

## Chancellor

The Office of the Chancellor was re-established by MIT president Charles M. Vest in August 1998. The office was assigned a number of responsibilities associated with President Vest's goal of enhancing student life and the Institute's education program. The office was also responsible for oversight of some of the Institute's emerging international and industrial initiatives. Under the administration of MIT president Susan Hockfield, beginning in 2005, the responsibilities of the office evolved while remaining centrally focused on student education and student life. Over the past few years, chancellor Phillip L. Clay has provided a leadership role in the most recent capital campaign, the Campaign for Students.

During the past academic year, Chancellor Clay announced his plans to step down from the office and return to a faculty position in the Department of Urban Studies and Planning. On March 1, 2011, professor W. Eric L. Grimson assumed the role of chancellor. For the previous six years, he had served as head of the Department of Electrical Engineering and Computer Science. The transition of leadership to Professor Grimson provided an opportunity to refine the responsibilities of the Office of the Chancellor, which can be captured by the phrase "all things students" — oversight responsibility for graduate and undergraduate education at MIT, student life, and student services.

During Chancellor Clay's term in office for a portion of this past academic year, the major focus of activity centered on the Campaign for Students, although a range of issues related to student life and student education were also monitored and overseen. After Chancellor Grimson took over the office, his primary focus was a "listening tour" — meetings with student groups, living groups, activity groups, faculty, staff, and others in order to gain a broad perspective on issues and opportunities related to student life, activities, and education. This outreach will continue during the coming academic year, and the information gathered and distilled from the process will form the basis for new student experience initiatives in the future.

While much of the focus of the chancellor during the first part of the academic year was on the Campaign for Students, and while the new chancellor has focused his attention on gathering information on student needs, perspectives, and concerns, many other aspects of student life and student education have been refined. In each area — undergraduate education, graduate education, and student life — we sought to further the mission of enhancing the student experience. The details of our efforts are contained in the reports by the individual deans. They are summarized here with highlights and context.

### Division of Student Life

The Division of Student Life (DSL) saw several significant changes in the past year. Key events are summarized below; descriptions of notable DSL projects, services, and events from the 2010–2011 academic year are included in the separate DSL report.

In August 2006, the Institute announced a plan to open a new graduate dormitory in the northwestern section of the campus. Central to this plan was closing Ashdown House, the graduate residence in Building W1 at the corner of Massachusetts Avenue and Memorial Drive, and converting the historic building to an undergraduate dormitory. Over the course of the next two years, MIT closed W1 and built a new Ashdown House for graduate students in Building NW35. New Ashdown opened in August 2008. The simultaneous arrival of the global financial crisis, however, demanded that MIT suspend the second half of this plan: renovating W1 for undergraduates. For nearly two years, the building remained shuttered, with work limited to those projects that had already received funding or that would safeguard the building's integrity.

In September 2010, MIT alumnus Fariborz Maseeh ScD '90 made a major gift to the Institute to support an increased undergraduate enrollment. This historic gift—combined with generous donations toward W1 renovations from a small group of other alumni donors—led the Institute to fast-track work on the project, which will return this majestic building to campus life and give MIT the housing capacity to raise undergraduate enrollment to 4,500, an increase of approximately 250 from today's levels. In honor of his exceptional generosity, the Institute has named the new building Fariborz Maseeh Hall. The building's state-of-the-art, 350-seat dining facility is named the Howard Dining Hall, at the request of an anonymous donor who made the first gift toward the completion of the renovations. "Howard" has significant personal meaning for the donor, but it is not the donor's name.

Since last fall's announcement, DSL staff have worked to prepare for the Maseeh Hall's opening in September 2011 and to ensure that it becomes a thriving part of the residential life community. Maseeh Hall joins the House Dining program (see below), and its dining hall will restore a central dining facility to the campus and the entire community. In addition, DSL has worked to incorporate Maseeh Hall into the housing system, from making room assignments and hiring graduate resident tutors to developing support programs such as residential-based advising and the first-year experience at Maseeh.

The House Dining system at MIT comprises the five undergraduate dorms with dining halls: Baker House, McCormick Hall, Next House, Simmons Hall, and—when it opens next year—Maseeh Hall. During AY2010, the dean for student life convened a group of students, faculty, and staff to study dining at MIT and to recommend a new meal program for House Dining. The group issued its recommendation in the spring of 2010, calling for a revitalization of the dining hall system that would expand service hours to include breakfast and lunch, offer all-you-care-to-eat service in all houses, and require each student living in dining dorms to enroll in one of a variety of meal plans.

This year, DSL released a request for proposals based on this recommendation and established an evaluation committee of students, faculty, and staff to review the different proposals and offer an assessment of each to the dean. The committee developed and spearheaded a process to review food service companies seeking to operate the new system. The process included visits to campus by the vendors to tour House Dining halls, presentations by each company of its proposal to the committee, and site visits

to colleges throughout the country to see dining programs currently operated by these companies. The evaluation committee presented its assessment to the dean for student life in the spring. Based on this feedback and a thorough financial analysis of the competing proposals, Bon Appétit Management Company, a firm nationally known for its focus on sustainability and its commitment to high-quality food and from-scratch preparation, was selected to operate the new House Dining program.

Just over a decade ago, the Institute took steps to develop a modern system of student affairs. In a remarkably short time, MIT built the Division of Student Life into a world-class system to foster a safe, productive, welcoming, and dynamic campus community. At the same time, the challenges of the past several years have left DSL in a stable position and with a strong perspective to assess where the division stands now and to think creatively about where DSL should go in the future to best serve the Institute and its evolving student body.

As a consequence, DSL is engaged in a strategic planning process, the first in nearly five years. With the guidance of the organization development group in MIT Human Resources, DSL is working through a formal strategic planning approach consisting of 10 planning “elements.” A priority is to coordinate DSL efforts with strategic planning efforts by the Offices of the Dean for Undergraduate Education and the Dean for Graduate Education. As of the end of this academic year, DSL has engaged six of these elements: core values, stakeholder analysis, data gathering, environmental scan, mission, and vision.

DSL has sought to integrate this strategic planning work into its operational organization and to involve as many staff as possible. The dean and DSL department heads serve as the executive committee. Several monthly senior staff meetings have been devoted to developing the products of this plan. Several more staff members are engaged in standing teams, each with a specific charge. After the various strands of the strategic planning process come together in the next year, DSL will possess a fresh set of strategic priorities based on a renewed sense of its strengths, a firm sense of its upcoming challenges, and a compelling vision for its future.

### **Dean for Undergraduate Education**

For the Office of the Dean for Undergraduate Education (DUE), this was a year of regrouping from the budget reductions and preparing for new directions. At the strategic level, DUE undertook an update of the 2006 strategic plan. This reaffirmed many of the strategies formulated in 2006 but included some new strategic themes and underlying emphases. We decided to refocus on the learning theme and develop a new theme focusing on educational technology. As a result of a forward look at senior DUE staff, we will place much more emphasis on career development and succession planning in DUE.

The new focus on educational technology is consistent with the direction of the MIT Council on Educational Technology (MITCET) as it deliberates on the provost’s charge to come up with ideas that will transform the education experience at MIT. DUE both co-

chairs and staffs MITCET, which developed a number of experiments on modularity that will be executed in the coming year with Mechanical Engineering and Chemistry.

This year, a number of important plans were developed through DUE's leadership of the Enrollment Management Group (EMG). Admissions developed a plan to increase class size to 4,500 over three years, and DUE offices worked to ensure that all of the stress points were covered for this increase. EMG approved the Admissions plan. Student Financial Services worked with the vice president for finance and Admissions to develop a sustainable funding model for financial aid. The plan was accepted by EMG after intense discussion and with some caveats.

Considerable work was undertaken this year on issues related to advising and underrepresented minority students. Through the Office of Undergraduate Advising and Academic Programming, we ran a pilot of an advising center and implemented a more intensive advising experience for students with multiple fifth-week flags. Both were seen as successful and will be continued. Through the Office of Minority Education and the Teaching and Learning Laboratory (TLL), we looked hard at programs to help underrepresented minority students, tried some experiments, and came up with significant changes to some of them, particularly the flagship Interphase program.

Support for teaching assistants through TLL continues to grow given the high demand for their services. TLL also started major work for the Singapore University of Technology and Design, work that will flow back to benefit MIT.

Through the work of the registrar, DUE continued to evolve the Student Information System. We are using all possible resources to bring more and more functions online; we now have a complete online course evaluation system, are moving to online grading and online registration (already both are in pilot), and will next move to eliminate all paper forms and petitions.

Finally, through the work of the Global Education and Career Development Center, we continue to grow in supporting global educational experiences and we have rethought the Prehealth Advising program to once again ground it in the MIT faculty.

### **Dean for Graduate Education**

AY2011 allowed for the celebration of graduate education through MIT's 150th anniversary, as well as the strengthening of graduate student support and diversity through advising, professional development offerings, fellowships, and improved administrative processes.

As part of the MIT 150 celebration, the Office of the Dean for Graduate Education (ODGE) brought two award-winning authors to discuss their latest books: Isabel Wilkerson, professor of journalism at Boston University and Pulitzer Prize-winning writer of *The Warmth of Other Suns*, and Jennine Capo Crucet, author of *How to Leave Hialeah* and winner of the John Gardner Prize. Dean for graduate education Christine Ortiz gave invited presentations at the Human Diversity and Social Order Forum on Minorities in the United States, which examined Hispanic citizenship in America, and

the Leaders in Science and Engineering: The Women of MIT symposium. As part of the Institute-wide open house, ODGE offered a lively and informative panel discussion about the value of graduate education for those pursuing careers in academia, industry, or public service.

Over the past year, requests to ODGE for outreach, advice, referral, or other assistance related to graduate students' personal and academic matters have continued to increase. Each student needs guidance and support, and often students need a referral to a Mental Health and Counseling clinician as well as continued support; extensive outreach and follow-up are essential to caring for the "whole" student. In AY2011, ODGE approved and processed 52 graduate student medical leaves, as compared with 30 in AY2010. Of all medical leaves in AY2011, 81 percent were recommended by Mental Health and Counseling. In an effort to enhance the ability of ODGE to serve the needs of the graduate student community and the departments in the area of personal support and advising, a new full-time position, assistant dean for support and advising, will be added to ODGE in the coming year.

Professional and personal development has been identified as an area of great interest to graduate students. To offer students more tools in this regard, ODGE began a new initiative to develop personal and professional video content by filming campus-wide events and consolidating them into a library on TechTV. Example topics include graduate admissions, leadership, the value of graduate education, consulting and public policy, and discussions targeted on specific industries.

This past year, over 1,000 graduate women participated in ODGE-sponsored women's events, including the Path of Professorship workshop, the Graduate Women at MIT (GWAMIT) leadership and empowerment conferences, the Graduate Women's Group, focus groups, and a support survey of graduate women Institute-wide. This survey has been a critical source of information and is currently being utilized to inform new strategic directions, activities, and programs. A strong supporter of greater diversity, ODGE has expanded the Graduate School Clinic initiative, which deepens MIT's relationship with top minority-serving institutions and cultivates their students for graduate school. This year, 14 new MIT graduate students were trained to conduct clinics. ODGE has also produced a model that allows us to identify underrepresented minority alumni of MIT and solicit their help in recruitment and retention efforts. Internally, ODGE has worked hand in hand with departments around fellowship support, both broadly and for targeted constituencies. The number of students supported by the Endowed Fellowships of the Arab Republic of Egypt has doubled.

With the successful deployment of Sunapsis in October 2010, the International Students Office has taken a leadership role in supporting Digital MIT. Sunapsis, a comprehensive software application, facilitates the data integration of MITSIS (MIT Student Information System) with the federal government's international student tracking database, SEVIS (Student Exchange Visitor Information System). As a result, incoming international students admitted as of June 2011 submitted all visa documentation electronically and are the first MIT students to be entirely paperless.



In January 2011, the dean for graduate education assembled a task force to address MIT's highly heterogeneous mix of electronic, paper-based, and hybrid departmental graduate admissions systems. To serve the urgent need and broad support for an improved infrastructure, the task force comprehensively analyzed the capabilities and limitations of current systems and recommended the creation of an opt-in, centralized, all-electronic admissions system through the adoption of existing software developed by the Department of Electrical Engineering and Computer Science. An implementation plan, including long-term maintenance and support of the system, is being developed with the goal of transitioning all academic units wishing to participate within the next three admissions cycles.

### **Other Developments**

The Campaign for Students was completed in June 2011 under the stewardship of Chancellor Clay. The public phase of the campaign was launched in October 2008 with a campaign goal of at least \$500 million. Its specific goals were \$200 million for undergraduate scholarships, \$100 million for graduate fellowships, \$100 million for student learning initiatives, and \$100 million for student life (including housing and athletics). At the campaign launch, we had raised about half of the \$500 million minimum target. The campaign officially concluded on June 30, 2011, and exceeded its goal, raising more than \$578 million (116 percent of the goal). Some of the subareas were more successful than others, as the campaign raised \$133 million for scholarships, \$239 million for fellowships, \$93 million for learning initiatives, and \$114 million for student life.

We continued to enhance efforts at student engagement and communication. We held a series of random events—dinners, cookies and coffee, and other events—at which randomly selected students were invited for discussions with the chancellor and the deans. These events were so successful in enhancing communications between students and administration that we will be continuing them during the coming year. In addition, a number of new communication tools, including newsletters, electronic postings, and blogs, are being rolled out and will be refined to provide a range of channels of communication between students and administration.

**W. Eric L. Grimson**  
**Chancellor**  
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