

Division of Student Affairs Alfred University 2010-11 Briefing Book

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Division Overview

Student Affairs Vision 2009-2014

Creative Connections:

Alfred's unique collaboration of ideas will lead to innovative solutions. Student Affairs will be leaders in building bridges and bringing students together to create a community of innovation and engagement.

Wellness within Wilderness:

Alfred's unique natural setting will be developed as both an educational and recreational resource that reflects care for the self, the community and the planet. Our wellness initiatives will foster healthy lifestyle choices in an environmentally aware and connected context.

Dedication to Diversity:

Alfred's unique history of equality will inspire us to be proactive in celebrating the diversity on our campus and preparing students with leadership skills to create safe, socially just communities – starting here in our own rural area.

Goal

A student-centered campus culture that integrates academic learning with student development.

Strategies

Define and develop the AU experience.

Promote an environment of health, wellness, and personal safety.

Promote student engagement and social responsibility.

Create diverse and inclusive communities.

Ensure professional excellence.

Standardized Assessments used within the Student Affairs Division

* CIRP (Cooperative Institutional Research Program) Freshman Survey, administered during orientation

* NCHA (National Collegiate Health Assessment), administered every two years

* ACUHO-I (American College and University Housing Officers International) Educational Benchmarking Instrument for residence life and dining assessment, administered every fall

* Multi-Institutional Study of Leadership (MSL), administered Spring 2009 to measure specific impacts with regard to the Social Change Model of Leadership

* National Survey of Student Engagement (NSSE), biannual, last administered in Spring 2009

Issues that Impact Students at AU and Nationally

* Safety and security protocols and regulations continue to evolve related to parental notification, involuntary leaves, emergency notification, emergency response protocols and education/training of our campus community. As of the summer of 2010, the Division of Student Affairs is assuming responsibility for campus-wide emergency response planning.

* Alcohol/drug usage is concerning, including prescription drugs and illegal sale/sharing of these drugs.

* Retention, while always something that student affairs pays attention to, needs renewed focus given changing economic conditions, student demographics, the potential of huge loans, and family situations.

* Parent intervention is frequent, and needs to be balanced with teaching student self-reliance.

* Service learning and leadership in the social change context are new at AU, and are creating exciting initiatives and a sense of pride among AU students.

* “One card” initiatives on campuses allow students to use one ID card for multiple uses.

We have expanded ours for use in the dining halls, copier machines and the clay & design store. Additional opportunities exist such as keyless entry into residence halls and academic buildings, library loan, fitness center, even use at downtown restaurants.

* The new Wellness Center allows a unique chance to infuse health and wellness into student culture.

* Our tech-savvy students are more likely now to expect 24/7 access to services, food, activities, and staff.



**Creative
Connections**



**Wellness within
Wilderness**



**Dedication to
Diversity**

Athletics

The Director of Athletics oversees individual sport coaches, provision of athletic training services, the intramural program, and facility operation. We are part of the Empire 8 conference.

Selected Goals for 2010-11

1. Restructure Friends of Saxon Athletics to maximize efficiency.
2. Continue to implement cost containment measures.
3. Restructure staffing to improve fitness center management.
4. Continue historic excellence in program recruiting.
5. Emphasize that retention of student-athletes is everyone's goal.

Selected Initiatives/Accomplishments for the Previous Academic Year

Team Highlights were marked with three team appearances at Nationals and three All-Americans:

- Diver K. Chambliss finished top six in both the 1M and 3M platform competitions at Division III Nationals and was named an All-American, our most successful diver ever from AU. Swimmer A. Brisson was named Swimmer of the Meet at the NYS championships, and the team finished the season ranked 30th in the nation.
- Women's basketball standout L. Murphy was named first team All-Empire 8.
- Senior lacrosse player E. Tobin was named the Marlin Miller Outstanding Senior Woman.

- Football was 8-2 and participated in the NCAA Division III championships for the first time in twenty-eight years. J. Manzer was named first time All-American and Coach Murray was the Empire 8 Coach of the Year.

- Women's Softball had a historic season with a school record 38 victories, and our first-ever participation in the NCAA Division III Championships. Pitcher N. Hedrick was named second team All-American and Coach Olivieri was named Empire 8 Coach of the Year.

- Shot-putter S. Ross was the champion at the NYS track championships and took second in discus.

Department Highlights

- Deposits directly attributable to recruiting efforts came to over 266. Football alone has 130 deposits. All but two coaches exceeded their recruiting targets.

- This year we had 934 student-athlete applications (excluding equestrian, noted separately) and 266 deposits as of mid-summer. In comparison, we had 719 in '09, 756 in '08, 709 in '07, 588 in '06 and 483 in '05.

- Coach S. Miller (soccer) and B. Striker (swimming & diving) served as sport committee chairs for the Empire 8.

Services and Usage for the Previous Academic Year

Varsity Sports: 498 students participated in varsity athletics, not including Equestrian which is noted separately. (This is an end-of-season number. About 50 additional students began a sports season but did not finish.) This number has increased every year since 2004.

Recruiting: 934 athletes applied; 828 visited, and 266 deposited as a result of recruiting activity.

Intramurals: 86 teams, 626 student participants
Gibbs Fitness Center: 21,850 people used the fitness center this year, a few hundred more than last year.

Assessment

456 students attended CHAMPS/Lifeskills programs. Surveys indicated that the primary needs of student-athletes include career development, time management, effective studying techniques and peer education/counseling. These issues will be addressed through the CHAMPS program this year.

Leadership: The Multi-Institutional Study of Leadership showed that participation in athletics did not necessarily lead to growth in leadership over the years. We have already started to remedy this with the Leadership Conference and the Captains' Council to teach our student-athletes leadership skills but it will be an area of focus this year.

Retention: 75% of first-year student-athletes on the 08-09 roster persisted to their sophomore year. We will have retention data for this year's class once sophomores return to Alfred in the fall.

Trends/Departmental Priorities

Facilities: The number of student-athletes who have visited, deposited, and enrolled has increased steadily over the last five years. With the addition of women's sports and the advent of the NCAA-sanctioned non-traditional season, facilities are stretched to the limit for varsity sports. Adding in recreational needs of the campus community, there is acute demand for space and time to practice and play. This priority includes the addition of a softball field and improvement of the tennis courts.

Sportsmanship: There is a concerted effort among administrators at the conference level to educate student-athletes, coaches, and fans on proper sportsmanship and conduct.

Conference affiliation: It appears there is a great deal of pressure for institutions to join conferences; few schools remain independent. This is understandable, as conference champions automatically receive an NCAA bid.

Fundraising: Nationally, athletic director job descriptions are changing to include much more involvement in institutional fundraising.

Title IX: As we know, it's imperative that colleges not discriminate based on gender. Provisions of Title IX compliance must be taken into account when considering all aspects of varsity, club and intramural sports.

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Robert R. McComsey Career Development Center

The Director of the Career Development Center oversees individual career counseling and advising, employer relations and campus recruiting, internships and co-ops, and job search preparation. The Children and Youth Learning Initiative and the Gary Horowitz Service Learning Experience also report through the Career Development Center.

Selected Goals for 2010-11

1. In collaboration with Alfred University's GIS specialist, we will conduct a geospatial analysis of where our graduates move. The results will be used to identify potential job and grad school search resources and development of programming for recent alumni/ae.
2. Formally assess impact of Co-ops on GPA.
3. Make use of technology including a virtual career fair and CareerShift web technology.
4. Work with University Relations to offer quality career events for alumni.

Selected Initiatives/Accomplishments for the Previous Academic Year

- * K. Jacobs project-managed Profile 2010 in New York City.
- * Registered 65 students for career development class, UNIV 102.
- * Collaborated with Liberal Arts & Sciences to hold the Internship & Summer Job Fair at the same time as the Major/Minor Fair.
- * Developed a Robert R. McComsey CDC Co-op Award to recognize EE and ME co-op students, since the McMahon award is only for statutory students.
- * Implemented video interviewing using Skype and ITS web conferencing.
- * Recruiting Coordinator N. Williams completed MBTI® Master Practitioner certification.

Services and Usage for the Previous Academic Year

Career Counseling/Advising Sessions:
1,570 individual sessions with 746 people (50% male, 50% female) The five top reasons for seeking services were (1) resume/cover letter, (2) finding an internship or co-op, (3) job searching, (4) choosing a major/career, and (5) interviewing skills.

24-hour Resume/Cover Letter Critique: 488

Co-ops and Internships: 55 students registered internships with the CDC; 8 registered co-ops.

Email Advising: 219 students and alumni.

Walk-in Hours: 505 one-on-one visits.

Workshops Conducted: 137, with total attendance of 4,619, and 31 special events with 1799 attendees.

On-campus Recruiting: 112 students interviewed with 21 companies; 99 total companies came to campus for events, including career fairs.

Resume Collections: 515 resumes submitted to 54 companies.

Saxon JobLink usage: 4712 unique visitors entered the site to utilize electronic CDC services.

Credential Files: 458 sent on behalf of 320 individuals.

Assessment Highlights

Graduate Outcomes “First Destinations” report is available at www.alfred.edu/cdc.

Internship/Summer Job Outcomes Report: 78% reported being paid; over half were found through networking and the student’s own initiative rather than through a job posting.

Career Counseling Student Survey: Averaged 4.2 on a 5-point scale for the question: “After talking with the counselor, do you feel more confident about your own career development?” The CDC also had the highest rating in five years to the question “would you return to the CDC?”

UNIV 102: Of the 65 students enrolled, 100% reported that they feel better prepared to enter the world of work as a result of this class. Detailed learning outcome results available upon request.

Trends/Departmental Priorities

Until the economy picks up, the job search remains challenging. To address this issue, the CDC recently purchased CareerShift, a powerful job aggregator and contact database. In addition, the CDC continues to grow its presence on LinkedIn. With over 900 members, LinkedIn is an effective forum to share career related questions, concerns and opportunities. At the same time, we continue to work closely with our regular recruiters while looking for inroads to developing areas of employment.

Working closely with our alumni relations is an ongoing priority. In fact, the National Association of Colleges and employers (NACE) recently

submitted an article noting that career services that work closely with alumni relations are better at developing effective job search strategies and programming. While it is becoming easier to stay in touch with alumni, the exclusive use of technology does not meet all of our students and alumni needs; the need for face-to-face interaction remains. Connecting students and alumni with one another and potential employers via multiple venues needs to be explored and developed.

With the consistent growth of the downstate (CITE) program, it is essential that we develop and find the means to deliver effective resources for these students and alumni. Our downstate students present a very different set of needs and expectations than what the CDC is used to. Working closely with this program to better understand the career related needs and identify useful resources for this population is important.

We would prioritize additional needs as follows: First, with companies cutting paid internships and programs, and the importance of internships growing at the same time due to the tight job market, a subsidized internship program would be most welcome, particularly for A&D and LAS students. A white paper has been developed and shared with University Relations. Second, we believe students would benefit from the reinstatement of the International Internship Award, which expired in 2009. Third, we’d invest in greater participation in off-campus networking events in areas of interest including NYC, Boston, and DC.

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Center for Student Involvement

The Center for Student Involvement oversees student activities, new student orientation and programming, diversity programming, the Gary Horowitz Leadership Development Program, Drawn to Diversity, and student government.

Selected Goals for 2010-11

1. Increased collaboration with athletics.
2. Develop a five year diversity plan and advisory board to implement plan.
3. Increase media attention for unique programming at AU.
4. Strengthen our technology usage.

Billievers and four medium-sized concerts met student programming needs.

*Over 100 student leaders attended Leadership Development training.

* Director D. Napolitano won national recognition from the National Association of Student Personnel Administrators for Drawn to Diversity.

* CSI staff were instrumental in the response to the Main Street fire, leading a community-wide clothing drive that resulted in thousands of items donated for fire victims.

Selected Initiatives/Accomplishments for the Previous Academic Year

* Social Activism: The Bias Response Team and Drawn to Diversity (D2D) provided opportunities for meaningful dialogue. Projects included two Haiti educational programs, an art project focused on local poverty issues, dialogue between our gay and Christian communities, and an organized response about a noose hung on a campus tree.

* Diversity initiatives included the Transgender Student Workgroup, diversity training for student-athletes and residential students, Gay History Month and Women's History Month, and hosting the Western New York Diversity Agora which featured over a dozen NYS colleges. D2D secured a formal partnership with the Strong Museum of Play as a featured performance.

* The CSI office mediated a delicate conflict between Alfred State and AU students after an arrest of four ASC students who attended an AU party.

* Returning events such as Hot Dog Day and the Alfies continued to improve while new initiatives including Equest-Fest, the Senior BBQ, Daydream

Assessment

Student Orientation: Rated either "excellent" or "good" overall by 90% of respondents.

Athlete Study Hall: It appears that there is a slight positive effect on athletes' GPAs as a result of attending study hall. This is the first year this program has been formally assessed in this way, so we will use it as baseline data.

Building community that embraces diversity: 44% of our students agreed they have been challenged to learn about other cultures. 66% agree that fellow students are open-minded and welcoming; 71% agree that faculty and staff are open-minded and welcoming. 6% believe that students are treated poorly due to race, religion or sexual preference. (Note: these students are reporting on their overall AU experience, not particular to any one office or program). Most of these data show decreases from previous years, which is concerning.

Services and Usage for the Previous Academic Year

Student Events (comedians, large- and small-act concerts, open mic nights, etc.): Total attendance of 11,884, an increase of over 2,000 from last year even with a smaller AU population.

Student Organizations: 104 registered student organizations.

Nevins Theater Films: One film each weekend with a total attendance of 3,139.

Venture Vans: 63 students went on 4 trips; trips were discontinued after October 2009 due to budget constraints. Should funding become available, we hope to reinstate these.

Campus Center, Howell Hall and Gothic Chapel
Usage: 1,908 meetings/events scheduled.

Airport Shuttle: 221 students used the shuttles to and from Rochester and Buffalo.

a late-night dance club, enhance the new game room, and re-establish Late Night McLane.

Outdoor Recreation and Adventure Programming: With a greener generation and more students being interested in outdoor activity, we need to continue our “Wellness Within Wilderness” efforts. We are actively engaged in building our outdoor training and team building offerings for students. Additional resources might be directed toward the creation of a ropes course or development of outdoor recreation offerings at properties we currently own.

Trends/Departmental Priorities

Diversity and demographics of prospective students: As NYS’s demographics change, it is essential that we attract and support non-majority students. Additional funds could be used to send D2D into more urban schools, establish a D2D co-op, enhance existing programs, and develop new services that our urban or minority students are seeking (increase NYC bus trips, driver education, recruiting staff and faculty of color), securing more relevant guest speakers and supporting student travel to conferences.

First-Year Emphasis: The success and retention of our students directly relates to their ability to form connections and a sense of belonging during their first semester at Alfred. We will continue existing efforts (FYE, Alfred’s Newest Talent, athlete study halls, etc.). Additional efforts should be invested in connecting first-year student athletes to alternative ways to connect to AU, aside from varsity sports.

24-Hour Community: We need to continue to find ways to meet needs similar to urban and online communities. Late night dances have been challenging this year, and safety has necessitated shorter hours, unfortunately. We still need to strengthen efforts for late-night alcohol free programs. Additional funding could establish

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Dean of Students / Judicial Affairs

The Dean of Students oversees the Judicial System, Wellness Center (Health, Counseling & Wellness Education services), Public Safety, Emergency Response System, compliance with state and federal safety laws, and off-campus living.

Selected Goals for 2010-11

1. Integrate campus-wide emergency response system into our division's area of responsibility.
2. Publicize the Bias Response Team services more effectively; develop a plan to better promote the code of conduct and our community standards.
3. Develop a specific intervention plan for students transported to the hospital for alcohol/drug overdoses.

Initiatives/Accomplishments for the Previous Academic Year

* Proposed a more effective policy for managing students who are disruptive in the classroom.

* Developed a Behavior Assessment Team.

* Implemented new sexual assault/sexual misconduct policies and judicial procedures.

* N. Pollard was asked to chair the National Hazing Symposium Committee, and was the featured panelist at the 2009 gathering of that association. He also facilitated the Novak Institute for Hazing Prevention in 2010 and published a book review in the ACPA Journal of College Student Development.

Usage/Statistics for the Previous Academic Year

Off-campus Living: 126 students participated in the required forums.

Bias Reporting: the online form was used 11 times.

Leaves of Absence: 9 took medical leaves and 4 returned from leaves in previous semesters. 15 psychological leaves and 6 returned from leave.

Withdrawals: 87

Alcohol Permits: 67 permits were approved this year for campus events.

Judicial System:

* 376 students were found in violation of proscribed conduct. 39 students had multiple violations.

* The five most common violations were, in order: alcohol, illicit drugs, failure to comply, disorderly conduct and residence hall infractions such as quiet hours.

* 7 students were suspended last year.

Assessment

Student learning was assessed before and after administrative and peer review board hearings. In each learning outcome there was evidence of significant growth with regard to knowledge of consequences of behavior, individual responsibility and the purpose of the hearing. For administrative hearings, 80% of students agreed that they were treated respectfully throughout the process, and 73% agreed that the process made them more familiar with the code of conduct. Only 27% agreed that the use of online educational modules would influence their future behavior, something to look more closely at.

Conflict resolution was seen as the most important feature that we should add to our judicial processes in the future.

Trends and Priorities

Locally, we continue to be challenged in responding to the increasing number of incidents of student disruptive behavior, particularly in the classroom. As campus violence is unfortunately part of the general lexicon at this point, it's everyone's responsibility to be aware of ways they can de-escalate situations and refer as appropriate. As such, we need to continue to adequately define, document and train the campus community about the Emergency Response Team, Behavior Assessment Team, Bias Response Team and Integrated Contingency Plan.

Regionally and nationally, we are monitoring the possible legalization of "medical marijuana" and how it would play out in regard to our Substance Use and Abuse Policy.

Also, safety is an area in which there is intense scrutiny and 'unfunded mandates' regarding Campus Crime Act requirements, such as fire safety education and annual statistics, missing person policies, peer-to-peer file sharing, constant fluctuation and complexity in crime categories that must be shared publicly, and additional hate crime reporting statistics.

Initiatives that would help us improve services include:

- * Renovation of the Health Services examination rooms so they are more comfortable.
- * Hiring a case manager for Counseling Services.
- * Fund Public Safety at a level closer to our peer institutions and make it a 24/7 operation.

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Dining Services, AVI Fresh

AVIFresh, an Ohio-based company, is our contracted provider of dining and catering services on campus. Their education clients consist mostly of private colleges including Wellesley, Kenyon and Sarah Lawrence.

Selected Goals for 2010-11

1. Pursue, with the help of the Student Dining Advisory Board, the creation of a larger retail facility in the location of Powell Dining Hall. Revamp dining plans accordingly.
2. We continue to improve our Green efforts and have set a goal of increasing local purchasing (within 100 miles of Alfred) by 100%.
3. Emphasize marketing and connecting AVI Fresh with AU students in a positive manner.

Selected Initiatives/Accomplishments for the Previous Academic Year

- * Equest-Fest was honored with an Alfie for best program, and a Student Affairs division award for Most Innovative Program.
- * Supported the first-ever student community garden.
- * Expanded the one-card program to include purchases at the Clay Store, Design Store and the library copy machines.
- * Provided the means for AU to produce ID cards for all employees.
- * Served as part of the Council on Green Efforts' subcommittee on Recycling, Waste and Food.

Services and Usage

Meal Plans: 1350 members in Fall '09, 1206 in Spring '10. Students swiped meals at a participation rate of 68% (fall) and 75% (spring); this is up 3% over previous year.

Out of 273 students living on campus and not required to purchase a meal plan, 195 (71.4%) purchased a plan.

Dining Halls: Of the board meals eaten in the dining halls 54% were in Powell Dining Hall and 46% were in Ade Dining Hall.

Cyberfresh Café (Li'l Alf): Weekend meal equivalency breakfast combo swipes increased by 29.3% from previous year; 2282 were served in 09/10 vs. 1765 in 08/09. Late Night Combos increased from 15,824 (08/09) to 20,198 (09/10), an increase of 27.6%.

MidKnight Express: Meal Equivalency swipes decreased by 3.8% from previous year (most likely due to increase of combo sales in Cyberfresh. 34,734 (09/10) combos were served compared to 36,053 (08/09).

Catering: Provided 532 events during the year, including 34 in one day during Reunion weekend – down 2.1% from previous year (543).

Fiat Bux: \$30,115.63 in Fiat Bux (09/10) spent in the design store, clay store and on copiers.

Assessment

Dining Satisfaction Survey: A locally administered survey of AU students found across-the-board improvements in almost all areas of campus dining. The largest positive differences were in the areas of hot entrees, professionalism of staff, the Inspirations station in Powell and the Fusions station in Ade. The largest negative difference was in pizza.

ACUHO-EBI standardized assessment: Compared to previous years, perception of price vs. quality was down, most likely a reflection of our high board rates.

Catering: Overwhelmingly, survey respondents indicated strong satisfaction with quality, service and selection of catering options. In general catering is seen very positively across campus.

Trends/Departmental Priorities

The Student Dining Advisory Board (SDAB) will be helping to mold the future of Dining Services with the charge of exploring the feasibility of converting Powell Dining Hall into a large retail operation and continuing its environmental goals with a focus on local purchasing and other sustainability practices, including post-consumer composting.

NACUFS, the primary national college food service organization, released a report of dining trends through 2018. Among them were:

- * Continued requests for 24/7 food availability, on-demand customization and amenities.
- * Strong student interest in local foods, “slow food” and organics.
- * Multifunctional, communal dining spaces that encourage connections among students, and between students and professors. New facilities are trending toward smaller, “coffeehouse” sized spaces.

* “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.

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BROMELEY-DAGGETT EQUESTRIAN CENTER AT THE MARIS CUNEO EQUINE PARK

The Director oversees the intercollegiate Western & English teams, the provision of classes for the Equestrian Minor, physical education credits, and manages the facility and horses. She also oversees revenue generation through shows, lessons and boarding.

Selected Goals for 2010-11

1. Continue to develop solid relationships with the College of Business, Liberal Arts and Sciences and International Programs in order to provide a sound education for our students.
2. Host the Zone IEA show and the Western IHSA regional show.
3. Capitalize on the realignment of IHSA regions to host Hunt Seat shows.
4. Develop social networking tools like Facebook and an alumni page; utilize the center's website effectively.
5. Keep better track of student recruitment efforts to get a better handle on how our equestrian program is attracting students.
6. Explore more green initiatives in management practices of herd and facility.

Selected Initiatives/Accomplishments for the Previous Academic Year

The Western team finished second in the region; one AU rider was High Point Open Rider for the year. Two riders went on to the semi-final show and finished one position out of national qualifiers. The Hunt Seat team finished third in the region; one rider was named Regional Champion and eventually qualified for Nationals.

Revenue production was well above projections, due largely to hosting several IEA shows and an increase in boarders and lessons.

Director N. Kohler was named to the IEA National Western Show Committee for 2011.

The hay barn was completed and aisle mats were replaced thanks to a generous donation. Several thousand bales can now be stored at once, eliminating the need for hauling hay during winter months. Space is also used for temporary stabling and equipment can now be stored under cover.

Equest-Fest won an Alfie Award and a student affairs division award for innovative programming.

Management practices put into place to improve care and management of facility; installed electric fence to allow for rotation of pastures; fertilized and cleaned up pastures for more efficient use.

IEA team sponsored by AU has helped improve reputation locally; also, teams went on to National Championships and one middle school rider was National Champion.

Services and Usage for the Previous

Academic Year

Team: 33 riders on Western team, 20 on English team, 12 on junior varsity team.

Classes: 181 students took classes this year.

This is a decrease; class sizes were limited this year for safety reasons.

Lessons: Over 370 lessons were taught.

Events: 22 (shows, sales, clinics) were held this year, 10 more than last year. Gross revenue increased by over \$56,000 from last year.

Residential camp: 22 enrolled, largest camp ever.

Boarders: 13 fall boarders; 12 spring boarders.

Trends/Departmental Priorities

There is still a definite trend in the industry to place an emphasis on a sound education, especially in business and marketing. We've seen an increase in the number of Art & Design majors who are also interested in the Equestrian Program; the combination is a huge selling point for us and might be worth additional recruiting emphasis. In addition, we have seen an increase in the number of students interested in the Pre-vet program since the addition of the Equestrian Program.

The number of students who tried out for the Hunt Seat team has diminished this year; we are probably at the point at which the level of competition we've attained discourages more casual riders. As the number of Western teams is still fairly small, we expect those numbers to remain consistent.

The addition of the IEA program has served to increase Alfred's visibility, as indicated by the number of high school students who are entering our admissions pipeline after having been here for a show. IEA shows generally create much more revenue than IHSA shows; however, as our zone is realigned, we will host more IHSA shows than IEA next year. As a result, revenue may drop slightly. Either opportunity is great for marketing purposes, though.

Although we have a great outdoor arena, the climate and the time of the school year prevent us from fully utilizing that space for classes and other programs. The addition of another indoor arena would give the program more room to grow thus expanding the opportunities we could offer to our students. It would also be beneficial to add access to the surrounding areas to allow for more trail riding and harvesting of hay from our own property.

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Public Safety

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.

Selected Goals for 2010-11

1. Strive for quality campus community relations by increasing residence hall programs and by continuing to offer faculty and staff training in preparation for emergency situations.
2. Bring our Emergency Response Plan into NIMS (National Incident Management System) compliance; conduct training for our entire campus community on responding to emergencies.
3. Three staff will complete the Incident Command Systems training program, which will bolster the Office of Public Safety's ability to respond to all campus emergencies and to collaborate with all responding agencies.
4. Continue to advocate for an Electronic Access System and a Campus-Wide Alert System.

Selected Initiatives/Accomplishments for the Previous Academic Year

* Worked with the Alfred Police Department to develop a Memorandum of Understanding which outlines services rendered by the Alfred Police to Alfred University.

* Members of Public Safety professional staff attended a New York State course to be certified in responding to Active Shooter Emergencies. Members also attended National Incident Management System (NIMS) Incident Command School to develop our abilities to command in an emergency situation.

* Added video cameras in Davis Gym, which has effectively stopped vandalism problems.

Services and Usage for the Previous Academic Year

Reportable Incidents: Public Safety responded to 412 service calls. The top five reasons for calls, in order, were fire alarms, escorts, rescue squad or ambulance dispatches, miscellaneous calls/complaints, and alcohol or drug related incidents.

Parking: Issued 2953 violations; issued 831 permits including replacements

Assessment

Student perception of safety on campus: According to our standardized Housing & Dining Survey conducted by ACUHO-I, students gave high ratings to all included safety and security items; those mean scores have gone up every year but one since 2005. These results support our contention that the changes in the public safety model and staff were the right changes to support student safety.

Student employee training: the most valued skill was dealing with difficult people and managing conflict. The entire department will work with HR in the future to develop even more training.

Awareness of services: there was some indication that students aren't as aware of public safety services as we would like. We will be focusing on marketing, the website, and other ways to get the word out.

Trends/Department 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:

Electronic Access Control: We strongly recommend a Card Access program in all Academic and Residence Life buildings. An access control system would provide the University with opportunity for campus-wide lockdown within seconds of need if a situation were to arise. In October of 2009, staff from Public Safety, Residence Life and Capital Operations met with EAC vendors and received a quote from the Linstar Corporation; a white paper has been submitted to University Relations.

NIMS Compliance: This compliance will be vital for Alfred University to receive FEMA assistance/money if there were to be a natural disaster on the Alfred University campus. It would also convert our emergency documents into the same format used by surrounding agencies, which will help in coordination during an emergency.

Campus-Wide Alert System: One possibility for a campus-wide public alert system is a Mass Communication Siren. This siren would sound with an alerting tone then follow with a voice message to the Campus community which delivers detailed instruction on how to proceed in an ongoing emergency.

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Residence Life

Residence Life oversees 17 residence halls, including apartments, suites, corridor-style halls and special interest houses. The director oversees professional staff and student RAs, hall programming, housing assignments, and summer CITE Program housing.

Selected Goals for 2010-11

1. Pilot Alfred's first living-learning community, Drawn to Diversity, in Openhym Hall.
2. Update Residence Life webpages.
3. Spearhead initiatives to focus on sophomore year experiences, to further address retention issues.
4. Collaborate more effectively on furniture, fixture and equipment decisions.

Selected Initiatives/Accomplishments for the Previous Academic Year

*Director B. Porter presented at several conferences about our Transgender Student accommodations; she was also named conference co-chair for the College Student Personnel Association of New York.

*Developed a very successful First Year Hall Cup to develop spirit within the first year class.

*Initiated new recycling efforts in all halls with the establishment of three student recycling intern positions.

*Successfully implemented an online housing selection and software product. Student satisfaction and staff efficiencies are already on the rise, and we expect this to continue.

*Replacement of all laundry facilities has resulted in the first year ever with no vandalism reported.

*Departmental restructure completed to reduce by one position and better realize staffing potential.

Assessment

The Educational Benchmarking Survey, administered annually in the fall, had a 46% response rate. The highest ranked factors were perceptions of safety and security and respect from the RA staff for ethnic diversity. Unsatisfying items included internet connectivity and perceived value vs. cost of the dining plan.

The Multi-Institutional Study of Leadership identified the RA position as one of the campus environments that produce the greatest change in leadership growth in AU students. It also compared favorably with similar positions at peer institutions.

Assessment showed that 100% of our RAs agreed that they felt prepared after fall training programs to assume their RA roles. Detailed assessment available upon request.

100% of the students who took UNIV 101, the leadership class, agreed that the course met all 8 core values of the Social Change Model of Leadership. Conflict resolution was seen as the skill that improved most.

Services and Usage for the Previous

Academic Year

Housing Occupancy: 1398 (96%) fall semester; 1287 (88%) spring semester.

Non-emergency Medical Transports: Utilized 20 times through partnership with County Cabs.

Facility Damage: \$12,677 in damages were assessed, an increase from the previous year's billing.

Trends/Departmental Priorities

Director Porter concurs with the emphasis that her Public Safety colleagues place on the need for electronic access into residence halls for safety reasons, as well as the time and labor spent replacing lost keys. A full white paper has been developed and shared with University Relations.

Advocacy for continuing facility upgrades will most certainly continue; bathrooms in traditional corridor-style halls are a high priority, and the Pine Hill Suite facilities are in desperate need of an overhaul.

The Academic Intervention process following the release of midterm grades seems to be happening too late in the semester for students to achieve any kind of success in turning the semester around. The department will continue to support ways to fine-tune this process.

The first year halls and the Suite buildings are lacking in common room space for students. We need to find additional comfortable spaces for them to congregate, socialize, study and hold events in a space on the north end of campus.

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Wellness Center

The director of the Wellness Center oversees counseling services, health services, and wellness education including alcohol and other drug use and abuse education.

Selected Goals for 2010-11

Last year, we moved from an outsourced health center, previously contracted to St. James Mercy Health, to an in-house clinic. We also merged the Health and Counseling Centers into one Wellness Center. This has been a very challenging move, but the rewards will be well worth it. Goals will be determined later in the year, now that the staff is working as one team.

Selected Initiatives/Accomplishments for the Previous Academic Year

* Successfully transitioned from an outsourced health center (St. James Mercy Health) to an in-house operation; at the same time, merged Health, Wellness Education and Counseling to create the Wellness Center.

* Managed the H1N1 pandemic; AU was one of the first flu prevention sites in the county. All interested campus community members were able to obtain vaccine before the end of the fall semester. The staff treated high volume of student illness as flu season peaked much earlier than usual.

* Developed a credit-bearing Stress Management course for 26 students.

* Presented a Bergren Forum on Mindfulness as a mental health tool.

Services and Usage for the Previous Academic Year: Counseling Services

308 students had 1,591 counseling sessions, an increase of 357 session over last year (64% women, 36% men). 19% acknowledged being prescribed psychotropic medication at intake. 43% were from the College of Liberal Arts and Sciences; 33% from the School of Art & Design; 7% from the College of Business; 11% from the School of Engineering, and 4% were graduate students. 57% received counseling prior to obtaining services at Alfred. Usage was fairly even between undergraduate class

years. The most frequent presenting concerns were situational problems including relationships, often arising from anxiety/depression symptoms.

Usage: Health Services:

700 students had 2352 appointments. The most frequent presenting problems were general consultation, sore throat, gynecological/STDs, flu shots and colds.

Individual Alcohol and Drug Prevention Education Session: N=148. 120 students took an alcohol education course; 28 took a drug education course.

Psychiatric Hospitalizations: 14 evaluated at St. James in conjunction with counselors, the highest number by far that we have recorded. Of these, 2 subsequently took a medical leave of absence. 21% of Honors Convocation recognitions went to Counseling Services clients.

Selected Assessment

Student Evaluation of Counseling Services

Highlights: 74% stated that contact with the Counseling Center was important in helping them along their educational path; 98% would return to the Counseling Center, and 83% agreed that counseling helped change the problem that brought them to the Wellness Center.

Outreach Effectiveness: Of the 187 students outreached by request from faculty and staff, 31% of those students became clients.

Trends/Departmental Priorities

Last year saw a 22% increase in counseling sessions. In the previous year, clients had increased by 12%. This is a rate Counseling Services cannot sustain in its current mode of operation. Acute symptoms or behaviors requiring emergency referral have almost tripled from 2007-08.

This helps retention, as far fewer of these students had to take a leave of absence when they receive intervention services, but this comes at the cost of intensive case management and increased individual sessions. Continued evolution of the Student Alert System and the Behavior Assessment Team will help, but we must look at new ways of providing services.

Should budget allow in the future, the needs of the Wellness Center are exclusively personnel-related. Some colleges and universities are coping with the increased demand for student outreach and management by creating a specific outreach role for an identified counseling staff member. The WC's current counselors typically spend 85 – 90% of their week providing individual or group counseling at the WC office. An outreach counselor would spend 50% of the work week in following up counseling referrals by faculty, staff, parents, and the campus community, student alert notifications, and intervention requests. The outreach counselor would serve as a liaison between counseling and other campus services to identify, contact, and guide students to appropriate resources. An outreach counselor could also support retention efforts by monitoring progress for students with behavioral management plans and other conditions that place them at risk for failure, dismissal, or withdrawal.

Should budget allow, we hope to renovate Health Services exam rooms so they are more comfortable.

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Women's Leadership Center

The Director of the WLC oversees provision of skill-building workshops, the Women's Leadership Academy, and the Women of Influence lecture series.

Selected Goals for 2010-11

1. Provide regular opportunities which promote community building for the campus.
2. In collaboration with the School of Engineering and LAS, provide leadership training for women students enrolled in STEM fields.
3. Host a retreat for directors affiliated with Women's Leadership Centers across the country.
4. Prepare for the 5th Anniversary of the WLC, to be celebrated at the summer Reunion of 2011.
5. Increase facility use.

Selected Initiatives/Accomplishments for the Previous Academic Year

- * The Captains Council was revived and resulted in the creation of a Statement of Captains' Rights and Responsibilities, which will be used to inform future team captains of the scope of their leadership authority. A draft version of a Recommendations on the Process for Captain Selection was also created.
- * The Women's Leadership Academy organized a campus-wide Leadership Conference in September, in collaboration with Residence Life, Center for Student Involvement and AU Athletics. This event attracted over 200 students.
- * With the grant from the NCAA, the WLC partnered with AU Athletics to create and deliver a Leadership Conference for Captains and senior-level athletes. Over 40 students participated, with a keynote speech provided by Elizabeth Mott Rothwell.
- * All Academy members were matched with at least one mentor. With a few exceptions, these relationships are blossoming. The recruiting effort for the next cohort (beginning in Fall 2010) was very successful, resulting in our largest class ever.
- * Director J. Overton-Healy became certified as a StrengthsQuest Educator and was invited to serve on the Leadership Allegany County Steering Committee.

Services and Usage for the Previous Academic Year

Women of Influence: Five speakers with approximate total attendance of 186

Skill-building Workshops and Networking Events: Offered 16 events with attendance of 454. Topics included public speaking, wage negotiation, professional etiquette, and conflict management.

WLC has three active cohorts in process: Academy III has eight enrollees, IV has seven, and V has sixteen enrolled to begin in the fall.

Additional priorities would include the development of a robust women's leadership research agenda, which would include grants for faculty, an annual research conference and possibly an online journal, and the development of post-college support for Academy alumnae.

Assessment

Assessment on our Women of Influence speakers and other major events show that students report an increased understanding of leadership in a variety of contexts, including occupational, societal and community.

Narrative feedback indicated a realization that leadership "was not just the title, but more the influence and ability to motivate other people" and that "leadership is more than being a boss or being in charge. It's about changing things."

Evaluation data show strongest outcome achievement related to:

- (1) enhanced academic learning
- (2) understanding leadership
- (3) growth toward personal goals
- (4) improved self confidence

Trends / Departmental Priorities

* Development of women's mentoring: there has been in the literature some recent discussion on the ways women's mentoring is maturing and gaining presence in the professional world.

* Recent reports by AAUW still call attention to issues of inequity in STEM areas.

* Gender imbalance at US colleges, has garnered significant media attention now that women are the majority of college students.

* Our incoming first year student data continues to indicate relatively low self-ratings of various leadership indicators, particularly in women students. The WLC's leadership training can bolster confidence levels of our women students.

* It appears that support for undergraduate research is unique among our peer institutions. Given our donor-funded support, we have a great opportunity to showcase our excellent women students and get our name out there.

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