



THE
YEAR
IN
REVIEW
2015

2016

BY REV. PHILIP L.
BOROUGH, S.J.

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The windows of my office provide a view of the quad below Fenwick, bound by Carlin, Alumni and Kimball Halls, and, beyond, the city of Worcester. One of the pleasures of living in New England is the ever-changing scenery visible from those windows, as season follows season. The view is pleasant, but it also grounds me in the rhythms of nature, and reminds me of the passage of time. I have come to cherish that Holy Cross is, at once, both rooted in history and tradition, and, at the same time, dedicated to growth, to evolution, to becoming more. How we, as a community, hold on to the former while we engage the latter is one of the creative challenges that faces me daily.

The past year has been an eventful and memorable one, a time in which we have celebrated our Jesuit mission, while simultaneously looking forward to the future needs of our students and the Holy Cross community. My own sense is that we have entered into a defining moment in the history of the College. The values and the vision inherent in the history and mission of Holy Cross and embodied in our alumni offer discernment, empathy, wisdom and compassion to a fragile world that has been demoralized by superficiality, self-centeredness and violence.

St. Ignatius Loyola famously instructed his companions to “go forth and set the world on fire.” Almost half a millennium later, this remains our calling. As individuals, and together as a community, the people of Holy Cross are called to light the fire of lifelong learning, of ethical insight and of responsible stewardship. This fire has many sources—our students, our alumni, the extended family and friends who make up this remarkable community. Each constituency, in its own way and using its unique talents, has contributed to the successes of the past year. I especially want to acknowledge our outstanding teachers and scholars of inspiring talent and dedication. In the last academic year, the nearly 300 members of the Holy Cross faculty produced more than 330 pieces of professional work—27

books, 10 abstracts, eight dictionary and encyclopedia entries and essays, 184 articles, 18 chapters of books, 22 productions and exhibitions, seven grants and 56 reviews. These numbers speak volumes about the industry and enthusiasm of our extraordinary faculty for their academic pursuits. In addition, nine faculty members were awarded Batchelor Ford Fellowships, and four faculty members have been selected to receive O’Leary Faculty Recognition Awards.

The professional achievements of our faculty inspire our students to be creative, take advantage of interesting opportunities and explore their interests, wherever they may lead. This fall, seven of our students will be participating in a semester program in New York City for the first time. This program is modeled on our successful Washington Semester Program. The New York Program is the latest in a series of initiatives that offer our students the opportunity to use the knowledge they are gaining in our classrooms, studios and laboratories in a new context. These mentored, independent opportunities give our students the direct experience of linking theory and practice.

Our position as one of the nation’s finest exclusively undergraduate liberal arts colleges was once again noted by multiple sources, including *The Princeton Review*, *Forbes*, *Money*, *Payscale* and *College Factual* (see details in highlights

of the past year, Page 6). Clearly, it is our dedicated and talented faculty that have helped us achieve such prominence.

We have witnessed the beginning of the transformation of our campus, as our initial building projects start to take shape. I am particularly pleased and moved by the opening of the Thomas P. Joyce ’59 Contemplative Center. This new facility speaks to the heart of who we are and what we do. The Center will be a sanctuary for years to come, offering a peaceful space for reflection, where the soul can be renewed. In this beautiful new setting, the College’s longstanding tradition of life-changing retreats will continue to grow and to help shape the spiritual lives of generations of future Crusaders.

The expansion and renovation of the Hart Center at the Luth Athletic Complex has steadily progressed over the last year. Each time I visit the construction site and watch work on the Complex progress, I think of the excitement and spirit we experienced this past March, when our men’s basketball team won its first NCAA Tournament game since 1953. The passion of Holy Cross fans was contagious, spreading from campus to social media to the national press.

Another way in which this sense of pride was evident over the past year was in the philanthropic records we broke as an institution. The College attracted national attention over Winter Homecoming weekend, when our “Give Purple” micro-challenge shattered previously held records. In just 43 hours, more than 6,200 donors contributed \$1.94 million to Holy Cross. This was a fine example of the passion, loyalty and generosity of the community. The momentum created by “Give Purple” continued through the spring and resulted in a record year in total giving to the College, with \$46.7 million raised.

Clearly our alums believe in the Holy Cross mission and our vision of the future. We have always been a community of “rebellious optimists,” and this past year, we demonstrated



how invested we are in what we do and in our belief that our work, our vision and our unique way of preparing leaders can change the world and create a bright and just future.

I remain excited as I look at the year—and the years—ahead of us. In the months to come, you will be hearing about ideas and initiatives that are bold and innovative. We are continuing to make progress on the plans for an arts center, which we imagine as a hub of creativity for the entire campus community. This high-tech facility, designed by renowned architects Diller Scofidio + Renfro, will bring the College into a new era of inspiration, in which we will develop classes, curriculums, research opportunities, laboratories and technical programs all dedicated to new visions of teaching and learning, grounded in the ethical and reflective traditions of our Jesuit heritage—a synthesis of the best of the past and the future that will define us as a model for educational excellence in the 21st century.

The 2015-2016 academic year was a time of vitality and steady, abundant success. As we embark upon a new and exciting year on Mount St. James, I wish to thank the entire Holy Cross community for the support, the passion and the abiding commitment to both our tradition and our dreams for the future. ■

HIGHLIGHTS

ACADEMICS

The College's position as one of the nation's finest exclusively undergraduate liberal arts colleges was once again noted by multiple sources.

- *College Factual* ranked Holy Cross 19th among all 1,393 colleges and universities in the country.
- *The Princeton Review* declared Holy Cross one of the "Top Colleges that Pay You Back," praising our faculty for making our students' four years at Holy Cross an extraordinary value, and recommending the College for students seeking superior academics, outstanding career preparation and generous financial aid. The *Review* also ranked Holy Cross sixth in the nation for "most accessible professors."
- *Forbes* ranked Holy Cross 19th in the nation on its list of "Best Value Liberal Arts Colleges" and gave the College a grade of "A+" for "fiscal soundness."
- *Money* magazine ranked us 16th in its list of the 50 best liberal arts colleges.
- The *Payscale* "2016 College Return on Investment Report" put Holy Cross at #8 on their list of "best value liberal arts colleges" in the country.
- There are six Fulbright Scholars in the Class of 2016.

ADMISSIONS

Of the 6,595 applicants who applied for admission to the Class of 2019, 37 percent (or 2,442) were accepted.

Approximately 24 percent of the class is African-American, Latin American, Asian-American and Native American (ALANA). Students come from 35 states and 10 countries. About 84 percent of students rank in the top 20 percent of their high school class. Men represent 48 percent of the class and women 52 percent. Fifteen percent are first-generation college students, and 11 percent are sons or daughters of Holy Cross alumni.

FACULTY

The College's renowned faculty is dedicated to advising and mentoring; this pastoral care for the entirety of the individual is one of the hallmarks of the College. Our faculty are also scholars and researchers in their own right, contributing to the advancement of their fields of study.

- Nearly 300 members of the Holy Cross faculty produced more than 330 pieces of professional work: 27 books, 10 abstracts, eight dictionary and encyclopedia entries and essays, 184 articles, 18 chapters of books, 22 productions and exhibitions, seven grants and 56 reviews.

- Five faculty members were awarded tenure and promoted to the rank of associate professor:

Florencia Anggoro, psychology
 Joshua Congdon-Hohman, economics
 Ara Francis, sociology and anthropology
 Rev. John Gavin, S.J., religious studies
 Nadine Knight, English

- Four faculty members received O'Leary Faculty Recognition Awards, given to senior faculty members who have made special contributions to the College through their teaching, scholarship and service:

Robert Baumann, economics
 Rosa Carrasquillo, history
 Suzanne Kirschner, psychology
 Madeline Vargas, biology

THE ARTS

This past year also demonstrated the College's ongoing commitment to the arts and their value as an essential element in a classical liberal arts education.

- The College is working with the architecture firm of Diller Scofidio + Renfro on plans for a new arts center that has the capacity to transform the campus and profoundly strengthen our



(opposite) 2016 marks the 20th year of Odyssey, a one-week program open to all first-year ALANA and international students and first-generation college students. (from top left, clockwise) Anggoro, Congdon-Hohman, Francis, Knight, Gavin (below) Harvey (bottom left) SWARM performance



academic reputation by providing a center for innovation and performance that draws in students and faculty from every discipline.

- In November, a performance of "A Tale of God's Will: A Requiem for Katrina" by the Terence Blanchard Quintet was held in conjunction with a Cantor Gallery exhibit, "Katrina Then and Now: Artists as Witness" curated by Professor Daina Harvey of the sociology and anthropology department.

- Immersive multimedia/theater performance, SWARM, took place in November, created with our visiting artists, Troika Ranch.

TOM RETTIG



- In February, Roger Guenveur Smith presented his one man show, “Rodney King,” followed by a conversation with Smith and History Professor Michael West.
- The debut performance of “Questions for the Moon,” a multimedia song cycle and video—a collaboration between Professor Shirish Korde of the music department and Professor Karen Turner of the history department—took place on March 31 in Brooks Concert Hall. The opera was inspired by Turner’s work on North Vietnamese women warriors.
- The Boston Gay Men’s Chorus performed a concert in Dinand Library in April.
- Theatrical performances of “Hamlet,” “For Colored Girls Who Have Considered Suicide When the Rainbow

(above) Progress on the Hart Center at the Luth Athletic Complex (below) Lil Buck rehearses with student performers in Brooks Concert Hall.



TOM RETTIG

is Enuf” and “Chicago” all took place during the spring semester.

- A performance by international dance phenomenon, Lil Buck, featuring his signature dance style, jookin’, was a highlight of the April campaign kickoff.
- Professor Virginia Raguin led the “Natural World” cluster of Montserrat in the creation of a mosaic, “The Lungs of the Earth,” for the wall of the new Dinand library garden.
- Professor Rosa Carrasquillo, of the history department, wrote a screenplay, “Holy Salsa/Salsa Santa,” about the Afro-Puerto Rican singer and cultural figure Ismael Rivera, which was performed by the College’s new bilingual theater troupe Uni2Act, directed by Helen Freear-Papio and Ellen Lokos of the Spanish department.

ATHLETICS

Among the fans of Holy Cross Athletics, there has been much talk this past year of the launch of a “new era” in Crusader sports. Certainly, the start of construction on the expansion and renovation project for the new Hart Center at the Luth Athletic Complex is evidence of an exciting new chapter dawning on the Hill. The new complex is on track for a summer 2018 opening. And in the meantime, Crusader athletes continue to excel on the field and in the classroom.

- Men’s basketball won its first NCAA tournament game in 63 years.
- 11 of our athletics teams achieved a perfect score of 1,000 in the NCAA’s academic performance standard, the Academic Progress Rate (APR).
- 342 student-athletes earned places on the Patriot League Academic Honor Roll.
- Women’s ice hockey won the New England Hockey Conference Open Tournament championship for the second year in a row, and for the sixth time overall.

ENGAGEMENT AND SERVICE

Holy Cross students continue their commitments to service projects in the Worcester community and around the globe.



(above) Efi Ramirez '17 on the immersion and service trip in Guatemala (below right) The NEHC Open Tournament-winning women’s ice hockey team (below) The men’s basketball team during their NCAA Tournament game against Oregon.

- 300 students participated in Spring Break Immersion Programs, working on service projects at:

Appalachian communities in West Virginia, Virginia and Kentucky • L’Arche Community Projects in Alabama, New York, Missouri, Florida and Massachusetts • St. Bernard Project in New Orleans • La Puente Home in Colorado’s San Luis Valley • Urban Immersion Retreat Program in Chicago • Urban Challenge Program at the Romero Center Ministries in Camden, New Jersey.

- Students also participated in the Rural Immersion Program, hosted by the Agape Community in Ware, Massachusetts, and the Worcester Immersion Experience, which offers first-year students a broad understanding of the city and its people.





ADVANCEMENT / BECOME MORE: CAMPAIGN FOR THE FUTURE OF HOLY CROSS

The College publicly announced the Become More campaign, an effort that will strengthen every dimension of the Holy Cross experience.

- Campaign total at the end of the fiscal year, June 30, 2016: \$253 million.
- A total of 21,074 alumni, parents, students, employees and friends made gifts to the College in 2015-2016.
- For the 10th consecutive year, the College surpassed 50 percent participation in alumni giving.
- This was a record year in total giving to Holy Cross with \$46.7 million raised: \$9.6 million for the Holy Cross Fund and \$1.6 million for the Crusader Athletics Fund.
- 427 members of the Class of 2016 made a gift to the school, setting a new modern-day high participation record for the senior class gift at 60.3 percent.
- Holy Cross parents also supported the College at record levels, and the Senior Parent Gift topped \$1 million for the first time.
- Alumni and parents participated in more than 240 club events throughout the year, ensuring a continuum of positive influence intellectually, professionally and socially.
- More than 6,200 donors contributed \$1.94 million during the memorable 43-hour “Give Purple” Challenge on Feb. 5-6, 2016. ■

HEALTH

FINANCIAL

THE COLLEGE'S



The graphs below are derived from the College's financial statements, while the table on the next page summarizes important trends in enrollment, academic and financial resources and student outcomes over the last five years.

For the fiscal year ending June 30, 2016, the College is reporting another solid year as operating margin, the difference between operating revenues and expenses, totaled \$4.6 million. Operating margin, which excludes the impact of investment gains and losses, is also a measure of the College's effectiveness at managing daily campus operations and is also a source of support for debt service costs and other expenses. At 2.6 percent of revenue, the margin represented the 46th consecutive year that operating revenue exceeded operating expenses. ■

FIGURE 1. SOURCES OF FUNDS
(\$ millions) Fiscal 2016 (unaudited)



These represent the College's key sources of revenue.

FIGURE 2. USES OF FUNDS
(\$ millions) Fiscal 2016 (unaudited)



These are the major spending areas of the College, by program type.

FIVE-YEAR TRENDS

FY 2012

FY 2013

FY 2014

FY 2015

FY 2016

STUDENT ENROLLMENT

Freshmen admissions

Applications	7,353	7,228	7,115	5,302	6,595
Acceptances	2,435	2,424	2,346	2,298	2,442
Enrollment	751	763	722	774	738
<i>Acceptance rate</i>	33%	34%	33%	43%	37%
<i>Enrollment yield</i>	31%	31%	31%	34%	30%
Combined mean SAT	1291	1302	1306	1303	1297

Total enrollment

Full-time	2,872	2,891	2,877	2,904	2,885
Part-time	33	35	35	33	31
Total enrollment	2,905	2,926	2,912	2,937	2,916
<i>% Men</i>	47%	49%	50%	50%	50%
<i>% Women</i>	53%	51%	50%	50%	50%
Full-time equivalent students	2,883	2,902	2,888	2,915	2,895

STUDENT OUTCOMES

Degrees awarded	692	704	679	724	699
Six-year graduation rate	91%	93%	91%	92%	92%
Freshmen retention rate	95%	95%	95%	94%	96%

ACADEMIC RESOURCES

Full-time equivalent faculty	298	297	304	312	317
Faculty with Ph.D. or terminal degree	97%	97%	96%	96%	94%
Student-to-faculty ratio	11/1	10/1	10/1	10/1	10/1
Library volumes	634,508	637,559	639,721	640,137	646,531

PER-STUDENT CHARGES

Tuition	\$40,910	\$42,800	\$43,660	\$45,080	\$46,550
Room and board	11,270	11,730	11,960	12,350	12,748
Mandatory fees	578	600	612	612	626
Total student charges	\$52,758	\$55,130	\$56,232	\$58,042	\$59,924

FINANCIAL RESOURCES (\$000) (UNAUDITED)

Total tuition and fees, gross	\$119,779	\$126,605	\$127,918	\$133,817	\$137,352
Scholarship aid to students	\$41,257	\$45,669	\$46,035	\$49,068	\$50,706
Long-term debt	\$156,915	\$151,059	\$144,979	\$137,968	\$161,963
Net assets:					
Unrestricted	\$325,292	\$366,081	\$400,755	\$405,086	\$390,960
Temporarily restricted	172,382	192,524	257,450	306,825	274,770
Permanently restricted	158,163	165,043	177,454	191,652	197,832
Total net assets	\$655,837	\$723,648	\$835,659	\$903,563	\$863,562
Long-term investments	\$598,032	\$641,609	\$733,636	\$729,344	\$686,730

