Acknowledgment is due to the following:

Neal E. Lipsitz (author of 2013 revision), Timothy Austin, Margaret Freije, Ronald Jarret, Paul Galvinhill, Karen Hodgerney, Virna Sekuj, Stephanie Chery, Amber Jones

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Preface

Any crisis or catastrophe in a community (for example, a natural or accidental death, a suicide, a homicide, an instance of extreme violence or similar trauma) may create emotional disequilibrium for both the community as a whole and its individual members. For some, the event – especially a death – may be so emotionally disruptive as to precipitate feelings of profound sadness or despair or self-destructive behavior.

Holy Cross has not been immune from catastrophic events. Some years ago, in response to several specific occurrences, the College retained the services of two consultants, one an expert on suicide, the other on postvention responses. These individuals recommended strategies that the College could adopt when responding to future events. The goal of these strategies would be to shield the community from further harm and minimize the risks of imitation and the kind of escalation that can occur when, in the aftermath of a crisis, the reactions of community members create a negative atmosphere and in turn contribute to further disequilibrium.

The College seeks to manage crises in the community compassionately and to respect the needs of individuals to respond in their own ways, while also attempting to restore the community to a state of equilibrium as quickly as possible.

In order to coordinate and direct the interventions of the various offices that will be called upon after a catastrophe, the postvention consultant recommended that an individual be appointed as the Postvention Coordinator. Accordingly, in October 1988, Fr. Brooks, then President of the College, appointed the Associate Dean for Student Development, Matthew A. Toth, to that position. In July 2000, Fr. McFarland extended his appointment. On July 1, 2006, Dr. Neal Lipsitz succeeded Dr. Toth in that role. In January 2012, Fr. Boroughs extended his appointment. As such, Dr. Lipsitz is responsible for the overall management of the College’s response after a catastrophic event has occurred. In his absence, the Director of the Counseling Center, Dr. Paul R. Galvinhill, will assume that responsibility.
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Part I: First Response to a Crisis or Catastrophic Emergency

I. Definition

A crisis or catastrophic emergency exists when a community member has died or appears in immediate danger of dying because of illness, accident, suicidal behavior, homicide, or an instance of extreme violence or similar trauma in the community.

A crisis or catastrophic emergency can also exist if the collective perception and behavior of the community in response to an event, whether natural or violent, is highly emotional and has the potential for contagion. In this context, contagion is defined as the easy transmission or spread of harmful or undesirable ideas or emotions from person to person.

II. Initial Actions

1. The member of the community who first learns of a crisis or catastrophic emergency should call the Public Safety emergency line: (508) 793-2222. He or she should describe the incident and provide the name of all individuals affected and their location.

2. Public Safety notifies:
   • the Postvention Coordinator and
   • the Vice President for Student Affairs (for student events) and/or
   • the Vice President for Academic Affairs (for faculty events) and/or
   • the Director of Administrative Services (for staff events) or the on-duty representative of the appropriate office(s). The Postvention Management Site is in Hogan 109; the phone number is (508) 793-2411.

3a. For student events: The Vice President for Student Affairs and the Postvention Coordinator notify the President, a Chaplain, Director of Administrative Services, Director of Public Affairs, Associate Dean for Student Life, a Psychologist, the Associate Dean of the College, and Class Dean(s) of all affected students.

   The Associate Dean and the class dean(s) notify the Vice President for Academic Affairs, the Senior Vice President, and the Registrar. They also contact the faculty advisors and instructors of all students affected by the incident.

   The Postvention Coordinator, Health Services staff, the Chaplain, the Psychologist, staff in the Office of the Vice President for Student Affairs, Vice President of Academic Affairs, and Director of Administrative Services assist those affected by the incident.

   In cases of the death of a student, the College Physician usually notifies the family of the deceased, although the Vice President for Student Affairs and/or Chaplain may also talk to them; and communicates information to the Vice President for Student Affairs (who notifies the President) and to the Postvention Coordinator (who notifies the Director of Public Relations, the Risk Manager, the General Counsel, and the Associate Dean of the
College and the Class Dean). The Associate Dean of the College in turn notifies the Vice President for Academic Affairs, and works with the Class Dean to notify the faculty of the deceased and the deceased’s previous instructors, and provides faculty guidelines for students who may wish to miss classes to attend a memorial service or the funeral. In consultation with the Postvention Coordinator, the Vice President for Student Affairs is responsible for determining how and when to notify the student body, the Vice President for Academic Affairs for determining how and when to notify the faculty, and the Director of Administrative Services for determining how and when to notify staff.

Health Services, the Chaplains’ Office, and the Counseling Center make their staff available to provide assistance for students adversely affected by a crisis or catastrophic emergency. The Employee Assistance Program provides support for faculty and staff adversely affected by such an event.

3b. For faculty events: The Vice President for Academic Affairs notifies the President, the Vice Presidents, the Associate Dean of the College, the Associate Dean of the Faculty, the director of Public Affairs, the Director of Administrative Services, and a Chaplain.

The Associate Dean of the College notifies the Registrar, Class Deans, Department Chairs, faculty advisors and instructors of all affected students.

The Postvention Coordinator, the Director of Human Resources, the Chaplain, the Office of the Vice President for Academic Affairs, the Director of Administrative Services, and the Office of the Vice President for Student Affairs assist those affected by the incident.

In cases of the death of a faculty member, the attending physician usually notifies the family of the deceased. A Chaplain, the Postvention Coordinator, and/or the Vice President for Academic Affairs usually makes follow up contact. The Vice President for Academic Affairs notifies the President and the Postvention Coordinator (who notifies the Director of Public Relations, the Risk Manager, and the General Counsel). The Associate Dean of the College working with the Class Deans provides faculty with guidelines regarding students who may wish to miss classes to attend a memorial service or the funeral. In consultation with the Postvention Coordinator, the Vice President for Student Affairs is responsible for determining how and when to notify the student body, the Vice President for Academic Affairs for determining how and when to notify the faculty, and the Director of Administrative Services for determining how and when to notify staff.

The Employee Assistance Program provides support for faculty and staff adversely affected by a crisis or catastrophic emergency. Health Services, the Chaplains’ Office, and the Counseling Center make their staff available to provide assistance for students adversely affected by such an event.

3c. For staff events: The Director of Administrative Services notifies the President, the Director of Human Resources, the Director of Public Affairs, and a Chaplain.
The Director of Human Resources notifies the Vice Presidents, the Registrar, and the Associate Dean of the College of the event. The Associate Dean of the College, working with the Class Deans, informs the Department Chairs, faculty advisors and instructors of all affected students.

The Postvention Coordinator, the Director of Administrative Services, Director of Human Resources, Chaplain, Office of the Vice President for Student Affairs, and the Office of the Vice President for Academic Affairs assist all of those affected by the incident.

In cases of the death of a staff member, the attending physician usually notifies the family of the deceased. A Chaplain, the Postvention Coordinator, the Director of Administrative Services and/or the Director of Human Resources usually makes follow up contact. The Director of Administrative Services notifies the President and the Postvention Coordinator (who notifies the Director of Public Relations, the Risk Manager, and the General Counsel). The Associate Dean of the College, working with the Class Deans, provides faculty with guidelines regarding students who may wish to miss classes to attend a memorial service or the funeral. In consultation with the Postvention Coordinator, the Vice President for Student Affairs is responsible for determining how and when to notify the student body, the Vice President for Academic Affairs for determining how and when to notify the faculty, and the Director of Administrative Services for determining how and when to notify staff.

The Employee Assistance Program provides support for faculty and staff adversely affected by a crisis or catastrophic emergency. Health Services, the Chaplains’ Office, and the Counseling Center make their staff available to provide assistance for students adversely affected by such an event.
III. Personnel/Offices with Primary Responsibilities:

*Unless specified, use are code (508)

Crisis, Catastrophic Emergency and Postvention (Wallet Card)

Postvention Coordinator
Neal E. Lipsitz
In his absence, Paul R. Galvinhill

Chaplains’ Office
Marybeth Kearns-Barrett
In her absence, Fr. James M. Hayes, S.J.

Counseling Center
Paul R. Galvinhill

VP for Student Affairs and Dean of Students
Jacqueline Peterson

Associate Dean for Student Life
Derek Zuckerman

Associate Dean of Students
Paul A. Irish

Associate Dean of Students for Diversity and Inclusion
Mable Millner

Director, Health Services
Martha Sullivan

Director, Public Safety
Robert Hart

Director, Public Affairs
Ellen Ryder
In her absence, Cristal Steuer
VP for Academic Affairs and Dean of the College
Margaret Freije (Interim)

Associate Dean of the College
Ronald Jarret

Associate Dean of the Faculty
Amy Wolfson

Class Deans
Esther Levine ('14)
John Anderson ('15)
Francisco Gago-Jover ('16)
Patricia Kramer ('17)

President of the College

Initial Contact-Special
Jane Corr

Assistant to the President
Philip L. Boroughs, S.J.

Senior VP
Frank Vellaccio

VP for Mission
Rev. Paul Harmon, S.J.
Rev. Robert Keane, S.J.

VP for Administration and Finance
Michael J. Lochhead

Director of Administrative Services, Risk Manager
William J. Conley Jr.

Director, Physical Plant
Scott M. Merrill
## IV. List of All Possible Personnel

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postvention Coordinator</td>
<td>Neal E. Lipsitz</td>
</tr>
<tr>
<td></td>
<td>In his absence,</td>
</tr>
<tr>
<td></td>
<td>Paul R. Galvinhill</td>
</tr>
<tr>
<td>Director, Chaplains’ Office</td>
<td>Marybeth Kearns-Barrett</td>
</tr>
<tr>
<td></td>
<td>In her absence,</td>
</tr>
<tr>
<td></td>
<td>Fr. James M. Hayes, S.J.</td>
</tr>
<tr>
<td></td>
<td>Paul Covino</td>
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<td></td>
<td>Martin Kelly</td>
</tr>
<tr>
<td></td>
<td>Megan Fox-Kelly</td>
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<tr>
<td></td>
<td>Paul D. Melley</td>
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<td></td>
<td>Fr. Gregory Lynch, S.J.</td>
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<tr>
<td></td>
<td>Virginia Coakley</td>
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<tr>
<td></td>
<td>Fr. Keith Moczkiewicz, S.J.</td>
</tr>
<tr>
<td>Director, Counseling Center</td>
<td>Paul R. Galvinhill</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>Adriana DiPasquale</td>
</tr>
<tr>
<td>Senior Staff Psychologist</td>
<td>Matthew R. Elliott</td>
</tr>
<tr>
<td>Postdoctoral Psychology Fellow</td>
<td>Kacey A. Lane</td>
</tr>
<tr>
<td>Director, Health Services</td>
<td>Martha Sullivan</td>
</tr>
<tr>
<td>Clinical Coordinator</td>
<td>Debora M. Cain</td>
</tr>
<tr>
<td>Director, Wellness Programming</td>
<td>Frances E. Taylor</td>
</tr>
<tr>
<td>VP, Student Affairs &amp; Dean of Students</td>
<td>Jacqueline Peterson</td>
</tr>
<tr>
<td>Associate Dean of Students</td>
<td>Paul A. Irish</td>
</tr>
<tr>
<td>Associate Dean of Students for Diversity</td>
<td>Mable Millner</td>
</tr>
<tr>
<td>and Inclusion</td>
<td></td>
</tr>
<tr>
<td>Associate Director, Multicultural Education</td>
<td>Robert Jones</td>
</tr>
<tr>
<td>Assistant Director Multicultural Education</td>
<td>TBA</td>
</tr>
<tr>
<td>Associate Dean for Student Life</td>
<td>Derek Zuckerman</td>
</tr>
<tr>
<td>Assistant Dean/Dir. Housing &amp; Residence Life</td>
<td>Edwin Coolbaugh</td>
</tr>
<tr>
<td>Associate Director Housing &amp; Residence Life</td>
<td>Andrea Cadyma (Williams)</td>
</tr>
</tbody>
</table>
Associate Director Residence Life & Housing  Chuck Stanley (Alumni)
Associate Director Orientation & Residence Life  Cathleen Doane

Community Development Coordinators
Peter Kwiatek (Loyola, Alumni, Carlin)
Brian Regan (Wheeler)
Kaitlin Bevins (Mulledy)
Nathaniel Thompson (Clark)
Lilliana Castro (Healy)
Marjorie Blicharz (Hanselman)
Leigh Wilson (Lehy)

Assistant Dean/Director of Student Involvement  Brenda Housell Sullivan
Assistant Director of Student Involvement  Daniel Kagdis
Assistant Director for Student Leadership  Jenn DeLuca Leavitt
Assistant Director for Student Programming  Amanda Miles
Director of Rec., Intramurals & Club Sports  Michael Leavitt

Director, Public Safety  Robert Hart
Assistant Directors  Alan Bebka
TBA

Director, Career Planning  Amy Murphy
Director, Summer Internship  Pam Ahearn
Associate Director, Employer Relations  Maura Hume

Director, Public Affairs  Ellen Ryder
In her absence, Associate Director of  Cristal Steuer

National Media Relations

VP, Academic Affairs and Dean of the College  Margaret Freije (Interim)
Associate Dean of the College  Ronald Jarret
Associate Dean of the Faculty  Amy Wolfson
Class Deans  Esther Levine ('14)
John Anderson ('15)
<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director, Information Technology Services</td>
<td>Ellen Keohane</td>
</tr>
<tr>
<td>Associate Director, ITS</td>
<td>Harold Knapp</td>
</tr>
<tr>
<td>Technology Support Director</td>
<td>Rebecca Chickering</td>
</tr>
<tr>
<td>Director, Admissions</td>
<td>Ann B. McDermott</td>
</tr>
<tr>
<td>Director, Administrative Services, Risk Manager</td>
<td>William Conley Jr.</td>
</tr>
<tr>
<td>Director, Human Resources</td>
<td>Donna Wrenn</td>
</tr>
<tr>
<td>Director, Auxiliary Services</td>
<td>Arthur J. Korandanis</td>
</tr>
<tr>
<td>Director, Conference Services &amp; Hogan Center</td>
<td>Jeremiah A. O’Connor</td>
</tr>
<tr>
<td>Director, Athletics</td>
<td>Richard Regan</td>
</tr>
<tr>
<td>Assoc. Athletic Dir. &amp; Bus. Manager</td>
<td>William Bellerose</td>
</tr>
<tr>
<td>Associate Athletic Directors</td>
<td>Ann Zelesky</td>
</tr>
<tr>
<td></td>
<td>Rose Shea</td>
</tr>
<tr>
<td>Director, Physical Plant</td>
<td>Scott M. Merrill</td>
</tr>
<tr>
<td>Associate Director, Physical Plant</td>
<td>John Cannon</td>
</tr>
<tr>
<td>Director, Alumni Relations</td>
<td>Kristyn M. Dyer</td>
</tr>
<tr>
<td>VP, Development and Alumni Relations</td>
<td>Tracy Barlok</td>
</tr>
<tr>
<td>Director, Government &amp; Community Relations</td>
<td>Edward Augustus</td>
</tr>
<tr>
<td>Executive Officer, ROTC</td>
<td>James Godwin</td>
</tr>
<tr>
<td>Director, Study Abroad</td>
<td>Brittain Smith</td>
</tr>
<tr>
<td>SGA, Co-Presidents</td>
<td>Natasha Giftos</td>
</tr>
<tr>
<td></td>
<td>Neema Hakim</td>
</tr>
</tbody>
</table>
Part II: Postvention

I. Goals:

In the aftermath of a catastrophic event, Postvention efforts are directed toward four goals:
1. To reduce undue levels of emotionality in the community
2. To reduce imitation, contagion, and ripple effect
3. To avoid institutionalizing grief, and
4. To restore the environment to its pre-catastrophic stability

II. Role of Postvention Coordinator:

The Postvention Coordinator (PVC) has general responsibility for the overall management of the College’s response to a catastrophic emergency. This individual determines if a given event is to be classified as “catastrophic,” and if it is, calls meetings, assigns responsibilities and monitors, conducts, and manages the organization of the tasks.

III. Offices with Postvention Responsibilities:

The following is a list of offices always involved in Postvention activities (contact list):
1. Associate Dean for Student Development
2. Chaplains’
3. Counseling Center
4. Class Dean(s)
5. Student Life, Associate Dean for Student Life
6. Health Services
7. Public Affairs
8. Public Safety
9. Vice President for Student Affairs
10. Vice President for Academic Affairs
11. Associate Dean of the College
12. Director of Administrative Services
13. Director of Human Resources

Depending on the event, the following offices could be a part of the contact list:
1. Athletics
2. President’s Office
3. ROTC
4. Study Abroad/Study Away
5. Development/Alumni
6. SGA Co-Presidents

Representatives from the contact list should meet regularly (a half-hour at 8:30 a.m., noon, or 5:00 p.m.) to keep each other informed.

The specific responsibilities associated with these offices are listed on the pages that follow.
Part III: Notification and Identification

I. For Student Events

(1) Notification of the Family of the Victim/Deceased

The College physician makes the first contact with the family to:

1) Inform them of what has happened to their son or daughter,
2) Answer any medical questions that they have, and
3) Tell them that another member of the College's administration also will soon be in touch with them.

A College chaplain, the Vice President for Student Affairs, or the Postvention Coordinator makes the second contact. In making this call, the person must keep in mind both the shock and grief that the family most likely is experiencing at this time and his or her responsibilities to the community as a whole as identified in Part II, the Goals of Postvention.

In the second call the person provides support and compassion. If at that time or sometime later the family wishes assistance in investigating memorial services, funeral and burial arrangements, it may be appropriate for the caller to assist in those arrangements. Funeral services are family matters and are held at the family's place of worship, not on campus. The reason for not conducting such funerals on campus is concern for contagion. A tragedy affects a community as well as a family, and we must act in ways that protect those who may be seriously depressed and questioning living. On-campus funerals work against the goals of Postvention and potentially encourage others who are emotionally vulnerable to harm themselves.

Offices Involved:

Chaplains', Counseling Center, Student Life, Health Services

Key Activities:

1. After the College Physician notifies the family of the victim/deceased, the Vice President for Student Affairs, the Office of College Chaplains, and the Postvention Coordinator should establish the specific content of the follow up phone call to the family. At this time they should also determine who will make the follow up phone call.
2. Contact the parents of the deceased, offer support and care to the family, and, if necessary, express concern about the possibility of contagion and imitation in the context of the Holy Cross community.
3. Arrange, when appropriate, for the collection of personal effects and for meetings requested by the family with other community members.
4. Assure that Counseling Center psychologist(s) consult with another mental health professional before talking with family members.
5. Inform all offices on the Contact List (page 9) of the plan of action and actions taken during this phase, so that further postvention activities may proceed.
(2) Notification of Students

All students are informed by email about a student or community member’s death due to some catastrophic event. A death is referred to as a suicide only if the coroner has made this ruling.

Whenever possible, roommates, friends and other students such as RA's, SRC's, SGA Co-Presidents and other subgroups of which the student might be a member (athletic teams, ROTC, etc.) are notified first and provided a copy of Sources of Help. The staff assembled will determine the most appropriate modes of communication (e.g., voice mail, email, personal contact, etc.).

Offices Involved:

Chaplains’, Class Dean, Counseling Center, Student Life, Public Affairs, Office of Student Involvement. and if appropriate, Athletic Department, ROTC, et. al.

Key Activities:
1. With representatives from each office, identify specific content of message(s) imparted to students.
2. Use the Chaplain's Notice to inform students of offices that are open for help.
3. Coordinate a timetable for all meetings and announcements.
4. Coordinate individual Community Development Coordinator’s efforts to notify (in person or by telephone) all RA’s, SRC's and SGA Co-Presidents of mandatory meetings for each complex or area.
5. Provide all staff members noted above with an adequate supply of the Sources of Help.
6. Consult attached sample notices.
7. Inform all offices on Contact List (page 9) of plan of action and actions taken during this phase.

(3) Notification of Faculty/Staff

All faculty/staff members are informed by a campus-wide email about a student death due to some catastrophic event. A death is referred to as a suicide only if the coroner has made this ruling.

Whenever possible, professors, advisor(s), and other faculty members with whom the student is especially close, supervisors, coworkers, and other staff members with whom the student is especially close are notified first and provided a copy of Sources of Help. The Postvention staff assembled will determine the most appropriate modes of communication (e.g., voice mail, email, personal contact, etc.).
Class deans are also notified individually and instructed on how to respond to student scheduling requests and absences for grieving and memorial services. Class deans then send a note to faculty about how to respond to student requests and referrals.

(4) Written Materials
a. General Notice to the college community-regarding the death or catastrophic event (4A.)
   No letter stating the cause of death will be sent if a suicide occurs in the summer.
   
b. Chaplain's Notice-funeral, etc. (4B.)

c. Statement Sheet for Faculty/Deans (4C.)

d. Statement Sheet for Faculty/Deans (Alternate) (4D.)

e. Academic Guidelines for Catastrophic Events (4E.)

f. Sources of Help (See page 70)

A. Campus-Wide Notification

Notices to the college community concerning the injury and/or death of a student:
1) Name of the injured/deceased person(s);
2) Class Year;
3) Statement of concern for persons and other members of the community;
4) Information about funeral arrangements, if any;
5) Information about hospital visitation, if any;
6) Date, time and location of injuries or death.

Death:

We are saddened to report the death of name of deceased on date. The thoughts and prayers of our entire community are with him/her, and his/her family and friends at this difficult time. Information concerning funeral arrangements will be announced by the Office of the College Chaplain when it is available.

For students who wish to seek assistance or counseling, available resources include the Counseling Center, the Office of the College Chaplain and the Student Affairs Office. These offices are generally open between 9:00 a.m. and noon, and 1:00 p.m. and 5:00 p.m.

For faculty and staff members who wish to seek assistance or counseling, the Employee Assistance Program is a valuable resource. To find out what other services may be available to you through your healthcare provider, you can either contact them directly, or contact the office of Human Resources.

Injury:

On date at time a Holy Cross student was cause and nature of injury in area or building. The student's name is being withheld upon request. The person responsible for the attack has not been identified. An investigation of the incident is underway by Public Safety
and the Worcester Police. All members of the community are encouraged to comply with safety precautions. Anyone with any information concerning the attack should contact Public Safety (2222) immediately.

For students who wish to seek assistance or counseling, available resources include the Counseling Center, the Office of the College Chaplain and the Student Affairs Office. These offices are generally open between 9:00 a.m. noon, and 1:00 p.m. and 5:00 p.m.

For faculty and staff members who wish to seek assistance or counseling, the Employee Assistance Program is a valuable resource. To find out what other services may be available to you through your healthcare provider, you can either contact them directly, or contact the office of Human Resources.

B. Chaplains' Notice for Funeral Services

(On Chaplains' Office stationary)

To: The Holy Cross Community (All Faculty, Students, Administrators)

From: Office of the College Chaplain

Date: Date

Please remember in your prayers name of deceased (title, department for employee) and her/his family. Name of deceased died on Thursday. She/he is the daughter/son of names of parents and sister/brother of names of siblings.

Calling Hours: hours and date
Name of funeral home
Address

Funeral Mass: hours and date
Name of site of funeral service
Address

Memorial Service/Mass: hours and date
Name of Site of Memorial Service/Mass
Address
C. Statement Sheet for Faculty/Deans

To: Faculty
From: Name of Dean(s)
Date: Date

RE: Academic accommodations for students wishing to attend funeral services for name of deceased of class year

You may be approached by individual students in your courses who request to miss class or postpone academic responsibilities in order to attend funeral services on date. Such requests must be considered on a case-by-case basis and approved by you. Scheduled classes will be held on that day. See the enclosed guidelines.

In addition, some students may encounter significant personal distress in response to this tragedy that interferes with their ability to function. Such students may be temporarily excused by you or their Class Dean from their responsibilities but should also be referred for further assistance to one of the Sources of Help listed on the enclosed sheet.

Enc: Academic Guidelines (see 4E.)

Sources of Help (see page 70)
Memorandum

To: Faculty

From: Name of Dean(s)

Date: Date

A number of students have been deeply affected by the recent death of name of deceased. Several may have missed classes, exams, and assignments on the days immediately following this tragedy; others may request postponement of their academic responsibilities beyond this week. Please feel free to accommodate these students in accordance with the enclosed guidelines.

Some students may encounter significant personal distress in response to name of deceased's death that interferes with their ability to function. Such students may be temporarily excused by you or their Class Dean from their responsibilities, but should also be referred for further assistance to one of the sources of help listed on the enclosed sheet.

Enc. Academic Guidelines (See 4 E.)

Sources of Help (See p.70)
E. Academic Guidelines for Catastrophic Events

Following a catastrophic event, students who will ask that they be allowed to miss class and/or to postpone some of their academic responsibilities will most likely approach faculty. It is important to facilitate the grieving process as well as stabilize the environment by reducing the highly emotional tone of the campus, bringing it back to its more ordinary state. Please follow these guidelines unless directed otherwise by the Postvention Coordinator.

1. Handle each request on a case-by-case basis.

2. Do not cancel class or assignments, en masse. Everyone is affected differently; it is important to convey the message that even though the event is tragic, life does and must go on.

3. If a service is scheduled at the same time as your class, students can decide individually if they are going to miss class to go to the service. If you intend to go to the service, do whatever you would ordinarily do when you cannot meet a class for personal reasons, (e.g., cancel class because of your plans, re-schedule the class if this is what you normally do, expect assignments to be turned in on the given due date).
(5) Identifying Students/Groups at Risk

Dear Members of the Faculty and Administration:

Many of our students have been deeply affected by the recent tragedy at the College. As a member of the faculty/administration, you may have frequent contacts with students that allow you to identify those who are at risk of encountering personal difficulties in response to this trauma. We ask you to assist us by referring those students to the appropriate support services.

Students who are having difficulty may demonstrate one or a combination of the following:
1.) Change in academic performance (absence from class, failure to complete assignments on time);
2.) Drug or alcohol abuse;
3.) Anxiety or depression (reports of fear, apprehension, sadness, unhappiness);
4.) Complaints of illness;
5.) Poor concentration;
6.) Change in sleeping/eating habits;
7.) Verbal references to loss of hope, pessimism or suicide.

If you become concerned about a student for these or other reasons, refer the person to one of the offices listed on the enclosed Sources of Help sheet. If you would like information regarding how to make a referral, please call the Counseling Center (3363).

Thank you for your assistance during this difficult time.

Sincerely yours,

Neal E. Lipsitz, Ph.D.
Postvention Coordinator
Associate Dean for Student Development

Enc: Sources of Help-(See page 70)
(6) Identifying Faculty/Staff at Risk

A catastrophic event involving a student may be disturbing to many faculty and/or staff members of the college, especially those who may have personally known or had a special relationship with the student.

To provide support and promote wellness for faculty and staff members who may be affected by the recent tragedy, the Postvention Team will send out a faculty and staff-wide email alerting the faculty and staff community to be alert and understanding to those who are at risk of encountering personal difficulties in response to the trauma, and also suggesting referral and support services.

Letter to Faculty/Staff:

Date

Dear Members of the Holy Cross Faculty and Staff:

Many of you may have been deeply affected by the recent tragedy at the College. As a member of the Holy Cross community, you may be at risk of experiencing personal difficulties or you may interact with other faculty/staff members who are at risk of encountering personal difficulties in response to this trauma. If you wish to seek counseling or other resources, you can contact the Wellness Corps, your insurance provider, or the office of Human Resources for information about the Employee Assistance Program. We also ask you to assist us by referring those faculty/staff members who appear to be at risk to the appropriate support services.

People who are having difficulty may demonstrate one or a combination of the following:
1.) Change in work performance (absence from work, failure to complete projects on time);
2.) Drug or alcohol abuse;
3.) Anxiety or depression (reports of fear, apprehension, sadness, unhappiness);
4.) Complaints of illness;
5.) Poor concentration;
6.) Change in sleeping/eating habits;
7.) Verbal references to loss of hope, pessimism or suicide.

If you become concerned about a coworker for these or other reasons, refer the person to one of the offices listed on the enclosed Sources of Help sheet. If you would like information regarding how to make a referral, please contact Human Resources.

Sincerely yours,

Neal E. Lipsitz, Ph.D.
Postvention Coordinator
Associate Dean for Student Development

Enc: Sources of Help-(See page 70)
(7) Notification to all Parents

The purpose of a letter to parents is to inform them of the services offered to students and, if they are needed, encourage their son or daughter to use the services to help deal with the loss.

Offices Involved:

*Chaplain's, Class Dean, Counseling Center, Student Life*

Key Activities:

1. Recall those groups of students identified as likely to have been most affected by the catastrophic event (see (5): Identifying Students/Groups at Risk). With the assistance of the Registrar, generate a list of parents/guardians of these students along with names and addresses.

2. Develop, in consultation with appropriate College officials, a letter to be sent to parents/guardians (a) notifying them of the catastrophic event and the College's response, (b) expressing the possibility of and our desire to contain any contagion and/or imitation in the context of the Holy Cross culture and environment, and (c) requesting their help in identifying potentially troubling behavior in their own child (ren).

3. Send the letter along with a copy of *Sources of Help* (See page 70)

See:

Letter to parents to inform them of the event (7a.)
Dear Parents of Holy Cross Students,

On date a student died unexpectedly/ was seriously injured. We have been deeply saddened by this event and extend our prayers to the name of deceased and his/her family.

Because this event has upset many students at the College, I wanted to write to you to tell you that administrators and faculty throughout the campus are meeting with students in groups and individually to assist them in dealing with this event. Also, we wanted to ask that if you find that your son or daughter is particularly upset and has not sought help for their concerns, please encourage him/her to seek out the services of one of the offices on the enclosed list. Finally, if you have questions or concerns please call one of the offices on this list.

Tragedies occur in every community, large and small. We pray that name of deceased has found (if suicide) solace (if other tragedy, has found peace or something positive like that) and that at this time community members will be caring of each other and respectful of our relationships, acknowledging the importance of friendships, families and love for each other.

Sincerely yours,

Neal E. Lipsitz, Ph.D.
Postvention Coordinator
Associate Dean for Student Development

Enc: Sources of Help-(See page 70)
II. For Faculty Events

(1) Notification of the Family of the Victim/Deceased:

In the event of the injury or death of a faculty member, while the faculty member is on campus, the college, under the guidance of the Postvention Committee, will follow the following procedure to alert the family of the victim/deceased.

The college or attending physician makes the first contact with the family to:
1) Inform them of what has happened to their family member,
2) Answer any medical questions that they have, and
3) Tell them that a member of the College's administration also will soon be in touch with them.

A College chaplain, the Vice President for Academic Affairs, or the Postvention Coordinator makes the second contact. In making this call, the person must keep in mind both the shock and grief that the family most likely is experiencing at this time and his or her responsibilities to the community as a whole as identified in Part II, the Goals of Postvention.

In the second call the person provides support and compassion. If at that time or sometime later the family wishes assistance in investigating memorial services, funeral and burial arrangements, it may be appropriate for the caller to assist in those arrangements. Funeral services are family matters and are held at the family's place of worship, not on campus. The reason for not conducting such funerals on campus is concern for contagion. A tragedy affects a community as well as a family, and we must act in ways that protect those who may be seriously depressed and questioning living. On-campus funerals work against the goals of Postvention and potentially encourage others who are emotionally vulnerable to harm themselves.

Offices Involved:

Chaplains', Academic Affairs

Key Activities:
1. After the Vice President for Academic Affairs notifies the family of the victim/deceased, the Vice President for Academic Affairs, College Chaplains, and Postvention Coordinator should establish the specific content of the follow up phone call to the family. At this time they should also determine who will make the follow up call.
2. Contact the family of the deceased, offer support and care to the family, and, if necessary, express concern about the possibility of contagion and imitation in the context of the Holy Cross community.
3. Arrange, when appropriate, for the collection of personal effects and for meetings requested by the family with other community members.
4. Inform all offices on the Contact List (page 9) of the plan of action and actions taken during this phase, so that further postvention activities may proceed.
(2) Notification of Students

All students are informed by email and campus mail about a faculty member’s death due to some catastrophic event. A death is referred to as a suicide only if the coroner has made this ruling.

Whenever possible, advisees, mentees, and other students who have a special relationship with the faculty member are notified first and provided a copy of Sources of Help. The staff assembled will determine the most appropriate modes of communication (e.g., voice mail, email, personal contact, etc.).

Offices Involved:

Chaplains’, Class Dean, Counseling Center, Student Life, Public Affairs, Office of Student Involvement, and if appropriate, Athletic Department, ROTC, et. al.

Key Activities:
1. With representatives from each office, identify specific content of message(s) imparted to students.
2. Use the Chaplain's Notice to inform students of offices that are open for help.
3. Coordinate a timetable for all meetings and announcements.
4. Coordinate individual Community Development Coordinator’s efforts to notify (in person or by telephone) all RA’s, SRC's and SGA Co-Presidents of mandatory meetings for each complex or area.
5. Provide all staff members noted above with an adequate supply of the Sources of Help.
6. Consult attached sample notices.
7. Inform all offices on Contact List (page 9) of plan of action and actions taken during this phase.
(3) Notification to all Faculty/Staff

All faculty/staff members are informed by a campus-wide email about a faculty member’s death due to some catastrophic event. A death is referred to as a suicide only if the coroner has made this ruling.

Whenever possible, co-chairs, project affiliates, friends, other faculty/staff members with whom the victim is especially close are notified first and provided a copy of Sources of Help. The Postvention staff assembled will determine the most appropriate modes of communication (e.g., voice mail, email, personal contact, etc.).

(4) Written Materials

a. General Notice to the college community-regarding the death or catastrophic event (4A.)
   No letter stating the cause of death will be sent if the suicide occurs in the summer.
b. Chaplain’s Notice-funeral, etc. (4B.)
c. Statement Sheet for Faculty/Deans (4C.)
d. Statement Sheet for Faculty/Deans (Alternate) (4D.)
e. Academic Guidelines for Catastrophic Events (4E.)
f. Sources of Help (See page 70)

A. Campus-Wide Notification

Notices to the college community concerning the injury and/or death of a faculty member:
1) Name of the injured/deceased person(s);
2) Department, Position;
3) Statement of concern for persons and other members of the community;
4) Information about funeral arrangements, if any;
5) Information about hospital visitation, if any;
6) Date, time and location of injuries or death.

Examples:

Death:

We are saddened to report the death of name of deceased on date. The thoughts and prayers of our entire community are with him/her, and his/her family and friends at this difficult time. Information concerning funeral arrangements will be announced by the Office of the College Chaplain when it is available.
For students who wish to seek assistance or counseling, available resources include the Counseling Center, the Office of the College Chaplain and the Student Affairs Office. These offices are generally open between 9:00 a.m. and noon, and 1:00 p.m. and 5:00 p.m.

For faculty and staff members who wish to seek assistance or counseling, the Employee Assistance Program is a valuable resource. To find out what other services may be available to you through your healthcare provider, you can either contact them directly or contact the office of Human Resources.

**Injury:**

On **date** at **time** a Holy Cross faculty member was **cause and nature of injury** in **area** or **building**. The person’s name is being withheld upon request. The person responsible for the attack has not been identified. An investigation of the incident is underway by Public Safety and the Worcester Police. All members of the community are encouraged to comply with safety precautions. Anyone with any information concerning the attack should contact Public Safety (2222) immediately.

For students who wish to seek assistance or counseling, available resources include the Counseling Center, the Office of the College Chaplain and the Student Affairs Office. These offices are generally open between 9:00 a.m. noon, and 1:00 p.m. and 5:00 p.m.

For faculty and staff members who wish to seek assistance or counseling, the Employee Assistance Program is a valuable resource. To find out what other services may be available to you through your healthcare provider, you can either contact them directly or contact the office of Human Resources.
B. Chaplains' Notice for Funeral Services

(On Chaplains' Office stationary)

To: The Holy Cross Community (All Faculty, Students, Administrators)

From: Office of the College Chaplain

Date: Date

Please remember in your prayers name of deceased (title, department for employee) and her/his family. Name of deceased died on Thursday. She/he is the daughter/son of names of parents and sister/brother of names of siblings.

Calling Hours: hours and date
Name of funeral home
Address

Funeral Mass: hours and date
Name of site of funeral service
Address

Memorial Service/Mass: hours and date
Name of Site of Memorial Service/Mass
Address
C. Statement Sheet for Faculty/Deans

To: Faculty

From: Name of Dean(s)

Date: Date

RE: Academic accommodations for students wishing to attend funeral services for name of deceased of class year.

You may be approached by individual students in your courses who request to miss class or postpone academic responsibilities in order to attend funeral services on date. Such requests must be considered on a case-by-case basis and approved by you. Scheduled classes will be held on that day. See the enclosed guidelines.

In addition, some students may encounter significant personal distress in response to this tragedy that interferes with their ability to function. Such students may be temporarily excused by you or their Class Dean from their responsibilities but should also be referred for further assistance to one of the Sources of Help listed on the enclosed sheet.

Enc: Academic Guidelines (See 4 E.)

Sources of Help- (See page 70)
Memorandum

To: Faculty

From: Name of Dean (s)

Date: Date

A number of students have been deeply affected by the recent death of name of deceased. Several may have missed classes, exams, and assignments on the days immediately following this tragedy; others may request postponement of their academic responsibilities beyond this week. Please feel free to accommodate these students in accordance with the enclosed guidelines.

Some students may encounter significant personal distress in response to name of deceased's death that interferes with their ability to function. Such students may be temporarily excused by you or their Class Dean from their responsibilities, but should also be referred for further assistance to one of the sources of help listed on the enclosed sheet.

Enc. Academic Guidelines (See 4 E.)

Sources of Help-(See p.70)
E. Academic Guidelines for Catastrophic Events

Following a catastrophic event, students who will ask that they be allowed to miss class and/or to postpone some of their academic responsibilities will most likely approach faculty. It is important to facilitate the grieving process as well as stabilize the environment by reducing the highly emotional tone of the campus, bringing it back to its more ordinary state. Please follow these guidelines unless directed otherwise by the Postvention Coordinator.

1. Handle each request on a case-by-case basis.

2. Do not cancel class or assignments, en masse. Everyone is affected differently; it is important to convey the message that even though the event is tragic, life does and must go on.

3. If a service is scheduled at the same time as your class, students can decide individually if they are going to miss class to go to the service. If you intend to go to the service, do whatever you would ordinarily do when you cannot meet a class for personal reasons, (e.g., cancel class because of your plans, re-schedule the class if this is what you normally do, expect assignments to be turned in on the given due date).
Identifying Students/Groups at Risk

Dear Members of the Faculty and Administration:

Many of our students have been deeply affected by the recent tragedy at the College. As a member of the faculty/administration, you may have frequent contacts with students that allow you to identify those who are at risk of encountering personal difficulties in response to this trauma. We ask you to assist us by referring those students to the appropriate support services.

Students who are having difficulty may demonstrate one or a combination of the following:

1.) Change in academic performance (absence from class, failure to complete assignments on time);
2.) Drug or alcohol abuse;
3.) Anxiety or depression (reports of fear, apprehension, sadness, unhappiness);
4.) Complaints of illness;
5.) Poor concentration;
6.) Change in sleeping/eating habits;
7.) Verbal references to loss of hope, pessimism or suicide.

If you become concerned about a student for these or other reasons, refer the person to one of the offices listed on the enclosed Sources of Help sheet. If you would like information regarding how to make a referral, please call the Counseling Center (3363).

Thank you for your assistance during this difficult time.

Sincerely yours,

Neal E. Lipsitz, Ph.D.
Postvention Coordinator
Associate Dean for Student Development

Enc: Sources of Help-(See page 70)
(6) Identifying Faculty/Staff at Risk

A catastrophic event involving a faculty member may be disturbing to many faculty and/or staff members of the college, especially those who may have personally known or had a special relationship with the person.

To provide support and promote wellness for faculty and staff members who may be affected by the recent tragedy, the Postvention Team will send out a faculty and staff-wide email alerting the faculty and staff community to be alert and understanding to those who are at risk of encountering personal difficulties in response to the trauma, and also suggesting referral and support services.

Letter to Faculty/Staff:

Date

Dear Members of the Holy Cross Faculty and Staff:

Many of you may have been deeply affected by the recent tragedy at the College. As a member of the Holy Cross community, you may be at risk of experiencing personal difficulties or you may interact with other faculty/staff members who are at risk of encountering personal difficulties in response to this trauma. If you wish to seek counseling or other resources, do not hesitate to contact the Wellness Corps Human Resources for information about the Employee Assistance Program. We also ask you to assist us by referring those faculty/staff members who appear to be at risk to the appropriate support services.

People who are having difficulty may demonstrate one or a combination of the following:

1.) Change in work performance (absence from work, failure to complete projects on time);
2.) Drug or alcohol abuse;
3.) Anxiety or depression (reports of fear, apprehension, sadness, unhappiness);
4.) Complaints of illness;
5.) Poor concentration;
6.) Change in sleeping/eating habits;
7.) Verbal references to loss of hope, pessimism or suicide.

If you become concerned about a coworker for these or other reasons, refer the person to one of the offices listed on the enclosed Sources of Help sheet. If you would like information regarding how to make a referral, please contact Human Resources.

Sincerely yours,

Neal E. Lipsitz, Ph.D.
Postvention Coordinator
Associate Dean for Student Development

Enc: Sources of Help-(See page 70)
(7) Notification to all Parents

The purpose of a letter to parents is to inform them of the services offered to students and, if they are needed, encourage their son or daughter to use the services to help deal with the loss.

Offices Involved:

Chaplain's, Class Dean, Counseling Center, Student Life

Key Activities:

1. Recall those groups of students identified as likely to have been most affected by the catastrophic event (see (5): Identifying Students/Groups at Risk). With the assistance of the Registrar, generate a list of parents/guardians of these students along with names and addresses.

2. Develop, in consultation with appropriate College officials, a letter to be sent to parents/guardians (a) notifying them of the catastrophic event and the College's response, (b) expressing the possibility of and our desire to contain any contagion and/or imitation in the context of the Holy Cross culture and environment, and (c) requesting their help in identifying potentially troubling behavior in their own child (ren).

3. Send the letter along with a copy of Sources of Help (See page 70)

See:

Letter to parents to inform them of the event (7a.)
Dear Parents of Holy Cross Students,

On date a faculty member died unexpectedly/ was seriously injured. We have been deeply saddened by this event and extend our prayers to the name of deceased and his/her family.

Because this event has upset many students at the College, I wanted to write to you to tell you that administrators and faculty throughout the campus are meeting with students in groups and individually to assist them in dealing with this event. Also, we wanted to ask that if you find that your son or daughter is particularly upset and has not sought help for their concerns, please encourage him/her to seek out the services of one of the offices on the enclosed list. Finally, if you have questions or concerns please call one of the offices on this list.

Tragedies occur in every community, large and small. We pray that name of deceased has found (if suicide) solace (if other tragedy, has found peace or something positive like that) and that at this time community members will be caring of each other and respectful of our relationships, acknowledging the importance of friendships, families and love for each other.

Sincerely yours,

Neal E. Lipsitz, Ph.D.
Postvention Coordinator
Associate Dean for Student Development

Enc: Sources of Help-(See page 70)
III. For Staff Events

(1) Notification of the Family of the Victim/Deceased:

In the event of the injury or death of a staff member, while the staff member is on campus, the college, under the guidance of the Postvention Committee, will follow the following procedure to alert the family of the victim/deceased.

The college or attending physician makes the first contact with the family to:

1) Inform them of what has happened to their family member,
2) Answer any medical questions that they have, and
3) Tell them that a member of the College's administration also will soon be in touch with them.

A College chaplain, the Director of Administrative Services, Director of Human Resources, or the Postvention Coordinator makes the second contact. In making this call, the person must keep in mind both the shock and grief that the family most likely is experiencing at this time and his or her responsibilities to the community as a whole as identified in Part II, the Goals of Postvention.

In the second call the person provides support and compassion. If at that time or sometime later the family wishes assistance in investigating memorial services, funeral and burial arrangements, it may be appropriate for the caller to assist in those arrangements. Funeral services are family matters and are held at the family's place of worship, not on campus. The reason for not conducting such funerals on campus is concern for contagion. A tragedy affects a community as well as a family, and we must act in ways that protect those who may be seriously depressed and questioning living. On-campus funerals work against the goals of Postvention and potentially encourage others who are emotionally vulnerable to harm themselves.

Offices Involved:

Chaplains', Academic Affairs, Human Resources

Key Activities:
1. After the staff member’s supervisor notifies the family of the victim/deceased, the Director of Administrative Services, College Chaplains, and Postvention Coordinator should establish the specific content of the follow up phone call to the family. At this time they will also determine who will make the follow up call.
2. Contact the family of the deceased, offer support and care to the family, and, if necessary, express concern about the possibility of contagion and imitation in the context of the Holy Cross community.
3. Arrange, when appropriate, for the collection of personal effects and for meetings requested by the family with other community members.
4. Inform all offices on the Contact List (page 9) of the plan of action and actions taken during this phase, so that further postvention activities may proceed.
(2) Notification of Students

All students are informed by email and campus mail about a staff member’s death due to some catastrophic event. A death is referred to as a suicide only if the coroner has made this ruling.

Whenever possible, coworkers, mentees, and other students who have a special relationship with the staff member are notified first and provided a copy of Sources of Help. The staff assembled will determine the most appropriate modes of communication (e.g., voice mail, email, personal contact, etc.).

Offices Involved:

Chaplains’, Class Dean, Counseling Center, Student Life, Public Affairs, Office of Student Involvement, and if appropriate, Athletic Department, ROTC, et. al.

Key Activities:
1. With representatives from each office, identify specific content of message(s) imparted to students.
2. Use the Chaplain's Notice to inform students of offices that are open for help.
3. Coordinate a timetable for all meetings and announcements.
4. Coordinate individual Community Development Coordinator’s efforts to notify (in person or by telephone) all RA’s, SRC's and SGA Co-Presidents of mandatory meetings for each complex or area.
5. Provide all staff members noted above with an adequate supply of the Sources of Help.
6. Consult attached sample notices.
7. Inform all offices on Contact List (page 9) of plan of action and actions taken during this phase.
(3) Notification to all Faculty/Staff

All faculty/staff members are informed by a campus-wide email about a staff member’s death due to some catastrophic event. A death is referred to as a suicide only if the coroner has made this ruling.

Whenever possible, project affiliates, friends, other faculty/staff members with whom the victim is especially close, and direct coworkers are notified first and provided a copy of Sources of Help. The Postvention staff assembled will determine the most appropriate modes of communication (e.g., voice mail, email, personal contact, etc.).

(4) Written Materials

a. General Notice to the college community—regarding the death or catastrophic event (4A.)
   No letter stating the cause of death will be sent if a suicide occurs in the summer.
b. Chaplain’s Notice—funeral, etc. (4B.)
c. Sources of Help (See page 70)

A. Campus-Wide Notification

Notices to the college community concerning the injury and/or death of a faculty member:
1) Name of the injured/deceased person(s);
2) Department, Position;
3) Statement of concern for persons and other members of the community;
4) Information about funeral arrangements, if any;
5) Information about hospital visitation, if any;
6) Date, time and location of injuries or death.

Examples:

Death:

We are saddened to report the death of name of deceased on date. The thoughts and prayers of our entire community are with him/her, and his/her family and friends at this difficult time. Information concerning funeral arrangements will be announced by the Office of the College Chaplain when it is available.
For students who wish to seek assistance or counseling, available resources include the Counseling Center, the Office of the College Chaplain and the Student Affairs Office. These offices are generally open between 9:00 a.m. and noon, and 1:00 p.m. and 5:00 p.m.

For faculty and staff members who wish to seek assistance or counseling, the Employee Assistance Program is a valuable resource. To find out what other services may be available to you through your healthcare provider, you can either contact them directly or contact the office of Human Resources.

Injury:

On date at time a Holy Cross faculty member was cause and nature of injury in area or building. The person’s name is being withheld upon request. The person responsible for the attack has not been identified. An investigation of the incident is underway by Public Safety and the Worcester Police. All members of the community are encouraged to comply with safety precautions. Anyone with any information concerning the attack should contact Public Safety (2222) immediately.

For students who wish to seek assistance or counseling, available resources include the Counseling Center, the Office of the College Chaplain and the Student Affairs Office. These offices are generally open between 9:00 a.m. noon, and 1:00 p.m. and 5:00 p.m.

For faculty and staff members who wish to seek assistance or counseling, the Employee Assistance Program is a valuable resource. To find out what other services may be available to you through your healthcare provider, you can either contact them directly or contact the office of Human Resources.
B. Chaplains' Notice for Funeral Services

(On Chaplains' Office stationary)

To: The Holy Cross Community (All Faculty, Students, Administrators)

From: Office of the College Chaplain

Date: Date

Please remember in your prayers name of deceased (title, department for employee) and her/his family. Name of deceased died on Thursday. She/he is the daughter/son of names of parents and sister/brother of names of siblings.

Calling Hours: hours and date
Name of funeral home
Address

Funeral Mass: hours and date
Name of site of funeral service
Address

Memorial Service/Mass: hours and date
Name of Site of Memorial Service/Mass
Address
Dear Members of the Faculty and Administration:

Many of our students have been deeply affected by the recent tragedy at the College. As a member of the faculty/administration, you may have frequent contacts with students that allow you to identify those who are at risk of encountering personal difficulties in response to this trauma. We ask you to assist us by referring those students to the appropriate support services.

Students who are having difficulty may demonstrate one or a combination of the following:

1.) Change in academic performance (absence from class, failure to complete assignments on time);
2.) Drug or alcohol abuse;
3.) Anxiety or depression (reports of fear, apprehension, sadness, unhappiness);
4.) Complaints of illness;
5.) Poor concentration;
6.) Change in sleeping/eating habits;
7.) Verbal references to loss of hope, pessimism or suicide.

If you become concerned about a student for these or other reasons, refer the person to one of the offices listed on the enclosed Sources of Help sheet. If you would like information regarding how to make a referral, please call the Counseling Center (3363).

Thank you for your assistance during this difficult time.

Sincerely yours,

Neal E. Lipsitz, Ph.D.
Postvention Coordinator
Associate Dean for Student Development

Enc: Sources of Help-(See page 70)
(6) Identifying Faculty/Staff at Risk

A catastrophic event involving a staff member may be disturbing to many faculty and/or staff members of the college, especially those who may have personally known or had a special relationship with the person.

To provide support and promote wellness for faculty and staff members who may be affected by the recent tragedy, the Postvention Team will send out a faculty and staff-wide email alerting the faculty and staff community to be alert and understanding to those who are at risk of encountering personal difficulties in response to the trauma, and also suggesting referral and support services.

Letter to Faculty/Staff:

Date

Dear Members of the Holy Cross Faculty and Staff:

Many of you may have been deeply affected by the recent tragedy at the College. As a member of the Holy Cross community, you may be at risk of experiencing personal difficulties or you may interact with other faculty/staff members who are at risk of encountering personal difficulties in response to this trauma. If you wish to seek counseling or other resources, do not hesitate to contact the Wellness Corps Human Resources for information about the Employee Assistance Program. We also ask you to assist us by referring those faculty/staff members who appear to be at risk to the appropriate support services.

People who are having difficulty may demonstrate one or a combination of the following:
1.) Change in work performance (absence from work, failure to complete projects on time);
2.) Drug or alcohol abuse;
3.) Anxiety or depression (reports of fear, apprehension, sadness, unhappiness);
4.) Complaints of illness;
5.) Poor concentration;
6.) Change in sleeping/eating habits;
7.) Verbal references to loss of hope, pessimism or suicide.

If you become concerned about a coworker for these or other reasons, refer the person to one of the offices listed on the enclosed Sources of Help sheet. If you would like information regarding how to make a referral, please contact Human Resources.

Sincerely yours,

Neal E. Lipsitz, Ph.D.
Postvention Coordinator
Associate Dean for Student Development

Enc: Sources of Help-(See page 70)
(7) Notification to all Parents

The purpose of a letter to parents is to inform them of the services offered to students and, if they are needed, encourage their son or daughter to use the services to help deal with the loss.

Offices Involved:

Chaplain's, Class Dean, Counseling Center, Student Life

Key Activities:

1. Recall those groups of students identified as likely to have been most affected by the catastrophic event (see (5): Identifying Students/Groups at Risk). With the assistance of the Registrar, generate a list of parents/guardians of these students along with names and addresses.

2. Develop, in consultation with appropriate College officials, a letter to be sent to parents/guardians (a) notifying them of the catastrophic event and the College's response, (b) expressing the possibility of and our desire to contain any contagion and/or imitation in the context of the Holy Cross culture and environment, and (c) requesting their help in identifying potentially troubling behavior in their own child (ren).

3. Send the letter along with a copy of Sources of Help (See page 70).

See:

a. Letter to parents to inform them of the event (7a.)
7a. Letter to All Parents

Date

Dear Parents of Holy Cross Students,

On date a staff member died unexpectedly/ was seriously injured. We have been deeply saddened by this event and extend our prayers to the name of deceased and his/her family.

Because this event has upset many students at the College, I wanted to write to you to tell you that administrators and faculty throughout the campus are meeting with students in groups and individually to assist them in dealing with this event. Also, we wanted to ask that if you find that your son or daughter is particularly upset and has not sought help for their concerns, please encourage him/her to seek out the services of one of the offices on the enclosed list. Finally, if you have questions or concerns please call one of the offices on this list.

Tragedies occur in every community, large and small. We pray that name of deceased has found (if suicide) solace (if other tragedy, has found peace or something positive like that) and that at this time community members will be caring of each other and respectful of our relationships, acknowledging the importance of friendships, families and love for each other.

Sincerely yours,

Neal E. Lipsitz, Ph.D.
Postvention Coordinator
Associate Dean for Student Development

Enc: Sources of Help-(See page 70)
Part IV: Public Response

I. Guidelines for Memorial Services

The content of any service on campus is discussed and reviewed with the Postvention Coordinator (a funeral is never on-campus but at the place of worship of the deceased). A clear message must be sent that suicide is an avoidable act and that help is available for suicidal individuals. It is important that memorial activities help with the grief process rather than inspire anyone to view suicide as a viable alternative (concern for imitation, cluster and contagion).

The College does its best not to idealize, deify or sensationalize the life of the individual who has committed suicide.

Offices Involved:

Chaplain and Postvention Coordinator

Key Activities:

1. The wake or funeral would be at the person's off-campus home place of worship.
2. Consult with Chaplains' Office to discuss and establish location(s) for all memorial services including prayer service(s) in residence halls, or regularly scheduled masses designated as memorial services.
3. Consult with Chaplain who works with the eulogists to review and establish guidelines for content. Call off-campus clergy regarding eulogy guidelines. The goal is to avoid cluster or imitation by providing guidelines for these services.
4. There may be a memorial service or Mass on campus: this would only occur in the context of a regularly scheduled on-campus Mass in remembrance of the person.
5. Inform all offices on Contact List (see page 9) of the plan of action and actions taken during this phase.

See:

a. Guidelines for eulogies (See Ia.)
b. Guidelines for prayer services (See Ib.)
Ia. Guidelines for Eulogy in catastrophic events

Funeral liturgies and prayer services for the deceased offer a significant source of comfort and solace for relatives and friends of the deceased. When a person has died through suicide many believe that the person was in a state of depression and despair when he/she committed the act. Thus, many think of the person as having had an emotional or medical illness at the time of the act (rather than having committed a sinful act).

Eulogies are generally directed at a broad community including the immediate family, friends, other relatives and acquaintances. When many teenagers and young adults are expected at a funeral, it is important to be mindful that they are at an impressionable stage in their life regarding suggestions that death is a solution to troubles in life. If the deceased has taken his/her own life, we act in ways to discourage the likelihood that the suicidal act would be imitated.

Many adolescents and young adults at one time or another wonder a great deal about the meaning of life and of death. Those who are in a serious state of depression sometimes envision dying to be a preferable response to the troubles they feel and a better option than living. As we do not know the states of mind of those attending a memorial service, we want to strike a particular tone that would discourage this kind of thinking. To diminish the likelihood of this possibility the following guidelines are suggested:

1. Recognize your own feelings about death due to suicide or whatever natural tragedy has brought about the death(s). These feelings inevitably surface in the many interactions that occur with the family and friends prior to and after a service as well as in the eulogy itself.

2. Family members often like to be involved in helping to plan the liturgy or service. Some feel that they let the person down in this life and would like to do some final thing for the deceased. Others see it as a last chance to give a gift to the person and/or to speak on behalf of the person. Others prefer to leave the service totally to the clergy.

3. If death occurred by suicide and if this is common knowledge, it should be neither the focus of the eulogy, nor be completely avoided. Eulogies, at times like this, are opportunities for the family and friends to model attitudes and responses to the reality of death by suicide. It may be very helpful to discuss ideas with the Postvention Coordinator.

4. Pray for the person who has died. Be hopeful; it helps to make grief more tolerable. In the case of suicide it is important to answer the question of where the suicide victim is now.
5. Pray for the family, relatives and friends of the person who has died. The survivors are suffering deeply because of the suicide. Consider giving permission for people to be angry at God. In situations of natural tragedies or suicide, some feel unable to pray and may renounce their faith in reaction to overwhelming grief. God understands this and can take it. In the case of suicide, some are angry with the deceased for taking his/her own life. It is understandable how this act hurts and disappoints many. Balance this with noting that this was done at a moment or time of despair and that many kind acts throughout the person's life need also to be remembered as well as this singular event.

6. Again, in the case of suicide, say that when we experience what feels to us like overwhelming troubles with no way out, that there is always another option besides suicide, even though at that time we might not feel as though there is. It is important to wait out those feelings, that they do pass, and to seek out the support systems that are around us to help get over them.

7. Do not glorify the person who has died by being overly emotional. This can suggest to some seriously depressed adolescents that death by suicide offers an important opportunity to be viewed as important, to be remembered in a powerful, emotional, loving way. We want to encourage them to find happiness by spending more time and effort to work through their anger, hurt, and disappointments, which are an integral part of living.

8. Give a reminder that relationships are important, recognize that others are important to us and we to each other; be mindful of the family of the deceased.
Ib. **Guidelines for Prayer Services**

Any prayer/memorial service following the death of a member of the Holy Cross community is approved in advance by the College Chaplain. Except in extraordinary circumstances, commemorative services are always incorporated into one of the regularly scheduled Masses.

After consultation with the Postvention Coordinator, separate prayer/memorial services may be held for specific residence halls, departments, offices, campus organizations or athletic teams.

The Postvention Coordinator or a designee meets with the Chaplain or priest coordinating the Mass that will contain the prayer/memorial segment. Eulogies or other commemorative remarks follow the Guidelines for Eulogy in Catastrophic events.

If the service is a Mass, and the death involves other members of the community (a death resulting from an accident that involves other students), the Prayer of the Faithful should recognize all who were hurt (are in pain) because of the death/injury.
II. Media

The Director of Public Affairs, or a designee, handles all on and off campus media inquiries. The media representative is apprised of all planning and implementation activities that the College provides.

Offices Involved:

*Postvention Coordinator, Campus Center Director, Assoc. Dean for Student Life, Library Director, Public Affairs, Public Safety, Vice President for Student Affairs, Vice President for Academic Affairs, Human Resources, The Crusader Staff, Purple Patcher Staff, WCHC Staff.*

Key Activities:

1. Discuss the goals of Postvention, the College's Media guidelines, the American Association of Suicidology (AAS) Public Information Committee's guidelines and the AAS and Center for Disease Control and Prevention guidelines, with above offices.
2. Campus Center Director, V.P. for Student Affairs, V.P. for Academic Affairs, Director of Administrative Services, Library Director inform their respective staff of the media guideline information and are asked to report the presence of any off-campus media personnel to Public Safety.
3. Public Safety makes every effort to prohibit all off-campus media personnel (TV, news, etc.) from having any access to the campus or students.
4. Public Affairs Director and PVC prepare a written statement about the catastrophic event following the guidelines that can be read or submitted to the media, if necessary. Public Affairs Director discourages students, parents, faculty, and staff from making comments or giving interviews to the media.
5. Public Affairs Director deals with the media in a matter-of-fact way, responds to inquiries in ways that deflect and decrease the charged emotional environment, and emphasizes the Postvention services that are being provided and the need for the campus to return to normal. Media should be informed that the rationale for this approach is concern for the contagion effect that they can have in a Postvention situation.
6. Public Affairs Director meets with on-campus media organizations and discusses the guidelines and approaches to presenting information to the community.
7. Consult with the editor and writers of *The Crusader, The Purple Patcher* and WCHC staff to discuss guidelines for press coverage in the aftermath of a catastrophic event. Specifically, address
   - Contagion/imitation and the media's role,
   - Contents of the obituary, memorials, and stories surrounding the catastrophic event,
II. (Cont.)

- The need for strict confidentiality regarding the content of support group meetings for those writers who participate. Writers who may be participants in support group activities may not write about these activities.

8. Recommend no yearbook memorials: only date of birth and date of death as well as a picture could appear.

9. All media links need to be checked each August to make sure things are in place for the following year.

See:

IIa. AAS Guidelines for Media Interviews
IIb. AAS/CDC Guidelines for Media
See also http://www.suicidology.org (then click the media link)
Guidelines may also be found in the Summer 2002 issue of *Suicide and Life Threatening Behavior*
IIa. AAS Guidelines for Media Interviews

The following list of suggestions can help increase the educational aspect of the TV, newspaper, radio or magazine stories and minimize the potential dangers.

1. Set policies and make decisions regarding working with media before the occurrence of an emotional event such as a completed suicide.
2. Direct all media inquiries to one person who has been designated as spokesperson. This avoids confusion in times of crisis and ensures consistency in information given to the media.
3. Use clear, simple terminology that the readers or viewers can understand.
4. Avoid being defensive. Do not treat the interviewer as an adversary. Acknowledge the difficulty of the media's role and take the position of helpfulness. If you do not know the answer to a question, find out and call back or put the interviewer in contact with another resource. Place media coverage high on your list of priorities and view it as an asset to your work.
5. Review statistics so you will not dispense erroneous information. Be sure you can back up facts and statistics with original resources.
6. Use caution if the interviewer requests to be put in contact with a person who attempted suicide or a survivor. Decide: 1) If it is in the best interest of the attempter or survivor and, 2) what would be the educational value of such an interview. Make contact yourself first and get permission to give the media person their name and telephone number or offer anonymity to protect them from future unwanted calls.
7. Make clear before being recorded or interviewed live that you do not think it will be appropriate to discuss details of the method or specific reasons of a particular suicide. Avoid sensationalizing or romanticizing. General information is more beneficial, e.g., guns are used in the majority of suicides, or most suicides follow a significant loss, etc.
8. Personal experiences and case studies can make a point more real and understandable, but be cautious not to reveal information that might break the confidentiality of a client.
9. Emphasize whenever possible the suicide warning signs, how to respond to someone who is threatening suicide, and where to go for help in your local community.
10. Do not insist on seeing questions ahead of the interview or to edit the final copy. Only what fits the purpose or theme and is of interest to readers or viewers will be used. Your willingness to be interviewed must show some trust. If you have too many doubts, refer the reporter to someone else.
11. Become pro-active with the media. Establish a relationship beforehand. Initiate a contact with a phone call or press release and establish yourself or your agency as a contact on the issue of suicide prevention.
IIb. American Association of Suicidology (AAS) and the Centers for Disease Control and Prevention (CDC) Guidelines for Media

News stories, articles, and dramatic presentations on the subject of suicide came under question in the last few years. The concern has been that such presentations may have stimulated some persons to attempt suicide. There is confusion about how the subject of suicide should be treated to minimize this danger.

**Reporting on Suicide**

The media can play a powerful role in educating the public about suicide prevention. Stories about suicide can inform readers and viewers about the likely causes of suicide, its warning signs, trends in suicide rates, and recent treatment advances. They can also highlight opportunities to prevent suicide. Media stories about individual deaths by suicide may be newsworthy and need to be covered, but they also have the potential to do harm. Implementation of recommendations for media coverage of suicide has been shown to decrease suicide rates.

- Certain ways of describing suicide in the news contribute to what behavioral scientists call “suicide contagion” or “copycat” suicides.
- Research suggests that inadvertently romanticizing suicide or idealizing those who take their own lives by portraying suicide as a heroic or romantic act may encourage others to identify with the victim.
- Exposure to suicide method through media reports can encourage vulnerable individuals to imitate it. Clinicians believe the danger is even greater if there is a detailed description of the method. Research indicates that detailed descriptions or pictures of the location or site of a suicide encourage imitation.
- Presenting suicide as the inexplicable act of an otherwise healthy or high-achieving person may encourage identification with the victim.
- When suicide is reported as a cause of death, survivors are exposed to the public in a manner that compounds the trauma. Simply state the date and place of death.
- Survivors, in addition to feelings of grief, usually feel a sense of shame due to the negative stigmas attached to death by suicide. Strive to avoid implications of shame or enhance any stigmas.
- Survivors are usually angry. It is difficult for them to direct this at the deceased; often it is projected onto others and sometimes the press is used as a vehicle through which to blame another. Those blamed usually cannot speak out, due to privacy issues and respect for the family, so the blaming statements are left unfairly unchallenged. Avoid a cause-effect blaming tone; a person’s motivation for suicidal actions is usually the result of complex reasons and situations and is not succinct or simple.
Suicide and Mental Illness

- Over 90 percent of suicide victims have a significant psychiatric illness at the time of their death. These are often undiagnosed, untreated, or both. Mood disorders and substance abuse are the two most common.
- When both mood disorders and substance abuse are present, the risk for suicide is much greater particularly for adolescents and young adults.
- Research has shown that when open aggression, anxiety, or agitation is present in individuals who are depressed, the risk for suicide increased significantly.

The cause of an individual suicide is invariably more complicated than a recent painful event such as a break-up of a relationship or the loss of a job. An individual suicide cannot be adequately explained as the understandable response to an individual’s stressful occupation, or an individual’s membership in a group encountering discrimination. Social conditions alone do not explain a suicide. People who appear to become suicidal in a response to such events, or in response to a physical illness, generally have significant underlying mental problems, though they may be well hidden.

General Concerns and Recommendations

1. Suicide is often newsworthy, and it will probably be reported. It is important to assist news professionals in their efforts toward responsible and accurate reporting.
2. “No comment” is not a productive response to media representatives who are covering a suicide story.

Refusing to speak with the media does not prevent coverage of the suicide; rather, it precludes an opportunity to influence what will be contained in the report. It is not necessary to provide an immediate answer to difficult questions; however, be prepared to provide a reasonable time table for giving such answers or provide a referral.

3. All parties should understand that a scientific basis exists for concern that news coverage of suicide may contribute to the causation of suicide. Health officials must explain the carefully, established, scientific basis for their concern about suicide contagion and how responsible reporting can reduce contagion.
4. Some characteristics of news coverage of suicide may contribute to contagion, and other characteristics may help prevent suicide.

Clinicians and researchers need to acknowledge that it is not news coverage of suicide, per se, but certain types of news coverage that may promote contagion.
5. Health professionals or other public officials should not try to tell what to report or how to write the news regarding suicide.

Instead of dictating what should be reported, public officials should explain the potential for suicide contagion associated with certain types of reporting and suggest ways to minimize the risk for contagion.

6. Public officials and news media should carefully consider what is to be said and reported regarding suicide.

7. Dramatizing the impact of suicide through descriptions and pictures of grieving relatives, teachers or classmates or community expressions of grief may encourage potential victims to see suicide as a way of getting attention or as a form of retaliation against others.

8. Using adolescents on TV or in print media to tell the story of their suicide attempts may be harmful to the adolescents themselves or may encourage other vulnerable young people to seek attention in this way.

9. It is important to report a suicide in a straightforward manner so that the suicide does not appear exciting. Reports should not make the suicidal person appear admirable, nor should they seem to approve of the suicide.

10. To encourage prevention of suicide, it is helpful to:
   - Present alternatives to suicide, e.g., calling a suicide prevention center, getting counseling, etc.
   - Whenever possible, present examples of positive outcomes of people in suicidal crises.
   - Provide information on community resources for those who may be suicidal or who know people who are.
   - Include a list of clues to suicidal behavior, e.g.:

<table>
<thead>
<tr>
<th>WARNING SIGNS OF SUICIDE</th>
<th>WHAT TO DO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suicide threats</td>
<td>Discuss it openly and frankly</td>
</tr>
<tr>
<td>Statements revealing a desire to die</td>
<td>Show interest and support</td>
</tr>
<tr>
<td>Previous suicide attempts</td>
<td>Get professional help</td>
</tr>
<tr>
<td>Sudden changes in behavior (withdrawal, apathy, moodiness)</td>
<td></td>
</tr>
<tr>
<td>Depression (crying, sleeplessness, loss of appetite, hopelessness)</td>
<td></td>
</tr>
<tr>
<td>Final arrangement (such as giving away personal possessions)</td>
<td></td>
</tr>
</tbody>
</table>
IIb. (Cont.)

Language

Referring to a “rise” in suicide rates is usually more accurate than calling such a rise an “epidemic,” which implies a more dramatic and sudden increase than what we generally find in suicide rates.

Research has shown that the use in headlines of the word suicide or referring to the cause of death as self-inflicted increases the likelihood of contagion.

Recommendations for Language

- Whenever possible, it is preferable to avoid referring to suicide in the headline. Unless the suicide death took place in public, the cause of death should be reported in the body of the story not in the headline.
- In deaths that will be covered nationally, such as celebrities, or those apt to be covered locally, such as persons living in small towns, consider phrasing for headlines such as: “Marilyn Monroe dead at 36,” or “John Smith dead at 48.” Consideration of how they died could be reported in the body of the article.
- In the body of the story, it is preferable to describe the deceased as “having died by suicide,” rather than as “a suicide” or having “committed suicide.” The latter two expressions reduce the person to the mode of death, or connote criminal or sinful behavior.
- Contrasting “suicide deaths” with “non-fatal attempts” is preferable to using terms such as “successful” or “unsuccessful” or “failed.”

Stories to Consider Covering

- Trends in suicide rates
- Recent treatment advances
- Individual stories of how treatment was life-saving
- Stories of people who overcame despair without committing suicide
- Myths about suicide
- Warning signs of suicide
- Actions that individuals can take to prevent suicide by others
Aspects of News Coverage That Can Promote Suicide Contagion

In order to minimize the likelihood of suicide contagion, reporting should be concise and factual. The likelihood of suicide may be increased by the following:

- Presenting simplistic explanations for suicide.
- Engaging in repetitive, ongoing, or excessive reporting of suicide in the news. Alternative approaches for coverage of newsworthy suicide stories should be considered since repetitive coverage tends to promote suicide contagion.
- Providing sensational coverage of suicide. Sensationalism can be minimized by limiting morbid details of the suicide, decreasing the prominence of the news report, and avoiding the use of dramatic photographs related to the suicide.
- Reporting “how-to” description of suicide. Technical details about the method of suicide is not recommended and may facilitate imitation of the suicidal behavior by other at-risk individuals.
- Presenting suicide as a tool for accomplishing certain ends. Suicide should not be presented as an effective coping strategy because other potentially suicidal individuals may view suicide as an attractive solution.
- Glorifying suicide or persons who commit suicide. News coverage is less likely to contribute to suicide contagion when reports of community expressions of grief (i.e. public eulogies and public memorials) are minimized.
- Focusing on the suicide completer’s positive characteristics. It is important to report the suicide completer’s problems in addition to the positive aspects of his/her life.

In addition to these guidelines, The American Association of Suicidology recommends publication of potential warning signs in the article, or as a side bar, in addition to information on community resources for those who may be suicidal or who know people who are.
III. Memorials

The College does not do anything to institutionalize the grief through participation in and encouragement of memorials on the campus.

Those handling specific requests for memorials recognize the need to bring closure to death, without creating contagion or imitation issues. Be aware of the therapeutic benefit of asking, "Is there something you want to do?" The greatest concern for memorials may come from cohort groups of students that have a need to remember a friend, teammate or group member.

Memorials are erected at a gravesite or some other location off campus that will minimize the contagion of suicidal behavior at the College. If anyone suggests a scholarship for the deceased, contributions may be made to the general scholarship fund.

Offices Involved:

Chaplains’, Class Dean, Counseling Center, Vice President for Academic Affairs, Development, Physical Plant

Key Activities:

1. Consult with and field questions from individuals or offices receiving requests for the opportunity to hold a memorial service or establish a tangible memorial. Encourage receptivity to requests, but discourage immediate expressions of support or commitment to specific proposals until the Postvention Coordinator has reviewed them.

2. Review proposed memorials and the content of proposed memorial services to insure sensitivity to contagion and imitation issues.

Written Materials:

III a. Response to Questions about Memorials

In the aftermath of a tragedy on campus, friends or family of a deceased member of the community may request to establish a memorial to that person. Such requests are approved by the Postvention Coordinator. In cases of murder or suicide the Coordinator may determine that such memorials are not in the long-term best interest of the community. In these cases such memorials may adversely affect vulnerable persons. This is particularly true with regard to suicide.

When such requests are approved, the Postvention Coordinator will consult with the family members or friends making the request and will assist them in working with the College office responsible for establishing the memorial. Monuments, plaques or other memorials are
the responsibility of the Director of Physical Plant. Scholarships or other kinds of monetary awards are the responsibility of the Vice President of Development.
Part V: Resources

I. Off Campus Referral Services

Holy Cross establishes clearly defined links with local community mental health centers and individual mental health practitioners prior to a catastrophic event so that referrals can be easily arranged.

Offices Involved:

*Counseling Center, Human Resources*

Key Activities:

1. Identify the mental health professionals in the greater Worcester community who have experience or expertise in grief therapy or post-traumatic stress.
2. Selectively consult with and/or refer students to these professionals in the event that on-campus mental health service providers are unable to accept further referrals or are unable to provide adequate services for specific student needs.
3. The Employee Assistance Program (EAP) is an assessment, counseling and referral service. The College has contracted with the Wellness Corporation in Shrewsbury, MA to provide these services. The program is free of charge to faculty and staff who qualify for benefits, their spouses and dependent children. The telephone number to reach the EAP is (508)842-2780 or 1-800-828-6025.
II. Postvention Support Groups

In the aftermath of a catastrophic event, groups of students identified as being at risk (close friends, roommates, etc.) are provided with the opportunity to participate in group discussion sessions. Any member of the Holy Cross community also may request that such a group be formed, but the Postvention Coordinator decides whether this or some alternative action is appropriate in response to specific requests.

The purpose of the group is to give education, support and guidance in dealing with the grief in the aftermath of a tragic loss. These groups also provide us with additional screening opportunities to identify others who may be emotionally at risk.

Postvention support groups are facilitated by the Postvention Coordinator or a designee from the staff of the Counseling Center, the Chaplain's Office, the Dean of Students' Office, and/or the EAP.

Offices Involved:

*Chaplains’, Class Dean, Human Resources, Counseling Center, Student Affairs, and if appropriate, Athletic Department, ROTC, et. al.*

Key Activities:

1. With the assistance of Chaplains, the Student Affairs, Academic Affairs, the Registrar, Human Resources, and any department or group in which the individual is a member identify groups of campus community members who may be most affected by the catastrophic event, e.g., roommates, classmates, floormates, teammates, colleagues, etc.
2. Collaborate with Student Affairs, Class Deans, and/or Human Resources to establish appropriate meeting times and locations for these groups.
3. Develop guidelines for leading support groups. Specify the size of group, who will conduct the groups, time and place of meetings, content of the groups, and follow-up.
4. Send notices announcing meeting dates and times to identified individuals. Include a description of these groups as opportunities for supportive and educational discussion in the aftermath of a catastrophic event.
5. Identify and assign group facilitators from among the professional staff in the Counseling Center, the Student Affairs, the Chaplains' Office, and/or the EAP.
6. Inform all offices on Contact List (page 9) of plan of action and actions taken during this phase.

See:

IIa. Invitation to postvention support groups
IIa. Invitation to Postvention support groups

Date

Dear name of student:

The Counseling Center will hold a meeting on date to discuss the recent tragedy on campus. The meeting will be at 7:00 p.m. in the Mulledy Social Room and will be facilitated by name(s) of facilitator(s). You and associates you may know who have been affected by this tragedy are invited to attend.

Sincerely yours,

Neal E Lipsitz, Ph.D.
Associate Dean for Student Development
III. Help for Helpers

Responding to the aftermath of a tragedy is stressful for all concerned. There is a need for staff debriefing, support and recognition.

The College recognizes its responsibility to provide support services to employees and peer volunteers who may be adversely effected by a traumatic event or its aftermath. The Postvention Coordinator invites staff and student volunteers who have been involved in a traumatic event and its aftermath to meet separately in groups.

Each respective group is facilitated by the Postvention Coordinator or a designee and meets for up to three sessions, depending on the preference of the members.

In addition, individual employees or peer volunteers may be referred to and receive individual medical, psychological or other services to remediate problems associated with exposure to a traumatic event.

Offices Involved:

Chaplains, Class Dean, Counseling Center, Student Affairs, Health Services, Public Safety and Human Resources

Key Activities:

1. Collaborate with appropriate department heads to coordinate a meeting for debriefing involved parties on postvention progress.
2. Provide support and recognition for the emotional effort and stress involved as individuals attend to the consequences of a catastrophic event. Clarify and assist helpers in building realistic expectations for forthcoming days and weeks.
3. Discuss the possibility of counseling, short-term therapy, or an intra-college time-limited support group for individuals who may desire it, normalize the strong emotions some individuals may be experiencing, and encourage help seeking behavior as is appropriate.
4. Consult with department heads as needed regarding staff members' requests for time off after the completion of postvention activities.
5. The Employee Assistance Program (EAP) is an assessment, counseling and referral service. The College has contracted with the Wellness Corporation in Shrewsbury, MA to provide these services. The program is free of charge to faculty and staff who qualify for benefits, their spouses and dependent children. The telephone number to reach the EAP is (508)842-2780 or 1-800-828-6025.

See:

IIIa. Invitation to staff for debriefing
IIIa. Invitation to staff or peer volunteer for debriefing:

Date

Dear Name of employee or peer volunteer:

On date, the Counseling Center will offer a group meeting as an opportunity to discuss reactions to the recent tragedy on campus. The meeting will be held at 7:00 p.m. in Hogan 207. I hope that you will be able to attend.

Sincerely yours,

Neal E. Lipsitz, Ph.D.
Postvention Coordinator
Associate Dean for Student Development
IV. Peer Educator Training

Resident Assistants, Student for Responsible Choices and other peer educators are trained in the early identification and referral of students who are depressed, suicidal or in need of mental health counseling. These helpers must also be made aware of the limits of their responsibility.

Recognize the stress that this places on them and other helpers and their need for ongoing support, education and monitoring of their involvement with students.

Offices Involved:

*Counseling Center, Student Life, Wellness Programming*

Key Activities:

1. Develop and provide training that incorporates,
   (a) Identification of depressive and potentially suicidal behavior in students,
   (b) The importance of identification and referral as opposed to intervention,
   (c) The need for the sources of help for RA's, SRC's, and other student helpers in the event of a catastrophic event.

2. Collaborate with the Student Life Office to establish appropriate timetables for this training.

Written Materials:

Referral Guide for Peer Educators and RAs:

http://www.holycross.edu/departments/dos/website/counseling_center/referral_guide.htm
V. Faculty and Staff Postvention Training

To support faculty, and staff, including housekeeping and dining services, in their critical role in the aftermath of suicide. Training is offered on recognizing and referring students at risk for suicide, depression or other mental health problems. This information is, if possible, provided, at least in written form.

Offices Involved:

Chaplain's office, Counseling Center, Student Life, Health Services, Public Safety, Housekeeping and Dining Services, VP for Academic Affairs, Human Resources

Key Activities:

1. Design and implement training programs or written guidelines for faculty and staff that describes each major postvention phase and details specific responsibilities for each department involved.
2. Consult with the Vice President for Academic Affairs, Human Resources, and the heads of each office listed to establish appropriate time(s) for providing this training session.

Written Materials:

Referral Guide for Faculty and Administrators:

http://offices.holycross.edu/counselingcenter/help/guides
VI. Resources/Information

Written/Website Materials:

a. Sources of Help

b. American Psychological Association
   http://helping.apa.org/therapy/traumaticstress.html

c. Beyond Indigo: Changing the way you feel about grief and loss
   http://www.death-dying.com

d. National Institute of Mental Health
   http://www.nimh.nih.gov/publicat/violence.cfm

e. International Critical Incident Stress Foundation
   http://www.icisf.org
VIa. Sources of Help at Holy Cross
Students experiencing personal distress or a crisis while at Holy Cross should know that assistance is always available. Depending on personal preference, students may:

- **Call or visit the Counseling Center.** The Counseling Center provides confidential assistance to students who have a wide range of problems or concerns, such as stress, adjustment difficulties, relationship problems, anxiety, and depression. Times are available each day for students needing to be seen the same day for urgent concerns. The Counseling Center is located in Hogan 207. Students may call (508-793-3363) or come in to make an appointment Monday through Fridays from 9 a.m.-12 p.m. and 1 p.m.-5 p.m. If a psychological emergency occurs in the evening or weekends, the Counseling Center’s Psychologist On Call may be accessed by contacting the Holy Cross Public Safety Office at 508-793-2222.

- **Call or visit the Chaplain’s Office.** The office provides pastoral counseling and conversation for any issues of concern to students. All discussions are confidential. The office is located in Campion House. Students may call (508-793-2448) or come in to make an appointment on weekdays from 8:30 to 5. On evenings and weekends, a Chaplain may always be reached by calling the Switchboard (508-793-2011).

- **Call or visit the Student Life Office.** The Residence Life staff works with RAs to provide an atmosphere in the residence halls conducive to academic and personal growth. The office coordinates all residential and student organizational aspects of the campus. The office is located in Hogan 122; or call 508-793-2411. Evening and weekend accessibility to a professional staff member on call is available by calling Public Safety (508-793-2222).

- **Talk to a Class Dean, faculty or staff member.** During the course of four years at Holy Cross, students often grow to like and trust particular Deans, professors or administrators. Class Deans, faculty and administrators are often quite willing to listen and respond to personal concerns.

- **Talk to Resident Assistants, Counseling Outreach Peer Educators, Relationship Peer Educators, Multicultural Peer Educators, Students for Responsible Choices, or Student Health Awareness Peer Educators.** Resident Assistants are readily accessible in each residence hall and are capable of quickly directing students to appropriate campus resources. Peer educators are available to provide information and referral sources on topics related to their respective organizations.

- **Call or visit Health Services.** Physicians, Nurse Practitioners and Registered Nurses are available to listen to students’ concerns. The staff provides medical care and will make referrals to specialists if needed. All discussions and treatment of medical conditions are confidential. The office is located in Loyola Hall. Office Hours are Monday-Friday 9:00 am-12:00 pm & 1:00 pm- 5:00 pm. Appointments can be made by calling 508-793-2276. After hours, there is an on-call physician available at 508-334-8830 for urgent needs. Call Public Safety for on campus medical emergencies at 508-793-2222.

- **Refer to the Sexual Assault Facts, Education and Response (SAFER) website for information about sexual assault.** [http://offices.holycross.edu/safer/](http://offices.holycross.edu/safer/)

  **In the evenings or in case of an emergency, students should:**
- Contact a Resident Assistant or call Public Safety (508-793-2222). They will direct students to the appropriate form of assistance.
- In the case of a medical emergency, students should contact Public Safety (508-793-2222).
Sources of Help for Faculty and Staff:

- **Employee Assistance Program**: The Employee Assistance Program (EAP) is an assessment, counseling and referral service. The College has contracted with the Wellness Corporation in Shrewsbury, MA to provide these services. The program is free of charge to faculty and staff who qualify for benefits, their spouses and dependent children. The telephone number to reach the EAP is (508)842-2780 or 1-800-828-6025.

- **Healthcare Provider**: Your healthcare provider will be able to tell you what kind of counseling resources may be available to you through your insurance program, contacting them directly is a good source of help.

- **Human Resources**: If you have questions as to what counseling, or other types of, services may how you can find these services, or referrals to specific services, you can contact the office of Human Resources for information.

**SOME OFF-CAMPUS HOTLINE TELEPHONE SERVICES**

- Suicide, Despair, Loneliness; The Samaritans: 1-508-875-4500
- Rape, Sexual Assault; Pathways for Change: 1-800-870-5905
- Relationship Abuse; Daybreak Domestic Violence Services: 508-755-9030.

These services are staffed 24 hours a day by trained volunteers. They provide information and over the phone counseling to those in crisis as well as to friends seeking advice on how to help.
Local Health Care Options

Health Services hours: Mon.-Fri. 9am-12pm and 1pm-5pm tel. 508-793-2276

Public Safety 508-793-2224  PS emergency line 508-793-2222

Physician on call after hours: 508-334-8830  RED cab 508-792-9999

HOSPITALS

UMASS Memorial Healthcare, Inc.

Memorial campus: 119 Belmont St. Worc., 508-334-1000

University campus: 55 Lake Ave., Worc., 508-334-1000

Hahnemann campus: 281 Lincoln St., Worc., 508-334-1000

St. Vincent’s @ Worc. Med Center, 123 Summer St., Worc. 508-363-5000

PHARMACIES

Target: Blackstone Shoppes, Millbury 508-865-7454

Walmart Supercenter: 25 Tobias Boland Way, Worc.: 774-314-3162

Rite Aid: 348 Greenwood St., Worc. 508-752-1911

CVS: 676 Southbridge St., Auburn 508-832-6257

Walgreens: 320 Park Ave., Worc. 508-767-1732

CLINICS/SERVICES

Hahnemann Family Health 279 Lincoln St, Worc. 508-334-8830

Ready Med 460 Southbridge St., Auburn 774-221-5135

222 Boston Tpk., Shrewsbury 508-831-4080 Mon.-Fri. 1PM-9PM Sat./ Sun 9AM-9PM

Reliant Medical Group(Occupational Health/Urgent Care) 630 Plantation St., Worc. 508-852-0600

Pathways for Change (formerly Rape Crisis Center) 588 Main St., Worcester 24 hr. hotline 1-800-870-5905 Office: 508-852-7600

UMass Travel Clinic (Memorial campus) 508-334-5481

AIDS Project Worcester 85 Green St., Worc. 508-755-3773

Webster Square Medical Ctr. 255 Park Ave., Worc. 508-755-9776
Part VI: Checklists

I. Master Checklist for Postvention Coordinator:

1. For Student Events

Notification of Catastrophic Event

Source: _____ Student Life _____ Health Services _____ Public Safety
        _____ Other: ______________________

Time: ____ Date: ____/____/____

Nature of Event: ____________________________________________________________

Public Safety and Health Services are both contacted immediately. One of these offices, usually Public Safety, notifies the Postvention Coordinator and the Vice President for Student Affairs or the on duty representative of the Vice President's Office.

When the Postvention Coordinator has been notified, check on NOTIFICATION of the:

_____ Vice President for Student Affairs and/or the on-duty representative of the Vice President's Office.

_____ President and the Director of Public Affairs by the Vice President for Student Affairs or the on-duty representative of the Vice President's Office.

_____ Associate Dean for Student Life by the Vice President for Student Affairs or the on-duty representative of the Vice President's Office.

_____ Chaplain by the Vice President for Student Affairs or the on-duty representative of the Vice President's Office.

_____ Psychologist by the Vice President for Student Affairs or the on-duty representative of the Vice President's Office.

_____ Director of Administrative Services by the Vice President for Student Affairs or the on-duty representative of the Vice President's Office

_____ Student’s Class Dean by the Vice President for Student Affairs or the on-duty representative of the Vice President's Office

_____ Associate Dean of the College by the Vice President for Student Affairs or the on-duty representative of the Vice President’s Office
Vice President for Academic Affairs, Senior VP, and Registrar by the student's Class Dean
Faculty of the injured/deceased student(s) by the student's Class Dean
Faculty of any adversely affected students by the student's Class Dean

In cases of death:

Notification of the family of the deceased by the College or Attending Physician.
Discuss with the Vice President for Student Affairs and/or the Office of the College Chaplains who should call the parents/guardians about the death and, in consultation with colleague(s) establish the specific content of the initial message.
Contact the parents of the deceased, offer support and care to the family, and, when appropriate, express concern about the possibility of contagion and imitation in the context of the Holy Cross community.
Arrange, when appropriate, for the collection of personal effects and for meetings requested by the family with other community members.
Discuss relevant issues with the Director of Public Affairs and the Director of Administrative Services/Risk Manager.
Check with the appropriate personnel: room/door, computer access, room inventory

Notification of the general student body
Identify specific content of message(s) imparted to students.
Coordinate a timetable for all meetings and announcements.
Coordinate individual Residence Life Professional Staff efforts to notify (in person or by telephone) all RA's, SRC's and SGA Co-Presidents of mandatory meetings for each complex or area.
Provide all staff members noted above with an adequate supply of the Sources of Help.
Inform all offices on Contact List [Chaplains’, Counseling Center, Dean of the College (Class Dean), Student Life (Assoc. Dean for Student Life), Health Services, Public Affairs, Public Safety, Registrar] of plan of action and actions taken during this phase.
Set up process for identifying students/groups at risk

_____ With the assistance of the Class Dean, review the transcript to identify: 1) the advisor, 2) faculty for student's current and past semester courses, courses in his/her major, and faculty who had the student for more than one course or is someone who is likely to have known the student well. In the case of an employee, meet with department and division head and generate a list of closest colleagues.

_____ Identify the staff, faculty, administrator, advisor, director, coach, on-campus employer, etc. who may have known the person well.

_____ Set up a meeting with these individuals.

_____ Make decisions regarding treatment, who receives it, and from what source (on or off campus), with consideration for caseload, severity, and specific nature of the treatment that is needed.

Coordinate Chaplain Activity

_____ Consult with Chaplains' Office to discuss and establish location(s) for all memorial services including prayer service(s) in residence halls, or regularly scheduled masses designated as memorial services.

_____ Consult with Chaplain who works with the eulogists to review and establish guidelines for content.

_____ Call off-campus clergy regarding eulogy guidelines.

_____ Memorial services or Masses have been incorporated into the regularly scheduled on-campus Masses.

_____ Inform all offices on Contact List of plan of action and actions taken during this phase.

Arrange for contact of the parents of the student body

_____ With the assistance of the Class Dean, generate a list of parents/guardians of students effected by a catastrophe along with names and addresses.

_____ If it is necessary or helpful, develop a letter to be sent to parents/guardians.

_____ Send the letter along with a copy of Sources of Help.
Make administrative arrangements with

_____ Director of Public Affairs to handle potential media inquiries.

_____ Director of Administrative Services/Risk Manager to keep the person informed about the situation.

_____ Public Safety to arrange for Housekeeping to restore area where a catastrophic event has occurred.

_____ Residence Life to offer relocating students who lived with the deceased.

_____ Class Dean arranged with Registrar to remove a deceased student(s) name(s) from mailing lists.

_____ Class Dean to insure that a final transcript is sent to parents of deceased.

_____ Class Dean to inform Bursar to refund any excess tuition, housing or meal fees owed to parents of the deceased.

Memorials

_____ When appropriate, review proposed memorials and the content of proposed memorial services to insure sensitivity to contagion and imitation issues.

Postvention Support Groups

_____ Identify groups of students who may be most affected by the catastrophic event, e.g., roommates, classmates, floormates, teammates, colleagues, etc.

_____ Establish appropriate meeting times and locations for these groups.

_____ Specify the size of group, who will conduct the groups, time and place of meetings, content of the groups, and follow-up. Groups may be offered at these intervals: immediately after the tragedy, 7-10 days after the tragedy and one month after the incident.

_____ Send notices announcing meeting dates and times to identified individuals.

_____ Identify and assign group facilitators.

Arrange Off-Campus Treatment

_____ Identify the mental health professionals in the greater Worcester community who have experience or expertise in grief therapy or post-traumatic stress.
Selectively consult with and/or refer students to these professionals in the event that on-campus mental health service providers are unable to accept further referrals or are unable to provide adequate services for specific student needs.

Help for Helpers

- Collaborate with appropriate department heads to coordinate a meeting for debriefing involved parties on postvention progress.

- Provide support and recognition for the emotional effort and stress involved as individuals attend to the consequences of a catastrophic event. Clarify and assist helpers in building realistic expectations for forthcoming days and weeks.

- Discuss the possibility of counseling, short-term therapy, or an intra-college time-limited support group for individuals who may desire it, normalize the strong emotions some individuals may be experiencing, and encourage help seeking behavior as is appropriate.

- Consult with department heads as needed regarding staff members' requests for time off after the completion of postvention activities.

- The Employee Assistance Program (EAP) is an assessment, counseling and referral service. The College has contracted with the Wellness Corporation in Shrewsbury, MA to provide these services. The program is free of charge to faculty and staff who qualify for benefits, their spouses and dependent children. The telephone number to reach the EAP is (508)842-2780 or 1-800-828-6025.
2. For Faculty Events

Notification of Catastrophic Event

Source:   _____ Academic Affairs   _____ Health Services   _____ Public Safety
          _____ Other: ____________________________

Time: _____       Date: ___/_____/______

Nature of Event: ____________________________________________________________

_______________________________________________________________

Public Safety is contacted immediately. Public Safety then notifies the Postvention
Coordinator and the Vice President for Academic Affairs or the on duty
representative of the Vice President's Office.

_____ Vice President for Academic Affairs and/or the on-duty representative of the Vice
President’s Office.

_____ Associate Dean of the College and Associate Dean of the Faculty by the Vice
President for Academic Affairs and/or the on-duty representative of the Vice
President’s Office.

_____ President and the Director of Public Affairs by the Vice President for
Academic Affairs and/or the on-duty representative of the Vice President’s Office.

_____ Senior VP, Director of Administrative Services, Registrar, Class Deans,
Dept. Chairs by the Vice President for Academic Affairs and/or the on-duty
representative of the Vice President’s Office.

_____ Colleagues of the injured/deceased Faculty member by the Dept. Chairs.

_____ Student(s) of the injured/deceased Faculty member by the student's Class
Dean.

_____ Vice President for Student Affairs by the Postvention Coordinator.

_____ Associate Dean for Student Life by the Vice President for Student Affairs
and/or the on-duty representative of the Vice President’s Office.

_____ Chaplain by the Vice President for Academic Affairs and/or the on-duty
representative of the Vice President’s Office.
Psychologist by the Vice President for Student Affairs or the on-duty representative of the Vice President's Office.

In cases of death:

1. Notification of the family of the deceased by the Attending Physician.

2. Discuss with the Vice President for Academic Affairs and/or the Office of the College Chaplains who should call the spouse/family about the death and, in consultation with colleague(s) establish the specific content of the this message.

3. Contact the spouse/family of the deceased, offer support and care to the family, and, when appropriate, express concern about the possibility of contagion and imitation in the context of the Holy Cross community.

4. Arrange, when appropriate, for the collection of personal effects and for meetings requested by the family with other community members.

5. Discuss relevant issues with the Director of Public Affairs and the Director of Administrative Services/Risk Manager.

6. Check with the appropriate personnel: office/door, computer access, office inventory

notification of the general student body, staff and faculty

1. Identify specific content of message(s) imparted to students, faculty and staff.

2. Coordinate a timetable for all meetings and announcements.

3. Coordinate individual Residence Life Professional Staff efforts to notify (in person or by telephone) all RA's.

4. Provide all staff members noted above with an adequate supply of the Sources of Help.

5. Inform all offices on Contact List of plan of action and actions taken during this phase.

Set up process for identifying individuals/groups at risk

For Students:

1. With the assistance of the Registrar and Vice President for Student Affairs or Representative of the Vice President’s office and Class Deans to identify: 1) current students, 2) past students, 3) advisees, 4) members in student clubs or organizations that the faculty member advised.

2. Set up a meeting with these individuals.

3. Make decisions regarding treatment, who receives it, and from what source (on or off campus), with consideration for caseload, severity, and specific nature of the treatment that is needed.
For Faculty:

_____ With the assistance of the Department Chair and Vice President for Academic Affairs, to determine colleagues most likely to be affected.

_____ Set up a meeting with these individuals.

_____ Make decisions regarding treatment, who receives it, and from what source (on or off campus), with consideration for caseload, severity, and specific nature of the treatment that is needed.

For Staff:

_____ With the assistance of Department Chair, Human Resources, Vice President for Academic Affairs, determine which staff members are most likely to be affected.

_____ Set up a meeting with these individuals.

_____ Make decisions regarding treatment, who receives it, and from what source (on or off campus), with consideration for caseload, severity, and specific nature of the treatment that is needed.

Coordinate Chaplain Activity

_____ Consult with Chaplains' Office to discuss and establish location(s) for all memorial services including prayer service(s) in residence halls, or regularly scheduled masses designated as memorial services.

_____ Consult with Chaplain who works with the eulogists to review and establish guidelines for content.

_____ Call off-campus clergy regarding eulogy guidelines.

_____ Memorial services or Masses have been incorporated into the regularly scheduled on-campus Masses.

_____ Inform all offices on Contact List of plan of action and actions taken during this phase.

Arrange for contact of the parents of the student body and Alumni

_____ With the assistance of the Class Deans and Alumni Office, generate a list of names and addresses of parents/guardians of students especially affected, as well as alumni.

_____ If it is necessary or helpful, develop a letter to be sent to parents/guardians, and alumni.

_____ Send the letter along with a copy of Sources of Help.

_____ Develop a letter to be sent to the general alumni body.
Make administrative arrangements with

_____ **Director of Public Affairs** to handle potential media inquiries.

_____ **Director of Administrative Services/Risk Manager** to keep the person informed about the situation.

_____ **Public Safety** to arrange for **Housekeeping** to restore area where a catastrophic event has occurred.

Memorials

_____ When appropriate, review proposed memorials and the content of proposed memorial services to insure sensitivity to contagion and imitation issues.

Postvention Support Groups

_____ Identify groups of students, faculty and staff who may be most affected by the catastrophic event, e.g. students, advisees, colleagues, etc.

_____ Establish appropriate meeting times and locations for these groups.

_____ Specify the size of group, who will conduct the groups, time and place of meetings, content of the groups, and follow-up. Groups may be offered at these intervals: immediately after the tragedy, 7-10 days after the tragedy and one month after the incident.

_____ Send notices announcing meeting dates and times to identified individuals.

_____ Identify and assign group facilitators.

Arrange Off-Campus Treatment

_____ Identify the mental health professionals in the greater Worcester community who have experience or expertise in grief therapy or post-traumatic stress.

_____ Selectively consult with and/or refer students to these professionals in the event that on-campus mental health service providers are unable to accept further referrals or are unable to provide adequate services for specific student needs.

Help for Helpers

_____ Collaborate with appropriate department heads to coordinate a meeting for debriefing involved parties on postvention progress.

_____ Provide support and recognition for the emotional effort and stress involved as individuals attend to the consequences of a catastrophic event. Clarify and assist helpers in building realistic expectations for forthcoming days and weeks.
Discuss the possibility of counseling, short-term therapy, or an intra-college time-limited support group for individuals who may desire it, normalize the strong emotions some individuals may be experiencing, and encourage help seeking behavior as is appropriate.

Consult with department heads as needed regarding staff members' requests for time off after the completion of postvention activities.
3. For Staff Events

Notification of Catastrophic Event

Source: _____ Human Resources  _____Health Services  _____Public Safety
_____ Other: _______________________

Time: _____  Date: _____/_____/_____

Nature of Event: ________________________________________________________________

Public Safety is contacted immediately. Public Safety then notifies the Postvention Coordinator and the Director of Administrative Services and/or the representative of the Human Resources office.

_____ Director of Administrative Services and/or the on-duty representative of the Human Resources office.

-------President, Senior VP, and the Director of Public Affairs by the Director of Administrative Services and/or the on-duty representative of the Human Resources office.

_____ Director of Human Resources and/or the on-duty representative of the Human Resources office by Director of Administrative Services.

_____ Staff member’s Supervisor by Director of Human Resources and/or the on-duty representative of the Human Resources office.

_____ Chaplain by the Director of Human Resources and/or the on-duty representative of the Human Resources office.

_____ Vice President for Administration and Finance and/or the on-duty representative of the Vice President’s Office by the Director of Human Resources and/or the on-duty representative of the Human Resources office.

_____ Vice President for Development and/or the on-duty representative of the Vice President’s Office (as appropriate) by the Director of Human Resources and/or the on-duty representative of the Human Resources office.

_____ Vice President for Academic Affairs and/or the on-duty representative of the Vice President’s Office (as appropriate) by the Director of Human Resources and/or the on-duty representative of the Human Resources office.
___ Colleagues of the injured/deceased staff member by the Director of Human Resources and/or the on-duty representative of the Human Resources office.

-------- Vice President for Student Affairs and by the Postvention Coordinator.

___ Associate Dean for Student Life by the Vice President for Student Affairs and/or the on-duty representative of the Vice President’s office.

___ Psychologist by the Vice President for Student Affairs or the on-duty representative of the Vice President's Office.

___ Class Deans by the Vice President for Academic Affairs and/or the on-duty representative of the Vice President’s Office.

-------- Student(s) affected by the Staff member’s injury/death by the student's Class Dean.

In cases of death:

___ Notification of the family of the deceased by the College or Attending Physician.

___ Discuss with the Appropriate Vice President and/or the Office of the College Chaplains who should call the spouse/family about the death and, in consultation with colleague(s) establish the specific content of this message.

___ Contact the spouse/family of the deceased, offer support and care to the family, and, when appropriate, express concern about the possibility of contagion and imitation in the context of the Holy Cross community.

___ Arrange, when appropriate, for the collection of personal effects and for meetings requested by the family with other community members.

___ Discuss relevant issues with the Director of Public Affairs and the Director of Administrative Services/Risk Manager.

___ Check with the appropriate personnel: office/door, computer access, office inventory

Notification of the general student body, staff and faculty

___ Identify specific content of message(s) imparted to students, faculty and staff.

___ Coordinate a timetable for all meetings and announcements.

___ Coordinate individual Residence Life Professional Staff efforts to notify (in person or by telephone) all RA's.

___ Provide all staff members noted above with an adequate supply of the Sources of Help.

___ Inform all offices on Contact List of plan of action and actions taken during this phase.
Set up process for identifying individuals/groups at risk

For Students:
_____ With the assistance of the **Director of Human Resources** and **Vice President for Student Affairs** or **Representative of the Vice President’s office** and **Class Deans** to identify: 1) current students, 2) past students, 3) advisees, 4) members in student clubs or organizations that the faculty member advised.

_____ Set up a meeting with these individuals.

_____ Make decisions regarding treatment, who receives it, and from what source (on or off campus), with consideration for caseload, severity, and specific nature of the treatment that is needed.

For Faculty:
_____ With the assistance of the **Department Chair** and **Vice President for Academic Affairs**, and **Director of Human Resources** to determine colleagues most likely to be affected.

_____ Set up a meeting with these individuals.

_____ Make decisions regarding treatment, who receives it, and from what source (on or off campus), with consideration for caseload, severity, and specific nature of the treatment that is needed.

For Staff:
_____ With the assistance of **Director of Human Resources** and **Staff member’s Supervisor** determine which staff members are most likely to be affected.

_____ Set up a meeting with these individuals.

_____ Make decisions regarding treatment, who receives it, and from what source (on or off campus), with consideration for caseload, severity, and specific nature of the treatment that is needed.

Coordinate Chaplain Activity

_____ Consult with **Chaplains' Office** to discuss and establish location(s) for all memorial services including prayer service(s) in residence halls, or regularly scheduled masses designated as memorial services.

_____ Consult with **Chaplain** who works with the eulogists to review and establish guidelines for content.

_____ Call off-campus clergy regarding eulogy guidelines.

_____ Memorial services or Masses have been incorporated into the regularly scheduled on-campus Masses.
Inform all offices on Contact List of plan of action and actions taken during this phase.

Arrange for contact of the parents of the student body and Alumni

With the assistance of the Class Deans and Alumni Office, generate a list of names and addresses of parents/guardians of students especially affected, as well as alumni.

If it is necessary or helpful, develop a letter to be sent to parents/guardians, and alumni.

Send the letter along with a copy of Sources of Help.

Develop a letter to be sent to the general alumni body.

Make administrative arrangements with

Director of Public Affairs to handle potential media inquiries.

Director of Administrative Services/Risk Manager to keep the person informed about the situation.

Public Safety to arrange for Housekeeping to restore area where a catastrophic event has occurred.

Memorials

When appropriate, review proposed memorials and the content of proposed memorial services to insure sensitivity to contagion and imitation issues.

Postvention Support Groups

Identify groups of students, faculty and staff who may be most affected by the catastrophic event, e.g. students, advisees, colleagues, etc.

Establish appropriate meeting times and locations for these groups.

Specify the size of group, who will conduct the groups, time and place of meetings, content of the groups, and follow-up. Groups may be offered at these intervals: immediately after the tragedy, 7-10 days after the tragedy and one month after the incident.

Send notices announcing meeting dates and times to identified individuals.

Identify and assign group facilitators.

Arrange Off-Campus Treatment
Identify the mental health professionals in the greater Worcester community who have experience or expertise in grief therapy or post-traumatic stress.

Selectively consult with and/or refer students to these professionals in the event that on-campus mental health service providers are unable to accept further referrals or are unable to provide adequate services for specific student needs.

Help for Helpers

Collaborate with appropriate department heads to coordinate a meeting for debriefing involved parties on postvention progress.

Provide support and recognition for the emotional effort and stress involved as individuals attend to the consequences of a catastrophic event. Clarify and assist helpers in building realistic expectations for forthcoming days and weeks.

Discuss the possibility of counseling, short-term therapy, or an intra-college time-limited support group for individuals who may desire it, normalize the strong emotions some individuals may be experiencing, and encourage help seeking behavior as is appropriate.

Consult with department heads as needed regarding staff members’ requests for time off after the completion of postvention activities.
II. Individual Personnel and/or Office Responsibilities:

1. Director of Public Safety Postvention Checklist

Catastrophic Emergencies:

a) For Student Events:
   - Notify Health Services, the Vice President for Student Affairs and the Postvention Coordinator, or the on-duty representative of the appropriate office(s), of a catastrophic emergency
b) For Faculty Events:
   - Notify the Vice President for Academic Affairs and the Postvention Coordinator, or the on-duty representative of the appropriate office(s), of a catastrophic emergency
c) For Staff Events:
   - Notify the Director of Administrative Services and the Postvention Coordinator, or the on-duty representative of the appropriate office(s), of a catastrophic emergency

*The Postvention Management Site is located in Hogan 109; the phone number is (508)793-2411

Contacts:

a) For Student Events:
   - Consult with Postvention Coordinator prior to contact with students, faculty, administrators or family members of student(s)
   - Notify Housekeeping to clean and/or restore area where a catastrophic event has occurred
b) For Faculty Events:
   - Consult with Postvention Coordinator prior to contact with students, faculty, administrators or family of faculty member(s)
   - Notify Housekeeping to clean and/or restore area where a catastrophic event has occurred
c) For Staff Events:
   - Consult with Postvention Coordinator prior to contact with students, faculty, administrators or family of staff member(s)
   - Notify Housekeeping to clean and/or restore area where a catastrophic event has occurred

Media:

a) For Student Events:
   - Gather information about the presence of off-campus media personnel from members of the staffs of the Campus Center Director, Vice President for Student Affairs, Library Director, Public Affairs Director
   - Attempt to prohibit all off-campus media personnel (TV, news, etc.) from having any access to the campus or students
b) For Faculty Events:
Gather information about the presence of off-campus media personnel from members of the staffs of the Campus Center Director, Vice President for Student Affairs, Library Director, Public Affairs Director

Attempt to prohibit all off-campus media personnel (TV, news, etc.) from having any access to the campus or students

c) For Staff Events:

Gather information about the presence of off-campus media personnel from members of the staffs of the Campus Center Director, Vice President for Student Affairs, Library Director, Public Affairs Director

Attempt to prohibit all off-campus media personnel (TV, news, etc.) from having any access to the campus or students

2. Housekeeping Postvention Checklist

Contacts:

a) For Student Events:

Consult with Public Safety for response to location where event has occurred

Consult with Associate Dean for Student Life or a designee prior to contact with students, faculty, administrators or family members of student(s)

b) For Faculty Events:

Consult with Public Safety for response to location where event has occurred

Consult with Associate Dean for Academic Affairs or a designee prior to contact with students, faculty, administrators or family of faculty member(s)

c) For Staff Events:

Consult with Public Safety for response to location where event has occurred

Consult with Director of Administrative Services or a designee prior to contact with students, faculty, administrators or family of staff member(s)

Administrative Response:

a) For Students, Faculty, and/or Staff Events:

Clean and/or restore area where a catastrophic event has occurred

3. Director of Health Services Postvention Checklist

Catastrophic Emergencies:

a) For Student Events:

Notify the Vice President for Student Affairs and the Postvention Coordinator of a catastrophic emergency

In cases of death, the College or Attending Physician, Vice President for Student Affairs and/or College Chaplain usually notifies family of the deceased student

The Health Service may be available to briefly provide accommodations for students adversely affected by a catastrophic emergency

b) For Faculty Events:

Notify the Vice President for Academic Affairs and the Postvention Coordinator of a catastrophic emergency
In cases of death, the Attending Physician, Vice President for Academic Affairs and/or College Chaplain usually notifies the family of the deceased faculty member. The Health Service may be available to briefly provide accommodations for students adversely affected by a catastrophic emergency.

c) For Staff Events:
   - Notify the Director of Administrative Services and the Postvention Coordinator of a catastrophic emergency.
   - In cases of death, the Attending Physician, Director of Administrative Services/Director of Human Resources and/or College Chaplain usually notifies the family of the deceased staff member.
   - The Health Services may be available to briefly provide accommodations for students adversely affected by a catastrophic emergency.

Contacts:
   a) For Student, Faculty and Staff Events:
      - Consult with Postvention Coordinator prior to contact with students, faculty, administrators or family members.

Identifying Students/Groups at Risk:
   a) For Student, Faculty and/or Staff Events:
      - Identify persons/groups at risk.
      - Participate in training others to identify students/groups at risk.

Postvention Support Groups:
   a) For Student, Faculty and/or Staff Events:
      - Assist in identifying groups of persons who may be most affected by the catastrophic event, e.g., faculty, staff, students, etc.
      - Assist in establishing appropriate meeting times and locations for these groups.
      - Assist in the facilitation of these groups.

Help for Helpers:
   a) For Student, Faculty, and/or Staff Events:
      - Collaborate with appropriate department heads to coordinate a meeting for debriefing involved parties on postvention progress.

4. Chaplain’s Postvention Checklist:

Contacts:
   a) For Student, Faculty and/or Staff Events:
      - Consult with Postvention Coordinator prior to contact with students, faculty, administrators or family members.

In case of death:
   a) For Student Events:
Call the parents/guardians about the death and, in consultation with colleague(s) establish the specific content of the initial message.

When dealing with suicide, express concern about the possibility of contagion and imitation in the context of the Holy Cross community.

Identify students/groups at risk.

Participate in training others to identify students/groups at risk.

b) For Faculty and/or Staff Events:

Call the next of kin about the death and, in consultation with colleague(s), establish the specific content of the initial message.

When dealing with suicide, express concern about the possibility of contagion and imitation in the context of the Holy Cross community.

Identify persons/groups at risk.

Participate in training others to identify students/groups at risk.

Commemorative Services:

a) For Student, Faculty, and/or Staff Events:

Compose and send Chaplains’ notice for funeral services.

Consult with the Postvention Coordinator to discuss and establish location(s) for all memorial services including prayer service(s) in residence halls, or regularly scheduled masses designated as memorial services.

Consult with Postvention Coordinator and work with the eulogists to review and establish guidelines for content. Call off campus clergy regarding eulogy guidelines. The goal is to avoid cluster or imitation by providing guidelines for these services.

There may be a memorial service or Mass on campus: this would occur only in the context of a regularly scheduled on-campus Mass in remembrance of the person.

Postvention Support Groups:

a) For Student, Faculty and/or Staff Events:

Assist in identifying groups of persons who may be most affected by the catastrophic event, e.g., faculty, staff, students, etc.

Assist in establishing appropriate meeting times and locations for these groups.

Assist in facilitation of these groups.

Help for Helpers:

a) For Student, Faculty, and/or Staff Events:

Collaborate with appropriate department heads to coordinate a meeting for debriefing involved parties on postvention progress.
5. Vice President for Student Affairs Postvention Checklist:

Contacts:

a) For Student Events:
   - If the **Postvention Coordinator** has not been informed, assure that notification has been made.
   - Check on the notification of:
     - **Associate Dean for Student Life**
     - **Chaplain**
     - **Psychologist**
     - **President**
     - **Director of Public Affairs**
     - **Director of Administrative Services**
     - **Class Dean(s)**
     - **Associate Dean of the College**

b) For Faculty Events:
   - If the **Postvention Coordinator** has not been informed, assure that notification has been made.
   - Check on the notification of:
     - **Associate Dean for Student Life**
     - **Chaplain**
     - **Psychologist**

c) For Staff Events:
   - If the **Postvention Coordinator** has not been informed, assure that notification has been made.
   - Check on the notification of:
     - **Associate Dean for Student Life**
     - **Psychologist**

In case of death:

a) For Student Events:
   - Call the parents/guardians about the death and, in consultation with colleague(s) establish the specific content of the initial message
   - When dealing with suicide, express concern about the possibility of contagion and imitation in the context of the Holy Cross community
   - Identify students/groups at risk
   - Participate in training others to identify students/groups at risk

6. Vice President for Academic Affairs Postvention Checklist:

Contacts:

a) For Student Events:
   - If the **Postvention Coordinator** has not been informed, assure that notification has been made.

b) For Faculty Events:
If the Postvention Coordinator has not been informed, assure that notification has been made.

Check on the notification of:

- Associate Dean of the College
- Associate Dean of the Faculty
- President
- Director of Public Affairs
- Senior VP
- Director of Administrative Services
- Class Deans
- Department Chairs
- Registrar

c) For Staff Events:

If the Postvention Coordinator has not been informed, assure that notification has been made.

Check on the notification of:

- Class Deans

In case of death:

7. Director of Administrative Services Postvention Checklist:

Contacts:

a) For Student Events:

If the Postvention Coordinator has not been informed, assure that notification has been made.

b) For Faculty Events:

If the Postvention Coordinator has not been informed, assure that notification has been made.

c) For Staff Events:

If the Postvention Coordinator has not been informed, assure that notification has been made.

Check on the notification of:

- President
- Senior VP
- Director of Public Affairs
- Director of Human Resources

In case of death:
a) For Staff Events:
   _ Call the next of kin about the death and, in consultation with colleague(s),
     establish the specific content of the initial message
   _ When dealing with suicide, express concern about the possibility of contagion and
     imitation in the context of the Holy Cross community
   _ Identify persons/groups at risk
   _ Participate in training others to identify students/groups at risk

8. Director of Human Resources Postvention Checklist:

Contacts:
   a) For Student Events:
      _ If the Postvention Coordinator has not been informed, assure that notification
        has been made.
   b) For Faculty Events:
      _ If the Postvention Coordinator has not been informed, assure that notification
        has been made.
   c) For Staff Events:
      _ If the Postvention Coordinator has not been informed, assure that notification
        has been made.
      _ Check on the notification of:
        o Vice Presidents
        o Registrar
        o Associate Dean of the College

In case of death:
   a) For Staff Events:
      _ Call the next of kin about the death and, in consultation with colleague(s),
        establish the specific content of the initial message
      _ When dealing with suicide, express concern about the possibility of contagion and
        imitation in the context of the Holy Cross community
      _ Identify persons/groups at risk
      _ Participate in training others to identify students/groups at risk

9. Associate Dean for Student Life Postvention Checklist:

Contacts:
   a) For Student, Faculty, and/or Staff Events:
      _ Consult with Postvention Coordinator prior to contact with students, faculty,
        administrators or family members

Notification of Students
   a) For Student, Faculty, and/or Staff Events:
      _ Residence Life Professional Staff notify (in person or by telephone) all RA’s,
        SRC’s and SGA Co-Presidents of mandatory meetings for each complex or area
Identifying Students/Groups at Risk:
   a) For Student, Faculty, and/or Staff Events:
      _ Identify Persons/Groups at Risk
      _ Participate in training others to identify students/groups at risk

Administrative Response:
   a) For Student Events:
      _ Offer to relocate students who lived with a deceased student

Postvention Support Groups:
   a) For Student, Faculty and/or Staff Events:
      _ Assist in identifying groups of persons who may be most affected by the catastrophic event, e.g., faculty, staff, students, etc.
      _ Assist in establishing appropriate meeting times and locations for these groups
      _ Assist in the facilitation of these groups

Help for Helpers:
   a) For Student, Faculty, and/or Staff Events:
      _ Collaborate with appropriate department heads to coordinate a meeting for debriefing involved parties on postvention progress

10. Associate Dean of the College Postvention Checklist:

Contacts:
   a) For Student Events:
      _ If the Postvention Coordinator has not been informed, assure that notification has been made.
      _ Check on the notification of:
         o Class Deans
         o Vice President for Academic Affairs
         o Senior Vice President
         o Registrar
         o Faculty advisors and instructors of all affected students
   b) For Faculty Events:
      _ If the Postvention Coordinator has not been informed, assure that notification has been made.
      _ Check on the notification of:
         o Registrar
         o Class Deans
         o Department Chairs
         o Faculty Advisors and Instructors of all affected students
   c) For Staff Events:
      _ If the Postvention Coordinator has not been informed, assure that notification has been made.
      _ Check on the notification of:
         o Class Deans
In case of death:

a) For Student Events:
   _ Notifies the Vice President for Academic Affairs
   _ Works with the Class Dean to notify the faculty of the deceased and the deceased’s
     previous instructors
   _ Provides faculty guidelines for students who may wish to miss classes to attend a
     memorial service or the funeral

b) For Faculty Events
   _ Provides faculty guidelines for students who may wish to miss classes to attend a
     memorial service or the funeral

c) For Staff Events
   _ Provides faculty guidelines for students who may wish to miss classes to attend a
     memorial service or the funeral

11. Class Deans Postvention Checklist:

Contacts:

a) For Student Events:
   _ **Class Dean** notifies the following people about the incident:
     o **Associate Dean of the College**
     o **Vice President of Academic Affairs**
     o **Senior VP**
     o **Registrar**
     o **Faculty of the injured student**
     o **Faculty of any adversely affected students**

b) For Faculty and/or Staff Events:
   _ **Class Dean** reaches out to the following:
     o Affected students

Identifying Students/Groups at Risk:

a) For Student, Faculty, and/or Staff Events:
   _ Identify persons/groups at risk
   _ Work with Registrar’s list of community members who might know any
     student(s) involved.
   _ Inquire about work-study status of any injured/deceased student to notify work
     site

Notification of Faculty:

a) For Student, Faculty, and/or Staff Events:
   _ Before classes resume following the catastrophic emergency **Class Dean** consults
     with **Associate Dean of the College** to send notification letters, *Academic
     Guidelines for Catastrophic Events*, and the *Sources of Help* sheet to faculty. All
     these materials may be sent in one mailing.
Administrative Response:
  a) For Student Events:
     - Arrange for a final transcript to be sent to parents of the deceased
     - In case of death, work with Bursar to arrange for a refund of any excess tuition, housing, or meal fees owed to the parents of the deceased.

Postvention Support Groups:
  a) For Student, Faculty, and/or Staff Events:
     - Assist in identifying groups of persons who may be most affected by the catastrophic event, e.g., faculty, staff, students, etc.

Help for Helpers:
  a) For Student, Faculty, and/or Staff Events:
     - Collaborate with appropriate department heads to coordinate a meeting for debriefing involved parties on postvention progress.

12. Bursar/Controller Postvention Checklist:

Contacts:
  a) For Student Events:
     - Consult with Postvention Coordinator prior to contact with students, faculty, administrators or family members of the student(s)
     - Consult with Class/ALANA Dean(s) for information regarding response to the family of deceased student
  b) For Faculty and/or Staff Events:
     - Consult with Postvention Coordinator prior to contact with students, faculty, administrators or family of the faculty member(s)

In case of death:
  a) For Student Events:
     - Arrange to refund any excess tuition, housing or meal fees owed to parents of the deceased.

13. Registrar’s Postvention Checklist:

Contacts:
  a) For Student, Faculty, and/or Staff Events:
     - Consult with Postvention Coordinator prior to contact with students, faculty, administrators or family members of the involved person(s)

Identifying Students/Groups at Risk:
  a) For Student Events:
     - Review the transcript(s) of injured/deceased student(s) to identify:
       - The advisor
Faculty for student’s current courses, courses in his/her major, and faculty who had the student for more than one course or is someone who is likely to have known the student well.

*REPORT THIS INFORMATION TO THE STUDENT’S CLASS DEAN

Notification of Parents:

a) For Student Events:
   _ Provide a list of names and addresses of parents of students who have been affected by a catastrophic emergency to the student’s Class Dean or to the Postvention Coordinator.

In case of death:
   a) For Student Events:
      _ Remove deceased student(s) name(s) from mailing lists.

14. Director of Public Affairs Postvention Checklist:

Contacts:

a) For Student, Faculty, and/or Staff Events:
   _ Consult with Postvention Coordinator prior to contact with students, faculty, administrators or family members of involved person(s)

Media:

a) For Student, Faculty, and/or Staff Events:
   _ Public Affairs Director, the Postvention Coordinator, and/or the Vice President for Student Affairs prepare a written statement about the catastrophic event following the guidelines that can be read or submitted to the media, if necessary. Public Affairs Director discourages students, parents, faculty, and staff from making comments or giving interviews to the media
   _ Public Affairs Director deals with the media in a matter-of-fact way, responds to inquiries in ways that deflect and decrease the charged emotional environment, and emphasizes the Postvention services that are being provided and the need for the campus to return to normal.
   _ Media should be informed that the rationale for this approach is concern for the contagion effect that they can have in Postvention situations.
   _ Public Affairs Director meets with on-campus media organizations, including The Crusader, and discusses the guidelines and approaches to presenting information to the community
15. Department Chairs Postvention Checklist

Contacts:
  a. For Faculty Events:
     _ Consult with Postvention Coordinator prior to contact with students, faculty, administrators or family members of the involved person(s)
     _ Reach out to colleagues of the injured/deceased

16. Counseling Center Postvention Checklist (See Master Checklist on pages 73-87)