will only be as strong as its constituent member groups; only by concerted action by all parties will the community achieve the goals this plan sets for it.

Many FSILG alumni view the hands-on skills learned in their respective organizations as some of the most valuable and long-lasting aspects of their MIT education. We believe that by implementing this plan, we can ensure that future generations of MIT students continue to benefit from the FSILG experience.



Summary of Plan Themes and Initiatives

Theme #1: We will enhance the FSILG member experience

- Initiative #1.1: Provide educational guidance for leadership development
- Initiative #1.2: Assist FSILGs to define and articulate missions and values of organizations
- Initiative #1.3: Provide framework for individual members' personal growth
- Initiative #1.4: Create opportunities for community building on the MIT campus

Theme #2: We will strengthen our partnership with the Institute

- Initiative #2.1: Articulate the autonomy of the FSILGs at MIT and their interdependence with MIT
- Initiative #2.2: Ensure that the FSILGs are integrated into the MIT campus housing plan
- Initiative #2.3: Build stronger faculty and staff relationships
- Initiative #2.4: Clarify the Resident Advisor (RA) program

Theme #3: We will revitalize our facilities

- Initiative #3.1: Create a plan to bring every FSILG house up to par with on-campus residence halls
- Initiative #3.2: Create "sand boxes" in houses to encourage collaborative learning
- Initiative #3.3: Develop a sustainable property management model
- Initiative #3.4: Develop tools to educate our member groups about capital planning
- Initiative #3.5: Address lease challenges in MITIMCo-owned leased housing

Theme #4: We will enhance the reputation of our community

- Initiative #4.1: Make the recruitment program more effective and efficient, especially with regard to its cost, timing, and stress on participants, and dissemination of information about member groups to potential members
- Initiative #4.2: Engage with MIT on ways to better integrate the recruitment program and FSILG membership with MIT's First-Year Experience program
- Initiative #4.3: Develop tools to better inform the community of the positive aspects of FSILG membership
- Initiative #4.4: Develop tools to assist our member groups to perform more outreach to parents

Theme #5: We will strengthen alumni/ae involvement with our community

- Initiative #5.1: Develop new models for encouraging engagement between alumni/ae and their FSILG
- Initiative #5.2: Foster undergraduate mentoring programs
- Initiative #5.3: Expand alumni/ae communications
- Initiative #5.4: Further develop fundraising infrastructure and support
- Initiative #5.5: Continue to improve on excellence of alumni/ae community-wide programs



Theme #1 – We will enhance the FSILG member experience

1.0 Vision

FSILG membership is the preeminent leadership development experience offered by the Institute. Grounded in community building, teamwork, and interdependence, FSILG members have historically exhibited stronger commitment to others, to MIT, and to the global society than their non-affiliated peers. At their best, FSILGs promote cohesive, values-based communities that espouse civic and social responsibility, and mutual respect. Through affiliation with FSILGS, students are able to see tangible growth and development of both their organizations and their individual members. In addition, FSILGs provide an out-of-classroom sandbox experience that effectively meets the leadership and developmental needs of today's college students. These needs are met through educational programs, interpersonal skill acquisition, management of people and property, and real life lessons that prepare FSILG members for a successful transition, post-graduation, to becoming citizens of the world.

1.1 Initiative #1: Provide educational guidance for leadership development

1.1.1 Purpose of this Initiative

One of the core benefits of the FSILG member experience is enhanced leadership development. This initiative exists to ensure both a broad and in-depth approach to various leadership opportunities at a variety of levels throughout the many years of one's FSILG affiliation.

1.1.2 Action Items

- Have FSILG Office store and share officer-specific transition materials on a central website that may be submitted by member organizations.
- Jointly supported by FSILG Office and Student Councils, leadership training modules (skills, positional, and development) will be offered throughout the academic year. A focus should be made on offering similar sessions each semester to assist with the transition of officers.
- Education sessions will also include a focus on various types of leadership structures (loose vs hierarchical) and roles (positional vs non-positional) in an effort to address bystander behavior and to empower others from any role or position within an organization.

1.1.3 Information Required to Accomplish the Initiative

- Develop a sample officer position transitions document (president, VP, treasurer, New Member Educator, House Manager, Risk Manager, etc) to share.
- Review of best practices, position descriptions, different forms of government, how decisions are made related to this area must be completed.
- Consult with other MIT leadership groups and initiatives (e.g., LeaderShape, Sloan, Four Consulting) to identify and share best practices.

1.1.4 Milestones and Deadlines

- One-third of FSILG Member Organizations, with proportional representation from fraternities, sororities, and ILGs, submit officer transition materials via uploading e-documents to the FSILG Office DropBox or other shared site by August 15th, 2013 to be published to FSILGs by September 15th, 2013.
- In three years, by 2015, all FSILGs will have documents submitted. Pilot in years 1-2, by third year annual class will be part of evaluation process for recommended accreditation.



- By September 2013, half of FSILGs (3 ILGs, 3 sororities, and 13 fraternities) will have participated in one of the FSILG leadership training modules during the 2012-13 academic year.

1.2 Initiative #2: Assist FSILGs to define and articulate the mission and values of their organizations

1.2.1 Purpose of this Initiative

To assist FSILGs to set forth a set of values that members of the organization will strive for as a group. FSILG members will not only understand the unique values but also live by them. This is what makes FSILG affiliation special and different from any other student organization experience.

1.2.2 Action Items

- Articulate values in the organization's written constitution or governing documents.
- Develop regular programming that reinforces these values.
- Publicize these values in the organization's brand identity to raise awareness.
- Assist groups in articulating a statement how their values or mission supports MIT's educational mission
- Creation of accountability infrastructure to hold groups to values when actions are incongruent.
- Reinforce message of values through awards.

1.2.3 Information Required to Accomplish the Initiative

- Discussion between members of organization about their shared values, before Recruitment 2012.
- Referral to other student groups for ideas for values-based programming (e.g., LeaderShape, national organizations).

1.2.4 Milestones and Deadlines

- Each organization's governing documents should include a statement of its purpose and/or values.
- Outlines and action plans shall be made for values-based programming.
- Surveys for outsiders can be conducted to gauge if organization is successfully promoting its values in its brand identity.
- All Metrics set to a December 1, 2012 deadline.

1.3 Initiative #3: Provide framework for individual members' personal growth

1.3.1 Purpose of this Initiative

By providing a framework for individual members' personal growth, FSILGs will exhibit the value-added of their membership experience to current and potential members. Personal and professional development benefits and expectations will be clearly articulated through four-year member development plans created and implemented by all FSILGs.



1.3.2 Action Items

- FSILG Office and IFC / Panhel / LGC partner to create a clearinghouse for FSILG member organizations to share membership development ideas.
 - Website to be hosted by MIT, open access to anyone.
 - Create form or other easy uploading tool.
- FSILG Office and IFC / Panhel/ LGC poll member organizations to identify current development activities already in play.
- FSILG Office and IFC / Panhel/ LGC collaborate to host open town hall meetings to solicit feedback on best practices in membership development and on community values.
- FSILG communicate member development plans and expectations with their national headquarters, if applicable, and share with FSILG Office and alumni.
- FSILG Office, alumni, and students should educate one another about membership development.
 - Topics on 1st, 2nd, 3rd, and 4th year member needs will be addressed.
 - Focus on membership (brotherhood, sisterhood, member-hood) bonding and teambuilding through intentional and values-oriented activities and reflection.
 - Clear alignment of activities to organization's espoused values in productive and safe ways.
 - Possibly touch on hazing and new member education. Learning doesn't stop after you are a full member.
 - Academics and service must also be a focus. Mentoring/advising programs (e.g., Big / Little, tutors, family lines, alumni) should also be included in four-year membership program.
- Connect FSILG community awards more clearly with proven membership development initiatives.
- Intentionally address member expectations (e.g., behavior, financial commitment) in communication, programming, and organizational structure within FSILGs.
 - Produce a sample membership expectations agreement.
 - Provide advice on creation and implementation of internal standards boards.

1.3.3 Information Required to Accomplish the Initiative

- For those FSILGs that choose to participate, comprehensive review of current FSILG member education plans (both new member and initiated/full member, if applicable) by team of students, staff, and alumni.
- Review of Accreditation Reports and FSILG/Council award winners to learn of best practices, areas needing additional attention (see themes like: group struggling with developing an academics program).
- Understanding of current practices regarding membership expectations and behavior.
 - What groups have a successful standards board or accountability mechanism?
 - How are expectations communicated to members?

1.3.4 Milestones and Deadlines

- By May 1st, 2013, a sample membership expectations document will be drafted by the FSILG Office for distribution to students and alumni.



- The FSILG Office and Student Councils shall host an open forum (town hall style) to brainstorm membership development ideas and discuss community values by December 30, 2012. Details from the discussion will be distributed to FSILGs by the first week of February 2013.
- Between November 2012 and March 2013, the FSILG Office, alumni, and students will facilitate two (2) educational sessions on key characteristics of membership development and how general concepts can be customized to meet individual unique needs.
- Between October 2012 and April 2013, two (2) educational sessions will be hosted by the FSILG Office, IFC / Panhel/ LGC, and individual FSILGs on creating, utilizing, and sustaining internal standards boards and member accountability mechanisms.
- By March 1st, 2013, a page on the FSILG website will be created for the sole purpose of hosting membership development best practices. Links from the IFC / Panhel/ LGC and AILG sites will be created off of their pages and directed to this site.
- One-third of FSILGs will have submitted a first-draft of a four-year membership development plan to the FSILG Office for review by May 1, 2013.
- All FSILGs that choose to participate will have submitted a first draft of a four-year membership development plan to the FSILG Office for review by May 1, 2014.

1.4 Initiative #4: Create opportunities for community building on the MIT campus

1.4.1 Purpose of this Initiative

Provide an on-campus space for off-campus FSILG members to gather, eat together and build community (both within their individual FSILG and among FSILGs).

Currently, students have to either bring food from their off-campus residence for lunch or buy an expensive and/or unhealthy on-campus option (LaVerde's a-la-carte, Cambridge Grill, Dunkin Donuts, etc.). Paying out-of-pocket to eat in the on-campus dining halls is more expensive than students are willing to consider. A reasonably-priced, on-campus lunch option would improve FSILG student health and fuel their academic achievement (particularly in the afternoon when most classes occur).

The on-campus gathering space for FSILG members would acknowledge that students who are members of FSILGs are on-campus and studying / working (literally) at all hours of the day and night. The designated space (especially if a food option was available) would be the ultimate sandbox atmosphere. In this space, students would be able to share ideas, advice and expertise. Having trouble with that physics p-set? Go see if anyone from Fenway House is on their usual couch (or space). Want to talk about a UROP? When to take 18.01? Where to buy a bike (to get to campus)? In this space and/or spaces, students would be able to find people (from their FSILG or otherwise) who are there to share info and get their academic work done.

1.4.2 Action Items

- Designate an on-campus space for FSILG members to gather. At first this might be a lounge. In the longer term, the committee envisions a large space with rooms designated for each FSILG. When students are on campus any time during the day (or night) they can gather in this space. Right now there is sometimes this type of feeling (on a small scale) at the couches in W20. This space might also have a 24-hour food option (a cafe).
- Offer a lunch-only meal plan option for students who live primarily off campus, but are on campus during the day.
- To prepare for on-campus space:



- Form committee to keep initiative going and monitor completion of each action item
- Committee would be composed of students from a fraternity, a sorority, and an independent living group, an alumni representative, a residential life, facilities and/or dining representative and any others as needed
- Inventory spaces currently available
- Complete needs assessment of current undergrad participation
- Survey FSILG members about current on-campus gathering and eating habits
- Committee analyzes data from space inventory, needs assessment and surveys and determines 2-3 current on-campus spaces for this purpose
- To prepare for on-campus lunch meal plan:
 - Form committee to monitor step-by-step implementation and progress of initiative
 - Committee would be composed of students from a fraternity, a sorority, and an independent living group, an alumni representative, and a residential life, facilities and/or dining representative and any others as needed
 - Survey FSILG members about current eating habits (particularly for lunch) and food options they would ideally want
 - Using info from the survey as a basis, committee runs 2-3 focus groups for FSILG students about food options – using open ended questions first and later more detailed questions
 - Using info from surveys and focus groups, propose two possible lunch meal plan options
 - Pilot lunch options for a semester using a small group of students
 - Introduce lunch meal plan(s) for FSILG members (and others?)

1.4.3 Information Required to Accomplish the Initiative

- Identify / inventory on campus spaces currently available for FSILG students to gather before implementation of longer term goal of larger space
- Information from current undergraduate needs assessment regarding what type of space would be ideal (the committee has discussed music practice rooms / quonset huts / garages as possible models for this space)
- Results of survey of FSILG members about their current on-campus gathering and eating behaviors
- Results of survey of FSILG members about possible lunch meal plan
- Feedback from student focus groups
- Feedback from pilot lunch program

1.4.4 Milestones and Deadlines

- The on campus meal plan (lunch focused) could happen in 2-3 years.
 - Committee for meal plan implementation formed by September 1, 2012.
 - Starting in the 2012-13 academic year, committee meets to draft survey to find student needs for on-campus meal plan (including what types of food would be desired, where food would be available, cost students are willing to accept and how the proposed meal plan would contribute to building FSILG community on campus)
 - After completion of survey (by end of the 2013 Independent Activities Period or “IAP”), possible meal plans proposed (3 plans)
 - Proposed meal plans go to FSILG students for feedback



- o Fall 2013, pilot lunch meal plan on small scale
- o Spring 2014, lunch meal plan implemented on full scale (feedback process continues)
- On campus space for FSILGs would be a longer term project (5-10 years)
 - o Though the long-term outcome would be a space customized specifically for FSILGS, identify / inventory on campus spaces currently available for FSILG students to gather
 - o Committee for on-campus space for FSILGs forms by September 1, 2012
 - o Committee to complete inventory process during fall 2012
 - o Survey current FSILG undergrads about possible spaces (which would they go to, traffic patterns, etc.), committee gathers results of survey in spring 2013, results compiled and analyzed during summer 2013
 - o For a space customized to FSILG students for on campus gathering, committee finds out what the university-wide process is for this and works during the 2012-13 academic year to enter this process and continues from there



Theme #2 – We will strengthen our partnership with the Institute

2.0 Vision

Valued as contributing members of the MIT community, FSILGs enhance the living and learning experience for MIT community members by fostering supportive, diverse, inclusive, and safe student-driven environments that generate, disseminate, and preserve knowledge, and work with others to bring this knowledge to bear on the world's great challenges. Respected by faculty and staff for enriching the MIT experience, FSILGs are seamlessly integrated into MIT community, including, but not limited to, the MIT campus housing plan.

2.1 Initiative #1: Articulate the autonomy of the FSILGs at MIT and their interdependence with MIT.

2.1.1 Purpose of this Initiative

Define who bears the responsibility for the tasks that are necessary in the successful operation of an FSILG at MIT.

2.1.2 Action Items

- Write and affirm a relationship statement that articulates the expectations of various FSILG stakeholders and MIT. This document should clarify MIT's responsibilities to the organizations and the member students, the organizations' responsibilities to MIT, and the students' responsibilities to MIT. This document will also delineate methods to resolve differences of opinion and create a foundation for collective decision-making.
- Include a statement of expected minimum standards, consequences for not meeting these standards, and means to correct any failure to comply with the relationship statement.
 - Document to include but not be limited to the following:
 - ◆ How much our voice is heard in decisions about Residence Exploration, rush, *etc.*
 - ◆ How FSILGs are dealt with versus dorms
 - ◆ Restrictions on educating admitted students about our organizations
 - ◆ Alcohol policies
 - ◆ Judicial Committee policies
 - ◆ Committee on Academic Performance policies and notifications to FSILGs
 - ◆ Physical Plant responsibilities

2.1.3 Information Required to Accomplish the Initiative

- Evaluation of the current relationship between the FSILGs and the Institute, including MIT policy documents, MIT programs, common practices, cultural beliefs, and community norms.
- Review of relationship best practices utilized by other institutions and FSILG communities.
- Consult inter/national fraternity and sorority organizations to understand their perspectives on defining the relationship.

2.1.4 Milestones and Deadlines

- Identify individual stakeholders who will approve for their group.
 - This will be specific people in each department, such as alumni affairs, development, general counsel, DUE, DSL, FSILGs, Panhel, IFC, LGC – **December 2012**
- Create group of 3 to write first document – **December 2012**



- Gather and review information from outside sources as well as MIT – Locke, Hobbes, CDIO, relationship documents from other institutions – **March 2013**.
- Circulate first draft to a larger community – seriously interested people – **June 2013**.
- Complete iterative changes to the draft document – **July 2013**
- Circulate the draft document to FSILGs and MIT for comment – **September 2013**
- Sign document and place on file – **November 2013**
- Some topics to be included
 - Parallel programs with residence halls
 - Independent Residence Development Fund (IRDF) and grants
 - DSL staff position for alumni relations with FSILG members since they provide educational value
 - Use faculty to build a system dynamic model
 - Accreditation is not a penalty mechanism
 - Best practices awards
 - Adjudication of disagreements
 - Academic expectations of the FSILGs – like swimming lessons
 - Metaphor of USA constitution: delineation of powers and responsibilities between the two groups and how to resolve differences between them
 - FSILGs ranked in the bottom third offered extra help
 - Early warning system for FSILGs issues – EMTs, police, FSILG Office

2.2 Initiative #2: Ensure that the FSILGs are integrated into the MIT campus housing plan

2.2.1 Purpose of this Initiative

To build into the fabric of decision making at MIT that the FSILGs need to be one of the stakeholders considered when policies are created or changed. This relates to both operational issues such as meal plans and physical issues such as under-funded capital assets. It also signals to the community-at-large that FSILG facilities provide a valuable living and learning community for residents. This initiative does not consider how residences are selected since that is covered in theme #4.

2.2.2 Action Items

- AILG should develop a report system that would detail the available housing stocks in the system on an annual basis.
- Include FSILGs in MIT building numbering system and actively utilize them.
- Develop stronger connections with senior management in the housing office.
- Create an assistant director role that supports the FSILG physical plants.
- Create a method of providing information to freshman about all the FSILG opportunities prior to coming to campus, perhaps through Association of Student Activities.
- Ensure fee structure of FSILGs puts them on par with costs of living on campus based on similar conditions.



- Suggest a plan for what happens to physical structures should an organization cease to operate.

2.2.3 Information Required to Accomplish the Initiative

- Awareness of the nature of the current Residential Life office relationships, hierarchy, decision-making methods and plan moving forward as it stands now.
- Review how FSILG communities are integrated into the campus housing plans at other institutions.
- Awareness of current state of facilities and any plans for upgrades to same.
- Get definition on the purpose of the housing system (other than a place to live) with specifics on each housing option – single sex and co-ed.
- Investigate the ideal tribal size for creating bonding.
- Investigate the different tasks that can be done together to create bonding.

2.2.4 Milestones and Deadlines

- All Action Items listed above are to be completed by end of spring 2013
- Discover all the units that are considered part of “MIT housing”
- There are two separate trails – the physical and the organizational
 - Physical – Get definition from Dennis Collins (Director of Housing) – large residence halls, small residence halls and how to manage
 - ◆ See number of ways buildings numbered – drawings / maps, campus plan, building numbering systems
 - ◆ Evaluate and determine potential for using facilities department for maintenance concerns
 - ◆ Determine how FSILGs can be used during the summer renovations of dorms to fill capacity concerns
 - Organizational – get from DSL
 - ◆ Get a list of all programs offered to the dorms / residential units
 - ◆ Discover FSILG programs
 - ◆ Make a list of differences
 - ◆ Minimize differences in how FSILGs and residence halls are treated by DSL

2.3 Initiative #3: Build stronger faculty and staff relationships

2.3.1 Purpose of this Initiative

To ensure that the faculty and staff at all levels are aware of the benefits of the FSILGs at MIT and to ensure that faculty and staff take advantage of the educational opportunities presented by working with the FSILGs.

2.3.2 Action Items

- Create a vibrant FSILG faculty advisor program by making it easy for students and faculty to take part
- Experiment with different models of advising such as single advisors to a house or multiple advisors designated by class
- Provide opportunities for all faculty and staff to engage with FSILGs



- Provide learning programs to engage and encourage new staff and faculty in learning about FSILGs
- Establish way to collect ongoing status of existing faculty advisor relationships with organizations and feedback on success and failure of relationships
- Create an annual award for faculty and staff serving as advisors akin to the Weedon Award.

2.3.3 Information Required to Accomplish the Initiative

- Faculty FSILG affiliations, both from MIT and from other institutions
- Status of existing faculty advisor relationships with FSILGs and feedback on success and failure of current relationships
- Review of faculty advisor best practices utilized by other institutions and by inter/national fraternity and sorority organizations
- Information on current faculty and staff academic, research, and programmatic needs / gaps that can be filled by FSILG community
- Information on how other FSILG communities are intentionally engaging faculty and staff, and/or integrating themselves into the academic fabric of their respective institutions

2.3.4 Milestones and Deadlines

- All Action Items listed above are to be completed by end of spring 2013
- Collect practices from accreditation reviews and other areas as described in “information gathering”
- Review current status of existing relationships for helpful examples
- Select several faculty to interview
 - Some from MIT undergraduate and some from elsewhere
- Create or reinforce the need for each FSILG to have a “faculty relations” coordinator
- Write the “manual” for Faculty Advisors
- Copy Reid Weedon award
 - Alumni Association to assist with this effort
- Meet with DUE to find a place to have central focus
- Find an endower
- What tools will measure performance toward goal?
- Number of events
- Number of appearances at house events
- Number of FSILGs with one or more advisor
- How will we know we are successful?
- Each FSILG has a working program and successful interactions with their advisor and other faculty/staff



2.4 Initiative #4: Clarify the Resident Advisor (RA) Program

2.4.1 Purpose of this Initiative

To ensure that the objectives of the RA program are clearly stated and met. To create a template for the RA program that ensures that all parties operate efficiently.

2.4.2 Action Items

- Create a clearly defined RA job description
- Identify the process that will be used by stakeholders in decision making
- Ensure there is consensus and buy-in from the FSILGs to support the RA program as set forth
- Work with FSILGs to provide appropriate living spaces for RAs so that qualified applicants are willing to take on these roles
- Consider renaming the RA for clarity and consistency with other institutions

2.4.3 Information Required to Accomplish the Initiative

- Get a legal opinion of the status of employment of the RA
- Evaluate living spaces in individual houses for suitability
- Review best practices of other institutions in relationship to house directors, house parents, *etc.*
- Assess current RAs for gaps and strengths in the current model

2.4.4 Milestones and Deadlines

- All Action Items listed above are to be completed by end of spring 2013
- Verify legal opinion but also determine what that means. What benefits and remuneration are required (cost / benefit analysis). Determine if FSILGs can afford for these people to be employees.
- Determine whether “RA” is the appropriate name for this role.
- Assessment of undergrad and house corporation perspective on what makes a “good” RA.
- Redraft the position description for the RA
- Redraft the agreements between employer and employee to include penalties for failure to meet the responsibilities of the role and expectations for house members towards the RA
- Redraft memo of understanding with house corporations as to RA role and obligations (consider that these documents should be included in the relationship statement of Initiative #2.1)
- Formalize selection process for RAs
- Evaluation of living spaces needs for RAs and establish minimum expectations for living space of RAs in conjunction with best practices established at other schools
- What tools will measure performance toward goal?
 - Data from reporting surveys from RA
 - Data from reporting system from houses on providing feedback on relationship with RA.
- How will we know we are successful?
 - When DSL and the AILG agree on a written RA document



2.5 Outliers and Other Questions to be Considered

- Create fund to give faculty research dollars to be used with FSILG members. An idea to consider in the future that we do not want to lose.



Theme #3 – We will revitalize our facilities

3.0 Vision for the FSILG Community

All FSILG properties will be over-subscribed, because they will be perceived to be living environments as desirable as MIT residence halls. Alumni corporations that own these properties will be on a sound financial footing and able to perform the continuing capital improvements necessary to maintain them.

3.1 Initiative #1: Create a plan to bring every FSILG house up to par with on-campus residence halls.

3.1.1 Purpose of this Initiative

To ensure that residential FSILGs are safe and healthy environments that are competitive with MIT residence halls, conducive to allowing each resident to meet his or her academic potential, and the FSILG as a whole to accomplish its mission and purpose.

3.1.2 Action Items

- The AILG Facilities Committee, with assistance from MIT Housing staff, should be responsible for this initiative.
- Define what “up to par” means; compile a set of objective criteria against which each property can be measured. Criteria will include per-capita floor areas and basic standards required.
- Achieve consensus among all stakeholders on these criteria.
- Assess all FSILGs for space utilization, using area data from the MIT Facilities Department’s In-Site Area System (In-Site).
- Assess all FSILG properties against the par criteria.
- Create a template for a facilities renewal plan that sets typical benchmarks for future improvements (e.g., guidelines for component replacement).
- Customize the plan to suit each property, based on results of facility assessments.
- Publish the plan for all properties.

3.1.3 Information Required to Accomplish the Initiative

- Assemble MIT Housing per-capita metrics and standards (gross floor area per resident; net single room area; net double room area; net study and recreation space per resident, *etc.*)
- Update the 1998 VFA survey for each property; create a benchmark of current conditions in all properties.
- Assemble FSILG per-capita metrics for each property using In-Site floor area tables.

3.1.4 Milestones and Deadlines

- Produce draft definition of “up to par” by 11/30/12
- Achieve community consensus on final definition by 3/31/13
- Complete space utilization assessments by 1/31/13
- Complete a facilities assessment update (similar to the 1998 VFA study) by 9/30/13
- Create template facilities renewal plan by 9/30/13
- Create a draft plan for each property by 6/30/14



- Publish the final plan by 9/30/14

3.2 Initiative #2: Create “sand boxes” in houses to encourage collaborative learning

3.2.1 Purpose of this Initiative

To support MIT’s objectives of encouraging collaborative learning, outside-the-classroom learning, and distance learning, we will create and enhance existing work / study spaces in each house for collaborative work.

3.2.2 Action Items

- Create a new committee composed of AILG volunteers, students, and MIT Facilities and Housing staff to implement this initiative.
- Gather data on all FSILGs and residence halls to determine what collaborative work / study spaces currently exist and what features they contain.
- Seek input from students on design criteria.
- Engage with MIT stakeholders and experts (e.g., Residential Life, DUE, Information Services & Technology) on appropriate design features.
- Prepare a set of draft design criteria for sandboxes; include ideal features and minimum requirements (e.g., white boards, video conferencing).
- Build consensus within the community around creation of these spaces
- Conduct pilot installation(s) in one or more FSILGs to test concepts.
- Create an implementation plan to create sandboxes in all FSILGs.

3.2.3 Information Required to Accomplish the Initiative

- Determine how many collaborative work spaces currently exist within FSILGs.
- Determine MIT Housing’s standard specifications (if any) for these spaces.
- Survey students for programming ideas.
- Determine how to finance them.

3.2.4 Milestones and Deadlines

- Complete survey of existing spaces by 12/31/12.
- Prepare draft design criteria for sandboxes by 4/30/13.
- Achieve community consensus on final design criteria by 6/30/13.
- Conduct pilot installation(s) and evaluate for success by 6/30/14.
- Publish implementation plan for all FSILGs by 9/30/14.

3.3 Initiative #3: Develop a sustainable property management model

3.3.1 Purpose of this Initiative

In order for alumni to spend more time on mentoring and advising, they need to spend less time and effort on property management and maintenance issues. This initiative will detail required management practices and recommend what entity should perform them under several different management models.



3.3.2 Action Items

- The AILG Facilities Committee should be charged with implementing this initiative.
- Assemble best practices on property management for FSILGs and create a checklist of all the necessary issues to be included in a comprehensive property management plan.
- Using data gathered above, prepare a matrix of management models, with each model assigning responsibility for various property management activities to alumni, undergraduates, MIT Housing, or a professional property manager.
- Conduct property management pilot studies, using each alternate model if possible.
- Evaluate pilot programs and make adjustments.
- Publish findings and make recommendations to the community on costs and benefits of various models.

3.3.3 Information Required to Accomplish the Initiative

- Identify what property management models are in use.
 - Traditional fraternity model (alumni and undergrads do it)
 - Live-in house director
 - Green Hall (MIT does it)
 - Other models to be studied?
- Identify key requirements of a property management contract: what tasks the manager is expected to perform.
- Identify approximate costs of various management models.

3.3.4 Milestones and Deadlines

- Investigate property management alternatives by 6/30/13.
- Prepare model property management plans by 6/30/14.
- Conduct property management pilot studies during the 2014-15 academic year.
- Publish findings and recommendations for all FSILGs by 9/30/15.

3.4 Initiative #4: Develop tools to educate our member groups about capital planning.

3.4.1 Purpose of this Initiative

To assist each FSILG to better plan and budget for future capital improvements.

3.4.2 Action Items

- The AILG Finance Committee should be charged with implementing this initiative, with assistance from MIT Housing.
- Survey FSILGs to learn what capital planning processes or tools are already in use.
- Update the existing draft capital planning tool; incorporate data from MIT Housing's capital plan.
- Solicit input from the community on the planning tool.
- Create a model capital planning manual that provides for both short-term maintenance needs and long-term renewal.



- Conduct a pilot capital planning program of a handful of FSILGs.
- Solicit feedback and review results.
- Publish final plan and initiate periodic capital planning reviews for all FSILGs.

3.4.3 Information Required to Accomplish the Initiative

- Identify what capital planning is already occurring.
- Identify components of a 5- and 30-year capital plan; much of this may be obtained from MIT Housing.
- Establish estimated service lifetimes for each building component.

3.4.4 Milestones and Deadlines

- Survey FSILGs on capital planning processes by 11/30/12.
- Update the existing draft capital planning tool by 2/28/13.
- Achieve consensus on the planning tool by 5/31/13.
- Create a model capital planning manual by 6/30/13.
- Conduct a pilot capital planning program of 2 or 3 FSILGs by 12/31/13.
- Solicit feedback and review results by 3/31/14.
- Publish final plan and initiate capital planning reviews by 6/30/14.

3.5 Initiative #5: Address lease challenges in MITIMCo-owned leased housing

3.5.1 Purpose of this Initiative

To ensure that all FSILG property leases owned or managed by the MIT Investment Management Co. (MITIMCo) are financially sustainable and appropriate for student housing, so that FSILG corporations have incentives to make future improvements and build capital reserves.

3.5.2 Action Items

- A new committee consisting of AILG board members and alumni of affected house corporations should be charged with implementing this goal.
- Meet with MITIMCo staff, DSL staff, alumni corporations, and other stakeholders to gather information about current leases and to identify barriers to lease renegotiation or property purchase.
- Arrange for review of leases by independent legal counsel. Seek out local alumni who may be willing to perform this service *pro bono*.
- Prepare a document summarizing challenges and salient features of current leases.
- Meet with alumni corporations to review and confirm report data.
- Build institutional support to address lease issues with senior Institute leadership, including the Chancellor, DSL, EVP, and members of the Corporation.
- Arrange for property purchase or renegotiation of all leases in accordance with report recommendations.

3.5.3 Information Required to Accomplish the Initiative

- Identify the differences in leases among the various FSILGs.



- Identify provisions in leases that create financial hardship or barriers to building capital reserves.
- Identify capital improvements necessary in each leased property (use 2008 VFA update prepared by MIT).
- Identify barriers to purchase or renegotiation of the leases to be more appropriate for FSILG residences.
- Understand the MITIMCO decision-making process for renegotiating the leases or agreement to sell.

3.5.4 Milestones and Deadlines

- Meet with all stakeholders by 10/31/12.
- Arrange for legal review by 12/31/12.
- Prepare report summarizing challenges with leases by 2/28/13.
- Meet with alumni corporations to review and confirm report data by 5/31/13.
- Agreement in principle to renegotiate all leases or sell the properties to alumni corporations by 6/30/13.

3.6 Outliers and Other Questions to be Considered

- For many FSILGs, an alternate approach to accomplish several of the initiatives would be to sell their existing properties and invest the sale proceeds in a purpose-built facility on or near the campus. This approach would require a significant partnership and commitment by MIT and the FSILGs, however, and it may not be feasible in the current economic and political environment.
- Many informed observers have suggested that managing small, scattered site student residences may not be a viable long-term model without significant volunteer and financial support. Rather than attempting to address the various identified capital maintenance issues identified in this Theme, the implementation team should consider a long-term goal of bringing FSILGs into larger facilities on or closer to campus.
- The implementation team will have to consider whether the traditional fraternity management model works in today's environment: whether it is reasonable to expect a group of local alumni, working with an undergraduate student population, to effectively maintain a property over the long term. As noted above, the student housing professionals question the viability of this model. It may be necessary to provide short- and medium-term advice and assistance to some organizations while a long-term transition to a more sustainable property management model is implemented.
- The current fiscal model of the houses must be considered. We have gathered significant anecdotal evidence that many or most organizations will not be able to afford assumption of the levels of debt that will be necessary to fully execute a capital renewal plan. Our preliminary data gathering suggests that the total deferred maintenance backlog in the FSILG system may be more than \$100M (\$3M or more per property). Meanwhile, most organizations will not be able to carry more than about \$500K in debt service. This implies an unfunded liability of perhaps \$2.5M per property.
- Our research suggests that new revenue sources must be identified to make the system stable over the long term. The implementation team may have to investigate this issue.
- Initiative #1: The implementation team will have to determine who will perform and pay for the VFA facilities assessment update; this is likely to cost around \$50 to \$60K in total.



Theme #4 – We will enhance the reputation of our community

4.0 Vision

All FSILGs will have an abundance of members such that none will have to require any members to live in the physical house just to meet ends meet, but will allow students to live on- or off-campus as they please. FSILG membership will be driven by a successful recruitment process that is integrated with MIT's residential life programming such that it is low stress for students and available to the whole community. FSILG membership is seen as a positive selling point of MIT by staff, faculty, and parents – it is something each of these groups wants students to take part in and actively encourage them to do so.

4.1 Initiative #1: Make the recruitment program more effective and efficient, especially with regard to its cost, timing, and stress on participants, and dissemination of information about member groups to potential members.

4.1.1 Purpose of this Initiative

To boost total FSILG membership numbers, which is vital to our organizations' survival, and to make sure matches are efficient and in the best interest of potential new members and FSILGs; to lower the burden on upperclassmen in recruiting; to reduce the stress of the recruitment process for potential new members..

4.1.2 Action Items

- Synthesize and publish relevant information for all FSILGs
- Have FSILG information sessions during Campus Preview Weekend (CPW) and/or formal orientation to provide unbiased facts on FSILGs to students and the details of what will happen during recruitment, and answer any questions they might have
- Create a committee that will systematically review the current FSILG recruitment program and provide a recommendation on the timing and structure of FSILG recruitment
 - Including student, alumni, and MIT stakeholders
 - ◆ Work in partnership with the committee on FSILG recruitment that was suggested to be formed by the MIT Review Committee on Orientation (RCO)
 - Able to implement the surveys discussed above and data analysis
 - Will conduct interviews, and collect necessary feedback, that will be combined with data analysis to answer major questions, such as:
 - ◆ When should such recruitment happen? (e.g., fall, informal, IAP, sophomore year)
 - ◆ What should the general structure of recruitment look like? (e.g. is there a need for a centralized process for fraternities/ILGs like the sorority model?, should more/less be handled by governing councils?, with MIT's new dining plan is providing food a draw for students?)

4.1.3 Information Required to Accomplish the Initiative

- An understanding of what is, and what is not, successful with the current recruitment model. As the implications for changes to the current structure and timing of recruitment, particularly fraternity recruitment, are far-reaching and likely to be met with resistance, it is important that any proposed changes are grounded in robust data. Potential sources for data include:
 - IFC, in particular Clearinghouse
 - ◆ Gather data on attendance at fraternity events and jaunts for prior years, also data on bids given out and accepted



- ◆ Examine if there are clear trends in attendance based on timing and/or cost of events
- ◆ To the extent data is available, examine if there are differences in behavior of those individuals who are offered bids and those who are not
- MIT RCO
 - ◆ See what survey data is available from the recent MIT RCO undertaking, particularly views on recruitment effectiveness and time pressures
- Gather up-to-date information on potential new member preferences
 - ◆ Surveys of the freshmen class that are well-designed and specific as to why freshmen chose (or did not choose) to participate in recruitment
 - ◆ Surveys of the freshmen class about what information they knew before coming to campus, and what information they did not know but would have liked to have known in making their decision to (not) join an FSILG
 - ◆ Surveys and/or interviews with freshmen who did not join an FSILG, or those who joined but then left, to determine what drove their decision
 - ◆ Pre- and post-recruitment surveys conducted next year to develop a better understanding of what freshmen “feel” during recruitment, and to the degree that impacts their decision on recruitment
 - ◆ (For each of these new surveys use an outside/independent source to properly design the survey instrument to get unbiased data)
- An understanding of the complete cost of FSILG recruitment (including “informal” recruitment, *i.e.*, CPW), including labor, meals, cash outlays, planning, *etc.*
 - For individual chapters
 - For governing councils
 - For MIT
- Survey chapters, governing councils, MIT staff, alumni, *etc.* about the most / least successful aspects of recruitment
- Survey chapters for information on those members who end up joining their FSILG, when they were first met (*e.g.*, CPW, welcome BBQ, telethon, pre-orientation programs, orientation, *etc.*)

4.1.4 Milestones and Deadlines

- Information on costs and perceived best practices is published early, to be available for use by chapters in upcoming recruitment
- The committee should be established by the end of the spring 2012 semester – consisting of students from fraternities, sororities, and independent living groups, at least one alumnus/a and at least one MIT staff member (not necessarily FSILG Office staff) – and meet through summer 2012 to develop freshmen surveys for recruitment 2012 (designed with the support of an outside “consultant”) and follow-up surveys as appropriate in fall 2012 and spring 2013
- The committee should engage in interviews with stakeholders to gather information on perceptions about recruitment and compare with what the data tells them about the historical success of certain activities, and present summary results in spring 2013 to the governing councils and AILG, with a detailed report addressing topics such as timing of recruitment to follow
- The committee should report the results of their surveys in summer 2013 for FSILGs to incorporate to their rush practices in the 2013-14 academic year; if necessary, further surveys of freshmen perceptions can be done in the 2013-14 academic year



- In the long-term:
 - The growth rate of recruitment costs is lower or, ideally, negative
 - Total recruitment numbers increase
 - The incidence of “de-pledging”/”de-affiliating” is reduced
 - Survey data from freshmen indicates that they are more satisfied with FSILG recruitment, regardless of whether they join an FSILG

4.2 Initiative #2: Engage with MIT on ways to better integrate the recruitment program and FSILG membership with MIT’s First-Year Experience (FYE) program.

4.2.1 Purpose of this Initiative

To better integrate FSILG programs with MIT programming and initiatives for first-year students, allowing students to experience all that FSILGs, residence halls and MIT have to offer.

4.2.2 Action Items

- Governing councils and chapters should collaborate and be known to MIT residential programming offices, especially the Assistant Dean for the FYE
- Governing councils should encourage FSILGs to plan recruitment and new member programs around fixed / important MIT-planned activities
- Governing councils host on-campus activities to introduce freshmen to FSILGs in an innocuous way, e.g., host / fund a freshmen study break in W20 that FSILG-affiliated students can attend to talk to unaffiliated students
- Make sure students are aware that there is an alternative housing option available sophomore year – work with MIT to see if that can be included in freshmen mailers
- Have FSILG student and/or alumni leaders (governing councils and/or AILG) involved at Graduate Resident Tutor (GRT) training to provide GRTs with resources and points of contact so they can fairly advise freshmen about FSILGs if asked
- Governing councils and chapters encourage FSILG upperclassmen to become involved as Associate Advisors to freshmen

4.2.3 Information Required to Accomplish the Initiative

- The goals of MIT’s FYE program and how it seeks to accomplish those goals
- Understanding the “friction points” (real or perceived) between FSILG recruitment and new-member programs and MIT’s FYE
- The MIT staff and departments focused on these goals and what roles / opportunities for upperclassmen and/or alumni to be involved

4.2.4 Milestones and Deadlines

- Governing councils and AILG members should make themselves known to the Assistant Dean for FYE before the 2012-13 academic year and provide information on becoming associate academic advisors to upperclassmen
- Work with the planners of GRT training to get an FSILG presence starting in summer / fall 2012
- Governing councils make plans for at least one on-campus activity for 2012-13 to introduce FSILGs to freshmen



- In the long-term
 - The FSILG-MIT relationship is enhanced, as evidenced through higher levels of collaboration with these offices and their regard for FSILGs and FSILG members
 - Fewer instances of “complaints” about FSILG recruitment and new member programming interfering with first-year programming

4.3 Initiative #3: Develop tools to better inform the community of the positive aspects of FSILG membership.

4.3.1 Purpose of this Initiative

To make sure the broader MIT community is aware of all that FSILGs and FSILG members contribute to the community, and how FSILG membership enhances students’ MIT experience.

4.3.2 Action Items

- Synthesize and distribute the information gathered (below) to all FSILGs, including the highlighting of best / worst practices for communication to target audiences (*e.g.*, faculty)
- Encourage FSILG students to apply to be admissions bloggers
- Establish a standing committee of students and alumni that will coordinate all FSILG-related news, responsible for broadcasting “good” news on a community-wide level
 - Make sure all FSILGs are aware of this committee and how to easily send news to this group
 - Identify (or create) a central website where all noteworthy FSILG-related news will be posted that is regularly updated with links to such news
 - ◆ This site could also include general FSILG information, such as recruitment information, links to governing councils, vision statements, Bob Ferrara’s semi-annual e-mails, *etc.*
 - Use social media as appropriate
 - Prepare a summary of news that will be of community interest on a regular (*e.g.*, semester or annual, as appropriate) basis for publication in The Tech
 - For events of interest, prepare material for submission to the Faculty Newsletter

4.3.3 Information Required to Accomplish the Initiative

- Identify what individual chapters, governing councils, AILG, MIT FSILG Office, *etc.* are currently doing to communicate FSILG activities and news
- Identify what is being said about FSILGs in other forums – MIT Parents Association, The Tech, MIT News, *etc.*

4.3.4 Milestones and Deadlines

- Committee should be formed by fall 2012 and establish the one central website for FSILG news by winter 2012 and broadcast to the FSILG community an efficient method for FSILG members to submit news to this committee for posting
- Committee should meet at least monthly during 2012-13 academic year to update news site with and provide a written summary to The Tech of FSILG-related news and one written piece for submission in the faculty newsletter
- Committee should work with governing councils to expand into social media as necessary / appropriate to have a strong presence for CPW 2013 and recruitment 2013, including



meeting with admissions personnel to see how the existence of such news sites can be transmitted to parents and admitted students

- In the long term:
 - That “good” news about FSILGs is seen more frequently in public forums
 - That there are a number of non-FSILG “followers” for the centralized news sources
 - The committee is established and lasts over time

4.4 Initiative #4: Develop tools to assist our member groups to perform more outreach to parents.

4.4.1 Purpose of this Initiative

To provide parents with a balanced and fair assessment of FSILG life at MIT, including what benefits it can provide their child during their time at MIT and post-graduation.

4.4.2 Action Items

- Governing councils and AILG work with MIT to include information on FSILGs and FSILG housing as a long-term option in any materials going to parents between their child’s admission and coming to campus
 - Work with Parents Association and Katie Casey Maloney
- Governing councils and AILG work with MIT to develop some kind of setting where FSILG members can talk to parents during parents’ orientation and/or CPW (meeting the goals of the old FSILG Parent Brunch, which is now the “Dean’s Welcome Brunch”)
- Identify whether or parents of current (or recently graduated) FSILG members would be willing to participate in CPW and/or parents’ orientation sessions on FSILG life to discuss their initial reactions to their child joining an FSILG and their current thoughts on the pros and cons of FSILG membership
- Governing councils and AILG ensure that there is an FSILG representative (student or alumnus/a) on every CPW and orientation panel that they will be allowed on, and involved in every Q&A session they can be involved in (regardless of if it is directly relevant, or if they are there representing just FSILG interests)
- Consider sharing Bob Ferrara’s annual all-alumni e-mail with parents on FSILG happenings and having PR committee broadcast to parents
- Chapters can develop and/or expand Family Weekend activities
- Governing councils and/or AILG have Family Weekend event to meet with parents and communicate FSILG news

4.4.3 Information Required to Accomplish the Initiative

- Perspectives of current parents on FSILG membership
- Willingness of organizations like the MIT Parents Association to work with, or listen to, FSILGs
- Willingness of MIT to allow FSILGs to host an event just for parents (and just with FSILG representatives) during CPW and/or parents’ orientation.

4.4.4 Milestones and Deadlines

- Have a Family Weekend event in fall 2012



- Governing councils and AILG work with Parents Association in fall 2012 to have information, or links to information, on FSILGs communicated to parents in spring / summer 2013
- Expand presence on panels, recruit parents of current FSILG students in fall 2012 to be on CPW 2013 panels
- In the long-term
 - More parent engagement with FSILGs
 - Parents encouraging students to join FSILGs



Theme #5 – We will strengthen alumni/ae involvement with our community

5.0 Vision

All FSILG alumni will feel they have opportunities to stay informed about their organizations, and – as their time permits – to connect with their organizations in substantive ways. They will have a sense of the MIT and FSILG landscape of today and tomorrow, not just the past. They will see the value of their own and others' volunteer and financial contributions to a vital FSILG community. In those rare instances where sanctions or other measures are imposed, the alumni/ae will be kept informed and will understand that all was done with due deliberation. Consequently, alumni/ae will be motivated to maintain and even increase their contact with and generosity to the FSILG community, as they better understand how their efforts help.

5.1 Initiative #1: Develop new models for encouraging engagement between alumni/ae and their organizations

5.1.1 Purpose of this Initiative

To facilitate the development and enhancement of alumni relations programs within individual FSILGs, and to provide the resources needed to help make FSILGs aware of the value that such programs bring.

5.1.2 Action Items

- Create an AILG Alumni Relations Committee to oversee the implementation of the following action items
- Educate alumni and alumni relations chairs through one or more targeted classes. Topics to include:
 - What does it mean to be an alumnus/a; what are my responsibilities?
 - Implementing graduating senior programs, including
 - ◆ Ceremonies involving undergrads and alumni
 - ◆ Mentoring of younger alumni by older alumni
 - ◆ Yearly donation programs, starting after graduation with a small amount, and then incrementing over time
 - ◆ Discussions of how to stay involved with the organization after graduating (e.g., organization finances)
 - Understanding the roles of alumni who fall into different age groups
 - ◆ Recent Alumni – Course & FSILG advisors
 - ◆ “Middle” Alumni – Possess important house knowledge (e.g., house maintenance)
 - ◆ Older Alumni – Donations & capital
- Extend this instructional material to a distributable pamphlet to serve as an MIT alumni guidebook, or toolkit; distribution to be a joint effort between the Alumni Relations Committee and the Alumni Association
- The Accreditation Committee will make alumni interactions a more important part of the accreditation process by including an alumni relations section on the Basic Data Form (BDF)



5.1.3 Information Required to Accomplish the Initiative

- Data collection related to the alumni relations programs of individual organizations to discover current best practices
 - Weedon applications and accreditation reports are starting points
- Looking into when the right time is to start getting undergraduates thinking about life as an alumnus/a

5.1.4 Milestones and Deadlines

- Alumni Relations Committee created by 11/1/2012
- First class held by the end of IAP 2013
- Draft of toolkit by end of 2012-13 academic year
- Accreditation Committee talked about and revised the alumni relations segment of the BDF by the end of summer 2012

5.2 Initiative #2: Foster undergraduate mentoring programs

5.2.1 Purpose of Initiative

There is great value to providing opportunities for students to access alumni for advice, networking and mentoring. Both students and alumni benefit and the FSILG community is strengthened. However, traditional mentoring programs are time intensive to establish and run and rarely sustainable. Starting by teaching students to reach out to alumni as advisors first, which would include a smaller commitment for both the student and alumnus/a, may allow for mentoring to develop in a more natural and sustained way.

5.2.2 Action Items

- The MIT Alumni Association (MITAA) will establish an MIT Alumni Association Campaign to encourage use of MIT Alumni Association Institute Career Advisor Network (ICAN): an established way for alumni to identify themselves and their expertise, and students can easily search within their organization's alumni.
- IFC / Panhel / LGC to build templates based on programs that work to share with organizations and build metrics of determining success of mentoring/advising programs.
- MITAA / AILG / IFC / Panhel/ LGC to encourage student's outreach to alumni outside of Boston area during IAP and summer.
- IFC and Panhel to meet with Career Fair organizers to explore possibility of offering a larger FSILG networking event for current FSILG students and FSILG alumni returning to recruit at Career Fair.

5.2.3 Information Required to Accomplish the Initiative

- More information on current mentoring programs that are successful and sustainable, if there are any in the FSILG system.

5.2.4 Milestones and Deadlines

- The number of FSILG alumni who serve as Careers Advisors in ICAN will increase by 10% by June 2013.
- 10 "success" stories of FSILG students and alumni connecting through ICAN will be generated by September 2013.



- A template / resource will be made available to FSILGs to build a mentoring program within their organization by January 2013.
- A decision to have a Career Fair event will be made for Career Fair 2013 by May 2013.

5.3 Initiative #3: Expand alumni/ae communications

5.3.1 Purpose of this Initiative

To ensure our alumni know today's (not yesterday's) story of the FSILG community and their own FSILGs, so that they know how the landscape has changed and what the current challenges and opportunities are. To develop new communications channels and take even better advantage of the Alumni Association's developing infrastructure. To build on the excellence of the current media, including the semi-annual e-mail to all FSILG alumni.

5.3.2 Action Items

- Develop a "Class Notes" like capability for news about FSILGs and IFC / Panhel/ LGC / AILG. Working with IFC / Panhel/ LGC, create the expectation that all FSILGs may submit something interesting every quarter. Expect the stories and updates to go both ways – from undergraduates, and also from alumni.
- Using material from the "Class Notes" as well other sources, enrich alumni communications, including the semi-annual e-mail to all FSILG alumni.
- Develop a central FSILG Calendar capability. This is the responsibility of the AILG IT-Telecomm Committee
- Permit FSILGs and AILG members to do "self-service" updates for contact information, officer lists, and many FSILG Office and AILG mailing lists. This feature could be integrated into the FSILG Cooperative's new software.
- The AILG IT-Telecomm Committee, with the assistance of the Alumni Association, can develop a conference call / Skype capability to more readily permit remote participation at organization alumni meetings.
- Integrate the AILG website with the new Alumni Association site, so it is more accessible to all alums and better integrated with social media. This is the responsibility of the AILG IT-Telecomm Committee.

5.3.3 Information Required to Accomplish the Initiative

- Conversations with, and support of, the Alumni Association.
 - Understand new iModules features
 - Plans for further rollouts
- Interests of MIT section Technology Review editors

5.3.4 Milestones and Deadlines

- Investigate feasibility of website integration by end of 2012
- Have Class Notes discussion with Technology Review by November 1, 2012; go to governing councils afterward
- Determine a home for the FSILG Calendar by November 1, 2012; publicize by December 1, 2012
- By October 1, 2012, set up self-service capability; educate FSILGs in 3 to 4 months



5.4 Initiative #4: Further develop fundraising infrastructure and support

5.4.1 Purpose of this Initiative:

FSILG alumni need to know that their support is needed for the FSILG community to thrive. FSILG community members also need to know there are infrastructures in place to help them with their own fundraising efforts. All community members should be educated on the importance of their giving. To steward gifts made to funds of value to our community to ensure renewed donations.

5.4.2 Action Items

- AILG Finance Committee will maintain MIT / AILG support structure for major renovation campaigns – make sure resources are known
- IRDF Board of Allocations will strengthen IRDF education throughout FSILG community, from current students to older alumni
- Clarify for all potential donors the significance of supporting MIT, IRDF, FSILGs and national organizations beginning with the toolkits and classes established through Initiative #1
- Increase stewardship of gifts to FSILG-friendly designations (IRDF, IFC / Panhel, FSILGs, national organizations)
 - Emphasize value of contributions; where funds were used (pictures)
 - Thank you notes template from current students to alumni donors
 - For IRDF: Report of N donors from ABC house gave X dollars and ABC house received Y funds to do Z
 - Annual Fund will steward gifts to MIT funds (IRDF, Panhel / IFC, FSILG Scholarships)
- Implement new inter- and intra-FSILG competition programs that encourage giving (e.g., IRDF participation ranking, Greek Week for Seniors)
- Work with MIT Annual Fund and AILG Finance Committee to develop yearly donation programs with suggested amount of founding year; encourage organizations to choose a priority designation for these funds
- Investigate the feasibility of direct-to-chapter, tax-deductible donations

5.4.3 Information Required to Accomplish the Initiative

- Continue to identify appropriate actors to execute action items
- Establish connections with AILG sub-committees and Annual Fund staff

5.4.4 Milestones and Deadlines

- IRDF Board of Allocations will have an IRDF education plan by 11/1/2012
- Collect initial data on current fundraising programs between 9/30-11/1/2012
- Plan competition programs by 4/1/2013
- Have infrastructure in place for yearly donation programs by 7/1/2013
- Start looking into direct-to-chapter, tax-deductible donations by 11/1/2012



5.5 Initiative #5: Continue to improve on excellence of alumni/ae community-wide programs.

5.5.1 Purpose of this Initiative

To keep alumni involved in our community and provide a deeper appreciation of the role of FSILGs in developing leadership skills and in the leadership positions attained by alumni.

5.5.2 Action Items

- Re-explain to each new group of FSILG undergraduates and each newly graduated group of alumni the "why" of the Accreditation, FSILG Cooperative, Information Technology, Judcomm, and Chapter Alumni Risk Management Advisor (CARMA) programs. Each of these units will leverage IFC / Panhel / LGC and the appropriate toolkits to accomplish this.
- Make the Accreditation Report for an FSILG available to every alumnus/a and undergraduate member of that organization.
- Circulate similar documents for the other programs listed above
- See the mentoring program under Initiative # 5.2.
- Create an event honoring an FSILG Leader of the Year, nominated by the FSILGs, and chosen each year based on the info in the nominations, plus the availability of the chosen leader to accept the award. Selection done by AILG Alumni Relations Committee; event scheduled and run by FSILG office (or add as a new component of an appropriate existing event).

5.5.3 Information required to Accomplish the Goal

- Possible times / dates for suggested events, or other events which could be enhanced and would show mutual improvement by developing synergy.
- The metrics below.

5.5.4 Milestones and Deadlines

- All FSILGs willing to participate in the programs
- Accreditation: greater than three undergraduates involved; visit dates scheduled three months in advance; alumni volunteers not needed to be used twice a semester and all scheduled two months in advance
- Safety, Licensing and Inspection program: inspection readiness improves by 10%
- FSILG Cooperative: full membership, extensive use of vendors
- IT-Telecomm: 80% of organization participate in seminars; new programs subscribed to and effective
- CARMA: CARMA reps appointed – 100% of chapters with reps by 6/1/2013; CARMA meetings attended by at least 30% of chapters; at least one meeting has 95% participation

5.6 Outliers and Other Questions to be Considered

- It is important that the FSILG alumni have an advocate and "go to" person in the MIT administration. MIT is a large, complex enterprise with many moving parts and is not always obvious how our alumni volunteers and officers can engage. Several years ago, the position of Director, FSILG Alumni Relations was created, with Bob Ferrara as the first incumbent. To ensure that a similar capability exists in the future, we believe that this position should be endowed. This possibility was being actively considered prior to the 2008 financial crisis that affected MIT and the larger world.