

MIT's Oldest and
Largest Newspaper

tech.mit.edu



WEATHER, p. 2

FRI: 70°F | 58°F
Mostly overcast

SAT: 78°F | 60°F
Mostly sunny

SUN: 81°F | 62°F
Sunny



Jessica L. Wass—The Tech

Jean H. Chang, PhD Candidate in the Department of Mechanical Engineering, received her doctoral hood from Chancellor Cynthia Barnhart PhD '88 and department head David E. Hardt PhD '78 in Johnson Athletic Center Thursday afternoon.

Prayer expunged from graduation after op-ed

Yet 'silence is not inclusion,' chaplain says

By Austin Hess
EDITOR IN CHIEF

Religious prayer, a part of the commencement invocation in previous years, will no longer be included in the ceremony, according to a message from members of MIT's Commencement Committee sent to undergraduates in May.

Instead, the email said there would be an "inclusive, secular invocation."

The change came in the wake of a *Tech* op-ed by Aaron L. Scheinberg G opposing the prayer and a survey administered to undergraduates by the Undergraduate Association soliciting feedback on the prayer.

Scheinberg's op-ed objected to the religious prayer delivered by MIT chaplain Robert M. Randolph, suggesting the tradition was exclusionary to the sizeable portion of MIT students who do not believe in the "God of Abraham, Jesus and Mohammed" invoked in his 2013 rendition.

When asked whether he was personally in favor of the change, Randolph said: "I think there is more conversation to be had. We are a very diverse community and silence is not inclusion nor does it lead to education."

Scheinberg said that students had brought up the religious invocation at a meeting of the Secular Society of MIT, a student group. "People felt personally upset in a way that I wasn't," he said.

Invocation, Page 18

In 2013-2014:

MIT Awards:

1,060 Bachelor's Degrees
1,811 Master's Degrees
14 Engineer Degrees
594 Doctoral Degrees

3,479 Total Degrees

Attending Commencement:

990 Undergrad Students
1717 Graduate Students

2,707 Total Students

INFOGRAPHIC BY WILL CONWAY

Hockfield compensated \$1,721,597 in 2012

MIT's highest-compensated employee was outgoing President Hockfield

By Alexandra Delmore
STAFF REPORTER

MIT's highest-compensated employee in 2012 was outgoing President Susan J. Hockfield, who received a total compensation of \$1,721,597, according to MIT's most recent tax filings. This is an increase from \$1,199,877 in 2011.

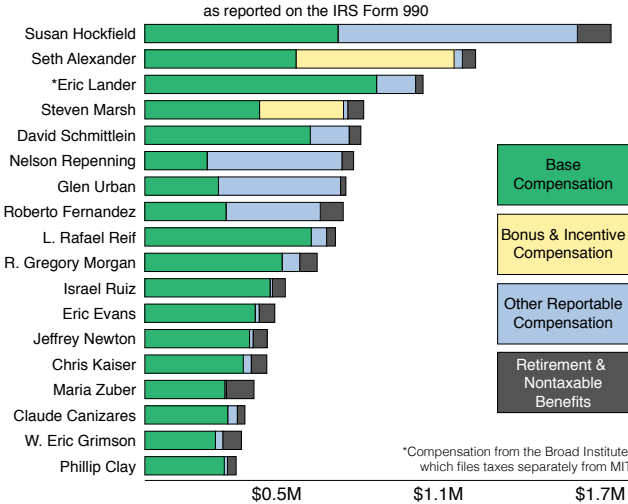
Current President L. Rafael Reif, who succeeded Hockfield midway through 2012, received a total compensation package of \$703,759, ranking as MIT's eighth highest compensated employee.

Harvard University President Drew G. Faust received a total compensation of \$1,040,637 in 2012.

Of Hockfield's 2012 compensation, \$713,106 was from her base compensation while \$884,039 was from other reportable compensation, and the rest was made up of retirement and nontaxable benefits. That year, Reif's base compensation was \$614,665 with other reportable compensation at \$56,438, and he also received benefits.

Seth Alexander, president of the MIT Investment Management Company, was once again MIT's second-highest-compensated employee. Alexander received a total compensation of \$1,221,350, which is an increase from his \$1,175,941 total compensation in 2011.

MIT Employee Compensation 2012



Compensation, Page 7

State police turn back packed Next House boat



Alexander C. Bost—The Tech

A state police boat escorted members of Next House back to the Sailing Pavilion during the MIT Sailing Challenge on Friday, May 16. The goal of the challenge was to transport as many people across the Charles in a Tech dinghy as possible, with cheating heavily encouraged. The 36 people the Next Sail team managed to fit on a highly modified tech dinghy (breaking their previous record by between 0.5 and 1 people) was enough to attract the attention of the Massachusetts State Police, who offloaded some crew members and escorted the vessel back to the dock without incident. No warnings or citations were issued.

MIT surveys graduates on goals, plans

Over half to work this fall

By Tiffany Chen
STAFF REPORTER

MIT students are on average well-off and tolerant, but not so service-oriented, suggests a survey administered to this year's graduating class. Seven in ten graduating seniors participated in the survey, which is administered by MIT once every two years.

The survey revealed that the estimated median income of parents who helped pay for MIT students' undergraduate education was \$125,000. The U.S. Census Bureau found that the 2012 U.S. median household income was \$51,371.

The highest-rated category in a section

Survey, Page 16

GIVING BLOOD TO THE TREE

Discover the joy of the Senior Haus tire swing.

CAMPUS LIFE, p. 8

GOVERNMENT'S DARK CORNERS

We review Glenn Greenwald's backstory of the NSA leaks.

ARTS p. 14

LIGHTING UP THE STAGE

Interview with Magic Man before Boston Calling.

ARTS, p. 12



BOSTON CALLING

Our take on performances by Bastille, Modest Mouse, Death Cab for Cutie, and others.

p. 10-11

BORED DURING COMMENCEMENT?

Check out our crossword and number puzzles.

FUN, p. 6

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CONGRATULATIONS

CLASS OF 2014

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Communication
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- Leadership
- Radar
- Robotics
- Sustainability
- Systems Engineering
- Tribology

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Germany begins inquiry in US surveillance case

By Alison Smale
THE NEW YORK TIMES

BERLIN — Germany’s federal prosecutor announced Wednesday that he had begun a formal investigation of what he called “unknown” members of U.S. intelligence agencies on suspicion that they had eavesdropped on one of Chancellor Angela Merkel’s cellphones.

Anger at the National Security Agency and the British intelligence services has simmered and occasionally erupted full force since the magazine Der Spiegel and other Western news media outlets published material last June from Edward J. Snowden, the former NSA contractor, suggesting that millions of Germans’ data and phone calls had been monitored.

By October, Der Spiegel uncovered evidence that Merkel’s cellphone was among those tapped. The German government, stung by the behavior of its most powerful ally, angrily demanded an expla-

nation. The White House swiftly assured the chancellor that she is not and will not be under that kind of surveillance, but omitted saying anything about the past.

Public anger and political pressure have only increased since. U.S. and German officials have failed to find a way to reconcile their need to combat terrorism with the Berlin government’s demand that secret services observe German law — which is strict on privacy matters — when operating in Germany.

The federal prosecutor, Harald Range, had been investigating the issue for months and came under strong pressure from members of Parliament and news media commentators in recent days after Sueddeutsche Zeitung, a respected newspaper, and one of Germany’s state broadcasters reported that he would not formally investigate the eavesdropping on Merkel’s phone.

Asked about this at a news conference at his Karlsruhe headquar-

ters, Range said, “I don’t know who made these predictions,” emphasizing that he took the official inquiry seriously but not commenting further.

In announcing his formal inquiry into the matter, Range’s office stated that “extensive preliminary investigations have established sufficient factual evidence of possible surveillance of a mobile telephone of Chancellor Angela Merkel by unknown members of the U.S. secret services.” The next step will be to question witnesses and examine documents, the statement said.

There was no immediate comment on the new inquiry from the U.S. Embassy in Berlin, which is said to have been the base for listening to Merkel’s phone.

Ben Rhodes, deputy national security adviser, told reporters traveling with President Barack Obama in Europe that “the best way to address the concerns that Germany has had about NSA’s activities is through a direct dialogue with us.”

White House on defensive over prisoner swap

By Charlie Savage and David E. Sanger
THE NEW YORK TIMES

WASHINGTON — The White House argued on Tuesday that the “unique circumstances” presented by the opportunity to return Sgt. Bowe Bergdahl gave President Barack Obama the authority to lawfully bypass a federal statute requiring the Pentagon to notify Congress a month before he transferred the five Taliban detainees necessary to complete the deal.

But the White House was forced by turns to defend its decision not to notify Congress and send important aides to Obama to try to apologize to angry lawmakers who said they were left out of the decision.

A timeline of the negotiations with the Taliban, provided by the White House, made clear that it knew an imminent transfer was possible by mid-May, roughly two weeks before it took place. And officials familiar with the sequence of

events said it was a desire to keep the talks secret for fear that it would scuttle the negotiations — and perhaps a reluctance to re-engage with Democratic and Republican members of Congress who were critical of the proposed swap in 2011 and early 2012 — that motivated the White House decision.

Arriving in Warsaw, Poland, on Tuesday on the first leg of a four-day European trip, Obama also found himself on the defensive over whether Bergdahl deserved special efforts to bring him home. “The United States has always had a pretty sacred rule, and that is, we don’t leave our men or women in uniform behind,” Denis McDonough, the White House chief of staff, traveled to Capitol Hill on Tuesday to calm Democrats at their weekly caucus lunch a day after, saying that “we didn’t have 30 days” to inform Congress about the negotiations with the Taliban. Sen. Dianne Feinstein, the chairwoman of the Senate Intelligence Committee, said she had re-

ceived a call from Antony Blinken, the deputy national security adviser, on Monday night apologizing for the failure to notify Congress. The ranking Republican, Sen. Saxby Chambliss of Georgia, said he had received a similar apology Monday night.

The White House’s problem has its roots in a federal statute that requires the secretary of defense, before transferring a detainee from the prison at Guantánamo Bay, Cuba, to notify Congress 30 days beforehand. Defense Secretary Chuck Hagel provided that notice only as the transfer was already taking place.

Republican lawmakers have accused Obama of violating that law.

On Tuesday, speaking in Poland, Obama cited exigent circumstances that made a month delay impractical and argued that the previous consultations with Congress, which spanned from November 2011 to January 2012, constituted the necessary consultation.

Victory in Syrian election is show of Assad’s control

BEIRUT — President Bashar Assad of Syria on Wednesday celebrated his overwhelming victory in a deeply disputed election, asserting his confidence and defiance in the Syrian conflict as supporters savored his success in thwarting the United States.

Syrian officials announced that Assad had been re-elected with 88.7 percent of the vote and reported turnout of 73.4 percent of eligible voters. Those numbers could be questioned on many levels, but that did not matter much, as the election was primarily a display of Assad’s continued control of important Syrian cities, the loyalty of his core supporters and the failures of his opposition and its backers.

For U.S. officials, it was a less triumphant day. Assad’s supporters celebrated with gunfire in Damascus and even in neighboring Lebanon, where Secretary of State John Kerry paid a visit Wednesday.

But the Americans were confronted with a sense that their policy on Syria and in the region was adrift.

The night before, Robert S. Ford, the career diplomat and Arabic speaker who was until recently the nominal ambassador to Syria and the main executor of U.S. policy there, declared on “PBS NewsHour” that he quit his post in February because the policy had failed and he “could no longer defend” it in public. He said that with the United States unwilling to seriously aid potential allies in the Syrian opposition, Russia and Iran had been “driving” the war’s dynamics by hugely increasing their support for Assad.

At the United Nations on Wednesday, the top official overseeing the destruction of Syria’s chemical weapons, Sigrid Kaag, confirmed that Assad’s government would miss the June 30 deadline set by the Security Council for the arsenal’s destruction.

—Anne Barnard, The New York Times

U.S. Supreme Court rebuffs call to end same-sex marriages in Oregon

WASHINGTON — The U.S. Supreme Court on Wednesday rejected a request to halt same-sex marriages in Oregon. The court’s one-line order gave no reasons for declining to issue a stay.

Many gay and lesbian couples have gotten married in Oregon since a May 19 decision from Judge Michael J. McShane of the U.S. District Court in Eugene, Oregon, struck down the state’s ban on such marriages.

“With marriages continuing in Oregon, we have 44 percent of the country living in a freedom-to-marry state,” said James Esseks, a lawyer with the American Civil Liberties Union, which represented some of the plaintiffs in the Oregon case.

Same-sex marriages are permitted in 19 states and the District of Columbia.

State officials had declined to appeal McShane’s decision. Oregon’s attorney general, Ellen F. Rosenblum, told the court that “there is no rational basis on which to defend the state’s same-sex marriage ban.”

The request to the Supreme Court that the decision be stayed came instead from the National Organization for Marriage, which opposes same-sex marriage.

The organization’s brief reminded the justices that they had issued a stay in January of a federal trial judge’s ruling allowing same-sex marriages in Utah. But that request had come from state officials.

Decisions from federal appeals courts in some of those cases are expected shortly, and the question of whether there is a constitutional right to same-sex marriage could return to the Supreme Court in its next term, which starts in October.

—Adam Liptak, The New York Times

WEATHER

Mostly dry weekend for commencement and reunions

By Kathryn Materna and Will Conway
TECH STAFF

As MIT welcomes the families of students and alumni for commencement and class reunions, the Boston “weather machine” is showing its notorious variability. A strong low-pressure system moved through the area yesterday, bringing heavy rain. During commencement this morning, the tail end of this

system is pushing through the region. Conditions will be mostly cloudy. Showers are possible, with the weather models predicting about a 20 percent chance of rain. The likelihood of rain diminishes later in the day Friday and into Saturday.

After this system moves over the Atlantic, we will experience more dry and seasonably warm conditions. The weekend will be mostly sunny with highs in the upper 70s.

Extended Forecast

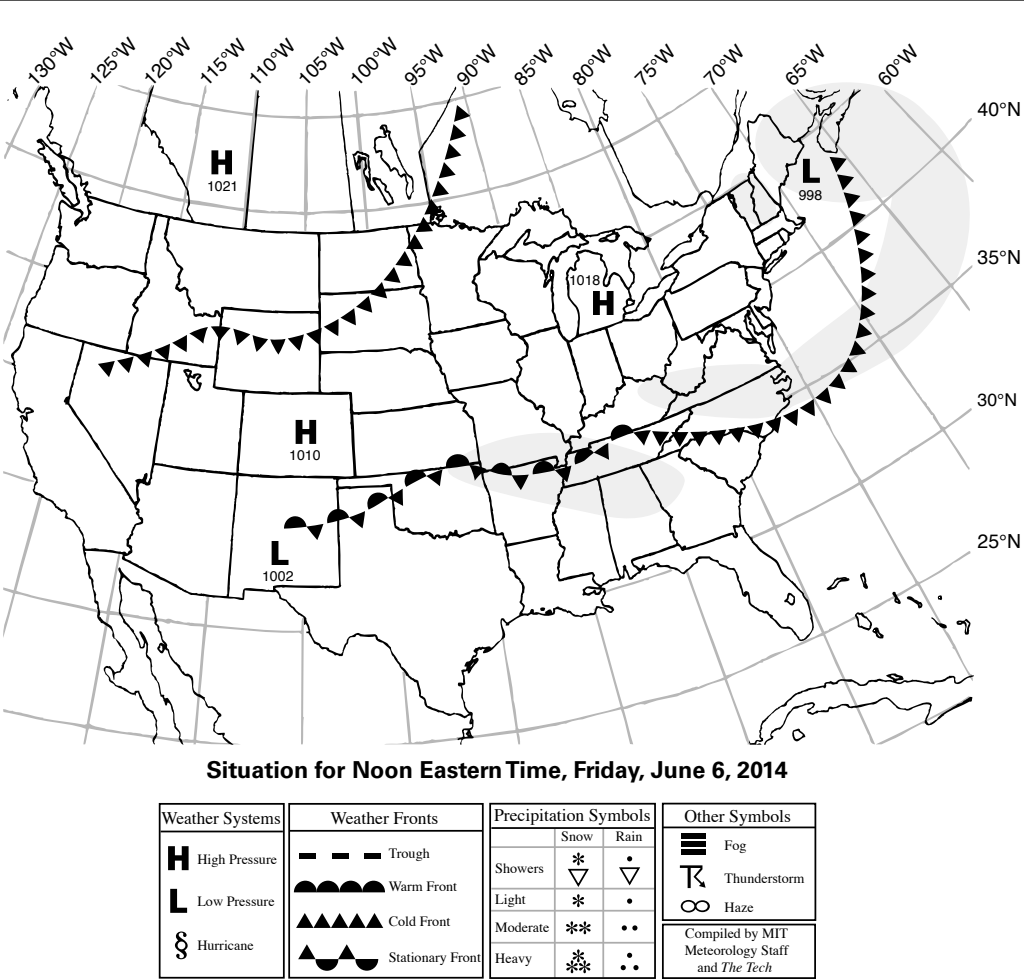
Today: Mostly overcast with a high of about 70°F (21°C). Winds from the northwest at 5–8 miles per hour.

Tonight: Partly cloudy with a low of 58°F (14°C).

Tomorrow: Mostly sunny with a high of 78°F (26°C). Slight chance of showers in the afternoon.

Sunday: Sunny with a high near 81°F (27°C).

Monday: Partly sunny with a high near 76°F (24°C).



Q.E.D.

COMMENCEMENT ISSUE

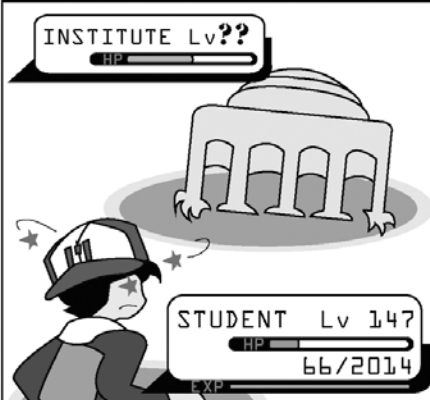


BY ERIKA TRENT

WHAT IT IS...



WHAT IT FEELS LIKE

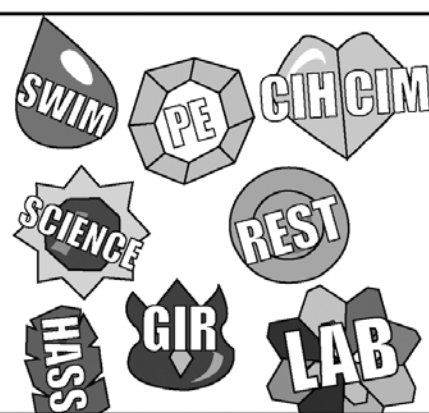


INSTITUTE USED
"FINAL EXAM CURVEBALL"
STUDENT IS CONFUSED!

WHAT IT IS...



WHAT IT FEELS LIKE



STUDENT RECEIVED
THE LAST REQUIRE-
MENT BADGE!

WHAT IT IS...



WHAT IT TOTALLY IS



CONGRATS, CLASS OF 2014!

Somewhere on the Search for Meaning by Letitia Li

by Letitia Li

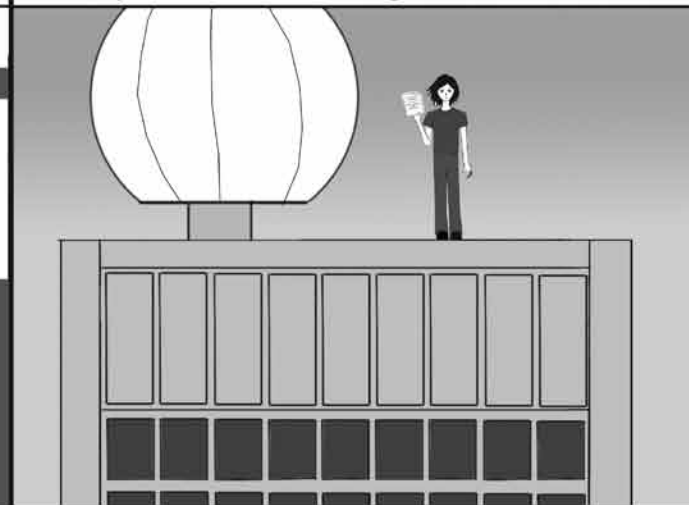
Young man, you're here to explain the incident that occurred this morning.



According to witnesses, for no apparent reason, you began to stab a pile of papers...



...After which, you decided to throw it off of the top of the Green Building...



And if your behavior wasn't appalling enough already...



...you then decided to torch your papers with a **stolen** soldering iron, and then roast marshmallows on them!

So what do you have to say about your attempt to murder your thesis?



It was self-defense!

[illegible]

Sudoku

6			5		7	2	1	
	7			6				
		1			8			
	9	6	4				3	2
1								8
7	2				5	4	9	
			3			8		
				2			6	
	4	7	8		6			3

Techdoku

15x	3x	21+			6+
			30x		
48x		3÷		4÷	
24x				30x	
	50x		18x		
		8x			6

Handy Fare by Lonnie Burton

1	2	3	4		5	6	7	8	9		10	11	12	13
14					15						16			
17				18							19			
20								21	22					
23						24	25	26						
			27		28		29				30	31	32	33
34	35	36			37	38				39				
40			41	42					43					
44						45						46		
47					48				49	50	51			
				52				53		54		55	56	57
58	59	60	61					62	63					
64					65	66	67							
68					69						70			
71					72						73			

57 Venomous snake	61 Ruckus
58 Biopic starring Kutcher	63 Marine predators
59 Cry after a spill	66 __ Jima
60 Corn Belt tower	67 ESPN media partner

Sloan faculty make MIT’s highest compensated list

Outgoing president Hockfield and current MITIMCO president Alexander lead table

Compensation, from Page 1

Some MIT-affiliated organizations pay comparable amounts to their leaders, those organizations’ tax disclosures show. Professor Eric S. Lander, who is the founding director of the Broad Institute, received a total compensation of \$1,027,400. Professor Anant Agarwal, CEO of the online learning initiative edX, received a total compensation of \$494,313.

Several faculty from the Sloan School of Management are among the highest-paid employees at MIT. While the base pay of these Sloan professors ranged from \$200,000 to \$300,000, their “other reportable compensation” was much higher in comparison to professors in other departments, ranging from \$300,000 to \$500,000.

According to a 2012 Tech article, some of this additional compensation comes from the

Sloan Executive Education Program, which offers classes to management executives in major corporations. Sloan faculty are paid by MIT for participating in this program, so the income appears on MIT’s tax return.

On the other hand, David Schmittlein, Dean of the Sloan School of Management, does not participate in the Executive Education Program; he received a base pay of \$611,076 and \$143,327 in “other reportable compensation.” Schmittlein is the only dean to make MIT’s list of highest compensated employees, which continues a trend from previous years.

Some of MIT’s highest-compensated employees also receive income from being on the executive boards of various companies.

The tax records from the Broad Institute and edX were previously reported on by John A. Hawkinson.

MIT’s highest compensated employees of 2012

Name	Title	2012 Base	Bonus & incentive compensation	“Other reportable compensation”	Retirement & non-taxable benefits	Total
Susan Hockfield	President (outgoing)	\$713,106	\$0	\$884,039	\$124,452	\$1,721,597
Seth Alexander	President of MITIMCO	\$558,355	\$583,546	\$30,600	\$48,849	\$1,221,350
*Eric Lander	Director, President, and CEO; Broad Institute	\$855,792	\$0	\$143,902	\$27,706	\$1,027,400
Steven Marsh	Managing Director - MITIMCO	\$423,666	\$310,008	\$15,500	\$59,007	\$808,181
David Schmittlein	Dean, Sloan School of Management	\$611,076	\$0	\$143,327	\$43,221	\$797,624
Nelson Repenning	Professor, Sloan School of Management	\$229,988	\$0	\$497,776	\$43,095	\$770,859
Glen Urban	Professor, Sloan School of Management	\$271,846	\$0	\$450,813	\$19,790	\$742,449
Roberto Fernandez	Professor, Sloan School of Management	\$299,754	\$0	\$348,240	\$84,692	\$732,686
L. Rafael Reif	President (incoming)	\$614,665	\$0	\$56,438	\$32,656	\$703,759
R. Gregory Morgan	VP & General Counsel	\$506,893	\$0	\$64,960	\$64,688	\$636,541
Israel Ruiz	Executive VP & Treasurer	\$462,382	\$0	\$8,837	\$47,542	\$518,761
Eric Evans	Director of Lincoln Laboratory	\$407,372	\$0	\$14,695	\$57,901	\$479,968
Jeffrey Newton	VP of Resource Development	\$386,609	\$0	\$13,015	\$52,184	\$451,808
Chris Kaiser	Provost	\$363,498	\$0	\$29,490	\$57,480	\$450,468
Maria Zuber	VP for Research (incoming)	\$295,324	\$0	\$6,212	\$101,620	\$403,156
Claude Canizares	VP for Research (outgoing)	\$306,032	\$0	\$35,354	\$28,178	\$369,564
W. Eric Grimson	Chancellor	\$260,733	\$0	\$27,078	\$68,749	\$356,560
Phillip Clay	Professor	\$293,415	\$0	\$11,667	\$32,291	\$337,373
Kirk Kolenbrander	VP & Secretary of the Corporation	\$263,432	\$0	\$840	\$60,777	\$325,049
John Reed	Chairman of the Corporation	\$265,290	\$0	\$1,125	\$4,069	\$270,484

*Compensation from the Broad Institute, which files taxes separately from MIT

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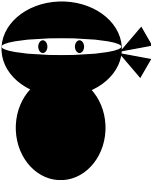
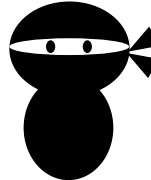
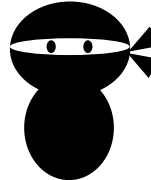
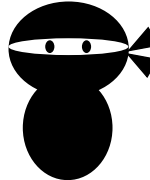
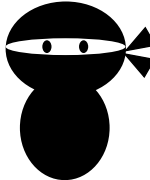
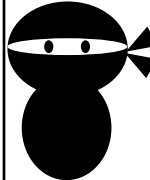

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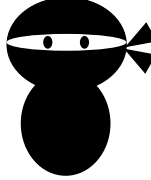
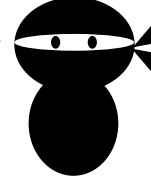
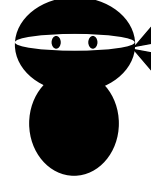
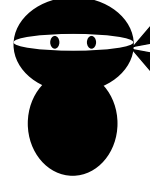
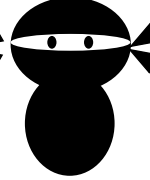
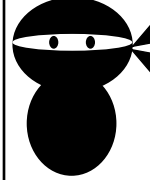
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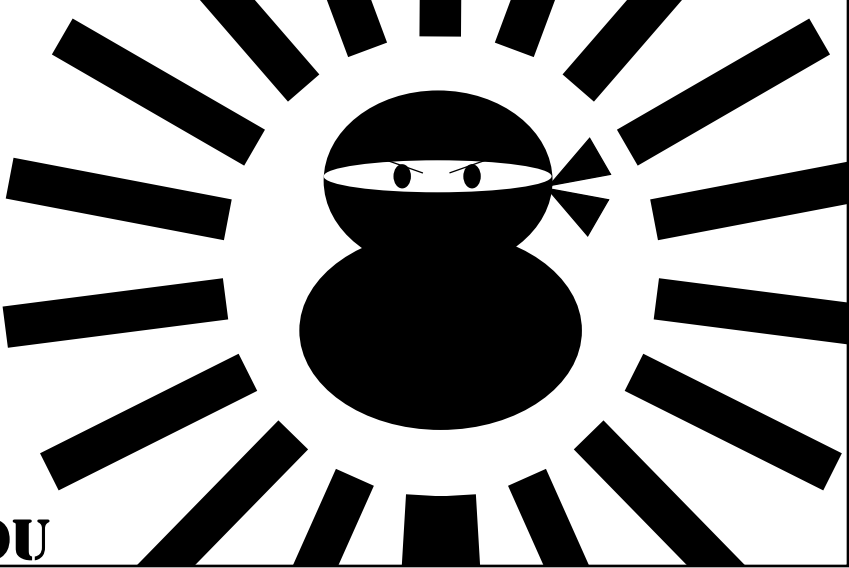
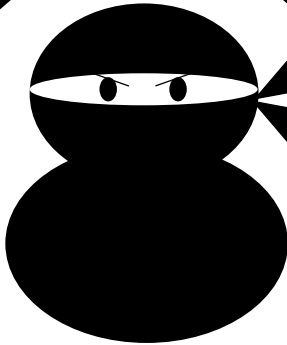
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Learning to tire swing at Senior Haus

You can buy the Sport Death shirt, and the Roast shirt, and even the Lambda Sigma Delta jersey (complete with purity score!). But there is a special rite of passage for those who want to be a true Senior Haus resident. I am speaking, of course, of learning how to tire swing.

Because of the high probability of injury, I had put off learning how to tire swing in my freshman, sophomore, and junior years. I could only watch as the other residents and alums pirouetted in the air. With skill comes confidence and tricks, such as leaning backwards to brush the ground with your hands, riding on top of the tire instead of in it, riding with two people, or picking up objects and throwing them at people with accuracy.

On the first day of my quest, I checked and double-checked that the rope was unwound. I grabbed the tire, took a deep breath, and started running in an awkward sideways shuffle. When I had run about 180 degrees around the tree, my body was lifted off the ground by the rope. My feet impacted tree. So far, so good.

Then I had to kick off at the correct angle so the tire swing would stay off the ground and swing in a circle rather than a

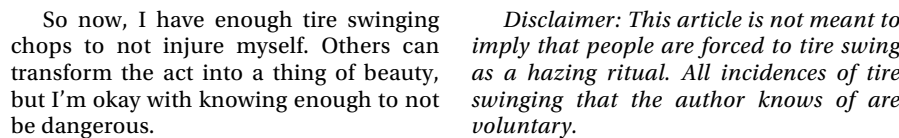
The next step to master is landing with your legs on the trunk, instead of back-planting. The amount of spin you have is controlled by how you kick off and how much you lean back. But it's awfully difficult to concentrate on these things when you're speeding through the air and can't see where you're going.

I was hyperventilating with adrenaline and pain after that first day. My elbows looked like I had been moshing with a biker gang. But I could not stop then. After the third day, I messed up my knee, and I was walking with a limp for a while. But still I persevered.

The secret to successful tire swinging is to do it without fear. The faster you run, the higher you land on the tree when you leave the ground, and the better you can kick off. You have to retain a cool head to control your spin, and you have to have enough reaction time in case things turn out badly.

In the end, what did I get from learning how to tire swing? An achievement in my trophy box, a notch on my belt, a lost purity point, a sheet of paper. Learning to tire swing is a peculiar type of education. It teaches a mind-over-matter philosophy: to wipe out and smash your elbows against the tree, stagger woozily and rub the pain from them, and then ask for another.

I'm glad to have had the opportunity to stare pain in the face, and learn how to deal with it. There are no guide rails, safety padding, or "you must be this tall to enter" signs, because life doesn't have those either. The injury is real, but there are safeguards in place that prevent things from going too far. After all, MIT Medical is only a couple steps away.



41 years of conflict resolution and mentorship

The MIT Ombuds Office, according to its mission statement, “helps people express concerns, resolve disputes, manage conflicts, and learn more productive ways of communicating” and serves as a neutral resource to the MIT community. Last year, MIT’s two ombudsmen received about 800 visitors, who collectively raised 3800 different issues, including academic concerns, interpersonal problems, and requests for referrals. Mary Rowe, MIT’s ombudsman, is retiring from her position at the head of that office this year.

Rowe first came to MIT in 1973 as one of two Special Assistants, serving in a role that later became the model for the ombudsman position. She was asked by Jerome B. Wiesner, then president of the Institute, to serve as an independent, neutral, confidential, and informal resource for conflict management and communication.

Wiesner and then-Chancellor Paul Gray first created the position in response to concerns raised by a women's group on campus in 1972. The group, composed of faculty, students, and staff, had asked Wiesner and Gray to establish a senior administrator to look after the interests of women.

Rowe said that Wiesner, an electrical engineer, approached his role as president of MIT with a systems perspective. She recalled, "He began with the idea of finding faults in the system that affected people." Rowe and Clarence Williams were hired as the two Special Assistants to provide quick feedback to the upper management. Rowe

had the title of Special Assistant for Women and Work, but both she and Williams saw anyone who came to them with impartiality and confidentiality.

When she first arrived on campus, a student reporter asked her what she'd actually be doing. Rowe responded, "I don't know yet, so if anyone has any ideas about how to improve the quality of life at MIT, please make an appointment and come see me." Trained as a research economist, Rowe started by gathering data for six months to compile a list of concerns.

After about five years on the job, Rowe made a list of 600 policies that had addressed issues she'd learned of.

When she presented the list to Wiesner, it took the president over an hour to read through the concerns. When he finished, he folded his hands and looked down at the floor. When he finally spoke, he said, "Mary, did MIT have any of these problems before you came?" and laughed. On the way out the door, he told her that she should help each person who came to her as well as she could and added, "Don't let any problem happen twice," a charge Rowe still sees as an integral aspect of her role.

According to Rowe, there were other ombudsmen in the late 1960s, but they focused on conducting investigations into individual conflicts. In contrast, Wiesner and Gray were

concerned about creating an institution that “made human beings visible,” so that the work of science and innovation could happen happily.

When asked if part of her role was watching for trends, she replied, "The word now that everybody uses is 'trends,' but Wiesner wasn't at all interested in trends. He in fact said to me at some point in the '70s, 'If it's a trend, every manager you talk to jolly well ought to know it. You pick up new problems.'"

After about five years on the job, Rowe made a list of at least 600 policies that had addressed issues that had come to her attention. Some were big, such as equal pensions for men and women serving similar roles, and others were smaller, like putting signs on the handicap ramps to keep them clear of bikes.

The current problems that Rowe sees? "Exhaustion, hands down. I'd put exhaustion first on the list, and perceived mean behavior second. In the last fifteen months, grief has been high on the list — and all its effects. Pace and pressure I'd say has been more of an issue every year for 42 years in my office."

In 1980, Rowe fell in with a small group of the original university ombudsmen, though they were mainly working on grade disputes and individual complaints. But she found people in roles similar to hers at Bell Laboratories, DEQ, Southland, and Anheuser Busch, and, in 1984, they founded the Corporate Ombudsman Association, later renamed The Ombudsman Association, of which she was a president. TOA eventually joined with other college and university ombudsman associations to form the Interna-

tional Ombuds Association, which is now the umbrella worldwide for all organizational ombudsmen.

Rowe also started the first listserv for ombudsmen to share knowledge in the 1980s. She said, "Every ombudsman occasionally gets a kind of issue that comes once or twice in the career of that person, but if you have a hundred ombudsmen, then maybe someone has seen that issue." In addition, many of the conflict management techniques she uses were developed by talking with other ombudsmen about problems to which there seemed to be no solution.

Rowe herself was faced with such a problem with reports of sexual harassment in the 1970s, long before the federal government's Equal Employment Opportunity Commission guidelines were established in 1980. "Very early on I met lots of people who would generally tell me that they don't want to rock any boats, they don't want anyone to lose face, but they do think that some kind of behavior should stop. They wanted complete privacy. The legal situation would be comparable to what now is true of bullying."

In response to these complaints, she invented a technique called Drafting a Letter, where a woman might write a letter to a supervisor laying out what happened factually, how she feels about the matter, and a proposed remedy. Was this technique successful? Rowe said, "In terms of just getting the individual alleged problem stopped, [the success rate] was well over 80 percent, approaching 99 percent for certain kinds of harassment."

When there’s no one else to talk to

An open and discerning ear

Ombudsman, from Page 8

Rowe is also an adjunct professor at the Sloan School, where she taught for over 20 years. She and Professor Robert B. McKersie, who was one of the two cofounders of the field of negotiation, developed courses in negotiation and conflict management in the 1980s that were among the first of their kind. Negotiation has since become the most popular elective course at Sloan, according to Professor Thomas A. Kochan, who co-taught Negotiation and Workplace Conflict Management with Rowe.

Kochan said: “Mary is a magician in class; she can ask students questions that get the discussion going like no one I’ve ever seen. She has a knack for building up suspense around a conflict or negotiation and asking, ‘Has that ever happened to you?’ And it just brings the class alive.” Rowe credits the popularity of the course to the integration of things she learned from her students.

Rowe’s professional contact with her students sometimes extends well into their careers. Kochan said, “They call her when they have a problem, and she’s a lifelong resource.” Many Negotiations students have gone on to occupy high-ranking positions in various organizations, including Kathleen O’Toole, the Seattle Chief of Police; Elaine Hill, the former Deputy Commissioner of the MA Department of Mental Health; and Jack Potter, the U.S. Postmaster General. Former Secretary of the Air Force and Institute Professor Sheila E. Widnall took a seminar of Rowe’s in the 1970s called Androgyny, which dealt with gender and gender roles.

At least six of her students became ombudsmen themselves, including Linda Wilcox, who became the ombuds-

man for Harvard Medical School. She recalled her first day in Rowe’s negotiation course, when Rowe introduced herself as the ombudsman at MIT. Later that evening, Wilcox told her husband, “I don’t know what that is, but I’m going to be it,” citing the sense of fairness, integrity, and justice that she sensed in Rowe.

Thomas C. Mills ’77, who took Rowe’s freshman seminar in 1973 and stayed in touch with her, later serving as a teaching assistant, said that Rowe was a personal influence. “Mary had me focus on what I wanted to do after MIT in a way I really hadn’t thought about. I would wander into her office once or twice a month just to say hi, and she always made time for me.”

Linda Wilcox mentioned Rowe’s perseverance, recalling a case that they had worked on together. Rowe had told her, “You don’t drop because you get tired. You need to follow through and get the data.”

For Professor McKersie, Rowe was a resource not only for students but also for him as a deputy dean at Sloan when he needed someone to talk through problems. “You’d go to her, and there’d be instant connection, readiness to help think through what’s an approach to solving that problem. She doesn’t give you specific examples, but helps people think how they are going to resolve problems.”

Next year, Rowe will continue in her role as adjunct professor at Sloan. She’ll be writing papers about several different topics, including the origin of the Ombuds Office, giving ad hoc lectures on the role of bystanders in cases of bullying and harassment, and revising her course on OpenCourseWare to make it more accessible.



Two vibrant rainbows appeared spanning the Charles River after the rain last Friday.

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Boston Calling

Back for round 3

By Brianna Berrios

Only one year after its inception, Boston Calling is already making a name for itself as a top music festival for rock-lovers all along the East Coast. Fans of all ages, from enthusiastic high schoolers to parents, came together Memorial Day weekend to listen to some of their favorite artists while downing Sam Adams and dancing the night away.

The lineup this spring included big names — alternative rock band Death Cab for Cutie and smooth rocker Jack Johnson, to name a couple — as well as more local bands like Magic Man and Tigerman Woah!, both of whose styles fit in with their better-known counterparts.

A new addition this year was a kickoff concert on Friday evening. Even though only one stage was in use and only three acts performed, the City Hall Plaza was packed as people squished toward the main stage. Up first was Cass McCombs, his attractive melodies punctuated by spectacular guitar solos. Next was the spiritual and spectacular Edward Sharpe and the Magnetic Zeros, followed by Jack Johnson's smooth acoustics. The evening chill that eventually settled in did little to dampen the crowd's enthusiasm.

Though there were ten acts on Saturday, only one band played at a time, so no one had to miss their favorite act. Notable acts included The Neighborhood — who played their popular "Sweater Weather" with more recent songs from their new mixtape #000000 & #FFFFFF (HTML color codes for black and white) — as well as Jenny Lewis and The Head & The Heart.

The long anticipated "mystery band" in the original lineup, The Decemberists, was well worth the hour-long wait in a heavy downpour. Nearly the entire audience waited to listen to Cab for Cutie — the most anticipated act of the night.

The Sunday schedule was, for some, the most anticipated lineup of the entire weekend, evidenced by the crowds ex-

tending almost to the food stands bordering the plaza. Most of the better-known acts played near the end of the day, and the weekend concluded with an astounding performance by Modest Mouse.

Built to Spill, often credited as one of Modest Mouse's biggest musical inspirations, played a very boisterous yet still enjoyable set in the afternoon. Next was Phosphorescent with a rock sound laced with psychedelic themes, followed by two of the more pop-like acts, Tegan & Sara and Bastille.

These two were in stark contrast to the band Brand New, which played a heavy punk- and metal-influenced set. Although it might have been too loud for some (like me), it sent those in the first rows into a wild, ecstatic, thrashing dance. Modest Mouse wrapped the entire festival with the last act of the night.

Because their last tour was almost four years ago, as soon as Modest Mouse hit the stage, the audience went crazy. They played a wide variety of their songs including crowd-pleasing "Float On" and "The World at Large," during which multiple crowd surfers could be seen having the time of their lives. They even came back for a three-song encore, playing "Cowboy Dan," "Shit In Your Cut," and "Satin In A Coffin."

Overall, the show was a great success and perhaps an improvement over last year. This year's festival was completely sold out, with total attendance rising to 60,000. Additionally, the alcoholic drinks were no longer contained to a single area, and the audience was easy-going and willing to dance.

On the ride back, I overheard plenty of conversation discussing plans to come back in September for another round of Boston Calling. Although fewer rock musicians will be present, this September's edition will include artists such as Lorde, Childish Gambino, and Neutral Milk Hotel. Fans can buy tickets for September's Boston Calling online at <http://bostoncalling.com>.



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- PHOTOS BY JESSICA L. WASS—THE TECH
- 1. Bastille frontman Dan Smith thrilled the crowd Sunday evening.
 - 2. The Decemberists played their set despite a sudden downpour.
 - 3. Jonathan Russell of The Head and the Heart showed why they have a reputation as such a great live band.
 - 4. Modest Mouse closed the final day of the festival.
 - 5. Death Cab for Cutie was the Saturday closer after the brief showers cleared.
 - 6. Jesse Lacey of Brand New gave an energy-filled performance to a receptive crowd.
 - 7. Jenny Lewis played earlier Saturday afternoon.



MOVIE REVIEW

Godzilla is great eye candy, but not much of a story

Latest remake is a visual tour de force with a rather shallow storyline



COURTESY OF WARNER BROS. PICTURES

A scene from Warner Bros. Pictures and Legendary Pictures’s action-adventure movie *Godzilla*.

By Roberto Perez-Franco
STAFF WRITER

Feel free to call *Godzilla* (2014) — by far and without contention — the best Godzila movie ever made after the 1950s. The reference to the 1950s should spare you the thorny task of comparing this new work with the first *Gojira* (1954), and its American remake, *Godzilla, King of Monsters!* (1956), which are now well-established classics. So, if you are a Godzilla groupie, this is a five-star movie for you.

Yet this accolade says little: few franchises have spawned as many bad movies as Godzilla. It would be equally true to say that the most recent film is the least bad of all the Godzilla movies. Such are the perils of reviewing a movie as part of a subgenre. But I would like to consider whether this film, irrespective of how it compares to Roland Emmerich’s widely derided *Godzilla* (1998), is a good film on its own right.

In pragmatic terms, should you cough up the \$30 to see it with your boyfriend this summer? That would, of course, depend on what you and your boyfriend are into. “People who like this sort of thing,” said Lincoln, “will find this the sort of thing they like.” If you like movies heavy on mayhem and light on plot, then *Godzilla* is absolutely worth the money. It is sure to provide you an enjoyable evening with plenty

of action, scares and jaw-dropping special effects.

If you are in this demographic, there’s no need for me to describe the story, since you’ve already seen it before many times, and it’s not like you will watch it for the depth of the plot.

The visual and audio special effects are just amazing. *Godzilla* is very well designed and rendered. The bad monsters are particularly scary-looking, and at times downright terrifying. And there is a very

This retelling of the old story has no depth to it. Humanity is exonerated of any responsibility in creating the monster.

high production standard overall: the cinematography is top-notch, with panoramic shots of the victimized city that really convey the scale of the monsters relative to the puny humans. So if eye-candy is your priority, go and see it: for you it is a four-star film.

Finally, if you are not necessarily into this kind of movie but have seen a few familiar faces in the trailers, you may be hoping this one may be a sort of a hidden gem, with the likes of Bryan Cranston (of cult stature after his magnificent role in *Breaking Bad*), Ken Watanabe (*Inception*, *The Last Samurai*, *Letters from Iwo Jima*)

and Juliette Binoche (*The English Patient*) in the cast. Yet these heavyweight stars are reduced to impotent, spectator-like roles in the movie, and in hindsight can only be called supporting actors at best.

I’m a fan of Cranston, Watanabe, and Binoche, and harbored the secret hope that they would join forces to make a movie with some gravitas and drama. I was thoroughly disappointed with how little director Gareth Edwards and writers Max Borenstein and Dave Callaham did with the

premium raw material they had access to. If you were going to see this movie for the actors that appear in the trailers, don’t. You won’t get your time’s worth: it’s a three-star movie at best.

The biggest beef I have with *Godzilla* (just don’t tell him: he’s one big scary monster) is that this retelling of the old story has no depth to it. Humanity is summarily exonerated of any responsibility in creating the monster. In this version, we just awakened it with our nuclear bombs.

As a species we are bystanders, like the frogs in Aesop’s fable about the fighting bulls, simply watching the big boys duking

★★★★☆

Godzilla

Directed by Gareth Edwards

Starring Aaron Taylor-Johnson and Elizabeth Olsen

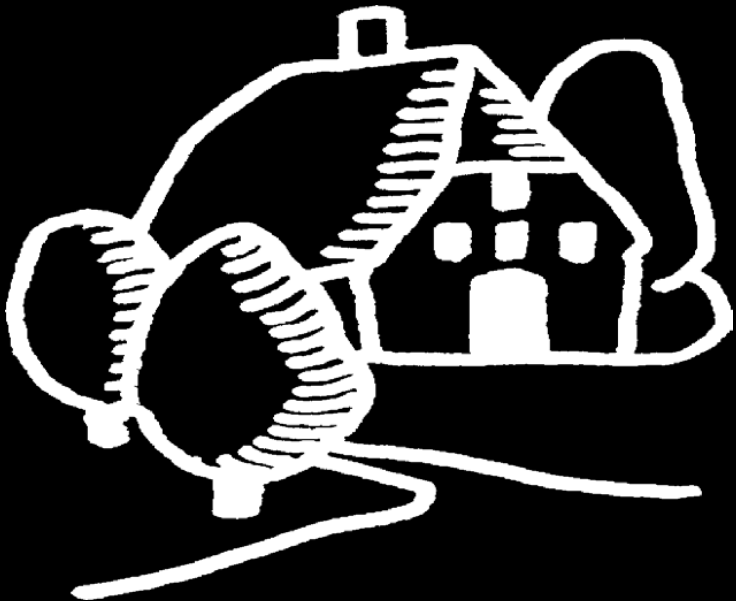
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Now Playing

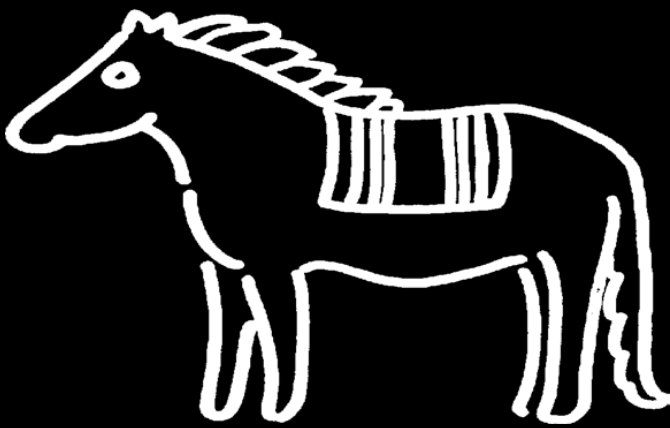
it out above us while we hope they don’t accidentally step on us in the process. Both *Godzilla* and its antagonists are, in this new version, the result of Nature, not human action. And Nature, we are told, will find a way to restore the balance. The best thing we can do is step aside.

Such a message, in this day and age, smells of cowardice. A braver stance, a return to Godzilla’s origin as the consequence of human meddling, and more work on the human side of the story could have made *Godzilla* a good movie in the larger scheme of things. But the absence of these renders it merely the best in a largely mediocre franchise.

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Solution to Crossword

from page 6

L	A	B	S	T	A	P	A	S	F	E	E	D
A	W	A	Y	E	M	E	R	Y	U	R	D	U
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P	I	T	B	O	S	S	T	W	I	S	T	Y
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					L	E	A		R	U	M	I
S	A	L			O	X	E	N	R	E	L	I
K	N	U	C	K	L	E	S	A	N	D	W	I
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NEWS BRIEFS

J. Meejin Yoon to head the Department of Architecture

J. Meejin Yoon, the newly appointed head of the Department of Architecture, will be the first woman to fill that position when she assumes the post July 1 according to MIT News.

Yoon, who has been a faculty member in the School of Architecture and Planning since 2001, has won many awards in her field and has been praised for her “multidisciplinary practice” working at the “intersection of architecture, interactive environments,” and “public space,” the article said.

Yoon told MIT News she believes her department is in a unique position to capitalize on its context within a world-renowned institution of science and technology. She hopes to continue to build on the strengths of the department “for the next generation of our disciplines.”

Alan H. Guth '68 to share million-dollar prize in Astrophysics

Alan Guth will share the Kavli Prize in Astrophysics with Andrei D. Linde and Alexei A. Starobinsky, according to the Kavli Foundation’s website. All three were recognized for their work on filling in theoretical gaps in the Big Bang theory .

Guth’s contribution was his 1980 hypothesis “that the universe was initially trapped in a peculiar state from which it decayed, in the process expanding exponentially and liberating the energy present in our universe today,” according to the prize announcement.

Guth’s hypothesis, which is called the theory of cosmic inflation, received widespread attention in March when researchers found evidence in support of the hypothesis in the form of gravitational waves reportedly produced by the inflation, according to MIT News.

—William Navarre

Most seniors were satisfied with MIT

Almost half plan to stay in Mass.

Survey, from Page 1

on campus life was the climate for LGBTQ students on campus, with 94 percent of respondents indicating that they were either “very satisfied” or “generally satisfied” with the climate.

The most popular long-term goal of graduating seniors was raising a family, which 70 percent of students rated as “essential” or “very important.” Ever practical, MIT graduates rated being well-off financially as the second most popular goal, with 69 percent of respondents reporting that it was “essential” or “very important” to them.

In contrast, volunteering was rated as essential by only 8.4 percent, and participating in politics or community affairs by an even lower 5.0 percent.

According to the survey, 89 percent of respondents were generally or very satisfied with their overall education at MIT, which is slightly higher than the percentage in 2012.

A little over half of the respondents indicated that they were planning to work for full-time pay this fall; 37 percent indicated that they were headed for a graduate or professional school (respondents could choose more than one option), slightly lower than the 39 percent in 2012.

Of the respondents who planned to work full-time, 61 percent had already accepted a position by late May, while 6.9 percent were still considering offers. And of those who had accepted a position, the most popular industries were computers/IT (20

percent), engineering/architecture/design (16 percent), and finance (10 percent). Seventeen of respondents who have accepted a position will be working for a startup.

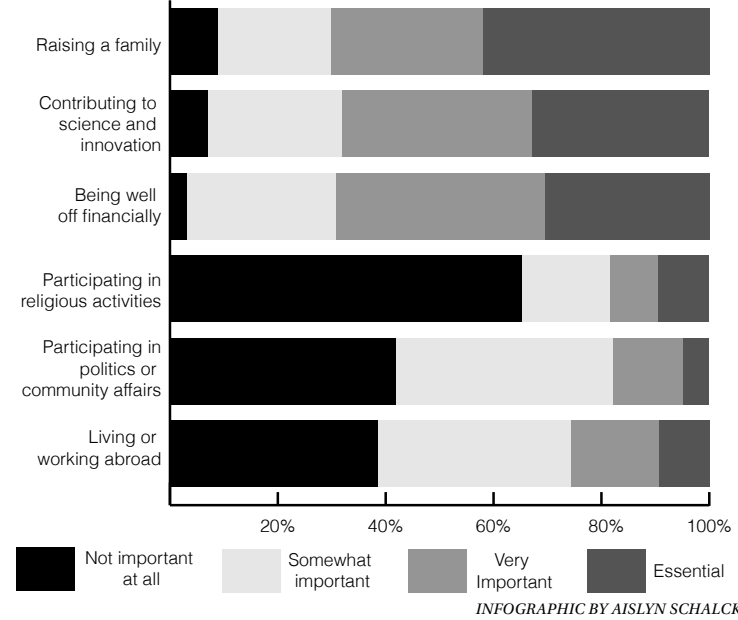
On the other hand, of those who are going back to school, about a third are pursuing a PhD, a third a Master’s degree in engineering, and a fifth a Master of Science.

A sizeable fraction of the senior class is not moving too far: of the 85 percent of respondents who will be residing in the United States next fall, almost half are staying in Massachusetts, with California and New York the next most popular states.

Since the survey closed in May, post-graduation plans will be better captured by the ongoing Graduating Students Survey sponsored by the MIT Global Education & Career Development office.

Overall, feelings about the MIT undergraduate experience were generally positive; most respondents indicated they would “definitely” or “probably” recommend MIT to a high school senior in their position. Furthermore, MIT seniors were overwhelmingly satisfied with the quality of instruction across all subjects. Student government received the lowest satisfaction rate (56 percent) of any aspect of campus life, though the number is up from 2012.

Finally, students seem to have gotten slightly better at maintaining a balance between academic work and extracurriculars, with 81 percent of respondents “strongly agreeing” that they found a balance between the two, compared to 75 percent in 2012.



Solution to Techdoku

from page 6

3	1	4	6	5	2
5	3	6	2	1	4
2	6	3	5	4	1
6	4	1	3	2	5
4	2	5	1	6	3
1	5	2	4	3	6

Solution to Sodoku

from page 6

6	8	9	5	3	7	2	1	4
4	7	5	1	6	2	3	8	9
2	3	1	9	4	8	7	5	6
8	9	6	4	7	1	5	3	2
1	5	4	2	9	3	6	7	8
7	2	3	6	8	5	4	9	1
5	6	2	3	1	9	8	4	7
3	1	8	7	2	4	9	6	5
9	4	7	8	5	6	1	2	3



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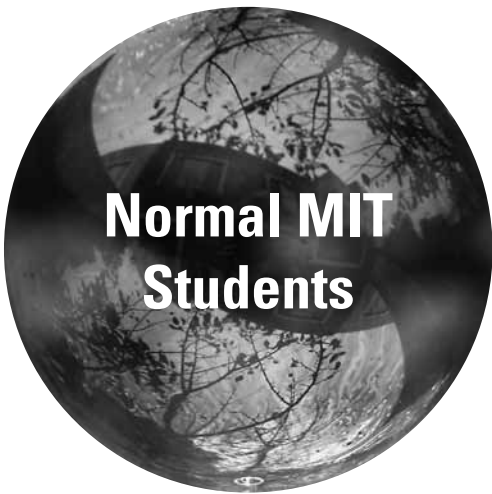
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Undergrads differ on prayer question

Grad student's op-ed starts talk

Invocation, from Page 1

After the text of the prayers of previous years was sent to the group's discussion list, however, first Cory D. Hernandez '14 and later other members of the Secular Society met with Randolph about the matter.

In these meetings, before the publication of Scheinberg's op-ed, Randolph said that he wanted to make the invocation as inclusive as possible by finding a compromise between different student requests.

Scheinberg said that after the op-ed was published he received a great deal of positive feedback.

"That kind of support maybe a week after the op-ed came out made me contact the administration," he said. "I sent an email to Grimson and President Reif summarizing the article and saying, 'Here's the feedback I received.'" (Capital campaign head Chancellor Eric Grimson PhD '80 is the chair of Commencement Committee.)

According to UA President Sidhanth P. Rao '14, Executive Officer for Commencement Gayle M. Gallagher contacted him and Class of 2014 President Anika Gupta '14 on April 24 to seek their personal input, as well as that of the undergraduate body.

In response, the UA, with the help of the Class of 2014, sent out a survey to undergraduates on April 27, citing Scheinberg's piece (but incorrectly identifying it as an editorial rather than an op-ed). Rao said that neither he nor Gupta had received comments from students about the invocation before the publication of Scheinberg's piece, and they only received one before the release of the survey.

The survey received 617 responses, according to Rao, who said that while there was no certificate authentication process, there did not appear to be duplicate submissions to the form, which only allowed text-based comments.

Data provided by Rao showed that 566 of the responses were aggregated by sentiment into categories

ranging from "[the invocation is] important to have" to "I won't attend if invocation remains." A plurality, 246 respondents (43 percent), were classified as saying they would "like to remove" the religious prayer, while 193 respondents (34 percent) said they would "like to have" it.

The proportions of responses saying the prayer was "important to have," "not a big deal," or "important to remove" were each less than 5 percent, while those classified as preferring a "moment of silence" made up 11 percent of the responses. Among those who provided a reason for preferring to keep the prayer, nearly three-quarters of those 63 responses cited tradition.

Scheinberg, UA Vice President Devin T. Cornish '14, Gupta, and Chandler R. Schlupf '14 met with the Commencement Committee to discuss the results of the survey. Randolph was not present at the meeting.

Scheinberg also felt that written suggestions for an invocation without a prayer that he prepared for the meeting were useful in explaining the objection to the religious aspect.

According to Gallagher, Grimson also consulted with other "senior officers" in MIT's administration about the decision. She said she had not received complaints from faculty or students in previous years and that to her knowledge no such change has been considered before.

Randolph told *The Tech* that he was involved with both the decision to remove the religious prayer and the determination of an alternative invocation.

"The important thing is that student voices were heard," Randolph said. "We all have things to learn and sometimes we learn best from one another."

Gupta said, "I was really happy with the process by which the decision was made. Student feedback was sought on a controversial topic, and a decision was made that clearly took this feedback into account"

Patricia Z. Dominguez contributed reporting.

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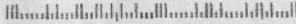
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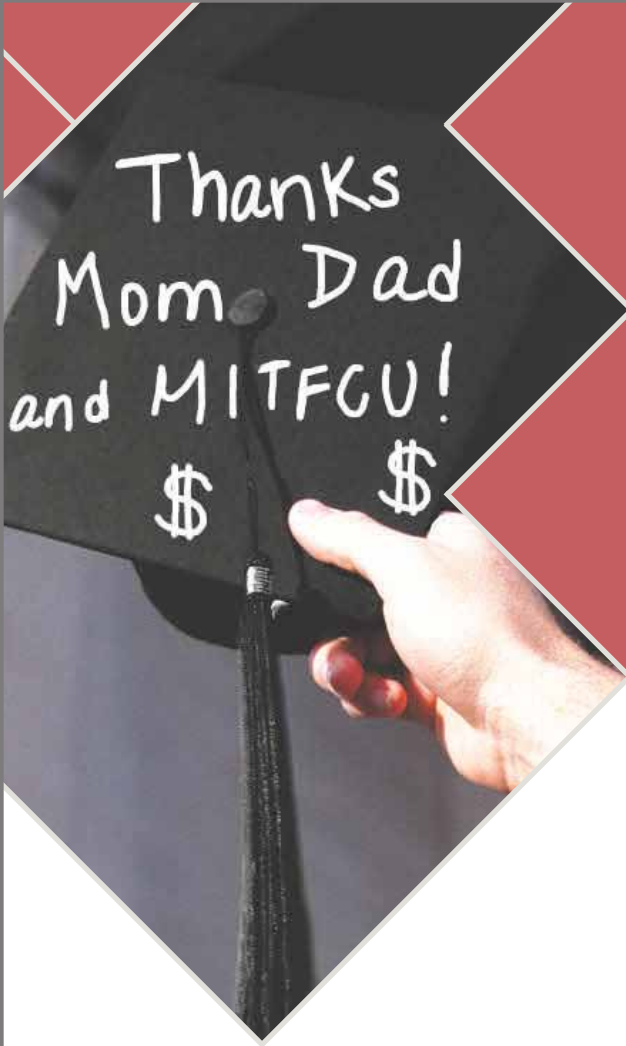
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