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Learn More
Management Advisory Group Meeting
Administrative Services
<table>
<thead>
<tr>
<th>Time Slot</th>
<th>Topic</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:35 – 9:40 a.m.</td>
<td>Greeting</td>
<td>William J. Conley, Jr.</td>
</tr>
<tr>
<td>9:40 – 9:55 a.m.</td>
<td>Finance Update</td>
<td>Dorothy Hauver/Elizabeth Dionne</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VP Admin. &amp; Finance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director of Finance/Assist. Treasure</td>
</tr>
<tr>
<td>9:55 – 10:05 a.m.</td>
<td>Sick Leave &amp; MA Law</td>
<td>David Achenbach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director of Human Resources</td>
</tr>
<tr>
<td>10:05 – 10:15 a.m.</td>
<td>Work-site Wellness</td>
<td>Jenn Coode</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Work-site Wellness Specialist</td>
</tr>
<tr>
<td>10:15 – 10:25 a.m.</td>
<td>Athletics NCAA</td>
<td>Ryan Colton</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assistant Director of Athletics for Compliance</td>
</tr>
<tr>
<td>10:25 – 10:35 a.m.</td>
<td>Office of Student</td>
<td>Brenda Hounsell Sullivan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assistant Dean/Director of Student Involvement</td>
</tr>
<tr>
<td>10:35 – 10:45 a.m.</td>
<td>Chaplain's Office</td>
<td>Marybeth Kearns-Barrett</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director-Office of College Chaplains</td>
</tr>
<tr>
<td>10:45 – 10:50 a.m.</td>
<td>Closing Remarks</td>
<td>William J. Conley, Jr.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director Administrative Services</td>
</tr>
</tbody>
</table>
Tuition, residence and dining fees (net of financial aid) accounted for 68% of total operating revenues in fiscal 2015.
Salaries and benefits accounted for 61% of total operating expenses in fiscal 2015.
Operating Margins versus Goals (2011-2015)

Operating margin goals were revised from a range of between 1.5% and 4.5% of operating revenues to between 2.0% and 3.0% beginning in fiscal 2014.
Five-Year Trend
Revenue Growth Versus Expense Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue Growth</th>
<th>Expense Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>1.62%</td>
<td>2.45%</td>
</tr>
<tr>
<td>2011-2012</td>
<td>1.76%</td>
<td>2.96%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>4.11%</td>
<td>4.76%</td>
</tr>
<tr>
<td>2013-2014</td>
<td>1.84%</td>
<td>1.07%</td>
</tr>
<tr>
<td>2014-2015</td>
<td>2.60%</td>
<td>5.93%</td>
</tr>
</tbody>
</table>
# Operating Budget
## Fiscal 2016

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>2015 Actuals (Unaudited)</th>
<th>2016 Final Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td>$133,817</td>
<td>$137,000</td>
</tr>
<tr>
<td><strong>Residence and Dining Fees</strong></td>
<td>30,753</td>
<td>31,200</td>
</tr>
<tr>
<td><strong>Scholarship Aid to Students</strong></td>
<td>(49,068)</td>
<td>(50,800)</td>
</tr>
<tr>
<td><strong>Net Student Fees</strong></td>
<td>$115,502</td>
<td>$117,400</td>
</tr>
<tr>
<td><strong>Contributions</strong></td>
<td>9,309</td>
<td>9,300</td>
</tr>
<tr>
<td><strong>Endowment Income</strong></td>
<td>25,421</td>
<td>27,500</td>
</tr>
<tr>
<td><strong>Private Gifts and Grants</strong></td>
<td>5,354</td>
<td>6,200</td>
</tr>
<tr>
<td><strong>Other Miscellaneous Income</strong></td>
<td>3,089</td>
<td>2,900</td>
</tr>
<tr>
<td><strong>Auxiliary Enterprises</strong></td>
<td>10,934</td>
<td>11,000</td>
</tr>
<tr>
<td><strong>Total Net Revenues</strong></td>
<td>$169,609</td>
<td>$174,300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Compensation</strong></td>
<td>100,904</td>
<td>107,100</td>
</tr>
<tr>
<td><strong>General Operating Expenses</strong></td>
<td>38,085</td>
<td>38,200</td>
</tr>
<tr>
<td><strong>Utilities</strong></td>
<td>5,041</td>
<td>5,400</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td>13,532</td>
<td>13,700</td>
</tr>
<tr>
<td><strong>Cost of Borrowing</strong></td>
<td>6,066</td>
<td>6,600</td>
</tr>
<tr>
<td><strong>College Budget Reserves</strong></td>
<td>2,298</td>
<td>3,300</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$165,926</td>
<td>$174,300</td>
</tr>
</tbody>
</table>

| OPERATING MARGIN                | $3,683                 | $0                 |
| PERCENT RETURN ON REVENUES      | 2.2%                   | 0.0%               |
SICK LEAVE & MA LAW
DAVID ACHENBACH
SICK LEAVE

• ALL employees are eligible for paid sick leave.

• Sick leave may be used only for the following reasons:

  ➢ To care for the employee’s own physical or mental illness, injury or medical condition;
  ➢ To care for the medical condition of the employee’s child, spouse, parent or parent of a spouse;
  ➢ To attend the employee’s or family member’s routine medical appointment;
  ➢ To address the psychological, physical or legal effects of domestic violence;
  ➢ Travel related to one of the above reasons
SICK LEAVE

- Accrual for Full-Time Employees: NO CHANGE

- Accrual for Part-Time Employees (Scheduled to Work 20 Hours/Week and 40 Weeks/Year):
  1 “DAY” OF SICK LEAVE FOR EACH MONTH OF COMPLETED SERVICE

- Accrual for All Other Employees:
  ONE (1) HOUR OF SICK LEAVE FOR EVERY 30 HOURS WORKED (UP TO A MAXIMUM OF 40 HOURS)
SICK LEAVE

- Abusing sick leave may result in discipline. Examples of abuse include using sick leave for other than approved reasons, failure to follow call in procedures, patterned absenteeism, or excessive absenteeism.

- Supervisors must seek advice from Human Resources before disciplining or discharging employees for sick leave abuse.
What Can We do to Support a Culture of Wellness at Holy Cross?

The mission of the College of the Holy Cross Wellness Program incorporates body, mind, spirit and community.
• Adopt a culture of wellness which supports its employees' desires to make healthy, sustainable life choices that results in benefits such as personal and professional productivity, physical, mental, social, financial and holistic well-being

• Your role: be a wellness champion, make small changes to make your department healthier, encourage participation and lifestyle changes

• My role: guide people in making healthy lifestyle changes, build programming that makes wellness the easy choice, attend department meetings to get dialogue going around sleep, stress, mindfulness, meditation, nutrition, and physical activity
NCAA Compliance Overview

Institutional Control

• It is the responsibility of each member institution to control its intercollegiate athletics program in compliance with the rules and regulations of the National Collegiate Athletic Association (NCAA). The institution's president or chancellor is responsible for the administration of all aspects of the athletics program, including approval of the budget and audit of all expenditures.

• Each institution shall comply with all applicable rules and regulations of the Association in the conduct of its intercollegiate athletics programs. It shall monitor its programs to assure compliance and to identify and report to the Association instances in which compliance has not been achieved. In any such instance, the institution shall cooperate fully with the Association and shall take appropriate corrective actions. Members of an institution's staff, student-athletes, and other individuals and groups representing the institution's athletics interests shall comply with the applicable Association rules, and the member institution shall be responsible for such compliance.

Culture of Compliance

• It is the shared responsibility of all members of the Holy Cross community to promote a culture of integrity, honesty and compliance with NCAA, Patriot League, Atlantic Hockey Association, ECAC, Intercollegiate Rowing Association and institutional policies and procedures in the Holy Cross Athletics Department.
Prospective Student-Athlete

A prospective student-athlete is a student who has started classes for the ninth grade. In addition, a student who has not started classes for the ninth grade becomes a prospective student-athlete if the institution provides such an individual (or the individual's relatives or friends) any financial assistance or other benefits that the institution does not provide to prospective students generally. An individual remains a prospective student-athlete until one of the following occurs (whichever is earlier):

(a) The individual officially registers and enrolls in a minimum full-time program of studies and attends classes in any term of a four-year collegiate institution's regular academic year (excluding summer);

(b) The individual participates in a regular squad practice or competition at a four-year collegiate institution that occurs before the beginning of any term;

(c) The individual officially registers, enrolls and attends classes during the certifying institution's summer term prior to his or her initial full-time enrollment at the certifying institution; or

(d) The individual reports to an institutional orientation session that is open to all incoming students within 14 calendar days prior to the opening day of classes of a regular academic year term.
Representative of Athletics Interests

A "representative of the institution's athletics interests" is an individual, independent agency, corporate entity (e.g., apparel or equipment manufacturer) or other organization who is known (or who should have been known) by a member of the institution's executive or athletics administration to:
(a) Have participated in or to be a member of an agency or organization promoting the institution's intercollegiate athletics program;
(b) Have made financial contributions to the athletics department or to an athletics booster organization of that institution;
(c) Be assisting or to have been requested (by the athletics department staff) to assist in the recruitment of prospects;
(d) Be assisting or to have assisted in providing benefits to enrolled student-athletes or their families; or
(e) Have been involved otherwise in promoting the institution's athletics program.

Examples of representative of athletics interests are:
• Fans, undergraduate students, graduate students, all university faculty, staff and other employees and alumni. (This is not an exhaustive list.)
Extra Benefit

“An extra benefit is any special arrangement by an institutional employee or a representative of the institution’s athletic interests…” (often referred to as a “booster”) “…to provide a student-athlete or the student-athlete’s relative or friend a benefit not expressly authorized by NCAA legislation. Receipt of a benefit by student-athletes or their relatives or friends is not a violation of NCAA legislation if it is demonstrated that the same benefit is generally available to the institution’s students or their relatives or friends or to a particular segment of the student body (e.g., international students, minority students) determined on a basis unrelated to athletics ability.”
Recruiting Overview

• Only permissible recruiters may have recruiting contact with a PSA.
• RAI’s may not engage in recruiting activity.
• Publication of a PSAs visit to campus is prohibited. This includes social media interaction.
• Institution may not publicize a commitment until NLI, offer of admission or financial aid agreement is signed by a PSA.
Academic Eligibility

- **Academic Integrity**
  - Relationship with the Dean’s Office
  - Faculty Athletics Representative

- **Initial Eligibility**
  - Core Courses
  - Amateurism

- **Continuing Eligibility**
  - Progress Towards Degree
  - Full Time Enrollment
NCAA Enforcement Structure

**Level I – Severe Breach of Conduct:**
Violations that seriously undermine or threaten the integrity of the NCAA Collegiate model… including any violation that provides or is intended to provide a substantial or extensive recruiting, competitive or other advantage, or a substantial or extensive impermissible benefit.”

**Level II – Significant Breach of Conduct:**
“Violations that provide or are intended to provide more than a minimal but less than a substantial or extensive recruiting competitive or other advantage; Includes more than a minimal but less than a substantial or extensive impermissible benefit or Involves conduct that may compromise the integrity of the NCAA collegiate model.”

**Level III – Breach of Conduct:**
“Violations that are isolated or limited in nature; provide no more than a minimal recruiting, competitive or other advantage; and do not include more than a minimal impermissible benefit. Multiple Level IV violations may collectively be considered a breach of conduct.”

**Level IV – Incidental Infractions:**
“Minor infractions that are inadvertent, isolated and technical in nature and result in a negligible, if any competitive advantage. Level IV infractions will generally not affect eligibility for intercollegiate athletics.”
Ask before you act!

Ryan Colton, Assistant AD for Compliance
rcolton@holycross.edu
O: 508-793-3582
C: 774-766-0759

Visit the NCAA Compliance web page on GoHolyCross.com!
OFFICE OF STUDENT INVOLVEMENT
BRENDA HOUNSELL SULLIVAN
Who/what is “OSI?”

Gateways

HOLY CROSS family weekend

Incendia LEADERSHIP CERTIFICATE

WEEKEND WORKSHOP Series

Aptissimi THE LEADERSHIP CONFERENCE

COLLEGE OF THE Holy Cross
Clubs and Organizations

- Clubs & Organizations
  - Academic
  - Campus Service
  - Club Sport & Recreation
  - Media Groups
  - Multicultural Student Organizations (MSO)
  - Performing Arts
  - Philanthropy
  - Religious
  - Special Interest
  - *Peer Education
• What role do managers have?
• **Why** does it matter?
The odds of being engaged at work are:

- **2.6x** Higher if … [College] prepared me well for life outside of college.
- **2.4x** Higher if … [College] passionate about the long-term success of its students.
- **2.2x** Higher if … I had a mentor who encouraged me to pursue my goals and dreams.
- **2.0x** Higher if … I had at least one professor at [College] who made me excited about learning.
- **1.9x** Higher if … My professors at [College] cared about me as a person.
- **2.3x** Higher if … graduates experience all three

- **2.0x** Higher if … I had an internship or job that allowed me to apply what I was learning in the classroom.
- **1.8x** Higher if … I was extremely active in extracurricular activities and organizations while attending [College].
- **1.8x** Higher if … I worked on a project that took a semester or more to complete.
- **2.4x** Higher if … graduates experience all three
The odds of thriving in all areas of well-being are:

- **4.6x** Higher if ... Engaged at work
- **2.5x** Higher if ... [College] prepared me well for life outside of college.
- **1.7x** Higher if ... I had a mentor who encouraged me to pursue my goals and dreams.
- **1.5x** Higher if ... I had at least one professor at [College] who made me excited about learning.
- **1.5x** Higher if ... I had an internship or job that allowed me to apply what I was learning in the classroom.
- **1.1x** Higher if ... I worked on a project that took a semester or more to complete.
- **2.0x** Higher if ... Emotionally attached to school
- **1.9x** Higher if ... [College] passionate about the long-term success of its students.
- **1.7x** Higher if ... My professors at [College] cared about me as a person.
- **1.9x** Higher if ... graduates experience all three
- **1.4x** Higher if ... I was extremely active in extracurricular activities and organizations while attending [College].
- **1.3x** Higher if ... graduates experience all three
The OSI Experience
CLOSING REMARKS

William J. Conley, Jr.