DSL Strategic Planning

http://studentlife.mit.edu/strategic/plan

Over two years ago the Division of Student Life began the process of developing a new Strategic Plan for the division. The initial focus was on the foundational elements – the Mission and Values – and in a systematic outreach to DSL staff and stakeholders. In all, there were over 20 sessions involving more than 250 people. These were variously termed Environmental Scans or, when done with students, Visioning exercises. The participants included graduate & undergraduate students, housemasters, house managers, emergency response personnel, alumni, and many DSL staff. The results of all these listening sessions were transcribed and replayed to each of the audiences, then saved as reference material for the development of the Strategic Themes.

In the spring of 2012, several Strategic Theme Teams were formed and DSL staff invited to join. Some 45 staffers ultimately did so. Four teams produced detailed plans consisting of several Initiatives, each of which included a number of discrete Activities. During the summer of 2012, the focus transitioned to the implementation phase and what Activities should be approached first. Nineteen key areas were identified, and DSL staff was invited to participate in November. The result was that 65 DSL staff joined 15 Implementation Teams. We don’t see this completing until 2014.

We are open to receive input and have students get actively engaged. If you see something missing from it, please let us know. Feel free to contact Chris Colombo or Bob Ferrara.

Insert Presentation and hand-outs.
Strategic Planning for DSL: An Update for the Committee on Student Life

February 15, 2013

Chris Colombo
Dean for Student Life

Bob Ferrara ’67
Senior Director of Strategic Planning and Alumni Relations
Division of Student Life
DSL Strategic Planning: A Work in Progress

- Commenced with Senior Staff retreat
- Facilitation and “formula” provided by central HR
- Large-scale data collection completed
- Foundational elements established
  - Mission, Core Values, Strategic Themes
- Four Strategic Theme Teams completed macro scale planning in June
- 15 Implementation Teams now at work
2011 – The Year of Listening
2012 – The Year of Planning
2013 – The Year of Doing
An Unconventional DSL Org Chart

- Varsity Sports
- Physical Education
- Recreation
- Club Sports
- Intramurals
- Community Events

- Housing
- Dining
- Residential Life Programs
- FSILGs

- Campus Activity Complex
- Community Development & Substance Abuse
- Student Citizenship
- Public Service Center
- Student Activities
- Leadership Programs
- Hobby Shop

- Finance
- Human Resources
- Alumni Connections
- Communications
- Enterprise Services
- Env. Health & Safety

- Interfaith Learning
- Personal Faith Support
- Religious Programming

Division of Student Life

Creating the Future of DSL
Principles and Guides to Action

- Seek to involve as many staff as possible
- Communicate often *
- This is a good time to “Think Ahead”
- Start with DSL staff, but then move out to talk to all key stakeholder groups
- The process is “Bottom up,” “Top Down,” and “Across.” Everyone has something to contribute
- Take the time the process needs
- Going through the process itself is a valuable learning experience
- Ultimately, the Dean and the Senior Staff take responsibility for to move this effort forward.

*NOTE: DSL-wide communications and archival material are kept on secure web site for DSL staff at https://web.mit.edu/dsl-sp/index.htm
A Variety of Opportunities to Participate

Dean and Department Heads - responsible for overall direction and principles. Email dsl-heads@mit.edu: Dean Chris Colombo, Barbara Baker, Peter Cummings, Bob Ferrara, Tom Gearty, Henry Humphreys, Institute Chaplain Bob Randolph, and Julie Soriero.

Planning Team - responsible for general activities, at the direction of the Dean and Department Heads. E-mail dsl-sp@mit.edu for general questions: Bob Ferrara, Sonja Dagbjartsdottir, John Benedick, Donna Denoncourt, David Kennedy, and Ronnie Haas, Human Resources, Organization Development Consultant.

DSL Senior Staff, Deans & Directors - responsible for critical feedback and involving staff in Strategic Planning activities. These are 30+ senior people in the Division, who meet monthly, typically on the 4th week of each month of the academic year.

Data Gathering Committee - responsible for institutional research issues: Sonja Dagbjartsdottir, Robin Baughman, Barb Bolich, Marlena Martinez Love, Sally Susnowitz.

Core Values Committee - responsible for developing DSL Values Statement: Ronnie Haas, Leah Flynn, Hema Fonseka, Jason McKnight, and Carrie Sampson Moore

Assessment Committee - an independent committee responsible for promoting a culture of assessment in DSL and providing education and tools for DSL staff: David Bull, Tom Gearty, Cheryl Silva, Alicia Erwin, Judy Robinson, Marlena Martinez Love, Stephanie Kloos.
Outreach Efforts to DSL Stakeholders

**Environmental Scan Activities**

- **November 9, 2010**  DSL Residential Life Programs
- **November 15**  DSL Student Activities Office
- **November 23**  at DSL Deans, Directors, Dpt. Heads Meeting
  - DSL Student Development
  - DSL Student Activities
  - DSL DAPER
  - DSL Administrative Services
  - DSL Residential Life
  - Data Gathering Team

- **February 3, 2011**  Grad Resident Tutors and Resident Advisors
- **February 4**  Emergency Response, Health and Safety
- **February 10**  Alumni Association and Resource Development
- **February 14**  DSL Administration
- **February 23**  DUE – New/evolving interests and identified trends related to student life
- **April 6**  Summary of Environmental Scans
- **April 15**  Environmental Scan with DSL Staff
- **May 12**  Environmental Scan with House Managers
- **June 20**  Environmental Scan with FSILG Alumni (AILG)

**Visioning and Other Activities**

- **February 17, 2011**  Student Visioning Session 1
- **February 23**  Student Visioning Session 2
- **March 10**  Graduate Student (GSC) Visioning Session
- **March 16**  "Boiling Down" Student Themes from Feb 17 and 23
- **April 11**  Final Review of Student Themes
- **May 6**  DAPER Staff Meeting
- **May 10**  Undergraduate Housemasters
- **May 11**  Graduate Housemasters

A related but independent strategic planning effort focused on the FSILG (Fraternity, Sorority, and Independent Living Group) community was begun by the Association of Independent Groups (AILG) in the fall of 2011 with DSL support.
The Student Voice

- 6 Visioning Sessions in 2011 & 2012 with Undergrads & Grads
- Invitations extended via all governing groups
- Engagement with Implementation Teams coming in 2013
MIT Mission

The mission of MIT is to advance knowledge and educate students in science, technology, and other areas of scholarship that will best serve the nation in the 21st century.

The Institute is committed to generating, disseminating, and preserving knowledge, and to working with others to bring this knowledge to bear on the world's great challenges. MIT is dedicated to providing its students with an education that combines rigorous academic study and the excitement of discovery with the support and intellectual stimulation of a diverse campus community. We seek to develop in each member of the MIT community the ability and passion to work wisely, creatively, and effectively for the betterment of humankind.
DSL Mission

The Division of Student Life is a leader in providing exceptional living and learning environments for MIT students through a rich variety of opportunities that inspire academic achievement, innovative thought, leadership, and global citizenship.

As an integral part of MIT’s educational mission, the Division of Student Life fosters a safe, healthy, and supportive environment centered on well-being, a commitment to learning, and the development of critical skills for personal growth. We place serving students as the highest priority for our staff, programs, services, and facilities. We partner with others to create a dynamic campus community grounded in personal and group responsibility, fairness and respect, where individual differences are expected and appreciated.
DSL Core Values

The Division of Student Life provides an educational environment in which:

- **Collaboration** is fostered through outreach and partnerships across the division and institute;
- **Community** is evident through civility and care for ourselves and our students;
- **Excellence** is achieved through experimentation leading to innovation;
- **Inclusion** is manifested in the affirmation of identities and within the context of mutual respect;
- **Integrity** is demonstrated through clear communication and accountability;
- **Leadership** is inspired at all levels through guidance and reflection.

*Adopted Sept 26, 2011*
1. **Enrich the student experience.** Impact the student experience by providing opportunities to solve problems, to interact with and understand others in our diverse community, and to build capacity to live and to lead in ways that contribute to personal well being and global citizenship. Facilitate the vital social and intellectual connections of MIT’s residence-based education while creating new opportunities for students to work and interact as a community from anywhere in the world.

2. **Promote innovative technology.** Collaborate with students and MIT partners to ensure technology infrastructure and systems are adapted to future needs and usage is responsive to different learning styles and communications preferences.

3. **Steward MIT Resources.** Champion innovative, responsible and sound management of the fiscal and human resources entrusted to DSL by MIT.

4. **Revitalize our facilities.** Ensure all our facilities provide an environment that is conducive to learning and positive interaction by addressing the needs of deferred maintenance, safety and sustainability.
Academic Year 2011-2012
The Year of Planning

Fall Term 2011 – Pouring the Foundation
- DSL Mission revised, Core Values established
- Strategic Teams Themes developed, leaders selected
- Complimentary FSILG Strategic Planning effort begun

Spring Term 2012 – Building the Superstructure:
- Team Leader Meetings & All Teams Retreat
- Incorporation of DSL Visiting Committee comments
- Open sessions on major MIT Initiatives – MITx, Capital Renewal, Campus Security, FSILG Strategic Plan
- Each of 4 Strategic Theme Teams Worked in Parallel – 50 DSL staff and stakeholders participated
Academic Year 2012-2013
The Year to start Doing

- Fall Term 2012 – prioritizing and recruiting
  - Survey → What is most important? 109 voters & 3,823 votes
  - Priorities grouped in 19 “Implementation Team” opportunities
  - Leaders selected
  - 65 staff answered call – 15 Teams chartered
  - “Matrix” organization structure formed
  - Major Strategic Goals reviewed during budget discussion

- Spring Term 2013 – the doing starts
  - January 23 All Implementation Teams Retreat
  - Additional recruiting and stakeholder involvement underway
  - Follow developments on http://studentlife.mit.edu/strategic/plan
  - FSILG effort headed into implementation also

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Division of Student Life

Creating the Future of DSL
FSILG Plan – on to Implementation

Endorsed by IFC, Panhel, LGC, AILG

5 Themes – 22 Initiatives

Published on AILG Web Site
Questions?
Strategic Goals, Ongoing Work, and New Initiatives
December 2012 - June 2014

The current strategic goals of the Division of Student Life are listed under each of the four Strategic Themes developed in the current DSL Strategic Planning effort. Fifteen implementation teams, consisting of DSL staff and partners, are now engaged in achieving these goals.

THRIVING COMMUNITIES
Facilitate the vital social and intellectual connections of the MIT community on campus and around the world. Enhance that community by creating new opportunities for students to live and lead in ways that contribute to personal wellbeing and global citizenship.
Ongoing work includes: support for student activities, wellness, community building, and leadership development
  • Increase undergraduate and graduate student awareness of and access to support resources
  • Increase faculty, parent, and staff understanding of student wellness issues
  • Help students adjust to MIT and form positive academic, social, and personal connections
  • Foster opportunities to promote dialogue, interaction, and understanding across the student and MIT communities
  • Improve the tone of campus life through shared understanding of standards of behavior

PROMOTE INNOVATIVE TECHNOLOGY
Collaborate with students and MIT partners to ensure technology infrastructure and systems are adapted to future needs and usage is responsive to different learning styles and communications preferences.
Ongoing work includes: provide IT and business system support throughout the division,
  • Improve residential network service to comparable levels with academic buildings
  • Create a "Digital MIT – Student Edition" to lessen manual and duplicative student tasks
  • Establish DSL connection with MITx/EDx efforts to monitor progress and assess student needs
  • Create a new collaboration with IS&T to help drive technology enhancements within DSL
  • Work with IS&T to assess how students access electronic information, and identify new tools to meet student needs

STEWARDS MIT RESOURCES
Champion innovative, responsible and sound management of the fiscal and human resources entrusted to DSL by MIT.
Ongoing work includes: employee HR related services, budgeting, financial administration
  • Provide a greater array of professional development activities for DSL staff
  • Develop a DSL wide fundraising strategy based on DSL’s goals and objectives
  • Create and staff the DSL Diversity and Inclusion Committee
  • Develop and implement ways to increase the staff’s understanding of DSL’s budget

REVITALIZE OUR FACILITIES
Ensure all our facilities provide an environment that is conducive to learning and positive interaction by addressing the needs of deferred maintenance, safety and sustainability.
Ongoing work includes: operation of residence halls, athletic and campus common facilities, and campus dining locations.
  • Establish "DSL Facilities Revitalization and Capital Initiatives" committee
  • Create DSL unit level or individual building level "stewardship” groups.

Collaboration | Community | Excellence | Inclusion | Integrity | Leadership

http://studentlife.mit.edu/strategic/plan
Summary of Strategic Plan Themes and Initiatives

Theme #1: We will enhance the FSILG member experience
- Initiative #1.1: Provide educational guidance for leadership development
- Initiative #1.2: Assist FSILGs to define and articulate missions and values of organizations
- Initiative #1.3: Provide framework for individual members’ personal growth
- Initiative #1.4: Create opportunities for community building on the MIT campus

Theme #2: We will strengthen our partnership with the Institute
- Initiative #2.1: Articulate the autonomy of the FSILGs at MIT and their interdependence with MIT
- Initiative #2.2: Ensure that the FSILGs are integrated into the MIT campus housing plan
- Initiative #2.3: Build stronger faculty and staff relationships
- Initiative #2.4: Clarify the Resident Advisor (RA) program

Theme #3: We will revitalize our facilities
- Initiative #3.1: Create a plan to bring every FSILG house up to par with on-campus residence halls
- Initiative #3.2: Create “sand boxes” in houses to encourage collaborative learning
- Initiative #3.3: Develop a sustainable property management model
- Initiative #3.4: Develop tools to educate our member groups about capital planning
- Initiative #3.5: Address lease challenges in MITIMCo-owned leased housing

Theme #4: We will enhance the reputation of our community
- Initiative #4.1: Make the recruitment program more effective and efficient, especially with regard to its cost, timing, and stress on participants, and dissemination of information about member groups to potential members
- Initiative #4.2: Engage with MIT on ways to better integrate the recruitment program and FSILG membership with MIT’s First-Year Experience program
- Initiative #4.3: Develop tools to better inform the community of the positive aspects of FSILG membership
- Initiative #4.4: Develop tools to assist our member groups to perform more outreach to parents

Theme #5: We will strengthen alumni/ae involvement with our community
- Initiative #5.1: Develop new models for encouraging engagement between alumni/ae and their FSILG
- Initiative #5.2: Foster undergraduate mentoring programs
- Initiative #5.3: Expand alumni/ae communications
- Initiative #5.4: Further develop fundraising infrastructure and support
- Initiative #5.5: Continue to improve on excellence of alumni/ae community-wide programs