




IMPACT REPORT

2017
2022



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DEAN'S MESSAGE

As the Romero Prayer reminds us, every now and again it helps to take a long view, reflecting on where we've been and the distance we've traveled. Reflection allows us to count our blessings, take stock of what we have accomplished, and see our future directions more clearly. This is as true for organizations as it is for individuals, and so it is with student affairs, now the Division of Student Development, at the College of the Holy Cross.

After five years of serving as vice president and dean of students, now is the right time for reflection. In addition to our annual report, we offer this 2017-2022 Impact Report, a review of our accomplishments of the last five years as well as directions for our future endeavors. I am very pleased to share this account of the efforts across the Division that provide the basis for the transformative out-of-class student experience at Holy Cross.

Our aim in the Division of Student Development is to fulfill Holy Cross' promise of a Jesuit education at the highest level. Our programs and services contribute significantly to the formation of our students in developing critical habits of mind, body, spirit, and community. Our work is to help students to discover and grow toward their best self and to provide experiences that nurture a sense of belonging to and love for the Holy Cross community. To reflect our contributions to the lives of students more accurately, we changed our name from the Division of Student Affairs to the Division of Student Development in Summer 2022.

The other change that occurred last summer was regarding the Office of Multicultural Education (OME). OME changed its name to the Office of Student Inclusion and Belonging and shifted to the newly-created Division of Diversity, Equity and Inclusion (DEI) under the direction of Dr. Tomicka Wagstaff. This Impact Report celebrates the work of OME as a member of the Division of Student Development through Summer 2022, and the Division maintains its close partnership with our valued DEI colleagues.

Without a doubt, we live in challenging times, and change is a necessary part of continuing to deliver effective and responsive programs and services. Our Division's annual reports detail the changes and innovations called forth to address the challenges a global pandemic, racial reckoning, and political divisions have offered. This Impact Report, however, allows us to put the efforts of the past few years in the greater context of our hopes and expectations for student learning and development at Holy Cross.

From a clear-eyed focus on student wellbeing, to promoting student leadership by capitalizing on their strengths, and to addressing access to programs, opportunities and services, the Division of Student Development has been dedicated to providing all of our students with an outstanding student experience that actively shapes hearts and minds and builds community. These pages detail the distance we've traveled over five years and the experience we've cultivated for students, and they close with an outline of our upcoming focus areas.

Our collective pride for our contributions is only surpassed by the pride we feel for our students. We are grateful, too, for the many partners and colleagues across Holy Cross, who have worked alongside us to bring about our shared dreams for student growth and development.

With gratitude for what has been and great hope for what will be,

Michele C. Murray, Ph.D.

Senior Vice President for Student Development and Mission





ABOUT THE DIVISION OF STUDENT DEVELOPMENT

As we strive to respond to our students ever-evolving needs, so too must we adapt to meet those needs. The content in the section is accurate as of printing, but as with seasons, change is expected and part of our organization's growth.



The Division of Student Development at the College of the Holy Cross has been home to 11 offices and approximately 45 staff. Student Development staff work in service of our students' academic and out-of-the-classroom experience, supporting their residential experience, personal growth and wellbeing, and engagement and involvement in campus life.

OFFICES

- ▶ Student Accessibility Services
- ▶ Campus Recreation
- ▶ Counseling and Psychological Services (accredited by International Association of Counseling Services)
- ▶ Health Services (accredited by Accreditation Association for Ambulatory Health Care)
- ▶ Holy Cross Bands
- ▶ Parent and Family Engagement
- ▶ Residence Life and Housing
- ▶ Student Integrity and Community Standards
- ▶ Student Involvement
- ▶ Student Wellness Education
- ▶ Senior Vice President/Dean of Students

We in Student Development collaborate extensively with departments and offices across the College, and key partners include Academic Affairs; the Office of Diversity, Equity, and Inclusion; Montserrat, Vocare; the Class Deans; Public Safety; Title IX; Athletics; Facilities; and the Chaplains Office, among many others.

Student Development supports the Student Government Association and over 100 recognized student organizations (RSOs), including 23 club sports. Additionally, the Division sponsors 8 divisional leadership opportunities and 6 peer mentoring programs. Through these programs, the staff in the Division support and mentor approximately 400 student leaders.

DIVISIONAL LEADERSHIP OPPORTUNITIES

- ▶ Resident Assistants
- ▶ Residence Hall Association
- ▶ Orientation Coordinators and Orientation Leaders
- ▶ Community Standards Student Leaders
- ▶ Campus Recreation Fitness and Building Monitors
- ▶ Student Health Ambassadors
- ▶ Good Time Marching Band
- ▶ Holy Cross Pep Band

PEER MENTORING PROGRAMS

- ▶ DREAM: Disability Rights, Education, Activism and Mentoring Peer Educators
- ▶ SHAPE: Student Health Awareness Peer Educators
- ▶ RPEs: Relationship Peer Educators
- ▶ COPE: Counseling Outreach Peer Educators
- ▶ SWEET: Students Who Educate Empower and Train
- ▶ MPEs: Multicultural Peer Educators

We in Student Development are proud to have been recognized for our work over the years. Below are just a few highlights.

WE ARE PROUD to have received the Campus Prevention Network Seal of Prevention™ from EverFi.

WE ARE PROUD to have been designated a First-gen Forward institution by the Center for First-generation Student Success, an initiative of NASPA – Student Affairs Administrators in Higher Education and The Suder Foundation. The First-gen Forward designation recognizes higher education institutions that demonstrate a commitment to improving experiences and advancing outcomes of first-generation college students.

THE DIVISION HAS ESTABLISHED a chapter of The National Society of Leadership and Success. NSLS is the nation's largest leadership honor society and collegiate leadership development program.





MISSION, VISION, AND VALUES



MISSION

The Division of Student Development at the College of the Holy Cross, within the context of a Catholic Jesuit liberal arts education, is committed to delivering a formative student experience. The services and programs we provide prepare students to become engaged global citizens who thrive, lead by example, act with integrity and purpose, and work in solidarity to promote justice.

VISION

Provide expertise on college student development that is essential to offering an exceptional, integrated Catholic Jesuit liberal arts education.



VALUES

CONNECTION

Embracing diversity and cultivating a sense of belonging and inclusion for all.

EXCELLENCE

Striving for and achieving the highest professional standards in our work.

HOLISTIC DEVELOPMENT

Approaching student development and support from the standpoint of mind-body-spirit-community integration.

REFLECTIVE ACTION

Engaging deeply with questions of meaning and value through contemplation informed by Ignatian spirituality and encouraging students to consider, make sense of, and respond to complex issues.

STUDENT-CENTERED FOCUS

Putting students' growth and development at the forefront of services, programs, and initiatives.

A world map is the central focus, with a dense network of colorful lines (red, orange, yellow, green, blue, and purple) connecting various cities and regions. The lines are most concentrated in East Asia and Southeast Asia, with many lines radiating outwards. The map shows labels for 'NORTH PACIFIC OCEAN', 'PACIFIC OCEAN', 'INDONESIA', 'PHILIPPINES', 'MALAYSIA', 'THAILAND', 'VIETNAM', 'LAOS', 'CAMBODIA', 'AUSTRALIA', and 'SOUTH PACIFIC OCEAN'. To the right of the map, a blurred portrait of a person is visible, and a small note is pinned to the wall. The entire image is set against a solid purple background.

STRATEGIC GOALS **AND** OBJECTIVES

GOAL 1. CULTIVATE CULTURAL PROFICIENCY

The Division of Student Development provides educational programs, leadership opportunities, support and resources that lead both to a sense of inclusion and equity for those from marginalized backgrounds, as well as a greater awareness of and sensitivity to diversity for all students.

OBJECTIVES

- 1.1 Promote an inclusive environment where each student matters
- 1.2 Enhance awareness and knowledge of, and humility and fluidity for LGBTQIA+ students, students of color, first generation students, international students, students with disabilities, and religious affiliation
- 1.3 Staff training and development



GOAL 2. PROMOTE COMMUNITY AND RESPONSIBLE CITIZENSHIP

In the Division of Student Development, we provide opportunities and experiences through which students become a part of the Holy Cross community and behave in a way that expresses our values of belonging, integrity, and principled leadership. Beginning at orientation, through the residential experience, through extracurricular activities such as clubs, organizations, and affinity groups, and through on-campus leadership opportunities, students learn about and have the opportunity to live out the College's mission, our community values, and expectations for personal behavior. These components of the on-campus, residential experience come together to enable each student to live the mission and create a vibrant, welcoming campus climate.

OBJECTIVES

- 2.1 Develop both macro and micro communities
- 2.2 Cultivate students' sense of belonging
- 2.3 Combat alienation, with particular attention to populations with marginalized identities
- 2.4 Provide a sense of welcome for families, with particular attention to those with marginalized identities
- 2.5 Foster responsible citizenship locally, nationally, and globally
- 2.6 Staff training and development



GOAL 3. PROMOTE WELLBEING

The Division of Student Development provides educational programs, services, and resources that promote personal growth, healthy decision-making, and positive behaviors and relationships. By offering a constellation of high-quality services, and through on-campus leadership opportunities such as peer mentorship, students learn to self-advocate, make healthy decisions, and cultivate the ability to navigate and work through difficulty.

OBJECTIVES

- 3.1 Care of one's self, with attention to mind-body-spirit
- 3.2 Promote healthy decision-making, particularly with regard to relationships and alcohol and drug use
- 3.3 Develop personal accountability and responsibility
- 3.4 Cultivate the ability to navigate and work through difficulty
- 3.5 Attend to mental health needs
- 3.6 Address needs for students with disabilities
- 3.7 Staff training and development

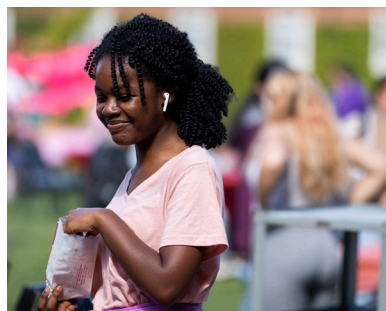


GOAL 4. ANIMATE IGNATIAN SPIRITUALITY

In the Division of Student Development, we work to help our students understand what it means to attend a Jesuit, Catholic institution and to become aware of and sensitive to religious diversity. As a staff, we strive to ensure our work is in keeping with Jesuit values and principles.

OBJECTIVES

- 4.1 Understand how our work with students and with one another is different because of our Catholic Jesuit Identity
- 4.2 Demonstrate Catholic Jesuit influence in our work
- 4.3 Promote and incorporate reflection and spirituality
- 4.4 Staff training and development



GOAL 5. ADDRESSING THE EVOLVING NEEDS OF STUDENTS

In the Division of Student Development, we strive to ensure our students' needs are met. We leverage our expertise to provide appropriate and relevant opportunities, services, and resources in order to respond to emerging areas of opportunity quickly, effectively, and accurately.

OBJECTIVES

- 5.1 Provide expertise about students, student development, and student trends
- 5.2 Stay abreast of and prepare for the changing needs of students, especially with regard to demographic trends





GOAL 6. BUILD STRATEGIC PARTNERSHIPS

We in Student Development strive to effectively collaborate with our colleagues across campus for the benefit of the student experience. By working together, our work, impact, and reputation are strengthened, and the Division is seen as a respected partner across campus who can effectively respond to student needs.

OBJECTIVES

- 6.1 Collaborate effectively with key partners across campus to enhance the student experience
- 6.2 Create, build, and sustain cross-divisional opportunities
- 6.3 Demonstrate effectiveness through collaborative efforts



GOAL 7. ESTABLISH OPERATIONAL EXCELLENCE

The Division of Student Development seeks to deliver output of the highest quality so that we can provide the most transformative undergraduate experience possible by building a culture of continuous learning and improvement.

OBJECTIVES

- 7.1 Attend to the internal needs of the division
- 7.2 Streamline programs
- 7.3 Assessment for continuous improvement
- 7.4 Resource allocation and prioritization
- 7.5 Structure based on strengths and responsibilities
- 7.6 Utilize our systems effectively
- 7.7 Technology
- 7.8 Attention to customer service approach
- 7.9 Attention to needs of a multigenerational workforce
- 7.10 On-boarding new staff
- 7.11 Attention to divisional culture
- 7.12 Staff training and development





POINTS OF PRIDE

1.

ATTENTION TO STUDENT CARE AND WELLBEING

In an effort to meet the increased student demand for services, as well as to provide the appropriate levels of support and care our students require as they navigate through a demanding academic environment, Student Development has focused on expanding staffing and services, as well as refining existing programs, to better meet our students' needs. Key accomplishments in this area include:

- a. Expanding staffing in the Counseling and Psychological Services, Student Accessibility Services, Health Services, and Student Wellness Education to meet the increased student demand
 - i. Two staff psychologists in the Counseling and Psychological Services, one specializing in LGBTQIA+ student needs and the other specializing in sports psychology and disordered eating.
 - ii. An existing nurse practitioner role was expanded to create a new associate director of Health Services
 - iii. Adding a full-time assistant director in Student Accessibility Services
- b. Broadening the mission and scope of wellness programming, including a realignment of alcohol and other drug interventional efforts
- c. Bringing together a cross-functional CARE Team to ensure that students are well-cared for
 - i. Adding a case manager position to help coordinate care providers
- d. Establishing a Collegiate Recovery Program, including designating a social space in Hogan for students in recovery and students who abstain from drugs and alcohol
- e. Coordinating student emergency funding requests by establishing the Student Emergency Aid Committee
- f. Contracting with ProCall to provide 24/7 access to certified psychological counseling from anywhere in the world
- g. Strengthen efforts to address student mental health, substance misuse, and suicide prevention by becoming a JED Campus



2.

A FOCUS ON THE RESIDENTIAL PROGRAM

Recognizing that the learning that takes place in the residence halls is important to our institutional identity, ongoing work in this area has focused on meeting short-term needs while launching longer-term plans. Key accomplishments in this area include:

- a. Establishing a dedicated first-year area and expanding off-campus to The EDGE
- b. Developing and revising a residential curriculum
- c. Master planning in the long-term, and managing the increased demand for housing in the short-term
- d. Strengthening ties with Montserrat to begin to fully realize an integrated living-learning community
- e. Creating an assistant director of housing operations position
- f. Changing the RA compensation structure to align with professional best practices and to better meet the needs of our students living on campus

3.

REIMAGINING THE ASSOCIATE DEAN FOR STUDENT ENGAGEMENT POSITION

With an eye towards building bridges between Academic Affairs and other key stakeholders, this reimagined position has led cross-functional collaborations on behalf of the Division in order to foster a holistic student experience, mirroring the students' lived experience with structural imagination. Key accomplishments in this area include:

- a. Partnering with the Class Deans and Montserrat to facilitate book reads for the entering class
- b. Working with Vocare, participated in efforts to develop Share Your Magis, the senior exit talks
- c. Convening the First-Year Experience Working Group to generate shared goals and coordinated efforts around important first-year milestones including orientation, first-year communications, and programming and activities, among others
- d. Setting the foundation for a college-wide approach to principled leadership
- e. Building opportunities for partnership with the Associate Provost for Diversity, Equity, and Inclusion, including a study on low-income students, educational initiatives, and programming

4.

EXPANDING DIVISIONAL EFFORTS AROUND DIVERSITY AND INCLUSION

New efforts in this area emphasize building structures in support of seeing students for who they are, as well as investing in our students so they can be who they are called to be. Key accomplishments in this area include:

- a. Expanded LGBTQIA+ support
 - i. Hired staff dedicated to to LGBTQIA+ outreach
 - ii. Developed consistent policies and procedures to meet the needs of trans students, faculty, staff, and alumni
 - iii. Celebrating the first Lavender Graduation, a cultural celebration that recognizes LGBTQIA+ students, which has become an annual event
- b. Expanded supports for first-generation students
 - i. Started a chapter of Alpha Alpha Alpha
 - ii. Recognized as a First-Gen Forward institution by the Center for First-Generation Student Success
 - iii. Launched a new student organization, HCFIRST
- c. Stewarded the Office of Multicultural Education
 - i. Installed a new director after the retirement of the long-term director and hiring two new assistant directors
 - ii. Shifted the Odyssey Program from Academic Affairs to Student Development
- d. Developed the Freedom of Expression philosophy statement
- e. Celebrated BSU's 50th Reunion and LASO's 30th Reunion
- f. Co-Sponsored the ENGAGE Summit, a day-long opportunity to engage in conversations about campus culture





5.

EXPANDED FITNESS OPPORTUNITIES ON CAMPUS

With new opportunities emerging, the Division has worked to remake the structures that support student fitness and participation in non-varsity sports. Key accomplishments in this area include:

- Managing the transition of the Field House and Loyola Fitness Center from Athletics to Student Development
- Opened “The Jo” Recreation and Wellness Center
- Increased fitness and recreation offerings
- Built a new Office of Campus Recreation by hiring a new director, new assistant director, and a program coordinator

6.

INCREASED CHANNELS FOR CONNECTING WITH STUDENTS

Offering fora through which to engage students in conversation and dialogue using both formal and informal channels has proven to be a significant point of connection between students and the Division, providing voice and agency to students and topics of importance to them.

- Hosting the monthly Dean’s Forums and weekly office hours
- Implemented social media channels throughout the Division as avenues to connect directly with students





7.

PARENT AND FAMILY ENGAGEMENT

In February 2022, the Division launched the Office of Parent and Family Engagement to bring focus to our partnership with families as we work towards the shared goals of promoting student learning, wellbeing, holistic development, and success. The office seeks to increase collaboration and coordination among campus partners as it relates to communication and engagement with families.

8.

OPERATIONAL ENHANCEMENTS

Building upon a strong foundation, staff in the Division have engaged in process improvements to achieve greater efficiency and effectiveness across all functions. Key highlights include:

- a. Fostering team-building and staff development in order to be more responsive to emerging student needs
 - i. Creating opportunities for staff to play an active role divisional activities through Divisional Leadership meetings, professional development series for administrative staff, and divisional professional development workshops
- b. Worked to realign departmental budgets to determine appropriate resource levels for departments to achieve their stated goals and reallocate funds within the Division as necessary
- c. Increasing staffing levels to meet demand for services and resources
 - i. Two new psychologists in the Counseling and Psychological Services
 - ii. Associate Director in Health Services
 - iii. Assistant Director in Accessibility Services
 - iv. Case Manager for the CARE Team
 - v. Director of Student Integrity and Community Standards
 - vi. Assistant Director of Housing Operations
- d. Changing office names to better reflect their operations
 - i. The Office of Disability Services is now known as Student Accessibility Services
 - ii. The Office of Recreational, Intramural, and Club Sports (RICS) is now known as Campus Recreation
 - iii. The Office of Wellness Programming is now known as Student Wellness Education
 - iv. The Counseling Center is now known as Counseling and Psychological Services
- e. Implementing new technology platforms to streamline operations
 - i. Accommodate accessibility services platform in Student Accessibility Services
- ii. Glean notetaking system in Student Accessibility Services
- iii. The Housing Director residential operations management in Residential Life and Housing
- iv. Maxient behavior records and reporting management in Student Integrity and Community Standards
- v. EverFi wellbeing, prevention, and inclusion platform division-wide
- vi. myHC campus engagement platform campus-wide
- f. Fundraising and grant-getting
 - i. The Division has attracted several five- and six-figure gifts to support first-generation and low-income students, students in recovery from substance abuse, online learning modules, and mental health
 - ii. Offices in the Division have received grants, such as the NCAA Choices grant, in support of their work
- g. Conducted program reviews and some offices have received accreditation
 - i. The Office of Multicultural Education (external review); campus medical services (external review); Campus Recreation (external review); Gateways (internal review), Residential Life (external review, paused due to COVID); Student Wellness Education (external review as part of federal requirements); Health Services (reaccredited); Counseling Center (reaccredited)

The pandemic that began in spring 2020 required that the very nature of our work - on-campus, out-of-the-classroom - pivot to support a remote learning environment. Additionally, the nation was in the throes of a racial reckoning, navigating political and social unrest in the lead-up to the next presidential election. The Division of Student Development met these challenges with creativity, an incredible work ethic, and continued dedication to our students. Below are just some of the few innovations to have emerged during this time.

ONGOING MEDICAL AND MENTAL HEALTH SUPPORT

Health Services maintained a rotating staff for students who remained on campus. They were also able to provide telehealth services for students who moved home. Similarly, working under slightly relaxed professional regulations, the Counseling and Psychological Services earned credentials to offer teletherapy for existing clients in the State of Massachusetts.

INNOVATIONS IN THE ERA OF COVID AND RACIAL RECKONING



VIRTUAL STUDENT ENGAGEMENT

Because the whole-person educational model at Holy Cross relies upon a robust out-of-class experience, the Division of Student Development launched a website dedicated to virtual student engagement. Bringing the Hill to You was the hub for students to connect to one another in sponsored events or to connect to staff and College resources. In addition, several areas of the Division, including the Office of Multicultural Education, the Office of Student Involvement, and the vice president provided weekly opportunities for online engagement to offer a person-to-person connection to the College. The Division spearheaded an effort to launch myHC, a campus engagement platform and corresponding mobile app that includes a college-wide calendar, event management tools, and internal communication options, among others.

VIRTUAL GATEWAYS STUDENT ORIENTATION

Along with other annual summer programs, Summer Gateways took place online. Summer Gateways was recast for students and parents as a series of five online modules with both synchronous and asynchronous components. This year's necessary transition to online summer orientation also helped to address a long-standing need to orient students and their parents who are not able to travel to Worcester for in-person sessions.



STUDENT HEALTH AMBASSADORS

Over 60 students volunteered to serve as Student Health Ambassadors, a new leadership opportunity to educate and encourage students to engage in positive health behaviors during COVID. Students were trained in non-judgemental active bystander intervention, implicit bias, and provided resources for COVID-related concerns. Student Health Ambassadors distribute health supplies such as masks and hand sanitizer, and help create COVID-related education and social marketing campaigns.

ANTI-RACISM AND RACIAL HEALING

In light of the murders of George Floyd, Ahmaud Arbery, and Breonna Taylor, the Healing, Solidarity and Anti-Racism Response Group, of which several members of Student Development participated, created spaces for Holy Cross community members to process, heal, reflect, and deepen their commitment to anti-racism work through educational programs, dialogues, and community events.

COLLEGE TRANSITION PROGRAM

The Odyssey Program, sponsored by Student Development, and the Passport Program, sponsored by Academic Affairs, combined efforts during Summer 2020 to host a single summer preparation program for students who could benefit from the extra help and support. Called the College Transition Program, this program provided extended mentorship, case management, and reflective exercises to incoming first year students

ELECTIONS 2020 PREPARATIONS AND PROGRAMMING

A cross-campus working group was convened by Student Development and the Office of Diversity, Equity, and Inclusion to consider the ways in which the 2020 Presidential Election might impact campus. The group focused on key areas related to academic programming; student-led programming and discussion; compiling resources and support for students and faculty; and risk management.





FUTURE FOCUS

The future of the Division of Student Development is bright. With purpose and mission top of mind; with an evolving focus on strategy, data and evidence; and by cultivating an agility and responsiveness to student needs, the team is well positioned to meet the challenges and opportunities that will arise as the Division develops our next strategic plan.

- ▶ Updating the Division's strategic plan to focus on emerging priorities in the areas of diversity and inclusion, the residential experience, and student formation, among others.
- ▶ Developing a robust assessment plan that details the impact of the Division's efforts on the student experience
- ▶ Fundraising and grant writing to support these initiatives and other ongoing work



ORG CHART

