

# Alfred University

Division of Student Affairs  
Briefing Book  
Academic Year 2018-19

Prepared for Michele Cohen  
Chair, Student Affairs Trustee Committee



# Alfred University

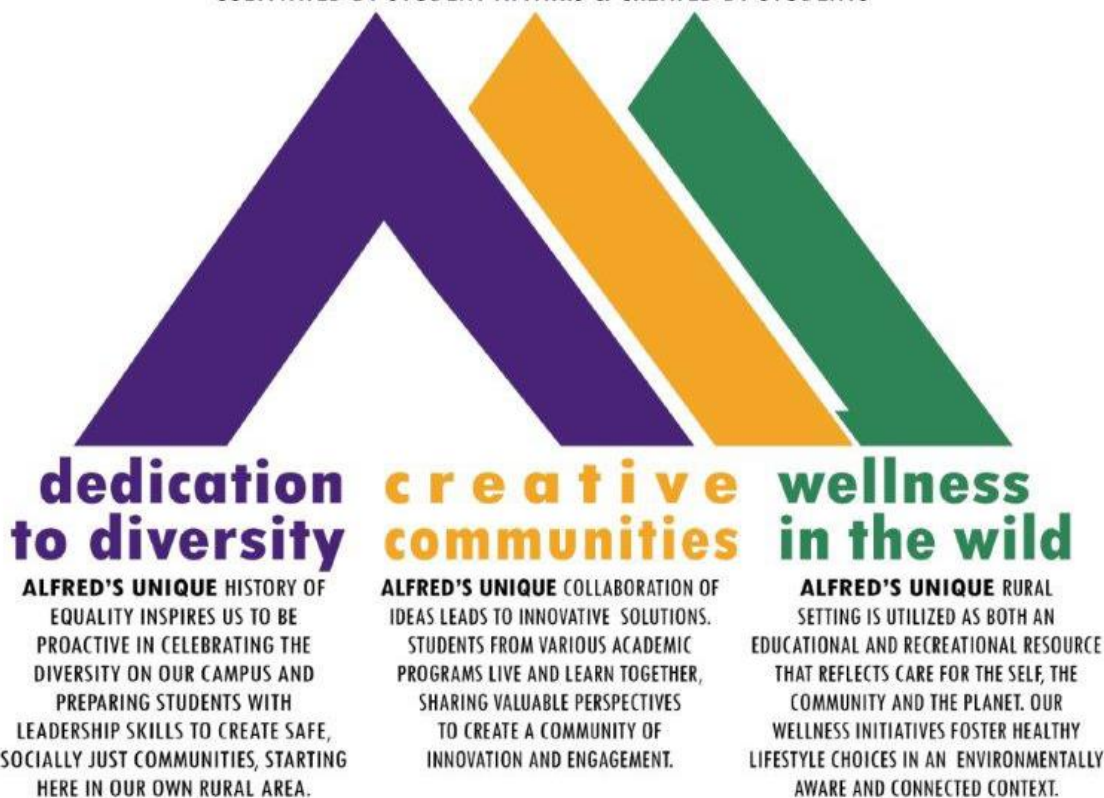
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## THE ALFRED UNIVERSITY EXPERIENCE

CULTIVATED BY STUDENT AFFAIRS & CREATED BY STUDENTS



### Strategic Areas of Focus for This Year

- Build our capacity to keep our campus community safe, physically and psychologically;
- Ensure the success of APEX;
- Ensure an on-campus living environment that we can be proud of, including activities, a strong residential curriculum, leadership programming, outdoor recreation and campus engagement;
- Improve first-year retention and six-year graduation rates by 5 percentage points by the 2022-2023 academic year;
- Continue to resource athletics as a recruiting, leadership, retention and alumni engagement.

## The Gary Horowitz Service Learning Program Corey Fecteau, Career Development Center

### Highlights

- Concepts of Service Learning reintroduced, cross-listed in Social Justice Studies minor
- APEX Program (Fall 2018) will offer funding opportunities to support service and volunteering
- 2017-2018 Voter Friendly Campus Designation from NASPA and the Campus Vote Project
- New website: [www.alfred.edu/student-life/career-development-center/students/service-learning.cfm](http://www.alfred.edu/student-life/career-development-center/students/service-learning.cfm)

### Usage:

- 92% show rate for Celebrate Service, Celebrate Allegany and Spring into Action Day of Service
- 40 Community Service & Volunteering Appointments
- 4 Service Learning courses: Auditing Theory and Practice, Concepts of Service Learning, Physiology of Aging (2)
- 437 service hours from Concepts of Service Learning students

### Voter Registration and Civic Engagement

Alfred University is a 2017-18 inaugural “Voter Friendly Campus” designee of the NASPA Campus Vote Project. AU’s most recent National Study of Learning, Voting and Engagement (NSLVE) data show a 10.9% increase in student voting in 2016 and a 9.8% increase in registered voters from 2012-2016. For 2018-2019, AU has submitted a proposal to the All In Campus Democracy Challenge.

### 2018 Spirit of Service Awards

Student nominees: Elizabeth Benedict, Beryl Torthe, Elvira Rodriguez (winner)

Faculty/Staff nominees: Donald Cinque, Dr. Tim Cox and John Hosford (co-winners, A.E. Crandall Hook & Ladder Company), Dr. Becky Prophet

## Wilderness Immersion (WILD) Leadership & Development

WILD promotes engagement, utilization, and increased comfort in the outdoors through programs that are planned and presented in collaboration with key partners such as Residence Life, faculty, local businesses/organizations, and student groups.

WILD events offer opportunities for the development of social and leadership skills, stress reduction, long-term healthy habits, and connection with AU (and thus retention).

Events included:

- Annual 7-mile trail hike with a BBQ at the end
- Skiing at Holiday Valley resort
- Created a very successful WILD pre-orientation for 16 students this summer
- Friday Night Hikes on the Pine Hill Trails.
- Pine Hill Trail improvements
- Added a day of WILD activities to orientation including outdoor yoga.

## AU Food Pantry



**Thank you Trustee spouses/partners!**

*The Director of Athletics oversees the NCAA athletics program, provision of athletic training services, intramurals and recreation, and facility operations. We belong to the Division III Empire 8 conference.*

## Selected Goals for the Upcoming Year

- Get at least four teams into Empire 8 tournament play and win at least one team championship;
- Retention rate of first-year student-athletes of at least 80% and overall GPA of over 3.1 for both semesters;
- Achieve at least 500 Saxon Nation members;
- Achieve the second year of our five-year roster management plan; year one was accomplished;
- Offer at least eight sports camps in the summer of 2019.

## Accomplishments

- Student athletes posted a combined 3.0 average in both semesters for the third straight year. 137 athletes earned a 3.75 or better GPA;
- A record six teams advanced to post-season play. For men's lacrosse and women's soccer it was the first time in Empire 8 history, and for volleyball it was the first time in 15 years;
- Senior track and field athlete Seth Spicer finished his career as a three-time NCAA All-American and junior diver Chris Deaver was Empire 8 Diver of the Year and went to NCAAs. Senior lacrosse player Jake Lynch earned his third straight All-American honors and senior football player A.J. LiCata was Empire 8 Defensive Player of the Year and first-team All-American;
- Saxon Nation eclipsed records with 430 donors and 860 gifts, including 26 students in Saxon Circle;
- Renovation and construction included new lights, Saxon Victory Room, new starting blocks, All-American plaques, scoreboard, rehab center for athletic training, varsity weight room and fitness center - all thanks to generous donors.

## Statistics

*Varsity Sports:* 420 students completed a season of varsity athletics, not including Equestrian which is noted separately.

*Recruiting:* 210 student-athletes (excluding equestrian) deposited for Fall 2018 as a result of recruiting activity.

*Intramurals:* 23 teams, a much lower number than usual due to a late start and not having an intramural director for a while.

*Gibbs Fitness Center:* Approximately 12,000 users.

*Joyce and Walton Center:* Approximately 10,500 users with 76 daily average; also hosted orientation, admissions events, commencement events, the Engineering job fair and many more campus events.

*Service:* Student-athletes gave over 1,400 hours of service to the local community.

## Assessment

*Senior exit interviews:* 92% indicated that AU provided a safe, inclusive experience. 89% felt better able to handle adversity because of their athletic experience, and 96% felt like better leaders as a result of athletics participation. 84% would attend AU again and 94% said they would encourage others to attend AU, up 20+ percentage points from last year.

*Student athlete end-of-season surveys:* 88% felt their expectations were met, with six teams (volleyball, men's basketball, M&W swimming & diving, women's soccer, men's lacrosse and cross-country/track and field) achieving over 90%. This lends credence to the idea that team success plays a major role in how our student-athletes feel about their season, and is worth continuing our investment in coaches who set the tone.

## Trends and Priorities

In Division III, athletic departments are an integral part of enrollment strategies, getting major support in terms of facilities and staff. Utica's track and field program has eight staff members and 120+ students; Fisher has built four facilities in the past 15 years, and Stevens has gone from 17 to 26 sports and Nazareth has gone from 13 to 24 sports. The Empire 8 remains one of the most competitive leagues in all of Division III.

The NCAA is revisiting recruiting calendars and burnout in the coaching profession at Division III. Many coaches are expected to work and recruit year-round, even if they have 10-month contracts or are part-time. The rise of youth sports presents new ways to recruit and opportunities for summer camps.

Transitions in conference affiliations reverberate annually; a third of our conference members have moved in less than ten years. This impacts scheduling and travel as we add members from further away, necessitating more expense in team travel for overnights.

## Were additional resources to become available, the AD would prioritize as follows:

- Facilities: Jericho Hill expansion to include turf field, outdoor track and field facility; swimming pool renovations;
- Bring assistant coaching, graduate assistant and administrative staff levels up to par with the rest of the Empire 8;
- Retain and support outstanding performance by coaches through salaries.



*The director oversees the Women's Leadership Academy, the Student Leadership Certificate Program, the Women of Influence series, LEAD athletic, and general leadership programs for all students.*

## **Selected Goals for the Upcoming Year:**

- Grow LEAD Athletic in collaboration with AD Vecchio and pilot a sophomore leadership program for student athletes;
- Research, plan and potentially pilot a leadership minor (to be housed in the College of Business) and an intensive summer leadership program;
- Launch a STEM-ester, featuring a slate of programs for and about women in STEM that will culminate with our speaker in November;
- Deliver a high-quality slate of at least four Women of Influence speakers, including the annual Pamela Lavin Bernstein visiting speaker;
- Pilot an application-based Student Leadership Development Program this fall;
- Refresh JLC building with new technology, lighting, curtains, etc.

## **Accomplishments:**

- LEAD Athletic had over 190 participants and issued 30+ certificates;
- Significant rebranding and overhaul of JLC social media;
- Alpha Kappa Omicron Leadership awards went to Anastasia Campbell and Elisabeth Estep;
- Delivered two Women of Influence lectures and secured Celine Cousteau as our 2018 Pamela Lavin Bernstein Visiting Speaker;
- Received a record number of applicants for the Bernstein Leadership and Women's Leadership Research Awards.

## **Statistics:**

*Women's Leadership Academy:* We will be welcoming nine members into Cohort XIII. 130 people have now graduated from the Academy since its inception.

*Funded Awards:* Twelve students were funded through Bernstein Leadership Awards, and four students were funded through the Research in Women's Leadership Awards.

*Workshops:* The JLC hosted 26 leadership

workshops and off-site programs including Alfred's Newest Talent programming, RA training, RD training, etc.

## **Assessment**

- LEAD Athletic key learning outcomes included "define both delegation and accountability and understand how these two concepts are essential to effective leadership. Reflections did demonstrate that participants had nuanced understanding of both concepts.
- In the Women's Leadership Academy, the highest self-rated learning outcomes included understanding about issues affecting women, understanding of privilege and socially-based advantage, overall sense of confidence and confidence in assuming a leadership role. Most improved outcomes were clarity about feminist principles and understanding of how gender roles affect leadership style. All 28 outcomes saw improvement from pre- and post-testing.
- 100% of Academy students were able to access and use Handshake to set up appointments with the CDC and job/career search.

## **Trends and Priorities:**

Leadership centers and minors are slowly but surely becoming more commonplace; however, Alfred is unique in that it possesses a center of this size devoted entirely to leadership and a director whose sole job is leadership development. Leadership minors and concentrations are increasingly available. We will be at the forefront of this movement by creating a leadership minor in collaboration with the College of Business and the Social Justice minors.

Increasingly, other institutions and leadership development programs (such as LeaderShape) are tying their leadership programming directly to social justice and service learning initiatives. Students see leadership development as a means to improve their ability to serve as effective activists

and advocates. In light of the #metoo movement, the discussion surrounding the role of activism in

athletics, and the crucial role student activists have played in the movements to end gun violence and protect young, undocumented students, the JLC will continue to provide a brave space for students to discuss important issues that will directly influence their future lives as leaders and as citizens.

Many institutions are also tying leadership development training to experiential and applied learning. This bodes well for long-lasting partnership between the JLC and the newly launched APEX program.

The publication that made the most waves in leadership development this year was the release of John P. Dugan's new comprehensive textbook,

Leadership Theory. The JLC Director has procured a copy of this text and will be incorporating it within the WLA's curriculum for the upcoming year.

### **Should budget allow, priorities would include:**

- Fill secretarial position, currently held vacant;
- Support for a leadership minor and minor director;
- Attract funding for a scholarship program such as Duke University's Baldwin Scholars Program;
- Seek funding via grant applications for a revamped Engineering Leadership (formerly E-LEAD) program.





*The CDC provides career counseling and advising, employer relations and recruiting, internships and co-ops and job search preparation. The APEX program and the Gary Horowitz Service Learning program report to the CDC.*

### **Selected Goals for the Upcoming Year**

- Promote and implement APEX;
- Strengthen student engagement and employer participation through Handshake;
- Re-invigorate the Saxon Career Volunteer Network in partnership with University Advancement;
- Increase participation in international internships by partnering with Global Experiences;
- Grow the service learning program: develop new courses, encourage active citizenship and increase volunteerism.

### **Selected Accomplishments**

- Opened Cheryl's Closet and earned a "Program of the Year" division award for this excellent resource;
- Took on responsibility for APEX including hiring a half-time coordinator;
- Provided internships for twelve AU students in the CDC;
- Establish an Employer Advisory Board in collaboration with University Advancement.

### **Statistics**

*Career counseling/advising appointments:*

909. The most popular reasons were resume/cover letter development, applied learning, job searching, interviewing skills and graduate school applications.

*Email advising/resume critiques:* 793

*Cheryl's Closet users:* 90

*Drop-in Sessions:* 347

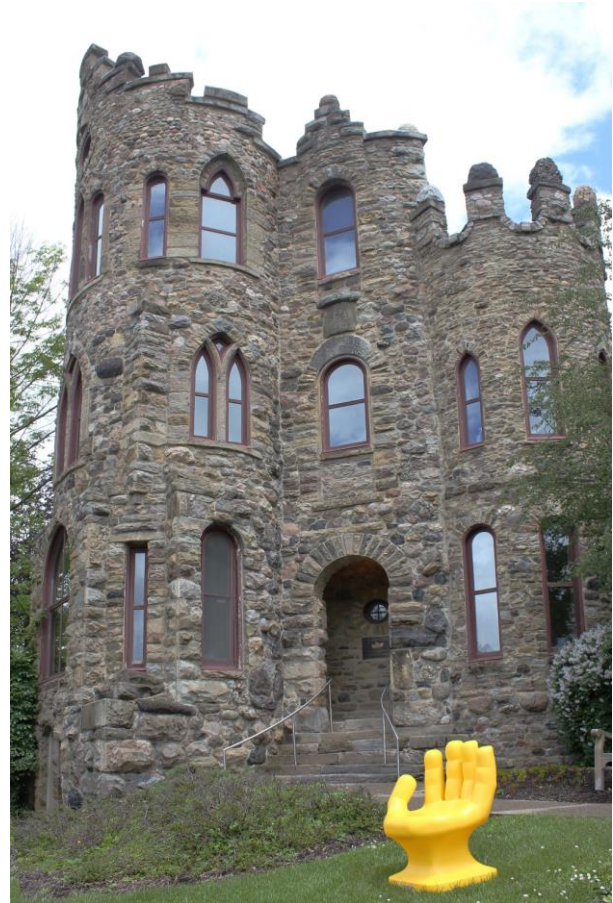
*On-campus Recruiting:* 147 employers, a five-year high.

*Events/workshops:* 142, with over 3600 attendees

*Handshake job postings:* 13,879

### **Assessment**

- The Social Change Model of Leadership was



used to measure growth before and after internship experiences. Growth was reported in all eight categories with the biggest gains in Common Purpose, Controversy with Civility, Collaboration and Citizenship.

- Career counseling survey: 100% of respondents would recommend the CDC to others, feel better prepared for their job search, and feel better prepared for graduate school preparation. 91% were more informed about careers in their area of interest and 88% felt better prepared for interviews.
- 90% of students who responded to the post-co-op survey strongly agreed that they felt better prepared to enter the world of work.

## Trends and Priorities

### *Applied Learning:*

Our primary focus is on the impact of applied learning, which allows students to utilize knowledge and skills gained from traditional classroom learning to hands-on and/or real-world settings, creative projects, or independent or directed research. We are now in the process of launching APEX, and hope to encourage students to participate in at least one applied learning experience.

### *Collaboration, Technology and Analytics:*

- By collaborating with key stakeholders and building relationships both on and off campus, we will better be able to serve the needs of students and create networking opportunities. One of the ways we are doing this is through the revitalization of the Saxon Career Volunteer Network; we hope to demonstrate outcomes in the next annual report.
- Throughout this academic year, we faced some serious feedback from employers and alumni about the professional preparation and behavior of Alfred University students. We implemented some new initiatives and worked with our employer Advisory Board to address these issues. Going forward we will also use the NACE Competencies to measure student improvement.
- Through the innovative use of technology, we are streamlining and simplifying some of our procedures to save time, effort, and money. Handshake has been a major factor in improving opportunities for students and making it easier for them to connect with the CDC through an app. This platform has ensured data integrity,

improved tracking usages, and simplified the way we demonstrate our results in this report.

### **If funding were to become available, we would have the following priorities:**

- **Community Engagement/Service Learning Program:** We currently have one half-time position. The potential of the Service Learning program could be realized with one full-time professional to oversee it; teach courses for service learning which include: a classroom component, volunteer service component and reflection component; and manage service learning projects and field trips.
- **Expand professional practices class/workshop series for artists:** We currently offer some workshops for artists, but could do more to assist this group with professional practice readiness.
- **International Experiences:** Students have expressed an interest in international internships and service learning outside traditional study abroad programs. International internships and volunteer experiences would have an impact on students' global perspectives. APEX will help in this regard and additional funding would certainly be welcome.
- **Building Renovations and Furnishings:** The Steinheim Building is 140 years old, renovated in 1996. As time goes on, funding is needed for the ongoing upkeep of such an important historic building, along with updates of furnishings. Each year, we will carefully use our budget and try to save some funding to improve our furnishings and to manage ongoing issues.

*The director of the Center for Academic Success oversees disability services, tutoring, academic consultation, Supplemental Instruction (SI) and the Writing Center.*

## Selected Goals for the Upcoming Year

- Increase the use of academic consultation by non-identified students (>15/semester)
- Maintain a proportion of self-identified students of at least 10% of the AU undergrad population
- Develop services to support students on academic probation and high-risk first-year students
- Develop services to support English as a Second Language (ESL) students.
- Continue to develop and improve trainings for student tutors and SI leaders
- Systemize data collection and assessment using TutorTrac

## Selected Accomplishments from Last Year

- Created and conducted ADA/504 training for new faculty during orientation
- Created partnership with ITS to increase awareness about online accessibility for individuals with disabilities
- Integrated article reviews into weekly group supervision with academic consultants
- Implemented new data management system, TutorTrac
- Added four sections of UNIV 103, Dynamics of Student Success, for students on academic probation and entering high-risk students
- Took over the management of housing accommodation waiver requests
- Collaborated with the Sexual Assault Violence Education (SAVE) committee to hold a bystander intervention training for student-athletes, and collaborated with football coaches to create a support program for first-year players
- Established a new protocol for academic and facility accommodations for wheelchair users
- Created and taught a new class for ESL students

## Statistics

*Academic consultations:* 1315

*Total students registered for services:* 197 fall and 216 spring. Diagnosis type, in order, were ADHD, learning disability, anxiety, and depression. 68 (fall) and 76 (spring) had multiple disabilities.

*Writing Center:* 817 sessions with 224 individual students

*Math Lab usage:* 404 visits

*Individual tutoring:* 115

*Supplemental Instruction Visits:* 3285

## Selected Assessment

*Supplemental Instruction:* well over 90% of participants agreed that SI leaders were prepared for out-of-class sessions, would recommend SI to a friend, and that SI leaders encouraged questions and responded well to them. Based on last year's results, CAS focused on better training for SI leaders to successfully impart study skills to participants, and saw improvement this year. Overall, the rate of students who received Ds, Fs or withdrew for SI-supported courses was 18% in the fall, compared to 21% for non-attenders. In the spring, it was 17% for SI participants, compared to 31% for non-attenders.

*UNIV 103:* Referred first-year students who took UNIV 103 had a higher GPA (2.23 vs. 2.02) and less likely to be on academic probation at the end of the semester when compared to students who did not take the course.

*Awareness of services:* 84% of students could identify at least three resources to assist them with being a successful student. The next step is to track utilization.

### Trends and Priorities

- Due to recent updates in the guidelines set forth by Section 508 of the Rehabilitation Act, a renewed emphasis has been placed on the importance of online accessibility nationwide. At this time, the mandated guidelines mostly affect external websites that are available to the general public (e.g., AU's recruitment site). However, it is likely that the new guidelines will eventually be required for internal web pages and content (e.g., online courses, portal pages, etc.). As such, faculty, staff, and administration should ensure that any new or updated online content meets the WCAG 2.0 guidelines that are now incorporated into Section 508.
- Emotional support (ESA) and service animals continue to be a hot topic in higher education disability services. An increasing number of students are requesting to bring emotional support animals into the classroom. Although no Alfred University students have made this accommodation request yet, it will likely occur soon.
- Students are showing up in the Writing Center with papers that use assistive technology. While there are certainly many helpful tools available (e.g., spell checkers, grammar checkers, reference managers, etc.), students increasingly need help using writing technology such as online thesauruses and autocorrect and translation tools appropriately.
- Academic coaching is a field that continues to grow quickly, and more training in this area (motivational interviewing, etc.) would be especially beneficial to staff, as well as helpful in training SI leaders and tutors to work even better with the students they serve.

### If additional funding were to become available, we would suggest the following:

- Given the increase in students with disabilities registering with CAS and the increase in non-identified students accessing services, it would be beneficial to hire additional professional staff.
- We would like to be able to pay our tutors and SI leaders at least minimum wage so we could attract the most qualified students. It can be difficult to recruit tutors, especially within engineering, because they have access to jobs that pay minimum wage or higher.
- Funding for tutors to attend regional tutoring conferences
- Although CAS has a beautiful, brand new space in Herrick, it is not always ideal for proctoring exams due to the high level of student traffic and common space usage. Ideally CAS could expand to incorporate additional square footage with the sole function of proctoring exams and hosting tutoring sessions, ensuring that students with disabilities always have a quiet space to take exams.

*The Center for Student Involvement oversees student activities, new student orientation, diversity programming and student senate. CSI also manages the early alert system for retention purposes.*

## Selected Goals for the Upcoming Year

- Continue to grow usage of AU Connect and the Corq app;
- Continue to build on the collaborations that our Diversity Fellow began last year, through the hiring of our new Director of Student Diversity and Inclusion;
- Create an advisor training/orientation for all new club advisors;
- Create more educational programming beyond what is happening at the Institute for Cultural Unity;
- Reward clubs and organizations for collaborative efforts by providing additional funding.

## Accomplishments from the previous year

- Launched “President for a Day” program with 18 applicants;
- Created a task force with the Judson Leadership Center and Gary Horowitz Service Learning Program to achieve Voter Friendly Campus designation;
- Presented a successful Senior Week in partnership with the Bookstore;
- Presented several successful cultural programs including social justice day, Black History Monty, March For Our Lives, Where Are Our Allies panel, Unity Day, Safe Zone trainings and more;
- Organized an outdoor pre-orientation program (WILD) for 16 students;
- Coordinated another successful Hot Dog Day with over \$10,000 raised for the local community;
- Successfully ran a spring large act with 480 in attendance for comedian Joel McHale;
- T. Debertolis is the Foundation Chair of the NASPA Region II board.

## Usage

*Off Campus Trips (movies, sports and bowling):* 636 students, faculty and staff

*Student Events (comedians, large- and small-act concerts, open mic nights, etc.):* Total attendance of 3729

*Student Organizations:* 90 registered organizations

*Campus Center, Howell Hall and Gothic Chapel Usage:* 1987 meetings/events scheduled.

## Assessment

*Community feel on campus:* 93% of students agree that participating in Center for Student Involvement helps them feel part of the campus community.

*Beacon early alert program:* 941 alerts or updates were created and 73% were responded to in the fall but only 40% of the spring alerts were closed. 22% (fall) and 6% (spring) of the students on academic probation or suspension had been alerted within the first six weeks, and about 15% had no alerts.. The fall alert response rate is the highest ever but spring was low.. We hope our addition of first-year professional advisors will lead to more alerts being responded to.

## Trends and Priorities

The Center for Student Involvement is watching the following local and national trends in their profession:

- *Racial concerns in higher education:* Students across the U.S. continued to protest, make demands, and criticize their colleges for neglecting issues of race on campus. We must sustain our efforts to demonstrate to our students that there is an institutional commitment to social justice and historic inequality.
- Students and faculty expect the CSI office to provide them with *tech support* and equipment

while in the building, although that is an ITS function. The campus needs smart rooms, emerging technologies, and tech support for instruction, meetings and entertainment within the Campus Center.

- The *success and persistence* of our students is directly related to their engagement and ability to form connections during their first semester at AU. We will continue to incorporate first year student research into our existing efforts.
- Students desire a vibrant *24-hour community* that can meet their social needs, similar to what they'd find in an urban environment or online community.
- With a greener generation and attention on outdoor adventure, we should continue our “wellness in the wild” effort. Many colleges are offering a greater range of *outdoor adventure-based programming* ranging from rock walls to ropes courses and adventure trips. With our existing properties such as Foster Lake and the Pine Hill Trails, we might be missing opportunities to connect in this regard.
- With the success of Art Force 5 will continue to strengthen opportunities within our office for *APEX-type opportunities* with a social justice focus.

### Should budget allow, our priorities would be:

- **Furniture purchase in the Knight Club.** The furniture has not been replaced since the building opened. The sharp edges and arms that come off the chairs detract from the events occurring in that space.
- **The Powell Board Room** needs to be refreshed with new chairs, smart technology for presentations, and new (or reprinted) photographs on the walls. With some attention, it could be a showpiece of the campus again.
- **Digital Signage** would make the building feel more vibrant and contemporary, and would help us promote events throughout campus.



*The Dean of Students oversees the conduct system, Wellness Center (Health, Counseling and Wellness Education Services), Public Safety, the emergency response system for the University, and compliance with state and federal laws pertaining to student wellbeing and safety.*

## Selected Goals for the Upcoming Year

- Have the new Wellness Center director review the Health Center Consultants' report to assess compliance;
- Continue to integrate the Wellness Center prevention plan into campus programming;
- Create an Active Military/Veteran webpage and explore additional opportunities to support that population;
- Review the recommendations of the Task Force on Federal and State Mandates for the Prevention of Violence and ensure compliance;
- Explore programming to help "high risk" male students;
- Ensure the Integrated Contingency Plan is up to date and accurately reflects our responses to emergencies.

## Accomplishments

- Coordinated our federally and/or state mandated compliance with policies including the Drug-Free Schools and Communities Act, Clery, Title IX, Article 129-A of NYS Education Law, and the Violence Against Women Act;
- Conducted tabletop drill in absence of Chief of Public Safety;
- Serves as a Deputy Title IX Coordinator and the point person for all cases involving student complainants and respondents; provided Title IX training for several groups on campus;
- Developed Athletic Hazing Prevention Toolbox for HazingPrevention.org;
- Served on program review team for Rochester Institute of Technology's conduct office.

## Statistics

*Bias reporting:* 9 reported incidents, up from 4 last year. We believe this doesn't necessarily indicate an increase in incidents, but instead an increase in awareness of the bias response team.

*Leaves of absence:* 3 students took medical leaves, 32 took personal leaves, and 11 took psychological leaves. 78 students withdrew, down from 95 last year. (Through 6/6/17).

*Alcohol permits:* 54 permits were approved this year for campus events.

*Behavior Assessment Team (BAT) referrals:* 104 reports submitted.

*Drug or Alcohol education sanctions:* 89 alcohol sanctions and 43 drug sanctions were administered. Both were significantly down and a review found that in many cases, the wrong minimum sanction was assigned. This has been corrected for this academic year.

*Conduct system:* 532 incident reports and 827 Public Safety reports were completed.

- 222 unique students had 247 cases of violation of proscribed conduct. The four most common violations were, in order: alcohol, drugs, fire safety and room occupancy.
- 8 Title IX cases were investigated.
- 2 students were suspended this year.
- 2 students met the criteria for the amnesty program.

## Assessment

- Graduate student J. Marcy assessed the conduct process through a lens of hearing officer/student relationship quality. Part of the findings indicated that mentoring should be a key piece of student conduct, providing an appropriate foundation for students to have the desire to change behavior.

- We reviewed the efficacy of our hearings and sanctioning options; results will be analyzed later in the semester but we found that men were much more likely to re-offend than women, and alcohol and drug violations were the most common types of re-offences.

## Trends and Priorities

### *Locally and regionally:*

There is significant tension across the country about Title IX issues. Every school should expect this to continue and be prepared with strong policies, outreach and board education. We are seeing an increase in reports at AU thanks to strong promotion of services and systems, but there is uncertainty about how current regulations will be addressed by this administration.

There is significant attention to the issue of violent individuals with the potential to inflict harm on the campus community, with the attendant need for strong threat assessment training.

We have increasing difficulty accessing in-patient psychiatric services since the closure of our local facility in Hornell.

Unfunded state regulation with regard to safety issues is never-ending and presents significant challenges related to funds and human resources in order to comply.

There is an escalated use of marijuana, opioids and synthetic drugs locally, regionally and nationally, and uncertainty about potential ramifications of legalized marijuana.

### **If funding were to become available for initiatives that would help us improve services, our priorities would include:**

- A case manager to assist with the increasing number of students with complex issues;
- Resources to ensure compliance with federal and state regulations, particularly Title IX; ideally a full-time Title IX Coordinator or at least a full-time deputy coordinator.
- Funding for a 24/7 Public Safety office.



*AVI Fresh, an Ohio-based company, is our contracted provider of dining and catering services on campus. Their education clients are mostly private colleges and include Wellesley, Kenyon, Sarah Lawrence, Juilliard, Hunter College, Siena and Pratt.*

## Selected Goals for the Upcoming Year:

- Spotlight our Community Table concept on the second floor of Powell Campus Center with local and regional attention;
- Bring a national brand to AU's campus;
- Continue to introduce delicious vegetarian and vegan foods, such as the Impossible Burger;
- Continue to refine meal plans and weekend meal plan locations.

## Accomplishments

- Went from Agave to World Restaurant Kitchen in Powell, rotating cuisines weekly;
- Introduced a new series of programming in the Community Table space including cooking classes, faculty/staff coffee hours and more;
- Served at least 30 students with food allergies and intolerances by providing individualized meals at all meal periods;
- Rebranded the Ade stations to honor AU's history and provide more consistency, including a return to more frequent Mongolian grill cooking.

## Services and usage for previous academic year:

*Meal Plans:* 1290 members in the fall (down 70), 1136 in the spring (down 80);

*Dining Hall usage:* Of the meals eaten in the dining halls, 47.3% were in Ade, 39.8% were in Powell and 12.8% were in MidKnight Express;

*Participation rate:* 60.9%, up 0.4% (fall) and 61.3%, down 2.4% (spring);

*Catering:* Provided 502 (up 23 from prior year) events during the year, including 39 over Reunion weekend. AU catering sales increased by \$59,205

(29.4%) and external sales increased by \$26,000 (30.6%), for an overall increase over last year of \$85,205 (40%).

*Fiat Bux:* \$50,744 in Fiat Bux were sold (down \$10,788 from prior year).

## Assessment

*Dining Satisfaction Survey:* A locally administered survey showed that vegan and vegetarian items were the highest rated at Ade Hall. 10% of our students stated that they follow a vegetarian diet, and 3% are vegan. 71% of survey respondents were satisfied or very satisfied with the dining program.

*Residence Life Survey:* Highest rated items were friendliness of dining service staff and comfort of the dining facilities. Value for price remains the lowest rated item.

## Trends/Departmental Priorities

Sustainability and dining are commonly linked on college campuses. AVI has the organizational capacity to help AU create more sustainable dining programs if we want to invest in that way. Post-consumer composting and zero-sort recycling are already underway, we have an herb garden, and there are many more opportunities. Need and requests for individual situations such as food allergies, medical conditions that necessitate specific diets, and food preferences continue to grow.

### **Nationally, campus dining trends include:**

- Continued requests for 24/7 food availability, on-demand customization and amenities;
- An increase of ethnic foods;
- Students express interest in local and organic foods, although when provided, are chosen less often by students;
- “One Card” dining in conjunction with downtown restaurants;
- Focus on nutrition, labeling, preparation methods, and source;
- Complex health issues that require dining services staff to be knowledgeable about, and able to service students with a range of conditions including celiac, allergies, intolerances, etc.

As AU and AVI move forward, we will be exploring all these trends and seeing which are appropriate to adapt to Alfred University’s size and culture.

*The director oversees the intercollegiate Western and English teams and the provision of classes for the Equestrian Studies and Business Minors and physical education credits, and manages the facility and horses. He also oversees revenue generation through shows, lessons and boarding.*

### **Selected Goals for the Upcoming Year**

- Continue the relationship with the Admissions department and attend as many recruiting events as budget will allow;
- Start an intercollegiate Dressage team and keep avenues open with regard to an NCAA team;
- Continue to move forward in exploring Equine Assisted Psychotherapy;
- Continue to improve the condition of the grounds and facilities as budget and time permits;
- Provide excellent care for our horses;
- Create an expansion proposal to take advantage of our positive momentum and recruit more students to Alfred University.
- Director S. Shank is Empire State Quarter Horse Association treasurer, treasurer of the Allegany County Agricultural Society, and IHSA Western Advisory Board, including the horse selection committee.
- Collaborated with the Baha race car team to offer an outdoor practice facility for them.

### **Statistics**

*Team:* 38 riders on Western team, 33 on English team, 19 rode on both varsity teams, 8 on JV teams  
*Classes:* 108 students were enrolled in 21 classes this year.

*Lessons:* 285 lessons were taught.

*Events:* 24 shows were held onsite.

*Summer camp participants:* 21 in day camp, 19 in residential, 6 in Western horsemanship residential.

*Boarders:* 14 boarders this year

*Admissions tours:* 125

### **Assessment**

- 88% of Equestrian team members reported that they performed better academically in season compared to out of season. Out of several outcomes measured, the biggest positive impact of being a team member was on leadership skills.
- Team dynamics were an assessment focus this year. Assessment indicated that the team vibe was more positive than in the past, and that captain-led weight training was beneficial in establishing a team bond more quickly. However, there was a feeling that equestrian students feel excluded as student-athletes. The director will work on ways to establish Saxon pride and inclusion.

### **Accomplishments**

- Alfred University hosted the 2018 IHSA semi-finals at the Erie County Showplex and made it to Nationals as a team, finishing second overall.
- The Equestrian team was awarded the Empire 8 Academic Award with a team GPA of 3.42. This is for a team of over 60 members.
- Team members were assigned horses to care for, adding educational value for students and upgrading the care of each horse.
- Lighting in the barn was replaced in conjunction with the physical plant.
- The varsity Western team continues to dominate the region as the Zone II team champion. The team finished in sixth place at the IHSA Nationals. Three riders placed individually and coach Harry Hurd won the National Sportsmanship Award.
- The varsity Hunt Seat team was reserve champion for Zone II and one rider competed at IHSA Nationals.
- Good Heavens I'm Hot (aka Sarah) is the IHSA Horse of the Year and had an article published about her in the American Quarter Horse Journal.

### Trends and Priorities

Our program is attracting high-achieving students, as evidence by the teams' continued overall high GPAs and retention rates compared to the general student population, yet we are approaching our maximum in terms of students who can ride on our teams. The quality of the horses is improving and we now have a strong reputation for great horses, another major attractor to our program. An expansion study is underway in conjunction with Business and Finance as we are past the limit for riders on our rosters, and interest continues to grow.

Animal assisted therapy is a field of study that may fuel higher enrollment, the possibility of an Equine Studies major in the future, academic research and reputational benefit. AU would be an innovator in this field if we move forward in adding a minor, graduate certificate or eventual major.

The Equestrian Center would be a wonderful spot for a living-learning community about the size of Joel's House. There is only one other equestrian program that has living accommodations for students on site, so it could be another distinguisher. In addition, it would be an animal-friendly facility, perhaps taking pressure off the residence halls on the main campus to accommodate animals.

### Should budget allow, enhancements could include:

- We are over capacity; twelve temporary stalls were used this past year. We have proposed a solution of building an addition to the hay barn to house 15 permanent stalls and a designated blacksmith area.
- A large-scale capital repair projects to upgrade stalls that have corroded from wear and tear;
- Repair of aging fences, particularly areas where vegetation is starting to overtake existing fence lines;
- A new truck and trailer would be a great addition to the program. Our horses are being more sought-after for national shows, which is a great recruiting opportunity for us. Our Hunt Seat horses also need a larger trailer as it is difficult to ship them to shows or the vet when needed.
- Driveway access to the back field on Lake Road would allow us to dispose of manure and harvest our own hay.



*The HEOP program enrolls academically and economically disadvantaged students and provides the supportive environment necessary for success.*

## Selected Goals for the Upcoming Year

- Strive for an application pool of 150 applicants and an incoming class of at least 30 students;
- Retain no less than 78% of first-year students;
- Achieve at least 95% satisfaction rating from HEOP students;
- Connect students to the CDC starting in their pre-first year summer program and attain 90% post-graduate outcome rate.

## Accomplishments

- Started a graduate assistantship program with the College Student Development program;
- Director N. Shardlow is the vice president of the Alfred Almond School Board and serves as an AU Title IX investigator, and she earned the Bob Condrate Lifelong Learning Award from AU this year;
- M. Evans, department assistant, was awarded the Positive Thinker Award from the division;
- Worked with University Advancement to develop an Alumni database for mentoring;
- Created a student planning council to increase engagement.

## Statistics

*Student GPA:* 79% earned GPAs over 2.0 in the fall, 86% in the spring. 7 HEOP students completed graduate degrees this year. Three HEOP students completed the Women's Leadership Academy in Cohort XII.

*Graduation Rates:* Still above the national average at 55%.

*Retention:* 2017 retention was 68.75%.

## Assessment

- 91% of our students rated us satisfactory or higher.
- Assessment on awareness of resources demonstrated that HEOP students are well aware of their resources at AU, but we need to develop ways for students to trust and utilize them. Knowledge of their existence is not enough.

## Trends and Priorities

### *Locally and Regionally:*

Competition is critical for us across the state. While the coming year has reversed the one-year shortfall in deposits – we have a very high enrollment – we will continue to pay attention to trends such as “free college” and Excelsior.

We need to keep our eye on the pulse of social justice trends and issue of bias, and how the outside world views AU as a diversity, inclusive place. This will have an impact on our ability to recruit, enroll and retain our students.

### **If funding were to become available for initiatives that would help us improve services, our priorities would include:**

Our facilities are very “tired.” Our students come from historically poor families and it would be nice if they were welcomed to spaces that do not remind them of what they have experienced in the past, in terms of the physical environment. We could use more space and more aesthetically pleasing surroundings.



*Public Safety oversees student security and safety on campus, the parking permit system, and compliance with the federal Campus Crimes Act and associated regulations. They also play a significant role in emergency response planning and management, as well as Title IX investigations.*

## Selected Goals for the Upcoming Year

- Continue to advocate for Peace Officer status for our officers;
- Get ready to expand in 2019-20 to allow 24/7 coverage and the creation of a supervisor position to ensure professional supervision when the Chief is not on campus;
- Continue expanding video surveillance with Phase III installation in Ford Street Apartments and the rest of Pine Hill Suites.

## Accomplishments

- Hosted the FBI for an active shooter/workplace violence training session with 75 in attendance.
- Substantial increase in Rave Guardian registration (“blue light” on your phone).
- Collaborated with ITS to add emergency notification Desktop Takeover functionality to better notify the AU community in the case of an emergency.
- Collaborated with Residence Life on an officer liaison program for each residence hall.

## Statistics

*Reportable Incidents:* Public Safety responded to 761 service calls, a 54% increase since the 2014-15 year. The top reasons for calls were miscellaneous complaints, fire alarms, drug-related incidents, escort requests and welfare checks.

*Parking:* 2663 parking violations issued. 353 were appealed and/or dismissed.

## Assessment

*Interaction with office:* 83% of survey respondents who interacted with Public Safety felt that they were treated with respect by the officer(s).

*Parking appeals:* 50% disliked the parking appeals process. To improve upon that, the

office will add a student member to the appeals board and schedule more in-person meetings.

## Trends and Priorities

Parents and caregivers of our students will expect universities such as ours to be places where they are comfortable that their children are safe. To that end, here are a number of items we must continue to evaluate:

- *Peace Officer status:* This would provide authorization for more professional equipment, open opportunities for grant funding, give officers authorization for improved care and transportation when responding to mental health emergencies, and give officers an intermediate means of force during physical conflict through use of non-lethal weapons.
- *Facility needs:* With growing demands and expectations for student safety since Virginia Tech, the office needs an update. Each officer should have a workstation to access needed databases, space for a certified evidence locker, space for an emergency operations center with the necessary technology, and a separate observation area for offenders, witnesses, students who need mental health intervention, or students who need to be questioned.
- *Campus-wide Camera System:* We have far fewer cameras than most other communities. We would like greater access to allow the Public Safety Office to actively watch and record high risk areas such as parking lots, walkways and key roadways.

*Residence Life oversees 19 residence halls, including apartments, suites, corridor-style halls and special interest houses. The director oversees professional staff, graduate resident directors and undergraduate resident assistants, a residential curriculum, and housing operations.*

## Selected Goals for the Upcoming Year

- Implement Phase IV of the residential curriculum model;
- Continue to move housing timelines to enable earlier signups;
- Work with Procurement to develop a furniture replacement plan;
- Revisit the re-creation of hall councils;
- Re-evaluate the usage of facilities reports and tracking of work orders.

## Accomplishments

- Completed the Residence Life Task Force and produced a thorough report on facilities desired by incoming students, aspirant school comparisons, staffing and programmatic needs;
- Overhauled residential curriculum;
- Developed Senior Resident Assistant positions to meet staffing needs and provide leadership opportunities;
- Director V. Gebel and secretary K. Porter shared the division's Unsung Hero awards for 2018;
- Continued to improve Hot Dog Day staffing with incremental adjustments.

## Statistics

*Housing Occupancy:* 1195 (81%) fall semester; 1082 (73%) spring semester

*Programming:* 290 events offered in the fall and 380 in the spring

*Lock Changes:* 89 lock changes and 29 FOB changes

*RA applicants:* 62 total applicants for 49 positions

*RoomSync matching system:* 215, up from 94 among first year students. (First year student usage is increasing each year, while returning student usage is significantly decreasing.)

*Hot Dog Day:* 280 non-family guests and 188 family guests registered, with 31 paid additional weekend staff

## Assessment

- Our annual benchmarking survey indicates that Ann's House, Moskowitz, and Joel's House residents are the most satisfied with their residential facilities overall.
- 75% of respondents said they consider AU to be a home-away-from-home.
- 60% of respondents said that as a result of living on campus, they have been challenged to think differently about their own perspectives, and 70% feel that diversity/inclusivity-based student clubs are an important part of the AU community. We are committed to growing that percentage through the residential curriculum.
- 92% of residents said they feel safe in their room.

## Trends and Priorities in the Industry

- A trend that is continuing to make the news is that of residence life student staff unionizing. This has led to fruitful discussions with RAs about their job expectations compared to their compensation. We must revisit both if we are to engage in best practices for residential communities, and recruit/retain quality candidates.
- More and more students are coming to Alfred (and other institutions) with a medical or psychological diagnosis that seems to prevent them from being able to live with a roommate. At the same time, more students are requesting singles. Given our limited number of singles, these situations often present conflict and dissatisfaction.
- Residence life professional salaries and graduate student compensation are lower than average and present a barrier to recruiting the staff we need to create community.

- Living Learning Communities are seen as best practices for retention, and we remain interested in partnering with faculty if schedules and interest permits.
- Gender neutral housing and bathroom facilities continue to be a national trend, which we're on top of. We expect it to remain a growing demand.
- Mixed-Use Housing (blending residential spaces with office, learning and maker spaces) continues to be a regional and national trend that allows students to mingle with faculty and staff.
- Single rooms are becoming more prevalent, and kitchen facilities are a standard amenity in residence halls.

### **If additional funding were to become available, our priorities would be:**

- Enact the staffing model recommended by the Residence Life Task Force;
- Enact the facilities models recommended by the Residence life Task Force with new construction or renovation, including more singles, full kitchens in all residence halls, gender inclusive bathrooms, offices for RA and RD staffs, better RD apartments to get us close to peer colleges, etc.;
- The suites are unpopular housing choices but could be more popular if made into singles or reconfigured entirely. Ford Street could also enjoy a renewal of interest if it were converted to single rooms;
- A furniture replacement budget.
- Electronic access and cameras in all halls for safety reasons;
- The ability to bring in external presenters and trainers, and to allow staff to attend conferences for professional development;
- Additional funding for RA/RD meals during training and to establish a Hall Council program.





## Selected Goals for the Upcoming Year

- Maintain safe premises and an accessible building at the Wellness Center for our students and practitioners;
- Provide a full slate of trainings and workshops for students, faculty and staff
- Increase referral to group therapy sessions for social anxiety and skill development;
- Continue our excellent partnerships with Athletics in treatment of student athletes;
- Introduce resiliency pilot program with football team.

## Accomplishments

- Director D. Honeycutt attended Threat Assessment Training and is taking a lead role in re-designing our emergency response protocols to respond to threat;
- Created Sexual Assault Violence Education (SAVE) committee of faculty, staff, and students;
- Created Soulful Sit-down Program to increase sense of belonging on campus;
- Collaborated on leadership workshops including NuMen for student athletes, in conjunction with Planned Parenthood;
- Complete transition from paper files to Mediat electronic medical records;
- Affiliated with JED Foundation for Suicide Prevention and “It’s On Us” national campaign for sexual assault awareness and education including on-campus assessment by JED liaisons;
- Increased to three undergraduate interns and one graduate intern;
- Partnered and consulted on “Against My Will” installation with artist Traci Molloy.

## Statistics

*Counseling:* 309 students had 1450 counseling sessions. 35% had a current prescription for psychotropic medication at intake. 65.5% had received counseling prior to obtaining services at AU, a sharp increase over previous years. The most frequent presenting concerns were, in order, anxiety, depression, mood instability, relationship problems, friends/social problems and academic problems. 39% of graduating Dean’s List students had used Counseling Services during their time at AU.

*Outreaches:* 120 students were outreached following a referral from a concerned party, well above last year’s number. Of those, 12% were already clients and 23% became clients.

*Health:* 1067 students had 2176 appointments. The most frequent presenting problems, in order, were upper respiratory infections, women’s health, flu-like symptoms and psychiatric consultation. Saw 236 influenza cases this year.

*Individual Alcohol and Drug Education Session:* 72 students took an alcohol or drug education course, a 17% decrease over last year.

*Crisis intervention:* 38 daytime and 12 after-hours emergencies.

*Health screening & clinics:* 193 students were provided with depression, alcohol and /or sexual assault screenings upon intake. 5 flu clinics were held with 120 vaccinations provided.

*Wellness outreach:* Dozens of programs conducted including suicide awareness presentations, AIDS walk, 5K Color Run, and several programs in collaboration with Athletics.

## Assessment

*Birth control pill study:* Assessment of BCP users showed that 75% reported missing pills, mostly due to forgetting to take it. Health Center will create new education protocols for this year as a result.

*Health Service Satisfaction Survey:* 95% were satisfied with their care provider and 92% would recommend HS to a friend.

## Selected Assessment

*Antibiotics use study:* The staff wanted to study the student body's understanding of appropriate use and resistance. Findings included a 74% correct understanding of "antibiotic resistance" and engaged in multiple educational efforts to increase student understanding.

*Counseling Services Satisfaction Survey:* 86% were satisfied with their relationship with their counselor as good to excellent, and 85% would utilize counseling again and would refer friends.

## Trends and Priorities

Nationally, integration of health and counseling seems to be on the rise; we are fortunate to have been ahead of the curve. Ethical concerns, shared electronic medical records and changes in the counseling model are all topics of national conversation.

Nationally, 11% of college students use their counseling services; our utilization this year was 18%. The national average of psychiatric hospitalizations per 1,000 students = 1.5, which we are greatly above. There is a trend toward students arriving on campus with previous experience with counseling and psychiatric medication, as well as severe psychological problems. Campus suicide appears to be increasing nationally. AU has pursued and received the JED Foundation Seal of Approval for our range of suicide prevention tactics throughout campus.

Retaining students with complex problems continues to be a concern. Our numbers of students on medication at intake and referred for psychiatric evaluation are about the same as the national averages. However, we accompany many more students to the hospital for evaluation and we are more proactive with outreach, participation on the emergency response team, and in avoiding use of a waiting list. Continued faculty use of early intervention/referral systems are helpful and could be even more so.

Health promotion continues to be a focus of attention for many campuses and the need is supported by research. We should explore the expansion of services in this area.

## If funding were to become available, we would suggest the following:

- A method of transportation to local hospitals for students not in need of the ambulance;
- A case manager position through the Dean's office, not bound by confidentiality, for a systems approach related to retention;
- A counseling clinical coordinator;
- With the goal of growing the first-year class and general AU population, we need to add a counselor. We should have one counselor per 100 students who utilize services, and we exceed this. First year students are the highest utilizers of services.

