

Division of
Student Affairs
Annual Report



BENTLEY
UNIVERSITY

2018-
2019

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*Office of the
Vice President for
Student Affairs*

July 2019

Greetings!

In early June, after a terrific academic year and just before some well-deserved rest, the division gathered in small groups to focus on the Student Affairs Experiential Learning Roadmap project, and its connection to the University's Strategic Plan.

As is typical for our division, the varying thoughts, ideas, and insights were on full display as each attendee worked towards making this project the best it could be. While the perspectives varied, the commitment to ensuring a high quality student experience was evident.

We are fully immersed in a changing landscape in Student Affairs and Higher Education. Our students are changing—generationally and demographically. Our University is changing as we embrace new leadership and a new strategy to meet these shifting needs. We embrace this change by examining our work and creating a unique and focused direction for student learning outside of the classroom. At the same time, we work each day to provide the support and engagement students need to ensure their learning environment is safe, healthy and engaging.

The following pages highlight the tremendous work accomplished over the 2018-2019 academic year. I am grateful to the entire team in student affairs for their commitment and dedication to our division, Bentley University, and most importantly, our students.

J. Andrew Shepardson, PhD
Vice President for Student Affairs/Dean of Students

Arena

Bentley University's state-of-the-art multipurpose Arena hosts the university's NCAA Division I hockey team and prominent university events such as career fairs, concerts, student showcases, alumni events and academic classes. The 76,000 square foot LEED Platinum facility enhances student life for the next generation, giving students a place to gather, cheer and learn. The Arena staff works in close collaboration with various departments and partners on campus to support athletic department priorities, co-curricular engagement and events, facility upkeep and maintenance, and brand marketing and growth for the building.

Executive Summary

As the first full year of The Bentley Arena's existence on campus, much of the focus was on solidifying staffing models, ensuring a sustainable budget and revenue plan, garnering even greater community support and utilization of the space, and clarifying roles and responsibilities for all campus partners that have ownership in the building (facilities, athletics, sustainability, IT, etc.). Staff prioritized all of this while also being a significant support to the hockey program and ensuring quality game-day experiences for both the team and the fans at the hockey games.

A priority for the Arena in the start of this fiscal year was solidifying staff support and a staff structure to best meet the needs of the building. In assuming the responsibility for managing the Arena and the staff team, Nicole Chabot-Wieferich, Director of Student Programs & Engagement, became responsible for Arena vision, strategy, and community collaboration. In August, the team was also able to hire Ralph White as Assistant Arena Manager, allowing us to further our efforts and maximize understanding of our audio/visual capabilities of the facility for game-days and events. While the building still relies heavily on collaboration with other University staff for successful operation, and depends on temporary staff to support game production and ice maintenance, the new staffing model and investment in student employees throughout the year has allowed the Arena to increase resourcefulness and drastically expand the capabilities of the facility.

Since opening in February 2018, the Arena staff have enabled the events held within The Bentley Arena to reach new heights. Utilizing the large space and state-of-the-art technologies equipped in the facility, events have been able to expand their offerings while maintaining high quality customer service and a positive user experience. It is estimated that, since opening, The Bentley Arena has hosted more than 40,000 visitors to date and continues to grow as a destination on campus. This not only includes our nearly 150 multi-purpose event offerings, but a very successful first full season for the Division I hockey Team who ended their run by hosting playoffs, ranking second in their division, a record-setting win streak, and a 17-15-5 record.

We are proud to say that the building has been financially self-sustaining in its first year. With the combination of ticket sale revenue, outside event rental income, and a very successful first run of sponsorship, we are projecting to be in the black for this inaugural year. With many unknowns and a somewhat blind budget model, this is a significant accomplishment. Arena staff have been fiscally responsible and conservative, as they've worked to ensure financial stability. Additionally, conversations about increased future revenue, sustainable sponsorship models, and wider ticket sale campaigns will help ensure next year is an even greater success. Finally, the strong relationships built with staff in financial operations, have established a collaboration of trust and respect that has helped strengthen the budget predictions and models for future years. Already in place are revenue options for next year that will drastically increase our margins of income and become an important part of the development of five-year plans for both capital and operating expenses.

To achieve all of this, Arena management needed to cultivate relationships with frequent end users and those that support the buildings physical and administrative operations. Facilities, Athletics, Bentley Dining, Purchasing, University Police, and the Conference Center were all essential partners in the operation of the building, planning of events, and supporting the season. The year required continued work on role definition and regular communication about expectations and responsibilities. Through the Arena Task Force, regular operations meetings, one-on-one connections and joint staff meetings, the Arena Staff invested in their University partners in a way that has fostered a more positive and engaging community approach to the Arena as we head into its second full year.

As we move into preparations for next year, we will be focusing on continued student learning opportunities, increased outside rental and internal recreation opportunities in the building, long term budget planning, consistent assessment protocols, and more robust staff and team development.

Highlights

Staff Development Models & Community Building

Significant time was invested this year in developing a staffing model for the Arena that would allow for maximum efficiency, building expertise, ownership, and sustainability of support. This included both adding Nicole Chabot-Wieferich, Director of Student Programs & Engagement to the team in a leadership capacity, as well as hiring Ralph White to join as the Assistant Arena Manager. Both joined Bo Stewart, Arena Manager, as part of the core Arena staff team. It also included, however, building a structure of support and campus partners necessary to collaboratively ensure success for the Arena, its events, and the hockey program.

The foundation to high quality service is operational efficiency. The Bentley Arena works to accomplish this by incorporating best practices of our student and temporary labor within their fields. Arena management has also strived to bring in quality labor to demonstrate and share professional knowledge to Bentley workers new to Arena demands. Some learn the workflow of the production equipment, others engage guests through the lens of a “host”, a few have learned to make and maintain the highest quality ice while the behind the scenes crew transforms a hockey rink into an event venue in a fast and safe manner. Supplementing our in-house labor are excellent third-party vendors necessary to support specific Arena functions.

Student Employment

Developing a robust and engaged student employment team for the Arena was a priority in the grand opening semester. Retaining these staff, increasing student employment opportunities, and enhancing student expertise in building functions to decrease reliance on temporary staff, were all goals carried forward into this fiscal year. The Arena student staff encompasses three distinct teams: Operations, Audio/Visual (A/V) and Guest Services. Each of these teams were offered regular trainings, team meetings, as well as one-on-one mentorship and supervision by either Bo Stewart or Ralph White. As we move into year two, we will look to rely more heavily on student supervisors for each of the teams to take greater leadership roles and be a more regular presence in the building for events, allowing full time staff to achieve greater balance

Operations

The Operations team responsibilities include building set ups, floor conversions, equipment maintenance, and ice crew for hockey and recreational ice programs. This team was trained throughout the year on best practices of converting the building from ice to floor events as well as on strong tenets of customer service and how high quality operations work can directly enhance all other user experiences in the building.

Guest Services

Guest services staff are responsible for being the “hosts” of the building for hockey games and events. These staff were trained and developed with a hospitality and customer service approach at the foundation, while also incorporating other service industry examples and case studies to enhance the connection between the position and the employees’ academic curriculum and professional interests. These staff not only served as greeters to the building, but seat section ushers, Cube host, and special event support (Team Impact Signing, party rentals and reception hosting).

Audio/Visual

The A/V team was newly developed this year under Ralph White. Approximately 12 student A/V Positions were staffed for each home hockey game managing elements of the game show, broadcast, camera operation, and game entertainment. Training with this group is incredibly technical and time intensive. Students were developed individually throughout the course of the year to provide role and skill specific training and development. In strategizing the use of this team moving into next year, there will be more diverse opportunities for cross training and job roles as well as one to two positions available for regular hours during the week to assist with graphics and pre-production work for hockey

and events in the building. The students are supplemented with help from temp-staff employees giving students the chance to gain insight from the professional industry and common practices.

Temporary Staff & External Contractors

The Bentley Arena relies heavily on temp-employees to ensure proper function and operation of the space. Throughout this inaugural fiscal year, we have worked diligently to reduce our reliance on temporary support, but early in the season, without trained and hired student employees and Facilities Zamboni driving support, we outsourced much of the building operation on a regular basis. By season's end, we were scheduling significantly fewer temporary employees, a trend we hope to continue into FY20.

Based on Facilities driver availability and precision quality needed, Zamboni drivers are still hired for home games and/or events requiring the ice. Zamboni drivers in the region are in limited supply so this has become more challenging throughout the year. On the audio/visual side of the house, approximately 3-4 technical positions are hired to staff each game. These are filled from a pool of five temp A/V Staff members and several independent contractors or staffing services.

Ongoing relationships with external contractors are essential to the building's success. The primary contractors remaining are Accugrind, Precision Industrial, Bjorkman, Viking Ice and Digital Media Solutions (DMS) - John Mitchell.

Collaborations, Relationships, and Roles

Collaboration has always been a core value of and necessity for the Arena. With many competing priorities, campus partners, and expectations of the space, a great deal of time this year was spent building stronger relationships, outlining intentional and necessary collaborations and continuing to define roles and responsibilities for core departments involved.

Primary departmental partners for the building are Athletics, Facilities, Bentley Dining, and the Conference Center. Time was invested with each department one-on-one and in-group meetings to identify any areas of challenge or necessary growth while also celebrating the many successes of the first full season and year. Throughout the course of the year communication, role understanding, and efficiency increased significantly, and as a result, trust in the Arena and Arena staff has also increased.

It is because of this work from all campus partners that we have been able to ensure successful rentals, programs, games, building maintenance, and event planning for this semester and the future. As we move forward, we look forward to working in greater depth with Purchasing, the Conference Center and Catering on outside rental contracts and event support. University Police has been a close partner with Arena staff in ensuring successful security at hockey games and programs. It is exciting to see a community come together around this Arena and we look forward to leveraging these and other relationships as we head into next year to ensure success.

Support is still being sought in the areas of Alumni, Parents and Friends as well as in the Marketing department. Recent outreach to leadership in the Alumni and Parents Office has proven effective in strategizing new ways of reaching out to Alumni for game ticket sales as well as event hosting. Similar dialogue is happening with marketing staff to assess best ways they can support the work needing to be developed for game advertisement, game day experience, etc.

Facilities Support

Facilities Management at Bentley has been an important partner and supporter of the Arena and its daily functions. Not only do they assist in building maintenance on a day-to-day basis, they have also worked side-by-side with Arena staff to learn the needs of the building on a larger scale. They have been key in ice and floor transition and maintenance, helped us procure items, been quick to respond when unexpected HVAC or other systems issues have arisen. While there are still occasional grey areas of ownership and communication, this relationship has flourished and provided staff collaboration opportunities. One of these opportunities is the onboarding of current Facilities staff members to the team as trained Zamboni drivers. The utilization of facilities (vs temp drivers) for daily ice maintenance and at games has been economical and created opportunity for community engagement and cross-department collaboration. All staff who become drivers have been provided professional educational opportunities such as the "Safe Ice Resurfacer Operation" class offered by United States Ice Rink Association. There was also extensive on-site training with experienced Zamboni Drivers. This has proven to create pride in these staff as well as a deeper connection and support of the hockey team.

Athletics

Bentley's Athletics department is arguably the most important collaborator with the Arena Staff. While the Arena is multi-purpose in nature and in creed, it is most frequently used by the Division I hockey program. It takes many Athletics staff to successfully operate all hockey functions and the Arena staff have to work in closer partnership with that team to ensure success for game-day, ticket sales, and other hockey initiatives.

Staff at all levels of the two departments worked closely throughout the year to achieve an understanding of what collaboration and role definition should look like in the Arena. Staff changes in Athletics mid-year with Rico DePaolis leaving Bentley made this a unique challenge, but one that both staffs approached positively and collaboratively. As a result of this departure, Athletics has developed a new structure and staffing model. Since that time, communication and direction have been clearer and staff are working more cohesively toward common goals.

We will begin FY20 with a clear understanding of who is responsible for the key responsibilities associated with hockey functions. Cindy Scott, Assistant Athletic Director and Nicole Chabot-Wieferich will collaborate on vision and direction. The most basic outline of responsibilities will be as follows:

Hockey Roles & Responsibilities | 2019-2020:

- *Ticketing & Marketing*/Mark Andrick-Assistant Director, Athletics Operations, Marketing/Promotions, & Ticketing
- *Promotions & Spirit*/Mark Andrick-Assistant Director, Athletics Operations, Marketing/Promotions, & Ticketing
- *Group Sales & Events*/Bo Stewart-Arena Manager
- *Cube Sales and Fan Experience*/Bo Stewart-Arena Manager
- *Brand & Graphic Design*/Ralph White- Assistant Arena Manager
- *Show of Game*/Ralph White-Assistant Arena Manager
- *Sponsorship*/Bo Stewart-Arena Manager

As we move into next year, staff from Athletics and the Arena will meet on a bi-weekly basis to ensure regular communication and planning with the new model(s).

Arena Task Force

The Arena Task Force was a charge brought by Maureen Forrester and Andrew Shepardson to determine a sound model for long-term vision planning, financial responsibility, and collaboration efforts on behalf of the building. The Task Force represents high-level leadership from Athletics, Sustainability, Facilities, The Conference Center, Financial Operations, Purchasing, and The Bentley Arena, and has proven to be an energizing think tank to ensure future success of the building and its programs. Throughout the spring, The Arena Task Force has been actively working on establishing clarity on the purpose of the building, what its fundraising footprint should be, and how various departments can effectively collaborate towards its success. Summer agenda will include long-term strategic projects, developing a mission and vision connected to new University strategy, long-term budget sustainability and planning, and calendar review for the upcoming year. Since its inception, communication and awareness about the Arena and its functions have improved and campus partnerships have strengthened.

Multipurpose Event Support

The Bentley Arena has become a sought after destination for students, faculty, staff, and outside clients to host events. The Arena was host to approximately 135 events/reservations this year outside of Varsity hockey games and practices. Through the course of these events, the Arena welcomed more than 40,000 visitors and drastically increased community awareness of the space and its offerings. Arena management has brought their event experience to end users to provide a vital glimpse into what can be accomplished within the Arena space before seeing happen. Supporting events from planning dates to event execution, Arena staff has brought their professional experience to help facilitate event partners such as catering, audio/visual and equipment rentals through an understanding of their needs and how all demands need to work together.

Systems were developed early in the year to ensure the Bentley community was aware of the Arena as an event destination and to provide opportunities for easy inquiry and reservation of the space for event booking. Emails were sent community-wide before each semester with invitations to submit space requests for event reservations and with

contact information and reminders about the Arena staff and resources. The [Bentley Arena Space Request Form](#) offers insight into information collected upon reservation.

Arena staff worked closely with the Conference Center at multiple points throughout the year to incorporate the EMS reservation system properly into our processes so that end users would have consistent experiences with other facilities throughout the University. Arena staff were trained in EMS and worked on understanding of terms so that expectations from both the Conference Center and Arena could be met with fewer communication glitches and questions. An important part of this learning and development process was fostering open and consistent dialogue with the Conference Center staff to learn from one another how events work within the building and their relationship to the university as a whole.

University-Wide Events

Two key University events were significant points of pride for the Arena this year. It was a year of firsts, both with events being newly hosted in our new facility, but more importantly with a new President and special events to commemorate her inaugural year on campus.

Convocation

Bentley's inaugural Convocation in the Arena proved to be a great deal of work for many in the community to ensure we had the correct levels of audio/visual support, staging, and time for rehearsals and run-throughs. Despite the challenges leading up to the program, the event itself went exceptionally well. Over 3000 people filled the Arena to welcome the Class of 2022. Over 125 faculty and staff participated in the ceremony, increasing the number of our community members to see the Arena and enjoy the space. Many diverse spaces in the building were utilized to ensure success for the program including stage party in the Visitors' Locker Room, faculty and staff in the Cube, and of course accommodating students and their families on the floor and in the bowl of the main facility. Many Orientation events following Convocation took place in the Arena

Inauguration

The Bentley Arena served as the destination for the culmination to President Alison Davis-Blake's Inauguration Week. The Installation Ceremony for Bentley's new President was hosted in the Arena and attracted over 1500 guests on a beautiful October day. The event proved to be a great opportunity to continue learning the building's audio and visual capabilities, was a wonderful backdrop to a historic moment for the University, and was a moment of pride for the Arena staff to successfully help host such a prestigious event. Both the ceremony and the following lunch reception worked well in the space despite the large numbers, proving the flexibility and usability of the building.

Special Initiatives

A handful of special initiatives were prioritized this year to enhance community engagement and diversify utilization of the facility. The following University partners were engaged in hosting standalone events or game-day initiatives (group sales, philanthropy, etc.): Bentley Service Learning and Civic Engagement Center, Undergraduate Career Services, Graduate Career Services, Sports Marketing Course (MK369), Advancement, Admissions, Alumni and Family Engagement, Athletics, IT, and Sustainability.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the Arena Event List and 2018-2019 Arena Event Photos.

Budget & Resources

We are proud to say that the building has been financially self-sustaining in its first year. With the combination of ticket sale revenue, outside event rental income, and a very successful first run of sponsorship, we are projecting to be in the black for this first year. Resources were allocated to meet the demands of the first year of events, but expenditures remained reasonable.

With many unknowns and a somewhat blind budget model, this is a significant accomplishment. Arena staff have been fiscally responsible and conservative, as they've worked to ensure financial stability. Additionally, conversations about increased future revenue, sustainable sponsorship models, and wider ticket sale campaigns will help ensure next year is also a success. Finally, the strong relationships built with staff in financial operations, have established a collaboration of

trust and respect that has helped strengthen the budget predictions and models for future years. While we need to look at increased rental revenue for future sustainability, Arena staff are proud of this initial accomplishment.

Arena Budget FY '19		
Revenue	Sponsorships	\$ 100,333.00
	Ticket Sales	\$ 171,447.00
	Rentals	\$ 37,562.00
	Total:	\$ 309,342.00
	Total Reflected in Workday to Date:	\$ 280,315.00
Expenses	Salaries & Wages	\$ 123,623.00
	Operating Expenses	\$ 111,412.00
	Total:	\$ 235,035.00
	Grand Total:	\$ 74,307.00
	Grand Total Based on Reflect Funds:	\$ 45,280.00

As we move into year two, we will need to be cognizant of revenue changes, filling remaining post-construction gaps, adjusting our expenditures due to staff changes as the activity in the Arena increases.

Rentals & Revenue generating events

The Arena has hosted two incredibly successful outside clients for events/rentals in its first year. In December, Girl Scouts of Eastern Massachusetts hosted their annual Cookie Kick Off for over 1000 community members. From 8am until 3pm, the group took over the facility, hosted booths and novelties, two open skate sessions, a keynote on the Ice, and lunch for 1000 people. To be able to host an event of this scale with our internal resources and staff, while also ensuring success for a double-header home hockey weekend, was a significant accomplishment. The event brought in over \$24,000 to the University and the organization has already reached out to schedule their date again for next fall.

The second also came in December as the campus neared the semester break. Dunkin' Donuts, in conjunction with the Boston Bruins, scheduled the Arena for a commercial shoot with David Pastrnak. The shoot took over the Arena for two full days leading up to break, gave great exposure to the facility, and earned the University nearly \$10,500 in revenue.

Arena Staff, with support of members of the Arena Task Force, have identified a strong approach to long-term rentals in the 2019-2020 academic year. Two local youth hockey leagues and a professional Women's league out of Worcester have all committed to contracts for next year allowing increased student and campus community recreation and us to be closer to reaching our revenue goal. We also continue to search for revenue boosting one-time rentals. Given the successful fiscal picture from our first full year, we are excited to expand opportunities and income as we head into next year.

Sponsorship

The work of Rico DePaolis and the Sponsorship Committee throughout summer 2018 proved very fruitful for this inaugural year of the Arena. We created a foundation sponsorship package that outlines the obtainable options we provide to potential sponsors within the Arena. The core of the sponsorship package lies on the actual boards, in the sale of our "dasher graphics," as advertising space for potential prospects. We have included additional promotional options to adhere to some smaller scale prospects as well as some production pieces for those looking for multi-media involvement, which we can now accommodate at a very high level. While we wait for the onboarding of the new VP for External Affairs, we are in a slight holding pattern related to Sponsorship moving forward.

Our Total Revenue to date for this year is \$100,333 with year two and three guaranteed revenue of \$26,666. Additionally, the in-kind value generated is approximately \$9,500.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019-2020 Sponsorship Packages (inclusive of the 2018-2019 commitment list).

Hockey

The Bentley Arena hosted the team's inaugural full hockey season and playoffs this year with 18 regular season games and three playoff games. Arena staff successfully built a production and operational template, staffing model and

content workflow from the ground up with minimal preparation time and fulfilled all sponsorship requirements, NCAA requests and playoff requirements in the first year.

With the intentional and rapid move to a student-assisted workforce throughout the season, the Arena staff progressively reduced costs of contracted employees for outside vendors and AV services while maintaining a high quality show and fan experience. Collaborative work with University Police also allowed for a successful transition away from relying on RSIG for game staffing and instead reducing security staff numbers, saving resources, and filling details with only University Police officers.

Marketing & Brand

Arena staff did extensive work throughout the season to develop a marketing and promotion plan for hockey games while also investing in the brand of the building and hockey experience to ensure a professional hockey environment that was on par or better than what is seen at many Division I hockey facilities. To achieve this, staff created game themes, managed music selection for games and initiatives, planned and executed in-game promotional events and giveaways (in collaboration and partnership with Athletics), and produced all game related videos, graphics and content.

Game Initiatives

Arena staff were able to maximize key initiatives and in-game opportunities to build community and raise awareness for important issues on campus.

In working with the Equity Center, they helped execute this year's "White Ribbon Game" where the theme for the game was spreading awareness for domestic violence and providing information about campus resources related to gender based violence throughout the game. This culminated in the creation of a human white ribbon on ice during a period intermission providing a great photo opportunity and important moment of impact for those in attendance.

Team Impact Night was a charitable evening initiated and hosted by the Bentley Football program. The Arena created a script and executed an in game "signing day" which produced a wonderful environment for a local child fighting a terminal disease.

Game-day Roles

Specific models were developed this year to ensure successful game production. Staffing for the games was arranged so that the Arena would be handling the production, audio/visual, event staff, catering, Cube functions and rentals for the hockey events. Athletics was therefore responsible for hockey operations, ticketing, coach's video and official replay staffing. While this balance worked effectively throughout the season, the two staffs will review efficiency and productivity of this model throughout the summer to ensure clarity and high quality product outcomes for the 2019-2020 season.

Ticket Sales

Summer of 2018 included the launch of the first season ticket campaign for the Bentley Arena, which produced solid sales and numbers for the inaugural year. Five hundred seventeen season ticket packages sold at a variety of levels, surpassing the expectation for the first full season.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the hockey Season Ticket Report.

The Arena and Athletics teams worked in conjunction throughout the season to meet the expectation for an average of 1500 tickets sold per game. While that was not always met, few games were below 1000 tickets sold and many were well above, averaging 1250 tickets sold per game. Strategies have been proactively developed for next year to increase sales, revenue, and awareness of the Bentley Arena as a destination and hockey games as a sought after experience both for on and off campus communities. We look forward to seeing these numbers increase for future years.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the Performance Sales Summary Report.

Building Systems & Operation

Sustainability

With its LEED Platinum certification, sustainability was a key focus and area of success for the Arena in its inaugural year. The following are some significant sustainability highlights.

- Amanda King and Natalie Hayes provided guest lectures for 14 classes during the 2018/2019 academic year, all of which were taught in The Bentley Arena and included education on the environmental and fiscal benefits of sustainable design and renewable energy systems. Classes ranged from *Organizations, Society and Responsible Management* (MG345) to *Environmental Law* (LA102) and *Energy and the Environment* (NASC 140).
- The Office of Sustainability and Facilities Management provide data sets to professors detailing The Bentley Arena's electricity, water, natural gas use along with solar energy production data from the rooftop solar array. These datasets are used for teaching and class assignments.
- The Arena's rooftop solar array produced 547,742-kilowatt hours of electricity in year one, accounting for 40% of the building's annual electricity use.
- Sales of the *solar renewable energy certificates* generated by the rooftop solar array netted the university \$98,237 in year one.
- The Bentley Arena's carbon footprint is half of that of similar building types.

In addition to the tours provided during classes taught in the Arena, the Office of Sustainability has provided 18 sustainability-focused tours over the past year to the following groups:

Corporate/External Professional

- 1. CEO and development team for Worcester Red Sox, 2. International Facility Management Association (2xs), 3. The Massachusetts Clean Energy Center

Alumni

- 1. 2018 Reunion Weekend (6xs), 2. The Bentley Executive Club (presentation about building design, construction and integration into curricular and co-curricular sustainability education at Bentley, followed by tour), 3. Bentley Alumni Event "An Inside Look" event (presentation about building design, construction and integration into curricular and co-curricular sustainability education at Bentley, followed by tour), 4. The Bentley Global Alumni Board

High School

- 1. AP Environmental Science Class - Chapel Hill Chauncey Hall, 2. Wall Street 101 program, 3. Dana Hall Entrepreneurship Summer Program

Higher Education

- 1. Colorado College, 2. Endicott College, 3. Sacred Heart University

Building Technology and Audio/Visual Systems

As Ralph White was brought on right before the start of the hockey season, we continue to explore and discover the capabilities of the technology that was installed within the Arena and how to wield it. We are moving in the right direction to create a structure to maintain and integrate the various systems installed by different companies. In terms of operating the equipment, students are still being trained through hands-on learning and we continue to work on new ways to instruct students on proper operation through Ralph and a network of industry professionals working for NESN, Fenway Park, TD Garden and other universities.

Significant gains have been made in understanding and utilizing systems within the facility. Key vendors and partners were brought in repeatedly to work with Arena staff on mastery of equipment installed and to assist with punch list repairs and fixes needing completion. A few key components are outlined in detail below:

- NEVCO: All issues that existed during the opening of the building have since been addressed. We have hit very few speedbumps including a videoboard malfunction and a server error but we have been able to work with the vendor remotely and perform several repairs ourselves over the phone. NEVCO is currently working on a new system for our goal lights and a few additional graphics for the video board.
- AdTech Systems: AdTech is responsible for installing and configuring the Audio systems within the building as well as integrating the technology within the Cube, the office spaces and feeds to other systems. The punch list has been reduced significantly since September however; the final punch list drafted during the hockey season still has a few items remaining. We have also requested pricing for a few additional items that would help simplify our systems.

Operational Efficiency and Standards

With the building footprint, as efficient as it is, and the competing needs of Athletics and the University for space, Arena staff worked this year to ensure space optimization when possible. This included supporting the use of the Visitor's Locker Room and Multipurpose locker rooms for both Baseball and Women's Soccer during their seasons. It also involved embracing the Arena's open spaces for multi-purpose uses such as studying, working, viewing baseball games, or walking the concourse during early morning or lunch hours.

Maximizing storage was also a big part of ensuring building utilization and efficiency. Arena staff made modifications to factory delivered equipment and architectural storage designs once there was a lived understanding of use in the building (i.e. less weight, reduced height, easier to move, easier to access, etc.). Staff also created systems like a color coded rink glass chart for maximized efficiency in conversion and relocated spare glass for quick replacement if needed.

This commitment to efficiency and increased utilization was at the center of scheduling multi-purpose events in and around the hockey schedule. Designation of Ice and Floor weekends early in the year allowed us to maximize our events and keep costs reasonable for conversion and event support. We were also able to increase awareness and utilization of in-house sound and lighting equipment throughout the year and perfect conversion processes and turnaround time to accommodate events.

Finally, this goal was achieved by being a partner in providing trainings and educational opportunities on best practices for those students and staff working regularly in the building. This included hosting a replacement glass training with Facilities, being active partners in "Ice-In" and "Ice-Out" protocols, and developing crew-specific methods for smooth operation of ice and guest services functionalities.

Challenges

Audio/Visual Configurations, Integrations & Content Storage

It is apparent that with all of the technology included in the buildout of the facility, several systems are not fully integrated with one-another. The demand of preparing for a full hockey season has drawn out the process to fully go through the building and identify what we have, what it was designed to do and how we can use it to improve the experience of the end user. Our production and streaming quality will continue to improve over the next few years, as we still need to educate operators and partners across the university with the capabilities we have.

We are currently in the process of assessing content storage for the Arena since digital storage was not included in the initial design. With the amount of digital content created for the team as well as the game-day show, we need to determine a high volume storage option to maximize our institutional memory and ability to maintain year-to-year storage of theme material, content, photo and video.

Finally, Graphics Outfitters via DMS supplies the software that we use to analyze the scoreboard data and translate it into visual graphics for the hockey web stream. We have had several issues with data being misinterpreted causing undesired effects on the stream. This is something we continue to work on with them and hope to have resolved before the beginning of next season.

Punch List, Repairs & Maintenance

As with any first year of a new facility, a great deal of energy and work this year has been spent on finalizing punch list items, making modifications to factory delivered equipment, and fleshing out confusions about architectural designs, intent, and structural limitations. While much of this work has been completed and a greater understanding of the facility has been reached, challenges presented themselves throughout the year. Zamboni room equipment adjustments, truss shortening, and flooring changes are some examples of modifications that were necessary. In addition, exploration and consultation were required to determine hoist points, rigging weight limitations, audio design specifications, storage intentions, and equipment transportation.

Refrigeration Plant

As of December 2018, it was determined that the refrigeration plant in the Arena was leaking at a significant rate and putting the compressor system at risk. In January 2019, 800 pounds of Freon was replaced in the unit to provide a temporary fix to get the equipment through the culmination of the hockey season. The stakes with this malfunction

were high, as any damage to the compressors would have come at a high cost. The University is fortunate to still be within warranty dates on this system and Andrew Shepardson worked closely with Suffolk to ensure safe and reasonable timelines and plans for repair. This meant that the ice came out mid-March following completion of playoffs and limited opportunities for the Varsity team to practice late spring. This did, however, save on conversion costs for the many events hosted in the building in the second half of the spring semester. While it was an unexpected and high-stress situation, repair is currently underway and scheduled to be complete mid-summer.

Budget & Resource

We have developed good relationships with Financial Operations staff as we navigate this first full year of fiscal management for the Arena. Good strides happened with revenue generation through sponsorship, ticket sales, and contracts with outside client bookings. We were also excited to expand concession sales to include beer and wine at home hockey games, which gave us another source of revenue. We executed as much fiscal restraint as we can with staffing, programming support, and operational expenses. All considered, however, we have a small operational budget and growing expenses we need to pay to successfully manage games, day-to-day operations, staffing (student and temp hires), and event support. We have developed strong fiscal habits of closely monitoring the budget as we go and feel positive about revenue and campus partnerships, but acknowledge that this will be a continued point of challenge and/or stress moving forward. Next steps in addressing this challenge are to develop a five-year budget plan, determine best practice for capital expenses, and developing a rate structure for internal and external events to ensure sustainability. Part of this challenge will mean significant culture change for internal Bentley constituents not used to being charged for facilities or services, however this will be essential to develop a sustainable model and increase our ability to support recreation and increase utilization.

Roles & Responsibilities

While great strides have been made throughout the year to determine role and responsibility clarity for offices connected with the Arena, there were ongoing pressure points and growing pains with the core team. As time went by and working relationships developed further, conflicts and stress were significantly reduced; however, there is still competing energy for ownership of some aspects of the building. With the new Athletics marketing staff structure going into place this summer, it will be crucial for Arena Staff to identify best ways to work collaboratively with that team. Arena Staff and Athletics staff will also need to continue openly sharing expectations.

Assessment

Arena Responsibility and Ownership Assessment

Andrew Shepardson, Nicole Chabot-Wieferich, and Bo Stewart worked closely with Amy Till of StrengthsNow Consulting to execute a campus-partner assessment on behalf of Arena roles and responsibilities. The goal of this Arena-related responsibility and ownership assessment was to get perspectives of people from different areas of the organization who are involved or connected to the Arena in some way. We wanted to identify gaps and overlaps in responsibilities and make note of areas where the owner has not been clearly defined.

Eleven people from five departments participated in interviews. Following this interview process, Amy Till developed an assessment report that was shared with Andrew Shepardson and Nicole Chabot-Wieferich and served as the foundation for strategizing relationship building, role definition, and committee generation moving forward from fall to spring semester. This assessment proved very helpful to identify pain points, areas of success and strong collaboration, and focus areas for future success.

Departmental Vision for 2019-2020

The Bentley Arena is poised for significant growth in 2019-20. Heading into the next year, the Arena will at least double the amount of end users entering the facility through increased rentals, recreation opportunities, and the goal for additional ticket sale targets. These users will bring revenue, exposure and positive community relations to the Bentley Arena to allow us to expand our offerings for our internal clientele. Year two will be a learning experience in balancing growth and resources while maintaining, if not improving, our standard of delivery. It will also be a year with significant investment in long-term plans. This will include but not be limited to, five-year financial predictions, five-year capital plans, building policy development, and internal and external rental agreements and rate structures. We will continue to

be relationship focused and enhance our collaborative work with University departments and outside community organizations. As we work to implement the new approaches to roles and responsibilities, we will integrate new assessment strategies and models to ensure we are able to proactively develop strategies for cross-team communication and success, as well as tell our story of strengths and challenge areas at the end of the year in a way supported by more data and details. Finally, we will continue to invest in student learning opportunities through employment, production, and student organization involvement and event planning.

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for 2018-2019 Arena Event List, 2018-2019 Arena Event Photos, 2019-2020 Sponsorship Packages, Hockey Season Ticket Report and Performance Sales Summary Report.

Athletics

We perpetuate academic and social excellence among student-athletes that instills a passion for continuous improvement, for delivering high-quality results, and for going beyond what is expected.

We guide and support our student-athletes in their quest for excellence – academically, athletically and socially. We do this by promoting character traits of high value and providing leadership, resources and support to ensure all student-athletes take their talents to the highest level of performance on and off the field. Our student-athletes are known as creative, ethical, and socially responsible organization leaders during their time at Bentley University and beyond.

Executive Summary

NCAA tournament appearances by the women's basketball, golf and men's tennis teams, as well as a Northeast-10 Conference championship by the men's swimming team and the first full season of action in the Bentley Arena, were among the highlights for Bentley University athletics during the 2018-19 academic year.

- Women's basketball team turned in a 26-2 regular season before finishing at 28-4 overall. The Falcons took first in the Northeast-10 Northeast Division II before making their record 35th appearance in the NCAA Division II Regional tournament.
- Men's golf, after competing in its ninth straight NCAA Division II East/Atlantic Regional, punched its ticket for a first-ever appearance in the NCAA Division II Championships by placing second in the regional.
- Men's tennis was selected for its first NCAA Division II tournament berth since 2011 after tying for second place in the Northeast-10.
- Men's swimming captured the Northeast-10 championship for the second time in three years and the third time in the last ten. That came after the Falcons completed a third consecutive undefeated dual season, extending their winning streak to 33 in the process.
- Women's swimming, which finished second in the Northeast-10's, was also undefeated during the dual portion of the schedule, finishing at 11-0.

Hockey attracted 25,041 fans to the Bentley Arena in their first full season of playing on campus while facing a home schedule that included Harvard, Dartmouth, Merrimack and UMass-Lowell. The Falcons finished second in Atlantic Hockey, their best showing since 2013-14, and enjoyed a 12-game unbeaten streak, the second longest in men's college hockey nationally during the season.

A number of Bentley coaches were recognized for their accomplishments during the year, including four who received Coach of the Year honors from the Northeast-10 Conference. The quartet — Barbara Stevens, Jim Murphy, Mary Kay Samko and Rick Danehy — have combined for over 100 years of service to Bentley University.

- Stevens received Northeast-10 Women's Basketball Coach of the Year honors for the 16th time in her amazing career. Her 33rd Bentley season also saw the court in the Dana Center dedicated in her name. She was also tabbed as a finalist for the Naismith Basketball Memorial Hall of Fame Class of 2019.
- Murphy, Bentley's men's lacrosse coach for the past 27 years, received Coach of the Year recognition from both the NE10 and the New England Intercollegiate Lacrosse Association. He became only the fifth Division II men's lacrosse coach all-time with at least 200 wins.
- Samko was named the NE10 Men's Swimming Coach of the Year after leading the Falcons to the conference championship, and Danehy was named both the Men's Diving and Women's Diving Coach of the Year. Samko's year also included her 500th dual victory as a head coach and her 400th Bentley win.
- C White, Women's Basketball Associate Head Coach, was among the inaugural class of inductees into the A STEP UP Assistant Coaches Hall of Fame.

Several Bentley student-athletes received major individual honors for their achievements both on the playing field and in the classroom during the 2018-19 academic year including two student athlete selected as Google Cloud Academic All-Americans.

- Jack Hansbury was named the Northeast-10 Male Scholar Athlete of the Year and became the third Bentley football player in the last four years to be honored as a first-team Google Cloud Division II Academic All-America.
- Ryan Richmond, who finished his career as the number three scorer in Bentley men's basketball history, was one of three finalists for the Northeast-10 Man of the Year Award. The Toronto native was also one of only two Division II men's basketball players nationwide, out of more than 4,000, to be both an All-America on the court and a Google Cloud Academic All-America.
- Football standout Nick Athy became the third Falcon in the last eight years to receive the prestigious Jack Daly Award for Athletics, Academics and Citizenship from the Grinold Chapter of the National Football Foundation.
- Richmond, Hansbury and men's swimmer Frank Elenio received the Northeast-10 Sport Excellence Award as the conference's premier scholar-athlete in their respective sports.

For the second straight year, Bentley University was ranked number one nationally in the NCAA Division II Academic Success Rate report. Bentley, with its highest Academic Success Rate (ASR) in the 13 years that the NCAA has been compiling the data, was alone at the top of the rankings, two points above the five institutions tied for second, after sharing the top position a year ago. This was the fifth straight year that Bentley has achieved an ASR of 97 or better and the eighth straight they've been above 90.

In recognition of having a four-year ASR of 90 or better, Bentley received a "Presidents' Award for Academic Excellence" from the NCAA. The program is eight years old and Bentley has earned the honor every year of its existence.

During the 2018-19 academic year, Bentley student-athletes came from 32 states, five Canadian provinces as well as Bolivia, England, Germany, Guatemala, Honduras, Italy, Puerto Rico, Russia, Singapore, Spain, Switzerland and the United Arab Emirates.

Athletic Highlights

Ryan Richmond was one of only two Division II men's basketball players nationally who was selected as both an All-America by the National Association of Basketball Coaches (NABC) and a Google Cloud Academic All-America (second team) by the College Sports Information Directors of America (CoSIDA). Richmond is the first minority in the history of Bentley University selected as Academic All-American. A native from Toronto, Richmond was honored as Bentley's Outstanding Male Senior Athlete. He was also a finalist for the NE10 Man of the Year Award. A first-team All-Northeast-10 honoree for the second straight year, Richmond finished his career as the number three scorer in program history with 2,081 career points and the only player in Bentley annals with three 600-point seasons.

Offensive lineman Jack Hansbury amazed a 3.95 GPA as a corporate finance and accounting major. The Northeast-10 awarded Hansbury the Male Scholar Athlete of the Year as well as receiving the Sport Excellence Awards from the NE10 as a premier scholar-athlete in his sport of football. Hansbury also became the third Bentley football player in the last four years to be honored as a first-team Google Cloud Division II Academic All-America.

Men's Golf team, by virtue of their second-place finish in the NCAA Division II East/Atlantic Regional, qualified for the NCAA Division II Championships for the first time in program history. At the championships, Bentley placed 17th among 20 teams and finished ahead of two teams ranked in the top 40.

The 2018-2019 season was a very successful one for the Bentley Hockey Team in the inaugural season at the Bentley Arena. The season was highlighted by a 12-game unbeaten winning streak from January 5 to February 14, which was the second longest unbeaten streak by any college hockey team nationally during the 2018-19 season and a new program Division 1 record. The Falcons finished 17-15-5 overall and 15-9-4 league record, good for 2nd in the Atlantic Hockey Conference. This earned them a first round bye in the conference playoffs and a home series in the Atlantic Hockey Quarterfinals. The Falcons hosted 18 regular season games and three playoff games. The overall attendance for the season, including playoffs was 25,041, an average of 1,192 per game. The highest attended game was the regular season finale against Holy Cross, when 1,915 fans came through the turnstiles. The overall revenue taken in for the season and playoffs was \$152,713.76, averaging out to \$7,272.00 per game. The highest revenue game was a non-conference game on December 4th against Harvard, netting \$11,983.72.

For the 20th consecutive semester, Bentley had the most selections for the Northeast-10 Conference Academic Honor Roll (formerly known as the Commissioner's Honor Roll) with 381 student-athletes recognized for having a 3.0 or better grade point average during the fall 2018 semester.

Departmental Vision

- Continue to develop strong relationships with departments across campus to create an environment that supports the student athlete experience.
- Increase and continue awareness of available wellness programs to enhance student development and well-being across campus.
- Continue to improve and promote gender equity to create an environment that values cultural diversity and gender equity among its student-athletes and athletic department staff
- Improve attendance and enhance ticket sales for Football, Ice Hockey, Men's Basketball, Women's Basketball and Volleyball.

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for Athletics Honor Roll and Academic Successes, Major Student Athlete Individual Accolades, Reviewing Bentley Athletics by Sports, Student Welfare Initiatives, Intramurals, and Community Service and Media Coverage.

Centers for Health, Counseling and Wellness

Working collaboratively, the Centers for Health, Counseling and Wellness and Health Promotion's shared vision is to become the model for high quality, evidence-based, collaborative health, counseling and wellness services for students on a university campus. Their shared mission states that high quality, confidential, accessible, evidence-based clinical medical and mental health care are best provided within a coordinated and collaborative care model. We support optimal personal and academic growth and advance lifelong well-being with best practice outreach programs. These departments do this through our national accreditation and adherence to national standards for health and counseling practice.

Health Center

Executive Summary

Gerri Taylor, Associate Dean for Health, Counseling and Wellness and Director of the Health Center stepped down at the end of January after 32 years of dedicated service to our students at Bentley University. Margaret Fitzgerald, Associate Director of the Health Center, functioned as Interim Director of the Health Center and will continue until the new Associate Dean/Director of the Health Center begins in July. The Associate Dean responsibilities were assumed by Vice-President Shepardson after Gerri left. Dr. Anjini Virmani, our new Associate Dean/Director, comes from Harvard Vanguard urgent care in Kenmore, where she served as a physician for the urgent care center where students from Berklee/Boston Conservatory and formerly Wheelock College received care. She previously worked for Harvard Vanguard as the medical director for the campus program of college health at Massachusetts College of Art, Wentworth Institute of Technology, and Massachusetts College of Pharmacy.

Margaret will continue in her new role as a member of the student affairs leadership team and in the CARE group after the new Associate Dean/Director starts.

Our big news this year was the achievement of a major goal of national accreditation for the Health Center. We continued to meet regularly throughout the semester and provided training for the staff to ensure the provision of strict adherence to the standards for practice set forward by the national Accreditation Associations for Ambulatory Health Care (AAAHC). The achievement of our accreditation in September 2018 has placed our health center as a model for high quality care among our peer institutions. Several local and regional colleges and universities have already approached us, requesting us to share our journey to this achievement. The results of the accreditation demonstrated that our department is providing safe, high quality care to our students. We received an excellent review of our processes. The survey indicated areas that need improvement, which was primarily around our limitations due to inadequate office space.

The Emergency Management Team, chaired by Gerri Taylor, accomplished a great deal under her leadership. She has developed a cohesive, motivated and highly committed multi-disciplinary team including faculty and staff from various departments and disciplines. The team has worked very hard and the attendance at meetings has been strong and consistent. In January of this year, 22 members of the team attended a three-day on-campus training by the Texas A&M Extension Service in conjunction with Homeland Security and the Federal Emergency Management Agency. The training focused on Managing Critical Incidents in Higher Education. Twenty of our community partners joined the Bentley team in the training. We developed stronger partnerships with the Waltham Police, Waltham Fire, Waltham Local Emergency Planning Committee, 911 Call Center, Sherriff's office as well as Brandeis University, Tufts University, Harvard University and Regis College.

The Health Center welcomed in late February several of Bentley's Board of Trustee's, Andrew Shepardson and President Alison Davis-Blake, as they toured the Health Center and the space at Counseling and Wellness. It was a wonderful opportunity for them to not only see our physical space, but also learn about what health, counseling and wellness do for our students to promote their health and well-being and how our departments' work collaboratively. In addition, they were able to learn about what some of our needs are in terms of space and the delivery of care and the ways in which this could be improved to enhance the student experience.

The Health Center has had a successful semester. Kerry Hughes RN, who was hired as the department's registered nurse and immunization coordinator, has had a good start to her on-boarding and is learning and mastering the immunization

compliance aspects of her role as well as the triage functioning within in the department. As a result, 98% of all students have fully complied with the immunization requirement at this time, which is up from 80% at the beginning of the semester.

Margaret Fitzgerald, acting as Interim Director, has kept the department functioning optimally in the absence of our Associate/Dean and Director. In addition, she began participating in, and will continue to participate in, Bentley's CARE team and Leadership Meetings. Our highly esteemed previous Associate Dean/Director, Gerri Taylor was awarded, by the American College Health Association, the distinguished Edward Hitchcock Award for Outstanding Contributions in College Health. We continue her legacy by providing the highest quality care we can to our students.

Highlights

HIV Prevention

PrEP (Preexposure Prophylaxis) Update May 2019

After much research and extensive discussions among our clinicians and with other college health centers, the Health Center started prescribing PrEP to our students in May 2018. PrEP is an oral medication taken daily to prevent HIV infection, by anyone who does not have HIV but is at risk of becoming infected. PrEP (Truvada) is made up of two medications already being used to treat HIV. PrEP works by preventing the virus from establishing a permanent infection when a person is exposed to HIV. PrEP can reduce the risk of HIV infection by up to 92% when taken consistently. By combining PrEP with other prevention methods, such as condom use, people can achieve an even higher rate of protection.

To prepare for this new offering, our clinicians developed protocols for prescribing PrEP to our students, based on guidelines by the Centers for Disease Control and Boston Children's Hospital. Clinicians also participated in an on campus in-service training by Gilead, the pharmaceutical company that distributes PrEP, as well as several other educational sessions off-campus at meetings and conferences. Each clinician now has a resource binder in their office that includes patient educational handouts, clinical guidelines, and insurance/payment resources. Signs have been posted in the reception area and we've also provided information through our wellness center colleagues.

People using PrEP must be able to take a pill, on a daily basis, and be seen every three months by their health care provider for testing and follow up. Our initial reluctance to offering PrEP was partly based in the concern for continuity of care because the health center is closed in the summer and many students engage in a semester abroad. However, we have been able to be flexible within clinical guidelines by having student's complete lab work at home, extending a prescription by one month, and communicating with students abroad via secure email. We have also advised our students who do not have access to the health center, to be seen immediately at home, off campus or abroad if they experience any symptoms of HIV or other sexually transmitted infections.

We have six students currently on PrEP, who are doing well. A few students noted the peace of mind they have gotten from being on the medication and others have expressed appreciation to be able to obtain the medication and lab testing on campus given the need for frequent visits. By offering PrEP, the frequent visits and testing have allowed us to get students treated as soon as possible for sexually transmitted infections, thereby reducing their personal risk of HIV infection and spreading infections.

Staff Trainings

In January, all staff met several times for trainings and meetings. The following trainings were held, the first three were held for the first time:

- **"Stop the Bleed"**, a program teaching how to use methods to stop bleeding in critical situations and in how to use tourniquets. Our six Nurse Practitioners, Director of Wellness and Health Promotion, three front desk staff and six University Police officers were trained.
- **Narcan and response to an Opioid overdose**, a program demonstrating use of different types of Narcan and how to recognize and response to an opioid overdose. Our six Nurse Practitioners, Director of Wellness, three front desk staff and six University Police officers were trained.

- **Prescribing PreP (Pre-Exposure Prophylaxis) for the prevention of HIV.** All clinical staff reviewed the guidelines for assessing the candidacy for PreP for students and on prescribing and managing patients on PreP.
- **Review of Medica Electronic Health Record Charting.** All our clinical Nurse Practitioners and Physician-Consultants met to review electronic medical record use so that they were up to date on any changes or initiatives.
- **Review of Accreditation Committee Meetings.** The Associate Director also reviewed with all our staff, the meeting notes from Infection Prevention, Control and Safety, as well as the Quality Improvement and Risk Committee Meeting notes from the Fall Semester. Future agendas were discussed, including staff competency testing for rapid tests, as part of our safety initiatives for AAAHC. Staff discussed planning two future quality improvement studies.
- **Emergency Drills.** In January, all staff conducted an emergency fire drill. A sexual assault training drill was also held, for our clinical staff.

Clinical Issues

Influenza

We began to see cases of influenza in December, with an increase as students returned from winter break. We continue to be a “sentinel site” for the Massachusetts Department of Public Health (MDPH). The DPH uses the sentinel sites to identify how widespread a disease is within the state.

Gastroenteritis

We saw high numbers of gastroenteritis in late January and February. This is an annual occurrence and was seen in the greater Boston community as well at about the same time. Our facilities department did a great job of ensuring that soap dispensers and hand sanitizer stations were in place and filled regularly. They also increased their cleaning of high touch areas.

Mental Health Issues

We continue to see students with more complex mental health issues in the Health Center. We are caring for more students with both a history of anxiety and depression, as well as currently experiencing anxiety and depression. We have biweekly meetings with the Counseling Center staff to coordinate care for these students who are seen in both centers. We have experienced some communication issues with the Newton Wellesley Emergency Room Psych Triage Service and have had a meeting at Newton Wellesley Hospital with the psych department and emergency room management team. We continue to work on development of protocols for communicating about to and from the ER and about discharge.

Medica Electronic Health Records

Ruth Patten, from Medica, came to Bentley for a full day site visit to address new features of Medica and to address improvements to facilitate usage of the system for providers. This was a very productive and valuable day. Other colleges in the area have built into their annual contracts a full training day. We hope to have this added to our upcoming contract as well. We met our goal of streamlining processes by getting student photos in their electronic health record, so we have another way of identifying them. The department also plans on implementing text messaging as another way to communicate with students.

This semester the health center was able to reach its goal of implementing Rcopia and E-prescribing in our Medica electronic medical record system, which improves patient safety and efficiency with prescribing.

Student Health Insurance

Gerri Taylor, Margaret Fitzgerald and Tara McCauley met with our brokers, Bill and Kristen Devine, from University Health Plans and Anne Marie Pennachio and Sherry Spencer from Student Financial Services, to review the proposal from Blue Cross Blue Shield for the 2019 - 2020 Student Health Insurance plan. We continue to have a high level of satisfaction with this company and have had virtually no complaints from students, their families or staff about this program. We therefore decided unanimously to accept their proposal to increase the cost by approximately 5% for the upcoming year. We had NO increase last year and this year showed an increased loss ratio with a trend in increased utilization, so the proposed increase was expected. The insurance will cost \$1,919 for the year. This figure includes a

\$100 administration fee. Even with the cost increase and the administrative fee, the Bentley plan still is expected to be one of the 12 lowest in a list of 50 colleges whose insurance is managed by University Health Plans.

Collaboration

Health, Counseling and Wellness continued to collaborate very closely by holding all staff meetings biweekly. Margaret Fitzgerald, Interim Director of the Health Center, also had biweekly meetings with the directors of Counseling and Wellness. They all regularly met as a team with Andrew Shepardson, VP of Student Affairs. We collaborated in CARE meetings, as well as in the revision of health, counseling and wellness websites.

Challenges

A major challenge for the department this year was losing our registered nurse in October. The immunization compliance program had to be managed by the department's office coordinator and the Associate Dean/Director and involved a tremendous amount of their time and energy.

In order to achieve our goal to increase student compliance with immunizations and health requirements, and lessen the administrative burden, we focused during this period on what systems are in place and what information is given to students and how we can improve in those areas. The interim director spent time reviewing all communication given to students through the website, new student guide, letters from CISS and the graduate school and through the on-line student health portal. In consultation with students, the registered nurse, staff and Michele Edmonds from IT, changes were made to hopefully increase the outreach and education around requirements and make the process more efficient and effective. In addition, Julia Matthews APN and Kerry Hughes RN attended the two-day Medicaat training so that we can continue to use Medicaat optimally and enhance the efficiency of what we do. In addition, Kerry Hughes attended a day long Immunization Program by the Massachusetts Public Health where she learned about the MIIS (Massachusetts Immunization Information System) and how this can be integrated into Medicaat so that students who live in the state of Massachusetts can have their immunization record automatically uploaded into Medicaat.

A challenge for the department in implementing system changes in our health portal and electronic medical records. We rely heavily on our information technology staff person, who also is responsible for numerous IT projects within the university. Therefore, finding the time to get changes made can be difficult. This was made even more challenging this year with the implementation of the university-wide Student workday system.

Assessment

Quality Improvement

1) Management of Skin Infections

In December 2018, we continued our analysis of skin infections by looking at the management of these conditions as part of our quality improvement for AAAHC (Accreditation Association for Ambulatory Health Care). We used our original three measures for evaluating types of skin infections including: identification of risk factors, review of side effects of medication, and patient education re: personal hygiene and wound care. We had already achieved our goals of quality improvement regarding classification of lesions, best practice management, decolonization and appropriate follow up for skin infections in our last QI study from the prior year; therefore, these indicators were excluded in the December study.

Twenty-five charts of all clients treated for skin infections during the fall 2018 semester were reviewed. Diagnoses included abscesses (2), folliculitis (11) and cellulitis (12). Eight cases were removed due to follow-up being done by an outside provider. This left 17 cases, which were managed by our clinicians, for review.

The results of the recent study demonstrated an improvement in identification of risk factors, reviewing side effects of medication with the patient and providing written patient education materials for the patient to refer to after the visit. We are planning to use this study as a model for future quality improvement studies (e.g. developing clinician tools, creating note templates).

2) Peer Review

Peer Review, integral to accreditation through AAAHC, requires nurse practitioners and MDs to conduct regular reviews of each other's charts at the end of each semester. The clinicians check a colleague's charts for appropriate

documentation of patient care on five patients each semester. The providers use a google form to document the review. There is also a place for comments on the form, which are then analyzed for themes. The peer review process looks at the following five standards: 1) documentation of medication allergies, 2) documentation of allergies to other substances, 3) documentation of reactions to any allergens, 4) appropriate vital signs taken, and 5) follow up on past unresolved problems. The results of the review are presented to clinical staff and the findings, goals and efforts to improve are discussed. Over 90% was achieved in all categories of peer review.

Of note, the item “Does charting reflect follow-up on past, unresolved plans/problems,” achieved 97.5% compliance. This is a 20% increase in compliance of clinical documentation since May 2018.

3) American College Health Association Pap Smear Surveillance

As part of our women’s health care services, the Bentley University Health Center provides cervical cancer screening via pap smears to eligible female students. Screening and management of pap smears are based on guidelines by the American Society for Colposcopy and Cervical Pathology. Our goal is to ensure all pap smears completed at the health center are followed up appropriately in order to prevent cervical cancer.

By the end of the 2018-2019 academic year, the health center was tracking 23 students: seven with low-grade cervical changes, five with atypical changes, and 11 with normal findings but lacking a complete result. Of these 23 students, 16 completed follow up or graduated and seven will continue to be tracked into the next academic year. As part of our quality improvement efforts this year, we undertook a review to ensure all pap results are communicated to students, appropriate follow up is undertaken while they are a student at the university, and that they are aware of appropriate action needed following their graduation. Some of the improvements made to our tracking system include: creating a check list for providers to ensure clear documentation regarding results and recommended follow up; making documentation easily identifiable by other providers; and adding specific diagnosis codes to our medical record system to have a double-check on reporting from our lab services provider. Through this process, students are receiving high-quality women’s health care and reducing their risk for cervical cancer. The pap tracking information is also shared as part of an annual survey of the American College Health Association, which contributes to the understanding of health issues among college students.

4) Diversity and Outreach

Margaret Fitzgerald arranged for a panel of three international students to do a “World View” presentation on both what health care is like in their country of origin and their experience in the US. The students were encouraged to share how their experience at health and counseling was for them and if anything could be improved. We received very positive feedback. All students struggled with many of the issues that everyone faces with health care in this country but for them it is even more of a challenge in terms of language and not having an adult in the country who knows the system be available to help them understand it. In addition, costs are not transparent and how the insurance works can be complicated. All students felt getting information out to the student body in as many ways as possible would be helpful. They also wanted to have it presented at student orientations. They also asked that when services are listed, that they are very specific, so they know exactly where they go for what.

Satisfaction Survey

In the fall of 2018, 1,993 surveys were sent out of which 252 students responded. This does not include 334 surveys that were sent out too late to be included in the fall. In the spring of 2019, 2,284 were sent out and 250 students responded. The reference group data for the 30 participating institutions will be included in this report by identifying the reference statistic in parenthesis after ours. The American College Health Patient Satisfaction Assessment includes 14,204 surveys from the fall of 2018.

The American College Health Association Satisfaction Survey was sent monthly to all students who received care in the Health Center. The results are consistent with past semesters with the center continuing to receive a very high rate of satisfaction with students. Eighty-three percent (83%) of students identified the Health Center as their usual source of care/primary care while enrolled. Ninety-two percent (92%) of the responding students were undergraduates and 8% were graduate students.

For both fall 2018 and spring 2019, 92% (ref. 87%) of students reported being very satisfied or satisfied with their visit. Eighty percent (ref. 73%) reported being very satisfied and satisfied with explanations about billing and payment. This is a higher percentage than what we have had in the past. Monitoring will need to continue as the department looks for ways to give this information to students. We did implement this year, a process whereby a student reads the information and signs acknowledgment of it. Despite this, students do get frustrated about not knowing how much it will cost to go to urgent care or the emergency room or how much a prescription will cost. This information is not transparent to anyone who is getting medical care and with insurance plans being different, students are advised to contact their insurance company or the pharmacy directly.

Eighty-five percent (ref. 79%) of students reported that they very much felt they had received information during their visit that they will use to improve their health.

Ninety-one percent (ref. 86%) of students reported feeling very likely and likely to recommend the health center to friends. Eighty-nine percent (ref. 87%) felt very satisfied or satisfied with the quality of the explanations and advice they were given for their condition and the recommended treatment.

Ninety-four percent (ref. 84%) of students felt very satisfied or satisfied with the ease of scheduling an appointment that meets their needs. The health center makes it a priority to triage all students seeking care and be seen by a provider with same day appointments if their condition warrants it.

Departmental Vision

As the department moves forward with a new Associate Dean/Director the upcoming vision will be clearer in the next Trustee Report. The goals that were set in 2018 are ongoing for the department this year and changes made will require ongoing evaluation. The goals of the Health Center for 2018 were to achieve accreditation, which we accomplished. A second goal was to streamline computer processes to make appointments more efficient is ongoing. Some new initiatives and goals implemented for the upcoming year are as follows:

To provide efficient, streamlined and effective systems to ensure health requirements are met, a nonrefundable administrative fee of \$50 will now be assessed to students beginning in the fall, who have not completed their health requirements within the first 30 days of their first class. This was enacted as a necessary step to ensure students comply with the health requirements mandated by the state of Massachusetts. This is very critical, especially at a time when the state, as well as the nation is dealing with a measles epidemic. Students are notified of this fee on the website and letters sent to them as well as the webinars that are available.

Another new initiative planned for the new students will be contracting with the health center's laboratory company, Quest Lab to come to the health/immunization clinics for new students and have phlebotomists obtain lab work for tuberculosis (Tb) screening. The advantages of doing this are significant. New students, primarily our international students, who come from countries with a high Tb risk, will be screened immediately-the first week of orientation-rather than being scheduled throughout September and even later into the fall. Consequently, less time will be taken away from the registered nurse and there will be less of a delay in diagnosing possible active or latent Tb. Margaret Fitzgerald is currently working with the orientation staff on how to make sure all students at check-in are referred to the health/immunization clinic at the beginning of their orientation. The plan would be to have all the health center staff available to answer questions about the portal and requirements as well as direct them to where to go for vaccines and blood work. Many of the clinical staff are getting laptops as their computer replacement this year. The laptops are more versatile and will be invaluable in making the process smooth and efficient for students.

Osco Drug will replace Maxim as our contracting provider for the immunization clinic. This was decided on because of cost, ease of insurance billing and availability of vaccines. They received excellent references and were commended on their efficiency and teamwork. The goal this year will be to have more clinical staff available to assist students in using the student health portal and directing them to the health clinics.

To ensure our standards for AAAHC are met through quality assessment and peer review. The department's goals this year will be to conduct two new research studies to look at quality and cost of care.

To continue to utilize our electronic medical record system in such a way it maximizes efficiency and improves patient care. This will be done by educating and training staff in its utilization and devising methods to make patient

documentation less time-consuming and more efficient as well as educating students on the health portal, so they learn how to access health information, messages and comply with the health requirements. In addition, we need to streamline the check-in process by setting up the health portal in such a way that students can read and sign the document explaining the insurance, costs and billing, and that students can complete their health screenings; such as the depression and alcohol/drug use, before their appointment, in their health portal.

To improve communication about our services and health requirements through our website and in all communication to students electronically. The Associate Director has already planned to do two webinars and a zoom video on how to use the health portal for students and families. Furthermore, exploration and collaboration with other departments including Admissions, Center for International Students and Scholars, and the study abroad program will be conducted.

To continue to provide on-going clinical care and support to meet all student's diverse needs through staff training and collaboration with other departments and other health care professionals.

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for more Health Center Data.

Counseling Center

The Counseling Center is a collaborative member of the Centers for Health, Counseling and Wellness and is a mental health resource available for all members of the Bentley Community. Its primary mission is to evaluate students experiencing any level of mental health related distress and provide recommendations for returning to optimal level of functioning. The staff can also provide short-term mental health care and serve as consultants, educators and advocates to the wider campus community for all mental health-related issues.

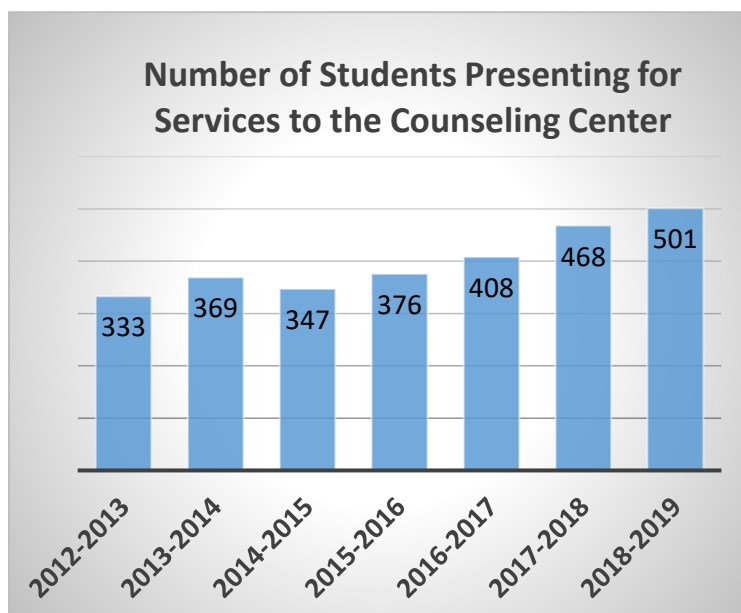
Executive Summary

Mirroring national trends in collegiate mental health, the Counseling Center has continued to see significant growth in utilization of services. For the fourth consecutive year, we met with a record number of students. Our staff has done a tremendous job with respect to managing this demand in a way that is efficient, effective and ethical. We continue to be innovative in our process and thoughtful about outreach to the entire Bentley community using principles of positive psychology to increase the resilience of our students.

Highlights

The past year has been an impressive one for the Counseling Center and thus there are a number of issues to highlight. As referenced above, our department met with a record 501 students this year, a 7% increase compared to last year and a 51% increase over the past six years (see figure 1). Over this period, we have been able to successfully manage the increase in service demand with a refined scope of practice, a short-term model of service provision and the hiring of one additional staff psychologist. Anxiety continues to be the dominant presenting issue for students, reflective of national trends. The severity of student presentation varied depending on how we were measuring it. For example, the percentage of students presenting with suicidal ideation at their first appointment, a number that has been steadily climbing for the past decade, dropped from 16.2% to 12.4%. More concerning, however, was that students were transported from the Counseling Center to the hospital for emergency psychiatric evaluation 23 times, a substantial increase from the record 14 transports last year. Further, we had 122 emergency appointments this year, a slight increase from last year. In those instances, 45.9% reported being in severe distress and 13.3% were at moderate to high risk for harm to self or others.

Figure 1.



The number of students we see in a group format continues to increase. Over the past few years, we have been promoting an interpersonal process (IP) group called *Understanding Yourself and Others* which seeks to address our observation that at the root of many of the problems students seek services is discomfort with vulnerability and the struggle to connect with others. This year we ran fewer interpersonal process therapy groups (four compared with six), however, we significantly increased the number of students who attended our stress management skills workshops. We believe it is important to teach our students basic stress reduction skills, healthy ways of coping with stress and tips for how to avoid becoming stressed. We had 27 students participate in our IP group program and 34 students participate in the skills workshop accounting for over 12.7% of our services offered.

Another highlight of this semester was the successful execution of the "Guess the Failure" event, our latest effort to promote student resilience. In early March, the Centers for Health, Counseling and Wellness hosted an event to de-stigmatize the experience of failure. The event called, "Guess the Failure" asked attendees to match de-identified stories of failure with members of a panel consisting of prominent alumni, staff and faculty. The panelists then took turns

revealing which failure story was theirs and discussing the ways in which, in hindsight, it was a formative experience. Our hope was to show students that failure is universal phenomenon experienced by even the most respected and successful among us. Further, it is through these experiences that we learn some of the most powerful and valuable lessons of our lives. We had an excellent turnout of 125 students and post-event survey showed that 94% of attendees found it enjoyable and worthwhile. Given that resilience training is a “hot topic” in higher education, this event was covered by the [Associated Press](#) and subsequently picked up by The Washington Post, [ABC News](#), Chicago Tribune, [New York Post](#), as well as dozens of other national, regional and local news outlets.

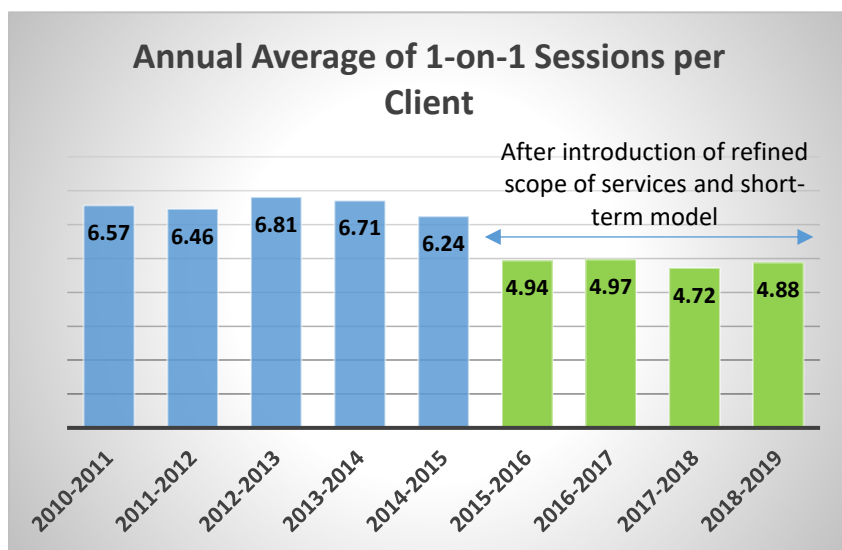
It is also important to mention that this fall we had our third annual Fresh Check Day, a collaborative, campus wide event which seeks to increase awareness of mental health resources, reduce stigma and misconceptions around mental health and suicide, empower students to understand mental health warning signs in their peers, and increase willingness among struggling students to ask for help. While foul weather prevented us from having the event outside as we had done in previous years, we nevertheless had a great turnout of over 250 students and consider it to have been a success.

A final highlight of the year was that the Counseling Center achieved re-accreditation from the International Association of Counseling Services (IACS), the primary accrediting body of college counseling centers. IACS accreditation validates the high standards we have in place and is highly respected in the college counseling center community. The combination of an exhaustive application and mandatory field visit from IACS personnel is labor intensive and time-consuming, but a valued process that validates the work we do with Bentley students as “best practices.”

Challenges

As mentioned above, the greatest challenges this year has been to responsibly manage the significant increase in students seeking services. We believe that our most important purpose as a department is to be available for students who are in distress and thus it was imperative to refine what we do to ensure limited wait times to meet with our staff. Given the 51% increase in volume over the past six years, this has required us to be thoughtful with respect to both our scope of services (what issues we are best suited to address) and our model (how we deliver our services).

Figure. 2



These adjustments alone have allowed us to reduce our average number of one-on-one sessions by over 25% (see figure 2). Even with these adjustments, however, our ability to avoid waitlists has been challenging given the volume of students especially during the busiest times of year. We were extremely grateful, therefore, when last summer we were granted an additional full-time staff psychologist position and hired Dr. Alex Lemiszki, an excellent clinician who had worked for us previously in a temporary role. Dr. Lemiszki and temporary support from a part-time psychologist, Dr. Marlene Major during the busiest times of year have been very helpful with respect to managing the number of

students seeking services and maintaining availability. We will continue to evaluate our services as demand continues to rise and be thoughtful about how to best address this issue going forward.

Another challenge this year has been with providing appropriate mental health support to students who are in crisis after the Counseling Center is closed. While University Police and the Residence Life staff have done a remarkable job with assisting students who are struggling, increased expertise with mental health evaluation and support is often necessary. Given that these types of incidents are increasing in frequency, contacting the director of the Counseling Center after hours can be especially burdensome. To address this issue, Bentley University will join many other colleges

and universities across the nation who have purchased the services of ProtoCall, a mental health crisis hotline that will be available to all students, both local and abroad. ProtoCall acts as an extension of the Counseling Center and whose clinicians will address caller issues based upon protocols developed by our center. This service will also be available for Residence Life staff seeking guidance for how to approach a given student issue. Based on feedback from other schools, we are confident that both students and staff will feel significantly more supported with ProtoCall services.

Another difficulty this year has been the challenge of connecting students with off-campus mental health providers when they are seeking services outside our scope of care. Given the increased volume of students seeking support, referring students off campus has been an increasing aspect of our work at the Counseling Center. Unfortunately, it can be difficult to find quality providers who have consistent availability and are located close to campus or public transportation. Often, this issue results in increased case management time for our staff and frustrating experiences for our students. To address this issue, we will be purchasing a service called Thriving Campus for the 2019-2020 academic year. Thriving Campus streamlines the process of connecting students with off campus support by allowing staff to build referral lists of available clinicians who have the necessary expertise and take the right insurance. Other schools in the area are having great success with this service and we are eager to bring it to Bentley.

Assessment

At the end of each semester, we administer a satisfaction survey to all students who accessed our services in an effort to monitor our quality of care and general student satisfaction with our services. For the spring semester, we had 108 completed or partially completed surveys. As is clear in the tables below, we continue to have very high satisfaction rates as well as impressive outcome data. These data generally seem on par with data collected in previous semesters.

Overall Satisfaction	
93%	agreed or strongly agreed that they were satisfied with their experience at the Counseling Center.
91%	agreed or strongly agreed that they would return to the Counseling Center in the future if they needed assistance.
94%	agreed or strongly agreed that they would recommend the Counseling Center to a friend who needed help.
95%	agreed or strongly agreed that the Counseling Center is a necessary part of the university.
87%	agreed or strongly agreed that the Counseling Center is available for students in crisis
89%	agreed or strongly agreed that the Counseling Center is appropriately resourced (staffing, programs offered, etc.)
86%	agreed or strongly agreed that their experience at the Counseling Center will contribute to them having a more fulfilling life after Bentley.
80%	agreed or strongly agreed that their experience at the Counseling Center will help them develop a healthier balance between work and life.
73%	agreed or strongly agreed that their experience at the Counseling Center will increase their connection to their college experience at Bentley.

Outcome "As a result of their experience at the Counseling Center..."	
78%	agreed or strongly agreed that the concerns for which they initially came had improved.
88%	agreed or strongly agreed that they had developed a better understanding of themselves.
81%	agreed or strongly agreed that they had developed a better understanding of how to develop and maintain healthy relationships.
83%	agreed or strongly agreed that they felt more prepared to deal with challenges in their lives.
71%	agreed or strongly agreed that they felt more comfortable at Bentley.
51%	agreed or strongly agreed that they performed better academically.
	For those who were considering leaving, 13 students who took the survey agreed or strongly agreed that now they are planning on staying.

Departmental Vision

For the upcoming year, the Counseling Center intends to monitor the increase in use of our center and continually evaluate our procedures to ensure we are doing our best to address the mental health needs of our students in the most effective and ethical way. This year we have had great success with the addition of a new appointment type that allows clinicians to “pivot” should a student present for an intake appointment (where typically a lot of historical information is gathered) yet appear to benefit from more of an intervention focused appointment. It is in this vein that we plan to continue our tradition of responsible innovation going forward to meet this national trend on increased Counseling Center use. We also plan to continue thinking about ways to help students who are not accessing our center with positive psychology based programming that addresses resilience. Given the feedback from our “Guess the Failure” event this year, we believe that students are interested in and will benefit from these types of community-based interventions regardless of their level of struggle with mental health issues.

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for Counseling Center Data.

Office of Wellness and Health Promotion

The Office of Wellness & Health Promotion generates evidence informed programs, policies and interventions to support student health and well-being under a public health framework. Our practices are guided by health promotion theory, campus and national data, divisional and institutional strategic plans as well federal guidelines. Given the strong connection between student well-being and academic success, we build health capacity in order for students to thrive on campus and beyond. We work collaboratively with partners across campus and share a mission with the Health and Counseling Centers.

Executive Summary

Our Community Health Improvement Plan (CHIP) was developed by Angela Giordano, Health Promotion Specialist in the fall of 2018. Using logic modeling and our National College Health Assessment Data, we identified four intersecting areas of student well-being to guide our health promotion programs and strategy. They include stress; mental health and resiliency; sleep; substance use including alcohol, nicotine, marijuana and other drugs; and sexual and reproductive health.

All of our health promoting programs and services address topics in these areas and we had a very productive year with our community health outreach efforts. In addition to our mandatory online alcohol and sexual assault prevention programs in which 1268 participated, we coordinated more than 45 student events that generated over 3500 student contacts. This is an incredible accomplishment given that need for clinical services has increased.

Our BASICS (Brief Alcohol/Cannabis Screening and Intervention for College Students) increased by 30% this year. We saw 78 students, 18 more than last year. Each of these students utilizes three hours of our time. So 54 more hours were dedicated to BASICS since last year. This equates to almost two full weeks of an FTE's schedule. In addition to the increased caseload, we also saw changes in the acuity of presenting concerns.

Staff from our area developed and facilitated several large prevention programs for campus populations where data or research indicates an increased risk for health or substance use concerns. This included an alcohol curriculum that was implemented to all first year students, a conversation with athletics coaches and staff, and an emotional well-being curriculum administered to all active members of Fraternity and Sorority Life. We also created and piloted a mindfulness and meditation class, collaborated with our partners in Counseling regarding failure resiliency; recruited, trained and certified 13 peer health educators; hosted a successful National Alcohol Screening Day in which we more than doubled our participation rates; and our annual Consent Day event. We also successfully partnered with numerous faculty on classroom lectures and integration projects.

At the institutional level, Jessica Greher Traue, Director for Wellness & Prevention, spearheaded the website redevelopment for all of Health, Counseling and Wellness; implemented the National College Health Assessment; coordinated a review of online prevention programs for our campus; collaborated on the development our medical assistance policies; and began our Drug Free Schools and Communities Act Biennial Review.

Highlights

Mindfulness & Meditation Class

Angela Giordano researched and developed a skills-based Mindfulness and Meditation class in order to support student resiliency, stress management and sleep. The class is based on curriculum from *Mindfulness for the Next Generation*, the evidence-based program of Koru Mindfulness by Holly Rogers and Margaret Maytan. We ran three sections of the course as a pilot, one in the fall and two in the spring. Each section met for 75 minutes for four weeks. Angela was careful to evaluate the course effectiveness. A pre-post stress scale was collected at the beginning and end of each class to measure the impact of the class instruction for each student. The scale ranged from 1-10 with 1 being the least stressed and 10 being the most stressed for that individual. For both of our spring sections, on average, students reported a 2-point reduction in their stress levels during each of the four classes. Students from our fall section shared the following:

- "The chance to be present and have a break during the day was very meaningful to me."
- "After class, I will be more aware in the present moment and identify my feelings and label my thoughts."

- “I am going to meditate more mindfully, walk, breathe, [and] eat more mindfully.”

Emotional Well-being Curriculum for Fraternity and Sorority Life

Last fall, members of the President’s Council and Risk Management Chairs had requested a mandatory risk management program on either substance use or mental health. After meeting with student leaders, we determined that a mental health program was the most inclusive and preventative for their groups. Jessica Greher Traue, researched and developed a 75-minute curriculum that included campus mental health data and activities for our students to explore this difficult issue. We developed the following learning objectives for the session.

After the session, participants will be able to:

- Identify signs of emotional distress
- Discuss normative campus data on emotional well-being experiences
- Describe the upstream concept of risk management
- Discuss strategies their chapter can use to minimize individual and group risk related to emotional well-being
- Report increased comfort in discussing emotional well-being concerns

In total, we facilitated eight in-person sessions. 73% of Fraternity and Sorority Life membership participated. A pre-post survey design was used for evaluation. We identified the following results from the post-assessment:

- 100% of participants could identify at least one sign of emotional distress
- 95% agree or strongly agree that they are more knowledgeable about Bentley resources to support emotional well-being
- 95% agree or strongly agree that they can recognize more than one sign that a friend is struggling
- 90% agree or strongly agree that they are more comfortable initiating a conversation with a peer about emotional well-being
- 87% agree or strongly agree that they are more comfortable speaking about their own emotional health with their chapter
- 85% agree or strongly agree that they are more likely to seek support for their emotional well-being

Participants also described ways they can mitigate risk. This was measured by open-ended response questions. The three most common themes included increased channels of communication (54%), incorporation of self-care practices into chapter (26%) and conducting individual check-ins with membership (20%).

Satisfaction with the program was high and students had many positive things to say about the session including:

- “Really helpful session and should be a topic we continue to talk about more in chapter.”
- “I thought this was awesome because you learn you’re not alone in the ways you feel as most feel the same way.”
- “Very helpful, should be done school-wide.”
- “Helped me feel better about anxiety.”
- “It was really useful and I think it will make more people more comfortable talking to each other.”

Faculty Partnerships

We have several collaborative projects to report. In early October, Jessica and Danielle Hartigan provided an hour-long workshop for community members on Juuls and vaping. Fourteen faculty and staff attended. The presentation included an overview of vaping devices, concerns about health and safety, Bentley policy and resources, current research about e-cigarettes and strategies for talking with students. Session handouts were distributed campus wide.

Both Jessica and Angela served as guest lecturers for multiple classes. Angela Giordano guest lectured both semesters for Gary Kelley’s Sociology course on public health approaches to alcohol and other drug use problems. Jessica was one of two panelists for Laurel Steinfeld’s marketing class, which focused on developing health centered social marketing campaigns. After the panel discussion, Jessica also engaged the students in conversation about Juuls. Jessica, along with Lauren Bly, also guest lectured for a gender psychology class that focused on sexual assault and prevention. Clarissa Sawyer, reported that three students elected to do their final project on this topic after our session.

We also partnered with Kat Cleary’s Data Visualization course (MA755) in the fall. Four graduate students from her class utilized our 2016 NCHA data. They gained experience in cleaning a raw data set, learning data analysis and ultimately

creating a data visualization project in Tableau. As their clients, we presented them with several data questions. Based on their interest, the students chose to examine the connection between self-reported well-being experiences such as feelings of anxiety, loneliness, depression and reported use of substances like alcohol and marijuana. For their final project, the students created motion charts and presented them to their peers. The students expressed interest in having more than one-year's dataset for this project. We hope, should the course partnership continue to provide students with at least two to three years of our NCHA implementation data.

In late May, Jessica participated in the annual Health Thought Leadership Network retreat. She presented a research idea regarding Juuls and vaping. Five faculty members expressed interest in partnering on this project.

Online Preventative Education

We completed our annual implementations of AlcoholEdu for College and Sexual Assault Prevention for Undergraduate and Graduate Students. The table below shows our fall 2018 undergraduate participation rates. Additional students participated in the spring semester. Separate impact reports, which highlight our student's knowledge gains, behaviors and experiences with the courses are available through the Office of Wellness & Health Promotion upon request.

Fall 2018 AlcoholEdu and Sexual Assault Prevention Course Participation rates

	No. of participants
AlcoholEdu	1268
Sexual Assault Prevention for Undergraduates	1124
Sexual Assault Prevention for Graduates	192

Since our contract was expiring with Everfi (our current provider for online programs for alcohol and sexual violence prevention), Jessica pulled together a group of colleagues to help review the current market of similar online programs. A committee was formed consisting of Erin Kelley, Bobbi Lynn Kekic, Alex Hirs, Lauren Bly and Angela Giordano. Together, we queried our listserves and identified programs on the market being used by peer institutions. We reviewed and evaluated the following courses for quality and effectiveness of content, compliance with federal mandates, delivery method and engagement, quality of data, and cultural fit : Everfi AlcoholEdu and Sexual Assault Prevention, 3rd Millennium Classrooms Alcohol Wise and Consent and Respect, MyStudentBody, EDUrisk and SafeColleges. The committee decided that Everfi remains to provide the highest quality programs for our students and Jessica negotiated a fair three year.

Co-Curricular: Wellness Educators

Angela Giordano continues to do a superb job with our Wellness Educators (We's) Program. This year, she recruited a team of 13 Peer Health Educators. They were trained according to NASPA's National CPE curriculum and completed a competency exam to become Certified Peer Educators. Angela met with the WE's weekly, and also coordinated individual check in mentoring meetings with the students. She also managed the recruitment process for next year's cohort.

In total, our We's facilitated and participated in eight programs throughout the year including:

- Know Your Limit Booth at Fresh Check Day
- Week of Sleep
- Valentine's Day healthy relationship program with the Equity Center Educators
- Bedded Bed time Routine with the Board of Trustee site visit
- International Day of Happiness
- National Alcohol Screening Day
- Tasting Tuesday with Bentley Dining
- Consent Day

With Angela's oversight, the We's also conducted two Instagram campaigns. One included the WE's Weekly Spotlight. Each week, two different WE's were featured. They used the platform to describe why well-being is important for students. The second were the WE's Instagram takeovers. Each WE took over our account for the day and showcased how they incorporate balance and well-being into their days on campus. Angela conducted an analysis of the 13 "weekly

spotlights” posts on Instagram accounting for **reach** (number of accounts that have seen any of the posts), **impressions** (total number of times the posts have been seen and **engagement** (number of times a post was liked, saved or commented on.

Number of Reach	Number of Impressions	Number of Engagement
2,962(227 avg.)	4616(355 avg.)	293(22 per post avg.)

Challenges

BASICS: Workflow Increased clinical caseload and acuity

BASICS (Brief Alcohol/Cannabis Screening Intervention for College Students) continues to be the premier harm reduction preventative program for our highest risk students. This program is time intensive but yields significant results in terms of student behavior change. Each student we meet with requires at least two, one-hour, in-person meetings and about one hour administrative time to create their feedback reports. This year we saw 78 students for BASICS. This equates to 234 work hours for the program or about 6.6 weeks of FTE dedicated solely to BASICS work. As student mental health issues increase, so does the acuity of our BASICS clients. Last year, we developed a scaling system to identify our highest risk students. In the 2017-2018 academic year, we had six students of significant concern. This year we had 11. Although Angela Giordano is an excellent BASICS provider, given her graduate preparation and background in public health, the higher-level cases can pose a challenge for her and scope of care. As a result, because Jessica’s degree is in Counseling, she is better suited for these students. With an overall increase in BASICS numbers, and an increase in risk among our students, this means, Jessica is needing to see more BASICS clients, which inhibits her ability to work on other administrative projects.

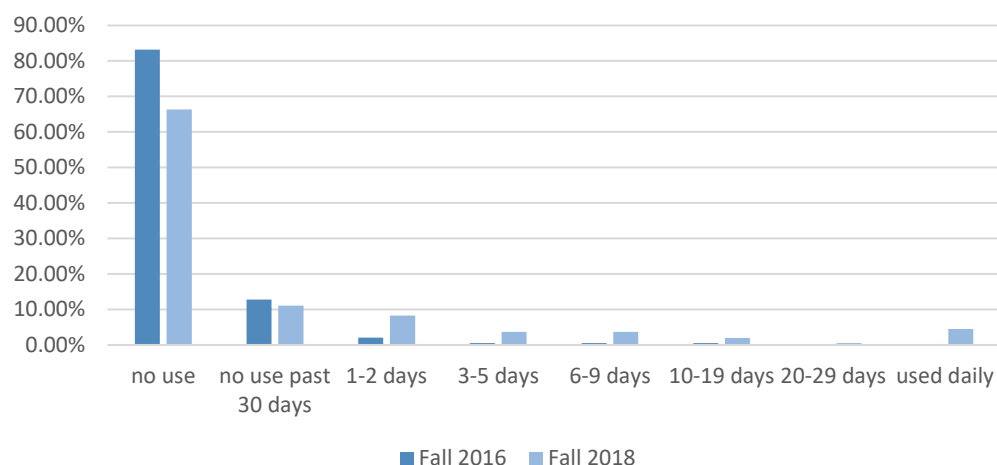
As previously reported last year, the implementation of this program creates a workflow challenge and the caseload is difficult to predict. This is because the majority of BASICS referrals are generated by our colleagues in conduct. Similarly, their workflow is also difficult to predict. We can go weeks without any BASICS clients and then have weeks where all we do is see students for BASICS. The inconsistencies cause interruptions in our ability to address other health needs on campus. If we have other programs and events planned, or larger caseloads from BASICS, students may have to wait longer to see us. We do work with our colleagues in conduct to encourage students to make appointments in a timely fashion but this cannot be monitored if their caseloads are also just as unpredictable.

It is important to note that several years ago we had one FTE completely dedicated to alcohol and other drugs prevention and education. As other campus health needs emerged, duties of that position were not backfilled. Consideration should be given towards resources in this area so that more attention to prevention and ability to meet the growing demand and acuity of cases can be met. With the upcoming medical assistance policy, we do anticipate more student referrals to BASICS so this should be continuously monitored. While we don’t have a concrete solution, this coming year, we will be hiring a graduate student to assist with programming in our area. We expect the student to provide 10-12 hours per week of work and do hope that this assistance with our programming needs can offset some of the challenges we see with BASICS.

Vaping/Juuling

In addition to increased need for BASICS provision, another substance use issue is causing concern. Mirroring national trends, our campus data on e-cigarette use has increased significantly. The graph below shows self-reported prevalence of use from the fall 2016 and fall 2018 National College Health Assessment Results. As you can see, percentage of self-reported use has increased in all frequencies. According to the Monitoring the Future Study, which measures self-reported substance use among middle school and high school youth, 20% of high school students report use of e-cigarettes and Juuls and in Massachusetts, Department of Public Health Data suggests that 40% of students reported using them at all, and 20% within the past month.

30 Day Prevalence of Self-Reported E-Cigarette Use Among Bentley Students



There are several reasons this is concerning. Juuls and other e-cigarette devices contain nicotine, which is highly addictive. Nicotine affects parts of the brain that control attention, learning, mood and impulse control. The aerosol from these devices also contain volatile organic compounds and cancer causing chemicals which are inhaled deeply into the lungs and heavy metals like nickel, tin and lead. Addiction to these devices does not mirror addiction to traditional combustible cigarettes and tobacco products. It is actually

more intense and creates more significant mood and behavioral disruptions. Additional challenges besides prevalence include the lack of resources and programs to support cessation for these products. Additional resources may be needed to help address this issue on our campus. Currently, Jessica and Angela have had to table this topic due to other competing priorities. Jessica and Margaret Fitzgerald from the Health Center plan to sit down this summer to discuss cessation programming for our students. Additionally we hope that our new graduate student can assist us with a prevention campaign on campus.

Assessment

Our office prides itself on using data to inform our practice. We conduct needs assessments, participation and engagement assessments, and outcomes assessments routinely. The following offers a brief description of some of our assessment initiatives.

Needs Assessment and Institutional Data Projects

As part of our ongoing assessment cycle, we collected data via the American College Health Association's National College Health Assessment in November 2018. Jessica applied for seed funding through the Health Thought Leadership Network to offset some of the cost for increased incentives. In total, 611 students participated in the survey, which is a 13% sample size. Angela Giordano utilized the data to update our Community Health Improvement Plan and the National data set was released this spring. This summer, Angela will be working to review our data to identify health disparities among unique populations on campus. This will help us to see if certain groups of students have more unique health needs than others. We have longitudinal data reports on our efforts and can furnish this data on request.

Outcomes assessments

The majority of our programs and interventions are developed with learning outcomes in mind. Angela and Jessica measured outcomes for several of our larger programs this year. We reported on several outcomes on the Fraternity and Sorority Life program and our Mindfulness and Meditation class earlier in this report. Outcomes evaluations were also collected for the following programs: Everfi, First Year Alcohol, BASICS, National Alcohol Screening Day and Consent Day. We can gladly furnish results for each of these items upon request. We use the assessments of these programs to determine if learning objectives have been met and to identify additional learning needs

Participation and engagement

We also capture participation and engagement data from our programs and digital work through Instagram. Participation data can help us gauge community interest in a topic as well as delivery methods, sometimes longitudinally such as traditional events like Consent Day. With that event, learning outcomes and satisfaction remain high, but we

have started to see a decline in participation over the past three years. As a result, we will have to explore if there are alternative delivery methods for providing content to our students.

The table below shows participation with our larger reaching initiatives this past year. We hosted over 45 health promoting events:

Program	Participation rate
Fitness Classes	147
First Year Alcohol Program	~900
FSL Risk Management Training	474
March Break Safety Digital Campaign	198
National Alcohol Screening Day	236
Consent Day	153 (not counting organizational volunteers)
If They had Known Screenings	200

With digital engagement, Angela has been able to look at our Instagram activity and measure three things:

- **Reach:** The number of unique accounts that have seen any of your posts. The reach numeric is an estimate and may not be exact
- **Impressions:** The total number of times all of your posts have been seen
- **Engagement:** The number of times your post was liked, saved, and commented on

The table below shows our Instagram evaluation for the spring 2019. We have 294 followers of our account.

Campaign Name/Post	Number of Reach	Number of Impressions	Number of Engagement	NOTES
WE Spotlights	2,962(227 avg.)	4616(355 avg.)	293(22 per post avg.)	13 posts
Tasting Tuesday, Val. Day, Int'l day of happiness, recruitment, etc.	1,391(174 avg.)	2,386(298 avg.)	126(16 avg.)	8 posts
Failure Posts	2,187(312)		59(79(11 avg.)	7 posts
Consent Day	2,735(304 avg.)		151(17 avg.)	9 posts
Final Exam Tips	1,474(295)		57(11)	5 posts
NASD 2019	554(277)		35(17)	2 posts
Other	4,819(283)		190(11)	17 posts
	16122		911	61

Departmental Vision

We hope to accomplish the following in the upcoming year:

- Health disparities research
- Quality improvement for sexual health promotion and access to safer sex supplies
- Collaboration with Counseling on a use reduction group for Marijuana
- Vaping cessation program
- Continued resiliency work
- Explore health issues in relation to student transition

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for additional Wellness and Health Promotion Data.

Center for International Students and Scholars

The Center for International Students and Scholars (CISS) strives to keep the institution, students, scholars and their dependents in compliance with immigration regulations through advising and record keeping, and serves as a resource for campus and cultural adjustment. CISS invests time and resources in student development and promotes interactions between domestic and international students to support the goals of the Student Affairs division. Through this engagement, CISS facilitates campus internationalization and makes it possible for all Bentley students to gain both a global perspective and a broadened world view.

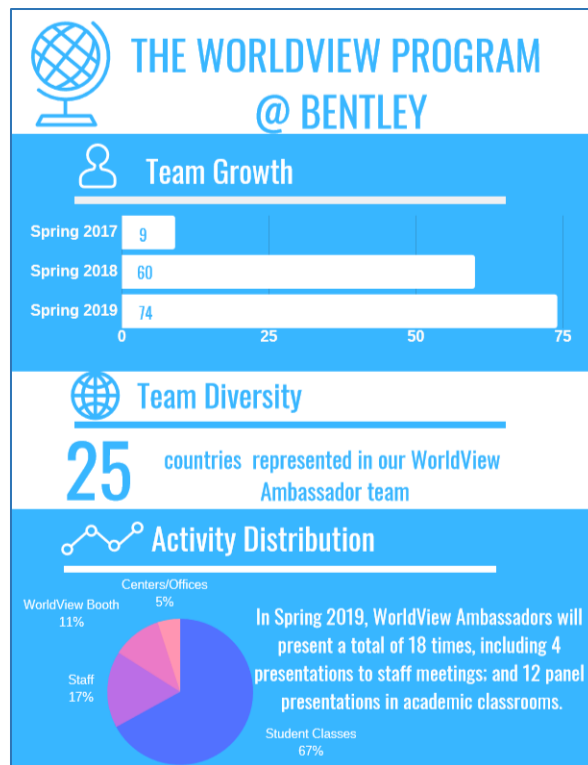
Executive Summary

In keeping with our mission to provide the best possible service to our students, CISS has once again spent the past year creating programs, refining immigration procedures, and implementing best practices. We continued to grow our WorldView program, resulting in more than 70 WorldView Ambassadors (selected international students) sharing their experiences with students in classes and other forums throughout the year. WorldView Ambassadors presented to an estimated 1,000 students, staff, and faculty in total! On the staffing front, we hired a new International Student Advisor, Brittanye Mackey, who has been a wonderful addition to our team and has helped us revisit policies and practices by bringing in a fresh perspective. Our team spent much of this past year adjusting to changing technology and improvements in data flow. We were also able to continue our personal outreach to students by requesting meetings with those who had two or more progress reports in the system. Finally, we continue to take as many opportunities as possible to not only educate ourselves about ever-changing regulations through conferences, webinars, and information sessions, but we have also continued our advocacy efforts on a local and national level to support and advocate for our students' immigration rights.

Highlights

WorldView Program

We had another successful year filled with WorldView presentations. CISS was very proud of the [article published in the December edition of the Bentley magazine](#), featuring this now popular Bentley program. The article highlighted the important perspective that our international ambassadors are bringing to classrooms and staff meetings across campus. Fall 2018 ambassadors hailed from 24 different countries and conducted 25 presentations in total (some individual, some group panel-style). By spring of 2019, our team of ambassadors grew significantly, as shown below:



Continuing what is now an annual tradition, a group of WorldView Ambassadors went offsite to a local elementary school. This year our Bentley students visited the Franklin Elementary School in Newton, MA to showcase their cultures and educate a group of 120 students from Kindergarten through 5th Grade.

Conversations Beyond Borders

The 2018-2019 Academic Year was the first time CISS solely administered the Conversations Beyond Borders (formerly Conversation Partners) program, having taken it over from the Graduate Office of Academic Services. The program matches international graduate students and second-language learners with domestic students, faculty, and staff for language and cultural exchange. We changed the style and format of social events, enhanced the matching process, incentivized the program by adding competitive prizes for participation, and added more casual, social events to encourage larger dialogues and community-building within the program. We also launched a successful lunch series in LaCava, in addition to holding multiple CBB socials. This year we had 125 participants in the program, including 50 domestic students/staff/faculty and 75 international graduate students.

Transition to new technology:

This is the first application season that Undergraduate Admissions has utilized Slate for their incoming student data. As our office is very familiar with Slate having used it at the Graduate level for a year already, we were instrumental in helping UG Admissions streamline their processes and their utilization of the software. It is helpful for us to have both Admissions offices using the same software and we have modified our internal processes to align with the new systems. In addition, we spent much of the past year preparing for the upcoming Workday changeover, as the data we manage has implications for student immigration record keeping. We are prepared and ready to continue with the transition come June 2019.

Progress Report Meetings

We have been conducting outreach to students flagged through the Progress Report system for two academic year cycles. While of course we cannot prevent all students from facing difficulty, it is clear that our outreach is having a

positive impact on the students that are taking advantage of our offers of assistance. This year, we had fewer students suspended in January without warning. Often in these meetings, we identify students who don't yet feel involved at Bentley, or who are having personal difficulties. Examples include one lonely student who mentioned he likes to sing, so we connected him to the gospel choir where he made friends, and another student who we had previously supported who reached out to CISS directly in a time of personal crisis months later. We aim to continue this going forward, and have added "early mentorship" into our AY 19-20 goals to continue to support students as early as possible in their Bentley career.

Spring 2019 progress report meeting data:

30* direct outreaches to students with multiple reports of concern, requesting meetings

18* individual students met with CISS, some multiple times

**Both numbers above reflect the exact same number of student invites and meetings as spring 2018*

Additional Accomplishments

Our most notable accomplishments for the year break down roughly into three categories:

Immigration processes

- Due to an increase in STEM-eligible programs at the graduate school, we have seen a significant increase in STEM OPT extension applications this year. Our team has maintained efficiency throughout this increased volume.
- In summer 2018, DSOs across the country experienced an RFE (Requests For Evidence) influx due to new interpretations of regulations and policy changes by the government. These sudden changes created advising challenges and required extensive collaboration with our professional network for both information and advocacy.
- Attendance at Spring Immigration Workshop at Babson College for all five CISS DSOs
- In October, we hosted a half-day session with immigration attorneys and in-house counsel, to address a myriad of immigration policies we have been grappling with and to confirm that our own internal policies are in compliance with regulations. The meeting opened up possibilities for continued outreach when needed, which we've been using to address questions and concerns about compliance.
- Attendance at USCIS Ombudsmans Conference in Washington, D.C.

Programs

- Due to a staff departure in the MCC, CISS was singularly in charge of the CultureFest week this year. Anna Garson did a fabulous job coordinating all the events, marketing them, and streamlining processes. As with last year, we have moved toward an event "application" system for students, staff and faculty, to administer their own events while we function as coordinators of all the moving pieces. This has resulted in some fabulous new opportunities that are not only more cost-effective, but provide more visibility and allow for greater involvement from more varied constituents.
- OPT/CPT Work Authorization information sessions
- Travel signature events (selected dates for students to visit CISS to have their I-20/DS-2019 signed for travel)
- Festival of Colors (ISA), supported and advised by a member of our staff
- Specialized immigration workshops
 - Immigration Attorney – focus on H1-B employment
 - STEM OPT session (offered in hybrid format)
 - Tax workshop with Bentley Taxation professor Tracey Noga (offered in hybrid format)
- CISS staff members now advise four cultural student organizations, all with successes this past year:
 - ISA (International Student Association) – successfully incorporating non-Latinx members onto their e-board
 - CYPA (Chinese Young Professionals Association) – newly approved student org after second try and two years of lead up
 - ASA (Africana Student Association) – President was voted student leader of the month
 - KSA (Korean Student Association) – focusing more energy on fewer but stronger events

Collaboration and Communication

- Student Employment training and intentional supervision with regular one-on-one meetings
- Joint Advising hours with Career Services (both UG and Grad)
- Joint Advising hours with Academic Services
- Co-leadership of International Student Support Services committee with Wiley Davi, Associate Dean of Arts and Science, as well as a variety of colleagues from several divisions
- Collaboration with Academic Affairs through participation in the Registrar Search Committee
- Cronin Office of International Education
- Enhanced preparation for international students traveling abroad on Bentley programs
- Issuance of J visa documentation by Cronin Office, under CISS supervision
- Continued collaboration with a variety of IT departments regarding the upcoming transition to Workday
- Cooperative agreement with the Residential Center to train two RDs as DSOs for the busy season (May and June) as a supplemental assignment to their current roles

Challenges and Vision

As always, our primary, fundamental goal is inherently entwined with our greatest challenge – keeping abreast of changes to immigration regulations and their impact on our students. Without this underlying focus for our team, the rest of our goals and vision would not be possible. That said, we have plenty of vision as we look ahead, both on immigration-related issues as well as other aspects pertaining to our role within Bentley:

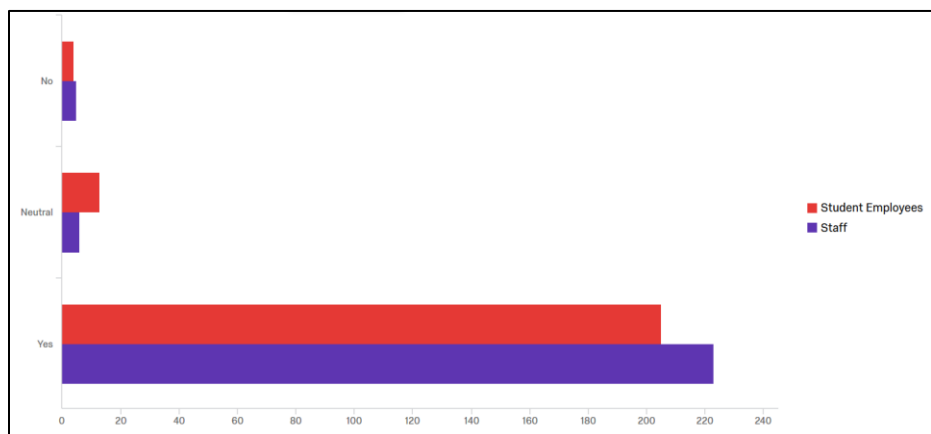
- Stay current (and ahead – in anticipation of upcoming changes – when possible) on immigration regulations, and follow/implement best practices from other schools in terms of interpretation of regulations and on-the-ground implementation of policies
- Mentorship of students early in their careers, to establish relationships before difficulties set in
- Take our show on the road – submit proposals to conferences, network with others to share our ideas and approaches
- Strengthen connections and communications with Career Services, and advocate for services for international students (Grad and UG)
 - Enhance and fine-tune the administration and marketing of our three major programs: WorldView
 - Conversations Beyond Borders (summer retreat to reevaluate and perhaps revamp)
 - CultureFest
- Use website enhancements as an opportunity to update and refine content – possibly include new formats such as videos or interactive modules
- Work with new technology (namely Workday) to continue to ensure accurate and consistent data reporting

Lastly, and perhaps most importantly, part of our vision moving forward is to continue to incorporate advocacy into our core mission and goals. Through our professional network and beyond, the CISS continues to advocate for international education as vital for our classrooms, our economy, and for promoting global learning and cultural competency. Our team remains positive and hopeful, and we strive to serve our students better now than ever before, so that we can be a positive support system in a climate that does not always convey positive messages about international communities within the U.S.

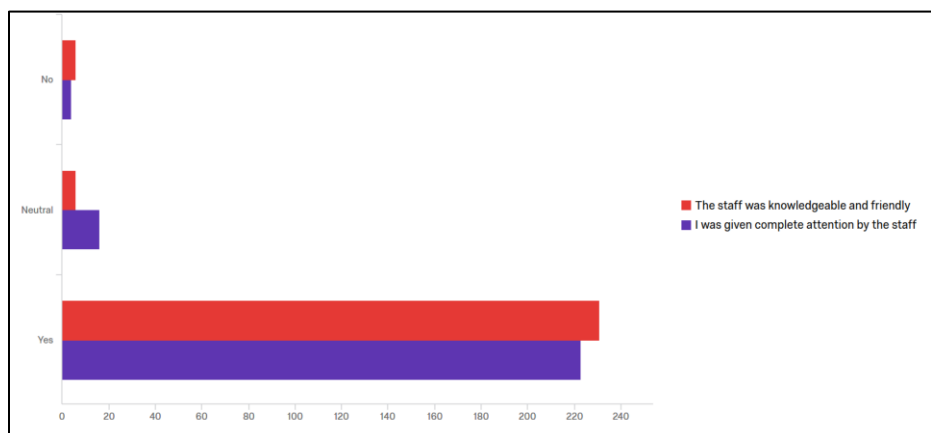
Assessment

We have an assessment tool that is sent to students periodically after their visits to our office (utilizing swipe screen data). The same link to the survey is also available at the bottom of all our email signatures. This year, we received over 200 responses to our survey with the following results. Based on the data collected, students seem very pleased with their visits to CISS and feel that they are being well served:

Were you happy with the way CISS staff and student employees responded to your questions?



Please select the following statements that you agree with (multiple answers):



At the end of the conversation, do you believe you received all the necessary information?

- 93% said YES; 5.76% were NEUTRAL; 1.23% said NO.

Quantitatively, students provided the following feedback:

- Advisors are willing to go an extra mile and help me with extraordinary request that I had outside of the walk-in hours
- You guys never waste my time. I can come in for what I need and I am quickly out of your office with all the information or help that I need. I also like that Theresa always greets me with a smile it makes stressful matters a little bit better.
- As an international student, I love to see the diversity of CISS. Everyone is super nice and friendly!
- Staff is attentive, polite & helpful. They also always mention what to do next and take the time to explain things, which is nice.
- [CISS Staff] reviewed my documents within a day and issued a new I-20 in only a few hours. Fantastic job, extremely satisfied with how efficient, diligent and professional you are! Thank you so much!!!

One helpful suggestion that emerged from many students is that they would like to see some kind of online appointment system to be able to meet one-on-one with an advisor. This is something we will explore going forward.

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for additional Center for International Students and Scholars Data.

Multicultural Center

The Multicultural Center (MCC) promotes cultural awareness, knowledge, and inquiry, for students to gain the skills to learn more about their personal identity and appreciate the uniqueness of others. Our differences should not only be accepted and celebrated, but fully woven into the fabric of the university. The MCC **supports** students of color, first generation students, and their allies by creating and maintaining a safe space for dialogue, and providing resources for students to succeed; they **educate** the campus community and empower students to seek out meaningful diverse interactions and engage in thoughtful dialogue; they **collaborate** with faculty, staff, and other stakeholders to enhance the richness of our community by utilizing the mosaic of experience and expertise of the Bentley community

Executive Summary

During our summer planning for the 2018-19 academic year, the Multicultural Center (MCC) staff began to develop our programs and outreach utilizing a more data centered approach. In both fall 2017 and spring 2018, the MCC conducted programming surveys of our students to better assess what they most enjoyed about our programming and what needed improvement. While the feedback was very positive overall, we learned that our students wanted programming that includes increasingly diverse and intersecting perspectives. To that end, we were much more mindful of planning events that bring a more diverse range of experiences to campus. We were able to host programs that represented voices that are often not at the forefront of our conversations around diversity, inclusion, and equity including the voices of Muslim women, and Native Peoples.

Our student employment program continues to develop our front desk staff. In addition to the project-based work for which they are all responsible, each student has a specific role, and whenever possible that role is related to their major. Giving them specific roles provides the opportunity to focus on a particular area of our operation and to think as creatively as possible on how to make it flourish. This semester the focus has been on having the students collaborate among their areas of responsibility, which has generated new ideas, and has encouraged more teamwork. As we are currently down one full-time position, our student's ability to excel at project-based work for us will prove to be invaluable.

In keeping with the theme of data, we received results of the EAB climate survey that was conducted among the undergraduate population on campus in the spring 2018 semester. In addition to demographics, the survey provided data on five different categories: General Campus Climate, Perceptions of Diversity, Services and Programs, Discrimination and Harassment, and Interactions with Diverse Peers. This data proved useful this year in engaging with different student populations including Resident Assistants, Orientation Leaders, and members of the Greek Community. Sharing this across the division has been helpful as well in allowing our colleagues to be mindful of how different populations experience Bentley through the lenses of inclusion, diversity, and equity.

The Bias Incident Response Team (BIRT) is evolving from a largely student facing initiative to a larger campus-wide system for managing and responding to incidents of bias in our community. Katie Lampley has taken on more ownership crafting the larger vision for this group. The MCC will remain as a significant part of the response to student concerns going forward. Michael McCorvey will be working with Katie Lampley to create the first BIRT report now that we have two years of data to compare. We are expecting to submit that report by the beginning of July.

Highlights

MOSAIC Experience

The MOSAIC Experience took place Monday, August 20th – Wednesday, August 22nd 2018. This year we had 103 students of color participate in the program. That translates into 38% of the incoming students of color having attended the MOSAIC program. This year was also the first time we didn't track gender. Instead, we asked students to share their pronouns in an effort to be even more inclusive and conscious of intersectionality throughout our programs. A new addition to the program was the faculty and staff coffee break. Many faculty said they enjoyed meeting the new students and engaging with them. The new student participants said that hearing upperclass students speak about how important their faculty/staff connections were is really what drove home the idea of making meaningful connections versus networking. Another new workshop led participants on a journey of self-reflection as they learned about the term intersectionality. Students learned about their different identities and gained skills on how to have conversations

with people who are different than them. This session really highlighted the diversity in the room and allowed students to be vulnerable with their peers.

Programming

The MCC had a very robust programming calendar that allowed students to engage with diversity in several different ways. In September, we brought Mona Haydar to campus. Mona is a rapper, poet, and activist whose work focuses on being a white-presenting Muslim woman. While on campus, Mona had a conversation with some of our Muslim women; attended a class to discuss representation in marketing; had dinner with faculty, staff and students; and finally held an interview style conversation for our community in Wilder Pavilion. Two weeks later, we hosted Dr. Adrienne Keene, professor from Brown University and member of the Cherokee Nation. Dr. Keene presented a lecture about Native Peoples focusing largely on why Columbus Day is problematic, and helping to dispel myths about Native Peoples. October also saw the culmination of our *Hamilton* ticket raffle. We were able to secure 30 tickets to take students to see *Hamilton* while it was touring in Boston. To win a ticket, students had to attend one of several MCC programs leading up to the show. Students were given a raffle ticket at the beginning of each program and there was a drawing at the end. Because the demand for these tickets was so high, we chose to not just give them out on a first come, first served basis. We took a group of 30 students to see the film *The Hate U Give*. This film touched on quite a few issues that our students deal with including imposter syndrome, code switching, and violent policing in their communities. The day after viewing the film, we hosted a debrief/discussion session to provide space for students to discuss their thoughts and feelings about the film.

Coming Full Circle (CFC) and ManKind Movement (MKM)

Both groups held their annual retreats the weekend of November 2-4. The CFC Retreat was attended by 26 students, three alumni, one faculty, and two staff members. The MKM Retreat was attended by 23 students, one alumni, and one staff member. The goal of these retreats is to provide an opportunity for an intimate bonding experience for students who experience similar challenges based on their identities at Bentley. Over the course of the weekend, students participated in and led several workshops and conversations, worked in teams to prepare meals, and enjoyed some unstructured time to bond in a more informal manner.

CFC had several events in the spring that went well. The “Butterflies That Care” discussion groups have been well attended with 20 to 30 people at each conversation. An event that was attended by over 150 students was the “Hey Bentley Girl event.” This program was about building up the positive stereotypes of women and empowering them to do more.

MKM had several successful events and collaborations during the spring. They had an alumni panel and discussion where six alumni came back to talk about professionalism in the corporate world. They also covered the topic of “What it means to be a Man of Color in Corporate America.” “Empower the Voice” was a topic about social justice issues and the daily struggle of men of color. The weekly meetings are well attended and the men seem to be finding their place on campus with the help of the alumni.

STEP

A calendar of events for the freshman participants of STEP for spring semester is being finalized

There were 181 students considered for STEP with 122 students offered an interview. We interviewed 72 students, accepted 26 and waitlisted 22. A total of 23 students (15 male and eight female) have deposited and will be arriving to campus to participate in the summer portion of the program. A more specific breakdown of the incoming STEP cohort can be found in the [Student Affairs Annual Report: 2018-19 Data and Details](#).

The Corporate Splash with eight different corporate partners is going to be held on July 19, 2019 from 10:00 a.m. until 12 noon. This event is a collaboration with Career Services, and has become a cornerstone piece of the summer STEP experience.

Challenges

Staffing

The primary challenge that we faced this year was the loss of the Associate Director. Losing that key role during a busy period stretched the remaining staff to maintain an appropriate level of service to our students. While it was manageable in the fall, that challenge proved more difficult in the spring semester as interviews for the incoming STEP class required that a considerable amount of time be spent in the Office of Undergraduate Admission conducting interviews. Additionally, the Director was out of the office for 4 ½ weeks on paternity leave, leaving only one full time staff member in the MCC during a period from mid-March to early April. While we had enough in place to meet the needs of our students, we did have to scale back our programming in the spring semester and focused primarily on our tent pole events.

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for additional Multicultural Center Data.

New Student Programs & Development

New Student Programs & Development creates a foundation of success, so that new students can connect and thrive at Bentley. Our office supports both undergraduate and graduate new student programs and developmental opportunities that make the new student experience robust, engaging and meaningful. Additionally, we believe families are partners in the success of their students, and we work collaboratively to welcome all families to the Bentley community.

Executive Summary

Noting the need to better align resources, the Office of the Dean of Student Affairs reorganized around three critical functions; strategic initiatives and student success, conduct and Title IX, and new student programs. As part of that effort, roles and reporting structures shifted to create the Office of New Student Programs & Development (NSP). The NSP team works collaboratively with campus partners i.e. Admissions, Academic Services, Cronin Office of International Education, and the Office of Alumni and Family Engagement to provide new students (undergraduate and graduate) a strong foundation for success, allowing students to thrive at Bentley University.

To support university retention initiatives, NSP provides opportunities for engagement and development beyond orientation as is evidenced through Flex's Pick of the Month Newsletter, Falcon Foundations for undergraduate students, and new co-curricular efforts led by the Graduate Student Association (GSA). Most recently, GSA collaborated with Graduate Career Services and recent alumni to host a weekend networking experience in New York City. These opportunities provide further engagement and connections for new students as they continue to develop throughout their Bentley career.

Additionally, the training and development of the Orientation Student Staff continues to be a hallmark experience. Intentional efforts for career readiness, mentorship, diversity and inclusion, skill development and reflection, allow Orientation Leaders to realize tremendous self-growth, as they support the transition of new students.

Outside of orientation, transition, and retention efforts, NSP actively supports various committees and processes such as Workday Student Communications, I-modules, Undergraduate Summer Registration, Falcon Weekend, International Student Support Group, Strengths Coaching, CCRT, Commencement, Blueprint Community, coordination of the pep band, management of the Bentley Shuttle, and advising various student organizations.

While NSP has made great strides this year, there are opportunities to continue to develop. Some of the areas include creating comprehensive strategies for family and graduate student programming and onboarding, extending orientation programming for undergraduate students, and university-wide communication strategies for new students and families. To address communication strategies, NSP has collaborated with campus partners to create a more streamlined approach to onboarding new students. Noting gaps in the current communication to newly deposited graduate students, the team conducted an audit of communications currently delivered to new students. This was instrumental in informing the development of a strategic plan to address gaps in the process.

Additionally, the team developed the undergraduate New Student Portal and a comprehensive family program inclusive of virtual and in-person opportunities.

NSP conducted programmatic assessment and benchmarking throughout the year, which will inform future programs and opportunities for new students and family members.

Highlights

New Undergraduate Student Experiences and Onboarding

Onboarding Communications and New Student Portal

To provide a more streamlined experience for students and families, NSP created a cohesive communication plan. These communication plans are specific to undergraduate students, graduate students, and family members. They are reflective of deadlines, event dates, and a timeline of individual office communications. This spring, in partnership with IT Client Services, NSP hosted a presentation to discuss the undergraduate onboarding process and overview of the communication plan for summer 2019.

In collaboration with Admissions and IT Client Services, it was determined to use orientation.bentley.edu, the previous online orientation program, as the hub for new student onboarding. This portal gives students access to their New Student Checklist, Online Orientation, and announcements throughout the summer. This is the first year that NSP is responsible for creating and maintaining the New Student Portal, which was previously the New Student Tab on my.bentley.edu. As Workday Student is rolled out, the team will introduce students to that platform which gives them access to pay their bill and register for classes.

“You Can B” Campaign

Creating opportunities for students to begin thinking about identity, diversity, and inclusion were an intentional part of orientation programming. In partnership with colleagues in the Marketing Department, the “You can B” program encouraged students to think about their own personal journeys, how they connect with each other, and how they can make the most of their time at Bentley. This full-day program for 1181 students began with a keynote address from Assistant Directors, Alex Hirs and Justin Woodard, which introduced the concept of vulnerability and concluded with a photo mosaic, student speakers, smaller group reflections, and culminated in a powerful group activity entitled Lowering Our Shields.

Collaboration with Academic Affairs

To strengthen and engage students around the academic experience NSP collaborated with the Academic Deans. These efforts resulted in a session entitled *Making the Most of your Academic Experience*, which introduced students to academic leadership, the GB 110/112 Coordinators, and technology resources. Faculty led mock classes, held open houses and presented sessions on undergraduate research, the triple bottom line, and academic competitions. Perhaps the most innovative program was The Deans’ Case Competition, which introduced an ethical based problem to 10 teams of First Year Students. With the help of a faculty coach, teams prepared a 30-minute presentation and presented their analysis to a panel of judges comprised of the Academic Deans, Provost and the President of NABA student organization that sponsors the annual Bentley Business Bowl.

Falcon Foundations

NSP in conjunction with Alex Hirs, Assistant Director of Strategic Initiatives, and Brent Ploughe, Assistant Director of the Residential Center, facilitated the second annual Falcon Foundations retreat for first year students. Falcon Foundations provides a space for first year students to escape from the stress of campus life and engage in intentional activities and reflections. This experience challenges students to develop greater self-awareness, explore their goals for college, and establish meaningful relationships.

The retreat took place on February 9, 2019 and was facilitated by eight peer leaders ranging from sophomores to seniors. Faculty and staff were asked to submit nominations for participants and 23 students participated.

New Graduate Student Experiences and Onboarding

Audit of Current Graduate New Student Communications

NSP and Bentley Marketing created a student communication survey to better understand what type of information incoming graduate students receive and their perceptions of the content.

In addition, NSP created a survey for offices and departments to audit current departmental communications. The results have helped inform a shared communications sequence for current incoming graduate students utilizing the Slate platform.

Audit of Current Graduate New Student Programs

During the fall semester, NSP hosted a meeting with faculty and staff who work with the online/remote graduate student populations. The meeting provided a space to discuss the orientation experience for the online graduate community. The creation of a basic framework, including a general asynchronous welcome, videos on general graduate topics, and a live program-specific welcome was discussed. Other suggestions for university-wide improvement of the online student experience were also mentioned.

On January 16, NSP presented at Graduate Council on the Graduate Orientation Program. After that presentation, Bobbi-Lynn Kekic and A.J. Darcey met individually with each of the Program Directors to gather more insight to their

experience. There was a range of feedback from the program directors. Overall, there was a shared appreciation of the ability to connect with students during the program, host an overview of the curriculum, and the opportunity to build community. To continue the connection with Program Directors, Len Pepe (Program Director for the MS in Accountancy and MS in the Accounting Analytics programs) joined the Graduate Orientation Planning Committee. This has provided another perspective as NSP works to address the needs of new graduate students from various demographics during their onboarding process.

Graduate Student Engagement Opportunities

A strength of The Graduate Student Association (GSA) is their goal to intentionally build community for graduate students, so they can thrive and create professional networks. GSA has excelled at keeping both graduate students and faculty/staff stakeholders informed about current engagement opportunities with their newsletter. The newsletters have garnered an average 40% open rate, which is considered high for marketing emails. A highlight from the GSA is their recent networking experience in New York City with 48 graduate students in attendance. In New York, the graduate students toured the United Nations, networked with Bentley Alumni, and explored the rich culture of the city.

In addition, GSA hosted a successful election process for the 2019-2020 GSA President and Senior Vice President Positions with approximately 26.1% of graduate students participating in the election.

Family Programming

January Family Programming Pilot

In the fall, family members were invited to remotely participate in the online orientation program, family resource videos, falcon live chat, and virtual office hours. In addition, family members were invited to a welcome lunch and resource panel. This new program featured various campus partners and resources. Even though this was a pilot program, 38 new family members joined the lunch and approximately 15 participated in the resource panel. NSP is piloting a similar program for summer 2019.

Family Programming Committee

During the spring semester, NSP created a committee of campus partners to support family members through their transition to Bentley. As a result of this meeting, NSP created a summer communication plan, and a schedule of experiences that families can self-select and participate. The goal of the family series is to introduce them to resources and how they can be a coach and support their student during their time at Bentley. NSP is eager to pilot these new initiatives and enhance the new family experience. Please see the schedule below:

Summer Schedule:

May

- Welcome Email from New Student Programs & Development Team (May 9)
 - Access to Online Orientation and New Student Checklist
- Welcome Newsletter from Andrew with link to New Student Guide (May 20)
- Welcome Webinar to introduce the Summer (May 21)

June

- June Family Bulletin (June 3)
- Family Falcon Live Chat: Living and Dining on Campus (June 18)
- Family Falcon Live Chat: The Healthy Falcon (June 25)

July

- July Family Bulletin
- Summer Send Off Series hosted by the Office of Alumni and Family Engagement

August

- August Family Bulletin
- Family Falcon Live Chat: Meet the Deans (August 6)
- Move-in Day (Lunch and Convocation)

- Optional Family Welcome Program (audience: families staying in the local area)

Student Staff Training

Orientation Team student training is intentionally developed to prepare students for their role and future roles, internships, and careers. Throughout the training, NSP works to ensure that student leaders are gaining practical skills to fulfill the responsibilities of the Orientation staff positions, while also putting a focus on career readiness. The week and a half long training is comprehensive and contains components of building leadership skills, facilitation, diversity and inclusion, time management, and project management. By the end of the Orientation Team Training, students are prepared to lead a group of 20 new Bentley students through their Orientation experience and assist with their transition to our community.

Additionally, the team worked with the National Association for Orientation (NODA), Transition, and Retention to recruit two graduate interns. After an intentional national search process, the team hired Lauren Lyskoski currently studying at the University of Alabama and Marianna Caldera currently studying at Southern Methodist University. Lauren and Marianna will engage in various trainings, professional development opportunities, and practical experience which are grounded in professional competencies and furthering their career readiness.

Challenges

Communication Gaps with Deposited Students

Undergraduate Program

Prior to a student's arrival on campus they must complete a variety of tasks. While NSP has worked collaboratively with campus partners to create a strategic communication plan, currently there is no central location for task completion data to live. As students reach out to offices there should be a central location for a staff member to share a status update with the students. NSP has worked with offices utilizing a shared google document, but this process has been inefficient. NSP is exploring ways to create a more streamlined approach to data share regarding new student tasks.

Graduate Program

Communication received by entering graduate students from the time of deposit to the start of class can vary given the rolling admission process. Inconsistent models can result in students receiving differing or irrelevant information as a first communication. Frequent meetings with Graduate Admissions, Marketing and Communications have helped in the creation of more targeted and sequential information sharing, i.e. individualized emails specifying which orientation they need to attend. NSP is continuing to ensure an appropriate sequence of communications occurs to keep deposited students engaged.

Growing Needs of Distinct Populations

Orientation programs are created to provide a foundation for students to thrive during their experience at Bentley University. While this is the goal, there is a growing need to provide specialized programming to support the distinct populations of students that are joining the community. This looks different for the undergraduate and graduate programs. For the undergraduate programs, there are currently three pre-orientation experiences: MOSAIC, Defined Communities, and Faraway Falcons. Currently the MOSAIC program is led by the Multicultural Center, Defined Communities by the Residential Center, and Faraway Falcons is a collaborative effort between the Residential Center, Center for International Students and Scholars, and NSP. In addition to supporting these programs, NSP provides unique opportunities for first-year, transfer, January admits, and exchange students. Articulating how we on-board January Admitted students has been a challenge across various campus partners.

For the graduate community there is a growing need for support for international students and the need for a unique experience for full-time, part-time, on-campus, and remote learners. Given the growing needs of each distinct population, it is challenging to fully support all with limited staffing and full assessment of needs.

Graduate Experience for Online & Distance Learners

As new academic programs are developing at the graduate level, the number of online and distance learners is growing. To better support these graduate students, NSP has connected with campus partners at Grad Council and through individual program director meetings. NSP is using best practices to inform appropriate and sustainable ways to onboard

and support these students. A challenge is that more comprehensive work still needs to be done to better align which university resources and services online graduate students can access, and how to create opportunities for an equitable experience for students who may never come to our physical campus.

Graduate Student Life Strategy

As the university continues to define its strategy regarding the graduate school, is it important for NSP to have an active role in those conversations. Lack of a clear purpose regarding graduate student life, partnered with the number of distinct graduate communities, underscores the need for a clear strategy. NSP is prepared to lead this, but a wider level of support is needed.

Family Programming Strategy

Currently work around family engagement happens across several divisions. In order to support families and students appropriately, a clear university strategy regarding parent and family engagement needs to be developed. NSP is currently leading efforts with the Office of Alumni and Family Engagement to explore those experiences to inform the strategy.

Assessment

Orientation Team Pre and Post Assessment Results

The Orientation Leader training model continues to build competencies as evidenced by pre and post assessment. Notable learning outcomes include:

- 78.9% strongly agreed with “I can understand and articulate the mission of the Orientation Program” in a post training assessment as compared to only 38.8% who strongly agreed prior to training.
- When responding to the statement “I can describe what it means to be an inclusive leader” 59.7% strongly agreed in the pre-training survey compared to 97.4% post training.
- When responding to the statement “I feel knowledgeable of the overall Orientation program and I am prepared to serve as an orientation team member” 55.2% strongly agreed in the pre-training survey compared to 92.1% post training.

Qualitative feedback regarding the experience as an Orientation Team member indicates a favorable response:

- “This was one of the best and most rewarding experiences of my life. I grew so much because of it and met so many new people. I learned about myself and others in a meaningful way and would love to come back!”
- “Over the amazing two weeks I not only learned a lot about myself as a person, but also about so many other kind people who walk the halls of Bentley right alongside me. On day one, as I walked into the orientation program, I did not think that I would be so greatly impacted, but now, as I reflect on the program, I realized just how much I have gained from being an orientation leader. I derived so many takeaways, including leadership skills, communication skills, and a sense of family here at Bentley.”

Fall Undergraduate Orientation Program Data

All undergraduate new students received a survey regarding their experience throughout the summer and the August Orientation Program. In addition, data analytics are recorded in the various electronic platforms that are used. Please find the results below:

Undergraduate Orientation Program Schedule read 4,815 times from around the world. See the map below:



Summer Newsletter Series produced over 1900 reads from community members around the world. See the map below:



Yapp App:

- 1464 downloads of the Orientation App
- 97% of students reported using the Yapp App throughout the Orientation program.

Online Orientation:

- 98% completion rate by August 22, 2018
- 80% of students reported that they are aware of resources available to them after completing Online Orientation.

New Student August Orientation:

- 96 % of students said they felt prepared for their transition to Bentley after participating in August Orientation
- 89% of First Year Students reported that they already felt included in the community by participating in Orientation
- 99% of students reported that they understand the Bentley Beliefs (Community Values)
- 100% of exchange and transfer students reported that they felt more prepared for their transition after participating in the August Orientation program
- 98.2% of students reported that they are aware of their resources and rights under Title IX
- 100% of commuter students reported that they feel prepared to begin their first semester of college

Fall First Year Semester Check- In Survey

At the end of the fall semester, NSP distributed a survey to first year students asking about their transition and any feedback regarding their experience. Below are the some of the highlights of the survey:

- Over 62% of students reported still connecting with their Orientation Leader
- Students reported that their orientation leader provided additional support and resources throughout their first semester

When asked about their transition, students reported the following:

- 79% of students reported that they have joined a club or organization, and 95% have reported attending at least one event on campus

- Over 90% of students reported that they have had a meaningful connection with a peer during the first semester
- 65% reported that they have had a meaningful connect with a faculty or staff member
- Over 90% of students reported feeling satisfied with their experience at Bentley University after completing their first semester

January Orientation Programs

Surveys were sent to participants in the Graduate and Undergraduate January Orientation programs. Below are the results of each survey:

Undergraduate

The January Undergraduate program prepared 29 transfer, 40 first-year, and 50 exchange students to transition to life at Bentley.

Prior to their arrival on campus, the first-year and transfer students received a New Student Guide, engaged on social media, read two newsletters, and participated in a Falcon Live Chat. Exchange students receive all pre-arrival communications and tasks from the Cronin Office of International Education. Once students arrived, they participated in a shared welcome experience.

Below are some results from the assessment that was distributed to all new students who joined in January 2019:

- 80% of students reported that they made a deep connection with a peer during Orientation.
- 64% of students reported that they made a connection with a staff member during Orientation.
- 100% of first year respondents reported that they felt like they belong at Bentley after participating in Orientation.

In addition to quantitative data, NSP also received the following open responses:

- “Getting to know the campus and seeing the area around Bentley helped me settle in to my surroundings. Also, I enjoyed meeting all my fellow students during orientation.” --New first-year student
- “Talking with the orientation leaders about their own experience at Bentley and advice was helpful.” --New transfer student
- “Thanks a lot for these past few days, it was so helpful, and the orientation leaders were all here for us, so nice, really appreciated it!” --New exchange student

Graduate

The January Graduate Orientation program assessed both students who attended and those who did not attend the program.

For new graduate students who did not attend the orientation, the top reasons for not attending were the following:

- 46% had a prior commitment
- 23% indicated that the content did not seem relevant to them. Some of these students were undergraduates at Bentley, so they did not believe they needed to attend graduate orientation.
- 15% could not attend because the event was held on a Sunday. Students with this conflict had suggested having January orientation on either Friday or Saturday.
- 8% indicated that the distance was an issue for attending orientation.
- 8% indicated other reasons for not attending including being a Bentley staff member who did not want to come back to campus on the weekend.

Based on this feedback, as NSP moves forward with fall orientation, NSP is working with Graduate Admission to provide incoming students with the dates for fall orientation upon deposit, make sure graduate students can see the value in the program, and are able to access it remotely.

For students who attended the orientation and completed the survey,

- 100% of them indicated that “Overall, graduate orientation was a valuable experience.”
- 89% of graduate students indicated that they know what is expected of them academically after attending orientation.
- 89% reported that they feel like a member of the graduate school community after attending orientation

Family Feedback



This past year, the staff worked to gather feedback from family members of new students. In addition, benchmarking of family programs offered at comparison institutions was conducted. To the left is family feedback on social media. Below are some of the results from Bentley family members.

Feedback Regarding January Family Program Pilot

NSP reached out to family members who joined the community in January to gather information regarding their experience. Specific questions were asked to those who attended the optional on-campus programs.

- 75% of the respondents participated in the Falcon Live Chat (virtual webinar) and all reported

that the information presented was helpful.

- 50% of the respondents viewed the Family resource videos located on the Orientation website.
- 75% of the respondents attended the on-campus Family Resource Panel and found the information presented to be useful and worthwhile.

One Family member shared the following when asked to provide general thoughts and feedback:

- “Overall, I thought both student and families were welcomed, and any questions or concerns answered and addressed. I appreciate that Bentley provides a well thought out orientation for this group.”

Departmental Vision

While NSP has made strides in the way of successful orientation and onboarding strategies, further development of transition programs and retention efforts will guide the team in 2019-2020. This will also be informed by the results of our university wide strategic planning, undergraduate curriculum review, and the undergraduate experience review. Based on best practices, benchmarking, and conversations with campus partners, NSP has identified the following areas of focus:

1. As the university refines the strategic asset of transformative undergraduate student learning experiences, NSP will work to identify ways to engage new students beyond orientation.
2. NSP in conjunction with campus partners will identify a strategy for onboarding our undergraduate January Admitted students. This cohort is admitted in the spring but does not matriculate until January. Determining a comprehensive onboarding and engagement strategy is essential.
3. NSP will host a pilot welcome program for family members in August, in order to inform future opportunities for family members and results will contribute to the creation of a family strategic vision.
4. In order to support enrollment and retention efforts, creation of a relevant and sustainable graduate student engagement strategy is needed. For example, to strengthen graduate student organization structures and processes creating a centralized knowledge base i.e. handbook of policies and operations will be created by December 2019.

Other Assets and Presentations

NSP was responsible for the coordination and creation of the following printed materials, video, and presentations throughout the fall and spring semesters. Click on the links to review the content.

Printed Assets:

- [Spring New Student Guide](#)
- [Fall New Student Guide](#)
- [Graduate Student Life Resource](#)

Virtual Assets:

- [New Student Newsletters and Flex's Pick of the Month Series](#)

Videos:

- [You Can B at Bentley](#)
- [Orientation at Bentley University](#)
- [Countdown to Orientation](#)

Presentations:

- [New Student Experience Presentation](#)
- [University-Wide New Student Programs and Onboarding Presentation](#)

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for additional Multicultural Center Data.

Office of the Dean of Student Affairs

Executive Summary

In the summer of 2019, the Office of the Dean of Student Affairs was approved to reorganize its staff to better support divisional and institutional values. The team was composed of 10 staff members who were responsible for everything from orientation, campus pride and spirit, and the Bentley in the Bahamas Trip to student conduct, Title IX, students of concern (CARE team) to student leaves of absence, budgets, professional development, and divisional strategic initiatives to graduate student life. The disparate areas would overlap at certain times, but the structure of the department often did not make sense to external constituents.

The leadership of the department worked over the summer on a comprehensive plan that would allow for lateral shifts in job responsibilities that better align with the future expectations of higher education. The plan, divided the work of the Office of the Dean of Students Affairs into two distinct departments—the Office of the Dean of Student Affairs and the Office of New Student Programs and Development.

The Office of the Dean of Student Affairs continued managing student conduct, students of concern (CARE team), and Title IX under the director of Erin Kelley, Director of Student Conduct and Development/Title IX Coordinator. The department also houses the division's overarching strategic initiatives such as the Experiential Learning Roadmap, Inclusion and Diversity, Strengths, and professional development. The overarching strategic work of the division will be facilitated by Jessica Kenerson, Director of Student Affairs. Before this internal reorganization, there was no dedicated staff members to keep these interdepartmental initiatives on track.

The recent awarding of the Department of Justice's grant to focus on sexual assault and relationship violence prevention work in the LGBTQ, limited English proficiency, and Asian-specific student communities also necessitated this reorganization. The grant is funded for three years with a total allocation of \$300,000. As a result of specific reporting structure guidelines outlined in the grant, staffing had to shift to remain in compliance with the grant moving forward.

The awarding of the grant is a monumental achievement as it not only brings external funds to the important work done in student affairs, but it will also allow us to gain a better understanding of the challenges facing some of our marginalized communities when it comes to sexual assault and relationship violence. This is an opportunity for us, as a division, to be at the forefront of some truly innovative work as well as connect with faculty and external constituents in an academic capacity.

Highlights

Equity Center Programs and Education

The year's Equity Center programming began with a kick-off event in early October, entitled *Fall into the Equity Center*. The purpose of the event was to highlight the various changes to the physical space and to inform members of campus about the various resources that are available. The program brought in over 125 students, faculty, and staff.

The Equity Center Educators (ECEs) hosted the fifth annual White Ribbon Campaign, which serves as a vehicle to spotlight October as Domestic Violence Awareness Month and tasks men in different leadership roles to leverage their privilege to highlight gender-based violence. Specifically, the ECEs tabled in the Student Center and LaCava Conference Center and petitioned over 750 students to sign a banner as a symbol of solidarity. The initiative culminated when 80 student leaders from different athletic teams and organizations gathered on the ice during a men's hockey game to form a ribbon and offer their support for the Campaign.

Much of the spring semester's programming crescendoed in April, which marks Sexual Assault Awareness Month. During the last week of March, Alex partnered with Student Programs & Engagement (SP&E) to host a screening of the documentary film, *The Bystander Moment*, with guest speaker Jackson Katz. The event drew in over 140 students, faculty, staff, and visitors as Dr. Katz outlined the barriers of violence prevention, along with important strategies to transform cultures into safer, more inclusive environments. Additionally, Alex collaborated with the Gloria Cordes Larson Center for Women and Business (CWB), the Office of Wellness and Health Promotion, Students Advocating Gender Equality (SAGE), and PRIDE to highlight nine initiatives throughout the month of April that address gender equity and

violence prevention. Some of those events include an open discussion on breaking the gender binary, a program on healthy relationships, and the 11th annual Consent Day.

Finally, the ECEs planned the fourth annual Walk a Mile in Her Shoes event in collaboration with the Greek Activities Council, and the program brought together over 70 student leaders. The male-identified participants walked a route around campus in high heels, which symbolized their support of survivors of sexual assault and their commitment to shifting norms and behaviors that perpetuate violence.

Managing the Office on Violence Against Women (OVW) Grant

Alex Hirs serves as the Project Director for the OVW Campus Program Grant, and he and other key stakeholders have made exceptional strides implementing the grant. At the start of the spring semester, Alex hired and on-boarded Lauren Bly, the OVW Grant Project Coordinator. Within her first two weeks, Lauren jumped into the minutiae of the grant by submitting the first bi-annual progress report and responding to a series of budget modifications. From there, Alex and Lauren finalized the members of the Core Planning Team for the grant, which includes Erin Kelley, Director of Student Conduct/Title IX Coordinator, Jamie Bang, Assistant Director of Student Conduct, Jess Roche, Detective Sergeant in University Police, Travis Rixford, Detective in University Police, and Jessica Teperow, Director of Prevention Programs for REACH Beyond Domestic Violence (REACH) in Waltham. Alex, Lauren, and the Core Planning Team attended their first Training and Technical Institute (TTI) in San Diego during the last week of February, and they learned important historical and programmatic details that inform the ongoing work of the grant. Following the TTI, Alex and Lauren launched the Coordinated Community Response Team (CCRT), a group of campus and Waltham community partners comprised of students, faculty, staff, law enforcement, and violence prevention specialists. The CCRT plays a crucial role in supporting and achieving the goals of the grant, and the group of 20+ attendees displayed their engagement at the inaugural team meeting in March. Lauren and Alex submitted the first draft of their strategic plan to the OVW in April, and that plan will guide the programmatic efforts related to the grant for the next two years.

Strategic Initiatives

Jessica Kenerson, Director of Student Affairs, and Alex Hirs began coordinating strategic initiatives for the Division of Student Affairs this year. One of the initial projects that Jess and Alex managed is the development of an experiential roadmap for co-curricular learning, and the goal of this roadmap is to allow students to plan and track their leadership development, engagement, and mentorship opportunities over the course of their undergraduate tenure. In order to align the roadmap with institutional priorities, Jess and Alex began this project by inviting key members from Academic Affairs, Enrollment Management, and Career Services to meet with the Student Affairs leadership team. From there, Jess and Alex facilitated ongoing conversations with the Student Affairs team and leveraged those discussions to create a framework for the roadmap. This framework is grounded in Baxter Magolda's (2004) self-authorship theory and identifies 11 strategic competencies for student learning, most of which are informed by NACE and AAC&U. With the first draft of the framework in place, Jess and Alex wrapped up the development phase of the project and have started to build the test phase of the roadmap. Moving forward, Jess will lead a new team of staff in Student Affairs to evaluate how existing programs and leadership roles contribute to the strategic competencies outlined in the framework.

Additionally, Jess Kenerson, Alex Hirs, and Mateo Cruz, Lecturer in the Management Department, spearheaded efforts to evaluate and update the Bentley Beliefs. In the first phase of this project, Jess, Alex, and Mateo collected data from the Bentley community through a survey and focus groups. After evaluating this information, the three found overwhelming support to keep the four existing values that guide the institution, along with many recommendations for additional values. In its second phase, Jess, Alex, and Mateo led a working group of faculty and staff from across the institution to fine-tune the language of the existing values and determine which, if any, new values should be included in the set of Bentley Beliefs. Based on their input, the group decided to add three new values: Caring, Collaboration, and Impact. Additionally, in an effort to make the language more accessible, the group chose to rebrand the Bentley Beliefs to the Bentley Core Values.

Finally, Jess and Alex created a more robust infrastructure for Intergroup Dialogue (IGD), with the goal of increasing the number of sections offered each semester. During the spring semester, Jess and Alex connected with Career Services to develop a referral process for any students who might be interested in issues of diversity, inclusion, communication, and leadership. From there, Jess and Alex tapped several staff in the Division of Student Affairs with relevant experience to

build a pool of facilitators for different identity topics. In order to gather feedback on the potential impact of IGD in the workplace, Jess and Alex shared an overview of the program with two groups of recruiters that partner with Career Services: the Board of Hire Education and the Board of Accounting Recruiters.

Strengths

The Student Affairs Strengths committee participated in a retreat over the summer to onboard new Strengths coaches from departments in the division as well as set priorities for this academic year. To date, we have 12 staff members who have been through the training from eight different departments. The committee set four goals and priorities for the year: get buy in of Strengths from faculty, conduct an internal audit of how student affairs staff uses Strengths, reimagine trainings and workshops, and finally, manage the Strengths Fellows peer education network.

The Strengths committee also facilitated a new presentation for all new students during Orientation in August. In total, the presentation reached 1,400 students. This year, the session combined a foundation of Strengths—what it is and why it's important—as well as testimonials from student leaders who talked about how they have used Strengths on campus. Overall, the feedback for the new session has been overwhelmingly positive.

Professional Development

The monthly professional development series underwent a reboot this summer. The goal was to have 75% of all full time staff members attend at least one session throughout the year. After the rebranded and diversified offerings debuted in June, we saw a significant rise in attendance with at least one staff member having participated in an opportunity from every department.

Inclusion and Diversity

The Student Affairs Inclusion and Diversity (SAID) committee held a retreat in July to go over its vision and mission. A new vision was created, and the mission of the group was updated to better reflect the divisional philosophy around inclusion and diversity being an enabling feature of the work that we do. With the success of the group over the last year, it was decided that we should embark on our own inclusion and diversity strategic plan, which is primarily focused on three components—recognizing our biases, telling our stories, and understanding others' perspectives. The committee also began working on a survey to assess its work, which was sent out in the spring semester. We are currently analyzing the results of this survey.

Title IX

The Title IX office this year managed 43 unique matters, ranging from reports of harassment based on gender or sexual orientation through sexual assault. The office continued to work with external investigators based out of three unique law firms, and work with our panel of 10 Bentley administrators who adjudicate our Title IX cases.

As the new Deputy Title IX Coordinator, Liz Humphries received her certificate with high marks from ACPA's Compliance U, which trains administrators in Title IX Compliance requirements, investigating matters of gender-based harassment or violence, and promoting a safer campus environment.

Erin Kelley also joined the Boston Consortium's Title IX Coordinator think tank, which meets monthly.

During the spring 2019 semester, Title IX Coordinator Erin Kelley and Deputy Title IX Coordinator Liz Humphries conducted a series of trainings that were advertised for any staff member who is considered a Responsible Employee when it comes to reporting matters related to Title IX. In total, six trainings have been or will be conducted, offering a variety of interest topics for responsible employees to register and attend. The training topics and dates are as follows:

- The Hunting Ground film viewing and discussion – 3/8/19
- Title IX Think Thank Training and discussion – 3/12/19
- Deep Dive into Title IX Investigations – 3/15/19
- Title IX Training for the Residential Center – 3/18/19
- Title IX Case Studies Training and Discussion – 3/22/19
- Title IX Training for newly hired responsible employees – 5/14/19

CARE Team/Case Management

In August, Erin Thompson and Peter Forkner visited Newton Wellesley Hospital to discuss the University's return from hospitalization process. They met with clinical mental health staff from the hospital's inpatient unit where Bentley students are often hospitalized if they are transported from campus and admitted due to a mental health concern. This visit and collaboration with the Newton Wellesley Hospital staff helped to further improve the University's return from hospitalization process.

The University's Threat Assessment and Management (TAM) Team, initiated by Erin Kelley and Erin Thompson, began regularly meeting starting in September 2018. Current core members of the TAM Team include Erin Kelley, Director of Student Conduct/Title IX Coordinator; Erin Thompson, Case Manager; Ernie Leffler, Chief of Police; Peter Forkner, Director of the Counseling Center; John Piga, Associate Dean of Student Affairs; Rick Ochse, Dean of Arts & Sciences; Donna Kendall, Associate Vice President of Enrollment Management; Diane McNamara, Senior Associate Director of Learning and Development; Frank Bourgeois, Captain of University Police; and Jess Roche, Detective Sergeant.

In February 2019, the Threat Assessment and Management (TAM) Team received a training from Gene Deisinger. Gene is a nationally recognized expert in campus threat assessment and management and President of Deisinger Consulting, LLC. The team has continued to consult Gene for guidance on challenging cases during this academic year. Additionally, some members of the TAM Team, including Erin Kelley, Chief Leffler, John Piga, and Erin Thompson, attended the Massachusetts Association of Campus Law Enforcement Administrators (MACLEA) threat assessment workshop on March 22, 2019.

Erin Thompson, CARE Team Case Manager, facilitated a CARE Report training for position holders in Phi Sigma and Alpha Phi sororities in February 2019. The training included information about the CARE Team, guidelines for submitting a CARE report, mental health education, and available resources both on and off campus. The sororities shared their experience with the President's Council and encouraged other chapters to participate. As a result of this, Sigma Pi connected with Erin and she facilitated a similar training with the E-board members in their fraternity this April.

Student Conduct and Development

The Office of the Dean of Student Affairs has taken the lead in bringing together key campus constituencies (faculty and Provost's Council, the General Counsel, the Registrar's Office, Academic Services, Career Services, the Center for Alumni, Parents and Friends), to ensure that the entire University shares a philosophy on engaging parents and guardians appropriately. This began with a meeting in August 2018 that brought together 26 members of the Bentley community, which addressed questions on FERPA requirements as well as times the University needs to speak with parent guardians. Follow up plans are being developed regarding trainings for faculty and internal communication practices involving the Registrar's Office, the CARE team and Office of Academic Services.

Jamie Bang, Assistant Director of Student Conduct, and Matt Galewski, Associate Director of Student Programs and Engagement, have continued to lead the Hazing Prevention Committee. This semester's main objective was to expand research through focus groups. 43 focus groups were conducted with different students including: athletes, fraternity/sorority life members, and general students.

Erin Kelley and Jamie Bang have brought together a group of individuals from across campus, including Athletics, Student Programs & Engagement, Wellness and Health Promotion, University Police and student leaders, to develop a Medical Assistance Policy. This committee has worked diligently to develop a policy that both promotes safe spotter practices and upholds the policies listed in the Code of Conduct.

Jamie Bang and Erin Kelley have also led the University's efforts to train all employees designated as Campus Security Authorities (CSAs) under the Clery Act. Over 90% of CSAs have completed either an online or in person training since January. Over the next two weeks, Erin and Jamie will ensure the remaining staff complete the training.

Veterans' Initiative

Jamie Bang was notified by Vice President Andrew Shepardson that Bentley is now listed as #34 on the [Learn.org Best Colleges for Veterans list](#). The list mentions Bentley's Yellow Ribbon contributions and how they assist students in funding beyond the Post-9/11 GI Bill. The Yellow Ribbon program is voluntary and awards 10 undergraduates an additional \$5,000 towards their education, and five graduate students an additional \$4,000. According to the list,

Veterans are able to get an education from a school with “elite status” from Bentley, a great way to utilize their government education aid.

Jamie Bang has also been working closely with student Stephen Taft to develop a Bentley Student Veterans Organization. The group, which will be run primarily out of the Office of the Dean of Student Affairs, will be a welcome space for all individuals at Bentley. In order to create this organization, Taft and Bang have been developing a charter and plan to submit it to the National SVO to gain recognition. Taft and Bang are hopeful that by gaining national recognition the university will attract more Veteran students.

Challenges

Supporting LGBTQ+ Students and Initiatives

Though one of the roles of the Assistant Director of Strategic Initiatives is to provide support for LGBTQ+ students, there is limited bandwidth to fully meet this demand. The current staff structure does not allow for the level of dedication our campus needs for a cultural shift around awareness of and compassion for LGBTQ+ issues. Moreover, there are notable gaps in the programming we could offer to both educate all students on topics of sexuality, and to support students within the LGBTQ+ community. To this end, the Division of Student Affairs would be best served with a new FTE to attend to these topics.

Title IX Staffing Levels

With the increased focus on strategic initiatives coupled with being awarded the Department of Justice Grant, Alex Hirs' role has shifted, and he no longer serves as Deputy Title IX Coordinator. To compensate for this change, an Assistant Director from the Residential Center has been engaged in a collateral assignment as the Deputy Title IX Coordinator. This Assistant Director, though, still has a full-time role on campus that is also often reactionary in nature. This has created a difficult situation where this Assistant Director is either placed in a position of having to conduct work beyond the office, or not being able to support the Title IX needs of the campus. This strain is in addition to Title IX Coordinator of the University also overseeing the student conduct system, CARE team, and Threat Assessment and Management team. Key functions of Title IX, such as regularly convening the University-Wide Title IX Committee, sending out informational messages to the community, or holding Responsible employee trainings, have been delayed or did not occur during the fall semester due to time constraints and case management. For Bentley's community to be best served by adding an additional FTE focused on holistic Title IX Compliance.

Title IX Proposed Rules

In November 2018, the Department of Education released new proposed regulations and guidelines for Title IX Compliance. The Department of Education is currently engaging citizens of the U.S. in a notice and comment period for these proposed regulations. Bentley, via its membership in the Association of Independent Colleges and Universities of Massachusetts (AICUM), have submitted comments regarding these proposed regulations. The Title IX Coordinator will monitor updates from the Department of Education regarding the final regulations, as they could have major financial and staffing implications for Title IX matters moving forward.

High Case Load for Students of Concern, Student Conduct, and CARE Team

A challenge for facilitation of the conduct system is the sheer volume of higher-profile cases. This year there were 17 Level III Conduct Board cases, which involve the coordination of the involved parties, three faculty board members, two student board members, witnesses and University Police representatives. Twenty-one No Contact Orders were issued to prevent students from interacting with each other and being in the presence of one another, which further highlights the seriousness of these matters. In comparison, the 2017-2018 had 15 No Contact Orders administered.

These numbers are also couched within the CARE team and Title IX Caseload as well as the staff. Since the start of the semester, 43 Title IX reports have been submitted to the Title IX staff. The CARE team has also managed had 353 total reports, with 344 unique reports since August 1, 2018. These included student issues that have ranged from transition difficulties to eating disorders and suicide attempts. The large amount of high-level issues on a lean staff have reduced capacity for additional programming, outreach, or work on strategic initiatives.

Assessment

Gender Equity

Alex Hirs launched a climate survey focused on sexual violence on April 1, 2019. This is the fourth climate survey the institution has issued on the topic, and the first survey to be delivered after the #MeToo movement. In addition to the core questions focused on experiences of sexual violence, perceptions of campus, and utilization of resources, the survey included an additional module to assess community attitudes around sexual assault. The survey closed on April 22, 2019, and the data should be made available by July 2019.

Additionally, Alex assesses the efficacy of the training for the Equity Center Educators (ECEs) with internal and external metrics. Each semester, the new ECEs complete training surveys to measure their learning in the role. Additionally, the ECEs participated in the National Peer Education Survey (NPES) through the BACCHUS Initiatives of NASPA for the second consecutive year. This instrument assesses the knowledge and experiences of the ECEs and will benchmark their results against over 200 institutions across the country.

Title IX Training and Conduct Training Efficacy

Post-training surveys were administered to all student leaders who participated in Title IX trainings. Those data are still being compiled and analyzed, but the Residential Center also surveyed the Resident Assistant staff regarding the efficacy of the Title IX and Student Conduct trainings provided. As you can see below, those student staff members indicated that these trainings are highly effective in preparing them for their roles:

Questions for New Staff Member (46):

- **100%** of new staff felt that as a result of their Title IX training, they understand their responsibilities as a mandated reporter.
- **100%** of new staff felt that as a result of their Title IX training, they feel prepared to address issues related to Title IX and Gender Equity.
- **95%** of new staff believe that as a result of their conduct and incident report writing session, they feel prepared to document an incident utilizing Advocate.

Questions for Returning Staff Members (32):

- **96.9%** of returning staff members felt that as a result of their Advanced Title IX Training, they were better prepared to address issues related to Title IX, Gender Equity, and Harassment.
- **100%** of returning staff, as a result of their Advanced Title IX Training, felt they understood their responsibilities as a mandated reporter.

Title IX Responsible Employee Training Assessment

Staff who participated in the Title IX trainings for the spring 2019 semester were asked to provide feedback on the session they attended. Key data points from this assessment include:

- 100% of employees who completed the feedback reported that they felt comfortable or very comfortable in articulating their role as a responsible employee on campus.
- When asked “How knowledgeable are you of techniques for supporting students who have disclosed an incident of sexual misconduct or other forms of trauma?” respondents indicated:
 - 88.2% felt knowledgeable or very knowledgeable
 - 11.8% felt somewhat knowledgeable
- 100% of respondents would recommend that we offer the session they attended again

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for additional Office of the Dean of Student Affairs Data.

Residential Center

The Residential Center is dedicated to creating a safe, civil, and inclusive residential community. Our staff strives to develop a comfortable living environment where the personal and intellectual growth of all residential students is fostered. The Residential Center seeks to complement the academic mission of the University and prepare students to become valuable and contributing members of the global community.

Executive Summary

The Residential Center completed another strong year of innovation and change, while managing through the departures of some long-term experienced team members. Tony Martin, Director of Residential Education and Training, left the field of higher education to pursue diversity and inclusion work in the private sector. Additionally, Brent Ploughe, Assistant Director for the first year area, will be leaving Bentley for a more senior position at DePaul University in Chicago. Managing through change has been a requirement for the Residential Center over the years, as team members seek other opportunities. After a number of years with little in the way of senior staffing changes, this year has been more active. Searches, along with departmental reconfigurations are underway to fill the vacant roles left by Mr. Martin and Mr. Ploughe.

Through these changes, the Residential Center continued to infuse residential education into housing operations. The staff also continued work on the residential curriculum model, and developed learning outcomes for each learning goal within the curriculum. The department examined the current Defined Community structure and worked to revisit learning outcomes and rebrand the Defined Communities. For the first time this year the department used The Housing Director (THD) to enable students who were accepted in the Defined Community Programs to select their own housing assignments. Throughout housing selection, utilizing THD allowed the department to track the daily percentage of each residence hall being selected. This information gives the department a clearer picture of the housing preferences of our students.

RA training was updated this year to emphasize new ways to for student staff to connect with their residential communities. A major change to the training program occurred during our Inclusion and Equity training day that was held in conjunction with the Orientation Leader training program. The two offices pooled resources and brought in an outside speaker to facilitate dialogue and reflection on the role student leaders play in creating more equitable spaces on campus. The day was concluded with a new program called, *If Only You Knew*. The program simulated the realities of individuals who possess marginalized identities ranging from race, religion, sexual identity, socioeconomic status, and many more.

To better catalog the interactions staff have with students and parents, The Housing Director Log Notes applet/platform was used for the first time this year. The Residential Center, including Student Office Assistants (SOA), RAs, and Professional Staff, underwent training on how to use, access, update and view notable interactions. This past year 14,866 interactions were recorded. Furthermore, to gain a better understanding of all student interactions, the department examined the past five-years of after-hours crisis response. Anecdotally, there appeared to be a decline in the number of calls received per year. Closer examination of the data revealed that, over the last five years, the average number of calls per duty shift went down, but the amount of time spent per individual call increased. This dynamic would seem to indicate that, while the after-hours incidents are fewer, the complexity of each incident is greater. Further evidence of that change was found in the increase in the number of times the secondary (or senior staff) on call (AOC) was required to respond on site to an incident; that number quadrupled. This data will be used to better inform our protocols and develop a more purposeful training for our student and professional staff for the year ahead.

Highlights

After Hours AOD/AOC Crisis Response

The Residential Center has noticed significant shifts in our crisis response over the past five years. There has been an increase in time spent responding to crises after hours as well as differences in the types of calls requiring a response. In an effort to better inform our practices, and better understand what the staff needs to be trained on, the Residential Center completed an audit of all calls to and from the Administrator on Duty during the academic year (August 1st through May 31st) from 2015 through 2019. The audit revealed a steady increase in mental health transports during the

on call periods, from 14 in one year (2017-2018) to 28 this year (2018-2019). Further, approximately 520 hours' worth of response time was logged, which is the most in the five-year span. These numbers make the 2018-2019 academic year the busiest of the five years audited.

Type of call	Trend	2014-15	2018-19
Marijuana	↓	55	26
Large gatherings	↓	23	6
Fire Alarms	↓	73	54
Vandalism/Graffiti	↓	28	15
Mental Health	↑	4	28
Well Being Check	↑	20	34

Fall 2018 Move-In Process

The Residential Center made adjustments to the new student move-in process in order to improve the student and family move-in experience. The Residential Center reconfigured the RA and Orientation Leader roles during move-in day to be more concentrated on greeting cars entering the Miller deck, and reconfigured the Trees and Slade complex greeters. This allowed student staff to provide direction to every new student as well as expedite the unloading process. The Residential Center employed 60 Olympia Movers for Wednesday, August 22nd, along with an increase in carts supplied by Olympia. The next biggest adjustment was adding a 30-minute buffer between new student move-in shifts to ease traffic congestion. A random sampling of students showed that it took about 20-25 minutes for a student to get from the Rauch Circle to their particular check-in table. This is a significant improvement from last year and we hope to get even better in years ahead.

The staff running returning student move-in on lower campus utilized 2-way radios (lent by the Orientation program), which made a significant impact on our ability to appropriately communicate throughout the day. In addition to a successful opening, the suites area adjusted their building meetings to the following day, Monday night. These meetings had been held in Koumantzelis Auditorium, the shift to more, smaller meetings worked well, with attendance numbers being higher than they have in over five years.

NEACUHO Residential Operations Conference

The Residential Center hosted the 2018 NEACUHO Residential Operations Conference at Bentley University on December 7, 2018 (with support from the Vice-President of Student Affairs/Dean of Students and the Conference Center). There were 110 professionals on campus from 58 institutions and companies across New England and New York. Session topics were centered on process implementation, damage reduction, assistance animal policies, meeting the medical needs of students, and working through facilities concerns. Vice President Andrew Shepardson gave the opening keynote address.

Adirondack Solutions – The Housing Director (THD)

During the check-in process, Resident Assistants (RAs) used the THD Mobile version to gather all check-in information and confirm that students had in fact moved into the residence halls. This was quite helpful during the Returning Student Move-In Process, since students did not have to come to a check-in table upon their arrival to campus. With this new step in the process, updated information regarding each residential student was available by Wednesday, August 29th, much sooner than the previous year. Having this occupancy information quickly allows for better inventory management during the opening period.

Starting in July, students were able to select, change, or cancel (if applicable) their meal plan through the Housing Student Self-Service Portal (the student self-service view of The Housing Director). There have been 1,847 different changes or purchases through this portal to their meal plan. Additionally, during the 2019-2020 housing selection process, for the first time we allowed students to select their own meal plan instead of automatically assigning students to a meal plan. The hope is this decreases the number of meal plan changes that occur over the summer and at the start of the academic year.

THD Log Notes & Student Interactions

As a pilot program, the Residential Center charged the professional staff, the RAs, and the Student Office Assistants (SOAs) to better track their interactions with their residents. Professional Staff have access to view and utilize their and others interactions, when discussing student concerns, issues, and their experiences. Ideally, if a staff member needed to know current or past interactions with a student, they could log into THD and see the various interactions over the student's time at Bentley. This would include any parent/guardian interactions that have occurred as well.

For the 2018-2019 academic year, the professional staff, the RAs, and the Student Office Assistants (SOAs) logged 14,866 interactions with students (7,686 in the fall semester and 7,180 in the spring semester). The Residential Center interacted with 3,333 students in the fall semester and 3,186 students in the spring semester. Here is the data:

Student Log Category	Fall 2018	Spring 2019
(ProStaff) Email/Phone Call	75	14
(ProStaff) Facilities Concern	86	43
(ProStaff) Notable Interaction	178	44
(ProStaff) Parent Call/Email/Walk-In	57	34
(ProStaff) RA Fall Semester Check-In	24	1
(ProStaff) Resident Check-In	55	8
(ProStaff) Roommate Conflict	24	15
(RA) Facilities Concern	28	22
(RA) Notable Interaction	642	627
(RA) Fall Semester Check-In	3187	N/A
(RA) Post Fall Break Check-In	3203	N/A
(RA) Spring Semester Check-In	N/A	3122
(RA) Post Spring Break Check-In	N/A	3133
(RA) Roommate Conflict	55	30
(SOA) Parent Call/Walk-In	31	37
(SOA) Student Phone Call/Walk-In	41	50

Over the summer, the log notes program will be reviewed and the hope is to identify a better way to categorize these interactions.

2019 – 2020 Returning Student Housing Selection Process

The 2019 – 2020 Returning Student Housing Selection took place from February 6th – March 28th. This was the second year of the Residential Center completed housing selection through Adirondack Solutions – The Housing Director (THD). A new feature added to this year's returning student housing selection was tracking the daily percentage of each residence hall being selected. This helped to give the Residential Center a better idea of what type of dwelling is desired by our students. We have compiled a daily chart with totals.

This year, we had 2,645 students sign the 2019-2020 Housing & Meal Plan Contract. For the first time this year, the Residential Center altered the cluster assignment system based on conversations we had with students from last year. Students were placed into a cluster assignment based on the completed credits they have earned as of January 15, 2018. The Residential Center received 56 cluster appeals (125 less than the previous year).

After last year's success, it was decided to continue offering drop-in hours at the same time every day for the two weeks of the Roommate Registration and Confirmation Process. During this two-week period, we met with more than 200 students. This year, 2,467 students (including 28 Exchange & Transfer Student Placeholders) completed the Roommate Registration and Confirmation Process (Roommate Grouping) Process. There were 2,003 students able to select a housing assignment. The 104 students who were not able to select were placed in a holding room, with a promise that a bed space will be provided. The Residential Center will work diligently over the summer to find these 104 students a housing assignment. Additionally, through THD, incoming Resident Assistants placed themselves and their roommates

into the correct bedrooms of the RA accommodation. This process was completed over a weeklong period and was verified by the Resident Assistant Selection Committee. There were 178 students who participated in this selection. At the conclusion of the 2019 – 2020 Returning Student Housing Selection Process, 2,363 students were given a housing assignment:

2019-2020 Housing & Meal Plan Medical Accommodation Process

The Residential Center met with staff from Bentley Dining, the Center for Health & Wellness, the Office of Disability Services, and Facilities Management to review 30 Housing & Meal Plan Medical Accommodation petitions that were submitted by students looking for a particular housing assignment for the fall semester based on their needs covered by ADA. The committee approved 23 petitions.

Damage Billing

Year	Number of residents charged	Total amount charged
2015-2016		\$161,315.74
2016-2017	1005	\$40,061.91
2017-2018	727	\$27,070.50
018-2019	611	\$28,326.17

This graduating class was the first cohort to go through the new damage billing process four years ago, when the Residential Center took over the process. The Residential Center staff worked diligently to be educational and

transparent with our students in regards to cleanliness and upkeep expectations. We billed fewer students (116 less) this year because students understand the importance of leaving our facilities in good shape. This year we charged a total of 611 students for a total of \$28,326.17.

Collins Hall & Lounge Renovation Project

Together with Facilities and Purchasing, the Residential Center is working on the Collins Hall renovation project for floors four through six. The renovated floors will be significantly upgraded by purchasing new furniture, adding laminate flooring, upgrading the bathrooms, and upgrading the kitchens. The kitchen upgrades will include new cabinets, new counter tops, and backsplash. In addition, the Residential Center will update every first-year lounge and the Forest Hall lounge this summer.

Defined Community Housing Selection

Due to low application turn out, two proposed DCs (*Advocacy Now!* and *Law, Ethics & Society*) will not run for 2019-2020. These communities and their learning outcomes will be reevaluated during the upcoming year. For the first time this year, the Residential Center allowed for students who were accepted in the Defined Community Program to select their own assignments before the Housing Selection Process began. These students went through the entire process above, but selected their assignments on February 28, 2019. There were 103 students (including seven Exchange Student Placeholders for the Global Living Community) who participated and selected their assignments through this process. Applications for each community are as follows: Emerging Leaders Community-62, Service-Learning Community-23, Global Living Community-27 and Honors Upper-Class Experience-39.

RA Training

Following RA Selection in early March 2018, the Resident Assistant (RA) Training Committee began meeting to build a robust training program for the fall of 2018. During August, we welcomed 54 out of 98 new staff members to the department, our largest group of new students in many years. The training program was structured intentionally to balance the needs of new and returning staff members. Additionally, efforts were made to pull evening tasks (e.g., room checks) into the day-to-day schedule to allow professional staff the flexibility to manage their evening staff meeting times appropriately while providing the students with enough building preparation time.

The Resident Assistant Training Committee developed a quiz, to be distributed and taken during the summer, which focused primarily on the RA Manual (i.e., job expectations, protocols) and the Bentley University Student Handbook. All new and returning staff members had to read both documents and then test their comprehension via a 50 question multiple choice and true/false quiz. The Resident Assistant Training Committee also developed resource videos in conjunction with 11 of the offices we work most closely with. Academic Services, Center for International Students and Scholars, International Education, Center for Women and Business, Disability Services, the Multicultural Center, the Service Learning and Civic Engagement Center, Bentley Dining, Student Programs and Engagement, Spiritual Life, the

Office of Sustainability. This effort was an attempt to consolidate our traditional resource fair to optimize effectiveness and impact.

Our last large change to the training program occurred during our Inclusion and Equity training day that was held in conjunction with the Orientation Leader training program. Our offices partnered to pool money and bring in an outside speaker to facilitate dialogue and reflection on the role of student leaders in creating more equitable spaces on campus. The day was concluded with a new program called, *If Only You Knew*. Which simulated the realities of individuals who possess marginalized identities ranging from race, religion, sexual identity, socioeconomic status, and many more.

In January, due to the earlier than usual arrival of returning students, the Residential Center hosted the Winter Resident Assistant Training program. Staff moved back to campus two days early, on Friday, January 11. Each collective staff hosted their own 5-hour retreat on Friday and the evening was left to provide time to prepare the buildings for move-in. Saturday, the training committee hosted a daylong strategic planning program. Resident Assistants reviewed resident information to identify gaps and create action plans for residents in their community needing more attention. In the afternoon, Resident Assistants worked on S.W.O.T. analyses of their buildings in an effort to create useful community engagement plans for the spring semester. Lastly, the professional staff hosted a murder mystery dinner for all 100 Resident Assistants.

Resident Assistant Recruitment & Selection

The recruitment and selection efforts for the 2019-2020 Resident Assistant position began in November and concluded mid-February. The Residential Center received 100 applications and offered 45 new candidates' positions for the academic year. During the process, the RA recruitment and selection team utilized a three-tier application process; including an online application, group process, and individual interview. Data was assessed on the number of applicants, as well as demographic related to gender, race/ethnicity, and international status. The 2019-2020 RA cohort demographics continues to reflect the current Bentley student population:

- 68% of the cohort is white-identified; while 34% identify their race as Asian, Black, Hispanic, Multiracial
- 52% of the cohort identifies as male; 46% as female
- 8% of the Resident Assistant identify as international; 90% identify as domestic

Residential Curriculum

Phase one of the review of the Residential Center's current educational plan, and the development of a new residential curriculum, ran from October 2017 through December 2018. During this time, members of the Residential Curriculum committee conducted benchmarking on current residence life programming models and community development models across the country. The committee reviewed the current mission statement of the department, values statements, academic general education requirements and current and developing university strategic plans, and attending for a second time this fall the Institute on the Curricular Approach in October 2018. After holding multiple listening sessions with both students and residential staff, the department finalized an overarching residential educational priority statement and developed three learning goals with accompany narratives. By focusing our attention as a department on these three learning goals, the department is moving on to Phase two, which will involve the development of specific learning outcomes, strategic initiatives and review by campus partners both in the Division of Student Affairs and Academic Affairs. This process will allow us to produce the learning we hope will occur within each student's residential experience and complement the overall Divisional co-curricular approach and the University's academic goals and learning outcomes.

Educational Priority: Students living at Bentley University will become active organizational leaders engaged in their community.

Learning Goal 1: Self

Learning Goal 2: Connections

Learning Goal 3: Community

Phase two has begun with the development of learning outcomes for each of the learning goals identified by the department as top priorities for learning in the residence halls. Students living in the halls will benefit from developing a sense of self, building connections, and belonging to a community. The department based the development of the

learning outcomes for each goal on Schlossberg's Transitional theory as we look at the trajectory of our students as Moving In (first year), Moving Through (sophomore/junior) and Moving Out (Senior). Each transitional period includes at least three learning outcomes for each of the learning goal themes (self, connection, and community). The department will now identify key stakeholders, both faculty and staff, to review and provide feedback on our identified learning outcomes. Phase three will commence in the summer, with the department developing a number of strategies and accompanying plans that will bring those learning outcomes to life.

Defined Communities

The office spent the fall reviewing the current Defined Community structure and overall program content. Three goals were developed for the communities, which included a review and development of a new marketing strategy for the DC program, review and development of community descriptions and learning outcomes, and the development of three new upper class communities with a community start date of fall 2019.

Marketing – The Residential Center enlisted the assistance of Marketing and Communications to develop a rebranding of the Defined Communities, including a look at current and future logos, content and marketing materials. Phase one of the rebranding will impact all first year Defined Communities and was launched during Admitted Students Day in April.

Community Learning Outcomes – In conjunction with the development of the overall departmental learning outcomes, each residence director and assistant director overseeing Defined Communities within their areas have been charged to benchmark and develop new content descriptions and learning outcomes for each of the current Defined Communities.

Defined Community Highlights:

First-Year DCs:

The Arts Community - The community had a successful year in Miller Hall. Various programming helped engage the community in their pursuit of exploring the arts further. Additionally, the Arts Lounge continued to be a positive space for the students in the community. Residence Director Micah Thomas and the RA of the Arts Community, Kimia Pourshadi, ended the year with an Arts gallery, which highlighted the artistic and musical talents of the students on the floor.

The Blueprint Community The community had its strongest year to date. Residence Director, Tyler Sherman, along with the Blueprint Community RA, Stella Njorge, spent the fall semester scaffolding learning around the topic of leadership. This process allowed Stella to be more intentional in the programming she provided to the floor. The Blueprint Community focused much of its effort on helping students learn their leadership style and its application to their Bentley experience. RA Stella also had the opportunity to take residents to a leadership conference held at Harvard.

HerStory: Women Leaders of Today: - RA Kayla Vincent, along with Residence Director, Ian Mulhern, worked collaboratively to help educate on women's issues both on and off campus. Laura Jackson Young, Assistant Professor of Economics, was a strong faculty partner for the community. Laura attended many of the floors programs and also led off-campus excursions in Boston for the Women's Leadership Community. Laura also was honored at our closing banquet with the Faculty/Staff Impact Award.

The Honors Community - The Honors Community continued to strengthen the experience it provides to students in the Honors Program. Residence Director, Tyler Sherman, was pivotal in working to establish a strong connection with Christian Rubio, Director of the Honors Program. Tyler was also able to increase the programming efforts that were held on the floor. Christian additionally held weekly pizza study hours with the community to assist with their academic courses. The Honors Lounge continued to be highly utilized and helped students engage positively with the community.

Social Justice Community- Throughout the academic year, the SJC hosted a variety of programs meant to increase the awareness of the communities' understanding of social justice issues. Attendance and engagement were between 10-20 students at each program. The spring semester began with the resignation of the SJC Resident Assistant, so Micah Thomas, Residence Director of Miller Hall, oversaw all programming of the community throughout the spring. Micah was instrumental in engaging the community through the Donut's and Dialogue Program, as well as leading a trip for students to New York City in collaboration with the MCC.

Thrive Community - The Thrive Community had a successful year but did have challenges throughout the academic year. After the fall semester, the RA of the floor chose to transfer to another institution. Residence Director, Tyler Sherman,

was quick to identify a replacement for this position. RA Jill Parinello, a member of the Slade staff, expressed interest and was appointed to the role. During the spring semester, Jill worked diligently to focus on the seven dimensions of wellness. Students responded well to these programs and assisted in their growth as first-year students.

Returning Student DCs:

Emerging Leaders (ELDC) – During the fall, the ELDC hosted a number of programs to engage residents. Attendance and engagement were high and roughly 15-20 students came to each program. In an end of semester evaluation, students on the floor expressed interest in more career development programs. As the spring semester began, significant limitations were presented when, due to performance concerns, the Resident Assistant for the Emerging Leaders Community was let go from the role. Sabrina Cruz, the building Resident Director, oversaw all programming efforts for the floor while the Residents Assistants on the floor below aided in managing day to day student concerns.

Global Living Community (GLC) – For the fall 2018, the GLC had some great successes in their programming. This included a family pot-luck dinner the week before Thanksgiving Break and a GLC Give N' Go program where students who were traveling abroad at the end of the semester, could leave quality items they do not wish to pack, for the incoming students. Additionally, the GLC implemented a newly designed Buddy Program, which paired a Bentley student in the GLC with an exchange student from across campus. During the month of January, a new group of students, returning from an abroad experience, moved into the GLC. RAs focused most of their efforts on building back up the strong community they managed to create and maintain during the fall. As the GLC's specific connection to the Cronin Office of International Education is changing, we are using the summer as a transition period.

Service-Learning Community – The Service-Learning Defined Community remained consistent this year, focusing its efforts on making an impact within our local community. The floor collaborated with other floors to make fleece blankets for homeless shelters within the Boston area. Students came together to make, create, and decorate cards for children in the hospital during the holidays. In addition to programming, the Service-Learning course continued weekly in the Kresge lounge facilitated by Bria Milbery, Assistant Director within the Service-Learning and Civic Engagement Center. Many of the residents on the floor have become involved on campus with the Service-Learning and Civic Engagement Center as a result of their participation in the class.

Upper-Class Honors Community: The Apartments Area launched its first successful Defined Community recruitment process for the upcoming year. Upper-class Honors Community will be housed in Falcone North. In total, 38 students applied to be a part of the Upper-class Honors Defined Community, and 30 have accepted their offer to live in it during its inaugural year. Students within the Upper-class Honors Defined Community will have isolated access to an Honors lounge located within Falcone North and that will be designated solely for the 30

Spotlight Programs

First Year Area

First Six Weeks – The First Year Area took an intentional approach in designing the first six weeks in the residence halls. The hope was to ensure all students felt connected to their living environment, understood resources on campus, and gained a stronger sense of community. Residence Directors, Micah Thomas, Ian Mulhern, and Tyler Sherman began this process by sending out a newsletter to first-year students before the beginning of the semester. The following week RDs and RAs held floor meetings and building meetings to assist students in understanding residential policies. RAs then began the process of connecting with each of their residents. Throughout the first four weeks, RAs completed in-person roommate agreements and check-ins, as well as held a mandatory alcohol awareness program. The final two weeks focused attention on connection and building community in the residence halls. RDs hosted their own community program, while also providing two additional pop-up programs meant to be alternative programming on the weekend. The RAs hosted a community engagement program that further connected students to Bentley and the residential community.

Suites Area

Fall in Love with Lower – The suites area professional staff hosted a fall themed program for all residents of lower campus. The event was held on the lower green space during Parent and Family Weekend. Fall themed snacks and

drinks were available to any who stopped by, along with lawn games, pumpkin painting, and three different fire pit areas complete with a s'mores bar. Approximately 50 students were in attendance.

Apartments Area

Following the case of Jussie Smollett's false reporting of a bias incident and in a time where the #MeToo movement is encouraging everyone to believe survivors, the RAs decided to host a dialogue around how to uphold the truth while also supporting and believing survivors when they come forward. The residents who attended provided dynamic perspectives and almost led the conversation from their own commitment to, and interest in, the dialogue.

Staffing Changes

On January 6, 2019, the Residential Center hired and on boarded Housing Operations Specialist Jeff Funk, who most recently joined Bentley from Albertus Magnus College in New Haven, CT. Jeff hails from Allentown, Pennsylvania, completed his Bachelor's Degree in Sociology from Muhlenberg College, and is enrolled in a Master's Program in Higher Education Administration from the Pennsylvania State University. The Residential Center has undergone significant staffing changes. In February, Director Tony Martin submitted a letter of resignation and in April 2019 and Assistant Director Brent Ploughe submitted a letter of resignation in May 2019. Tony accepted a new position at TripAdvisor as the Diversity & Inclusion Program Manager. Brent accepted a new position at DePaul University (Chicago, IL) as the Associate Director of Residence Education in the Department of Residential Education. Assistant Director Liz Humphries along with Assistant Director Brent Ploughe, Residence Directors Micah Thomas, Ian Mulhern, Taylor Sprague, and Melody Smith took the lead on recruitment for the anticipated Residence Director position that would come as a result of an internal promotion to the vacant Assistant Director position due to Brent departure. Additional anticipated Residence Director position(s) are also anticipated due to various search processes of current staff in their third or fourth year in the Residence Director position. The recruitment team reviewed application materials submitted by 75 candidates.

Vision

The Residential Center will connect to the strategic plan for the university and focus, in conjunction with faculty and other staff led initiatives, on a Transformative Undergraduate Student Experience. The department will build on this year's success and continue to expand on the Residential Curriculum. This summer, feedback will be sought on our learning outcomes, and lesson plans will be constructed for the academic year. Defined Communities will continue to be a focus. Maintaining safety, developing connections, encouraging reflection, and fostering diversity and inclusion will continue to be important goals for the Residential Center. To ensure the achievement of those goals, the Residential Center will continue to enrich and update Resident Assistant training. The increase in student mental health and/or general well-being incidents will change the emphasis of RA training. A more intentional focus on how to identify at risk students will help the staff to better meet the needs of current students.

The department will also continue its deep dive into examining the 14,866 log note interactions recorded in The Housing Director. New categories will be required to better log and track student/parent interactions for the year ahead. In addition to the log notes, the department will continue to examine the Administrator on Duty data to better understand behavioral trends and better understand training requirements for duty staff.

The department will continue to upgrade residence hall lounges across campus. Lounges serve as important connection spaces for students, group work is often done in lounges, lounges also serve as neutral spaces separate from rooms and roommates, and as quiet reflection spaces. The goal is to complete the upgrade of one third of residential lounges by the end of the upcoming academic year. In close collaboration with Facilities, the Residential Center will continue its work on updating Collins Hall for a complete renovation. Finally, the department will continue to roll out additional functionality for The Housing Director as the transition from Banner to Workday takes place.

Challenges

- A concerning trend related to RA compensation is the number of students not being able to accept the RA position due to the inconsistency in compensation. More specifically, our students from marginalized communities are more likely to decline the position, as the RA position is coded as a 'reward.' This coding reduces the amount of aid that a student receives through the university then causing students to have to pay more out of pocket.

- Since October 2018, Assistant Director Liz Humphries has served as the University's Deputy Title IX Coordinator housed in the Office of the Dean of Student Affairs. The balance of roles has at times proven to be difficult to manage.
- Defined Community Budget – The programming budget for the Residential Center continues to be a challenge. As we continue to grow the Defined Community program and accommodate new ideas and communities, the allocated budget becomes more spread out across all of the communities. As we look to develop and increase the effectiveness of the community, funds from overall student programming has been reallocated to these programs, also impacting the overall programming budgets of RAs and communities not associated with Defined Community programming.
- Winter Break Early Arrivals – as the number of seniors graduating early decreases the number of vacant bed spaces over winter break diminishes. Resulting in more residence halls staying open over the winter break for athletes in housing. While some athletes are relocated this provides extra cleaning for the Facilities staff to complete multiple times. A new system for winter break housing for athletes needs to be identified
- Furniture/Storage - The Residential Center plans to repurpose furniture from the Collins Hall project across campus. Since there is not a large enough facility to store residential furniture, the Residential Center is required to rent a container for the semester. The Residential Center needs an increased budget in order to have surplus of upholstered furniture to maintain a high standard in the residence halls requiring more storage space. A longer term solution is needed.
- Student Access – Year round, staff from the Residential Center and University Police send multiple emails and excel spreadsheets back and forth regarding access for the semester and break periods. This is an inefficient system and requires both offices to be open to ensure that student access is properly updated. We are working to better our process, but if The Housing Director and CCure were able to connect, then when the Residential Center staff assigns a student to a housing assignment their access will immediately be activated on their particular move-in date.
- Meal Plan and Discretionary Usage – Currently the Residential Center administers students having access to the meal plan and is not responsible for updating discretionary usage. Additionally, this is held by one person in the IT division. THD has the capability to manage discretionary usage or changes to a student's meal plan. Moving to this model would allow students to have up-to-date discretionary information and the ability to look at one in one place for housing and meal plan information.
- Combinations and Swipe Boxes – With the change from Banner to Workday, the University is still exploring options for how students will be able to see their room combinations and how staff will be able to change all combinations. Additionally, we are seeing an increase in broken locks, malfunctioning swipes on the exterior of the building, and the swipe boxes malfunctioning at the exterior of some suites and apartments.
- Singles and Apartments – We consistently see an increase in students requesting to live in singles and apartments. With a limited number of apartments (excluding North Campus) for the junior class to live in, more and more students are opting to live off-campus or complaining that they are “wasting money” by not using their meal plan.
- THD to Workday – The implementation of billing from The Housing Director to Workday has been slow due to factors beyond our control. We have been working with Financial Operations and Information Technology to accomplish this implementation and took a great deal of time to gather the entire team and begin the testing. The Residential Center was originally not included in the earlier part of the testing due to the technological issues between Workday and The Housing Director. Once these were resolved, we were brought in for testing and the same technological issues persisted. We are currently behind schedule, but hope to catch up over the next few weeks.
- Housing Capacity – At the end of this year's housing selection, we had more students in Alder 505 than in previous years. This will present an issue in the fall semester when we are attempting to place exchange and transfer students. If our predictions remain the same, then we will only be able to house at least 40 exchange students and less than 20 transfer students. However, we will know more as we get closer to June 19.

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for additional Residential Center Data.

Spiritual Life Center

Department Overview

The Spiritual Life Center offers opportunities for education and awareness of religious observances among the major world religions, while also encouraging community members to seek an understanding of the practice of spirituality that may not be associated with a faith tradition. The Center supports interfaith learning, while respecting the secular nature of the University, and demonstrates the importance of understanding religion and spirituality in a global business context.

Executive Summary

Our Center has expanded in program, student groups, connection to secular students, and collaboration all across campus. Our four original student groups have blossomed into ten (we cannot appropriately mentor this many interests with our staffing model) and our Sacred Space usage has tripled (from five times a week to sixteen). Our growth propelled us to pause for reflection and evaluation - to assess our current effectiveness, and to map out a direction with best practices for the future. We spent the year in collaboration with the Interfaith Youth Core (IFYC), having been awarded a grant for strategic planning. Our research findings are providing the vision for strategies for success in the next two to three years.

We spent the fall semester engaged with a Marketing Class, as students researched our Center and developed marketing plans. This aligned beautifully with our Strategic Planning Team efforts. We have had special outreach to our Hindu, LGBTQ, and faculty communities. Our faith communities continue to bless us with fidelity, compassion, and resolve. This fall it was rewarding to support the University in Convocation and Inauguration festivities. We also designed the historic interfaith Baccalaureate event with the Class of 2019 cabinet and Provost's office.

Our Interfaith Day of service had its third year of successfully uniting the campus and packaging meals for 10,000 Waltham neighbors. Two students represented Bentley in the BILI *Boston Interfaith Leadership Institute*, inspiring us to create our own Bentley Interfaith Fellows to launch next year. We continue to support our Bentley community in times of pastoral need, global crisis, and institutional gatherings.

This has been a rather exhausting but rewarding year. Beginning with the tragic death of student Ahmed Maruf '20, followed by the attacks on adherents in their places of worship: the Tree of Life congregation in Pittsburgh and two mosques in Christchurch New Zealand. With attendant anxieties on campus, there have been heightened calls for pastoral care and Center outreach.

Students come daily to the Center seeking counsel, support, and connection with their home in Spiritual Life. We support a number of established campus traditions and emergent pastoral care needs. One of our most successful initiatives is our Reading Day Retreats, combining spiritual formation with academic success.

A challenge continues to be our staffing model. Staff retention and recruitment is a challenge due to slim portfolio hours (7 per week, nine months). We have had seven chaplain changes for four communities in the past four years. This instability is disheartening and undermining of our Center goals. Meanwhile engagement in our Center continues to grow, largely due to extra efforts of our Director. A sustainable model includes a full-time Program Coordinator to help lead our burgeoning events and communication and administrative needs. Benchmarking research submitted supports this proposal.

Highlights

Strategic Planning Grant Awarded by the Interfaith Youth Core (IFYC)

Our Center was awarded a prestigious grant from the IFYC for a yearlong strategic planning process. We recruited a team of 15 Bentley stakeholders including students (undergrad and grad), staff, and faculty who met throughout the year to conduct research and build a strategic plan. One of our faculty members gave our team the moniker: *BLESSED: Bentley Leaders Enriched by Spiritual Service and Engaging Dialogue*. This BLESSED team created a research process informed by Bentley's benchmarking with 285 universities regarding vanguard interfaith practices.

In the fall we administered Bentley's inaugural campus climate survey focused on Religion and Spirituality (called the VIEWS survey: *Values, Interfaith Engagement, and Worldview Survey*). Five hundred eighty undergraduate students

participated in the survey. In February, two IFYC staff members visited from Chicago for an intensive two-day consultation. We studied data from the VIEWS survey, our research from nine Bentley interfaith arenas, and identified key areas for strategic focus. We are soon to complete our contextualized, evidence based strategic plan for our Center's role in supporting the Bentley mission to educate business leaders who will positively transform the world.

Our VIEWS research indicated that Bentley students report a strong orientation towards engaging religious diversity and positive attitudes towards other religions. They also reported a higher than average sense of religious and spiritual welcome on campus. However, our students reported lower markers of self-authored worldview and fewer provocative encounters with worldview diversity than national peers. A Bentley culture of conformity was evident in the data, inhibiting genuine interaction with others to meaningfully discuss different beliefs. This cultural norm includes fear of conflict and fear of failure.

From our research, we created three strategic areas of concern regarding religious and worldview diversity on campus. These align with our university and divisional strategic plans.

Increasing awareness, support, and understanding of the benefits of interfaith work in cultivating tomorrow's business leaders.

Increasing interfaith and religious literacy for the Bentley community in order to create a more inclusive campus.

Increasing authentic student connection across religious/spiritual difference with reflection on personal and shared identities.

Co-Curricular Integration for Strategic Planning

Our Center was honored to spend the fall semester in partnership with Dr. Laurel Steinfield's MK366 class: "Marketing for Nonprofits and Social Enterprises." Ultimately, the class created three comprehensive Marketing plans for the Spiritual Life Center. Members of our staff attended three classes, and over the course of the semester 13 students conducted interviews with our Director and implemented focus groups and surveys. The class final was to pitch their marketing plans to our Center. We were thrilled to work with our talented students and highly impressed with their professionalism and deliverables. The timing of their research was graciously aligned with our Center strategic planning year. We continued to work with several Bentley students, and are in midst a comprehensive re-branding with new logo and research-based methods informed by our amazing Bentley students.

New Bentley and Boston Outreach

To best serve our campus, the Center continues to reach out to welcome and collaborate with numerous offices and communities. New this year was an inclusion of faculty and staff in a "Religion in the Workplace" panel discussion. Faculty and staff shared their faith identities, journeys of change, and ways faith influences professional identity. Participants were Jewish, Buddhist, Interfaith, Sikh, Christian, Hindu, and Muslim. We thank Professors Iris Berdrow, Fred Ledley, and Angma Jhala, staff members Nia DeYounge, Antonio Willis-Berry, Stephanie Cohen, Dorothy Polatin, and Brahim Sedraoui, grad student Manveer Singh, and student moderator Hassatou Diallo '21.

Our Protestant Chaplain invited the Bentley PRIDE community to a special Proud Faith event, and led our 2nd Annual Trans Day of Remembrance vigil. Over 40 people attended these gatherings. We co-hosted Peterson Toscano on campus, a biblical scholar who imagines texts from the lens of gender non-conforming biblical characters. All our chaplains are Ally trained, and our LGBTQ community knows we offer a safe and confidential home on campus for deep belonging.

Two students, Molly McGreevy '21 and Elizabeth Little '19, represented Bentley in an intercollegiate cohort for interfaith engagement, the *Boston Interfaith Leadership Initiative* (BILI). They met once a month at Boston University with peers from BU, Northeastern, MIT, Tufts, Wellesley, and Brown, published blog articles, and led a Boston area interfaith retreat at which our Director was a featured speaker. BILI is run by Rabbi Or Rose, director of the Miller Center for Interreligious Learning and Leadership at Hebrew College.

Supporting Campus Community in Time of Need

Our chaplains provide pastoral care for members of the Bentley community. This year was rich with opportunities for rejoicing - in officiating the wedding of two Bentley staff members, celebrating a new Bentley baby at a shower, and

delighting in our campus unity at the President's Inauguration. It was also a year of tragedy and loss as we mourned the death of a student, presided at a Bentley family member's funeral, dealt with an act of anti-Semitism on campus, and responded to acts of violence in our nation and world. We carefully monitored the rise of bias incidents on college campuses (a 150% anti-Semitism increase since October 2018 following the Tree of Life massacre, and a 77% increase of white supremacy propaganda on campuses in the past year. ADL April 2019.) This year we met with Jewish and Muslim students individually and as groups to provide solace, to listen, and to champion their needs. We met with an offending student to educate on the shattering impact of drawing a symbol of hate. In all matters we strive to call forth the very best of the Bentley spirit, as together we transform ignorance into understanding, and bias into beloved community.

- Ahmed Maruf '20 died on August 13th at the age of 20, following several months' battle with cancer. Ahmed was a dedicated member of our Muslim community and was beloved by many friends in the Multicultural Center. The Sacred Space was nearly full-capacity with 80 people in attendance at Ahmed's Memorial service, including Ahmed's parents and four of his siblings. Our Director led the service, President Dr. Alison Davis-Blake spoke words of compassion, our Muslim Chaplain led prayers, our Bentley Islamic Community students purchased a memorial prayer rug, and many students spoke eloquently about the stunning character of their friend. Carefully planned fellowship opportunities before and after the Remembrance Service served to express grief and open pathways for healing. Guiding pastoral care to Br. Ahmed's friends, to his family, and to the campus at large was a keen privilege for our Center. Numerous teaching moments regarding Muslim theology and practice were well received by the campus.
- On Saturday, October 27, 2018, a gunman entered the Tree of Life Synagogue in Pittsburgh as congregants settled into Shabbat services. Shouting anti-Semitic slurs, he then opened fire, killing 11 and wounding seven. This was the deadliest attack on a Jewish community in US history. The next day our Director was invited to speak at a Waltham Interfaith Vigil held at Temple Beth Israel. She and Rabbi Foust had reached out to the Bentley Jewish community, and drove two carloads of students to the vigil. Moved by the distress, fear, and pain of the Jewish community, they decided to lead a campaign of hope and healing. Our Center created a Bentley Tree of Life with messages of love and advocacy. With over 40 student leaders spreading out over campus, we collected 331 leaves for our eight-foot tall tree. These were compiled into a 72-page notebook and sent to our brothers and sisters of the Pittsburgh Tree of Life congregation. A copy of our gift was also presented to our Waltham neighbors at Temple Beth Israel.
- On March 15th, 2019 a gunman unleashed hatred at two Muslim mosques in New Zealand, killing 50 worshippers and injuring another 50. Our campus was on Spring Break at the time, and some of our Muslim students expressed fear at traveling back to Waltham from domestic and international locations. Everyone expressed horror and disgust at the attacks, so recently following the attack on the Tree of Life Jewish Synagogue in Pittsburgh. Our Center reached out to all of our Muslim students, connected with the President's Office for coordinated campus response, and arranged for our University Police to provide extra vigilance and care. We held an all-campus vigil in memory of 50 lives lost, with a crowd gathered from across campus in the Sacred Space. An art project was created, with thumbprints of dozens of Bentley members added to a Tree of Life. This was presented to leaders of our Muslim community as a sign of lasting kinship. Our Jewish community rallied for this cause, having so recently been supported by the campus after anti-Semitic violence.

Interfaith Engagement: Better Together Week and 3rd Annual Day of Service

Our student interfaith council planned an October week of events and services with three goals: to form relationships, to promote interfaith literacy, and to work together for a common purpose. Our graduate intern Katie Craig assumed significant leadership for the Interfaith Council. Uniting in common cause, students selected a global initiative to receive the week's charitable donations. They raised over \$600 in one week to build wells in India, Nepal, and Pakistan, in memory of classmate Ahmed Maruf'20.

In March we held our third annual Interfaith Day of Service, welcoming 139 volunteers to package 10,000 non-perishable meals for our Waltham neighbors in need. We raised \$2500 in order to accomplish this. This is our largest and most rewarding service project of the year. We had volunteers from 19 different offices on campus, every faith community, six athletic teams, two Greek life orgs, and many individuals from all across campus. Our student event managers were skilled at recruiting in every corner of campus, resulting in a lovely day of diversity in common action. Quantitative and qualitative data received on our evaluations include:

- 100% of participants had a conversation with someone new

I learned:

- “Alarming stats of hunger all around us. Inspired to do more.”
- “How wonderful everyone was and the energy was electrifying!!!”
- “Volunteering at Bentley is a positive experience.”

Reflections on Impact:

- “I think that the feeling of coming together with people from all over campus was really special. As a staff member who works in a pretty siloed area, we don’t always get this opportunity. To know that our coming together was helping others was a special feeling.”

Reading Retreats

Our two annual Reading Day Retreats have evolved into a robust community of students integrating academic success with spiritual formation. Our December “Anchor of Hope” and May “Nurture via Nature” retreats were fully subscribed with 35 students each. We collaborate with wonderful colleagues from the Center for Health and Wellness and the Dean’s Office to offer these retreats. Our student evaluations are 95% to 100% positive in every indices.

What speaks most strongly are student comments:

“I love studying with everyone here because we are a community tied together by faith, and everyone is so welcoming and supportive. I would not wanted to have spent my reading day with anyone else in any other place. Often, other study spaces feel competitive and cutthroat, but I did not feel that here at all.”

“I cannot thank you enough for such a wonderful day. The atmosphere today was one filled with warmth and strength, and the theme of anchor kept me motivated all day.”

“I really hope there is a Reading Day Retreat every semester for my college experience! I did not participate first semester freshman year, but I wish I did! This is a great way to meet students of other grades, spiritual beliefs, and in other courses. Robin and the Spiritual Life Center creates such a welcoming, warm environment for success to thrive in. Thank you for everything!”

Faith Communities

Hillel, our **Jewish** community welcomed strong leadership from first year students, joining upperclass students and Rabbi Foust. Having experienced Bentley’s strong support and advocacy following the Pittsburgh Tree of Life tragedy, they became well settled into home on campus. Highlights of the year were Sukkot meals under the stars, high Holiday services, a fun Hanukkah party, Kabbalat Shabbat services and meals, a Purim party, an 8th night of Passover Seder, and new this year a Kosher-for-Passover meal plan provided by Bentley Dining. Previous years students were offered frozen entrees that required an hour heating in a koshered oven. This year, we offered full meal choices for breakfast, lunch, and dinner – catered by a highly regarded Boston kosher company. In addition, an elegant kosher dinner was enjoyed by parents, faculty, staff, and students over Family Weekend. We are thankful to partner with the Center for Alumni, Parents, and Friends who funded the dinner, and for the leadership of Bentley Dining. Bentley was also named one of the top 60 schools for Jewish students, recently published in a Hillel International magazine.

Bentley Islamic Community (BIC) held events during Better Together Week, to teach about Islam and to explore the role of women in Islam. BIC hosted a guest Muslim speaker named Mona Haydar, who is an acclaimed feminist Hijabi rapper from Harlem. Deeply affected by the tragic assault on two New Zealand mosques, our students came together with Rev. Olson to plan a campus vigil. One manifestation of their distress was a student’s request for University Police presence at Jum’ah services. Our Police officers have been compassionate and unwavering in providing this support. While our students know they are welcomed and valued on campus, they also know they are often targets in a violent world. It is heartbreaking. Pastoral care has been extended. Our Chaplain is only on campus on Fridays to lead Jum’ah (congregational prayer), and it is proving difficult to develop the Muslim community with limited time. We do connect with the Waltham Islamic Society to best serve our students. Graduate students as well as undergrads use the Sacred Space, Wudu room, and Upper Campus Prayer Room for daily salaah (prayers).

The **Protestant** Community has several affinity communities- From the weekly “Spirituali-TEA” gathering for fellowship followed by Bible study of the gospel of Mark, to the Gospel Choir, to Protestant Fellowship on Sundays to Evangelical groups on campus. We have two non-Bentley affiliated groups that have been granted access to campus. Cru Bentley remains vibrant, and Symphony Church has an outreach to Asian Christian students. Every outside religious group is vetted by the Center to ensure consistency with our Bentley beliefs and Center values. However, the growth of these outside groups brings a challenge for our Protestant Chaplain in connecting with students. It is splintering to our goal of collaborative community, and we have turned down additional requests for outside groups on campus.

Our Chaplain left Bentley in February, upon receiving a full time position at another university. We hired an AME (African Methodist Episcopal) pastor, Rev. Lambert Rahming, to serve on Sundays for the remainder of the academic year. This is the 5th Protestant Chaplain in four years. It is extremely difficult to hire someone for just seven hours a week, and we are unable to successfully develop the Protestant community with such staff turnover.

The **Catholic** Community is well – organized and led by an enthusiastic group of students, priests, and chaplain Angie Howard-McParland. Chaplain Angie has recruited Eucharistic ministers and numerous lectors for Mass, helped students re-imagine Catholic community outreach, instituted a weekly offering as a spiritual practice in support of student mission initiatives, and led the fall retreat in New Hampshire.

The community was very active during Lent, beginning with an Ash Wednesday service that attracted almost 200 people. In addition, Rev. Olson was available in the Sacred Space throughout the day to administer the imposition of ashes, appreciated by three dozen staff and students. Each Friday of Lent we offered the Stations of Cross, using 14 student-created canvases depicting the last day of Jesus’ life in Jerusalem. Other highlights include a well-attended weekly Bible study, continued volunteering at St. Mary’s Church in Waltham every week, two inspiring visits by Jesuit Priest Fr. Pat Nolan, and a Spring Retreat at Our Lady Comforter of the Afflicted in Waltham.

The **Sitting Meditation Community** was formerly led for years by practicing Buddhist Dr. Pierce Butler. Prof. Butler retired from Bentley, and the community is now led by Rabbi Foust as an interfaith **Mindfulness Meditation Community**. Rabbi Foust has years of experience in mindfulness practices, and is bringing imagination and new outreach. For instance, he led a Walking Meditation with Orientation Leaders and Resident Advisors. This spirited group was co-led with a student who shares Rabbi Foust’s enthusiasm for meditation. She is strategizing to bring Meditation to dorms and student orgs and even to create a Mindfulness awareness retreat. Another student was rushed to the hospital for an emergency appendectomy, and reflected how essential it was for him to draw upon this practice of meditation. He credits his unusual calm and assurance to the experience of mindfulness meditation.

Our **Gospel Choir**, under the musical leadership of Artis Street ’20, performed at the 33rd annual Martin Luther King Celebration. The choir of 17 performed “I Need You to Survive,” and was comprised of a delightfully diverse group of undergrad and grad students as well as staff members.

Hindu Community: we do not have an established Hindu group on campus. However, with well over 100 Hindu undergrads on campus, students have been reaching out to us for programming. We hosted a Rangoli event in the fall during Diwali. Rangoli are colorful chalk patterns created at the entrance to homes as signs of blessing. We chose the Library as our home to bless, and over 30 feet of pathway was decorated by dozens of passersby. Those who were Hindu or South Asian were well-acquainted and delighted by this practice. Others learned a Hindu tradition. In addition, our University Police drove ten Hindu students to Boston University for Diwali religious observances since we had no offering on campus. Student reflections on Diwali and Holi were featured in our newsletter.

Challenges:

The expansion of our programmatic and pastoral presence on campus is a joy to us; we are connecting in classroom, service to the University, collaboration with just about every office on campus, and of course outreach and service to students (faith based and secular). However, we continue to be constrained by our staffing model. We cannot sustain our impact with the limited hours of chaplains. Our Director has assumed primary administrative and programmatic responsibility for our growing Center. A full-time Program Coordinator would be of strategic benefit for Bentley.

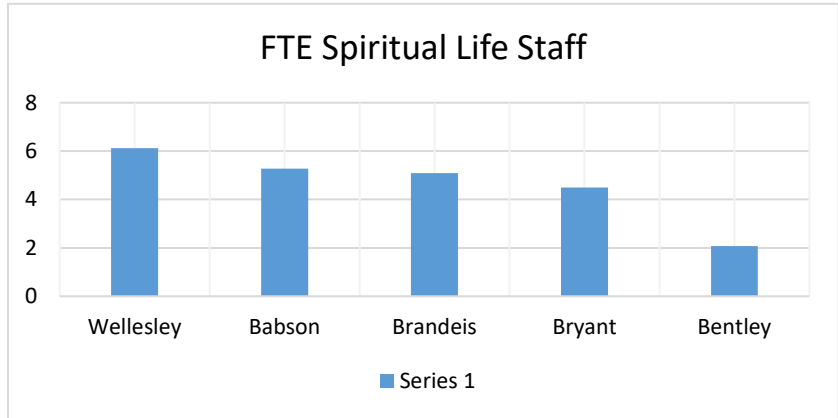
Another challenge is to understand and respond to changing University expectations regarding the historic Baccalaureate service, an interfaith celebration of graduating students’ spirit and wisdom.

Challenge Benchmarking: staffing models of peer universities.

Since our Center has tripled in programmatic and student engagement indices in the past four years, we researched area campuses to assess staffing models. Our Bentley model has been consistently experienced as under-staffed, and we wanted to compare with peer institutions.

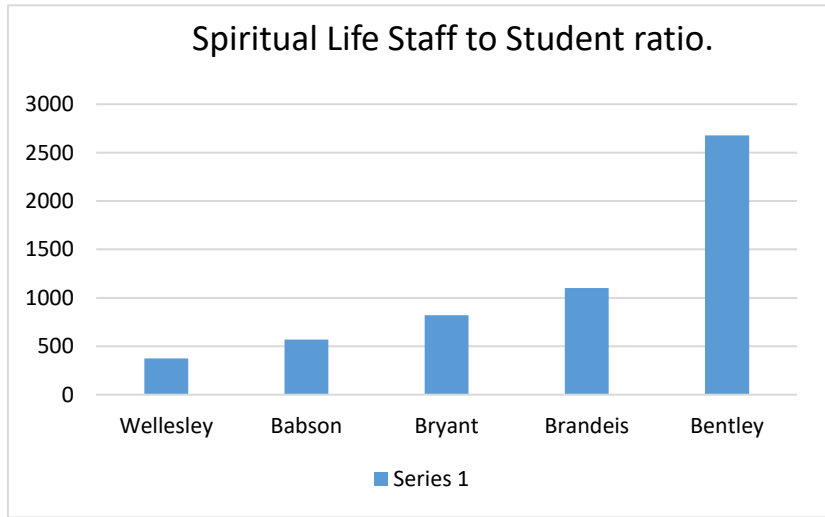
We charted the secular versus faith-based identity, undergraduate and graduate student populations, mission of the Spiritual Life offices including key offerings to campus, and details of staffing including full-time equivalent (FTE) of positions. Also reviewed were accommodation for religious dietary needs, community service involvement, and student interfaith councils. While the full report is available, here are major findings regarding staffing from five campuses: two Business Schools (Babson and Bryant), one nearby with whom we collaborate for Jewish life (Brandeis), and one with a superb Spiritual Life program (Wellesley).

Chart One:



Bentley Spiritual Life is staffed 2 ½ to three times less than similar institutions. We are notably small-staffed. These are peer schools with very similar Center missions for program, pastoral care, spiritual development and interfaith engagement.

Chart Two:



Bentley’s Center is staffed at an outlier high ratio of one staff member per 2677 students. Our peer and competitor schools have many more hours for their part-time chaplains, and have more than one person full-time. Often they have a Program Coordinator. All have chaplains in nine or 10-month positions, with two or more full-time 12-month positions.

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for additional Spiritual Life Center Data.

Student Programs & Engagement

The Office of Student Programs & Engagement (SP&E) enriches the Bentley student experience through programs and resources that promote student and community development. We facilitate student skill advancement, sense of self, leadership capacity, social connections, and pride. Our motto – explore, engage, empower – is reflected in our dynamic programming, diverse student organizations, transformational leadership opportunities, and innovative student center.

Executive Summary

This year the department has achieved its mission through a continued investment in strategic planning and high achievement in our Fraternity and Sorority Life community, student-driven and impactful renovations and updates to the Student Center, innovative, large-scale and high-energy programs that enhance campus spirit and community building, and the efficient streamlining of processes and protocols for student organizations. Staff in SP&E achieved all of these accomplishments while also successfully navigating two unexpected staff vacancies and subsequently recruiting and hiring two incredibly qualified and dynamic program coordinators. With a continued focus on co-curricular development and assessment of programs and services, the department has consistently aligned itself with divisional goals and priorities, while also being an active part of new strategic planning and roadmap development at a divisional level.

Student Programs & Engagement refined and streamlined the Fraternity and Sorority Life Standards Program for this year and for a second year in a row, 100% of our active chapters have met the minimum level of standards requirements, with several achieving even greater levels of recognition. Students took leadership roles in fulfilling the FSL Strategic Plan created last year, implementing key parts of the plan with great success (i.e., minimum GPA increase, new academic support partnerships, and increased visibility and university collaborations). The FSL community officially grew by one chapter with the installation of and inaugural recruitment for Kappa Delta Sorority. Chapters also continued their commitment to education and development and actively participated in new national assessment efforts to enhance our understanding of Bentley's Greek community in relation to national trends.

The Student Center was the focus of many renovations and updates, including new audio/visual systems in the Back Bay Rooms and Harry's Pub, furniture updates in key spaces throughout the building including the Living Room and Cultural Lounge, new entrance decals and navigational signage on each level, and a new business relationship with the ATC for support of meeting room audio/visual equipment deficiencies. All of these updates have continued to improve the user experience, enhance students' sense of comfort and engagement in the building, and allowed for increased efficiency and function of the buildings systems. This affords building staff the time to focus more on student employment, programming needs and models, and continued development of new ideas for the Student Center.

For another year, the department conceptualized, planned, and executed, with the help of many student leaders, a full year calendar of large-scale, innovative, collaborative, and vibrant programs and events. Beginning with the Labor Day Back2Bentley weekend, continuing with Winterfest, and ending on a very high note with record-setting attendance at Spring Day, the program offerings for students this year were high impact and well-connected to our strategic priorities for the year.

Significantly, all of this success was achieved while carrying two staff vacancies for the entirety of the spring semester. SP&E staff worked collaboratively to develop and execute interim plans that allowed for new graduate assistant support to be brought in for the semester. These positions ensured the success of new streamlined student organization processes and protocols, a continued focus on student media organizations and the successful return of the newspaper, The Vanguard, and interim advising for our primary programming organizations, as well as a continued commitment to ongoing services, assessment, and priorities.

As we move into preparation for next academic year, we will be focused on welcoming and integrating new staff members onto our team, continuing active participation in divisional strategy, developing a new five-year strategic plan for SP&E, enhancing our assessment model to align with new university, divisional, and departmental plans, and providing a student engagement experience that aligns with the needs of the next generation of college students.

Highlights

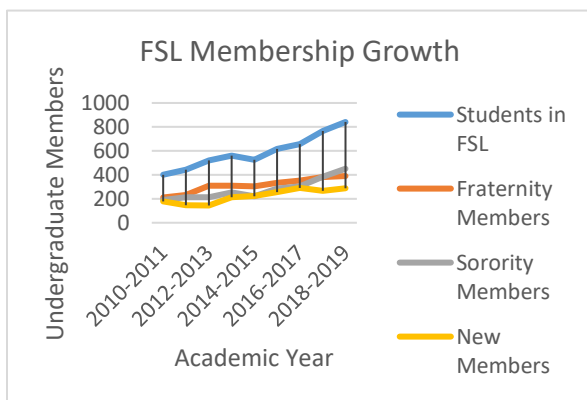
Fraternity & Sorority Life

This year, the Fraternity & Sorority Life (FSL) community at Bentley continued to grow in membership, become more connected to the institution, and meet the expectations of the University at increasingly high levels. At the same time, the FSL community has been more strategic and data-driven in its academic endeavors, community connections, and risk management practices. This year, the department worked with students serving on the FSL Presidents Council and their members to advance the FSL Strategic Plan's three strategic priorities: Academic Success & Career Preparation, Community Relations, and Social Responsibility, as well as their component strategic goals and objectives.

- Academic Success & Career Preparation: GPA, Mentorship, Programming, Partnership
- Community Relations: Unity, Diversity & Inclusion, Philanthropy & Service, Alumni Relations, Marketing
- Social Responsibility: Activity Leadership, New Member Education, Standards

After just one year, the following strategic goals and objectives have been achieved, with many more in progress:

- A majority (57%) of members of the community made either Dean's or President's List in spring 2019.
- The minimum GPA for membership was increased from 2.5 to 2.7.
- New programs, policies, and advising practices were established to better support new member and general member academic success.
- 74% of FSL members were involved in co-curricular opportunities outside of FSL.
- Hundreds of FSL members participated in programs offered by Athletics, the Equity Center, Wellness & Health Promotion, and the Center for Women & Business.
- Kappa Delta joined the FSL community in fall 2018, successfully recruiting its founding class and establishing itself on campus.
- Eight chapters achieved Gold or Platinum Status in the FSL Standards Program in spring 2019, and over 80% of FSL members surveyed feel positively about the Standards Program.
- Numerous partnerships and programs were developed and implemented to address identified health and safety issues.
- The FSL community was recognized with national and regional awards for chapter and individual leadership.



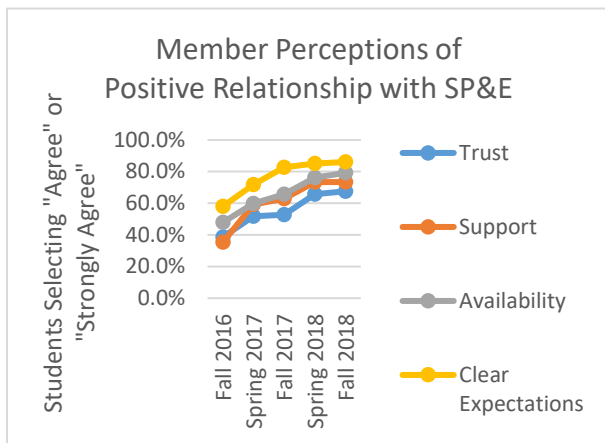
Fraternity & Sorority Life now makes up 20% of the undergraduate student population, with 819 active members across 11 recognized chapters (four sororities and seven fraternities). The share of undergraduate students affiliated with a fraternity or sorority chapter has increased from 9% to 20% over the past eight years.

The establishment of Kappa Delta in fall 2018 provided a fourth sorority chapter to support annual increases in affiliated women on campus reducing average size to its 2014 level.

Additionally, and importantly, the share fraternity versus sorority members within the larger FSL community reached parity in 2018 for the first time since prior to 2011. This positive trend is especially encouraging given the gender makeup of the campus and an

institutional interest in recruiting, retaining, and graduating more women, as data suggests affiliation with a chapter trends positively with retention and graduation.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 Historical FSL Membership Trends.



At the same time of more sustainable and equitable community growth this year, the FSL community has also cultivated stronger relationships between chapter members and the institution. Over the past five semesters, the department has assessed member perceptions of trust in SP&E to have the best interests of FSL in mind, SP&E's support for FSL, SP&E's availability to address member questions or concerns, and SP&E's ability to set clear expectations. Over two-thirds of survey respondents feel positively about the FSL community's relationship with the department on each question. There has been remarkable growth in member perceptions of the relationship over the past two years.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the fall 2018 FSL Community Assessment Report.

In an effort to further strengthen its work with the FSL community, the department partnered with the Center for Fraternity & Sorority Research (CFSR) at Indiana University in April 2019 to administer the Fraternity & Sorority Experience Survey (FSES) – a national survey – on our campus. While the department regularly utilizes community data (academic, demographic, survey, compliance tracking, and other information) to inform its approach with the FSL community, administering the FSES presented a new opportunity to benchmark Bentley's FSL community against institutions across the country.

In May, the CFSR shared with the department a draft survey report. The survey generated participation from 641 members of the FSL community at Bentley (a 78% response rate). Additionally, 94% of participants rated their fraternity/sorority life experience as valuable to their overall collegiate experience. The initial data is encouraging, and the full report will be delivered in June 2019. The data from the FSES will be helpful in advancing the Fraternity & Sorority Life Strategic Plan and ensuring our efforts reflect the needs of our students. This year's major accomplishments related to the FSL Strategic plan are described in detail below, organized within each of the community's three strategic priorities: Academic Success & Career Preparation, Community Relations, and Social Responsibility.

FSL Strategic Priority #1: Academic Success & Career Preparation

"By 2021, Fraternity & Sorority Life will elevate the academic standing of the FSL community, advance chapter values of scholarship, and promote individual member academic success and career preparation as central components of membership recruitment and retention."

Academic success is not only a priority of the FSL community but also a major feature. A majority (57%) of members of the community made either Dean's or President's List in Spring 2019, the average GPA among FSL members is higher than the all-Bentley average, and about one-third of students studying abroad this year were members of FSL.

All but three chapters have either maintained or raised their average GPAs in the past year. This renewed academic focus over the past year and in recent years more broadly, has improved the academic standing of FSL at Bentley. The average GPA of the FSL community has increased steadily in recent semesters and is now higher than the all-Bentley average GPA.

Additionally, we continue to see higher rates of retention and graduation among FSL members, compared to the overall Bentley population.

Despite these positive statistics for the FSL community as a whole, new initiatives were undertaken this year to support the academic success of new members joining the FSL community. While the data above suggests FSL members are more likely to be retained after their first-year and graduate at higher rates than non-Greek students, have high GPAs while at Bentley, and study abroad at higher rates, academic data from Spring 2018 and Spring 2019 highlights that on average, Spring semester new members saw a slight decline in cumulative GPA (-.08) during the semester in which they joined their chapter. To address this concern, the department and FSL Presidents Council partnered to implement new policies, programs, and advising practices to support and prioritize new member academic success.

Starting in spring 2019, the minimum GPA for membership was increased from 2.5 to 2.7, to strengthen the academic foundation on which new members are joining the community. This was the first change in minimum GPA for membership in at least seven years and was a stated goal of the FSL Strategic Plan.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 FSL Grade Report.

In addition to enhancing the academic standard for joining a chapter, the department partnered with the Office of Academic Services to provide a new time management session to 151 new members in February. In spring 2019, the department also conducted proactive outreach to all members of the faculty via an email that detailed these new academic initiatives relative to the new member education process. That outreach was met with positive reactions from faculty members. Further, Student Programs & Engagement staff worked closely with chapter leadership on academic success strategies. Likely a result of these new academic initiatives, the average GPA change for new members was positive for two fraternities and two sororities in spring 2019 – compared to spring 2018 when all chapters saw net decreases in average new member GPA.

In addition to introducing new academic standards and programming for new members, staff in the department worked this year to identify current FSL members who may be experiencing, or be at risk of experiencing, academic difficulty. Outreach was extended to 29 students in fall 2017 who had a cumulative GPA of less than 2.7, given the new academic standard for membership. In-person meetings were held with a sub-set of that group, and departmental staff advised them of campus resources for academic support. This approach was used in conjunction with empowering chapter presidents and scholarship chairs with the same information to enhance internal chapter peer-to-peer support for members, as we know 96% of FSL members reported in 2018 that a brother or sister has helped them understand an academic concept related to a class assignment.

In addition to academic success, the department and FSL Presidents Council prioritized career development and connections to career outcomes this year, given 2018 survey data that suggests 45% of students in FSL obtained a job or internship directly due to their affiliation with their chapter. Members of the Career Services department were guests at multiple Presidents Council brainstorming sessions to identify ways to collaborate. The department, Presidents Council, and Career Services have set up a partnership that includes dedicated career education for new members each year starting in fall 2019.

FSL Strategic Priority #2: Community Relations

“By 2021, Fraternity & Sorority Life will strengthen relationships within the FSL community, between FSL and the Bentley community, and between FSL and the community at large to make FSL more united across chapters, connected to the rest of campus, and engaged in the Boston area.”

2018-2019 FSL Community Relations Highlights
74% of FSL members are involved in co-curricular opportunities outside of FSL
Hundreds of FSL members participated in programs offered by Athletics, the Equity Center, Wellness & Health Promotion, and the Center for Women & Business
FSL raised a combined \$76,204 for local and national charities
Kappa Delta joined the FSL community in Fall 2018, successfully recruiting its founding class and establishing itself on campus

Members of Fraternity & Sorority Life were an active and engaged presence in non-Greek spaces on campus this year. Six hundred twenty out of 841 members of FSL (74%) were involved outside of their

chapter in non-Greek co-curricular experiences across campus, including student organizations, varsity, club, and intramural athletics, service learning, and a variety of student leadership positions. Additionally, chapters partnered with various University offices and organizations across campus to generate participation in a variety of non-Greek campus events.

Further, chapters partnered with a variety of offices across campus to hold collaborative programs and training opportunities for their members. These included Alpha Phi hosted a training on diversity and inclusion sponsored by the Multicultural Center, Kappa Sigma/University Police annual softball tournament and Sigma Pi/Math Club game night event.

These are just a few examples of the initiatives undertaken this year to connect members of FSL to resources and communities outside of their organizations.

Looking internally, two major areas of strengthening relationships within the FSL community came from the successful establishment of Bentley's newest sorority, Kappa Delta, and from programs dedicated to unifying the FSL community as a whole. Following a rigorous extension process to add a new sorority to campus, Kappa Delta successfully recruited 59 women as founding members of Bentley's fourth sorority in fall 2018. This successful first recruitment, along with a successful spring 2019 recruitment where another 25 women were offered membership, positioned Kappa Delta to afford many women a sorority experience while helping to keep membership increases for the existing three chapters sustainable. Most importantly, the establishment of Kappa Delta this year was met with positivity and strong levels of buy-in among the rest of the FSL community. Impressively, Kappa Delta has already established an annual philanthropy event, brought increasing levels of academic success and diversity to the FSL community, and raised over \$5,000 toward charities in its first year.

New FSL-wide programs were established this year with the goal of increasing unity across all chapters. In October, the Panhellenic Council held a powder puff football tournament, involving all four sorority chapters. Each team's roster was made up of a mix of members of each sorority, helping to create cross-chapter connections and healthy competition. Additionally, the annual Fraternity Classic Hockey tournament grew to include a total of six fraternity teams this year, expanding the tradition which historically only involved four chapters. Similarly, Greek Week in April was reformatted to promote higher levels of chapter-to-chapter collaboration. Instead of competing as individual chapters as had been done in the past, the Greek Activities Council paired chapters up to form teams that competed collaboratively. These new programming efforts have boosted event attendance, increased spirit, and enhanced an overall sense of unity within the FSL community.

On the philanthropic front, the FSL community continues to push toward their goal of raising over \$100,000 per year by 2021. The community raised over \$75,000 this year, with an average of \$90 raised per member. The overall dollar amount and amount per member have increased significantly in the past ten years, demonstrating philanthropy continues to be an area of both strength and growth for the community.

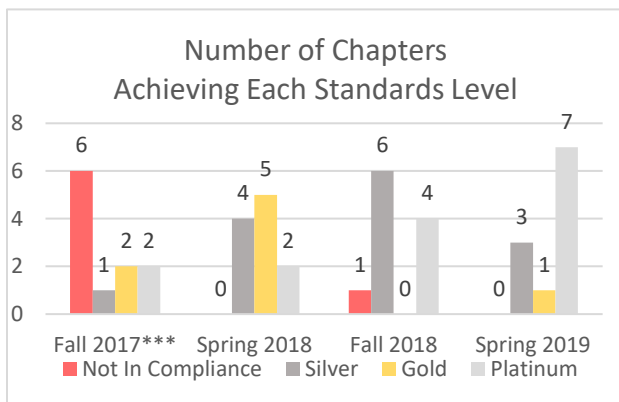
Diversity and inclusion is an understood area for improvement for the FSL community. This year, the FSL Presidents Council has engaged in conversations about diversity in membership, the need to broaden recruitment audiences, and opportunities for new partnerships, including a discussion with staff from the Multicultural Center. While the diversity of students interested in a Greek experience (potential new members who register for recruitment, or "PNMs") is reflected in the diversity of students who ultimately are invited to join a chapter, more can be done to broaden recruitment audiences to promote stronger levels of diversity with the Greek community as a whole. 15% of the FSL community identifies as non-White and/or an international student whereas 38% of Bentley students identify similarly. As Fraternity & Sorority Life pursues diversity and inclusion goals heading into the 2019-2020 academic year, it will be important to put in place action plans that are intentional.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 FSL Diversity Report.

FSL Strategic Priority #3: Social Responsibility

"By 2021, Fraternity & Sorority Life will advance initiatives that promote social responsibility, position members as role models in Title IX, hazing, alcohol and other drugs, and mental health education, and generate recognition on campus and more broadly for their success in these areas."

2018-2019 FSL Social Responsibility Highlights
Excellence in the FSL Standards Program <ul style="list-style-type: none"> 8 chapters achieved Gold or Platinum Status in Spring 2019 Over 80% of FSL members surveyed feel positively about the Standards Program
Numerous partnerships and programs developed to address identified health and safety issues <ul style="list-style-type: none"> Wellness & Health Promotion, CARE team, and Equity Center trainings Advocacy for a medical amnesty policy, community discussions to address concerns around alcohol, and participation in hazing prevention focus group
National and Regional Recognition <ul style="list-style-type: none"> Phi Sigma Sigma won the National Collegiate Health & Wellness Award Bill Leroux, IFC President, won Sigma Chi's Regional Balfour Award



The continued integration of the FSL Standards Program into the culture of the community, as evidenced by increasingly high levels of both compliance with the program and positive perceptions of the program among members, are among the most significant accomplishments in the area of social responsibility this year. Since the establishment of the FSL Standards Program in fall 2017, chapters have achieved compliance with the program at increasingly high levels; this semester, eight chapters consistently went above and beyond the minimum expectations outlined by Standards.

***The FSL Standards Program was introduced in fall 2017 by way of a “soft” and learning-focused rollout; chapters scored as Not In

Compliance in fall 2017 were not sanctioned – instead, educational follow up was provided to those organizations.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 FSL Standards Report Card.

Over 80% of FSL members surveyed in fall 2018 stated they are familiar with the FSL Standards Program and feel positively about the program’s impact. There has been a substantial increase in positive perceptions of the program over the course of just the first year of the program’s existence.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the fall 2018 FSL Community Assessment Report.

On the educational front, 650 (98% of) general and executive board members completed a new risk management training program offered in partnership with the Office of Wellness & Health Promotion. The training focused on emotional-well-being and mental health resource awareness. Sessions were offered in various formats across the fall and spring semesters and measured learning outcomes demonstrated that participants were more knowledgeable on how to recognize when oneself or a peer may be struggling and how to intervene appropriately and seek support in those situations.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the fall 2018 Emotional Well Being Training Report.

Additionally, during the spring 2019 semester, six of our 11 chapters participated in trainings offered by Equity Center Educators whereby at least 75% of their members received education about the resources offered by the Equity Center, Title IX, gender equity programming, and opportunities to partner with the Center.

Two community-wide conversations led by the FSL Presidents Council demonstrated the leadership of this group in promoting social responsibility and risk management. First, concerns within the FSL community about the unrecognized fraternity Kappa Pi Alpha led the Presidents Council to issue a unified statement bringing attention to the issue and stating their position on the issue. Second, following multiple reports related to the consumption of “jungle juice” (a drink that can typically contain a significant amount of alcohol and potentially other, unknown substances), the Presidents Council worked to bring attention to the issue and build consensus to eliminate this type of drink from the FSL community. This type of student leadership in decision-making to promote healthy and safe experiences for their peers was significant highlight of the year.

Similarly, throughout the academic year, representatives of the FSL community and chapters as a whole worked with a variety of campus partners to advance conversation and action related to health and safety and risk management on a variety of important campus topics.

- The FSL Presidents Council advocated for the creation of a medical amnesty policy to promote getting help for a peer who is intoxicated and in need of medical assistance. Ryan Ludwig, president of Phi Sigma Sigma, served on a campus-wide committee designed to research the issue and establish a policy.
- Eight students from six different chapters participated in the InterGroup Dialogue program on gender facilitated by Alex Hirs and Bobbi-Lynn Kekic during the fall 2018 semester. As a follow up, the Greek Activities Council partnered with Alex and Bobbi-Lynn to offer a larger discussion-based educational program focused on culture and gender within the FSL community, which generated participation from 40 additional students.

- Members of the FSL community partnered with the Campus Hazing Prevention Committee to participate in a focus group aimed at better understanding Bentley students' perceptions and experiences related to hazing.
- Kappa Delta hosted a chapter training on health promotion with the Center for Wellness and Health Promotion.
- Alpha Phi, Phi Sigma Sigma, and Sigma Pi all held CARE Team trainings with their members.

These efforts, and others like them, have generated recognition at the regional and national level. Phi Sigma Sigma, due in large part to their focus on mental health promotion through the establishment of a "sisters helping sisters" committee and ongoing partnership with Bentley's CARE team, and other initiatives, earned the *2018 Collegiate Chapter Health and Wellness Award* from Phi Sigma Sigma headquarters, besting 115 other Phi Sigma Sigma chapters across the country. Additionally, Bill Leroux, IFC President and member of Sigma Chi, won the Balfour Award for the North Atlantic region of Sigma Chi. Bill has been a proactive liaison between chapter presidents and the University, advocating for greater chapter unity, smarter risk management, and the success of fraternities on campus. This level of recognition demonstrates that Bill is not just a noteworthy student leader on our campus, but that he is leading the way for others across the country.

Student Center

Technology

The Student Center has received significant updates in technology over the past year. As technology has often been a challenge in the building, many guests and users of the spaces have been very excited to see changes and updates to outdated technology that has previously not been user-friendly. AIA allocated money to replace projectors, speakers, microphones, and system software in both the Back Bays and Harry's Pub. This has created a significant improvement for user experience within both spaces and increased our flexibility, quality, and diversity of options for events.

Another area that has often provided challenges with technology is Student Center conference room 353. Through a stronger partnership with the Academic Technology Center (ATC), the projection connections in the space were successfully rewired, and we have seen a huge improvement in the use of the technology in the space. The ATC is now used as a resource when problems arise in spaces such as meeting and conference rooms.

Furniture

During the summer of 2019, the Living Room and Cultural Lounge will see new furniture. Both spaces were in need of furniture updates due to the existing furniture being old, worn, and in many cases broken, stained and dirty. The new pieces of furniture arriving over the summer months will surely give students a feeling that these spaces are fresh and new when they return for the fall semester.

As we await new dining plans for fall 2019 in Russo's and Harry's Pub, we look forward to moving into a redesign of furniture in the pub space as well. This furniture replacement will allow us to fully actualize on the new vision for TNT programming. This vision will make the Pub the focal point of a higher quality and less frequent programming schedule that will ultimately be more attractive to students and draw higher traffic in the that space.

Additional Updates

Permanent entrance signage was added to the 2nd and 3rd floor entranceways to the Student Center. These include building hours, building directory information, as well as some changeable space intended for temporary updates and programming within the building. New window decals with the name "student center" were also added to both entrance doors providing a distinct new energy and feel upon entrance to the building.

Additional updates include new hanging photo visuals redesigned on a quarterly basis to align building energy with the time of year, a new furniture layout in the Pub for increased connection opportunities for students, and a new "You Can Be" Installation highlighting student employees on the 2nd floor. As we look to next year, we are excited to incorporate the University's new Core Values and Strategic Plan into some exciting visual elements in the building that will help set the tone for the start of a new year.

Staff Updates

This year was the first academic year with the newly added position of a Graduate Assistant focusing on assisting with the Student Center and student employment. This position has been instrumental in the oversight of day-to-day operations within the Student Center. It has added an extra level of support and service to meetings and events

happening within the building. This role gives the ability to have an extra set of eyes in the building to assist with troubleshooting technology, working with events and setups that need an extra hand, and providing support to the student employees during their shifts. In addition, this position is charged with levels of oversight for the student employment program, ensuring that the experience our students are getting will provide them with skills that will help them throughout the time at Bentley and in their future career. The Graduate Assistant role has also been helpful in further developing areas such as hiring, conducting mid-year reviews, and planning student employee recognition.

Student Employment

Over the past few years, Student Programs & Engagement has made changes in training and implementation of the student employment experience to more positively impact the students working in these roles, and the areas to which they provide a service. The student employees working for SP&E provide a great service to the Bentley community, whether it is through programming events for students to attend, marketing the programs and initiatives taking place, or by providing excellent service to all who visit the Student Center. This year brought several new changes to the student employment program, including more intentional training sessions, updated roles and responsibilities, changes in scheduling and staffing models, and new visions for organizational structure.

Staff Changes

The spring semester provided some significant challenges with student employment, as the Program Coordinator position, who typically supervised TNT, was vacant. This left TNT with less direct support than in past semesters, leading both to some organizational and programming challenges throughout the spring, as well as providing important and positive opportunities for assessment and revision of the program for future years.

Given the vacancy in the Program Coordinator position, we were able to change some of the roles and responsibilities associated with this position and student employment. We have been able to look at our model and vision for student employment and re-image what the best model for this looks like. Changes to the Program Coordinator role (such as the addition of supervision of the HYPE team) will allow for all student employment initiatives to take place within one reporting line within the office. These changes to the position will allow for all student employment to be managed within a smaller core team of staff. This small team will work together to ensure consistency within all areas of student employment, including hiring, recognition, accountability, and assessment.

Structural Changes

Spring 2019 was a time of change within two of our student staff teams – HYPE and TNT. With changes also happening within the Program Coordinator job description, assessment of programming within the department, and a renewed focus on efficient spending, it was an ideal time to look closely at our student employment teams to determine the best structures and missions moving forward. As a result, both HYPE and TNT looked to change their organizational structure.

The HYPE team took a look at their current positions and responsibilities more closely. This team had grown in size over recent years and when assessing their structure, they realized they could work more efficiently within their organization with fewer staff members by reworking some of the position descriptions. They decided to make a small decrease in staff size from 16 student employees to 13 staff for the next year. They also combined two of their working teams within the organization (Live and Digital) into one team working on similar projects (Event Marketing) and have renamed their Visual team to be a Graphic Design team, which better defines the work they are tasked with while also being more in line with the culture of naming for internship and job prospects. They have also redesigned their leadership team of manager positions to better align directly with the work each team of staff is responsible for completing. HYPE's goals given these changes include better streamlined processes, more efficient assigning of tasks and projects, and stronger leadership over the different functional areas of the organization.

TNT was proving to be successful in some of their larger, more intentional programming for the Bentley community. However, they were often finding it more difficult to attract students to some of their smaller, or do-it-yourself programs. In line with the current programming trends on campus, TNT was often competing with other large-scale events being planned by many of the recognized student organizations. TNT spent the spring semester assessing areas in which they have been successful and choosing what direction to move towards in the coming year.

Some of the significant changes to TNT will include a change to the overall structure of the team. Rather than having four committees within the organization (each with 1-2 committee chair positions), TNT will be moving toward being

one large programming group, with one shared goal and vision. In the past model, the committees limited the types of programming that TNT hosted because it was required to fit into one of the specific committees. TNT will shift its number of staff from 30 student employees to nine staff to start off the 2019-2020 academic year. Each of these nine staff members will be tasked with each part of the programming process, from planning to marketing to staffing; rather than the previous model where staff members were being scheduled to only staff events. This new structure will include a student manager role, as well as two assistant managers, focusing their efforts on marketing and finance, respectively. This will also help align TNT experience with three academic majors (management, marketing, and finance) and allows the students in these roles to put what they are learning in the classroom into action in their on-campus positions. As the new academic year begins, and with a newly hired Program Coordinator, the TNT team will continue to define their mission and goal to cut the quantity of their programming while increasing quality and accommodating student needs.

Hiring

With a recent shift towards all student staff hiring done at a departmental level rather than an individual team level, we have recruited a greater number of students to apply for the positions we have available. We have continued to market and recruit all of our open positions within the same hiring timeline and process and this has proved high quality and skilled student staff working for SP&E.

Through the spring hiring process, we again hired for our HYPE, Student Center, and TNT teams for the coming academic year. We had a total of 77 applicants for 13 available positions, compared to the 41 applicants for 21 available positions we received the previous spring semester. For a second year, we held a group interview day, where we invited all applicants to join us to participate in various activities to show their skills and level of engagement within a team. This process has again allowed us to meet the candidates in a different capacity and assess fit and ability for the position they are applying for.

We hired a total of 13 new staff members (6 HYPE, five Student Center, and two TNT). Through restructures and intentionally re-envisioning our three teams going into the next academic year, we have decreased the size of our teams. Full team sizes for 2019-2020 year will be 13 HYPE, 28 Student Center, and nine TNT – totaling 50 student employees. This number has been reduced from 63 staff during the 2018-2019 academic year. We have 37 staff members who will be returning to their perspective teams in the fall.

Budget

With a consistent increase in number of staff working in the department in recent years, along with an increase to minimum wage in January 2019, SP&E's student employment budget became a challenge to work through. With a closer eye needed on the budget, we have been tasked with balancing the need to stay on budget while still being able to provide the best service possible to the community. This was done this year by limiting hours where possible and using operational savings to counter the overage in the budget. Looking ahead to the next year, we are working more intentionally to define the number of hours allotted to each team during each semester. In addition, the decrease in number of staff for next year will give us some extra room in the budget, which will likely be needed as we look at yet another increase to minimum wage in January 2020.

Ties to the Co-Curricular Model for Leadership and Involvement

Student employment has continued to be an area that is closely modeled after the Co-Curricular Model for Leadership and Involvement. While there are areas of employment such as trainings, supervision, and mentorship that occur every year, they continue to change in style and format, while still following and incorporating each of the key components of the Co-Curricular Model. Each of our three teams hold individual staff trainings and retreats at the start of each semester to review roles, responsibilities, and expectations. In addition to teaching staff how to perform job related tasks, trainings and retreats are also a time for student employees to learn more about diversity as it relates to their roles, Strengths and how they use their strengths to work effectively on their team, and sessions about professional growth and self-care. Each team continues trainings and education throughout the semester by holding staff meetings. Each of the teams also have leadership or manager roles for students to be able to take on elevated roles within the staff as mentors to their peers and many of our positions complement majors that our students are enrolled in at Bentley. Aligning student employment with this model has continued to maximize the experience that our student employees gain as they work as a team member within SP&E.

Student Media

A new practicum was developed for the spring semester with a focus on student media advisement and assessment. By working closely with a graduate student for 10 hours a week, we provided more dedicated advising and assessment for our radio station (WBTY) and the newspaper (The Vanguard).

The Vanguard made concerted efforts to rebuild and begin printing again this semester and support from this practicum student was a key factor in that becoming a reality. The Vanguard developed a successful team of student staff for editing, writing, and composition of the paper. They printed five issues of a bi-weekly paper that were met with resounding community support and celebration, and widely distributed the papers on campus. The also reestablished a social media presence and are working on a plan for online distribution as they head into next year. With the new program coordinator for the student center coming on board as the new Vanguard advisor, it will be exciting to see renewed full-time advising support for the organization to continue on the success of this past year.

Student Organization Development & Success

Organization Management Committee

The Organization Management Committee – formally the Association of Bentley Activities (ABA) – successfully completed its first academic year under Student Government Association (SGA) and has found its rhythm in integrating the recognition process into regular SGA proceedings. The Chair of the Organization Committee for '18-'19, worked hard to integrate knowledge and experience of ABA into this new format, and with the support of the two additional members of the committee, were able to work with 29 petitioning organizations and see seven new organizations become recognized throughout the academic year. While there are still some growing pains on the integration of this new committee onto SGA, cohesive strategy has been implemented to ensure progress continues into next year.

Newly Recognized Organizations

Through the Organization Recognition process managed by the Organization Management Committee, Student Government Association recognized seven new organizations during the 2018-2019 academic year. The organizations that were recognized through this process were as follows: Bentley Open Market Committee, Chinese Young Professionals Association, Vietnamese Student Association, Sustainable Investing Group, Bentley Association of Board & Tabletop Games, Captains of Capital and Bentley Car Club. The university now boasts a total of 112 recognized and active undergraduate Student Organizations.

Org Success Programming

The 2018-2019 Org Challenge featured myriad programs, from the Activities Fair to workshops to social media activities and recognition programs. The breadth of programs offered covered multiple engagement locations and connected student organizations with peers, staff, faculty members, and administration. There were 14 “point opportunities,” or events where Orgs could earn points and gain knowledge and connections the 2018-2019 Org Challenge had 726 unique interactions with students, including 203 unique interactions with student organizations. The qualitative interactions with student organizations was a reported strength of this year’s program, with several new organizations that previously had not actively participated taking part in multiple workshops and opportunities (Gamma Phi Beta, The Vanguard).

Of the 14 events this year, four were presented in partnership with different offices and organizations: Student Government Association (Student Organization), Equity Center, Residential Center, and Wellness and Health Promotion. The 2019-2020 Org Challenge looks to continue this movement towards cross-campus collaboration.

While number of opportunities and participation overall was down in comparison to last year, that can be attributed in part to staff vacancies and a subsequent reduction in human resources for the planning of these programs. With full-time program coordinator support back in place for FY '20, we look forward to continued success with this workshop series.

Student Organization Recognition Programs

The following organizations, student leaders, and student organization advisors were recognized throughout the year for their contribution and leadership:

Student Org of the Month	Advisor of the Month	Student Leader of the Month	Program of the Month
Campus Activities Board (September)		Aleshia Green , Chair Allocation & Internal Audit (September)	Faces of Change BUB (February)
Black United Body (October)		Stewart Amas , President Africana Student Association (October)	LipSync GAC (March)
CVSA (November)	Alex Hirs , Office of the Dean of Student Affairs Sigma Chi (November)	Megan Rogers , VP Marketing Campus Activities Board (November)	Taste of Italy SBIC (April)
The Vanguard (February)	Keriann Clinton , Residential Center Alpha Psi Omega (February)	Jinny Choi , Executive VP Delta Sigma Pi (February)	
Alpha Psi Omega (March)	Micah Thomas , Residential Center Momentum (March)	Rachel Linehan , VP Colleges Against Cancer (March)	
Caribbean Ancestry Student Association (April)		Bill Leroux , President Interfraternity Council (April)	

Additionally, SP&E staff repeated last year's model for annual student leadership awards. The SPEak Awards were planned for a second year, although shifted slightly to be an activity period banquet on the last Tuesday of the semester. Tying to the SP&E blog (bentleyspeak.com), the SPEak Awards brought energy, participation, and spirit to end of year recognition. Over 100 students were in attendance celebrating awards presented to deserving students, organizations, and staff advisors.

The 2019 SPEak Award Nominees and Winners (bolded) were: Diversity & Inclusion (Student) Award: **Roma Gujarathi**, Frank Elenio, Kristin Novit; Diversity & Inclusion (Organization) Award: **Black United Body**, Cape Verdean Student Association, International Student Association; Advisor of the Year Award: Micah Thomas (Momentum), **Keriann McDonough (Alpha Psi Omega)**; Program of the Year Award: **A Seat at the Garden (Black United Body)**, Diwali (South Asian Student Association), Drag Bingo (PRIDE); Student Organization of the Year Award: The Vanguard, Colleges Against Cancer, **Africana Student Association**; Student Organization Leader of the Year Award: Andrew Glanton '19, **Aleshia Green '19**, Hannah McDonnell '19, Jack Lindberg '21 and Chapter of the Year Award: **Phi Sigma Sigma**, Sigma Chi, Kappa Delta

The Senior Awards Luncheon was also replicated this year hosted collaboratively by the Vice President of Student Affairs and the Interim Provost. Planned by staff in SP&E and the Office of the Dean of Student Affairs, the luncheon was an intimate and impactful way to honor our exceptional seniors on both the curricular and co-curricular sides of the University. The luncheon was well-liked by those in attendance is something we will look to replicate in future years.

Winners at the Senior Awards Luncheon were: Female Athlete of the Year/Stephanie Mattson, Male Athlete of the Year/Ryan Richmond, Powers Scholar Athlete Award/Jack Hansbury, Emerging Alumni Leader Award/Casey Hutnyan, Fedo Award for the Arts & Sciences/Charlie Deichmann, DSP Scholarship Key Award/John Reddington, Outstanding Involvement Award/Hannah Rauch, Dr. Yorkis Award for Significant Contribution/Michael Legaz and Dean's Award/CJ Thompson

New Organization Advising Model

During the spring 2019, SP&E adopted a new model of assisting organizations with their advising requests including creation of contracts, travel authorization forms, and liability waivers, as well as approving mass emails, MyBentley Ticket Sale requests, and answering miscellaneous questions as it pertains to event and financial policies. While Fraternity & Sorority Life and Club Sport Organizations continued to be managed by the Associate Director, Matt Galewski, all other organization requests were managed by a smaller team consisting of Miriam Acajabon (Administrative Assistant), Riley Fickett (Assistant Director), and Justin Terlisner (Graduate Assistant). Having organizations directing all of their requests to this team of three streamlined the management of requests and allowed the entire Student Programs & Engagement staff to assist organizations more efficiently with their requests.

Throughout the Spring Semester, Student Programs & Engagement received the following advising requests from **29** different organizations: 79 contract requests (not including Spring Day contracts and invoices for Campus Activities Board); 11 All-Student Email requests; 15 requests for Liability waivers; and 4 requests for MyBentley Ticket Sales.

In the future, we hope to refine this process to make it more efficient for organizations and clearer as to which staff member is in charge of which request. It is recommended that a central intake point of contact is created, such as a Google Form that is managed by one staff member, and create a central location for all required attachments that organizations will need to submit for requests to be completed, such as invoices and tax information documents. It is also recommended that organizations complete a training on these processes as we have found that organization members who may have previously been in charge of these processes may not train their successors properly, causing confusion and delaying processes for organizations.

Student Organization Experience Information

This year, Student Programs & Engagement distributed a survey to all Executive Board members of Recognized Student Organizations via an email blast to Executive Board lists (which included 496 individual students) and organization Group Accounts. The data collection window was approximately one week long which allowed for a total of 82 students (16.5% of targeted students) to participate in the 2018-2019 Student Organization Experience survey. Students were incentivized to complete the survey with the chance to enter their organization into a drawing for \$100 from Student Programs & Engagement to put toward future programming initiatives. The goal of this year's survey was to learn more about the relevance of co-curricular outcomes to their organizational experience. The survey examined student demographic information, skill development, academic connections, and the impact of organizational leadership development on their Bentley experience. The survey also measured perceived effectiveness of student organization success programming and support provided by faculty/staff advisors.

A strong majority of participants reported developing an array of skills as a result of serving in an executive board position. The top five reported skills include taking Initiative, managing others, relationship building, patience, and event planning. When examining how student leaders' experiences have helped them grow at Bentley, two main themes arose: gaining strong interpersonal and communication skills and doing co-curricular work that is enhancing class work, group projects, and internship readiness.

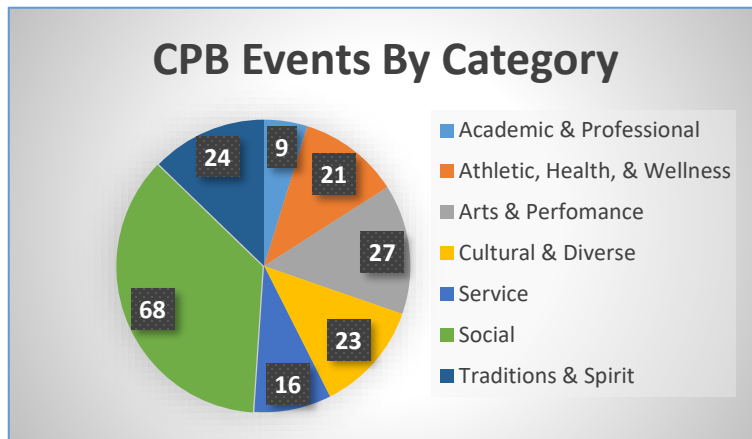
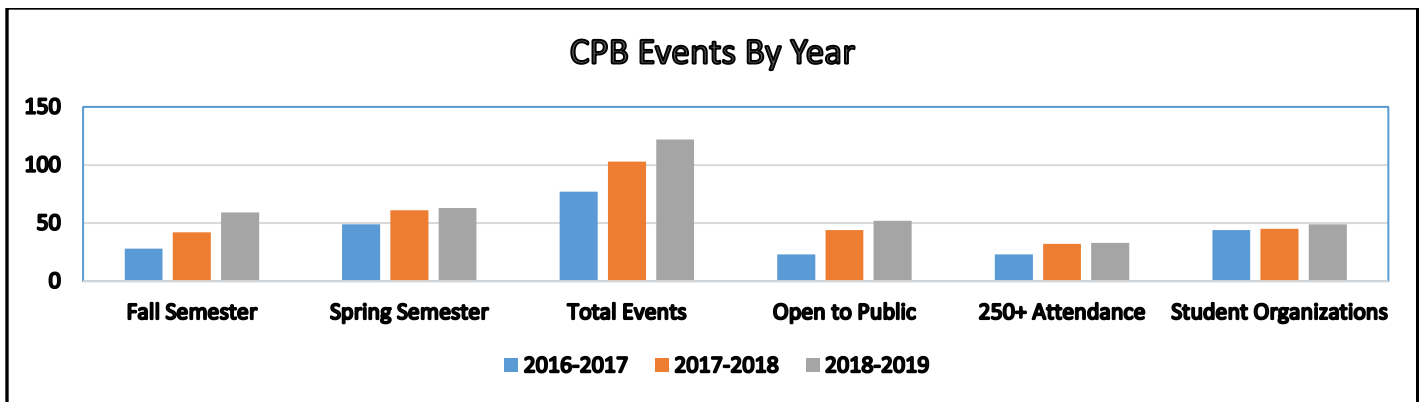
Demonstrated areas for improvement in the org experience based on the data was a need for increased marketing of SP&E's resources for student organizations, and increased information and marketing for org success programs and workshops. These will be focus areas, in addition to increased faculty/staff advisor relationships, for next year.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2018-2019 Student Organization Experience Report.

Cooperative Programming Board (CPB)

The Cooperative Programming Board (CPB), consisting of members from Student Programs & Engagement, the Conference Center, University Police, and Facilities, had a successful academic year. CPB has allowed student organizations to prepare for their events with support and assistance from key university departments.

During the 2018-2019 academic year, 49 student organizations met with CPB to discuss and prepare for 122 large-scale events (100+ in attendance). Of these events, 52 were open to non-Bentley guests and 33 of these events had more than 250 people in attendance. These student organization events and programs covered a wide array of categories (see below – events can fall into more than one category).



A positive improvement to the CPB process has been the creation of a Student Organization Party Policy, which has defined several different tiers of party events and the requirements that go along with each tier, such as security, staffing, scheduling, and guests. This policy requires student organizations to submit a request to host a party with enough notice to have the required staffing and security in place, which had often been a considerable challenge in the past. This policy has been a helpful tool for student organizations as they plan and execute their parties and has been beneficial to campus partners such as University Police and the Conference Center to ensure

everyone is on the same page regarding these highly attended events.

Campus Programming

Over the course of the 2018-2019 academic year, the department hosted 112 programs with a total participation of 22,053 students. This year, the department offered far fewer programs but maintained the number of students impacted by its programming (193 programs and 23,181 students impacted in 2017-2018). At the same time, the average program cost per participant decreased from \$59 to \$22 comparing 2018-2019 with 2017-2018. These positive outcomes were the result of strategic decision-making this year, including a significant reduction in Arts Program, realignment of TNT programming goals and expectations, and a stronger emphasis on resource allocation. During a year of reducing programming costs while maximizing the number of students impacted, the department has continued to infuse Divisions of Student Affairs and departmental strategic goals into its program offerings.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 Department Program Evaluation Report.

This year's Back to Bentley weekend, Throwback Bentley, kicked off the year with a vibrant, diverse, and high-energy series of programs and activities for students themed around trends from multiple decades. Staff in SP&E continued the tradition of personally welcoming students back to campus with the first program, Coffee & Donuts with SP&E. The Fall Activities Fair highlighted over 100 student organizations to over 1000 students that attended the event in its return to the Green Space. Today N' Tonight in the Student Center (TNT) followed their success in executing many Orientation social programs, with strong first events in Harry's Pub (Senior Pub Night) and for the Kick Off event throughout the Student Center. The events of the weekend, Summerfest and the Back2Bentley Concert (sponsored by the Campus Activities Board) were very successful with high attendance numbers and student engagement. Saturday night's Back2Bentley Concert sponsored by the Campus Activities Board, featured the artists Chelsea Cutler and Cheat Codes. Over 2300 students attended the concert with a very large percentage of them staying until the end of the show. Summerfest brought over 750 students out on Sunday night to a throwback-themed party, including a glow in the dark roller rink in the student center parking lot, throwback music from the '90s, food, novelties, give-aways, and games. The

student spirit and energy throughout the weekend was infectious and was complimented by low numbers of behavioral concerns and great student conduct at events.

This year was an atypical year for attendance at traditional Senior Year events, which saw lower turnout than previous years. The fall semester casino night trip to Mohegan Sun, which historically sells out all 350 spots in a matter of hours, only drew participation from 311 seniors. Similarly, the Senior Boat Cruise in April, which also traditionally sells out at 450, only generated attendance from 313 students. Continuing this trend, 594 students attended this year's Commencement Ball in May, compared to 850 who attended in May 2018. The department is conducting student assessments and will work with the incoming Senior Class Cabinet to better understand if this may be an ongoing trend so that we can adjust program offerings, marketing methods, and engagement with the Senior Class accordingly.

This year was also the first since 2011 that we did not host a large-scale Halloween program. After a decline in participation from students over recent years, SP&E and the Campus Activities Board chose strategically to step back from the campus-wide Halloween program and provide smaller programming in collaboration with TNT (student center programming board) and other student organizations. This departure from a high-profile and large-scale program came with some anticipated risk of student behavior concerns increasing, however we did not see a direct impact on student conduct issues without this event. The decision proved to be a positive one, saved resources for CAB to invest in other programs, and reduced some drain on physical campus resources required for large events. We will continue to engage with students to determine interest and need for large-scale programs as we make plans for future years.

Today N' Tonight (TNT), our Student Center Programming Board, focused this year on streamlining their programming, responding to student attendance and engagement numbers that were trending down, and looking at future budget limitations to determine a new programming model with fewer events targeted at larger audiences and higher participation. TNT planned, supported, or collaborated on 72 events in the 2018-2019 academic year. This demonstrates significant achievement of their goal to reduce by half their number of programs given last year's total program number at 150. Positive trends with this reduced number of programs show increased attendance as well as lower cost per event and attendee. TNT is excited about a successful year of programming, but very future focused and energized by the new structure, programming model, and measures of success for next academic year.

The Campus Activities Board (CAB) underwent a constitutional restructure late in the fall 2018 semester, which was voted on and approved by the CAB Executive Board and Student Programs & Engagement. CAB created this restructure with the intention of streamlining their co-chair model for program planning, eliminating programs that haven't been working on the Bentley campus over the last few years, and allowing room in their budget to contribute more toward their more successful programs in order to make them "bigger and better" in future years. CAB elected their Executive Board for 2019-2020 under this structure and will be implementing their new structure throughout the 2019-2020 academic year.

CAB continued to host a variety of programs throughout the spring 2019 semester (after a successful fall 2018), including Super Bingo, the Spring Comedy Show, and Spring Day, all of which boasted sell-out crowds. CAB has grown much more confident in hosting large programs, such as the Spring Comedy Show and the Spring Day Concert, in the Bentley Arena, and continue to manage relationships with campus partners and vendors that support these events in a positive and effective manner. CAB has its sights set on continuing to grow and fine-tune these programs for more success in the future.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 Department Program Evaluation Report.

Club Sports

Student Programs & Engagement (SP&E) supports Club Sports at Bentley through team and captain advisement, coaching staff supervision for 18 part-time head and assistant coaches, budget allocation through Allocation & Internal Audit (AIA), management of administrative functions (travel processes, liability waivers, injury prevention and response), and approval of new club teams. Highlights from the year include: Participation in Club Sports at Bentley this year comprised 272 students on a total of 12 active Club Sports teams; Dance Team placed third in Division II Jazz at DanceTeam Union's College Nationals Competition in Las Vegas, NV in April; Men's and Women's Ice Hockey teams played their first seasons in the Bentley Arena, hosting a combined 11 home games in the new facility this year; Over the course of the 2018-2019 academic year, the department received a number of inquiries from prospective students and

college counselors regarding the new Women's Ice Hockey program. It is clear there is interest in this program among prospective students and that is it on their radar as they consider their college options; and Molly Norton, Head Coach, Women's Hockey, and Kyle Saroka, Assistant Coach, Men's Ultimate Frisbee, joined the Student Programs & Engagement team as new Club Sports coaches.

Student club sport membership includes: Cheerleading/15, Dance Team/17, Equestrian/8, Men's Ice Hockey/19, Men's Rugby/55, Men's Ultimate Frisbee/42, Men's Volleyball/16, Sailing/18, Triathlon/15, Women's Ice Hockey/18, Women's Rugby/22 and Women's Ultimate Frisbee/27/

Departmental Marketing & HYPE

During another year of growth for HYPE (Highlighting Your Programs & Events), the department's student marketing team, the team focused this year on improving process management and efficiencies in delivering their marketing content for the department. This included restructuring staff teams within HYPE to better streamline content creation and better integrate marketing content across multiple platforms (photo/video, print, social media, blog).

HYPE was included in an opportunity to present their work to a select group of the Board of Trustees as a part of a campus experience during the October Board meetings. This was a wonderful opportunity for them to share the co-curricular nature of HYPE's work and offer exposure as a follow up to the presentation to the Full Board last May. HYPE continues to be a point of focus as we move forward with development of the Student Affairs Co-Curricular Development Model.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 HYPE Annual Report.

Student Governance

The two student governance bodies, Student Government Association (SGA) and Allocation & Internal Audit (AIA) effectively created significant change on campus while managing through a new structure and some significant student-body concerns and issues.

ABA successfully merged into SGA and became known as the Organization Management Committee. Throughout the year, Org Management successfully supported seven new organizations through recognition while effectively training SGA in the process and educating them on policies and protocols.

AIA had a successful year of collaborative leadership, responsible fiscal management of the fee, and repairing some brand and identity issues the group was facing by increasing empathetic and community-driven decision making and transparent communication. Late in the spring semester, they were faced with a significant challenge when the Bentley Republicans requested funding to bring Tomi Lahren to campus to speak during the 2019-2020 academic year. AIA was faced with a challenging decision that was met with very strong student opinion and petitioning on both sides of the issue. They worked closely with administration, valued transparency, equity and adherence to policy throughout the process, and executed a fair and responsible decision making process. They received pressure from the community on this decision and we are incredibly proud of how they managed themselves throughout.

AIA was also faced at years' end with a budget overage in the Commencement Week and Commencement Ball budget to the tune of \$200,000. Again, they worked professionally and responsibly with administration to address the issue, provide funding, but also propose future planning and conversation that is more collaborative and based in assessment. They have been an incredibly asset to the University this year and we look forward to what next year's leadership will have to offer.

SGA worked collaboratively and with clear goals and objectives this year. The following initiatives were completed or put in motion throughout this academic year:

- Bill passed in support of Uber/Lyft spots on campus being implemented
- Bill passed in support of wireless receipts being implemented in available dining locations
- Collaborated with Bentley Dining to plan "Study Hall in the Dining Hall" event during fall semester finals – provided snacks, refreshments and study space in the 921 after closing hours to increase access to study space and support for students during finals.

- Active participation in the shuttle changes throughout the year – offering feedback and assisting in communication to students. Related to this achievement was having an SGA representative as an active member of the Transportation Working Group.
- Work was done towards the development of a Student Diversity Council to complement the University Diversity Council for issues of diversity and inclusion for students and student organizations
- Active student participation in the curriculum change process and in Faculty Senate
- Revised the model for SGA Open Forums and hosted two successful forums throughout the year. These forums provided increased access to all students to learn about the work of SGA and raise concerns.
- Updated constitution to enhance clarity, consistency, and to increase inclusivity by adding gender inclusive pronouns and titles.

Towards the end of the year, SGA expressed concerns about consistency and availability with advising support. This is something Nicole Chabot-Wieferich is already addressing with next year's leadership to ensure expectations are clear and the students in the organization get the support and advisement they need to be successful.

The spring 2019 Student Leader Elections saw a voter turnout of 902 voters across the undergraduate student population. This equals to approximately 23% of undergraduates submitting their ballot for positions in Student Government Association, the Allocation & Internal Audit Committee, and three of the four Class Cabinets – the Freshman Class Cabinet is elected in the Fall semester when First Year students are on campus – for the 2019-2020 academic year (consistent with spring 2018 turnout). Elections were run on Qualtrics this year, and while Qualtrics does have some advantages over other platforms, we ultimately saw more challenges specific to user experience and ballot tallying than advantages. It is recommended that elections be run on a different platform in the future that will hopefully alleviate those challenges.

Challenges

Standards Tracking & Student Organization Software

Staff in the department use a combination of student organization membership spreadsheets and Banner lists to conduct manual data entry and analysis to track student organization compliance requirements (liability waivers for Club Sports, Massachusetts anti-hazing requirements, individual and chapter requirements of the FSL Standards Program, etc.). This process requires a significant amount of time for staff (four staff in our office manage this data collaboratively, while also requiring the support of our Student Systems colleagues). On other campuses, this tracking and reporting is generally managed by a student organization management software. Our current “work around” process for reporting is unsustainable, especially as the need to pull data quickly increases, and the expectation for good, reliable data is reinforced. The current system is especially prone to data entry errors, which has significant implications for our compliance efforts. It is encouraging that the department is in the line-up for obtaining a software solution within the 2019-2020 academic year. Such a product would not only meet our compliance needs but would also save countless hours in staff time currently spent on manual data entry, could be used for other Division of Student Affairs student engagement functions, and could provide solutions for organization budget management, event planning, and document storage needs.

Unrecognized & Suspended Fraternities

Two major challenges in the area of social responsibility within the Fraternity and Sorority Life community emerged this year. In March, Alpha Sigma Phi (ASP) was suspended from the University until fall 2021. ASP was found responsible for violating the University's alcohol policies, and specifically illegal service of alcohol to minors. Additionally, Kappa Pi Alpha (KPA), a fraternity at Bentley that was expelled from campus in 2013, has continued to exist, recruit, and hold off-campus events, despite not having Bentley recognition or support to do so, according to reports received this year. As our 11 recognized fraternity and sorority chapters work toward the ambitious benchmarks outlined in the Standards Program, members of those organizations have shared their concern that KPA continues to exist without needing to comply with University expectations. Our office has been working with the Office of the Dean of Student Affairs and University Police to identify ways to address this issue.

Staff Vacancies

As referenced previously, staff vacancies came at a busy time for SP&E and made for a challenging spring semester. Despite the negative impact this could have had on the team, strong plans for managing the interim vacancies were made on short time, a successful dual search process was executed with high standards, intentionality, and teamwork and resulted in very strong hires, and the team had a positive (although understandably tired) sensibility throughout the entire semester. I am incredibly buoyed by the positive approach staff had to the transition and the energy that our four graduate assistants brought to the work in the Office. It is also proved to be exciting time to develop a new vision for the Program Coordinator positions and make a positive impact on the structure and work of the department. The vacancies also caused us to reinvent our processes and protocols in areas where work was outdated and overly involved. Finally, the resilience demonstrated by the team has only heightened our team connection and excitement for what the year ahead will hold.

Assessment

FSL Historical Membership Trends

In the past eight years at Bentley, membership in Fraternity & Sorority Life (FSL or Greek Life) doubled, increasing steadily and consistently each year. The share of undergraduate students affiliated with a fraternity or sorority chapter increased from 9% to 20% during that time. There has been gradual growth across consecutive years in both the number of students affiliated with a chapter and the number of new members joining the community. This report assesses these membership trends as well as average class sizes, gender breakdowns in the community.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 Historical FSL Membership Trends.

FSL Community Survey Assessment Report

In an effort to continue assessment of change and positive growth within the Fraternity & Sorority Life community, we repeated this community survey during the fall semester. The survey's findings show that over two-thirds of survey respondents feel positively about the FSL community's relationship with the department on each question. There has been remarkable growth in member perceptions of the relationship with SP&E over two years.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the fall 2018 FSL Community Assessment Report.

FSL Grade Report

Academic success is not only a priority of the FSL community but also a major feature. A majority (57%) of members of the community made either Dean's or President's List in Spring 2019, the average GPA among FSL members is higher than the all-Bentley average, and about one-third of students studying abroad this year were members of FSL.

All but three chapters have either maintained or raised their average GPAs in the past year. This renewed academic focus over the past year and in recent years more broadly, has improved the academic standing of FSL at Bentley. Ten years ago, the all-Greek GPA average was below the all-Bentley average. The average GPA of the FSL community has increased steadily in recent semesters and is now higher than the all-Bentley average GPA.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 FSL Grade Report.

FSL Diversity Report

In an effort to continue assessment of change and positive growth within FSL, the FSL community understands that diversity and inclusion is an area for improvement. This year, the FSL Presidents Council has engaged in conversations about diversity in membership, the need to broaden recruitment audiences, and opportunities for new partnerships, including a discussion with staff from the Multicultural Center. While the diversity of students interested in a Greek experience (potential new members who register for recruitment, or "PNMs") is reflected in the diversity of students who ultimately are invited to join a chapter, more can be done to broaden recruitment audiences to promote stronger levels of diversity with the Greek community as a whole. 15% of the FSL community identifies as non-White and/or an international student whereas 38% of Bentley students identify similarly. As Fraternity & Sorority Life pursues diversity and inclusion goals heading into the 2019-2020 academic year, it will be important to put in place action plans that are intentional.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 FSL Diversity Report.

FSL Standards Report Card

The continued integration of the FSL Standards Program into the culture of the community, as evidenced by increasingly high levels of both compliance with the program and positive perceptions of the program among members, are among the most significant accomplishments in the area of social responsibility this year. Since the establishment of the FSL Standards Program in fall 2017, chapters have achieved compliance with the program at increasingly high levels; this semester, eight chapters consistently went above and beyond the minimum expectations outlined by Standards.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 FSL Standards Report Card.

FSL fall 2018 Emotional Well Being Training Report

650 (98% of) general and executive board members completed a new risk management training program offered in partnership with the Office of Wellness & Health Promotion. The training focused on emotional-well-being and mental health resource awareness. Sessions were offered in various formats across the fall and spring semesters and measured learning outcomes demonstrated that participants were more knowledgeable on how to recognize when oneself or a peer may be struggling and how to intervene appropriately and seek support in those situations.

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the fall 2018 Emotional Well Being Training Report.

Student Organization Experience Survey

This year, Student Programs & Engagement distributed a survey to all Executive Board members of Recognized Student Organizations via an email blast to Executive Board lists (which included 496 individual students) and organization Group Accounts. The data collection window was approximately one week long which allowed for a total of 82 students (16.5% of targeted students) to participate in the 2018-2019 Student Organization Experience survey. Students were incentivized to complete the survey with the chance to enter their organization into a drawing for \$100 from Student Programs & Engagement to put toward future programming initiatives. The goal of this year's survey was to learn more about the relevance of co-curricular outcomes to their organizational experience. The survey examined student demographic information, skill development, academic connections, and the impact of organizational leadership development on their Bentley experience. The survey also measured perceived effectiveness of student organization success programming and support provided by faculty/staff advisors

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for the 2019 Org Experience Survey.

Student Employee Experience Assessment

In a qualitative assessment done with a small sample of our graduating student employees, we were able to see their outlook on how their experience working in SP&E helped them gain skills and prepare them for life after Bentley. The survey was completed with four of our graduating seniors, all who started in staff positions and were promoted to manager roles during their time on the team. Overall, the students who were surveyed expressed that they have seen themselves grow their skills in areas such as peer management, interpersonal skills, customer service, and troubleshooting problems. Some of the students described themselves as shy or intimidated by their peers when they began working for SP&E. All of the students surveyed have said that they have used their student employment experience when interviewing for a full-time position.

Quotes from our graduating student employees:

- Managing a team is the biggest skill that I've gotten from this job.
- I have definitely become way more confident in my skills in marketing. I think everything that I've learned in marketing I can attribute to HYPE. I've loved seeing the team evolve and be able to manage the growth of it.
- Before I started working for SP&E, I was shy. I didn't like talking to new people, but the job forced me to get out of my shell, and I know this will help me in the long term. It has also taught me how to help other people out of their shell.
- Becoming a manager has helped me see all of the skills I've gained. It's almost like a culmination of everything I've done before this. It's helped me see how valuable event coordinators are and how they actually are gaining a lot of skills by working events.

- I think every single job interview I've had, I've only talked about my TNT experience and everything I've learned here.
- Troubleshooting and peer management come very naturally now. From working in the Student Center, I've had to learn a lot about technology and what to do when there's a problem. With the years of experience, things have gotten less challenging.
- I used to be very nervous when others would get frustrated, but that nervousness has eased now that I know how to solve these problems and who I can contact for help.
- Every interview I've had, I've used examples from HYPE.
- Days like Open House when you have a lot going on are when you learn the most from the Building Manager position. Managing multiple tasks and knowing who to contact when someone needs something is what I learned from the experience.

Departmental Vision for 2019-2020

The department has identified priorities that will be engaged and advanced over the course of the next year. First will be onboarding and successfully integrating new staff (two new program coordinators and a new graduate assistant for FSL) into the team. In doing so we will realize the full potential of our team in achieving success and maximizing the student experience. Included in this will be the continued realignment of responsibilities with staff to complete the vision for student organization and student center responsibilities to be streamlined under the two Assistant Directors. This will mean moving Club Sports responsibility to Riley Fickett (and subsequently all org advising and programming to Alexa Erb), leaving room for Matt Galewski to enhance our assessment program and align it, not only with our departmental objectives, but larger priorities and programs. This will also mean aligning all student employment under Michelle Dabenigno. Additionally, the department will engage in a thorough review and update of our strategic plan, mission, vision, and goals to align with new University and Divisional strategy, core values, and priorities. Continued efforts will be made to enhance transparency related to student organization policies and processes and more time invested in organization success programming and resources. In advancing departmental programming efforts, we will thoroughly examine the trends of Generation Z and develop a programming and assessment model that aligns with the needs of this generation of college students. We will look to do this, and our other strategic work, in line with the development of the divisional roadmap and new set of competencies. The Student Center will see a refreshed approach to programming with TNT including fewer programs, a smaller programming team, and more anticipation and energy around events. A key part of this programming renovation will be a significant change in the dining model and furniture of Harry's Pub and a renewed commitment to that space as a programming and social destination for our students. Finally, we will continue our commitment to our FSL strategic plan, leadership, and standards education to promote expanded trends of increased engagement, partnership, academic success, and positive contribution from that community of students.

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for additional Student Programs and Engagement data.

University Police

The University Police Department is comprised of 41 professionally trained employees comprised of 27 sworn police officers (including the Chief), six dispatchers, five security officers and three administrative support staff, which includes the Chief's Senior Administrative Assistant, the Technical Data Coordinator and the Card Program Administrator.

It is the mission of the University Police Department to provide quality police, security, and related public safety services with the purpose of protecting lives and property within the Bentley University community and to help ensure that the campus remains a safe and pleasant place in which to live, study, and work.

In addition to the police and security functions, the department distributes parking decals and parking passes to members of the University community and enforces parking rules and regulations. The department also manages the University ID card program including building access for members of the campus community and assigning student food plans and discretionary funds to the ID card (Falcon Funds) for students, faculty and staff.

Executive Summary

University Police continues its commitment to community policing initiatives and strongly believes in the philosophy of community policing by engaging with our community members in providing programs to foster strong relationships, enhancing the community's awareness of the provided services, and collaborating to keep the campus a safe place for all. The University Police Department is a part of, as opposed to apart from, the campus community. Over the past year, we offered safety programs and/or participated in various events engaging with members of the campus community including: Basic and Advanced *Rape, Aggression and Defense* (RAD) training classes offered to female students, faculty and staff; CPR and First Responder certification to student fraternities, Orientation Leader and RA trainings; and family and student orientation presentations, including a web chat with parents of our first year and transfer students which included Chief Leffler and other members of Student Affairs whose children attended Bentley and their experiences; an informational panel discussion with our MOSAIC students followed by dinner with the students. Additionally, members of the University Police Department met with transfer and exchange students during a welcome luncheon, attended the MLK luncheon and were invited to a meet and greet with fraternity and sorority presidents. Our officers participated in the meal packaging fundraiser, sponsored by the Spiritual Life Office and half of the PD participated in a softball game with the students of the Kappa Sigma fraternity. We participated in many other programs and we continue to maximize opportunities to engage with the Bentley community and to work in partnership.

Chief Leffler meets regularly with Waltham city officials and planning boards to address mutual issues of concern regarding the behavior of students residing off campus. Additionally, officers within the University Police Department have participated in Special Olympics events in the greater Boston area along with police agencies throughout the Commonwealth as part of the Special Olympics Law Enforcement Torch Run program, designed to allow members of the law enforcement community the opportunity to support Special Olympics athletes who live, work and compete in their local communities.

The University Police Department conducts regular training for all employees to ensure, in particular, that all sworn police personnel comply with mandatory, state training requirements in order to maintain their police powers certification in accordance with statutory guidelines. Various training programs including legal updates, defensive tactics, firearms recertification, CPR, First-Aid, and AED training are conducted on an annual basis. Department member participated in numerous other training opportunities including, not limited to, "Managing Critical Incidents at Institutions of Higher Education", NACCOP (National Association of Clergy Compliance Professionals) Webinars that covered topics such as, Campus Security Authorities, Legislative Update, Clergy Geography, Drug, Liquor, and Weapons Arrests and Referrals, and ASR (Annual Security Report) Statements of Policy. The senior management of the police department attended "Unconscious Bias Training as part of the hiring process", conducted by Alison Walker and Katie Lampley. Some select officers attended two programs related to the OVW (Office of Violence Against Women), as part of a federal grant. In addition, police dispatchers attended Active Shooter for dispatchers training and the basic APCO (Association of Public-Safety Communications Officials) certification class. All sworn officers received legal update training for 2019, completed the MSO (Middlesex Sheriff's Office) shoot trailer training, which consists of firearms simulation training. The department also hosted and participated in joint active shooter training exercises past year have included joint agency active shooter training with the Waltham and Brandeis University Police departments. The

department hosted an Incident Command System (ICS) training, sponsored by Texas A&M Engineering Extension (TEEX) involving members of the university community and other law enforcement agencies. The program helps the general public understand how law enforcement operates in a crisis situation. Several members of our supervisory staff completed the FBI- LEEDA trilogy course program, which is a series of leadership training programs designed improve law enforcement management practices across the United States.

Chief Leffler continues to serve on the executive boards of both the Massachusetts Association of Campus Law Enforcement Administrators (MACLEA) as a former president, and its current treasurer, and the Massachusetts Association of Chiefs of Police (MCOPA) as the college and university law enforcement liaison. The Chief is also a member of the Middlesex County Chiefs of Police, attending monthly meetings and remains a member of the International Association of Campus Law Enforcement Administrators (IACLEA) and the International Association of Chiefs of Police (IACP). The Chief has spoken at several conferences concerning attaining Accreditation and Emergency Preparedness. In September 2018, Chief Leffler was appointed as a commissioner with the Massachusetts Police Accreditation Commission, representing campus law enforcement.

The Spelman Johnson Group completed its search for our Police Captain position and Frank Bourgeois was appointed as our Captain in October. Captain Bourgeois has over 25 years of experience in law enforcement with the Nashua, NH Police department. Additionally, Elona Dai joined the department in early September as the Senior Administrative Assistant to the Chief. Both Frank and Elona are doing a tremendous job and are a welcome addition to the department.

Highlights

Diversity and Inclusion

University Police remains committed to a safe and inclusive environment for all members of our community. The individuals of the University Police Department are committed to diversity and inclusion. University Police staff member Melissa Diglio remains a member of the Diversity Council and the Diversity and Inclusion Resource Committee, sharing information through a weekly resource email on a regular basis. All members of the department have received training in diversity awareness and have participated in various programs throughout the year that discuss topics of diversity and cultural sensitivity. In the fall 2018, members of the University Police department once again participated in “Bridging the Gap”, a program hosted by the Multicultural Center, designed to provide a forum for students of color to share their opinions and views of law enforcement and, alternatively, provided the officers an opportunity to respond to questions and concerns with respect to police-community relations around the country. We pride ourselves on working with our diverse campus community and in being transparent in all we do. This was the third year that we participated in this program and we plan to continue this program as well as provide programs for other diverse groups in future years.

Emergency Preparedness/Security

Emergency Preparedness continues to be a focus for the department. In May 2019, the police department hosted a FBI Crisis Intervention/Hostage Negotiation Certification Course for officers throughout New England. Four of our university police officers participated in the program and we have created our own crisis intervention unit to address serious issues that may arise on campus. The department realigned one of detective sergeants’ position to focus on emergency preparedness training, which will better assist our university in the ongoing changes and adaptations to crisis response. In addition to this position, our RAVE notification system has been updated and designed with clear messaging templates to enhance methods of communication. We are also in the process of completing the testing of another facet of our overall emergency notification system called “Rave Guardian”, which will allow persons experiencing an emergency or crisis to directly communicate with the university police dispatcher, via text messaging. This system will be in place by the start of the fall 2019 semester.

Over the summer 2018, the Emergency Management Group (EMG) met to discuss preparations for a full test of our emergency notification system, including testing the outdoor siren system during the fall semester. The test was conducted successfully in November 2018. The emergency notification system is tested once each semester, however, we only test the outdoor siren system once per year so as not to disrupt our adjoining neighbors.

The EMG continues to meet regularly to discuss and plan various responses to emergencies that could arise and tabletop exercises are expected to be held over the summer.

Revisions to the Emergency Response Guidebook were made over the summer of 2018. The updated guidebooks were distributed throughout campus in the fall semester.

CCTV Cameras

Larger monitors were installed in the police communications center to accommodate clearer views of or closed circuit television cameras throughout campus. We have over 150 cameras located throughout campus with more planned for the future.

Secure Electronic Key Boxes

Work continues to be done on installing electronic key boxes in campus buildings. The key boxes allow for quick access to keys for authorized personnel using ID card swipes and pass code access. The purpose of the key boxes is to reduce the number of keys distributed to individuals, thereby minimizing the impact of a lost key and cost to re-core locks when a key is lost.

Police Union

Chief Leffler continues to hold monthly meetings with the police union leadership, keeping open the lines of communication and addressing issues as they arise. The meetings allow for the discussion and mitigation of any issues that may arise and aid in a positive working relationship between management and the union. In 2019, the police sergeants voted to unionize and, although the union was voted in by a slight majority, the university is appealing the NLRB's decision approving the union given the supervisory role of our sergeants and the conflict it creates.

State Accreditation

The University Police Department is an accredited law enforcement agency having received Accreditation status from Massachusetts Police Accreditation Commission (MPAC) several years ago. The department is seeking re-accreditation and will undergo a review by MPAC in May 2020. Preparations have been underway to ensure compliance with the numerous standards we must maintain.

Chief Ernie Leffler receives Founders Day Award

The Founder's Day Award celebrates and recognizes Bentley employees who have had a significant, positive impact on the Bentley community over time. Only one staff member is selected each year to receive this very special recognition. This year Chief Leffler was selected by the Founder's Day Selection Committee as the 2018 Founder's Day Award recipient. A reception was held in the spring semester to announce his selection and honor him.

Challenges

Staffing/Training

The Department has made great strides in trying to retain its employees and we are currently at full staff. Like many mid-sized campus law enforcement agencies, we are susceptible to turnover when larger campus, municipal and state police department departments hire to fill their vacancies due to attrition. With the support and understanding of senior university officials, we have worked hard to keep salaries competitive and to offer professional development opportunities for our department members in an effort to retain employees.

As stated in previous annual reports, one of the biggest challenges is the ability to staff the many events and activities on campus with coverage to ensure safety and security at the events. The demands for police and security coverage at various events has continued to tax our resources. Departments across campus have been asked to closely examine expenditures as part of an overall budget review and the university police department is examining ways in which we can cut costs and reduce security coverage at events without compromising safety and security.

Space

The University Police department hopes to expand its space, specifically, by obtaining the second floor of the existing police station. More and more equipment, like CCTV camera monitors, additional screens for the various software programs we monitor requires an expansion of this area. Additionally, office and storage space has become cramped. Expansion of the police space is dependent on finding a new home for the Counseling Center since the nature of

University Police work and the existing infrastructure does not allow movement of certain functions outside the confines of the department.

Mental Health

One of the biggest challenges facing higher education across the country is that of the mental health of our student population. There has been a marked increase in the number of mental health challenges our own students are facing. It is critical for all of us within the university to work closely to identify and address this growing concern. University Police staff members play a key role in serving on the C.A.R.E. and Threat Assessment Management teams, two groups specifically developed for this reason. Furthermore, as mentioned earlier in this report, the police department has created a crisis intervention unit comprised of five university police officers who are FBI certified negotiators capable of handling serious issues that may arise.

Departmental Vision

With the ever-changing demands placed upon the University Police Department to provide safety and security and to make people feel safe on campus, the department plans to continue outreach efforts with all members of the university community. A recent campus climate survey conducted by the department revealed that 96% of our community feels safe on campus and are satisfied with the services we provide. The police department, along with all other departments within the Student Affairs Division, developed an impact statement to showcase the various services we offer and we recently completed an update of ours [here](#).

We will continue to maintain transparency in our work and interactions and foster a campus environment of inclusiveness for everyone and maintain the excellent working relationship we have with our campus community. Moreover, we will continue maintaining and developing the partnerships we have with the city of Waltham, the surrounding communities and campus law enforcement agencies.

Departmental Data

See the [Student Affairs Annual Report: 2018-19 Data and Details](#) for additional University Police data.

Compliance

The Division of Student Affairs Compliance Inventory was created in 2016 to standardize the tracking of the federal, state, local and other compliance requirements for the entire division and individually for 10 of the division's departments. The purpose of this inventory is to provide individuals within and outside of the division with an understanding of the scope of the compliance needs that student affairs professionals must address in their work, and to maintain continuity and institutional memory regarding these requirements as staff transition in and out of the division.

In total, the division's staff members fulfill or observe over 140 compliance requirements for the Bentley University community in addition to their other professional responsibilities. Not including personnel, other human resources, or indirect expenses, the Division of Student Affairs spends over \$80,000.00 on compliance-related expenses. As higher education institutions continue to face more scrutiny from external stakeholders, it is anticipated that the number of compliance requirements, and the financial and human resources needed to comply with them, will only increase in the coming years.

For additional information about compliance, contact Dr. J. Andrew Shepardson, Vice President for Student Affairs/Dean of Students

Conference Presentations, Professional Association Positions and Achievements

Andrew Shepardson, Vice President for Student Affairs and Dean of Students

- Andrew Shepardson is serving a second term on the board of The James E. Scott Academy. This 21-member board is comprised of accomplished vice presidents for student affairs from the NASPA - Student Affairs Administrators in Higher Education seven regions. The Board provides advice and thought leadership on critical issues in student affairs and higher education and advises the NASPA president and staff regarding these issues.
- In June 2019, Andrew Shepardson authored a blog for NASPA regarding Generational Shifts and Gen Z, [Here's Why My Approach to Gen Z Will Be Different From Millennials](#)
- Vice President Shepardson gave the opening keynote address at the New England Association of College and University Housing Officers (NEACUHO) conference, hosted by Bentley University and attended by 110 residential center professionals from 58 institutions and companies in December 2018.

Arena

- Bo Stewart completed the United States Ice Rink Association courses "Safe Ice Resurfacer Operations" and "Programming, Marketing and Promotions" as well as recertified his professional designation "Certified Ice Technician" during spring 2019 semester.
- Ralph White completed the United States Ice Rink Association course "Basic Arena Refrigeration" during spring 2019 semester.
- Ralph White attended the Sports Video Group's College Summit in spring 2019.

Athletics

- Barbara Stevens, Head Women's Basketball Coach, received the Northeast-10 Women's Basketball Coach of the Year honors for the 16th time in her amazing career. Her 33rd Bentley season also saw the court in the Dana Center dedicated in her name. Coach Stevens, was named a finalist for the receiving the sports ultimate honor the Naismith Basketball Hall of Fame's Class of 2019 induction. While she ultimately was not selected this time around, the chances are likely that she'll be chosen in the future to join basketball's all-time greats.
- Jim Murphy, Head Men's Lacrosse Coach for the past 27 years, received Coach of the Year recognition from both the NE10 and the New England Intercollegiate Lacrosse Association. He became only the fifth Division II men's lacrosse coach all-time with at least 200 wins.
- Mary Samko, Head Women's Swimming Coach was named the NE10 Men's Swimming Coach of the Year after leading the Falcons to the conference championship, and Danehy was named both the Men's Diving and Women's Diving Coach of the Year. Samko's year also included her 500th dual victory as a head coach and her 400th Bentley win.
- Bob DeFelice, Head Bentley's Baseball Coach since 1969, became only the 18th active Division II coach with 800 career wins.
- Carolyn White, Assistant Women's Basketball Coach, was among the inaugural class of inductees into the A STEP UP Assistant Coaches Hall of Fame.
- Rick Danehy, Assistant men's Swimming Coach, received the Northeast-10 Coach of the Year honor.

Health Center

- Margaret Fitzgerald, associate director, was selected as a member of a panel who presented a pre-conference session on "Achieving Accreditation" at the regional New England College Health Association annual meeting held in Portland, Maine in November 2018. This May, Nora Basile, Nurse Practitioner in our Health Center, was awarded her Doctor of Nurse Practice Degree from Northeastern University. This is a tremendous achievement as she completed her degree while working full-time and being a super mom to her two young children! The focus of a Doctor of Nurse Practice degree is on translating research into the clinical setting and improving the quality of care, as well as the systems through which it is provided. Nora's doctoral project was called "HIV Pre-Exposure Prophylaxis Prescribing Practices of College Health Clinicians." The aim of the project was to identify

challenges medical providers in college health clinics experience when considering prescribing PrEP. If we can overcome those challenges and help our students prevent infection, we move that much closer to eradicating HIV.

- Margaret Fitzgerald, as a reviewer for the Journal of American College Health, reviewed approximately 10 research studies this year. Several of these went on to be published in the journal.

Counseling Center

- Counseling Center Director, Dr. Peter Forkner co-presented at the Association of University and College Counseling Center Directors (AUCCCD) on the topic, “Creating Impact Outside the Counseling Center Using Positive Psychology.”
- Counseling Center Director, Dr. Peter Forkner co-presented with other Bentley University Student Affairs staff at the NASPA Region 1 conference on the topic of “A Case in Review: Lessons Learned from a University CARE Team.”

Wellness and Health Promotion

- Jessica Greher Traue developed and facilitated a 3-hour pre-conference workshop for the New England College Health Association’s annual meeting in Portland. She also has an accepted workshop proposal for the combined meeting in Saratoga this coming fall. Her leadership within ACHA continues to grow. Jessica is currently one of the organizations consultants, serves on the National Nominating Committee, is past-president of the New England Affiliate, and is developing content for a new website being launched this fall. At the community level, Jessica also sits on the Board of Directors for Healthy Waltham.
- Angela was invited to Boston University School of Public Health as a career panelist this past spring. She was also interviewed by an NPR station regarding her failure experience, which she shared as a panelist in March.
- Our departmental collaboration with the Counseling Center regarding failure resiliency received national attention in the media and our student employee was one of the featured students in the Wall Street Journal Article.

Center for International Students and Scholars

- Terry Lamoureux: Promotion to Coordinator and addition of ARO to already existing role of DSO; First-time participation in Annual NAFSA conference
- Christine Lookner: Presented “Fostering a Healthy Work Environment for International Education Professionals” at the NAFSA Region XI conference in October
- Brittanye Mackey: Invited as guest speaker at UP Academy in Lawrence for MLK/Black History Month panel
- Anna Garson: Invited to participate in NAFSA Academy, including attendance at a week-long cohort-based session
- Nia DeYounge: Presented on F-1 Basics at the GRAC annual Spring Immigration Workshop; presented “F-1 Intermediate Training” at the NAFSA Region XI conference in October; selected to serve as a co-leader on a Faculty-Led Program in South Africa (June 2019)

New Student Programs

- University Business Article - This fall, the Undergraduate Orientation Program was featured on the cover and in an article with University Business. The article highlights creative ways to welcome and engage with new students. Link to the article: [Orientation impact: Creative ways to welcome new students and ensure they stay](#)
- NODA National Presentation - This fall, Bobbi-Lynn Kekic, Associate Director, and Stephanie Cohen, Program Coordinator, presented at the National Conference on Orientation, Transition, and Retention. The title of the session was “Best Practices in Changing Your Program in Less Than a Year.” After the conference, colleagues from around the country reached out to have follow up conversations as they prepare to shift to an August Orientation. NACADA/ACPA Drive-In Conference Presentation - Bobbi-Lynn Kekic, Associate Director of New

Student Programs and Development, and PJ Dickson, Assistant Dean of Academic Affairs, were featured presenters at the NACADA/ACPA Drive-In Conference in March. The presentation entitled “New Student Orientation: Combining Academic and Student Life Initiatives” demonstrated the importance of cross-collaboration between Academic and Student Affairs, and the unique ways that a university can partner with Academic Leadership. The presentation was a success and had approximately 60 conference attendees' participating in the session.

Office of the Dean of Student Affairs

- Alex Hirs maintained his collaboration with the Center for Women and Business and partnered with their office for men as allies initiatives. Specifically, Alex joined Trish Foster, Senior Program Director in the Center for Women and Business, in leading a webinar on men as allies to Eagle Investment Systems LLC (a subsidiary of BNY Mellon) in September 2018. Trish and Alex received overwhelmingly positive feedback after the session, with 100% of participants rating the webinar as “Good” or “Excellent” in a post-program survey. Alex partnered with Trish again in May when they led a Men as Allies workshop with Horizon Beverage, and that session also heralded praise from the organization and the participants.
- Erin Kelley was one of five national Title IX Coordinators featured in The Chronicle of Higher Education’s Case Study, “Keeping Fairness at the Center of Title IX Cases.” This Case Study can be accessed [here](#).
- Erin Kelley, Director of Student Conduct and Title IX Coordinator, and Alex Hirs co-presented at the NASPA Region I conference in November 2018. Their session –Title IX 2.0: Shifting the Culture from "Mandatory" Title IX Training to Engaging Professional Development– was the culmination of four years of transformational training and education for responsible employees.
- Four members of the CARE Team, Erin Kelley, Director of Student Conduct/Title IX Coordinator; Erin Thompson, Case Manager; Doreen Floyd, Associate Dean of Student Affairs, and Peter Forkner, Director of the Counseling Center, presented at the NASPA Region I Conference in Providence, RI. Their session was entitled “A Case in Review: Lessons Learned from a University CARE Team.”
- Jessica Kenerson was awarded the Delta Sigma Pi advisor of the year for the New England region. This is the third time in four years that she has received this honor.

Residential Center

- Assistant Director Antonio Willis-Berry presented a session at the 2018 Association of College and University Housing Offices – International (ACUHO-I) Annual Conference & Exposition entitled “Revisiting Your Housing Process (with Inclusion and Diversity in Mind)” in Denver, CO in July 2018.
- Assistant Director Antonio Willis-Berry was elected to the Massachusetts District Coordinator post for the New England Association of College and University Housing Officers (NEACUHO).
- Assistant Director Liz Humphries attended ACPA’s Compliance U TIX 201 conference in December 2018 that was centered on Title IX and legal compliance in a University setting. Successful completion of the overall Compliance U program entailed attendance at the TIX 201 conference, as well as a 3,000 word written assessment that commented on Title IX competencies and applications in a University setting. After receiving the graded assessment, AD Humphries earned a grade of “high competency/competency” on a scale of highly competent, competent, and not competent. Additionally, AD Humphries completed two different video modules that encompassed various quizzes throughout each module, totaling 16 hours of specialized training focused on Title IX, as well as law, policy, and governance in Higher Education.
- Assistant Director Antonio Willis-Berry co-presented two (2) sessions at the 2018 New England Association of College and University Housing Officers (NEACUHO) annual conference: (1) Housing Accommodations: They’re Here to Stay (with Stephanie Bohler, Assistant Director of Disability Services – Bentley University) and (2) Mid-Level and Beyond: Charting Your Pathway to Becoming a Better Supervisor (with Shelly Keniston, Associate Director of Housing – Bridgewater State University) in Mystic, CT in October 2018.

- Hired and on-boarded Jeff Funk for the newly created Housing Operations Specialist position within the Residential Center
- The Residential Center hosted the 2018 NEACUHO Residential Operations Conference at Bentley University on December 7, 2018 (with support from the Vice-President of Student Affairs/Dean of Students and the Conference Center). There were 110 professionals on campus from 58 institutions.
- Director of Housing & Residential Services Kat Keyes co-presented two (2) sessions at the 2018 NEACUHO-I Residential Operations Conference at Bentley University. Kat and Justin Woodard presented on Creating a more Student Centered Damage Billing Approach. Kat and Antonio Willis-Berry presented on FalcUp the Housing Selection Process – For the Better. Assistant Director Willis-Berry and Assistant Director of Disability Services Stephanie Bohler were also asked to present their “Housing Accommodations: They’re Here to Stay”.
- A team of staff from the Residential Center (Brent Ploughe, Anthony Martin, Ian Mulhern, Anthony Majer, and Justin Woodard) attended the Institute on the Curricular Approach in Chicago, IL during October.
- Residence Director Melody Smith has been elected to return to her position as the New Professionals Committee Chair for Northeast Association of College and University Housing Officers (NEACUHO)
- Residence Director Keriann Clinton, will present two sessions, *Fun with Flags: LGBTQ+ Edition* and *Inclusion and Equity Training: Bringing it Back to Basics* at the NASPA Region 1 Conference in Providence, RI.
- Residence Director Melody Smith, in her role as the New Professionals Committee Chair for Northeast Association of College and University Housing Officers (NEACUHO), hosted the RD2B Conference on November 6, at UMASS Amherst
- Residence Director, Melody Smith, in her role as the New Professionals Committee Chair for Northeast Association of College and University Housing Officers (NEACUHO), will host the RD2B Conference on March 30th at NHTI in Concord, NH as well as the New Professional Institute on April 12, at Skidmore College in Saratoga Springs, NY
- Assistant Director Antonio Willis-Berry presented his session, “Diversity & Inclusion: Big Words, Little Execution” at the 2019 New England Association of College and University Housing Officers (NEACUHO) Equity, Diversity, & Inclusion Conference in February 2019.
- Assistant Director Antonio Willis-Berry served as a faculty member for the 2019 New England Association of College and University Housing Officers (NEACUHO) New Professionals Institute and presented his presentation, “Authentically You: Being Yourself at Work” at the institute in Skidmore, NY in April 2019.
- Justin Woodard chaperoned the week long Social Justice in Law class with Professor Kiana Pierre-Louis.
- Residence Director Anthony Majer assisted Career Services in co-facilitating one section of the CDI 101 course that is available for first year students in their second semester.
- Residence Director Taylor Sprague was appointed to the University’s Coordinated Community Response Team (CCRT)

Student Programs & Engagement

- All SP&E staff deserve marked recognition for their willingness to step up in the face of adversity this spring. Down two staff, the team still excelled at programming, student support, decision-making, assessment, achieving goals, and growing the department. I am incredibly proud of all the team accomplished and look forward to seeing what is possible next year with a full team.
- Riley Fickett attended ACPA’s Mid Managers Institute in January 2019 in California and participated in Bentley’s Prepared to Lead Program in spring 2019.
- Alex McGillivray, Graduate Assistant for Fraternity & Sorority Life, received and accepted a full-time job offer from Wentworth Institute of Technology in March 2019. Alex joined the Wentworth team as their new Assistant Director of Student Life in March, departing Bentley mid-semester but having accomplished significant goals related the FSL Standards Program as well as new initiatives for our Greek community. We are thrilled that Alex found such success in his full-time job search.

- Michelle Dabenigno continued her active commitment with ACUI as a member of the regional leadership team for a second year.
- Matt Galewski will celebrate his five-year anniversary at Bentley this June.



Division of Student Affairs Leadership Team

J. Andrew Shepardson, PhD, Vice President for Student Affairs and Dean of Students

Bob DeFelice, Athletics Director

Doreen Floyd, Associate Dean

Ernie Leffler, Chief of the University Police

John Piga, Associate Dean

Gerri Taylor, Associate Dean (retired January 31, 2019)

Nicole Chabot-Wieferich, Director, Student Programs and Engagement

Margaret Fitzgerald, Interim Director, Health Center (Feb 1, 2019 – July 9, 2019)

Peter Forkner, Director, Counseling Center

Erin Kelley, Director, Student Conduct and Development

Jessica Kenerson, Director, Office of Dean of Student Affairs

Christine Lookner, Director, Center for International Students and Scholars

Michael McCorvey, Director, Multicultural Center

Robin Olson, PhD, Director, Spiritual Life

Jessica Greher Traue, Director, Wellness