Management Advisory Group Meeting (MAG)

Feb. 26, 2016
GREETING
DAVID ACHENBACH
DIRECTOR OF HR
<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Item</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 – 9:05 a.m.</td>
<td>Greeting</td>
<td>David Achenbach Director of Human Resources</td>
</tr>
<tr>
<td>9:05 – 9:20 a.m.</td>
<td>Financial Update</td>
<td>Elizabeth Dionne Director of Finance/Assist. Treasurer</td>
</tr>
<tr>
<td>9:20 – 9:30 a.m.</td>
<td>Construction Update</td>
<td>John Lapomardo Director of Capital Construction</td>
</tr>
<tr>
<td>9:30 – 9:50 a.m.</td>
<td>Title IX</td>
<td>Elizabeth Canning Director of Title IX/Clery Act Initiatives</td>
</tr>
<tr>
<td>9:50 – 10:00 a.m.</td>
<td>Commencement Plan</td>
<td>Paul Irish Associate Dean of Students</td>
</tr>
<tr>
<td>10:00 – 10:15 a.m.</td>
<td>Mission and Identity</td>
<td>Rev. William Campbell, S.J. Vice President for Mission</td>
</tr>
<tr>
<td>10:15 – 10:25 a.m.</td>
<td>Athletic Update</td>
<td>Joe Bertoletti Senior Associate Athletic Director, External Operations</td>
</tr>
<tr>
<td>10:25 – 10:35 a.m.</td>
<td>ITS-Phishing</td>
<td>David Shettler Information Security Officer</td>
</tr>
<tr>
<td>10:35 – 10:40 a.m.</td>
<td>Closing</td>
<td>David Achenbach Director of Human Resources</td>
</tr>
</tbody>
</table>

**College of the Holy Cross**
New to The College of the Holy Cross and MAG

- Kirsten Britton - Associate Athletic Director for Facilities, Operations & Events
- Elizabeth Canning - Director of Title IX Initiatives/Clery Act Compliance and Title IX Coordinator
- Alan Hurley - Associate Director of Human Resources, Benefits Administration
- Armani Rice - Assistant Director of Athletics for Student Athlete Welfare
- Elizabeth Small - General Counsel
FINANCIAL UPDATE
ELIZABETH DIONNE
DIRECTOR OF FINANCE / ASSIST. TREASURER
Our Historical Budget Process

Through Fiscal 2015

• Simple budget formula: Last year + X%
• No reconciliation to actual results
• Actual operating margin was ALWAYS higher than the budgeted margin (leading to transparency questions)
Recent Holy Cross Operating Revenue and Expense Trends

Cumulative % Change (2010-2015)
## Our Future...

### Fiscal 2016
**Transition Year**

### Fiscal 2017
*New planning and budget system purchased (Adaptive Insights)*

1. Implement the system
2. Create 2017 budget from the “bottom up” based on expectation of actual results and train budget managers
3. Implement new expense pools
4. Compare spending to benchmarks (2018 and beyond)
5. Continuous improvement
### Fiscal 2017 Key Planning Assumptions

**Enrollment**

<table>
<thead>
<tr>
<th>Enrollment</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrollment</td>
<td>2,906</td>
</tr>
<tr>
<td>Residential occupancy</td>
<td>2,480</td>
</tr>
<tr>
<td><em>90% of on-campus enrollment</em></td>
<td></td>
</tr>
</tbody>
</table>

**Revenue Growth**

<table>
<thead>
<tr>
<th>Revenue Growth</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>3.75%</td>
</tr>
<tr>
<td>Room and board</td>
<td>3.75%</td>
</tr>
<tr>
<td>Combined tuition, room and board charges</td>
<td>3.75%</td>
</tr>
</tbody>
</table>

**Expense Growth**

<table>
<thead>
<tr>
<th>Expense Growth</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation needs</td>
<td></td>
</tr>
<tr>
<td>General compensation pool</td>
<td>2.50%</td>
</tr>
<tr>
<td>Other compensation initiatives</td>
<td>0.75% + $417K (faculty)</td>
</tr>
<tr>
<td>Employee benefits as a % of salaries</td>
<td></td>
</tr>
<tr>
<td>Full time</td>
<td>40.0%</td>
</tr>
<tr>
<td>Part time</td>
<td>10.0%</td>
</tr>
<tr>
<td>Tuition discount</td>
<td></td>
</tr>
<tr>
<td>Internally funded</td>
<td>29.7%</td>
</tr>
<tr>
<td>Other (endowment, gifts, government grants)</td>
<td>7.3%</td>
</tr>
<tr>
<td>Total tuition discount</td>
<td>37.0%</td>
</tr>
</tbody>
</table>
**Fiscal 2017 Operating Plan**  
*(dollars in thousands)*

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees</td>
<td>144,400</td>
<td>-</td>
<td>144,400</td>
</tr>
<tr>
<td>Residence and dining fees</td>
<td>32,800</td>
<td>-</td>
<td>32,800</td>
</tr>
<tr>
<td>Scholarship aid to students</td>
<td>(51,800)</td>
<td>(1,700)</td>
<td>(53,500)</td>
</tr>
<tr>
<td><strong>Net tuition and fees</strong></td>
<td>125,400</td>
<td>(1,700)</td>
<td>123,700</td>
</tr>
<tr>
<td>Contributions</td>
<td>9,900</td>
<td>-</td>
<td>9,900</td>
</tr>
<tr>
<td>Endowment income</td>
<td>29,700</td>
<td>-</td>
<td>29,700</td>
</tr>
<tr>
<td>Private gifts and grants</td>
<td>0</td>
<td>4,400</td>
<td>4,400</td>
</tr>
<tr>
<td>Other miscellaneous income</td>
<td>2,600</td>
<td>-</td>
<td>2,600</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>11,050</td>
<td>-</td>
<td>11,050</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>178,650</td>
<td>2,700</td>
<td>181,350</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>79,065</td>
<td>1,000</td>
<td>80,065</td>
</tr>
<tr>
<td>Benefits</td>
<td>29,685</td>
<td>-</td>
<td>29,685</td>
</tr>
<tr>
<td><strong>Total compensation</strong></td>
<td>108,750</td>
<td>1,000</td>
<td>109,750</td>
</tr>
<tr>
<td>Depreciation</td>
<td>13,900</td>
<td>-</td>
<td>13,900</td>
</tr>
<tr>
<td>Cost of borrowing</td>
<td>7,700</td>
<td>-</td>
<td>7,700</td>
</tr>
<tr>
<td>Utilities</td>
<td>5,400</td>
<td>-</td>
<td>5,400</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>36,600</td>
<td>1,700</td>
<td>38,300</td>
</tr>
<tr>
<td>Operating reserves</td>
<td>2,500</td>
<td>-</td>
<td>2,500</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>174,850</td>
<td>2,700</td>
<td>177,550</td>
</tr>
</tbody>
</table>

**OPERATING MARGIN**  

<table>
<thead>
<tr>
<th></th>
<th>$3,800</th>
<th>$(0)</th>
<th>$3,800</th>
</tr>
</thead>
</table>

**OPERATING MARGIN PERCENT**  

|               | 2.2%   | 0.0% | 2.1%   |

Operating margin supports capital budget and is important to maintain debt rating.
CONSTRUCTION UPDATE
JOHN LAPOMARDO
DIRECTOR OF ENGINEERING & UTILITIES
Contemplative Center
West Boylston, Massachusetts
Contemplative Center
9.6 miles – 14 minutes by car
Floor Plan of Contemplative Center
Contemplative Center
Contemplative Center
Contemplative Center
Contemplative Center
Contemplative Center
Contemplative Center
Contemplative Center
Hart Center Expansion & Renovation
Proposed Phasing Plan

Phase 2C
Men's Ice Hockey
Locker Room + ADA Upgrades
3/14/16 - 8/12/16
5 Months

Phase 2A
Basketball
3/14/16 - 9/30/16
6 Months

Phase 5
Basketball Visitors 3/29/17 - 9/1/17

Phase 4
Renovate Football
5/1/17 - 8/18/17
3.5 Months

Phase 3
New Sports Medicine
11/1/16 - 4/28/17
6 Months

Phase 6
Pool and Locker Rooms
5/22/17 - 8/25/17

Phase 8
Offices
10/2/17 - 3/16/18

Phase 1
Fieldhouse
Aux Gym
Main Entrance
3-14-16 - 9-29-17
18 Months
Existing Site Condition
Existing Site Condition
Existing Site Condition
Existing Site Condition
Fieldhouse Renovation

Fieldhouse Renovation is currently at Architect Selection Phase
Fieldhouse Renovation
Fieldhouse Renovation
Fieldhouse Renovation
Fieldhouse Renovation
Performing Arts Center

Performing Arts Center is at 30% Complete on the Design Development Phase.
TITLE IX
ELIZABETH CANNING
DIRECTOR OF TITLE IX/CLERY ACT INITIATIVES
Sex Discrimination

- Denying someone an opportunity; treating someone differently
- Based on sex, gender identity/expression, sexual orientation

Sexual Harassment

- Unwelcome words, actions
- Sexual, about someone’s sexuality, or related to sexual orientation, gender, gender identity/expression
- Severe, persistent, pervasive

Sexual & Relationship Violence

- Sexual assault
- Dating violence
- Stalking
- Sexual exploitation
Sexual misconduct policy: prohibited conduct

1. Sexual harassment
2. Sexual violence
3. Other inappropriate sexual contact
4. Sexual exploitation
5. Inducing incapacitation
6. Media-based misconduct
7. Stalking
8. Relationship violence
9. Retaliation
Sexual Harassment- Intimidating or Hostile Environment

- Conduct of a sexual nature AND
- Unwelcome AND
- Severe, persistent or pervasive, AND
  - Creates an intimidating, hostile or offensive working or educational environment OR
  - Has the purpose or effect of unreasonably interfering with an individual’s:
    - employment
    - academic performance
    - education
    - Participation in extracurricular activities

- Conduct= words, behaviors, writing, action, etc.
- Sexual Nature= about sexual activity, someone’s sexuality, sexual orientation, gender, gender identity or expression, sex stereotyping
- Severe= violence, physical harm, threat of harm, violent symbolism
- Persistent= more than once, repeated, frequent, continuous, or ongoing
- Pervasive= the way things are done, creating a system or pattern
Consent

Definition

- Agreement with another person, **AND**
  - Affirmative and willing, **AND**
- To engage in specific behavior with that person, **AND**
- The other person is capable of giving consent

Look For Totality of:

- Outward demonstration that someone is freely and willingly engaging in the activity
  - Words, actions, movements, sounds
- Mutually understandable words or actions
- With capacitation (awake, not incapacitated or passed out)
- **No**: coercion, intimidation or fear
Relationship Violence (Domestic Violence and Dating Violence)

Definition

- Violent or controlling behavior* AND
- Intentional, AND
- Toward the complaining party, AND
- By the responding party who
  - Is currently or was previously AND
  - In a relationship with the complaining party

*Behavior may include: actual or threatened physical injury, sexual violence, psychological or emotional abuse, and/or progressive isolation.
Retaliation

- Any person (not just complaining or responding party), AND
- Engaging in conduct, AND
- That could reasonably be perceived to:
  - Adversely affect a person’s educational, living, or work environment
    - Because they participated in:
      - Reporting, investigation, and/or resolution and/or
      - Of a report of a violation of the Sexual Misconduct Policy AND
      - Did so in good faith, AND/OR
  - Discourage a reasonable person from
    - making a report or participating in:
      - An investigation under the Policy AND/OR
      - Any other College policy or an local, state or federal complaint process
Report
- Basic info obtained
- Title IX Coordinator Contacted
- Info assessed for Clery purposes
- No contact orders and interim measures assessed

Initial Steps
- Title IX Coordinator meets with complaining party to make sure they want to proceed
- Title IX Coordinator follows up re: interim measures
- Title IX Coordinator provides written notice to complaining and responding party that an investigation will take place

Investigation
- Investigator(s) meet with parties (responding party, complaining party and witnesses)
- Report provided to parties for review
- Report provided to panel

Outcome
- Panel reviews report and meets to assess findings
- Outcome determined by panel
- Sanction determined by panel
- Notice of outcome sent to parties
Sexual Misconduct Resources

Holy Cross Contact Information

**Reporting:** For all community members who would like the matter investigated by the College of the Holy Cross and addressed pursuant to the Sexual Misconduct Policy. These are non-confidential but discreet offices that provide information about the process to individuals (complaining, reporting or responding parties as well as witnesses).

- **Public Safety (24 hrs)**
  - 508-793-2222

- **Elizabeth Canning, Title IX Coordinator**
  - 508-793-3040

**Deputy Title IX Coordinators**
(http://www.holycross.edu/sexual-respect-and-title-ix/overview#Resources)

See Sexual Misconduct Policy

**Confidential:** For all community members who would like to discuss the matter confidentially. These are confidential resources that provide support to individuals.

- **Counseling Services** (Free individual psychotherapy, walk-in crisis appointments)
  - 508-793-3363

- **Chaplains’ Office** (Pastoral counseling, including spiritual support)
  - 508-793-2448

- **Health Services** (Health services are available, including physical exams and testing for sexually transmitted infections (STIs) and pregnancy)
  - 508-793-2276

- **Employee Assistance Program** (for employees only)
  - 800-828-6025

To request academic, living, transportation, working or other adjustments, please contact the Title IX Coordinator.

External Resources

**Reporting:** For those who would like the matter handled by the Worcester Police and District Attorney’s office and criminally prosecuted.

- **Worcester Police Department, Sexual Assault Unit**
  - 508-799-8661 (8am – midnight) 508-799-8609 (midnight – 8am)

- **District Attorney’s Office**
  - 508-792-0214

**Medical Help:** These providers offer physical exams and provide sexual and reproductive health services (e.g., STIs and pregnancy testing). Sexual Assault Nurse Examiners (SANE) are available to collect evidence in the event the individual seeks to pursue criminal charges.

---

**College of the Holy Cross**

**Sexual Misconduct Checklist- Complaining Party**

**REPORTING:**

**Off-Campus Police**

- **Worcester Police.** Complaining party was informed they could report the matter to the Worcester Police and that the College would assist them if they wanted assistance (508) 799-8609. **Reporting to the Worcester Police is the person’s choice. It is encouraged, but is not required.**

**On-Campus Police and Investigation**

- **Public Safety.** Complaining party was informed they could report the matter to Public Safety. If a Public Safety Title IX investigator is not on duty, the complaining party can provide a full report now or provide basic information to assist with determining interim measures and the investigator would contact them as soon as reasonably possible.

- **Title IX Coordinator.** Complaining party was informed that the Title IX Coordinator coordinates the College’s response to these reports and that the Title IX Coordinator would be informed about any report to Public Safety. The individual was informed that they could report the matter directly to the Title IX Coordinator: ecanning@holycross.edu, 505 Hogan, (508) 793-3040

**MEDICAL AND COUNSELING:**

**On-Campus CONFIDENTIAL Counseling and Medical Resources:** Offer to connect individual with:

- **Counseling Services.** Free individual psychotherapy, Walk in crisis appointments available.
  - Counseling Center (508) 973-3363, after hours:
  - **Pastoral Services.** Chaplain’s Office (508) 793-2448

- **MEDICAL: Health Services.** Health services are available, including physical exams and testing for sexually transmitted infections (STIs) and pregnancy. (508) 793-2276

- **EMPLOYEE ASSISTANCE PROGRAM:** (800) 828-6025
What’s your role?

• Informing staff
• Comments to employees or students or third parties
• Providing support to those involved
• Understanding your role as a bystander
• Understanding what steps you must take when a report is made to you
• Help make sure that the community is well-informed of expectations and resources (programming!)
If a report is made to you…

• Thank the person for sharing it with you
• Advise the person that the College takes these matters seriously
• Advise the person that the College has many resources, including confidential resources (counseling and chaplains)
• Advise the person that you are required to report the matter to the TIX Coordinator
• Let the person know that if they want the matter to be kept confidential, we will try to honor the request but cannot guarantee it
What do you do if...

- The person doesn’t give enough information
- The person seems like they are about to tell you enough to trigger reporting
- Thank you!
COMMENCEMENT PLAN
UPDATE
PAUL IRISH
ASSOCIATE DEAN OF STUDENTS
- Transportation and Parking
- Volunteers: ushers, line-up, bus loading
- Reception
- Questions
MISSION & IDENTITY
VICE PRESIDENT FOR MISSION
REV. WILLIAM CAMPBELL, S.J.
ATHLETICS UPDATE

JOE BERTOLETTI
SENIOR ASSOCIATE ATHLETIC DIRECTOR OF EXTERNAL OPERATIONS

COLLEGE OF THE Holy Cross
Athletics

- Last 10 Days of Regular Season Winter Sports
- Post season competition on campus
- Football at Yankee Stadium 11/12/16
Upcoming Events / Special Offers

• **Staff / Faculty Appreciation Day**
  – Free Tickets (up to 4)
  – Saturday February 27
    • Women’s Basketball vs. BU 1pm (Turnpike Trophy)
    • Men’s Ice Hockey vs. Sacred Heart 7pm

• **Spring Sports – Free to Attend**
  – Lacrosse (Men’s & Women’s)
  – Baseball
  – Softball
  – Rowing
  – Track and Field
  – Tennis
  – Golf

• **Summer Camps**
  – Selected Camps with Discounts up to 25% Off
PHISHING
DAVID SHETTLER
INFORMATION SECURITY OFFICER
Phishing – Thank You!

- Almost 400 people have reported phishing attacks to PhishMeNot@holycross.edu – over 1600 reports total.
- While most of those reports have been of our simulated attacks, we’ve also been tipped off to dozens of REAL attacks, some of them highly sophisticated. See some at http://sites.holycross.edu/phishpond/
- Keep reporting, and thank you for your efforts!
Phishing – Simulations to Continue

• We will continue our simulation through the semester, and re-evaluate the program in the Summer – look at statistics, and get a sense of how the campaign has progressed, determine if we need to pivot on our methodology.
• If you, or staff that report to you have been struggling with these attacks, please encourage them to attend one of our training sessions.
• One scheduled for March 11th, one for May 5th. Signup for training at the website: http://phishmenot.holycross.edu
• There is an online version of the session posted there as well.
Phishing – Results?

• While too early to say that we are less susceptible as a result of the simulation, early data is indicating that we are less susceptible against certain types of attacks.
• Awareness, however, is absolutely up. Reports come in daily, people are discussing it, and the College as a whole is much more prepared to address a real attack (including Greg and myself in security). You have become our eyes and ears, more than ever. THANK YOU.
CLOSING REMARKS
DAVID ACHENBACH