Executive Summary

Student Affairs

Preface

In support of our mission and vision statements, and informed by Jesuit values, the Division of Student Affairs continues to provide programs and services that exemplify a student-centered, inclusive and residential community. By all accounts, this academic year was very busy and productive for Student Affairs and for the College. Partnering with all divisions of the College, we worked to advance the commitments of the College’s Strategic Plan to intentionally and developmentally build mind, body, spirit, and community. Each of the 13 offices and departments that comprise the division aligned departmental goals with College-wide goals, setting an ambitious agenda for the 2013-2014 academic year, and we are pleased to report significant progress. Following is a brief overview of the many divisional accomplishments in the areas of focus during the past year, as well as individual departmental highlights, and initiatives.

Areas of Focus:

Student Engagement

In June 2013, the Summer Gateways Orientation Program, coordinated by the Office of Student Involvement, welcomed 570 (79%) students in the Class of 2017 to campus. In addition, 719 parents (461 families) accompanied those students. Both of these numbers show a slight increase from attendance in 2012. Students traveled from 32 states and 2 countries - Canada and Japan. Assessment results indicate students and parents were mostly satisfied or very satisfied with the summer orientation programs. In fall 2013, 723 first-year students attended the four-day Fall Gateways Orientation program. Overall assessment data continues to show satisfaction with the fall orientation program. Students report that fall orientation makes them feel welcome as members of the Holy Cross community (95.65% agree or strongly agree), helps reinforce their decision to attend Holy Cross (91.75% agree or strongly agree), and helps increase their confidence in attending college (87.86% agree or strongly agree). The Extended Orientation Program: the Second Thought Series consists of three signature events that are planned and implemented in each of the first-year residence halls, Muleddy, Hanselman, and Wheeler. In total, 421 first-year students attended the events this fall.

Late Night Programming saw some challenges. Throughout the course of the semester, OSI implemented and supported Recognized Student Organizations to implement over 200 programs and events. Of those programs, 42 of them were specifically held on the weekend and went until 2 a.m. Attendance was fairly consistent throughout and was a bit lower than past semesters. The Assistant Director for Student Programs and the assistant dean/director of Student Involvement have been involved in several conversations with campus partners, including the Office of Multicultural Education and Public Safety, to discuss and improve policies and procedures that are already in place for managing late night programs at The Edge, particularly those that are open to the Worcester area schools.

The director of OSI launched a survey to gather student perceptions of the late night programs that are currently being offered on campus. The office, in collaboration with CAB, is continuing
to analyze and interpret the results of the survey with the goal of bringing new and innovative events to the Holy Cross community and improving attendance at late night programs across the board. This year, Incendia – a year-long leadership certificate experience – was launched campus wide in spring 2014. There were 28 members of the class of 2016 who applied for the program and 25 students who will begin the experience in the fall of 2014. Mentors are a mix of faculty and staff.

The Counseling Center professional staff and peer educators facilitated 86 outreach programs to over 3,000 students, faculty, and staff members. These outreach programs included collaborations with faculty members, students, and various offices on campus. An additional 3,000 campus members were reached through proactive programming done by Counseling Outreach Peer Educators. On October 8, 2013 the staff facilitated the National Depression Screening Day and screened 107 students for potential mood disorders. February 25, 2014 was the National Eating Disorders Screening Day which screened 114 students for potential eating disorders. On April 15, 2014 the Counseling Center collaborated with other offices in Student Development Services for National Alcohol Screening Day. In addition to the national screening days, the Counseling Center provides online mental health screenings as a resource for students. A total of 72 online mental health screenings were completed this year.

Planning and Assessment
Progress continues on the Student Affairs 2012-2017 Strategic Plan. The overarching themes of the plan are innovation, transformative experiences, and social justice. Each department within the division has provided status reports of actions taken to address each theme. This information may be found in the departments’ individual annual reports. The division’s assessment committee, chaired by Dean Paul Irish, met regularly throughout the school year. The committee accomplished many tasks this year to include opportunities for professional development, identifying two learning outcomes for departments to review during the year, review of varied surveys, and worked closely with the division’s marketing committee. The committee identified the following divisional learning outcomes as a focus for the year: authentically engage students so they acquire, develop, and refine their leadership, knowledge, and skills; engage students in activities that promote wellness and encourage mutually beneficial relationships.

Assessment data from all departments on these two learning outcomes is available upon request from the Division of Student Affairs.

Diversity and Inclusion
The 2012-2017 Student Affairs Strategic Plan was developed around three themes, one of those being social justice and inclusion. All departments within the division have developed goals and strategies related to this theme and there were many notable accomplishments. The Office of Multicultural Education (OME) developed and presented a new program during Fall Gateways, “Who’s In the Room.” Immediate feedback from professional and student staff and first-year students indicated that the program was well-received. OME also had the opportunity for students to participate in an interfaith dialogue through a panel discussion, “One Campus, Many Faiths,” which looked at the various faith traditions that exist among our campus community. The office also assisted in hosting the inaugural Women of Color Conference, Sisterhood: Who Amy I? Who Are we Together?
In the past 12 years the ALANA rate for the paraprofessional staff in Residence Life and Housing has increased from 5% to its current 41%, which exceeds the current ALANA student representation on campus. We also have a higher number of professionals that identify as LGBT. The office has traditionally had a greater female staff ratio on campus, but both the RA and paraprofessional staff have a 50% rate, similar to the student body.

In Career Planning, ALANA utilization during the 2014 academic year, 435 unique ALANA students utilized at least one Career Planning service. This translates to 76.1% of ALANA seniors (n=121, 83 women and 38 men), 56.6% of ALANA juniors (n=99, 66 women and 33 men), 62.0% of ALANA sophomores (n=101, 62 women and 39 men), and 67.9% of first year students (n=114, 65 women and 49 men). Other than the seniors, ALANA students utilized Career Planning services at approximately the same rate as Caucasian students (seniors: 88.6%, juniors: 56.1%, sophomores: 63.3%, first-year students: 59.4%). This is an increase in percentage from the previous year for two classes when 75% of ALANA seniors and 48% of ALANA juniors utilized at least one career planning service.

During the fall of 2013, the staff in the Office of Student Involvement (OSI) took time to discuss and re-evaluate the needs of the Multicultural Student Organizations on campus in regard to running a student organization, planning and implementing events, and evaluating successes and areas of improvement. The Office of Student Involvement is committed to increasing collaboration and interaction with the Office of Multicultural Education through planning meeting and programs.

Diversity in leadership programs has been a priority for the fall semester and will continue throughout the year. In collaboration with the Office of Multicultural Education and associate director, Rob Jones, the assistant director for Student Leadership implemented the Weekend Workshop for Multicultural Student Organizations. Held at the Warren Conference Center, representatives from seven of the nine organizations, as well as members of the Multicultural Peer Educators, attended. Of the students who attended the Weekend Workshop, 96% were ALANA students.

Campus Safety
The Department of Public Safety engaged the entire campus community in all hazard/active shooter trainings. Many small workshops were held around campus in various locations, and all were well received. The Department of Public Safety has become more proactive in reaching out to our students and community members to participate in the Rape Aggression Defense (R.A.D) program. The classes, open only to female students, continue to fill quickly as the popularity of this program continues to grow. The resulting increase in participation has led to a staff/faculty, family, and friends program allowing many people in our community and their loved ones to benefit from this life-saving training. With added interest in the program, we have been able to add RAD keychain defense to the course of training that we offer. The resources available to the College have been utilized by other colleges in the area.

The Sexual Assault Facts, Education, and Response (SAFER) Presidential Advisory Committee, co-chaired by Dr. Paul Galvinhill (Counseling Center) and Professor Ann Sheehy (Biology Department), provided Bringing in the Bystander™ training to 97% of all first-year students during the autumn semester. This skill-building, sexual assault prevention training was funded...
through a $500,000 consortium grant award over three years from the Department of Justice Office of Violence against Women and through the Holy Cross President’s Office. The consortium grant award includes Clark University, Assumption College, and Worcester Polytechnic Institute. A full day of training was provided to Holy Cross judicial board members and police officers in October 2013 as part of this grant. An array of programming was sponsored and offered by SAFER during April 2014 for sexual assault awareness month. Holy Cross, WPI and Assumption have also donated time and resources to providing the training to an inner city school for at risk juveniles. This training will continue through the 2014-2015 year and amended to best help those in our community and the community surrounding the College.

**Student Conduct and Community Relations**

The off-campus year started with the lowest number of Holy Cross students choosing to live off-campus in recent years, 177. Class size, desirability to live off campus, and denials of potential off-campus candidates were all factors in this reduction. In consideration of the vacancies created by fewer Holy Cross students, students from neighboring Assumption College and Worcester State made an unexpected arrival to Caro and Boyden Streets. This influx of students from these colleges presented a challenge as they were ignorant of neighborhood expectations and the enforcement that had become a norm on College Hill. Dean Zuckerman effectively enlisted the support of our colleagues at Assumption to address their students’ behavior in the neighborhood but was less successful with Worcester State.

The advancement of our own Ed Augustus as interim City Manager of Worcester in January presented a unique challenge. Dean Irish was designated as the primary neighborhood liaison and point of contact for complaints and issues from neighbors and city officials. Dean Irish was responsive and quickly and effectively addressed problems and meeting neighbor’s expectations. Neighbors and City Council members continued to recognize and thank the College for the progress made in improving the quality of life on College Hill. It is worth noting that this was the first year in recent memory that the College did not receive any negative news articles in the Worcester Telegram and Gazette about rowdy students on College Hill. The good neighbor programs held in the residence halls continue to produce positive results in improving student behavior off campus.

**Current Initiatives**

Of particular note was the continued work and implementation of the vocation/career discernment initiative. The Vocare initiative offers a new approach to Holy Cross students’ development. It seeks to draw on the traditions of discernment, mentoring, and collaboration to establish a more integrated undergraduate experience and better prepare our students for life after graduation. Vocare is from the Latin infinitive for the verb to call, rooted in the Holy Cross identity as a Jesuit, liberal arts college. Through participation in the Vocare experience, Holy Cross students will be more intentional in developing mentoring relationships and in choosing among the many excellent curricular, co-curricular, and extra-curricular opportunities they have as undergraduates. The Vocare initiative will lead to better integration of these opportunities and leave our graduates poised to be more articulate about their experiences. Further, Vocare will assist our students in discerning and imagining how they can bring these experiences, their unique gifts, and talents to best meet the world’s needs. Simply put, Vocare offers a new approach to Holy Cross students’ development, serves well, and will unite the College’s
established curriculum and existing programs. The signature components of Vocare may be summed up in three words, discernment, mentoring, and collaboration.

**Departmental Highlights**

**Career Planning (Ms. Amy Murphy, director)**

The Career Planning Center ushered in the 2013-2014 academic year fully staffed. Angela Barnes and Julie Draczynski ’99 joined the team as career counselor and associate director of the Summer Internship Program (SIP) respectively, and both immediately began contributing to Career Planning’s and SIP’s initiatives and goals.

Student utilization of Career Planning increased from that of the previous year. 85.7% of seniors, 56.2% of juniors, 63.0% of sophomores, and 61.4% of first-year students utilized at least one career planning service. This represents 3.7% more of the senior class, 11.2% more of the junior class, 12.0% more of the sophomore class and 39.4% more of the first-year class who utilized Career Planning than in the previous year. Further, the Alumni Job Shadowing Program saw a 170% increase in participation; as well, engagement with ALANA students continues to increase.

This past year 116 unique organizations visited campus a total of 186 times, with visits including on-campus recruiting, lobby tables, information sessions or the career fair. This is the second year in a row where On-Campus Recruiting (OCR) positions have fallen and Resume Referral (RR) opportunities have increased. With the rise of virtual, recorded interviews replacing first-round interviews, it is easier for employers to interview a large number of candidates at the same time. We anticipate that this trend will continue and that the disparity between the OCR and RR postings will also continue to grow as interview technology becomes more sophisticated and more widespread. This further underlines the importance of networking events as a primary vehicle for connecting students with employers. Therefore, the focus of the Employer Relations Program continues to shift towards networking skill development in our students and providing them with opportunities to network with organizations and alumni, both on campus and off.

This past year also saw a rise in graduate school engagement on campus. As the economy begins to improve, the associate director/employer relations received an increased number of requests from graduate schools to visit campus. This trend has not been tracked before and will be monitored moving forward to assess whether or not there is a need to develop new protocol for working with graduate schools on campus. In the short-term, we have expanded our Resume Referral posting policy to allow graduate programs to be posted as if they were positions in Crusader Connections.

The Crusaders Hiring Crusaders Challenge succeeded in meeting and exceeding the goal to engage 100 alumni over the course of the year. A total of 101 alumni from 97 organizations posted 173 positions to both Crusader Connections and the Alumni Online Community. Given the challenge’s success, the Crusaders Hiring Crusaders initiative will become a permanent feature of the Employer Relations Program.

**Office of Multicultural Education (Dean Mable Millner, associate dean of students for diversity and inclusion)**

The 2014 academic year began with transitions and challenges. The Office of Multicultural Education (OME) received the resignations of its assistant director, Melisa Jacquez, and Isaac
Tesfay, program assistant. Both losses were bittersweet as Melisa accepted the position of assistant director within the College’s Career Planning Center and Isaac began doctoral studies. Kasandra Hazard ‘13 was hired as OME’s summer intern and later as the part-time educational consultant. A national search was conducted in the fall and resulted in the hiring of Deandra Smith as assistant director. She brings freshness and vitality to OME along with a wealth of experience in student affairs, student development, academic research/assessment, community resources, and program management, as well as secondary access programs.

As OME prepared for the fall semester, the office was fully engaged in sessions for the Passport and Odyssey programs, welcoming over 100 first-year ALANA, international, first-generation, and students for whom English is their second language, to campus. The office provided the participants the information and resources needed to successfully transition to Holy Cross. Further, OME provided training for the resident assistants, summer orientation and Gateways leaders. In addition, the Multicultural Peer Educators (MPEs) were taken through a week of extensive training sessions that enhanced their leadership, facilitation, and communication skills.

This year the Black Student Union (BSU) celebrated its 45th anniversary and also recognized 40 years of coeducation through its reunion weekend, held during homecoming. The weekend included many events, but of particular note was the ALANA Hall of Fame with the inaugural inductees. The men of Fraternity were inducted, and the first class of Black women, the early Black male graduates, and Rev. John E. Brooks, S.J. were honored.

Public Safety (Chief Robert Hart, director)
The Department of Public Safety continues to provide a variety of services to the campus community. Of the 8,616 incoming requests and calls to Public Safety reported since July 1, 2013, 2,871 were recorded incidents which required further service and/or investigations.

Off-campus safety and community quality of life issues have continued to improve this academic year. Programming and enforcement efforts have consumed a considerable amount of time, and work, on the part of the College administration and public safety officers. We are seeing positive signs in our relationships with the College Hill Community and improved quality of life for both neighbors and students. Several residences in the neighborhood are now occupied by students from other Consortium Colleges. These students are being educated and have been engaged on a regular basis to ensure that they understand their obligations as neighbors and their responsibilities to the College/Community Compact.

Organizational and structural changes occurred within the department this year as part of its continuous improvement. Ms. Cynthia Price has been selected as the new communications and scheduling supervisor and will work closely with transportation management, which continues to grow and strengthen under the leadership of Jerry Maday, transportation manager. Not only are the scheduling of vans and services well-coordinated and well run, but maintenance issues are being taken care of regularly. Additionally, damage reports are completed in a timely manner to assess costs and responsibility. Our transportation department has once again been recognized by the Commonwealth of Massachusetts. This spring it was presented with an Excellence in Commuter Options Leadership Award for the College’s shuttle and van services. Lieutenant Alan Bebka has obtained National Emergency Medical Technician Certification. Lieutenant
Bebka is well-known about campus and in the emergency medical technician field as a dedicated professional. Public Safety responds to all medical emergency calls on campus, and having this professional recognition and asset in our department, not only serves our community, but ensures our officers and staff are the best-trained first-responder providers.

The College, and the Public Safety Officers Association, have held twelve bargaining sessions beginning in July 2013. The sessions continue to be cordial and respectful. No conclusion/contract has been reached.

A major initiative of the office was the security integration and camera project. The work should be completed by the end of the fall 2014 semester. Public Safety officers conducted all hazard/active shooter trainings for the entire campus. Conducted as small workshops in individual departments, the information has been well-received. The office worked collaboratively with the Student Government Association (SGA) on SafeRide. The program coordinates transportation from downtown locations back to the campus on Thursday evenings. Transportation played a major role in launching and coordinating this popular service for students.

**Summer Internship Program (Ms. Pam Ahearn, director)**

Internship opportunities continue to grow; this year internships were offered at 169 organizations, of those, 53, or 31%, were new offerings. Four hundred twenty-five students applied for internships, and 165 students accepted internships at 120 organizations. Of the 120 sites hosting interns, 16 are new for summer 2014. Five of these new sites were developed with former SIP students, four through a parent, and seven through alumni. Of the 169 sites offered through the Summer Internship Program, the funding distribution includes:

- 19% - Holy Cross Leadership Council of New York
- 60% - Host Site
- 6% - Holy Cross’ Reflection and Vocation Programs
- 5.5% - Holy Cross Alumni Association/Regional Alumni Clubs
- 3% - Atchinson Family Fund
- 2.5% - J. D. Power Family Worcester Internship Fund
- 2.5% - Unpaid
- 1% - Holy Cross Leadership Council of the Bay Area
- .5% - International Radio and Television Society Foundation

The 6th Annual SIP Internship Expo was a huge success with 64 presenters (88% increase from last year) and 197 people attending (9% increase from last year). The event was so large, it was moved to the Hogan Ballroom to accommodate the numbers. This event has evolved solely from a way to market SIP to prospective students, to an opportunity for interns to articulate skill development and share their experience, as well as a terrific way to showcase the Summer Internship Program to the Holy Cross and Worcester communities. The goal for next year is to combine the SIP Internship Expo with the Summer Science Symposium in order to highlight experiential learning opportunities for students beyond just the academic realm.

The Summer Internship Program has utilized several outlets to market the program and develop new sites. These efforts have resulted in several inquiries from both parents and alumni, and, to date, 13 new internship postings.
There has been much discussion nationally regarding paid vs. unpaid internships. Pam Ahearn has been working with Brian Mullin, Esq. at Bowditch & Dewey, to create documents for SIP employer partners so that language/messaging is consistent with employment law and the Fair Labor Standards Act. Pam was interviewed by both the Boston Globe and the Worcester Magazine for articles surrounding the controversy regarding paid vs. unpaid internships.

A video was produced this year, The Transformative Power of Internships. The video focused on the value of internships and highlighted alumni and employer partners who have created and or hosted Holy Cross interns. The video was well-received and has been distributed to a number of sources.

**Student Conduct (Dean Paul Irish, associate dean of students)**

Only a few students were separated from the College this past year for conduct issues. Steady enforcement of alcohol laws and polices continued on and off-campus. Five students were required to participate in an outpatient program. In each of these cases Dean Irish worked closely with the students and their families to ensure that they were able to continue their education while addressing serious alcohol issues. The number of referrals for suspected marijuana use more than doubled this year, from 22 last year to 50 this year. Two students were found to have been involved with the sale of marijuana during the year. One student, a junior male who faced expulsion due to his reported involvement in the sale of marijuana, withdrew from the College, and another, who was reported to have sold a small quantity on one occasion, was suspended for the year. Sixteen students were arrested this academic year. Five arrests were made by Holy Cross Public Safety, and 11 were made by the Worcester Police. Four of the Holy Cross initiated arrests were on campus, and one was off-campus. The Worcester Police arrests were all off campus with the exception of one.

There have been striking developments with the issue of sexual misconduct on college campuses this year. There have also been significant additions and refinements to the Campus Crime Act and the Violence Against Women Act. These developments will impact Holy Cross and every other college and university in the country. Thankfully the College has a strong record of addressing sexual assault and dating violence. We have solid and tested policies and procedures, a strong peer education program, committed faculty and staff, and a presidential sanctioned advisory body on sexual assault. We have also just completed our first year of bystander training for all first-year students. This foundation and background serves us well, but we will need to be attentive to new compliance requirements and continue to model best practices. There will be more work to do, particularly in record keeping, education, and training. To this end, a key goal of the office this year will be to step up training and education in conjunction with other campus partners.

**Student Development Services (Dr. Neal Lipsitz, associate dean for student development services)**

The student development subdivision of the Division of Student Affairs is comprised of four departments and offices which include the Counseling Center, Health Services, Disability Services, and Wellness Programming. The associate dean has taken on several unique projects this year. Completing a significant update of the Crisis, Catastrophic Emergency and Postvention Manual was a major undertaking which was completed for the Postvention Training Session held on August 29. The manual was expanded to include, not only student events, but faculty and
staff events as well. The actual Postvention Training Session consisted of all hazards training conducted by Travis Hunt from Public Safety. Dr. Lipsitz also completed the co-editing of a book that was published by the National Association of Student Personnel Administrators (NASPA) in March. The book, Beyond the Americans with Disabilities Act: Inclusive Policy and Practice for Higher Education, details how higher education administrators, faculty, and staff can meet the needs of students with disabilities both within and beyond the basic requirements of the Americans with Disabilities Act (ADA). The book suggests how greater inclusion of all students can actually be achieved by going beyond the requirements of the ADA. Assistant dean/director of Residence Life, Ed Coolbaugh, also contributed a chapter titled “Accessible On-Campus Living,” and Dr. Jennifer DelRey, coordinator of disability services, wrote a chapter titled “Transition to College.”

**Disability Services (Dr. Neal Lipsitz, director)**
Services were provided to 156 students, similar to the previous year when 161 students obtained services. In just eight years, the office has seen a 184% increase in students requiring services. The office has transitioned to the use of the medical electronic medical records system. Also, the office continues to spend a percentage of its endowment from an anonymous donor from the class of 1966. The endowment creates enough annual income to provide services to students who cannot otherwise afford them, including: academic coaching, neuropsychological and psycho-educational testing, technological aides, specific equipment etc.

**Counseling Center (Dr. Paul Galvinhill, director)**
The International Association of Counseling Services, Inc. (IACS) application for reaccreditation was completed and submitted in September, 2013. In January 2014, we were notified that our application for reaccreditation was accepted and that we were approved for a site visit. The IACS site visit occurred on June 10, 2014. We are currently awaiting the report from the site visit, and we have every expectation that the center will be reaccredited.

A total of 353 students presented at the Counseling Center for psychological services in 2013-2014. A total of 1,545 hours of confidential individual psychotherapy were provided to students. A total of 269 non-emergency consultations were provided to faculty, staff, parents, and students regarding student mental health issues. A total of 260 emergency contacts were made to the Psychologist On Call, with 12% of these occurring after business hours in the evenings and on weekends.

The Sexual Assault Facts, Education, and Response (SAFER) Presidential Advisory Committee provided Bringing in the Bystander training to 97% of all first-year students during the fall semester.

**Health Services (Ms. Martha Sullivan, director)**
Health Services had a very successful year providing care to the Holy Cross community. In the fall, staff members were oriented to our new interface with Quest Diagnostic Labs that occurred over the summer. Early in the semester, the staff worked diligently to ensure a 100% vaccination rate of all first-year and transfer students. Reinforcing its commitment to the health and well-being of the entire community, Health Services contracted with Maxim Health Care to provide influenza clinics on campus. A total of 686 community members received the vaccine. Health Services has also seen an increase in the number of medical appointments. Since 2010, the
number has gradually increased from 4,287 to 5,320. Walk-ins remain a challenge with 2,121 students walking in to have needs addressed. The staff of Health Services remains focused on education and provides informational sessions for various on-campus groups. In response to the charge of providing sexually transmitted infection education to students, the department offered educational sessions to a number of student organizations and in the residence halls.

**Wellness Programming (Ms. Fran Taylor, director)**
The program renewed its contract with Everfi to continue requiring all first-year students to take AlcoholEdu for College. Data indicates that drinking rates for incoming students, and high risk behaviors, have remained consistent. The office has also maintained its commitment to sexual assault education by continuing to purchase HAVEN, a sexual assault educational module to accompany AlcoholEdu. The office experienced a 50% increase as compared to last year in the number of students individually seen in the office. These are referrals primarily from the office of Student Conduct and Community Standards. As a response to the “College Effect,” the phenomenon where first-year students' drinking increases at high rates during the first six weeks on campus, the Students for Responsible Choices (SRCs) have continued an initiative, now in its third year, of providing weekly programs in the first-year halls aimed at mitigating pre-gaming and high risk drinking. To help support non-drinkers at the beginning of the year, a group, “Just Social” was formed. Approximately 20 first-year students participated. This initiative will be tried again next fall.

The office continues the distribution of the *Student Health 101* newsletter. This on-line magazine is distributed to the student body with a new issue coming out the first of every month. Topics include all aspects of healthy living: eating, exercise, life balance, stress reduction, sleep and more. Special attention is also given to student needs and interests such as articles on roommates, relationships, and friendships, being away from home and how to access many on-campus services.

The director presented a pre-conference workshop at the New England College Health Association/New York State Health Association Conference in Burlington, Vermont with three other colleagues titled, “Health Promotion Peer Review” and was honored at the College’s Headliner’s celebration for recognition in the media.

**Student Life (Dean Derek Zuckerman, associate dean for student life)**
The student life subdivision of the Division of Student Affairs is composed of the offices of the associate dean for Student Life, Residence Life and Housing, Student Involvement, Recreation, Intramurals and Club Sports, and the Holy Cross Band Program. There are 22 professionals and support staff devoted to creating a co-curricular experience where individual students are given the opportunity to cultivate their gifts by learning reflective habits, multicultural competencies, their role in community, and *cura personalis*.

The subdivision experienced significant turnover in the offices of student involvement and residential life during the summer break. The staffs in both departments worked hard to recruit and select appropriate people to fill vacancies. Once hired, time was dedicated to training them in the policies and procedures of the College. This onboarding process has continued through division and subdivision training sessions. During the fall semester, much of the subdivision
meeting time was dedicated to inviting different offices to share names, experiences and how we can collaborate in the future.

An area of note for the associate dean of Student Life was professional development for the Student Affairs division. The associate dean led the committee responsible for planning and executing the professional development sessions. There were three different offerings throughout the year that were positively received. Additionally, an effort was made to create opportunities for divisional members to share celebrations through the year. Included in the area of professional development for the division and subdivision was the introduction of different readings to encourage conversations. After distributing Shawn Achor’s book, The Happiness Advantage, during the summer to all members of the division, a lunch conversation was held. Staff came together to discuss how they might use some of the information from the book in their daily lives. At the same time, the Student Life subdivision, in conjunction with OME, used the book, Blindspot: Hidden Biases of Good People, as a foundation for a mid-year retreat that was held off-campus at Becker College. This book served as a way for us to address different diversity issues and explore how we can be more inclusive, specifically in the hiring process.

Office of Student Involvement (Dean Brenda Hounsell Sullivan, assistant dean and director)
It has been a year of transition and growth in the Office of Student Involvement (OSI). With two new staff members and two staff members in new positions, as well as new initiatives, the office has successfully managed to meet the constant needs of the students. A new position was created last July after the departure of the associate director for Student Involvement. Rather than open a new search, the new assistant director candidate was selected from the assistant director for Student Programs search. Dan Kagdis joined Holy Cross from Fairfield University as the assistant director for Student Involvement, while Amanda Miles started in July, arriving from Boston College, and became the assistant director for Student Programs. Jennifer DeLuca Leavitt ’09 transitioned out of the programming position to the assistant director for leadership position. Also joining the staff were three undergraduate interns during the spring semester. One student from Worcester State University focused on leadership development. Two Holy Cross students were directed through the Center for Interdisciplinary Studies program. One focused on media and marketing and created a comprehensive OSI video. The second internship was collaboration between the director and Professor Leila Phillip and Professor Helen Whall from the English department. The student published a compilation of student and alumni reflections and the history of reflective habits that was developed through the Gateways Orientation program. Overall, though the majority of the staff are in new positions, the OSI staff came together to successfully plan and implement annual and new events, while efficiently managing the daily operations of the office. In conclusion, OSI conducted a point-of-contact survey for students to receive feedback regarding our customer service and event planning process and looks forward to fine-tuning things for the 2014-2015 year.

Office of Residential Life and Housing (Dean Edwin Coolbaugh, assistant dean and director)
Opening day was successful with the help of 269 upper-class students, the Parent’s Council, Alumni Office, and College administrators who assisted 722 first-year students move in to their residence halls. The residential enrollment reached two new Holy Cross records. There were 2,543 residents living on campus and a 92.7% residential enrollment. For the past 13 years we have seen an increasing demand to live in Holy Cross’ residential communities resulting in lower off-campus populations. The 91% residential enrollment rate is a critical milestone as it is one of
the indicators of having a residential campus. It is a goal that the College wants to achieve and maintain. With 2,543 students living on campus, with a standard capacity of 2,503, our residential capacity rate is 101.6%. The spring semester started with fewer students due to the usual withdrawals and students studying abroad. Our residential population decreased to 2,495, which brought down the spring residential capacity to 100%.

Campus vandalism continues to decrease from its highpoint seven years ago, but it is still a focus for the office. There was a 7% decrease in the fall 2013 vandalism of $33,978 compared to fall 2012 of $36,208. The fall five-year (fall 2007 to fall 2012) average is $30,690. While higher than average, the fall semester was $8,265.07; this was 20% less than the high in fall 2007. There was a dramatic reduction in vandalism of the exit signs in Figge which had been a problem since the building opened. We are pleased to see the decrease. For the spring semester the overall semester damages were $61,821. The initial months of February and March tracked at a low incidence of vandalism, however, in April and May, we saw a spike in the halls and throughout the campus. The weeks around Spring Weekend were particularly notable. The spring semester damages of $61,821 are slightly above the five-year spring vandalism average of $60,735, and there were only two prior spring semesters that had a lower damage total.

The closing of the halls went well as the students left them in good condition. Senior halls had the largest problems with the move-out process after commencement. The closing vandalism costs this year were $11,201. This is the lowest since tracking began and much lower than the average of $29,427. Physical Plant noted the improvement after they inspected the vacated halls.

Office of Recreation, Intramurals & Club Sports (Mr. Michael Leavitt, director)

The Office of Recreation, Intramurals, and Club Sports (RICS) began the 2013-2014 school year by welcoming the Class of 2017 with late night programming.

Intramurals

RICS has continued to utilize intramural leagues to help track student participation, make scheduling for intramural leagues easier, and offer a 24/7 one stop location for students to communicate. Some of the popular intramural sports include 3v3 basketball, indoor soccer, 5v5 basketball, and softball. The director saw each league at near capacity, with indoor soccer at the team max. The director was very excited about the women’s 5v5 basketball league this spring. In 2012, RICS only saw four women’s teams register. However, after reaching out to the female RAs, this year the league registered eight teams. Intramurals currently has 38 officials, 12 of whom are trained as sport supervisors. These students officiated at 560 games, which consisted of 1,600 total intramural participants. Some participants have been counted multiple times for their involvement in a variety of sports.

Club Sports

The club sports programs have continued to develop e-board members into leaders. At the beginning of the semester, RICS introduced the Club Sport Assessment Tool (CSAT) to the new e-board members of the 23-club sports on campus. The focus of the CSAT is to assess each club sport and its contributions to its members, the Holy Cross community, and the surrounding community. The primary purpose is to allow clubs an opportunity to improve on areas that can build a stronger club and college community. Upon completion of the report and the meeting with the director of RICS, each club will receive a rating that will allow the club to assess areas of
strengths and weaknesses. Club Sports are assessed based on a point system that gauges their involvement on and off campus. Club sports are given the opportunity to earn points through community service events that are designed to benefit the local community. They are also encouraged to attend different leadership activities on campus.

Hazing continues to be a very important topic of discussion with the club sports. RICS has continued to provide resources to the clubs on the dangers of hazing. In November, Paul Irish, Director of Student Conduct and Community Standards, met with a number of club sports for training on hazing. The goal of each training session is to educate the club sports on the impact of hazing and how to approach the matter.

**Holy Cross Band Program (Mr. Nicholas J. McKenzie, director)**

Fall 2013 began with the continued expansion of our band camp program. The marching band’s student staff transitioned from a five-day camp in 2012 to a seven-day camp, while other members transitioned from a four-day camp to a five-day camp. Several external instrumental specialists were brought in to work with members during camp, including a Holy Cross alumnus who volunteered to spend the week working with the all-freshman front ensemble. Parents and members of the campus community were treated to an end-of-camp performance for the first time, which resulted in much positive feedback from parents. Quality of performance at all home football games exceeded the level set the previous season. Accolades were given for a performance at Faneuil Hall. The local Worcester community was engaged several times including having high school students come to campus for the Band Day event. The band performed in Worcester’s Canal’O’Ween parade, and the band performed alongside charter school students at Abby Kelly Foster’s winter gala. The band assisted other offices on campus with events such as Homecoming (Alumni Relations), ‘Sader Nation Induction (Office of Student Involvement), and the Fox 25 News Broadcast (Public Affairs). The marching band performed a total of 14 times in the fall.

The symphonic band had a very successful season, which included collaboration with Professor Jenner from Monmouth University, who came in to guest conduct the ensemble. The symphonic band performed twice this spring. The Commencement ceremonial band had its most successful year thus far. A total of three performing groups were supplied for commencement activities: a jazz quartet for the ALANA dessert reception, a brass quintet for the post-commencement reception in Kimball, and the ceremonial band for commencement.