

Dean for Student Life

For all of the accomplishments of [Division of Student Life](#) (DSL) staff this year, 2012–2013 will be remembered for three events, all occurring in just one month's time: the Boston Marathon bombings on April 15, the shooting of MIT Police officer Sean Collier on April 18, and the announcement of Bexley Hall's closing and the reassignment of its residents for fall. This report begins with a summary of these and other major events, followed by a description of notable projects, services, and accomplishments across DSL during the 2012–2013 academic year.

Accomplishments

Institute Support During Emergencies

The campus experienced a number of significant emergencies this year, and DSL staff and partners rose to the occasion each time. On October 29, New England was hit by Hurricane Sandy, and on February 8, a strong winter storm, nicknamed "Nemo," dumped nearly two feet of snow on the region. The Institute cancelled classes in both cases. To prepare for these events, MIT Dining and Bon Appétit ensured that all dining locations would open by bringing in extra food, and putting up key staff in housing facilities and local hotels. During an extended power outage on November 29, Bon Appétit created activities such as "S'mores Night at Maseeh," adjusted menus at the last minute due to the loss of utilities, and provided meals to the Emergency Operations Center within 30 minutes of a request from Dining.

On April 15, two bombs were detonated at the finish line of the Boston Marathon, causing three deaths and 264 injuries. Immediately after the bombings, as tens of thousands of spectators and runners walked the streets in confusion, MIT fraternities, sororities, and independent living groups (FSILGs) in the Back Bay area opened their doors to offer runners and spectators restrooms, food, ways to charge depleted cellphones, or simply a place to get out of the crowds.

As MIT prepared to commemorate the bombing victims, officer Sean Collier was killed in the line of duty by the suspected bombers on the night of April 18, kicking off a police chase and manhunt over an area that included Cambridge. In the subsequent hours and all day on April 19, state authorities asked residents in Boston, Cambridge, and surrounding towns to remain indoors in a "lockdown," as law enforcement authorities hunted for one remaining suspect. Classes at MIT were cancelled, and DSL staff mobilized to provide needed support to the MIT community, especially housemasters and house teams as they set about calming and counseling residents. All dining dormitories opened for regular service despite being short-staffed. Activities in the residence halls ranged from group meals to informal gatherings for coffee and tea, to offers of one-on-one talks with house team members. Housemasters shared contact information for campus mental health and medical services, including the MIT Together website, which was featured in updates issued by the MIT News Office. Dormitory laundry services were opened to students free of charge. The chapel was opened, and clerical staff was on hand for students who sought time for prayer and reflection.

After the shelter-in-place request was lifted, DSL continued to support groups that needed special care. Over the weekend, Maseeh Hall offered free meal service to all law enforcement personnel, and Dining delivered breakfast to the MIT Police Office on Monday, April 22. By this time, plans were well under way for MIT to host a memorial service for Officer Collier on campus. Through their involvement with the Institute Events office, numerous DSL senior staff helped organize the event and recruit more than 160 volunteers.

Also on Monday, April 22, an event was held on the Student Center steps and Kresge Oval that featured more than two dozen therapy dogs, ice cream, cookies, and even hugs from parent volunteers, all intended to help students deal with the stress of the preceding weeks. The event was cosponsored by Active Minds, DSL, dining partners Bon Appétit and Aramark, and the MIT Parents Association.

The memorial service was held on April 24, and 34 DSL volunteers staffed the event. The Department of Athletics, Physical Education, and Recreation (DAPER) facilities team played a key role in preparing Briggs Field and the surrounding spaces to welcome up to 15,000 guests, the majority of whom were law enforcement personnel from around the globe. Also in attendance were US vice president Joseph Biden, Massachusetts governor Deval Patrick, Boston mayor Thomas Menino, US senator Elizabeth Warren, and the family of Officer Collier, whose flag-draped coffin lay in state in front of the dais. Robert Randolph, chaplain to the Institute and a DSL department head, gave the invocation.

After the service, dining partners Bon Appétit and Sodexo provided food service for the reception as well as snacks for student gatherings with housemasters in their residence halls.

Closure of Bexley Hall

On April 29, DSL received an engineering report on Bexley Hall (W13), conducted by consulting engineers hired by the Department of Facilities as part of its Accelerated Capital Renewal (ACR) program. The engineers reported structural damage inside the building's walls. The conditions described were significant enough to necessitate Bexley's closure at the end of the academic year, representing a net loss of 120 beds from the housing system.

On May 7, DSL and Facilities staff met with Bexley students and house leadership to discuss the closure and answer their questions. Residents voiced concerns over the implications for their community, where they would live the following fall, and what plans the Institute had for accommodating them in a way that minimized impact on their financial and personal wellbeing. Students who did not feel safe staying in Bexley were given the option to relocate to another residence hall that night. Non-graduating residents were permitted to stay until the regular move-out date on May 25, while graduating seniors could stay until after Commencement but no later than June 11.

On May 8, Residential Life opened a Bexley-only response center where residents could sign up for a special housing lottery, investigate FSILGs or off-campus housing, and speak with staff who could help them navigate their situation. With the assistance of housemasters and room assignment chairs in all undergraduate dormitories, space was

identified to accommodate any Bexley resident who sought housing in the system. A total of 93 Bexley residents applied for the lottery, and all were matched with housing during a meeting on May 17. The bulk of the group chose to go to East Campus, Senior House, and Burton-Conner.

Other special accommodations were made by DSL for Bexley students. First, to eliminate the potential financial impact of moving to higher-cost housing, Bexley students were grandfathered the tier-three rate for the remainder of their undergraduate careers, regardless of the level of housing they would reside in. Second, a special advisory group was announced to engage Bexley residents and house leaders in discussions on short-term issues, including the disposition of the murals and future of the building itself. Lastly, the Pritchett Dining Room in Walker Memorial (50) would be made available to displaced Bexley residents as a dedicated community gathering space.

A number of Bexley parents reached out to all levels of Institute leadership after the announcement to advocate for their students or express concern over the situation. All messages from Bexley parents and residents were handled promptly and courteously by DSL staff.

Still, some matters related to the closure remained open at the end of the academic year. Bexley residents continued to ask for the engineering report that led to the building's closure. Facilities and senior Institute leadership were considering the best way to approach this request. Facilities was also investigating options for accommodating the entire Bexley community in temporary housing.

Progress on Residence Community Standards

In April, DSL dean Constantino “Chris” Colombo and chancellor Eric Grimson charged the Student Outreach and Support (SOS) staff and housemasters and graduate residents of Senior House to facilitate the creation of health and safety standards for the Senior House community. This action was in response to ongoing concerns about substance abuse and other behavioral issues at Senior House.

The goal of this initiative was to collaborate with students to create and sustain a healthy and safe living community in which students can thrive academically and socially. Specific objectives included supporting students in creating a vision statement for a healthy living and learning community, involving students in a participatory process of establishing community standards by which all residents will abide, establishing a comprehensive communication plan to ensure community members are informed of the standards, and assisting students in developing and sustaining a system of self-governance that works in parallel with Institute practices related to policy enforcement.

The resulting process was intended to be a model for other undergraduate residence halls. For example, as work continues with Senior House residents, Student Outreach and Support, in collaboration with Residential Life staff, started replicating the community standards process with East Campus students and house leadership. Baker House and Burton-Conner will start their own processes this fall. Two additional undergraduate residence halls will be identified to participate in the spring semester. The process will be assessed, evaluated, and adjusted on an ongoing basis.

Varsity Athletics Reaches New Heights

The varsity athletics program as a whole came in 10th in the prestigious National Collegiate Athletic Association (NCAA) Division III Learfield Cup standings. The cup winner is selected by the National Association of Collegiate Directors of Athletics based on overall varsity athletic success. This year marked MIT's highest-ever finish in the Learfield Cup rankings.

MIT teams won a record 11 New England Women's and Men's Athletic Conference (NEWMAC) championships, in the process taking the inaugural NEWMAC President's Cup. This all-sports award is given to the top overall men's and women's program in the conference. A record 17 teams were represented in NCAA championship competition, most notably the women's field hockey and soccer teams, which both reached the Sweet 16 of their respective NCAA tournaments. Men's swimming and diving took third at its national championship meet, the highest-ever finish for the program. The women's swimming and diving matched its best-ever showing with an eighth-place finish.

Thirteen teams finished their seasons ranked among the top 20 in the nation, while 15 student athletes were recognized as Academic All-Americans and 90 earned All-America honors, setting a new school record. Taken together, MIT student athletes earned a total of 194 Academic All-Conference and 161 All-Conference honors. Seven student athletes were selected as athletes of the year for their sport, and six were chosen as rookies of the year.

Even among this list of awards, several individuals stood out. Wyatt Ubellacker '13 won two individual championships and one relay title at the men's NCAA swimming and diving championships, and was named the NCAA's Swimmer of the Year. Dacie Manion '15, of the women's cross country team, was named the NCAA Elite 89 award recipient as the student-athlete with the highest grade point average competing at an NCAA championship event in her sport. Ethan Peterson '13 was named a scholar athlete by the National Football Foundation, one of 15 players selected from across all divisions of collegiate football. In addition to student achievements, seven MIT coaches earned coach of the year honors for their respective sports, rounding out a year of great achievement for MIT athletics.

Lastly the Zesiger Sports and Fitness Center's 10th anniversary was celebrated with a well-attended open house, featuring food, activities organized by teams and coaches, and giveaways. A video with reminiscences from Barrie Zesiger was produced and featured on the Z-Center website.

Retail Dining Contract Signed with Chartwells

Chartwells Dining Services was selected to take over management of five retail dining venues after the existing contract expired on June 30. To elicit MIT community feedback, Chartwells implemented an innovative campus engagement survey, the results of which were reflected in its winning proposal to a committee made up of students, faculty, and staff. This effort to understand the MIT community, combined with Chartwells's extensive culinary and nutrition expertise, made a big impression on the selection committee.

Chartwells's survey, conducted near the retail dining locations that are part of the contract, uncovered numerous strong preferences among MIT community members. In particular, they asked for healthier food choices, innovative cuisine, national brands, and a food laboratory. To answer these requests, Chartwells incorporated the following concepts into its successful proposal.

First, it will implement its award-winning "Balanced U" health, wellness, and sustainability platform to guide customers toward healthier options based on their eating preferences, health goals, and dietary constraints. Chartwells will also offer its "Eat, Learn, Live" interactive culinary education program to enhance students' nutrition and cooking knowledge while at MIT and beyond.

Second, diners will choose from unique, innovative concepts including international options such as a sweet and savory crêperie, a creative twist on the traditional salad bar, and "Molecular Mixology," which promises to deliver specialized libations created using tenets of molecular gastronomy.

Third, based on respondents' desire for name-brand sandwich and coffee options, Chartwells will assess the feasibility of bringing partners such as Starbucks and Argo Tea Café to campus. Finally, Chartwells proposed to transform the Ray and Maria Stata Center food court to provide innovative, evolving cuisine in a lab-like atmosphere shaped by additional community input.

Work on updating the physical dining facilities began with a refresh of Café 4, which closed on June 28 and is scheduled to reopen on July 2, 2013. Students and faculty can expect to see updated retail offerings this fall.

Major Initiatives

The past academic year saw the completion of several major studies and initiatives.

Assessment of Student Life Programs

In March, Aideen Doneski was hired as senior project director for assessment. Since then, DSL staff have worked with Ms. Doneski to understand what assessment is, and how DSL can use it to enhance student learning and program effectiveness. A multi-dimensional, multi-phased assessment plan is currently in development to help DSL instill a culture of assessment where data collection and analysis is a natural part of planning and executing programs. This work is also being integrated with DSL's strategic planning effort.

In an effort to lay the foundation for assessment of student learning in DSL programs, Ms. Doneski conducted three months of meetings with more than 50 people in DSL, the Division of Undergraduate Education (DUE), the Office of the Dean for Graduate Education (ODGE), and Institutional Research (IR). She also conducted peer analysis—including many Consortium on Financing Higher Education institutions—to understand the student learning assessment landscape at those institutions and gather best practices. An assessment planning advisory group was formed in June, comprising two leadership representatives from DSL groups, DAPER, Student Development and

Support, Residential Life and Dining, and DSL administration. This advisory group was charged with serving as a strategic planning partner in the promotion, facilitation, and coordination of DSL-wide assessment efforts.

The division also signed a contract with Campus Labs, makers of Campus Labs assessment software and a respected consultant, to help DSL advance this initiative. It will provide departmental and divisional planning resources, data collection tools, templates and resources, and best practices to guide DSL's burgeoning program.

Lastly, Ms. Doneski has become familiar with the 2013 Institute-wide Quality of Life Survey, administered by IR and commissioned by Chancellor Grimson. The purpose of the survey was to assess student wellbeing and the most prevalent needs of MIT students. Survey results were used to start planning for the 2013 DSL visiting committee meetings in November 2013 and to re-energize the strategic planning group to help participants understand the value of their work to MIT, DSL, and students.

Strategic Planning

DSL continued to develop its strategic planning process—the first in several years. Through the efforts of a 60-person group incorporating students and non-DSL staff on 15 implementation and study teams, the plan made headway on several key foundational goals. It now the implementation phase.

Work accomplished over the past two years will inform the planning group's next steps. Working with the guidance of staff from central Human Resources during the previous and current academic years, DSL revised its mission statement, defined core values, set its major strategic themes and initiatives, and engaged more than 200 students, staff, and faculty in a series of environmental scans and visioning exercises.

Though more will be accomplished in the coming academic year, there has been much progress in 2012–2013. For example, information technology resource collaboration has shown marked improvement, a major staff engagement survey was undertaken, and groundwork has been completed to incorporate assessment into strategic goals, especially using data from the Quality of Life Survey.

A related strategic planning effort for the FSILGs was started at Dean Colombo's request, and complements the work on DSL's strategic plan. It is being led by former Association of Independent Living Groups (AILG) vice chair Stephen Baker '84, and includes staff from DSL and across MIT. The group came up with 21 initiatives organized under five themes.

Capital Renovation and Renewal

Though overshadowed by the Bexley Hall closure, 2012–2013 was a productive year for Residential Life on the capital renovation and renewal front.

In April, engineers identified problems with the façade of Random Hall (NW61). This news was compounded by the imminent start of demolition for the Forest City development, located immediately behind Random Hall. With concerns over quality

of life issues for building residents, Residential Life teamed with Facilities to explain the development's impact on the building to house leaders and students. Over the course of several meetings, residents voiced a preference to stay in the building during construction, and Residential Life and Facilities pledged to help them stay.

To enable repairs to the building façade, Residential Life closed Random Hall for the summer, storing the residents' belongings and emptying the building of furniture. This enabled Facilities to start work on the structural issues while working with Forest City to set up mechanisms that would allow students to move back during the fall and continue living in the building during construction.

In August, the newest of Residential Life's hybrid housing model facilities was opened in W51C as the chapter house for Pi Beta Phi sorority. In this model, Residential Life owns the building but allows an undergraduate sorority or fraternity to occupy the space. This was made possible with the acquisition of the former Alpha Tau Omega house on Amherst Alley, which closed in 2009. The facility was completely renovated with upgrades to major mechanical systems. Pi Beta Phi, which had recently colonized MIT and had no chapter house, was selected through an application process that was open to all FSILGs.

In addition, numerous interior projects were completed, including graduate resident tutor (GRT) apartment renovations, construction of area director (AD) offices in four undergraduate lobbies, construction of an AD apartment in New House, renovation of the dish-rooms in Baker House and Simmons Hall kitchens, and new floors in Senior House cook-for-yourself kitchens. Of particular note is the asbestos abatement completed in East Campus, Eastgate (E55), and Westgate (W85).

Exterior projects included waterproofing of the Tang Hall (W84) building envelope, repair of the faux balconies at Sidney Pacific (NW86), bathroom renovations in Eastgate, and complete replacement of the heating system in the Westgate low-rise.

Renovation and renewal have not been confined to the dormitories—seven FSILGs are also under renovation or have just completed major capital projects.

Notable Accomplishments, Efforts, and Events

The remainder of this report will be organized thematically in the following areas:

- Supporting student cognitive development
- Enhancing student interpersonal development
- Fostering healthy communities
- Administration, communications, and facilities

Supporting Student Cognitive Development

Learning by Serving

Through its programs, advising, and funding resources, the Public Service Center (PSC) enabled many students to achieve MIT's mission of service to the nation and world during 2012–2013. For example, 57 students in the ReachOut program served as literacy tutors for second-graders at the Cambridge Community Center. The Community Service Work-Study program enabled 136 students to work with 57 community organizations: 42 in the Cambridge and Boston areas, and 15 in other cities, including students' hometowns.

Public Service Fellows collectively worked in 17 countries, 10 states, and the District of Columbia. Their diverse work locations included tailors' workshops in Senegal, corporate offices in the Philippines, a nursing school in Bangladesh, urban slums in Panama City, and vacant lots in New Orleans.

More than 80 MIT student-led teams entered the 2013 IDEAS (Innovation, Development, Enterprise, Action, and Service) Global Challenge, in June, to tackle quality-of-life problems through innovation and entrepreneurship. Of these teams, 41 entered the final round, and 13 were awarded \$72,000 in implementation funding to make their ideas a reality.

The Public Service Center also collaborates with departments, laboratories, and centers across the Institute to deliver high-quality programs and learning opportunities. Long-term carefully maintained collaborations include those with the Department of Urban Studies and Planning, D-Lab (Development through Dialogue, Design, and Dissemination), Student Financial Services, and Teach for America. These partnerships yielded some exciting opportunities for students to learn through service.

For example, the PSC assisted with developing a collaborative proposal to the US Agency for International Development (USAID) from the Department of Urban Studies and Planning, D-Lab, and Engineering Systems Division to create a new MIT-USAID Comprehensive Initiative for Technology Evaluation (CITE). The proposal's success enabled MIT to gain \$25 million in USAID grant support and to establish CITE. Staff from PSC participated in the initial planning and this semester worked to launch new CITE-PSC USAID fellowships and internships, which build collaborative relationships with major non-governmental organizations, including Mercy Corps and Oxfam.

The D-Lab Scale-Ups program is a relatively new enterprise that focuses on supporting economic stimulation in developing regions through technology development, company formation, and scaling. Kate Mytty, PSC's IDEAS Global Challenge administrator, partnered with D-Lab Scale-Ups to plan and implement two new initiatives: a two-day conference, and an awards program that provided \$25,000 to enable two former IDEAS-winning teams to increase their organizational capacity, which in turn enabled them to increase their economic impact in developing regions. Both teams went on to win \$90,000 Echoing Green Fellowships, which suggests that the awards were both timely and significantly enabling. Likewise, the conference was well attended and effective,

despite its being held during a blizzard that closed Logan Airport and snarled traffic throughout the region. Ms. Mytty heroically walked to campus and deftly transferred the conference meetings to an online format that enabled the sessions to continue.

In fall 2012, Ms. Mytty held a mentoring event that brought together more than 30 Bose Corporation employees to connect with IDEAS student-led teams and to offer perspective and advice about innovation, entrepreneurship, team dynamics, and other matters. The success of the event has led to further discussions and plans for building a mutually beneficial and satisfying relationship between Bose and the PSC.

The Office of the Dean for Graduate Education has consistently awarded the PSC annual graduate student life grants for building the graduate student community through public service. This year, the PSC also received support in the form of a graduate community fellow. Jana Yamani was hired through this process to research graduate student attitudes and awareness about the PSC, and about participation in public service. The PSC was especially interested in perceptions about assets and obstacles. Ms. Yamani produced and shared her report with ODGE.

This year, the PSC kicked off celebrations for its 25th anniversary, an occasion to celebrate public service at MIT, publicize PSC's great work, and raise funds on which the PSC depends. Kevin Leonardi, PSC communications coordinator, laid the groundwork for events to be held in fall 2013, and launched an anniversary identity and website in May.

Mr. Leonardi coordinated some preliminary events, distributed paper coasters imprinted with the PSC 25th anniversary logo for the Alumni Association's "Toast to IAP [Independent Activities Period]" events at alumni clubs around the world, and facilitated the inclusion of PSC questions in the much-anticipated annual quiz for alumni teams. In January, PSC was in the spotlight at an MIT Club of South Texas dinner featuring several PSC students and generous donors, including Paul and Priscilla Gray, and at a dinner in New York City hosted by Agha and Burcu Mirza.

Hands-on and Experiential Learning

The Hobby Shop prepared for its 75th anniversary celebration, kicking off the year by planning and implementing a major renovation with funding from the Tata Institute. Staff worked with the Environment, Health, and Safety Office to upgrade old equipment to meet new Institute safety standards. Among the new equipment acquired was a 3-D printer, which uses a number of materials to create models from computer-aided design files using an additive printing process.

The shop continued to raise awareness of its unique hands-on learning approach by hosting a section of the popular class MAS.863 How to Make Almost Anything. The shop was the subject of an in-depth news story and video posted by MIT News, and was the subject of an article in *MIT Technology Review*.

Enhancing Student Interpersonal Development

Residential Programs and the First-Year Experience

Residential Programs sponsored a highly successful winter retreat over Independent Activities Period, which gave students the opportunity to reflect, refocus, and plan for the spring semester. It also helped establish and implement an Institute-wide stress and wellness fair connecting more than 500 students to resources across campus.

The AD and GRT programs got two boosts this past year. First, AD's Lauren Piontkoski of McCormick Hall and Michael Zakarian of McGregor House were selected to present at the Northeast Association of College and University Housing Officers Annual Conference on emotional intelligence in the workplace. Participants in their session gained insight on their own leadership skills and how emotional intelligence can help put others at ease, make them more approachable, raise self-awareness, and balance work and personal issues. Second, all GRTs signed up for an educational program on Title IX and the Cleary Act, which also encompassed legal counsel training. Most completed the class before the end of the academic year, and all will have finished the training by the beginning of the fall semester. Training was mandated for all students participating in the interview process, with more than 200 students attending.

The First-Year Experience team developed a resource guide directed at staff and parents to help them better understand transitional issues faced by first-year MIT students. In partnership with Community Development and Substance Abuse (CDSA), the First-Year Experience team hosted MIT's first-ever alcohol screening day, which went so well that another larger screening will take place in October 2013.

The Residence-Based Advising (RBA) program added resident associate advisors due to an increase in first-year students living in RBA houses, accompanied by a change in the academic advising structure. The program embarked on a full programmatic assessment after the spring term that is expected to last until the fall semester begins.

Fraternities, Sororities, and Independent Living Groups

The Fraternities, Sororities, and Independent Living Groups office completed a major overhaul of the Resident Advisor (RA) training and curriculum, creating a streamlined and intentional educational program. This training involved key stakeholders from across the Institute. Likewise the RA program underwent a thorough review, and a committee chaired by assistant director of FSILGs Adam McCready gave recommendations for enhancing the program to Dean Colombo.

The FSILG office hosted numerous events, including a drive-in conference in December, which was cosponsored by the National Association of Student Personnel Administrators and the American College Personnel Association. The conference, which was open to student affairs professionals throughout the region, drew nearly 50 people. Dr. Michael Kimmel, noted author and lecturer on men and masculinity, delivered a keynote address titled "Today's College Man: Men and Masculinities in Higher Education." The group also cosponsored, planned, and facilitated the Emerging Leaders

Conference, in March, with the Student Activities Office (SAO), and a three-day program with national risk management consultant David Westol addressing specific concerns related to FSILGs and AILG.

The FSILG office started work with MIT Information Systems and Technology (IS&T) to ensure that FSILGs in Boston and Brookline have adequate network capacity. In the short term, each of the 27 FSILGs currently served by Verizon's Transparent LAN (Local Area Networks) service (managed by IS&T) was offered the option to upgrade its bandwidth from 10Mb to 100Mb at its own expense. The upgrade cost per FSILG is \$779 monthly, but the Independent Residence Development Fund annual educational operating grants will reimburse up to 75% of the cost.

Bandwidth requirements are increasing at a rate faster than the cost of commercial network services decrease. For the past year, the FSILG office has been working with AILG and IS&T to engineer a longer-term solution to connect affected FSILGs directly to the MIT fiber ring. Early in 2013, a contract was signed with Lightower Fiber Networks to provide all the necessary connections. The cutover to the new system is expected to happen in the fall term, and will be paid for by an Independent Residence Development Fund community grant, plus contributions from all participating FSILGs. AILG also created a network maintenance program, effective July 1, 2013, to provide regular support for in-house equipment and new capacity at every FSILG.

Campus Activities Complex

The Campus Activities Complex (CAC) enhanced and expanded its programming with a series of summer noontime concerts on the steps of W20, and expansion of the Coffeehouse Lounge music series to include a new Graduate Coffeehouse series, initiated with the Graduate Student Council (GSC) in the Stata Center (20) Forbes Family Café. Also added this year were a holiday-tree decorating event and an Irish cultural festival.

A CAC committee wrapped up a yearlong, campus-wide study of MIT's event planning and scheduling systems by making recommendations for its improvement to Chancellor Grimson and Dean Colombo. With a working group of 11 staff and student representatives, the committee recommended updating and expanding the event planning website and accompanying guide in conjunction with other campus offices. Subsequently, the scheduling and event management system was upgraded and expanded to include MIT Sloan School of Management room reservations, online dormitory alcohol event registration with Residential Life and Dining, Community Development and Substance Abuse, and Faculty Club room reservations.

Fostering Healthy Communities

Hazing and Alcohol Education

Another significant effort that extended across DSL involved education on hazing and alcohol. The team in the FSILG office played a prominent role in hazing education this year, hosting a community-wide discussion involving an array of departments, coordinating a series of webinars on hazing prevention, and hosting a visit from Kim

Novak, a national hazing and risk management expert who spent a week working with students, alumni, and staff. The FSILG team also continued to strengthen the Chapter Alumni Risk Management Advisors program—an initiative that brings alumni into fraternities and sororities to guide the chapters and their student risk managers with special emphasis on hazing, sexual assault, and the alumni role in risk management.

Over the course of the academic year, 76 students completed the Brief Alcohol Screening and Intervention with College Students program. Students are referred to the program either as a result of an alcohol-related medical emergency or because they were identified via the Freshman Alcohol Survey as a moderate- or high-risk alcohol user. With leadership from CDSA, DSL addressed issues of party hosting and alcohol safety awareness for the larger community.

Community Development and Substance Abuse collaborated with FSILG staff to implement PartySafe, which provides education on ways to reduce individual, group, and environmental risk associated with holding events with alcohol that are specific to FSILGs. With Residential Life, CDSA created a social host training program for the undergraduate residences based on PartySafe to educate students on ways to reduce individual, group, and environmental risk associated with holding events with alcohol; prepared minimum response guidelines for both GRTs and community members, with support and review of the Office of Student Citizenship and Residential Life; and collaborated with DAPER staff to review current programming and plan new initiatives that support NCAA requirements related to alcohol and other drug education.

Title IX Compliance and Response

Institutional response to the US Department of Education Office of Civil Rights “Dear Colleague” letter of April 4, 2011, has continued. Senior associate dean for students Barbara Baker and vice president of human resources Alison Alden were identified as co-Title IX coordinators—Dean Baker working with student matters and Vice President Alden working with employee matters. Twelve deputy coordinators were also named and have received briefings on Title IX. Dean Baker was also identified as MIT’s contact for the Governor’s Council to Address Sexual Assault and Domestic Violence. Additionally, a search was started for a Title IX investigator, and the Office of General Counsel, along with groups including the Office of Violence Prevention and Response (MIT Medical), MIT Police, DSL, and ODGE, started work on policies, protocols, and educational outreach on Title IX issues, particularly related to sexual violence.

Student Crisis Response

The campus on-call response team, coordinated through DSL, partnered with MIT Police as well as colleagues at MIT Medical and Student Support Services to address reports of 608 incidents during the 2012–2013 academic year. Among the most frequently occurring incidents were medical transports, mental health issues, alcohol-related transports, and requests for student well-being checks.

Committee on Discipline Rules Revisions

Professor Robert Redwine chaired a committee convened by Christy Anthony, DSL's former director of student citizenship, to review and revise the Committee on Discipline (COD) policies and procedures. Its charge included clarifying procedures and sanctions. The committee met weekly throughout the fall and comprised students, administrators, faculty, COD members, and legal counsel. Its final draft report was submitted to the Faculty Policy Committee (FPC) in May. The FPC approved the revised policies and procedures, which were implemented on July 1, 2013. COD and the Office of Student Citizenship websites will be updated over the summer to reflect these changes.

Supporting a Diverse, Welcoming, and Inclusive Community

Numerous cultural groups on campus celebrated anniversaries of service to MIT students. The Latino Cultural Center celebrated its 10th anniversary with an awards and recognition dinner in May to honor student leaders, faculty, and staff members who have supported the center's work. The Black Student Union celebrated its 45th anniversary. It was the 10th year for LGBT@MIT's annual Provincetown retreat, which is dedicated to affirming students' intersections of identity, build LGBTQ and ally communities, and cultivate diverse leadership.

In fall 2012, SAO hired a graduate assistant for women's programming to support women's programming in and outside of the Margaret Cheney Room. A graduate assistant for Asian-Pacific Islander student groups has been hired and will begin in fall 2013. These hires will help to further support and engage various affinity groups on campus.

The SAO staff hosted dinners with the three major student government groups at the Institute: the GSC, the Association for Student Activities (ASA), and the Undergraduate Association (UA). The purpose was to share expectations among all the groups and brainstorm strategies of how all members can best work and communicate together in order to meet the needs of the student body. To support student group finances, the SAO continued to hold regular meetings with GSC, UA and its Finance Board, the ASA, the Dormitory Council and the Club Sports Council, and group treasurers to discuss financial matters that affect these organizations, generate and share ideas among the groups, and provide SAO with a forum to present policies and procedures.

Charm School, which celebrated its 20th anniversary this year, has become a full-fledged community event, with students, staff, and faculty participating. This year, Charm School was highlighted as a feature in several newspapers, including the *Los Angeles Times*. The program also featured etiquette expert Dawn Bryan as guest speaker and visiting Charm School faculty.

SpringFest, the annual spring concert hosted by the UA Events Committee and SAO, featured the popular rap-soul duo Macklemore and Ryan Lewis, with opening act Ra Ra Riot in Johnson Athletic Center on April 26. The show sold out in just over a week, with 3,500 people attending.

A student multicultural programming board was created under the guidance of the director of multicultural programs and assistant director for student activities leadership. Programming for the Education and Advocacy of Cross-Cultural Exchange (PEACE) played an instrumental part in this year's Diversity Summit by sponsoring a student video on diversity in the MIT community.

House Dining Program

In a further sign of continued acceptance of the meal plan, enrollment was up 9% during the fall. As students and housemasters in the five dining dormitories engaged with Dining to discuss how to make the programs in their houses better, *The Tech* published an article with survey results reflecting input from more than 1,100 undergraduates.

Dining undertook the development of a smartphone application with IS&T that will be accessible through the MIT mobile application. Intended to improve communication and outreach to the MIT community, the first release will give users access to menus and other key program information. To improve customers' experiences with groups such as the Housing Assignments Office, Dining worked with TechCASH to streamline transaction processing.

The unusual frequency of campus emergencies enabled Dining and its partners to define, evaluate, and revise response procedures in conjunction with other Residential Life and Dining departments, DSL, and the Security and Emergency Management Organization. This work helps ensure continuous meal plan service for students in emergencies.

Recreation

The ENGINEERyourHEALTH (EYH) awareness campaign was launched by DAPER and included seven cross-campus partnerships, including Dining and the MIT Together program. It resulted in more than 250 new annual memberships and has accounted for approximately 9% of all new member revenue. The National Intramural and Recreational Sports Association highlighted EYH's "Suppress Stress" campaign and Pet-A-Puppy events, which served more than 200 participants in the Zesiger Center. Recreational Sports reached an agreement with the Postdoc Information Office to extend faculty/staff membership rates to postdoctoral fellows.

Religious Life

The death of Officer Collier in the aftermath of the Boston Marathon bombings was a hard lesson for the MIT community about the new realities of the world we live in, and more importantly reminded us that not all situations have rational solutions. There are times when community wellbeing, care, and courage are fundamental. During the days after the bombing, the chaplaincies were an integral part of helping MIT community members work through those issues. For example, a student-organized memorial service after the bombing successfully reached beyond MIT to show the Institute's support for victims. Chaplains also helped plan the service for Officer Collier while still staying connected to their individual communities. In the days following the tragedy, chaplains were available for students, staff, and others who were grieving.

Over the course of the year, there were other noteworthy events. A visit by His Holiness the Dalai Lama on October 14–16 capped off Family Weekend. Numerous other events on campus and in Boston that were open to the MIT community raised the profile of The Dalai Lama Center for Ethics and Transformative Values.

The Addir Fellows Program brought a number of thought-provoking programs to campus, including Rhonda and Douglas Jacobsen speaking to students and staff about their new book *No Longer Invisible: Religion in University Education*. Jon Levenson, a professor from Harvard Divinity School, talked with community members on the topic “Is Abraham the Father of Christianity, Judaism, Islam?” Like other aspects of this area of student life, the Addir Fellows Program shapes the lives of students by offering opportunities for growth and understanding. Twenty students were involved in the program. They came from diverse backgrounds—Muslim, Jewish, Christian, and Hindu—seeking and covenanted to learn about one another.

The Technology and Culture (T&C) Forum offered six programs to the wider community on issues related to the use of technology. The forum sponsored the spring ethics seminar, titled “Being, Thinking, Doing (or Not!): Ethics and Your Life.” For more than 40 years, T&C has offered a thoughtful critique of conventional wisdom.

Traditionally the chaplaincies are thought to represent specific religious groups and the support for their programs comes from religious communities (e.g., Tech Catholic Community, Lutheran Episcopal Ministry, or Hillel). New this year was the work of the Vineyard Christian Fellowship, led by Adam Reynolds '01, who joined a group of five chaplains holding degrees from the Institute. Programs sponsored by the Vineyard Fellowship looked much like those sponsored by para-church organizations: a 10-session program called “Seek” brought together those seeking to make meaning of their life choices. Another, called “How Do You Mean? Sharing Stories of Finding Meaning and Purpose,” was coordinated out of Maseeh Hall with the help of housemaster Jack Carroll, and Aaron Scheinberg, the first president of the Secular Society of MIT.

In addition, new chaplains included the Reverend Thea Keith-Lucas, the new Episcopal chaplain to MIT. During the year, Hillel appointed Rabbi Gavriel Goldfeder to work with the Orthodox community. Rabbi Goldfeder comes from Boulder, CO, and will begin his work at MIT in mid-July 2013.

The search for funding resources for programs continues. The Dalai Lama Center received new grants to support specific programs from the Lenz Foundation, and a recurring grant to support its Young Peace Leaders Program. The Leadership Connection, led by Dave Thom, continues to seek support from the John Templeton Foundation.

The goals and objectives of religious life at MIT are as diverse as the 30-plus student organizations that are active among the student community and are as strong as the talented group of chaplains who work on MIT's campus. There are public aspects of their work, but more often their success is to be measured by the quiet time for reflection cultivated in the Tuesdays in the Chapel gatherings, or recounted in the Chaplain to the Institute blog, *The Spire*.

Administration, Communications, and Facilities

Campus Activities Complex Building Studies

Under the auspices of the ACR program, the Campus Activities Complex coordinated rapid response studies on the MIT Chapel (W15) and Kresge Auditorium (W16). Engineering reports suggested that both needed comprehensive building and system upgrades, which were approved. Additionally, W20 had its food ventilation duct system substantially replaced and upgraded, and its grease trap system is under study for upgrade and replacement.

Administration

CAC was active in the Institute's Committee for the Review of Space Planning and the ACR program to articulate the capital renewal needs of student life facilities, notably in Residential Life and Dining, DAPER, and CAC. Staff also represented the perspective of a residential living and learning community in the redesign effort for the East Campus residence hall (Buildings 62 and 64).

With the unanticipated closure of Bexley Hall, DSL administration assisted in reassigning affected students to other residence halls during final exams, an already intense period in students' academic schedules. It was also integrally involved with the residence hall security review and implementation program developed to increase the physical and staff security at the entrances to the residence halls. Staff assisted in defining the scope, pricing, and bidding out the range of services, including upgrades to camera surveillance and door hardware. Together with Sourcing and Procurement, DSL administration collaborated on developing and entering into a contract with a firm to install security systems and provide desk attendants to five undergraduate residences.

Human Resources: Diversity, Inclusion, Effectiveness, and Staff Recruitment

In collaboration with MIT Sloan, the School of Engineering, DUE, the Office of the President, MIT Medical, and the Office of the Vice President for Finance, DSL offered a diversity workshop run by CSW Associates in the fall semester. This interactive drama-based workshop was attended by 30 DSL staff to learn about workplace encounters with various forms of discrimination.

Members of DSL Human Resources assisted with the implementation of the AD program, which was introduced in summer 2012 to provide support to students' wellness and to provide access to services and programs in the undergraduate residence halls. They were a key support in the recruiting and hiring of many positions, most notable the director of communications/special assistant to the dean, the director of Housing and associate director of Housing Assignments, and the director of the Office of Student Citizenship.

Human Resources took a lead role in the reorganization of Residential Life and Dining to better meet the needs of resident students. Staff positions were reviewed and organized by functional area with a review of position descriptions and job titles. The PSC was reorganized to better support student interests and to provide opportunities for staff career growth.

Business Services and Technology

Staff supported an upgrade to the undergraduate residence hall front desk system that introduced real-time notification of package deliveries and enhanced equipment reservation capabilities. Efforts also supported the implementation of the housing management information system, which stores and retrieves room assignment and billing information and ensures that accurate information is at the fingertips of the dean-on-call, and provides for enhanced occupancy and financial reports.

Audio Visual Services completed a successful year, meeting clients' needs while supporting campus-wide efforts to upgrade technology in classrooms and event spaces.

Endicott House

The meeting and conference center Endicott House persevered despite the lingering effects of the sluggish overnight conference business. Efforts to counteract the reduction in sales included offering a broader array of theme evenings and weekend specials to attract faculty and staff to experience Endicott House programs.

Communications

The year saw significant change in DSL Communications, with director and special assistant to the dean Tom Gearty departing in November for a position in Resource Development, and communications coordinator Stephanie Hansen departing in April for the Parents Association. In March, Matthew Bauer, from Cognex Corporation, joined DSL as the new communications director/special assistant to the dean, and Kellen Manning, from Boston University's alumni association, accepted the coordinator's position and will start mid-July 2013.

Despite personnel changes, Communications expanded the awareness campaign for MIT Together, and with the help of staff from DUE, ODGE, and the Chancellor's Office, had the program's website and materials reviewed for accessibility by the Assistive Technology Information Center and updated according to the center's recommendations. The team managed the annual Academic Awards Convocation and played a significant support role in producing DSL's Infinite Mile Awards. Early steps were also undertaken to redesign DSL's website based on a discovery process that will help Communications and DSL better understand how various audiences perceive the division and what they expect from the website and other communications vehicles, matched with an internal process to understand how the site could be better used for communicating with and assisting the MIT community.

The most significant work completed this year was supporting senior Institute leadership on the issues related to Bexley Hall's closure. Communications worked with all levels of leadership to craft talking points, press releases, correspondence, and preparative materials in an effort to present a unified voice to students, faculty, staff, and the surrounding community.

Costantino Colombo
Dean for Student Life