

Dean for Student Life

As a critical part of MIT's educational mission, the Division of Student Life (DSL) leads campus efforts to set new standards for excellence in integrating living and learning at the Institute. We work to foster a safe, healthy, and supportive environment for the MIT community that maximizes well-being and the development of skills for a balanced life. DSL places service to students as the highest priority for its staff, programs, services, and facilities. We partner with others including students, faculty, staff, and alumni to enable and maintain a campus community founded on personal and group responsibility, fairness and respect, where individual differences are expected and appreciated, and learning is fundamental.

DSL Priorities

In late 2008, as the severity of the global financial crisis became clear, the provost, chancellor, and executive vice president and treasurer informed the MIT community that the general Institute budget must be cut by \$100–\$150 million over two to three years, and that an Institute-wide planning task force would be launched to review and analyze all MIT operations, including DSL. In late 2009, the task force released its final report, which contained recommended areas for investigation and change that spanned the Institute. Two of the recommendations related to major operations in DSL: dining and summer housing utilization.

2010 House Dining Review

House dining, the system that operates in the four houses with dining halls—Baker House, McCormick Hall, Next House, and Simmons Hall—has repeatedly generated great frustration and little progress for the MIT community over the past 20 years. The task force report charged DSL with eliminating a debilitating annual subsidy topping more than \$600,000 per year.

To that end, the dean for student life formed the House Dining Advisory Group (HDAG) in March 2010 to study the issue and make a recommendation for a new meal plan. HDAG included housemasters, student presidents, and student dining chairs from the four houses with dining halls, plus the Phoenix Group. HDAG's work was informed by several years' of community conversation around dining, the extensive study performed by the 2007 Blue Ribbon Committee on Dining, and the market research undertaken for that committee by a professional dining consulting firm.

To ensure that all voices were heard in the process, HDAG hosted forums in all four residences with dining halls, as well as facilitated a fifth forum in the Stratton student center, sponsored by the MIT Undergraduate Association (UA). MIT Campus Dining created two websites: (1) the house dining review site, which laid out the case for change, posted an archive of dining documents going back 50 years, and posted updates and relevant documents for public review; and (2) the dining idea bank, which was a forum for students, faculty, and other members of the MIT community to post ideas, comments, questions, and criticisms.

In May 2010, HDAG made its final recommendation to the dean for student life, and its proposal represents nothing less than a transformation of the house dining program. To be implemented in fall 2011, the program will include major changes at all four dining locations, including seven-day-a-week service, weekly breakfast and full brunch on the weekend, and all-you-care-to-eat service. In accordance with the task force charge, the new system will require participation by all house dining residents at a price and level that provide financial stability to the system and that eliminate the annual subsidy. Students from other residences may voluntarily opt into the program.

Beginning in fall 2010, Campus Dining will develop and issue a request for proposals (RFP) to prospective vendors to operate the new house dining system. This RFP will include the W1 undergraduate residence, since this building will have a dining hall and will be part of the house dining program when it comes online.

Summer Housing Utilization

The final report of the Institute-wide planning task force charged DSL to “defragment” the use of summer housing stock by proposing a “more rational utilization.” What does defragment mean?

Summer housing supports the educational and research mission of the Institute by hosting three audiences: MIT undergraduate students, guests of MIT-sponsored programs, and conference attendees. Housing has approximately 3,000 beds available for summer utilization. Recent trends show that typically 600–800 beds are occupied by undergraduate students, leaving 2,200 for other uses. In the past, the Institute has kept all dorms open all summer with every type of guest throughout. At the same time, the housing office must use the summer to perform maintenance and renovation in the dorms. But with every dorm open—even at minimal capacity—this much-needed function has proceeded in a piecemeal and inefficient fashion, limiting how much renovation can be done and increasing costs over time.

To address the task force charge, staff from the housing office worked with the Housing Strategy Group, a committee of students and faculty housemasters, to devise a more sensible approach that maximized efficiency, saved money, and offered the potential to increase revenue. As a result of this group’s work, the following changes were implemented this summer:

- Summer undergraduate student room assignments were consolidated into three dormitories: East Campus, Next House, and the Phoenix Group section at Ashdown House.
- Program and conference room assignments were consolidated into five dormitories: Baker House, Senior House, McCormick Hall, Simmons Hall, and New House.
- Four dormitories were closed for renovation and maintenance projects: Bexley Hall, MacGregor House, Burton Conner, and Random Hall.

These changes saved approximately \$500,000. Savings were realized by permitting more efficient renovation and repair in closed buildings to proceed within a single summer,

by reducing utility costs, and by shifting existing staff from closed buildings to reduce reliance on outside contractors. The new policies and practices will continue in the future, although the specific buildings that may close for renovation and repair in any given summer will be determined on an annual basis.

DSL Strategic Themes

In spring 2010, DSL took the first steps in a new strategic planning process. We look forward to consolidating our successes of the past decade with a renewed understanding of our role and our mission at MIT and a reinvigorated set of four strategic themes for the future:

1. Leadership skills: Enhance the range of opportunities for students to develop, test, and expand their leadership skills and integrate them with their intellectual skills.
1. Student life: Guarantee that life outside the classroom for both graduate and undergraduate students—in residences, student activities, and other community interactions—is as rewarding and educational as the rest of their MIT experience.
2. Health and safety: Maintain the highest standards of health and safety for students and other members of the MIT community.
3. DSL resources: Strategically marshal DSL resources to support its mission.

Leadership Skills

DSL encompasses a range of programs and activities—residential communities; public service projects; clubs and other pursuits; varsity, club, and recreational sports—that enhance and complement the student academic experience. DSL presents students with opportunities to develop interpersonal, social, and other “soft” skills that will make them fully rounded individuals. These opportunities are critical to the student experience at MIT. Alumni surveys show that activities outside the classroom give students an opportunity to test and develop skills that will help them thrive in the classroom. A special focus for DSL is leadership, and many of our units and offices are working with students to help them learn how to be leaders.

Leadership and Ethics

Ethics and values are central to good leadership. In fall 2009, DSL Religious Life/Chaplain to the Institute launched the first full year of the Dalai Lama Center for Ethics and Transformative Values, a collaborative think tank that promotes the discussion of ethical behavior and its application. The center develops lectures and programs focused on the ethical questions that face students, researchers, politicians, business leaders, and members of the broader community. In its first year, the center sponsored forums on ethics and the environment, geoenvironment, medicine, education, and other topics.

In spring 2010, the Technology and Culture Forum once again offered a six-credit undergraduate seminar on ethics, co-sponsored with the Department of Philosophy. The seminar, “Being, Thinking, Doing (Or Not): Ethics and Your Life,” provided students

with skills for clarifying their personal and vocational principles and solving ethical problems. This popular seminar met weekly over dinner with guests representing various disciplines who shared their expertise. Students also attended at least three pertinent events, wrote reflection papers, and made a presentation at the end of the semester.

New Leadership Development for Graduate and First-Year Students

In AY2010, DSL again offered its two flagship undergraduate leadership programs: LeaderShape and Community Catalyst Program, which were organized and presented through the Student Activities Office (SAO). In addition, several new offerings to expand the range and availability of leadership development for graduates and undergraduates were initiated. SAO expanded its advising support to UA, the Association of Student Activities, and the Finance Board, which included the development of a financial policies and procedures manual with subsequent training for student leaders.

Residential Life Programs (RLP) and SAO, along with the Graduate Student Council (GSC), collaborated on a new workshop for graduate students, the Leadership Evolution for Graduate Students. In November, graduate student leaders attended a retreat at which they assessed their personal leadership styles and reflected on how their styles translated to their work. This retreat proved so popular that the graduate community requested additional workshops for specific organizations. Thus far, the retreat was repeated for the current GSC executive group and MIT community members active with Graduate Women at MIT.

RLP also piloted a new program in Baker House for first-year students. Ten first-year students were matched with 10 upper-class student mentors. The goal is to supplement Institute practice and curricula on leadership and complement the residential living and learning experience. The program aimed to help students build and develop relationships, including communication, team-building, and networking skills; to aid in self-awareness and identify strengths and weaknesses; and to integrate practice and reflection in leadership development. To help improve and expand this program next year, RLP will hire an additional Graduate Resident Tutor (GRT) dedicated to leadership and public service.

Leadership Through Service

The Public Service Center (PSC) enriches the education and life experiences of students and other MIT community members through leadership and service opportunities that capitalize on the innovative culture of MIT. More and more often, MIT students are turning to PSC for the opportunity to develop leadership and other critical skills while dedicating their talents to service projects.

In 2011, in celebration of MIT's 150th anniversary, the MIT Global Challenge will launch a competition to involve the MIT community worldwide in multidisciplinary problem-solving, reconnecting alumni with the spirit of invention and enterprise that pervades the Institute. Developed by PSC, the Global Challenge platform is envisioned

as a unique online space through which teams of students, alumni, and other partners engage in an ongoing, dynamic process to identify real-world challenges, propose solutions, reward the most innovative and feasible ideas, and document experiences as the winning ideas are implemented in communities around the world.

In April, PSC launched the beta version web platform for the forthcoming Global Challenge to use as an administrative tool for the Innovation, Development, Enterprise, Action, and Service (IDEAS) competition. Over 2,000 individuals—including 482 members of the MIT community—created user accounts and used the website to cast votes for 27 IDEAS teams.

PSC also developed two new programs to give students the opportunity to take a leadership role through service. Two senior students, working closely with PSC, developed the MIT Impact program, a week-long public service project for graduating seniors. Two teams of five students each traveled to Philadelphia, PA, and Hamlin, WV, to assist local schools with math, science, and engineering curriculum development.

PSC also collaborated with the student-run Global Poverty Initiative (GPI) to field-test a new offering in our suite of poverty experience programming: GPI-PSC Action Projects. Action projects enable students without significant international development experience to learn about poverty firsthand and explore opportunities to use their skills to address this issue in the future. One team of students traveled to the Philippines to live in a number of communities built and run by Gawad Kalinga, an organization that builds model communities in debilitated areas. Another team lived and worked in the small town of La Vaquita in Zacatecas, Mexico.

These projects are not simply feel-good opportunities but allow students to turn ideas into action and service, and project innovations into new products, new companies, and lasting careers. For example, in the past year a 2008 IDEAS competition award winner, Assured Labor Inc., secured \$1 million in seed funding. One Earth Designs' SolSource 3-in-1 solar cooker, heater, and electricity generator—a 2008 IDEAS competition award winner—won first place, a \$75,000 grant, in the Environmental Protection Agency's National Sustainable Design Competition. Another project from One Earth Designs—HeatSource Textiles, a 2009 IDEAS competition award winner—was awarded an additional grant from the American Institute of Chemical Engineers. And the 2010 American Society of Mechanical Engineers Innovation Showcase awarded first prize and second prize to two other PSC-related projects: the Leveraged Freedom Chair, a 2008 IDEAS competition award winner, and the 6dot Braille Labeler, a 2009 IDEAS competition award winner.

Student Life

DSL is responsible for providing basic needs to students and maintaining the dorms, dining halls, and the commons, as well as overseeing the independent living groups. But our work also helps to nurture and create community at MIT, enriching the lives and learning of students, faculty, and staff in countless ways.

Supporting the Transition to MIT

RLP introduced a new program to ease the passage from high school to MIT. Called the First Year Experience, the program supports and assists in students' transition to MIT, including academic and social transition, creating a sense of belonging, and developing a sense of identity. The program was structured to complement existing programs, including the coaches' handbook, residence-based advising, and first-year programming, as well as orientation and GRT and Resident Associate Advisor (RAA) training.

A significant aspect of the program was training student orientation leaders, RAAs, and GRTs. For RAAs and GRTs, to help provide guidance, RLP introduced a theoretical framework called The First 100 Days, a timeline of likely transitional issues based on current research in student development, such as loneliness, homesickness, financial management, fifth-week flags, and stress. These issues were presented alongside informal and formal opportunities to intervene and engage with first-year students.

RLP also created a first-year tract during the Independent Activities Program with structured workshops and classes to aid in the transition from first to second semester. And RLP offered Fresh Fridays every week during the first semester. This event was an opportunity for first-year students to casually meet and talk with each other and MIT staff from different campus offices on issues relevant to their immediate experience. Held for an hour every Friday afternoon, students could drop in and depart at their whim, talk with their Class of 2013 classmates, collect informational material, and have conversations with staff and the topic "expert."

Supporting Community

In September 2010, the chaplain to the Institute introduced a series of morning gatherings each week during the term. Called Tuesdays in the Chapel, the series invited anyone in the community to join others at 8:30 am in the MIT chapel for a brief period of reflection followed by refreshments in W11. Also in fall 2010, Religious Life hosted a series of concerts using the historic organ in the chapel and led by musician Leonardo Ciampa. Held at noon on selected Thursdays in the fall and spring, the series drew good crowds, introduced people to the chapel and the organ, and added a new dimension to the musical offerings on campus.

The Campus Activities Complex (CAC) continues to provide a range of facilities and services designed to support the educational mission of the Institute and the out-of-classroom needs of the community. CAC services include facilities management, event planning and support, and retail and contracted services. AY2010 was indicative of the level of effort required to support the community: CAC processed 24,355 event space requests, with 14,032 becoming actual events, including 6,425 student group events, 7,086 departmental events, and 331 personal events. Highlights of the event season included visits by President Barack Obama and Microsoft cofounder Bill Gates, and special musical performances by student orchestras from Kazakhstan and Norway. CAC also hosted multiple fundraisers, including Haitian relief efforts and the Global Conference on Poverty. The event support program was expanded to include Room 10-250 and Room 34-101, in collaboration with the schedules office, which stewards classroom spaces on campus.

New Housemasters for Residential Life

New housemasters were selected to join three residential communities this year. Warehouse graduate students welcomed John Ochsendorf, his wife, Anne Carney, and their two children, two-year-old Lucia and six-month-old Liam. Ochsendorf, who joined the faculty in 2002, is an associate professor with a joint appointment in the Department of Architecture and the Department of Civil and Environmental Engineering. East Campus undergraduates welcomed Enectali (Tali) Figueroa-Feliciano, his wife, Bárbara Algarín, and their 18-month-old son, Ignacio. Figueroa-Feliciano, who joined the faculty in 2006, is an assistant professor in Physics. Undergraduates at Senior House welcomed Agustin Rayo, PhD '01, an associate professor in the Department of Linguistics and Philosophy. Rayo will be joined at Senior House by his partner, Carmen Saracho, a novelist and restaurant critic.

Furniture Society National Conference Links Mind and Hand on Campus

The Hobby Shop hosted the Furniture Society National Conference in June 2010. This annual conference brings together furniture makers and designers, collectors, educators and curators to address the role of furniture in today's society as well as the historical context and future of contemporary furniture. Two years in the making, the conference featured an outdoor exhibition, a members' gallery, speakers/presentations, a juried show, and an auction.

The Hobby Shop also introduced, in collaboration with the School of Architecture and Planning and CAC, the first MIT Annual Design and Fabrication competition, which presents MIT students with a new opportunity to show off their inventive design skills, leave behind a legacy at MIT, and win a cash prize. In the competition, students design a piece of furniture that becomes a permanent part of the campus, starting a collection of student-designed furniture. The winning design was a colorful wave bench built by Frederick Kim '11, which will be installed in the Stratton student center as part of CAC's student furniture collection.

National Award for the Association of Independent Living Groups Program

The flagship program of the Association of Independent Living Groups (AILG) is an alumni-run accreditation program. This peer review effort, based on an academic visiting committee model, has been in development for six years and has recorded some 88 full-scale visits, at least one to every member of MIT's Fraternities, Sororities, and Independent Living Groups (FSILGs). The program has now matured to the point where it is used, in difficult cases, to introduce needed interventions by MIT professional staff. Those who have participated in the peer review find the experience very useful and perhaps the quickest possible way to get a sense of how each FSILG is run, its special history, and what is important today. The fact that the program is run entirely by alumni is a real source of strength and—to the best of our knowledge—unique in the country. In December 2009, the Association of Fraternity Advisors, the premier professional organization for fraternity and sorority professionals, recognized the program's strength and value by selecting it as a finalist for their Excellence in Programming Award.

Outstanding Year for Athletics

The Department of Athletics, Physical Education, and Recreation (DAPER) had a banner year. MIT varsity teams earned a record eight conference championships in AY2010. Seven MIT athletes were named New England Women's and Men's Athletic Conference (NEWMAC) Athlete of the Year, five were named Rookie of the Year, and four coaches were honored as NEWMAC Coach of the Year.

These achievements were echoed at the national level. The Institute's overall athletic program ranked 11th in the National Association of Collegiate Athletic Director's Cup standing for athletic success and excellence in Division III, the highest ranking for MIT since the program was established in 1985. Two student-athletes, Stephen Morton '10 (men's outdoor track: long jump) and Jacqui Wentz '10 (women's outdoor track: 3000m steeplechase), were National Collegiate Athletic Association (NCAA) Division III national champions. Will Gibson '10 (lacrosse) was a Rhodes scholarship finalist. Alex May '10 (women's volleyball) and Liz Theuer '10 (women's soccer) received NCAA postgraduate scholarships. MIT also had eight Academic All-Americans this year, bringing the Institute total to 161 and upholding MIT as the top-ranked school in NCAA Division III and the 4th ranked across all NCAA divisions.

Club sports had a very successful year. The Taekwondo Club won the overall national title for the third consecutive year at the National Collegiate Taekwondo Association, with six students qualifying to represent MIT in the World University Games in Vigo, Spain, and three students qualifying for the Pan Games in Lima, Peru. The women's rugby team won the Division III national championship, with three women invited to try out for the Under 23 national team. The MIT pistol team finished 4th at the national tournament. Finally, Grant Kadokura '11 was the National Collegiate Wrestling Association national champion in the 125-pound wrestling weight group.

Eighty-seven percent of the student body and 18 percent of faculty and staff are actively engaged in DAPER programs and services. There was a 30 percent increase in participation of getfit@MIT, a collaborative program with MIT Medical, MIT health plans, and MIT's Center for Health Promotion and Wellness.

Student Communications

Over the past year, CD³—which stands for the Chancellor and the three student deans: Dean for Undergraduate Education (DUE), Office of the Dean for Graduate Education (ODGE), and DSL—embarked on a strategy to improve two-way communications with students. This effort requires and is based upon close collaboration between the communications officers for all three areas.

In the recent past, students have expressed concerns that the administration was not communicating effectively and that student voices were not being heard. The focus of this year's effort has been to ensure open and frequent two-way communication between the administration and students. Furthermore, through a more expansive approach, CD³ hopes to educate students about how to work and speak with the MIT administration effectively and productively.

To that end, CD³ instituted a regular series of face-to-face events with both undergraduate and graduate students. A random selection of 30–40 undergraduates were invited to attend Cookies and Conversation, and 20–30 graduate students were invited to attend Dinner with Dialogue with the chancellor and the three student deans. Over the course of AY2010, we held two or three of each event per semester. Students were invited to submit questions ahead of time, but the conversations at the events tended to flow more freely as students raised concerns, asked questions, and answered questions from the deans.

CD³ also instituted a monthly email to students where, on a rotating basis, the chancellor or one of the student deans writes an email on a relevant topic or current issue. Depending on the topic, the email goes to all students, or to either graduate or undergraduate students. In addition, the chancellor and the three deans each promoted an online comment box, through which members of the community can submit queries, comments, or concerns. The communications officers monitor these accounts and either reply promptly or direct the message to the appropriate leader or office for a response.

Health and Safety

H1N1 Preparation and Response

In the year leading up to September 2009, the Institute prepared for the arrival on campus of flu seasons and the potential reemergence of the H1N1 novel influenza virus in New England. Many units and offices in DSL were involved in developing and implementing a comprehensive response plan in conjunction with MIT Medical, the Emergency Operations Center, and other departments. Components of our plan included community health education and policies to help with flu prevention, a campus-based vaccination program, 24/7 availability of comprehensive medical care, academic policies to support care and healthy recovery, and training about influenza for housemasters, resident assistants, dining service employees, and other Residential Life staff. When H1N1 did arrive in the Boston area and on campus, DSL was heavily involved in providing information, services, and support to help minimize the impact.

This effort involved communicating clearly and effectively with students, parents, faculty, and staff about how to reduce the risk of getting the flu, what to do when the flu struck, and what resources were available. The response required an effort that spanned the division—Environmental Health and Safety, CAC, Residential Life, Housing, Campus Dining, DAPER, Student Development and Support, and Communications—as part of DSL’s organized emergency response system. DSL hosted, facilitated, and helped staff vaccination clinics; distributed hand sanitizer and other supplies to the residences; assisted students who required academic accommodation; and instituted a system to deliver meals to students who were ill.

Student Support Services Transition to DUE

During AY2010, the Student Support Services (S³) unit was transferred from DSL to DUE. Throughout the transition period, from August 2009 through June 2010, and as a credit to all involved, the services for students were not interrupted or compromised in any way, and a wide array of stakeholders were fully engaged in the process.

In August 2009, chancellor Phillip Clay and chair of the faculty Tom Kochan created the S³ Task Force. Chaired by professors Eric Grimson and Steven Lerman, the final report of the task force was issued in December 2009 and included a variety of recommendations regarding the roles, responsibilities, and reporting structure of S³. Chancellor Clay noted the dual nature of S³, which offers support for students related to their academic needs as well as to student life. The chancellor determined that the appropriate organizational structure would be for the S³ director and staff to move administratively to DUE. As of February 2010, S³ officially moved to DUE for the supervision of the various administrative and personnel functions, including hiring, training, budgeting, space, and performance review of staff. Responsibility and oversight related to S³'s work on student academic issues also aligned with DUE areas of authority, including work with the Committee on Academic Performance. The chancellor concluded that DSL would be the primary resource for S³ on all matters that relate to student life. These include housing concerns, working with housemasters and FSILGs, GRTs, Residential Life Associates (RLAs) and RAAs, Dean on Call system, outreach to MIT Medical and the chaplaincy, and other student life-related matters.

The report of the S³ task force was issued in June 2010 and addressed the following issues: mission and scope of S³, withdrawal and readmission processes, excused absence and excuse note practices, outreach and programming, confidentiality vs. privacy of student matters, staffing analysis, and feedback from the review of an external committee. The report and recommendations define the fine-tuning that continues regarding S³ and various administrative processes. It is anticipated that refinements to processes and ongoing working relationships will continue to occur in the coming year through the leadership of deans Daniel Hastings and Constantino Colombo and senior associate deans Julie Norman and Barbara Baker.

Support for Students and Families

Student Outreach and Support (SOS) supports students and their families when they are undergoing a crisis. SOS annually organizes and offers the professional development program series When Support Gets Personal for faculty and staff. In fall 2009, the seven-session program was fully subscribed and served 25 participants. The program is designed to provide background and information on the needs of our students and the various support systems in place related to advising, health and well-being, student behavior, housing and residential life, and issues of diversity and inclusion. For spring 2010, a brown bag lunch program was held with the general counsel's office for over 40 participants on issues and questions related to the Family Educational Rights and Privacy Act and the Health Insurance Portability and Accountability Act.

This year, SAO expanded upon its growing involvement with diversity and engagement services. Lesbian, Bisexual, Gay, and Transgender at MIT (lgbt@MIT) supported more students in crisis than ever before. Their situations included parental rejection/disownment, homelessness, discrimination, harassment, physical assault, struggles with coming out, and spiritual crisis. More intercollegiate work was done to help support transgender health care at MIT and to organize the first Day of Dialogue on lgbt@MIT and Islam—one of very few such efforts in the world. There were increased collaborations and lgbt@MIT advocacy with DAPER, the Registrar, Religious Life,

Ombuds, and Human Resources. New focus was placed on LGBT@MIT fundraising, alumni relations, mentorship, freshman support, and student leadership development.

Through its Cheney Room/Women's Center Program, SAO helped facilitate the first Women's Student Support roundtable, which brought together staff and students from over 20 different offices and groups at MIT. A council of undergraduate women's groups was created and this led to increased communication between groups as well as increased use of SAO. SAO collaborated with ODGE, S³, and the Center for Health Promotion and Wellness around the support and upkeep of a freshman women's group, graduate mothers' group, and graduate women's group.

Innovative Collaborations for Community Health and Safety

The office of Community Development and Substance Abuse (CDSA) is playing a central role in several innovative collaborations at MIT, and this leadership is increasingly being recognized nationally. In the past year, CDSA was recognized with an Excellence Award in Student Health, Wellness, and Counseling from the National Association of Student Affairs Administrators. The United States Department of Health and Human Services honored CDSA with a Science to Service Award, making MIT one of only three universities in the nation recognized for exemplary implementation of evidence-based interventions.

This year, CDSA initiated the MIT Alcohol-Related Violence Initiative (MARVIN), a two-year grant project funded by the United States Department of Education. MARVIN involves a close partnership with the Center for Health Promotion and Wellness at MIT Medical, in collaboration with MIT student leaders, MIT Police, RLP, FSILG, DAPER, DUE, the Office of Student Citizenship (OSC) and others. Through MARVIN, CDSA is broadening MIT's capacity to look at four different types of violence that typically occur in social situations with high-risk alcohol consumption: sexual assault, hazing, physical aggression, and relational aggression.

The MARVIN project administered a campus-wide violence behavior and attitude survey to MIT undergraduates in spring 2010. Drawing on the results of this survey, the overall goal of MARVIN is to decrease incidents of alcohol-related violence at MIT by 5 percent in the next two years. Several long-term outcome objectives to be measured are to increase the number of bystander interventions for alcohol-related violence (so students actually intervene in these situations) and to decrease the levels of high-risk behaviors and attitudes that contribute to alcohol-related violence.

CDSA revised and expanded the PartySafe Social Host Training program for students within the MIT fraternity chapters and created two new educational programs. The first program is for dormitory residents on responsible beverage service, as well as legal liabilities and ethical obligations when hosting parties and serving alcohol to peers. The second is a women's social experience educational program for MIT sororities. These programs were integrated as part of a mandate for FSILG communities, as well as a mandate for party hosts residing in the MIT dormitories as a certification to use the online event registration website.

Based upon evaluation data of the pilot program in 2008, the Establishing Norms Through Interactive Community Education program was revised. Student program facilitators were trained to lead community-level intervention that encourages student groups to consider and address how their living communities and social affiliations (i.e., fraternity or sorority membership) affect personal violent behavior, hazing, and alcohol use. Working with the student leadership of the Interfraternity Council (IFC) and Panhellenic Council, the program is now required for all MIT chapters once every two years.

OSC increased the number of Resources for Easing Friction and Stress (REF) programs offered. REFs are department-based, graduate student–run, peer support programs. OSC continues to offer numerous mediation trainings for all members of the MIT community. As required by the Higher Education Opportunity Act, OSC developed copyright response protocol for the entire Institute through a partnership with the financial aid office, Information Services and Technology, ODGE, and the legal office. The Committee on Discipline, acting in accordance with its purpose of adjudicating cases of alleged student misconduct that are brought to its attention, held 10 hearings involving 10 students. The cases this year involved issues of academic misconduct, assault, academic misrepresentation, theft, alcohol, marijuana possession, reckless endangerment, unauthorized access (hacking), vandalism, and one case which originated in 2006 that involved possession of child pornography.

FSILG Interventions

FSILG partnered with AILG to identify chapters requiring MIT intervention. In AY2010, two of three interventions—Fenway House and Theta Delta Chi—concluded successfully. The third, Alpha Tau Omega (ATO), was preempted by an IFC judicial action.

In September 2009, after a long and thorough judicial process, the ATO chapter was closed. In August, the judicial committee of the student-led IFC found ATO responsible for serious violations of IFC’s risk management policy. Based on a prior agreement between ATO and the voting members of IFC, those violations led to immediate organizational expulsion for a 10-year period. After an appeal was heard and denied in September, the chapter house at 405 Memorial Drive was vacated. In June, the MIT Investment Management Company concluded negotiations with the ATO alumni corporation regarding ATO’s monetary obligations to the Institute, and MIT assumed control of the building at 405 Memorial Drive.

DSL Resources

DSL is responsible for a substantial percentage of the Institute’s buildings and campus. Primarily through Housing, DAPER, CAC, and Campus Dining, DSL has a significant physical presence on the campus. Moreover, through its stewardship of campus community spaces such as the Stratton student center by CAC, and the broad role Enterprise Services has for such important services as Tech Cash and MIT ID cards, DSL uses and provides resources throughout the campus community to support living and learning. It has always been our obligation, therefore, to operate as efficiently as possible, but the recent financial crisis and its consequent effect on the Institute budget

requires us to continuously improve how we do business for MIT and its community members.

New Dining Halls and a New Building for Residential Life

As discussed above, Campus Dining worked with students and faculty housemasters to respond to an Institute-wide planning task force charge to eliminate a more than \$600,000 annual subsidy for house dining. However, over the past year, Campus Dining also moved to complete several dining capital project designs. Two new campus facilities will offer food service in two new buildings as they come online: the student and executive education dining facility at the new MIT Sloan School of Management building, and the cafeteria for the new David H. Koch Institute for Integrative Cancer Research at MIT building.

Housing also substantially improved its operations and bottom line by instituting new policies for summer housing, as described above. In addition, MIT has also acquired the former ATO building at 405 Memorial Drive. Plans are to renovate the facility to add 50 beds to the undergraduate housing stock. A process will be established in fall 2010 to identify a specific living group to populate this latest acquisition.

Support for FSILGs

The Independent Residence Development Fund (IRDF) is a special MIT endowment fund that offers targeted grants and low-interest loans to help FSILGs acquire, maintain, and improve their properties; make their houses accessible to students with disabilities; and weather continuing financial challenges. Expanded reimbursement for safety expenditures have led to a recent 30 percent increase in IRDF annual educational operating grants.

This year marked the completion of a two-year, \$2 million project to install state-of-the-art wired and wireless networks in every one of the 41 FSILG-occupied buildings. Another IRDF-funded program converted all but three of 40 FSILG residences to a more reliable radio-based fire alarm communications system. The three that were not converted are down the street from the Lafayette Square fire station on Massachusetts Avenue and thus have direct connections. For the rest, the change in communication links eliminated the need for the dual telephone lines and the associated expense, and is proving much more robust.

Even in these difficult times, more fraternity and sorority chapters have been initiating building renewal projects and studies. Access to low-cost IRDF loans and responsive contractors are important factors, but the key ingredients in any renewal are always alumni volunteer oversight and alumni donor generosity. Because the IRDF is key to modernization and deferred maintenance issues for FSILGs, a new procedure will ensure that there are sufficient funds to meet projected needs for IRDF project grants.

Recent work includes several projects. Chi Phi has largely completed a major \$1.6 million renovation of its magnificent chapter house. Theta Chi completed renewal of its heating, ventilating, and air conditioning infrastructure and renovation of all common areas this past summer, with more work planned for this coming summer. Lambda Chi

Alpha, Phi Beta Epsilon, and Sigma Chi are planning major reconstruction in the next few years. The alumni corporations of Alpha Phi and Alpha Chi Omega sororities both initiated major renovation this year.

Improvements and New Practices in CAC and CopyTech

This past year, CAC worked to improve energy efficiency and environmental friendliness in several ways. All buildings overseen by CAC now have single-stream recycling. CAC also collaborated with MIT Facilities to install energy efficient light bulbs in the Stratton student center and the Ray and Maria Stata center. CAC converted to green cleaning practices, including microfiber and new cleaning products/processes that will reduce both costs and environmental impacts.

Units in Enterprise Services also made several changes to improve service, save costs, and increase revenues. In January, Enterprise Services integrated the Infinite Display system—which provides the MIT community with a more efficient way of publicizing events and promoting messages using digital displays located around campus—into the service offerings of the copy centers. Working collaboratively with Audio Visual and DomeView, the team helped design, initiate, and refine a new process that combines the best of both systems. An aggressive marketing campaign promoted the new service to the community with excellent results: the new service has become a new revenue stream for DSL while bringing consistency and a fresh approach to electronic communications at MIT.

In spring 2010, the CopyTech centers and MIT Card Services collaborated to test a “hold and release” print management system for the student community in the Stratton student center. Unlike normal cluster printers, a “hold and release” printer does not immediately print a document as soon as it is sent. Instead, the user must go to the printer and release the job using the touch-screen control panel. The goal is to reduce wasted paper and abandoned print jobs on public printers. Finally, in summer 2009, CopyTech successfully moved the popular large-format print service from Room 11-004 to the CopyTech Express location in Room W20-105, a change that led to reduction in expenses through staffing changes and a much-needed revenue boost to the express center’s bottom line.

Also within Enterprise Services, MIT Card Services collaborated with the parking office and the Massachusetts Bay Transportation Authority (MBTA) to roll out a pilot project incorporating a Charlie Card chip on the MIT ID card. In the first phase, 500 MIT employees received cards that were both fully functional MIT IDs with the traditional magnetic stripe and proximity chip for access to on-campus services, plus a MIFARE chip encoded by the MBTA for use on the T. The preliminary results of this pilot have been very positive. The technology has proven to work on all systems, and employees have one less card to carry. The Department of Urban Studies and Planning has been evaluating the MBTA usage data to determine if the unified card has any impact on commuting behavior.

Personnel

In June 2010, Karen Nilsson, senior associate dean for residential life, retired after 25 years at MIT. Also in Residential Life, two new RLAs were hired during AY2010: Mellisa Thompson as RLA for Baker House, Bexley Hall, and McCormick Hall; and Brian Morrison as RLA for Simmons Hall, East Campus, and Senior House. Kaya Miller, assistant dean and director of the FSILG office, left MIT in June 2010.

Jed Wartman, assistant dean and director of SAO, left MIT in June 2010. In fall 2009, CDSA hired Jessica Trudeau as a program administrator and Caroline Pantridge as a program associate, as part of the United States Department of Education grant funding. Also in fall 2009, rabbi Michelle Fisher was appointed executive director of MIT Hillel, and Thomas Gearty was hired as director of communications for DSL.

Costantino “Chris” Colombo

Dean for Student Life

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