

Dean for Student Life

The ultimate goal of the Division of Student Life (DSL) is to contribute to the overall student experience and to improve the quality of student life at MIT. The ways in which the DSL contributes to MIT's mission and provides excellence are through meeting students' most basic needs, as well as working with students to facilitate the development of behavioral skills that fully complement their technical ones. As Maslow's hierarchy of needs explains, humans are motivated first by their most fundamental needs, ranging from food to safety to relationships. DSL is constantly reinventing the services and programs it provides so that it continues to satisfy these fundamental needs for the ever-changing student population, which in turn allows MIT students to more easily focus on their educational and professional aspirations. Resources offered through DSL—and in partnership with other areas at MIT—provide excellent housing, safety, food, health, emotional, physical, and financial support, as well as opportunities to connect with peers. As demonstrated in this report, each DSL team's individual mission is to reach out to and connect with students to ensure that these needs are met.

DSL includes 400 staff members, making up 4.2 percent of MIT campus employees, and has more than 200 external service employees. It also represents 29 percent of MIT's physical plant and comprises the following units:

- Administration
- Department of Athletics, Physical Education, and Recreation (DAPER)
- Community Development and Substance Abuse
- Enterprise Services
- Housing
- Student Support Services (SSS)
- Student Conduct and Risk Management
- Student Life Programs (SLP)

DSL takes the methods in which students' needs are met one step further and provides educational components that complement what is taught inside the classrooms at MIT. It is the goal of everyone within DSL and the professional colleagues with whom they partner to provide educational opportunities relating to life skills, leadership, and safety and wellness that are of quality and strength equal to the rest of the MIT curriculum.

Living and Learning

DSL has established and articulated the foundation for a high-quality student life experience relating to the provision for the needs of the whole student. This foundation provides for integrated learning opportunities as well as outcomes that enhance student development and academic achievement. The excellence of DSL programs and services serves as a hallmark that differentiates student life at MIT from its peer institutions.

DSL demonstrated commitment and support to the Fraternities, Sororities, and Independent Living Groups (FSILG) with the advancement of the FSILG community

transition through significant numbers of chapter interventions, participation in Project Aurora initiatives, and expansion of FSILG student leadership training. Specifically, DSL

- Supported the development of CAD floor plans for every chapter and the implementation of the Independent Residence Development Fund grants process.
- Piloted “Recruitment 101” during IAP, in which 290 FSILG undergraduates participated.
- Secured approval for additional financial transition funding for the next fiscal year in support of ongoing chapter recruitment and operation enhancements.

Housing improved awareness, education, and ultimately safety by increasing student involvement in decisions and service-related processes. This inclusion of students has resulted in mutual trust, an environment in which students proactively seek advice, and the development of partnerships between students and Housing, the Risk Management and Safety Office, and MIT’s Environmental Health and Safety regarding the following:

- Housing assignments
- Building and construction
- Hacks
- Bad Ideas Competition
- Baker Piano Drop
- East Campus Rex Activities
- Steer Roast

DAPER provided educational, recreational, and competitive opportunities for students and the broader community to maximize well-being and development of skills for a balanced life:

- Physical education: 6,200 participants
- Intercollegiate sports : 880 participants
- Club sports: 850–900 participants
- Intramural sports
- Informal recreation: 13,000 participants

Student Support Services provided support to 22 percent of undergraduate students this year, which is greater than the typical 12 percent client population in a traditional university counseling office.

Student Life Programs enhanced support for underserved communities through targeted support in the Lesbian, Bisexual, Gay, and Transgender at MIT program, specialized programming for Asian and Asian American students, a greater focus on women’s programs, and support for other underrepresented minority student groups.

The Chaplaincy provided a helpful balance to more than 1,500 students’ lives at MIT through community and space for reflection in light of religious commitments through increased awareness of the Chaplaincy (new orientation events and outreach efforts, website links, etc.).

CopyTech reduced students' stress and enabled them to focus on the educational content of their class materials by enhancing and introducing web-based transactions, including ordering, viewing, purchasing, and scheduling delivery of a number of course-related products through our e-commerce portal on CopyTech's website. This response to a need for more efficient usage of valuable time has resulted in a more streamlined acquisition process and has benefited on-campus as well as distance-learning students.

SSS advocated for students with disabilities or cultural, emotional, financial, racial, and medical issues and served their full (holistic-educational) interests through integration with the work of the Committee on Academic Performance.

Enterprise Services encouraged the learning process by providing Endicott House as an environment to which students may retreat off campus at affordable student rates.

DAPER developed an intercollegiate faculty/student mentoring program, which fed into the Committee for Student Life and the Committee on Undergraduate Education mentoring and advising initiative.

Student Leadership

Providing opportunities for students to take leadership roles and learn skills that will be required of our future leaders is one of the key components of the programs and services offered through DSL. Students are given opportunities to expand their understanding of cultures, take on social causes, become involved in service to their community and the world, and participate in a number of leadership development programs offered at MIT throughout the year.

DSL offered the following leadership development opportunities this year:

- Leadership Series, a monthly special topic session open to any student
- Student Government Leadership Initiative, including the fall Chancellor's Leadership Summit and the spring Leadership Skills Conference
- Residence Hall Student Government Retreats, including those for McCormick, New House, and Simmons
- FSILG Community Workshops, including the FSILG Treasurer Independent Activities Period (IAP) Workshop, FSILG House Manager IAP Workshop, and FSILG Emerging Leaders IAP Workshop

Respect and Social Responsibility

Student Life Programs (SLP) enabled students' understanding of human differences, cultural competency, and social responsibility by increasing student awareness and involvement in campus community life through enhanced visibility of services.

Specifically, SLP accomplished the following:

- Enhanced program content for the development of students' skills and talents and provided the means for increased student engagement
- Established a baseline level of sustained programs and services across undergraduate and graduate residence systems.

The Chaplaincy increased respect and, by extension, community, and helped prepare MIT students (future world leaders) for a lifetime of mutual understanding and respect through increased opportunities and participation for students who came together for interfaith dialogue and service, which allowed them to learn about the faiths of others. These activities included the following:

- Ramadan dinners
- Abrahamic Faith Freshman Seminar
- Hillel’s “Views on the Afterlife” interfaith panel
- Abrahamic Faiths Study Group
- “Why Me? Why Anyone?” IAP dinner offering interfaith views on suffering
- Catholic and Lutheran/Episcopal joint service projects
- IAP interfaith dinner series
- Jewish Shabbat dinner for MIT graduate student interfaith community
- Religion in the 21st Century forum
- Interfaith Day of Service

Housing participated in the Recyclemania program, in which MIT ranked in the top third in the nation among participating schools, and provided environmental education to students in the MIT residential system.

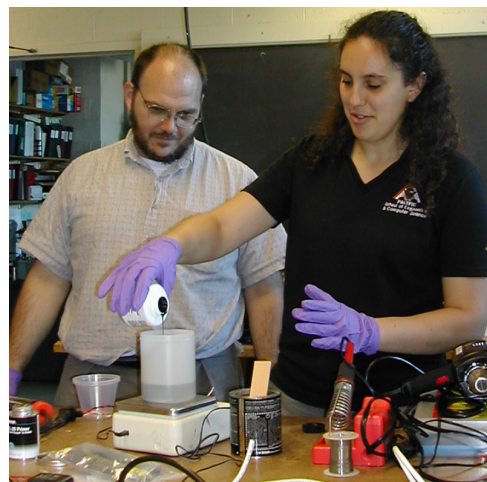
Service Learning

The Public Service Center (PSC) and the Chaplaincy provided the following service learning opportunities at MIT and internationally through the following activities:

- Partnered with Course 2 to secure a National Science Foundation planning grant of \$100,000 for department-level integration of service learning in the Mechanical Engineering
- Initiated the study of service learning by conducting survey research, publishing papers in engineering education journals, and presenting at conferences
- Developed a Service Undergraduate Research Opportunity to open service learning grants to student applicants.
- Funded a full-time position to lead the service learning initiatives at PSC



MIT students on this IDEAS team developed a pedal-powered washing machine and will work with Maya Pedal to develop, systematize, and disseminate these technologies. Photo courtesy of IDEAS Bicilavadora Team_Guatemala, PSC.



Elizabeth Basha, an EECS graduate student, works with a Honduras technical center to develop an automated early flood-warning system. Photo courtesy of PSC.

- Hibur: MIT–Technon Link initiative in Israel
- Floodsafe Honduras
- Tsunami relief projects

PSC enhanced the national and international outreach service component of MIT with a focus on inventions and sustainable development in third world countries by

- Hosting and cosponsoring the first “Impact!” Conference, an international meeting of current and proposed IDEAS–type competitions, with a focus on invention, design, and business plan development
- Collaborating with the Edgerton Center to form the MIT International Development Initiative to raise funds, focusing on sustainable international development work
- Enhancing the focus on supporting K–12 education outreach for MIT through PSC’s application and award of an AmeriCorps VISTA personnel grant

High Standards for Health and Safety

Just as DSL strives to make the life of students at MIT enjoyable, educational, and rewarding, each department also recognizes the importance of maintaining a healthy and safe campus environment for students, and providing resources to encourage responsible and healthy choices and a safe place for students to live, study, and grow. There are many ways in which each department ensures this healthy and safe environment for students, some of which are listed below.

DAPER increased health and wellness access for users on the east side of campus by reopening the Alumni Pool with the expansion of the Fitness Center to the Wang Fitness Center.

DAPER athletes received two new Academic All-American selections among student athletes, bringing MIT’s total number of Academic All-Americans to 121.



*Uzoma Orji, Academic All-American.
Photo by Stanley Hu, DAPER.*



Kevin Yurkewich, Academic All-American. Photo by Stanley Hu, DAPER.

DSL managed and reduced risk to students through the following activities:

- Implemented a division-wide risk assessment program to contribute to the overall systemic approach to managing risk at the Institute
- Reduced risk in the FSILG system through greater chapter stability, increased management capacity, and more strategic alignment among FSILG alumni and undergraduate students
- Housing and Student Life programs partnered to reduce risk, and improved service, safety, and security for summer alumni and guests in residence, which allowed expansion of programs and services over a 12-month period.

DSL improved campus security and the safety of students through the following:

- The Card Office improved the reliability of security on campus by creating and implementing an alternative security infrastructure (CCure) for the MIT Community.
- DSL ensured the safety and well-being of students and maximized strategic learning opportunities in Residential Life and FSILG to empower students as active agents in establishing educational, training, community, and communications-related initiatives.

DSL improved the management of student crises and emergencies on campus.

- SSS more effectively served students in crisis, even with an increased complexity pertaining to the physical and emotional safety of our student body (such as complicated issues of support for three international transport situations), through more intentional coordination with other MIT resources,.
- SSS improved the coordination of emergency response efforts through more direct and intentional communication between itself, the senior associate dean, DSL deans, Housing, residential life associates, Deans on Call, Campus Police, housemasters, and MIT Medical.
- The Housing Office supported students in crisis and helped create more comfortable living situations for them by more successfully connecting them to the appropriate MIT assistance and/or resources as a direct result of improvements made in systems, services, and internal relationships.

The Office of Community Development and Substance Abuse programs have attracted national attention and received grants from the following sources for future work and improvements in alcohol education and substance abuse.

- *US Department of Education's Model Program Grant*. MIT was identified as one of three model alcohol prevention programs in the nation for innovative and effective programs (\$98,000).
- *Institute on Alcohol Abuse and Alcoholism (National Institutes of Health)*. As part of the Campus/Community Partnership initiative in collaboration with Boston University School of Public Health (\$120,000).
- *National Institute of Mental Health*. A national effort to conduct a trial of interactive internet-based mental health and stress management education (\$50,000).

DSL established a system for Deans on Call that integrated the use of supplemental staff into the regularized staff appointments to begin to create consistency, stability, and financial efficiency in the system.

Strategic Use of Resources

Improving student life and increasing the programs and services offered by the Division of Student Life are essential to maintaining MIT's place in the highly competitive environment of top universities. For MIT to continue to successfully recruit the best students in the world, DSL must continually improve its programs and expand its reach, and it must accomplish this growth and improvement at the same pace as the changing needs of students. To make such significant changes, DSL recognizes that its fundraising efforts must also increase and become more targeted and strategic.

New Staff

DSL welcomed 9 new administrative staff, 7 new other-academic staff, 2 new service staff, and 18 new support staff this year. This included staffing in full for our Office of Student Conduct and new housemasters Roe Smith and Bronwyn Mellquist.

National Conference Recognition

DAPER coaching excellence resulted in the following:

- Three national champions were sponsored in one academic year for the first time in MIT history: Uzoma Orgi '06, track; Doria Holbrook '08, diving; and David Schannon '05, pistol.
- National Collegiate Athletic Association (NCAA) Diving Coach of the Year award was given to Brad Snodgrass.
- First National Championship Team win for MIT in 31 years (since 1974): pistol.
- Four New England Team Championships: women's volleyball, men's soccer, and men and women's fencing.
- Jarek Koniusz was named New England Fencing Coach of the Year.
- New England Women's and Men's Athletic Conference (NEWMAC) championship wins for men and women's track and field and men's cross-country.
- MIT led the NEWMAC Conference with Academic All-Conference Awards.

Administrative Services introduced new DSL-wide employee education programs that helped DSL staff improve their skills and contributions to the mission of DSL and MIT through a better understanding of their relationship to those missions.

- *Foundations*. Helped DSL staff more fully understand the ways in which they and their departments each contribute to the missions of MIT and DSL.
- *Behavior Competency Model Pilot Training*. A train-the-trainer model was also introduced to staff for the development of behavioral competencies for new hires.

Finances

DSL improved financial results specifically through the implementation of a quarterly review (Q-Review) process with the dean for each DSL department.

Fundraising

In almost every DSL department, messages have been developed and are being communicated to alumni and parents through strategic working relationships with the Alumni Association, the Office of Resource Development, and the Office of Campaign Giving. The response has been outstanding, and alumni with children of college age are proving to be especially receptive and understanding of the need to improve student life.

DAPER solidified relationships with alumni, friends of DAPER, and DSL through the development and implementation of a Friend and Fundraising plan, resulting in total gift revenue increasing by 6 percent and the number of donors increasing by 4 percent over a similar period in FY2004.

DSL strategically increased fundraising efforts for FSILG specifically through alumni support.

DAPER exceeded revenue goals and contained costs to budget.

Events Management

DSL supported the Institute's mission by hosting the following major events: orientation, Campus Preview Weekend, exams, Science Fair, President's inaugural weekend, Commencement activities, and conferences. Events numbered 13,721 in FY2005, with an attendance of 609,620 people.

The Campus Activities Complex opened the Stata Center and enabled a pilot program of partnerships with the Registrar's Office and the Computer Science and Artificial Intelligence Laboratory to allow for the multipurpose use of classrooms and laboratory common areas.

Improvements

Housing staff surpassed industry standards for timeliness with maintenance, repairs, upgrades, and emergencies by improving response times to within eight hours all day, every day.

The Housing Office developed greater efficiencies, new systems, and streamlined processes that allowed for more efficient distribution of resources, including those to staffing and budget. For example, it enabled Eastgate's long-term sustainability by replacing the heating system without increasing rents or debt services, and achieved increased occupancy rates and equitable distribution of housing through new policies, procedures, and software programs.

The Chaplaincy intentionally integrated its approach through the establishment of a shared vision and associated goals across the Board of Chaplains/Religious Life.

DAPER enhanced communications with constituencies to meet user demands for information about its programs and services and, in response to its strategic plan, through improvements to the website, improved Health Fitness Corporation (HFC)/DAPER brochures, and in-person visits with alumni across the country.

DAPER renewed its HFC partnership and contract for continued success in the delivery of seamless and well-integrated programs and services to the greater community.

Campus Dining continues to improve dining options, offering increased variety, new attractive facilities, better value, and more healthful options while establishing community around dining. New dining options that opened this year include the Stata Center's Forbes Family Café, Faculty Lunch, and R and D Pub, House Dining at McCormick Hall, Anna's Taqueria, and the Steam Café. In FY2005, 931,101 meals were served on campus, of which 109,723 were in residential dining and more than 522,381 were in Dining's retail establishments. The remaining 298,997 meals were served in independent restaurants on campus.

Administrative Services informed and influenced senior management decisions on the strategic use of resources in DSL's units through integration of management reporting tools, situational analysis, process improvements, and effective business practices.

DAPER improved satisfaction and participant experience through



Residents in New House. Photo by Betsy Cullen.



Dining in Forbes Family Café. Photo by Richard Berlin, director of Campus Dining.



Wireless networking in the residence halls. Photo by Betsy Cullen.

facilities and service enhancements in areas such as the Intercollegiate Contest Management, alumni-targeted events, and community events.

Audio Visual Services improved classroom service through the installation of a new remote monitoring system in several classrooms, which allows them to detect problems before they occur and reduce downtime in classroom technology systems for faculty and students.

Housing delivered wireless networking to undergrad and graduate students through their partnership with Information Services and Technology.

Collaborative Partnerships

Just as the Division of Student Life collaborated with other offices in its fundraising efforts, many of the departments within DSL have also developed working partnerships to enable effective programs, improved services, and expedited support for students. These partnerships have led to greater flexibility, improved educational environments and opportunities, streamlined processes, improved services, and innovative solutions to the changing needs and dreams of students. The collaborations stemming from within DSL can be seen in many of the accomplishments and successes achieved this past year and have also laid the groundwork for many of the plans and goals each DSL department has defined for the future.

The Campus Activities Complex and its Hobby Shop enabled entrepreneurship efforts and hands-on learning opportunities for students through a partnership with various academic departments, such as:

- Community Service Learning Course offered through the Hobby Shop
- Steam Café: Architecture and Dome Café/Hobby Shop
- Community Service: Public Service Center/Hobby Shop
- Lab in 3.094 Materials in the Human Experience
- SP.777 Waterjet Technology

DAPER embarked on an interdisciplinary program utilizing the concept of physical intelligence to enhance biomechanical design of implements and devices that enable activity, in partnership with the Department of Mechanical Engineering and the Experimental Study Group.

SSS, MIT Medical and MIT Mental Health, and others collaborated to make student care, policies, and processes more consistent and coherent for students in crisis, particularly information regarding medical leaves and withdrawals.

Enterprise Services staff have improved service, added convenience, and encouraged MIT departments and students to spend dollars internally, which increased sales for internal providers, through the development of two new services:

- ShopMIT, which provides easy access and combined marketing for on-campus providers within Enterprise Services
- The Campus Activities Complex's Event Management System, which provides a simplified means to request space and services for events

DSL strengthened business partnerships among its units through adoption of the Behavior Competency Model in Administrative Services, which complements technical skills and enables shared success.

FY2005 has been a successful year in DSL. Much has been accomplished and great strides have been made in the improvement of DSL services and programs. Student Life at MIT is now moving in the direction to eventually surpass its competitors. As DSL continues to adjust to students' changing needs, it will continue to guarantee that life outside the classroom is as rewarding and educational as the rest of the MIT experience. The excellence that is seen in everything at MIT will only be strengthened as DSL evaluates and improves upon the student life experience, including services and programs within residences (on and off campus), student activities, and community interactions.

Fostering student leadership will continue to be a priority, and students will be exposed to increasing opportunities for decision making and policy development, collaboration, and social policy promotion. Standards of community, health, safety, and risk management for students will be raised to the highest level and, through collaborations with various MIT offices, current systems will be improved. All of these things will be accomplished through the strategic use of resources supporting this mission. Fundraising efforts will increase and careful planning will enable the most efficient use of funds, space, and personnel resources.

Conclusion

The Division of Student Life has marked FY2005 with outstanding achievements in providing superior services to meet students' most basic needs. The staff members on each departmental team have made every effort to increase the benefits and improve the lives of students at MIT. Each team has worked effectively in partnerships and created new collaborations to achieve even greater results in FY2005 than in previous years and to offer new opportunities for students. DSL evaluated what was being accomplished and applied a guide by which accomplishments could be measured through the use of strategic goals. The Division of Student Life serves to foster student leadership, establish the highest standards of health and safety, provide rewarding and educational experiences for students that match the quality of the rest of the education at MIT, and steward the resources it is given in the most efficient manner to accomplish the mission of the Institute. While these goals will continue to be refined and more directly applied in the coming year, it is clear in looking at the accomplishments of DSL this year that each DSL department has already begun working toward accomplishing these goals in FY2005. As we look toward FY2006, we are sure that even greater results will be achieved.

Larry G. Benedict
Dean for Student Life

More information about the Division of Student Life can be found online at <http://web.mit.edu/dsl/html/>.