

**COLLEGE OF THE HOLY CROSS**  
A DEFINING MOMENT, A PASSIONATE CALL





# BECOME MORE

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CAMPAIGN FOR  
THE FUTURE  
OF HOLY CROSS



**“OUR PROMISE IS TO EDUCATE THE KINDS  
OF THOUGHTFUL, IMAGINATIVE, ETHICAL  
LEADERS FOR WHOM OUR WORLD HUNGERS.  
LEADERSHIP IS NOT SIMPLY ABOUT DOING  
MORE, IT IS ABOUT BEING MORE.”**

Rev. Philip L. Boroughs, S.J., president

## THE ESSENCE OF HOLY CROSS

**Being more. Not simply doing more.** This distinction has been at the core of a Holy Cross education since our founding. It is the essence of who we are and what we do as a community. For 170 years we have educated students in the Jesuit tradition. In the context of an ever-changing world, we have worked to live out what St. Ignatius of Loyola meant by *Magis*.

And now we arrive at a defining moment. We stand together in a time of unprecedented opportunities and challenges. While our academic reputation has never been stronger, our campus more attractive, our commitment to service and one another more powerful, we are also aware that contemporary culture is transforming at a breathtaking pace. And that the very notion of Jesuit liberal arts education is vulnerable to the uncertainties that are gathering.

We genuinely believe that Holy Cross is the answer to the very real problems and challenges that await our world: The fragmentation and erosion of community. Anti-intellectualism. Fanaticism. Solipsism. Greed. Apathy. The meaninglessness of a life devoted only to the unexamined metrics of technological progress and material acquisition.

We strongly believe that the history, mission and vision of our College gives us a powerful and unique approach to the care and formation of the young individuals who will one day lead this complex world.

Holy Cross exists to assist and guide our students in becoming their greatest possible selves. We are committed to instilling both critical thought *and* empathy; faith *and* reason; radical creativity *and* unflinching discernment. As the most deeply embedded truths of Western culture are being debated and re-imagined, our mission becomes more crucial than ever before. And as our world becomes redefined moment to moment, we must rededicate ourselves to the indispensable work of pedagogical excellence, so that our students might transform the world itself, bringing their talents to their neighbors—whether they live next door or across the planet.

We believe the importance of the liberal arts has never been greater than it is today. And the need for a Holy Cross liberal arts education—the kind that develops mind, body, spirit, and community—has never been more essential.

We understand that you share this belief. That you hold it dear, as a fundamental value that has informed every aspect of your life. And that is why we are calling on you.





## GREAT MINDS, GREAT PURPOSE

The students who are on our campus at this moment will be part of the workforce for the next 40-plus years. During that time, the world will be increasingly global and interdependent. The changes that our current students will encounter as they take their positions as leaders are all but unimaginable. Today's theorists speak of a moment in our future when our world is remade in ways we can only barely comprehend.

For individuals to excel in this environment—and more importantly, to lead—they will need the capacity to think critically and communicate clearly. They will need to know how to locate, organize, and evaluate information from multiple sources to solve complex problems. They must develop intercultural skills. They must understand nuance, and what it means to collaborate and to listen. And perhaps most importantly, they must become ever-engaged, lifelong learners—able to apply new knowledge in unexpected settings.

Holy Cross is committed to ensuring that students have these vital skills. But by themselves, these skills are not enough to prepare students for the world they will inherit. As we all know so well, a grounding in moral values is essential for students to demonstrate ethical judgment and integrity—the basis of principled leadership and real achievement.

We are steadfast in our belief that the Holy Cross approach to education is different. And superior. Questions that are invitations to explore larger meaning live at the heart of our culture.

A recent survey of over 300 chief executives by the American Association of Colleges and Universities found that today's employers are in need of students with the depth and breadth of broad-ranging knowledge associated with a classical liberal arts education. The critical thinking skills developed by the study of the Humanities was considered the key to innovation. But beyond this, today's leaders agree that ethical judgment and integrity are essential qualities needed for the success of the individual and the community as a whole.

In today's rapid-response world, as questions come faster and meaningful answers are harder to find, we believe that Holy Cross graduates are needed more than ever.

Our liberal arts focus—and the ethical foundation rooted in our Jesuit tradition—enable our students to interpret and navigate life with a firm sense of purpose and a vibrant imagination.

With each new graduate, Holy Cross demonstrates what we have to offer the world.

## ACHIEVING OUR HIGHEST ASPIRATIONS

Holy Cross has helped to develop in our students a profound inner life, which inspires us to look out at the world and ask:

*Can I do better today?*

*What can I contribute?*

*How will it matter?*

In this time of unprecedented transformation, we must also ask these same questions as an institution.

*How can Holy Cross do better?*

*What can our College contribute?*

*How will it matter to our world?*

As a community and a vital, engaged, relevant institution we must ask ourselves:

*What does it mean to think critically, act ethically, and have hearts of compassion today?*

*What does discerning leadership, which marks men and women for others, look like in the 21st century?*

*What must we do better to prepare students for their future lives, after they have left Mount St. James?*

In raising these important questions, we are exploring the heart of Catholic and Jesuit education. We are asking what it means to be “contemplatives in action.” We believe this is the most important question we can ask as a community of educators. So today, as we think about the future of Holy Cross—our responsibilities to our students, faculty, alumni, and community—we take on the task to do nothing less than define what “contemplation in action” means in our time. And to apply this core principle—of the Jesuits and of the liberal arts—to the great issues that face us.

We will need your wisdom and your support in this effort. We will need your faith and your insight. We cannot bring our College into the future without you. Our communal task is as large as it is essential: preparing the next generation of students to take responsibility for its world, developing the trusted and passionate leaders who are guided by an inner life. In achieving this mission, we will serve our highest aspirations. At the same time, Holy Cross will be recognized not only as the premier Catholic college, but as one of the very best liberal arts colleges in the nation.

Without question, ours is an ambitious goal. And it will involve every aspect of the institution and our greater Holy Cross community. It will require an equally ambitious effort to raise philanthropic support. This will be the College's greatest fundraising campaign in our history. But if we succeed, we will have strengthened every dimension of the Holy Cross experience.

What we are attempting is thrilling, grand, even audacious. We will make this attempt together and we will succeed. Because our tradition and our history testify to the fundamental worth of our efforts and the ever-expanding majesty of our vision.

Holy Cross is a living narrative that continues to tell the story of how lives *and* worlds can be saved, changed, made glorious. With your help, we will write our next powerful, fascinating and redemptive chapter.





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## REALIZING OUR FULL POTENTIAL

Holy Cross has never been stronger.

This is a tribute to past generations of students, faculty, alumni, staff, parents, and friends. The student body has never been more selective, with top acceptance rates to graduate and professional programs. The faculty is renowned for scholarly achievement and student engagement. More than 600 students volunteer every semester, to feed the poor, tutor immigrant children, work in prison ministry, as they seek to become graduates who are committed to becoming men and women for and with others. Our alumni, who live the College's values in the world, are recognized not only for their success but for their deep, lasting friendships with classmates. Like you, they are also some of the most loyal and generous benefactors anywhere.

So we begin in an enviable position.

But the challenges ahead, and the unyielding spirit of Holy Cross, call on us to do more.

We are standing at the threshold of a pivotal moment. A number of the issues we face are not unique to Holy Cross: the relevance of the liberal arts, the effects of globalization, the changing student demographics, the role of technology, the cost of higher education, an aging physical plant, a new landscape of college athletics. Others are specific to the College: how Holy Cross can sustain the vitality of our Jesuit tradition with fewer and fewer Jesuits on campus, and how we can diversify the community in all ways.

Now is the time for us to seize this moment and raise our sights. It is the time for us to realize our full potential as one of the leading academic institutions of the 21st century. It is the time for us to challenge the institution in the way we challenge our students. It is time to seek excellence in all that we do. This means strengthening every dimension of the Holy Cross experience.

How do we propose to achieve such a monumental task? How do we intend to lead the way as a flagship of the liberal arts experience? How will we write this magnificent next chapter in the history of our College?

After years of research, study, debate, reflection, dialogue, and prayer, we have arrived at the initiatives on the following pages, which we believe will navigate our way to the future.



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## OUR PRIORITIES

To attain new standards of excellence in teaching, learning, creativity, and scholarship across the College, the campaign will seek to raise no less than \$400 million—which we calculate to be the minimum required to *do more* and *be more*, as we imagine the College’s future.

These are our priorities:

- **Inspiring Creative Teaching and Learning**

Our College’s mission statement speaks of the fundamental questions at the heart of the search for meaning and value. This means providing our students with the broadest and deepest possible exposure to the liberal arts. Toward this end, we are committed to inculcating the highest faculty for communication—written and oral; visual, quantitative and technological. We are committed to exploring and assessing the ethical dimensions of each discipline we offer. In the coming years, we hope to give our faculty the resources and support to create classes, labs, research opportunities and technological ventures that will function at the cutting-edge of pedagogy—allowing our students to work at levels they never imagined possible in an undergraduate experience.

We will recruit the best scholar-teachers from the finest graduate programs in the world. This means not simply offering salaries that are competitive with our peer colleges and universities, but also securing fellowships, grants, travel support, summer stipends, class and lab equipment, data bases, and conference funding.

We will create tenure-track faculty positions to maintain our competitive student-to-faculty ratio and to increase offerings and scholarship in key disciplines. In addition, we will increase the presence of distinguished visiting faculty members on campus, bringing to Mount St. James some of the most prominent scholars and artists in their fields to work directly with our students.

We will integrate classroom learning with real-world experience and real-world events, making our students more active participants in the construction and implementation of their educational experience. In addition, we will allocate additional resources to increase and diversify our arts programs, first and foremost through the construction of the Prior Arts Center, an ambitious and comprehensive facility, which will include dedicated spaces for the fine and performing arts as well as spaces and technology to support creative interactions between the arts and other disciplines. This Center will be a focal point for our campus in the years to come.

- **Living our Faith**

To enhance the Catholic and Jesuit nature central to the mission of Holy Cross, we will construct a new Contemplative Center, which will be home to The Spiritual Exercises and other retreat programs. Located only 20 minutes from campus, this beautiful, cloister-like setting will create a new era of student reflection and discernment, and will support our continued faculty and staff development.

## OUR PRIORITIES (continued)

We will fund ministers in residence, Jesuits and laypeople who will be available in our residential halls, making the discernment and reflection process a perpetual aspect of our students' lives.

We will create new programs that promote leadership, service, and social justice—both across the globe and in our local community. In addition, we will expand our many existing versatile outreach programs.

We will support our program for Global Catholicism, in both a scholarly and a participatory manner, finding the common ground between theological investigation and all manner of service to others.

- **Advancing Success, Leadership, and Citizenship**

We will enhance common discernment initiatives in order to continue to prepare students to be thoughtful leaders and responsible, global citizens.

We will increase opportunities for experiential learning, allowing our students to grapple with real-world situations and problems, using hands-on methods of gaining knowledge and wisdom, developing new and complex skills, and examining values and ethics as they unfold beyond the classroom.

We will create new internships, increase support for student research opportunities and student-designed projects, increase study abroad opportunities, and provide mentoring for students regarding which programs will best enhance and develop their particular interests and talents.

- **Empowering Athletics, Health, and Wellness**

When completed, the new and improved Hart Center will be a shining gem at the top of the Hill, worthy of both our history and our ambitions for great things to come. With your help, we will build indoor practice fields for all of our field sports. We will construct an additional practice court for our basketball and volleyball teams. We will expand our sports medicine and strength and conditioning areas and equipment to service 750 student-athletes. And we will add locker rooms, team meeting rooms and office space for all of our varsity sports teams consistent with a Division I program. The new Hart Center will give Holy Cross student-athletes the tools they need to become champions in the years ahead and for decades to come.

In conjunction with the renovation and expansion of the Hart Center, we will revamp our aging Field House, creating a top-flight recreation complex for the entire student body, featuring basketball courts, multiple exercise studios, weight training rooms, new shower and locker space, and centers for a wide assortment of health, wellness, and fitness programming.

We will make our rejuvenated and successful athletics program a vital component of the new ethos emerging at our College. We will bring our athletics reputation up to par with our academic

reputation. We will equip our student-athletes to maximize their potential and give them a world-class collegiate, competitive experience.

We will provide new resources for coaching, financial aid, recruiting, equipment, and national marketing, and, in doing so, we will convey the College's name and story out into the national conversation. We will create a new sense of spirit and pride on campus and in the alumni community.

- **Enabling Access, Diversity, and Affordability**

We will ensure our commitment to need-blind and full demonstrated need in admissions. This is a bold and utterly necessary proposal. It will require financial vigilance and copious, ongoing planning. But our need-blind commitment is one of the cornerstones of our mission and our vision.

We will increase our recruitment of students with exceptional personal and intellectual characteristics. In addition, we will diversify our student body culturally, geographically, and economically.

We will increase support for financial aid, keeping a Holy Cross education within the reach of all the exceptional young people who gain admission to our College.

- **Sustaining Our Future, Our Mission, Our Vision**

We will continue to increase support for the Holy Cross Fund. Current-use, unrestricted funds are essential to the future of the College—they enrich every aspect of the campus environment and academic enterprise and bolster all areas of the operating budget. And they are critical to our plans for the future of Holy Cross.

We will provide *all* of our students with the academic skills, learning experiences, and faith opportunities that will allow them to live productive, meaningful lives and pursue successful careers. We will accomplish this by continuing to grow the Holy Cross Fund. Holy Cross alumni are consistently among the most generous in the nation, with more than 50 percent of alumni giving to the College each year. We will work tirelessly to earn this remarkable level of support and to be conscientious stewards of all our resources.

We will strive to utilize annual resources to remain constantly adaptable and competitive in today's rapidly changing higher education landscape. The Holy Cross Fund supports every student, faculty member, and department on campus. The Fund provides flexibility for responding to evolving circumstances and allows the College to take advantage of emerging opportunities.

We will manage our unrestricted funds to launch new initiatives and projects quickly and successfully, so that our unique combination of tradition and innovation continues to expand and grow, marking our College as the model for the rebirth of the liberal arts in the 21st Century.

## CALLED TO LEADERSHIP

These priorities are the product of hard conversations undertaken with our greater community over the last 18 months. The deliberations were rigorous and reflected diverse perspectives. We asked one another the relevant—and often difficult—questions and we listened to the dialogue those questions generated. And it is important to note that we considered the scenarios of regression and missed opportunities that could occur should our College fail in our efforts.

All the participants in the discussion agreed, passionately, with one thing: whatever the path, Holy Cross *must* lead the way forward.

Call this certainty our “rebellious optimism,” our faith that great challenges are to be overcome, that great minds must be put to great purpose. But leadership is not simply the consequence of one’s knowledge, talent, or desire. True leadership most typically happens when one is called to leadership by others, in light of the gifts that match the needs of a particular time and circumstance. Your own lives are a fine and inspiring example of this. Enduring leadership is not so much something you decide to take on, but rather something that others see in you and call forth. Today’s world calls Holy Cross to lead.

And we will.

We invite you to join us.

At this crucial moment, will you accept the call of your College?



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