

The Inside Scoop on

MIT
Massachusetts
Institute of
Technology

DUE Working Group Ideas

By Elizabeth Reed, Senior Associate Dean, DUE sido@mit.edu

In earlier newsletter articles and in Daniel Hastings' remarks at our September all-staff, you heard about a few of the ideas which the DUE Working Groups submitted in their reports to the Dean in June. I would like to provide more complete information about their ideas and what is being done to respond.

Those which are moving forward fall into three categories:

- #1 – Implement ASAP.
- #2 – Has merit/proceed with further analysis.
- #3 – Has merit/explore with others within and beyond DUE, and do further analysis as needed.

I did not include the few ideas which are not being considered at this time, including the possibility of merged offices.

Working Group on the First Year Programs

Establish an Advising Center

Category #2/3 – The Dean requested further analysis, and seven advising models were developed for consideration. An important goal for MIT's approach to advising will be to ensure quality and consistency in the information provided to assist faculty advisors and to support interactions between freshmen and faculty.

Eliminate IAP UROP Mentor Program

Category #1 - This fell entirely within DUE's purview and has been implemented through UROP's home office, UAAP.

Reduce Freshman Orientation from six days to three days

Category #2/3 - While this recommendation makes sense, implementation could take several years. Several stakeholder groups will need to be involved in the planning, taking into account interlinked activities such as Residential Exploration and the Advanced Standing Exams which freshmen take. Preliminary discussions with faculty about the Advanced Standing Exams are scheduled for late Fall.

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Please send future stories, feedback or any other interesting tidbits to:

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DUE Working Group Ideas

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Convert the Freshman mailing to a virtual mailing

Category #1 –The conversion is underway, led by Julie Norman. UAAP and others are working on technical support, communications, content development, etc., with an expected launch in late spring.

Strengthen connections among ESG, Concourse, OME and the Academic Departments

Category 2/3- This is a good idea which is consistent with one of the Institute Task Force recommendations for MIT's three alternative freshman programs. Kim Vandiver, Director of the Office of Experiential Learning, is in the process of developing collaborations among the programs and considering resource implications.

Create a Task Force to Streamline Tutorial Services

Category #1/2 –This idea could lead to potential savings and efficiencies, and will be explored by a committee to be co-chaired by Elizabeth Reed and a faculty member. The committee, which will include DUE staff, academic department and student representatives, will do further analysis, with the goal of improving efficiency and reducing costs.

Advise the OME director to explore synergies between F/ASIP and Second Summer

The Dean has discussed with OME Director, DiOnetta Jones.

Working Group on Supporting Faculty in Lean Times

Adopt a common principle of strategic prioritization for project adoption across DUE offices (with agreed upon % of effort to three different project types)

Category #1 –This has particular merit for OEIT, OFS and TLL, and may be more broadly applicable across DUE. The heads of these three offices recently shared mission and responsibilities, modes of prioritization and current project assignments and have collaborated on initiatives related to assessment and educational innovation, with more to come.

Mind the gap: concentrate faculty support in areas not already captured by the Departments/Schools.

Category #1 – This recommendation has potential for positioning DUE well with regard to the faculty. OEIT, OFS and TLL, as well as other DUE offices, have been asked to consider how this might be implemented (including in which areas DUE is likely to achieve the greatest impact, and with what priority) within our constrained resources

and to report back to the Dean. The primary goal is to increase the impact of DUE activities, with broader faculty recognition of DUE's value-added in supporting educational excellence.

Streamline and coordinate events to produce cost savings across offices

Category #2 – DUE Headquarters has compiled information about the events each office plans to sponsor this year. The office heads will discuss in November with the goal of identifying opportunities to collaborate on agendas, timing and resource allocation. A number of DUE staff have been working on a set of recommendations related to standards for DUE faculty, student and staff events. These standards will support a more consistent coordinated approach to events and may significantly reduce our food and meeting costs.

Improve procedures for communication and information management

Category #2 – We need to strategically use current resources available across DUE in order to do this. Elizabeth Reed and Anna Babbi Klein are gathering more information and deciding how best to move forward, with DUE's Communications Affinity Team likely to play a role.

Provide effective support for faculty committees

Category #2 – Consideration is being given to how DUE supports faculty committees, looking at such aspects as what kind and level of support is needed, and what skills are required in those who do this work. This is important both because DUE has a lot of committee work and because we can show by example how to be more efficient in providing support.

Revenue Generation: pursue funding opportunities aligned with DUE priorities

Category #2/3 - Relying on revenues to offset core operating budgets will require a cultural shift in DUE. A leadership team discussion of this proposal at the July 2009 offsite clarified which offices may be able to raise funds through fees, grants and other sources. Further discussions are occurring this fall during the FY11 budget process, as we consider how to reduce our GIB and/or replace GIB through other funding sources. A proposal primer, detailing how to create and properly route a proposal through Office of Sponsored Programs, will also be created.

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DUE Working Group Ideas

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MIT should allow DUE to sponsor and train postdoctoral associates in teaching and research, who can also help us with data analysis

Category #1 – Some of this is already happening in DUE. We will investigate areas where there might be a possibility.

DUE would benefit from more internal cross training and dissemination of learning from individual training programs across Offices

Category #1 – We will implement dissemination of learning/information, following OH meeting discussion of professional development opportunities currently and potentially available. We will also ask the DUE/DSL Committee to use at least one annual event for cross training/dissemination of learning across the Deans' areas.

Working Group on Staffing Models

Creation of new system of shared staff positions that bridge two or more DUE offices

Category #2/3 - This idea merits further consideration and calls for adoption/participation by at least a subset of Office Heads. During the budget process this Fall and as openings occur in DUE, each Office Head has been encouraged to seriously consider creating shared positions with another DUE office. A number of other units at MIT are doing this.

Reductions in workload, effort and programs to achieve scalable reductions

Category #2/3 - The Program Review Process instituted in DUE this fall will help us prioritize and make decisions regarding work elimination and potential reductions in effort and workload. The Office Heads have been asked to give serious consideration to whether some positions may be less than full time, as part of this Fall's budget exercise.

Use of furloughs could provide department wide savings

Category #2 – Furloughs will not help us make sustainable decreases in our base budget so this would not constitute a permanent solution. However, Jeanne Hillery and Sharon Bridburg will determine where there may be circumstances in which furloughs could be used as temporary measures while permanent reductions are phased in.

Creation of a cluster AO position

Category #2/3 – Jeanne Hillery and Sharon Bridburg are reviewing the current model for administrative support

(Finance, HR, Administration) across DUE offices to see if this or an alternative model might provide greater optimization of DUE administrative resources.

Outsourcing solutions and vendor selection

Category #1 - All DUE offices have been asked to review their outsourcing and vendor contracts to see if they can be renegotiated and savings realized. Offices are accountable for periodically assessing whether their contracts are competitively priced and/or whether the goods or services for which they are contracting could be provided at MIT. This will be discussed at a Fall Office Heads meeting.

Technology enhanced services/standardized use of MIT-wide systems

Category #1 – This recommendation reinforces and is implicit in the Institute recommendation, Digital MIT. DUE offices need to identify opportunities to apply it locally, including using existing functionality. We will discuss this recommendation at a DUE OH meeting and Dan Hastings asks that all offices explore and implement, where feasible, technology changes. This includes making better use of technologies already in place.

Consolidation of server hosting in DUE

Category #2 – This idea merits further analysis. Steve Burke, head of Desktop Support, has been gathering additional data on current use of servers and projected need to see if there is a more cost effective solution for DUE.

Use of revenue generation to replace GIB funds for staffing and programming

Category #2/3 – (Please refer back to Working Group 2 recommendation for Revenue Generation- #6 bullet.) Jeanne Hillery and Dan Hastings are working with the DUE Office Heads to identify possible sources of revenue as part of the FY11 budget process. It seems feasible that some offices can raise 10-15% of their resources in this manner and the Dean will ask some offices to do that. In order to help the development of resources, we have engaged in some Office Heads discussions on how to raise money by those who do it well.

These ideas reflect four months of deeply appreciated effort by 17 DUE and one DSL staff members, one alumna and three faculty. Taken as a whole, the Working Group reports have provided a good basis to consider changes that position us well for both the short and longer term.

MIT Senior Named Air Force Cadet of the Year

By Joseph Adelman, Capt, USAF, Assistant Professor of Aerospace Studies, jadelman@MIT.EDU



Cadet Col. Ryan W. Castonia, a senior at MIT majoring in aerospace engineering, was recently named the 2009 United States Air Force Cadet of the Year by the Air Force Chief of Staff, General Norton A. Schwartz. This award recognizes the most outstanding cadet in one of the Air Force commissioning

programs including the Air Force Academy, Officer Training School and Air Force ROTC. Cadet Castonia competed with approximately 5,000 cadets and was chosen for his achievements in the areas of military performance, academics and physical fitness. General Schwartz will present him with the award at the Pentagon later this year.

[Read the full article...](#)

GECDC Introduces Online Career Development Workshops

The Global Education and Career Development Center (GECDC) is proud to announce the launch of its new online Career Development Workshops with audio. These workshops allow students and the MIT community to obtain valuable career related information at anytime day or night right from their own computers.

Each month a new workshop will be made available varying from topics such as resumes, interviewing, job searching and more. September marked the launch of the first workshop, Resume Basics and the October workshop, Cover Letter Basics, was recently launched! In addition, our Pre-Professional team has also begun creating on-line resources including an audio accompanied Prehealth Orientation Workshop. Be sure to stay tuned for new online workshops from the Career Development Center!

To view the workshops, please go to:

<http://web.mit.edu/career/www/services/workshops.html>

UROP's 40th Anniversary Symposium

Thursday, October 29

Please Join Us in Celebrating 40 Years of Discovery and Invention

This fall, MIT's UROP marks its 40th year and to commemorate this very special milestone, UAAP is hosting a day-long Symposium

You are cordially invited to hear faculty present cutting-edge research and discuss the contributions of undergraduates to research. The event will also feature student panels and a poster session

The complete Symposium schedule can be found online at:

<http://mit.edu/urop/40years/symposium.html>

To attend, please register online by October 29th at:

<http://mit.edu/urop/40years/rsvp.html>



Enhancing and Developing Leadership Skills for Peer Mentors

By Leslie Bottari, Staff Associate, Advising and Academic Programming, UAAP bottari@mit.edu

MIT students are extraordinary individuals with great minds and abilities, and that many of them are already great leaders. As DUE staff, we see this as a special opportunity to tap into the unique talent of our students by enhancing their leadership skills and their potential for success.

Each year, approximately 180-200 associate advisors, or upper-class students, volunteer to mentor freshmen. They are an invaluable resource to freshman advisors, first-year students and the Office of Undergraduate Advising and Academic Programming (UAAP). Associate advisors complement the work of the advisor by offering the student perspective on academic and social issues.

Since 1998, we have been training associate advisors to become knowledgeable and effective mentors. In 2006, the UAAP launched Leadership Development Training opportunities to develop the leadership skills of associate advisors by offering them a wide range of workshops on topics such as public speaking, leadership and mentoring. We are thrilled that this year's training program has drawn increased interest by our students.

Last month we welcomed guest speaker, Miri Skolnick, Assistant Dean of Student Support Services, who presented information on advising freshmen from a developmental perspective rather than a prescriptive one. Developmental advising stresses that advising should go beyond simply giving information or signing a form. For example, when an advisee approaches an associate advisor with a problem, it is important that the student avoid prescribing solutions without addressing more comprehensive issues. By asking open-ended questions, we can encourage freshmen to learn self-advocacy, decision-making and resourcefulness. The goal for all of us who advise should be help students recognize the potential pitfalls while helping them find solutions to setbacks.

For more information about Leadership Development Training, please visit:
<http://web.mit.edu/firstyear/associates/develop/index.html>.

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NEASC Accreditation

By Daniel Hastings, Dean for Undergraduate Education
hastings@mit.edu



In my comments at the DUE all staff meeting, I mentioned that DUE had a large role in the recent NEASC self study and team visit. One of the biggest sections in the NEASC standards is about the academic program while another us about the

information resources that are provided to students. We played a significant role in writing these sections of the self study report in conjunction with the President's office. The NEASC team specifically commented on the quality and clarity of the report.

We also had lead roles in the plenary session on undergraduate education, admissions and financial aid, learning outside the classroom, teaching, and learning assessment. We had important supporting roles on global strategy and library and informational resources. We received very good feedback on our contributions.

The NEASC team had a strong sense of the quality of the work in DUE. I want to congratulate all who contributed. Great work.

Tish Scolnik Selected as Glamour Magazine's Top 10 College Women

[Adapted from PSC Showcase Stories]



The October issue of Glamour Magazine has named 2009 Truman Scholar Tish Scolnik as one of their Top 10 College Women, recognizing her work on mobility issues for the disabled. Tish became interested in working on mobility issues through the D-Lab "spin-off" course "Wheelchair Design in Developing Countries." [Read the full article...](#)

Navy ROTC Finds Gained Interest from This Year's Freshman Class

By Tatiana Kish '11, Midshipman 2/c, Navy ROTC
tkish@mit.edu



With over a thousand undergraduate students admitted to MIT every year, only a small percentage choose to begin to pursue a career in the military while still in college. While the ROTC programs at MIT have been in existence for decades, the number of students enrolled in each program – Navy, Army, and Air Force – is significantly smaller than it was years ago, despite the fact that the battalions at MIT also include students from neighboring colleges.

The Navy ROTC program has seen a recent increase in its numbers with this year's freshman class being 40% larger than both the sophomore and junior classes. This number may be getting larger in the near future as several students from MIT, Harvard, and Tufts have taken interest in the program and are considering joining. While this year's new midshipmen became interested in the Navy for a wide range of reasons, from following family traditions to being lured to the Navy lifestyle, all the midshipmen seem to relish in the fact that they can pursue a commission in the United States Navy or Marine Corps while still gaining an outstanding education at MIT.



Continued in next column

Experiences have varied from student to student in the freshman class, but the midshipmen, in general, seem pleased with their decisions to follow this path and have found the experience to be beyond their expectations

Midshipman 4/c Christian Yoo, a student at Harvard University, explained that what really drew him to the MIT unit was its emphasis on academics, despite the physical demands of the program. While he certainly could have gotten the "military experience" elsewhere, either through an ROTC program at another school or at the United States Naval Academy, he was impressed by the fact that the program at MIT placed equal emphasis on academics and time management as it did on other military and leadership skills.

Midshipman 4/c Fiona McCoy, at MIT, has also been impressed by the support network that the program offers as midshipmen also work with a class advisor that helps with goal setting, career planning, and time management in addition to the advisor provided by the school.

While the Navy ROTC program at MIT is still small, the fact that a greater number of students are taking an interest in it makes the future for this battalion more promising.

New Faces in DUE

Several new staff joined DUE between August 15, 2009 – October 19, 2009. **WELCOME!**

Admissions Office

Ingrid Vargas Sr. Research Analyst

Concourse

John Keck Instructor
 John Pope, Jr. Instructor

Global Education and Career Development Center

Amy Bass Career Assistant
 Jesse Ohrenberger Career Assistant
 Christiana Reynolds Career Assistant
 Nancy Richmond Assistant Director
 Matthew Seeley Career Assistant
 Colin Smith Career Development Counselor
 Ioulia Verchinina Career Development Counselor

Military Science

Adam Cook Technical Instructor

Naval Science

Patricia Chapman Technical Instructor

Do you know someone who serves as a role model for adopting green habits?

Helps create an inclusive and positive workplace?

Embraces change as an opportunity for growth and innovation?

Individual and team nominations for the tenth annual MIT Excellence Awards are being accepted online at:

<http://hrweb.mit.edu/rewards/excellence/>

Nomination deadline is Wednesday October 26, 2009

These awards recognize outstanding accomplishments by support, service, sponsored research, administrative, and other academic staff. Awards are for MIT employees in any position (no matter how broad their role) who set a high standard of performance and who are role models for others.

Nominations can be made in six different categories:

- New! Greening MIT: protecting our planet
- Fostering Diversity and Inclusion: maximizing MIT's strengths
- Bringing Out the Best: leading others through change
- Innovative Solutions: collaborating for results
- Serving the Client: providing exceptional and consistent service
- Unsung Hero: working behind the scenes

Over the past five years, DUE has had four Excellence Award recipients. We've also had many "Top Pick" nominees who made it to the semi final round.

We would like to encourage you to take a moment and reflect on the many talented people across DUE and to nominate a deserving individual or team. If you've previously submitted a nomination for an Excellence or Infinite Mile Award and your nominee was not selected, please consider resubmitting this year. This year, DUE's own Dean Hastings has agreed to serve as a member of Excellence Award Selection Committee. Let's make sure he has plenty of DUE nominations to read and select from!!!

To learn more about the process, please visit the [R & R webpage](#) or contact the Excellence Awards chair, Kande Culver, at 253-5986 or excellence@mit.edu.

UAAP Relaunches Learning Strategies Website

By Stephen Pepper, Staff Associate,
Academic Performance, UAAP spepper@mit.edu

Teaching and learning at MIT are intensive and demanding. Most students discover that they need to refine and upgrade their study skills, both during the first year and later when encountering advanced material. DUE's Office of Undergraduate Advising and Academic Programming (UAAP) recently unveiled Learning to Learn, a complete redesign and reorganization of its online Learning Strategies resources.

Visit the site at: <http://web.mit.edu/uaap/learning/>

The relaunched website offers 24/7 access to Quick Tips and more detailed advice on How to Study Smarter, Not Harder, including learning styles, time management, logistics, preparing for exams, coping with stress, and academic integrity. It features Student-to-Student Advice and detailed lists of Resources for academic and personal support, including tutoring.

UAAP gathered input from students, advisors, and staff over a two-year period and commissioned a fresh new look for the site from Ink Design of Boston. UAAP also offers workshops during the academic year on general study skills and particular topics, and welcomes requests at any time for individual consultations on learning to learn.

Of Interest In the News...

Observations on diversity at MIT: A discussion with the new director of OME

MIT Campus News, October 15, 2009

New CUP Subcommittee to Implement HASS Distribution Requirement

By Jeffery Ravel
Faculty Newsletter, September/October 2009

A minor that's major [New Energy Minor]

By David L. Chandler
MIT News Office, October 1, 2009

M.I.T. Taking Student Blogs to Nth Degree

By Tamar Lewin
New York Times, October 1, 2009

New MIT News Website - What It Is and How You Can Use It

By Anna Babbi Klein, Communications Manager, DUE abklein@mit.edu

As you know, the MIT News Office launched a new version of the MIT News website. The new website is rich in new features and content types. It also reflects a new direction in how the News Office will manage both externally focused and internally focused news. With this new website, DUE has several opportunities to provide content to the site.

Visit the site at: <http://web.mit.edu/newsoffice/>

One key aspect of the change is that the top stories that will come out of the office are focused on telling the MIT story to the world. With the reduction of science writers across the nation, they feel they should not wait for others to write great stories about MIT. Instead MIT will write these stories. As such, they now have five top journalists (who came from major publications) on staff who cover the five “beats” you see at the top of the site: engineering, science, business, architecture and planning, and humanities, arts and social sciences. All will cover education as it relates to their area.

Major components on the MIT News page are:

- **Top News Stories:** These include features (trends and profiles); stories about major research, technological or educational innovations; interviews with researchers and administrators, etc. [News ideas are welcome, please submit via Anna Babbi Klein](#) abklein@mit.edu.
- **Institute announcements:** include the launch of major Institute-wide initiatives such as new academic programs; major gifts; presidential speeches; financial aid; major Institute-wide events, emergencies, etc.
- **Sixty seconds at MIT:** Video clips that bring out the life of the Institute in small, daily doses. These are drawn from the New Office, TechTV, MITWorld, and elsewhere. [Submit Videos:](#) You can submit short videos that capture what it is like to be part of MIT

The second major change is that the printed version of Tech Talk was eliminated. It has been replaced by the Campus page on the news office site.

Visit the Campus page:

<http://web.mit.edu/newsoffice/campus.html>

The Campus news replaces Tech Talk with a dynamic, online version to serve the community. **DUE has the ability directly add or submit content for all major components of this section of the site.**

In a way, the Campus news page is meant to become the homepage for the MIT community. The page is continuing to evolve with more features such as weather, blogs, and more. I am working to get a Campus link added to the main MIT homepage but this is not yet agreed to.

Major components of the Campus page are:

- **Campus news stories:** These are designed primarily for consumption by members of the MIT community. For example, coverage of events after they have happened; new services being offered to the community; awards; newsworthy accomplishments; major anniversaries, etc. [Submit news:](#) This is managed as a blog. Anyone in the community can get an account and add a news item.
- **Of Note:** You should consider this the new internally focused daily spotlight at MIT. “Of Note” aims to highlight noteworthy people, places or events around campus for the community. [Submit Of Note spotlights:](#) You can request an “Of note” spotlight by submitting a brief (150- to 175-word) feature with a particular target date.
- **Featured URL:** A daily link to an MIT website to highlight something interesting or new. [Submit a Featured URL:](#) You can request that your site or a particular page be the Featured URL of the day.

Details on how to submit content:

The details of how to submit any of the content I highlighted is explained in News Office FAQ document which I uploaded to our DUE website at:

http://web.mit.edu/due/Guide_to_the_News_Office.pdf

PDF of Campus news:

Within the next month, you will begin to receive a weekly email in which you can customize a PDF of the most recent Campus news you want to view/print. This will be opt-out.

MIT homepage:

It is also important for you to be aware of the fact that the MIT News office owns the MIT homepage. They have been working on an update and relaunch, probably in late fall. The main design does not look much different, but the navigation is changing. DUE is involved in this effort.

MIT homepage spotlight:

As part of the new direction of the News Office, the MIT homepage spotlight will focus on topics that “appeal to a broad cross-section of people.” Campus-level announcements and events should use the “Of note” section of the campus news. You can still request a spotlight, but the criteria used to select it has changed.

New Media Relations page:

<http://web.mit.edu/press/>

This page has been developed to provide the media with easier to use press releases, photos and an “experts” list.

[Submit a press releases:](#) Contact media relations about the topic of your press release so you can agree on content.