

## TASK FORCE

Task forces are an increasingly viable approach used by colleges and universities to help promote alcohol abuse prevention initiatives. They emerge for a variety of reasons or from a range of circumstances. Some campuses initiate task forces because of an increase in medical emergencies, others form them due to one or more campus deaths, and still others establish them to help address problems with the surrounding community.

In addition to a range of reasons for establishing task forces, a variety of missions and formats exist. Some task forces are on-going, while others are short-term. Some are focused entirely on the campus, while others have, as their primary focus, the campus and community relationships. The specific emphasis of the efforts of task forces also varies; these include a focus on the quality of life on campus, problems on campus, the promotion of community coalitions and overall town-gown relationships. Whatever the primary thrust of the task force, linkages are often made to security issues and the importance of addressing standards regarding local bar owners.

Membership on campus alcohol task forces is based on the relevant constituencies as well as the thrust of the task force effort. Campus personnel include a variety of students, including the student government association, residence hall students, commuters, Greek leaders, peer educators, graduate students, and students overall. Other campus personnel include student affairs, judicial officers, police and security, faculty, residence hall staff, counseling, substance abuse coordinators, and student organization representatives. From the community perspective, membership may include police, bar owners, representatives of neighborhood associations, high school personnel, media, and state officials.

The nature of the efforts encompassed by these task forces is also widespread. Among the areas to be addressed include policy issues, enforcement, prevention and education, and treatment and counseling services. Student activities, alcohol-free activities and media advocacy are often addressed by task forces. Some campuses even constitute task forces to address the overall campus environment, including a cultural shift and an examination of values.

In the implementation of a task force's efforts, periodic meetings are a universal trait. Often task forces incorporate a range of data collection approaches to serve as a foundation for their efforts. These may include a written survey, telephone solicitations, and focus groups. Efforts to promote and sustain positive task force efforts include the incorporation of a coalition building seminar, neighborhood barbeques, summit meetings and sponsorship of conferences. Some task force efforts have resulted in written agreements, such as a tavernowner's advertising agreement.

Task forces have found it helpful to have a set of principles that guide their efforts to demonstrate meaningful desired results. Included in these are that efforts must be long term, comprehensive, broad based and have a community foundation. Other task forces clearly articulate a problem statement and propose relevant strategies associated with those to deal with the problem.

Results emanating from task forces have been both qualitative and quantitative in nature. Increased communication and coordination, greater collaboration, and more consistent enforcement of policies and procedures have been documented. In addition, some campuses report a reduction of incidents and problems associated with alcohol use.

# Alcohol Advisory Committee

University of Pittsburgh

## Contact:

University of Pittsburgh  
Enrollment: 26,162  
Public, Four-Year Institution

James Cox  
Chair of the Alcohol Advisory Committee

## Objectives:

- To reduce and prevent risky alcohol use and related consequences
- To promote a comprehensive campus effort
- To foster individual change through environmental change

## Description:

The Task Force on Alcohol and Other Drug Use, established in 1994, is comprised of a variety of health professionals, faculty, administration, staff, and student representatives. Charged with examining alcohol abuse on campus, the Task Force also reviewed current University alcohol policies and made recommendations for new educational initiatives and treatment approaches.

In 1995, an Alcohol Advisory Committee comprised of administration, staff, faculty, and student representatives was formed. This committee coordinates and assists with the implementation of the Task Force's recommendations. Central to the Advisory Committee's efforts is collaboration with a range of campus and community offices. These offices include the counseling center, health services, housing, residence life, campus police, judicial affairs, a regional alcohol research center, alumni, governmental relations, student government, Greek affairs, athletics, and the Honors College. The committee annually reviews

and provides progress reports on the recommendations of the task force.

Educational components are primarily provided through the Health Education Office of the Student Health Service. This includes a resource center that houses a variety of health and wellness-related materials. An interactive drug and alcohol program, "Choices," is used in freshmen studies classes as well as with residence hall and Greek programs. Other resources include the Fatal Vision Goggles that simulate intoxication and the Alcohol-101® CD-ROM program. The P.E.A.R. (Personal Education, Assistance and Referral) Program is an educational intervention designed for students who violate the University's drug and alcohol policies. Further, a one-credit "Sports and Drugs" course is a requirement for all incoming athletes.

Alternative activities include creating environments where alcohol consumption is not necessary. A student group, called Building Alcohol Awareness Responsibly (BAAR), plans and provides alternative alcohol-free activities to the student body. The "Safe 21st Birthday Cards" are distributed to students who turn 21 with a message encouraging alternative ways of celebrating that do not involve alcohol. These cards include incentives, such as movie passes, which encourage alcohol-free ways of celebrating. Another program is the "Alcohol-Free Awards and Incentives" program coordinated by Residence Life. This program rewards students living in the residence halls who refrain from misusing alcohol. The awards are gift certificates, cash awards, parking passes, and sweatshirts.

The building of a coalition between the campus and the community has been a critical component in changing the environment at the University. As a result of being located in an urban environment, students have ready access to alcohol through beer distributors, liquor stores, and bars. The Alcohol Advisory Committee, in collaboration with the surrounding community, has formed a community coalition, which has developed cooperative relationships with local establishments and the Nuisance Bar Task Force. Through the coalition's efforts, local bars have agreed to close earlier and excessive drinking issues are being addressed.

Various departments involved in the Advisory Committee have contributed resources help absorb the costs of the campus-wide initiatives. In addition, the committee has solicited state and government grants for special projects. Further, any fines generated from students with alcohol violations have been redirected back to alcohol education programs at the Student Health Service. The University and surrounding community have also contributed to the initiative by offering parking passes, gift certificates, and products.

All programs are evaluated separately. At a minimum, the participants assess each program for satisfaction. Where applicable, other measures are included such as pre- and post-testing or follow-up studies. The vast majority of students recognize that alcohol-free events are available to students who choose not to drink. In addition, misperceptions reported by students are actively addressed through social marketing efforts.

# Alcohol Culture Change

Indiana University of Pennsylvania

Task Force

## Contact:

Indiana University of Pennsylvania  
Enrollment: 13,442  
Public, Four-Year Institution

Rhonda H. Luckey, Ed.D.  
Associate Vice President for Student Affairs

## Objectives:

- To reduce illegal and/or excessive use of alcohol by college students
- To implement a multi-pronged approach changing campus culture

## Description:

As an outcome of alcohol-related deaths on this and other college campuses in the late 1990's, the University formed four community coalitions. The coalitions meet regularly to address issues of enforcement, prevention and treatment, university and student affairs, and the community environment.

To help clarify the nature of problems and related issues on campus, a telephone survey, a paper-pencil survey, and 15 focus groups were conducted. These helped to discern students' programming preferences, their perceptions of the nature of drinking, and their opinions on the behavior of the student body. Responses underscored the confusing and complicated nature of the problems associated with excessive and underage drinking and why behavioral change and cultural change are so difficult to effect.

Although the University and community had many years of experience addressing student alcohol use, an Alcohol Summit was planned to initiate an on-going community-wide discussion on the abuse

of alcohol and underage drinking. The three principles underlying the change of alcohol culture on the campus are:

1. Changes must be sustained over the long term.
2. Change must be broad-based and comprehensive.
3. Professional and student members of the campus and surrounding community must be involved.

The Alcohol Summit Action Plan is based upon discussions of the impact of student services, environmental issues, enforcement practices, prevention and treatment services, and collaboration with academics. Within each thematic cluster, problem statements and a series of strategies were developed. For example, within the student services cluster, problem statements include the University's party school image and off-campus fraternity parties serving alcohol to underage students. Specific strategies include developing, marketing, and recruiting materials, reviewing policies and expectations regarding Greek organization parties, and encouraging alcohol-free events. Within the environment cluster, problem areas include issues such as tavern practices that encourage excessive use, as well as the limited nature of recreational options.

For the enforcement cluster, the ease of obtaining alcohol and the fact that many students were unaware of alcohol policies were identified as problems. The needs of a diverse student body and the fact that many students believe alcohol use is the norm for college students were listed as

problems in the prevention area. Within the treatment area, the lack of full utilization of self-help groups and the non-existence of a formalized referral system were cited as problems. Finally, within the academic area, limited faculty involvement and the need for students to learn life skills to make healthy choices were cited.

The first year of implementation focused on a range of issues: consistent administration of University policy, collaboration between campus and local law enforcement agencies, expansion of late night programming and transportation, improvement of advertising and social marketing, communication with students and families, delivery of education and awareness programming, sponsorship of faculty discussions regarding their roles, and expansion of hours for the computer labs and the library.

The Alcohol Summit Action Planners (ASAP) Group oversees the campus activities. This group meets regularly to discuss progress on the Action Plan, to design assessment strategies, and to implement various aspects of the Action Plan.

The alcohol culture change effort has been supported financially by the University, the Pennsylvania Liquor Control Board, and federal and community funds. A Department of Justice federal grant supports the expansion of the University's community policing program. The University general fund, activity fees, and housing and health fees have also supported various initiatives implemented by University offices.

# Alcohol Review Board

University of Buffalo

## Contact:

University of Buffalo  
Enrollment: 24,257  
Public, Four Year Institution

Madison Boyce  
Director of Judicial Affairs/Ombudsman

## Objectives:

- To bring together campus and community stakeholders with a shared vision
- To address policy and prevention issues
- To develop creative programs and services that benefit the university community

## Description:

Since 1968, the Alcohol Review Board (ARB) has served to advise and educate faculty, staff, and students regarding important alcohol-related issues. Membership is collaborative and represents the full spectrum of the population, governments, and student groups. The ARB listens to the voices of students in order to address needs. The programming is open to all, and has been creative and successful. Annual events are attended by large

numbers of athletes, fraternities and sororities, and residence hall advisors.

The Campus Policy Compendium is widely circulated and updated on a yearly basis. The ARB consults with the area tavern and restaurant owners to address problems and to work together to form solutions. The ARB maintains a presence at major University events in order to get the message out to the public that wellness choices and responsible behaviors go hand-in-hand with having a great time. Approaches include a newly created video, "Making Choices: College Drinking," the Spring Break Biggest House Party of the Year" (an alcohol-free dance party) the Student Educational Program for Alcohol and Drugs, Alcohol Awareness Week programs, and Natural High Events.

The aim of the Alcohol Review Board is to assist as many campus and community groups as possible to become part of a unified solution to the problems related to the abuse of drugs and alcohol.

The ARB recognizes the value of drawing from the existing expertise of various personnel on campus. Additionally, community agencies are invited to meetings to assist with the planning and coordination of events. The ARB includes representatives from student affairs, the dean of students office, health services, the counseling center, police, center for the arts, graduate and undergraduate student associations, food and vending services, athletics, physical facilities, and conferences and special events. A representative of the bar owners also serves as an ad hoc member of the ARB.

The uniqueness of the ARB is that it does not function from an existing budget; as events and programs are agreed upon, a collective financial commitment is established from the offices participating. Units represented on the ARB also donate in-kind services such as facilities, staff assistance, food, supplies, and creative ideas.

# Alcohol Summit

University of Missouri at Columbia

Task Force

## Contact:

University of Missouri at Columbia  
Enrollment: 22,930  
Public, Four-Year Institution

Kim Dude, M.Ed.

Director, Wellness Resource Center  
and ADAPT

## Objectives:

- To reduce the quantity and frequency of student drinking
- To decrease heavy drinking by students and the related consequences
- To increase student knowledge of alcohol policies

## Description:

Created by the Chancellor of the University, the Alcohol Summit began in the spring of 1998. The campus-community task force members include representatives from ADAPT (Alcohol and Drug Prevention Team), Greek life, residential life, campus judicial, campus police, student health, athletics, alumni relations, admissions, and public relations. Faculty, the Chancellor, the Vice Chancellor, and students from the Residence Hall Association, Interfraternity Council, Panhellenic, PARTY (the local BACCHUS chapter), the Missouri Students Association, and the Graduate Students Association are also members. In addition, community, local bar owners, neighborhood

associations, city police, high school counselors, and the mayor participate.

The Alcohol Summit developed goals, objectives, outcomes, and action steps. Sub-committees focused on working with faculty, providing alcohol-free social activities, reviewing policy, working with the local bars and restaurants, integrating the statement of values, establishing a consistent message, and creating social norming efforts.

To make the environmental change a reality, the University had to undergo a major cultural shift that involved reshaping norms and expectations. Strong leadership was necessary to convey the importance of this process. The campus community task force created by the University's Chancellor has been most effective in implementing this change.

The following specific recommendations are based on the Alcohol Summit's goals and objectives:

1. Create a community that is committed to developing thoughtful, mature, responsible adults in fostering a sense of interconnectedness among its members. This community of learners will value responsible choices in regard to alcohol.

2. Implement environmental management strategies to create a culture that promotes responsible decision-making in regard to alcohol.

3. Correct the misperceptions of peer alcohol and other drug use among students at the University.

The Alcohol Summit provided the Wellness Resource Center and ADAPT with the necessary support from the top administration of the campus. This resulted in all key players on campus and in the community working together on common solutions to common problems. The Alcohol Summit has been viewed as the turning point in the history of alcohol abuse prevention at the University. The goals, objectives, and strategies of the Alcohol Summit are extremely comprehensive, involving all aspects of the campus and community. The process of implementing the Alcohol Summit's strategies has resulted in increasing the critical mass of people involved in this change effort through programs, training, educational marketing and social norming efforts.

# Alcohol Task Force

Bridgewater State College

## Contact:

Bridgewater State College  
Enrollment: 8,955  
Public, Four-Year Institution

Ann M. Doyle, M.Ed.  
Outreach Education Coordinator,  
Alcohol/Drug Program

## Objectives:

- To create the most appropriate and consistently enforced alcohol policy.
- To decrease alcohol use and negative consequences

## Description:

The Alcohol Task Force has been in existence since 1991. It was established to review drug and alcohol policies annually to assure compliance with the local, state and federal laws. In addition, the Task Force examined the policy implementation on the campus to ensure that goals and objectives were being achieved.

In response to the state Board of Higher Education which mandated policy change throughout the statewide system, the Task Force membership was expanded in 1997 to serve as a policy review group. At this time, the college was expected to be in compliance with new rules and regulations by immediately adopting the Board's policy

and reporting to the Board within 2 months. The Alcohol Task Force embarked upon new efforts to improve the campus community. As such, the policies apply to all campus members with a majority of work focusing upon the resident student population.

Membership on the Task Force is widely based, including a variety of students from the Student Government Association, peer educators, commuters and residence halls. Campus offices represented include Student Affairs, residence life and housing, judicial programs, police, counseling, and the alcohol and drug program. Through continuous review, talking with focus groups, obtaining community feedback, and meeting regularly for updates, the Task Force assumes a common cause. Thus, it works as a team to improve the college environment.

As a result of the Task Force efforts, three major changes occurred in the first months of action. First, 24-hour security was provided at the first-year residence hall. Second, standardized bag search procedures were implemented in all residence halls. Third, minimum sanctions

for violating the college alcohol policy were introduced. During the second year, policies were successfully established on alcohol advertising and promotion, and the service of alcohol at student events. A review of campus alcohol education offerings was also undertaken. Publicity surrounding the alcohol policy change was intense. Policy updates were offered in the campus newspaper, and the college president held open discussions and forums with the campus community and select student groups. Also, the policy changes and how they would impact the community were discussed with the local officials at a town meeting.

Alcohol policy violations have decreased across campus, including the reduction of behaviors often associated with alcohol use (such as false fire alarms, damage in residence halls, and fights). Most recently, the Task Force has established a strategic plan to address normative environment issues and alcohol availability in the community. Initial steps have been taken to establish a campus community coalition with local police, distributors and servers, town government, and the campus community.

# Campus Community Partnership for Prevention

Pennsylvania State University

Task Force

## Contact:

**Pennsylvania State University**  
Enrollment: 40,658  
Public, Four-Year Institution

**Margaret Spear, M.D.**  
Director, University Health Services  
Co-Chair, Campus Community Partnership for Prevention

## Objectives:

- To engage various sectors in changing the University and community culture to reduce high-risk behavior associated with alcohol consumption
- To increase student and citizen awareness of risks associated with high-risk consumption of alcohol
- To promote consistent community-wide behavioral standards and expectations
- To facilitate on-going dialog, discussion, and information exchange between the campus and the community

## Description:

In 1984, the University established an alcohol task force whose members included campus professionals and community leaders and shared a common vision to make "civility" the cornerstone of behavior for students attending the University. In 1990, the task force expanded its focus to include not only the campus, but also the entire Penn State University system. In 1992, the collaboration between the campus and community was formalized when the community formed the State College Town Gown Forum. Collaboration expanded and the task force became "The Council for the Prevention of Alcohol, Tobacco, and Other Drug Abuse," which was granted "Commission" status in 1996. The commission's role was modified with the creation of the partnership between the University

and Pennsylvania Liquor Control Board (PLCB) in 1997. This partnership is tasked with the creation and guidance of campus-community partnerships across the Penn State system.

The University Park Campus Community Partnership for Prevention (UPCCP) was formed in 1999 as an outcome of the partnership between the University and the PLCB. The vision of UPCCP is a community where neighbors affirm healthy choices, civility, and social responsibility. The group's mission is to engage and involve various sectors of the region to change the campus and community culture to reduce high-risk behavior associated with the consumption of alcohol. The Partnership is comprised of 18 campus members, including faculty, staff, and students, and 16 community members. Campus representation includes Athletics, faculty, Police, Women's Services, Judicial Affairs, and the Vice President. Community representation includes the police, District Justice, Tavern Owners Association, hospital, Women's Resource Center, and school district. The UPCCP has four working groups: Education and Awareness, Standards and Expectations, Enforcement and Policy, and Social and Alternative Programs.

Examination of the strategic plans of the subcommittees demonstrates the depth of the campus-wide effort. Each strategic plan includes objectives, key assumptions, action steps, a timeline, and responsible persons. For example, the Education and Awareness Committee's strategic plan includes five specific objectives. One objective is to "understand and address the reasons why individuals engage in

unhealthy, high-risk use of alcohol." The key assumption is that "we do not know enough about why individuals engage in high-risk alcohol use, particularly students," therefore one of the action steps includes conducting focus groups.

Based on the strategic planning approach described above, the UPCCP has identified and implemented several initiatives. These include: Safe Night, Safe Summer, National Alcohol Screening Day, alcohol-free tailgates, summer programming, and promotion of alcohol-free activities for high school students. The collaboration between the University and the Tavern Association resulted in the publication of a 21st birthday card that includes alcohol poisoning information and a coupon for a free dessert or mocktail. In addition to these activities, the Enforcement and Policy Subcommittee hosts a one-day conference with local municipalities to ensure consistent enforcement of alcohol-related violations.

Media coverage for the UPCCP's efforts includes cable TV, radio, handouts, newspaper articles, local television, statewide news wire service, and the Web site. The Web site lists all meeting minutes, membership listings, facts and policies, plus links to over 135 different Web sites.

A process evaluation conducted in 1999 indicates that the UPCCP has a high level of functioning. The Partnership has been very successful in bringing together concerned individuals, representing divergent interests, to work on alcohol-related issues in the community.

# Chancellor's Commission on Substance Abuse Prevention

Syracuse University

## Contacts:

Syracuse University  
Enrollment: 18,535  
Private, Four-Year Institution

Anastasia L. Urtz, J.D.  
Associate Dean of Student Relations  
Director of Judicial Affairs

Dr. Dessa Bergen-Cico  
Director of Substance Abuse Prevention  
and Health Enhancement

## Objectives:

- To cultivate relationships between faculty, staff, students, and the community
- To promote a shared understanding of problems related to substance abuse among campus community constituencies
- To encourage voluntary change and minimize targeted high risk practices
- To oversee the implementation of policy changes

## Description:

The Chancellor's Commission on Substance Abuse Prevention and Campus Security (Commission) and the Syracuse Area Community Coalition (Coalition) address Syracuse University's substance abuse and campus security issues. Through the Commission and the Coalition, the University evaluates internal and external policies, practices, and traditions with the aim of promoting a fundamental shift in campus community culture.

The Commission and Coalition have been developed as a result of the University's experience of having several tragedies and near tragedies related to student substance abuse and intoxication. This includes emergency medical assistance due to extreme intoxication, student violations of the Code of Student Conduct related to alcohol and

drugs, and a doubling of alcohol-related cases during the last academic year. Institutional research has determined a strong relationship between drug and alcohol abuse and student attrition.

Syracuse University systematically collects, analyzes and shares data about substance abuse related student behavior. The University's commitment to open, honest communication with faculty, staff, students, parents, and the community makes this process possible. The data drives decision-making, policy development and educational programming. The substance abuse prevention initiatives are continuously evaluated and modified to ensure that the institution's many resources for prevention, education, intervention, and counseling are directed in a manner that minimizes risk to students while providing ample opportunity for self-exploration, experiential learning, personal growth, and institutional connection.

The Chancellor's Commission on Substance Abuse Prevention and Campus Security is divided into five subcommittees, and devoted to the following topics: policy development, community education, counseling services, student activities, and regulatory compliance.

The Syracuse Area Community Coalition, founded in 1998, is comprised primarily of local proprietors, government officials, health care professionals, community agencies, neighbor associations, and officials of local colleges and universities. It was created to provide a forum for interested persons to discuss and implement proactive strategies to decrease the level of unhealthy, unsafe and illegal substance use within the student community.

Strategies to achieve these aims include education, enforcement, and involvement of community constituents. Initially 15 organizations, including community-based organizations, treatment facilities, and colleges, were involved in the coalition's development. Recently, the Coalition began conversations about external enforcement issues with tavernowners and other concerned constituents.

The Commission and the Coalition have brought persons from an array of divergent interests into dialogue with one another and have prompted greater attention to problems related to underage drinking in the local business community. In addition, enhanced communication and cooperation with the state alcoholic beverage control authority has resulted in dedicating resources obtained through grant funding to promote responsible lawful use of alcoholic beverages.

Results show that a wide variety of individuals with divergent interests have increased their attention to problems related to underage drinking and enhanced their cooperation. Alcohol-free social activities have been increased, substance-free housing has been expanded, and other planned changes to the environment have been identified. Although the Commission and the Coalition represent highly labor-intensive initiatives designed to affect a shift in campus culture, this approach emphasizes an open communication model, which is grounded with patience, persistence, and flexibility to achieve maximal effectiveness and support for the new policies and campus traditions.

# Coalition for Healthy Choices Around Alcohol

Ohio Wesleyan University

Task Force

## Contact:

Ohio Wesleyan University  
Enrollment: 1,930  
Private, Four-Year Institution

David S. Cozzens, Ph.D.  
Chair, Coalition for Healthy Choices Around Alcohol; Chair, Division of Student Life

## Objectives:

- To advocate healthy behavioral choices around alcohol
- To prevent harmful and high-risk drinking

## Description:

The Coalition for Healthy Choices Around Alcohol is based on the philosophy that the best way to address the complex problem of high-risk drinking is to use a broad, comprehensive approach. Campus planners believe it is crucial that all affected parties come to the table for changing an environment that often implicitly reinforces unhealthy drinking behaviors. This is accomplished by a decentralized coalition that disseminates specific responsibility and provides reminders that solutions are the domain of all members of the community.

The Coalition meets monthly and includes students, faculty, staff members, the city mayor, local police, community agency personnel, and community residents. The purposes of the meeting are to network and to brainstorm. Specific initiatives and activities are also identified during the discussion.

Recommendations made by the University-wide task force, appointed by the University President in 1995, were

designed to prevent harmful drinking, modify the campus environment, increase low-risk drinking choices, communicate healthy options, respond to problem drinking, and monitor and analyze the effects of the efforts. The recommendations are organized into three categories: easily implemented, those requiring moderate resources, and those requiring a significant expenditure of resources. Thus, for each of the five overall clusters of efforts, a series of approaches are found within each of the three categories (easy, moderate and significant). The task force was disbanded and incorporated into the Coalition in 1997.

Through the implementation of the campus-wide task force and the activation of the Coalition, a range of on-going programs has been established. The alcohol policy limits the number of alcohol or drug-related infractions that can occur before a student is suspended. Each infraction carries an increasing fine and includes an educational and treatment component. The educational ingredients include use of the Alcohol-101® CD-ROM for the first offense, mandatory participation in the OCTAA class for the second offense, mandatory alcohol/drug assessment for the third offense, evidence of on-going or successful completion of treatment for the fourth offense, and suspension in the case of a fifth offense. All fines that are collected are used to supplement campus-wide alcohol-free programming. During the recent academic year, these funds were allocated for 145 programs and activities.

Community service and collaborative programming are advertised widely. This involves various student organizations and expand, the profile of alcohol-free activities. Materials prepared and distributed include a summary of Ohio's 21 drinking age law, penalties for violating Ohio's liquor laws, and questions most commonly asked by permit holders. Also, a letter from the Coalition and the Division of Student Life is sent to students as they turn 21 years of age; this encourages them to celebrate the occasion safely. New students and Greek students are targeted as high-risk population and specific orientation programs are focused for them. These programs include educational and prevention information and discussions regarding substance use. A brochure "Identifying and Confronting Students with High-Risk Alcohol and Drug Use" helps faculty and staff assist students that may be struggling with substance abuse concerns.

Since the appointment of the campus-wide task force in 1995 and the formation of the current coalition for healthy choices around alcohol, many changes, programs, and initiatives have been realized. The progress made is helpful in the campus' identification of strategies, which are acknowledged to be ongoing, consistent, and broad based.

# College Community Council

Plymouth State College

## Contact:

Plymouth State College  
Enrollment: 3,700  
Public, Four-Year Institution

Nancy Dyer, MSW  
Coordinator of Alcohol and Other  
Drug Programs

## Objectives:

- To serve as a sounding board for any member of the college and town communities
- To monitor progress on agreed-upon steps
- To routinely seek ways of promoting a healthy collaborative relationship

## Description:

The College Community Council (CCC) was formed in 1987 in response to requests from local citizens who lived in heavily populated student areas. The coalition addresses issues directly and indirectly related to high-risk alcohol use. The components of this comprehensive environmental management approach include environmental, educational and enforcement strategies. The targets of CCC are the college students who live on and off campus and whose high-risk drinking has both individual and second hand effects.

The CCC has evolved into a representative group with an emphasis on community development, permit and licensing restrictions, alcoholic beverage advertising restrictions, and responsible beverage services. The "action groups" include landlords who rent to students, establishment owners who advertise and provide alcoholic beverages to students, campus and town law enforcement, the liquor control board,

neighborhood representatives, elected officials, and college officials. Together, these individuals work to develop policies and practices to help reduce high-risk behaviors in the community.

In addition to the CCC's meetings, there is cross membership with the on-campus Chemical Health Advisory Task Force (CHAT). Through this cross membership, members of each group are kept abreast of emerging needs with respect to education, counseling, and support. Media representatives are invited to all meetings. Thus, the CCC meetings are routinely covered by the local newspaper, which helps promote greater public awareness of the coalition's activities.

CCC meetings are held at least 6 times each academic year and may be called as needed at other times. Currently, college officials chair the meetings but this leadership position is ready to be shared with the community. An early strategy with CCC was to host "neighborhood barbecues" for students, neighbors, and the college staff.

The overall aim of the council is to address destructive behaviors that are often the result of high-risk drinking. Landlords have expressed concerns about property destruction, and neighbors have complained about loud parties and litter. With cooperation from town selectmen, student and neighborhood representatives, and law enforcement, party planning policies have been put into effect as well as more strict noise and litter ordinances.

Many positive changes have occurred as a result of this "town/gown" initiative. Student organizations are involved in

patrolling for litter during the weekends, noise violations have been reduced, and the large student gatherings that disturbed the community in the past are now absent. The college now provides a place for students to gather on campus during festive spring weekends. Arrest statistics are lower, and students are required to attend an educational component, for first-time offenses.

Establishment owners have agreed not to advertise beverage alcohol specials to students. In addition, alcohol advertising is not permitted in any campus facility. Although all establishment owners do not attend the CCC meetings, they cooperate with the agreed upon strategies.

Responsible beverage service is a topic at each CCC meeting and progress has been made in this area. When a new establishment opens, the owners quickly receive a phone call to make them aware of the agreed upon practices; to date, all have been willing to cooperate. Retailers are provided labels to affix on packages of alcoholic beverages, which caution the purchasers about laws against underage drinking. In addition, enforcement issues include organizing "sting" operations, ID checks, and driver sobriety checkpoints.

The success of the CCC is specified through comments such as "now people are talking with each other." Ongoing evaluation takes place at CCC meetings as well as at CHAT meetings on campus. Meetings are always scheduled after "high profile" weekends such as homecoming and graduation to review how all parties handled the celebration.

## Committee on University and Community Relations

University at Albany,  
State University of New York

Task Force

### Contact:

University at Albany,  
State University of New York  
Enrollment: 16,900  
Public, Four-Year Institution

Thomas L. Gebhardt  
Director of Personal Safety and  
Off-Campus Affairs

### Objectives:

- To improve relations between college students living off campus with their long-term neighbors
- To improve safety off campus
- To develop alcohol and drug prevention and education programs off campus

### Description:

In 1989, the University of Albany and the City of Albany experienced an increase in the number and intensity of complaints concerning the behavior of college students off campus. These complaints came from concerned neighbors, neighborhood associations, and the local police department. The complaints resulted from parties in off-campus apartments; the problems reported involved the abuse of alcohol, large and unruly parties, loud music, and to a lesser degree trash and litter.

As a result of these problems, the city's Mayor and the University's President formed the "Task Force on University and Community Relations." This task force was composed of University and community members in a united effort to make recommendations to solve the problems. The following year a task force report was released and approved by the Mayor and University President. It identified proactive and reactive measures as part of a comprehensive and multifaceted approach to improve the situation in the neighborhoods

where the University's off-campus students traditionally live. In addition, the first recommendation was the establishment of a permanent committee to ensure that the original recommendations would be implemented and that new initiatives would be developed.

In 1990, the Committee on the University and Community Relations began to meet monthly with its original overall goal of improving relationships between college students and citizens in the local neighborhoods. Current membership includes student leaders and professional staff from the University and local colleges as well as officials from the local police and fire departments, city council, neighborhood association representatives, community leaders, tavern owners, land owners, state alcoholic beverage control board members and representatives from the restaurant and tavern association. Membership is open to anyone who wishes to join.

The committee has served as an excellent forum for open and honest interaction among those attending. As one citizen stated, "The committee demonstrates that what seems to be the tradition of increasing town-gown antagonism is not necessarily inevitable." The combined efforts can be effective in developing creative solutions to many common quality of life issues.

Since many of the incidents concerning inappropriate behavior off campus seem to involve alcohol, a policy was developed to deal both proactively and reactively with house parties involving underage drinking, as well as with alcohol abuse and misuse. The campus coordinates the tracking of

addresses and responses to complaints. An Off-Campus Hotline was also developed to deal with complaints from neighbors about student behavior off campus.

Another result is the Tavern Owner Advertisement Agreement. This voluntary document supports tavern owners who agree to review the content of all advertising with an intention of promoting the responsible and lawful consumption of alcoholic beverages, and appropriate as well as civil behavior when leaving their establishment. Further, these tavern owners agree to comply with current policies and procedures concerning the posting and distribution of advertisements. This agreement provides sensible voluntary guidelines for businesses to follow and enables them to become part of the solution rather than the problem.

A result of the committee is that communication has been greatly increased. Identified keys to the success of this initiative include the continuous support from city and campus leaders, the open and inclusive membership policy of the committee, the clarification of what can and cannot be done, an atmosphere of cooperation, visibility, and exposure.

Evidence of success is documented by a reduction in campus problems. Off-Campus Hotline calls are down 84 percent from 1991 to 1999. Similarly, driving while intoxicated arrests are down 67 percent in the 2 years since 1996. Alcohol-related arrests are down 53 percent in the 2 years since 1996 and off-campus noise ordinance police reports are down 83 percent in the 6 years since 1992.

# Partnership for Alcohol Responsibility

Florida State University

## Contact:

Florida State University  
Enrollment: 33,327  
Public, Four-Year Institution  
Daniel Skiles, M.A.  
Director of Health Enhancement

## Objectives:

- To build support for policy change
- To empower the local region with greater ability to control alcohol licensing

## Description:

The Partnership for Alcohol Responsibility (PAR) Program is a community coalition made up of University students, faculty, staff, and members of the Tallahassee community. Prominent members include the University's Vice President for Student Affairs, the state's Drug Czar, the University's Student Government and Greek Presidents, the President of the University's Parents Association, the Chief of the University and City Police Departments and several city officials (e.g., City and County Commissioners, the City Manager, and the City Attorney).

The mission of PAR is to challenge the idea that high-risk drinking is a normal and an acceptable part of college life. To this end, PAR has created four task groups to develop strategies for alcohol abuse prevention. The Community Policy group addresses under age access, high-risk drinking incentives, and other responsible beverage service practices. The Campus

Policy group works to reduce second-hand effects and enhance intervention programming for at-risk students. The Alternative Activities Committee coordinates the campus calendar and provides enhanced social and recreational programming. The Media Advocacy Committee promotes positive social norms on campus while working to build public support for alcohol policy change.

Specific activities implemented on campus include the elimination of alcohol advertising, the establishment of a substance-free residence hall, and the implementation of a parental notification policy for at-risk students. There is also a program called Thursday Night Live, featuring weekly alcohol-free events during late night hours. The University's Student Government Association has committed \$70,000 in funds to support this effort. In the community, local police have responded with increased enforcement efforts including a regular "Party Patrol" and periodic sting operations. PAR is also working with the Florida Restaurant Association and the Leon County Sheriff's Department to establish a Responsible Beverage Service training program for local alcohol retailers.

PAR targets underage drinking and heavy drinking, linking these problems with academic performance, drinking and driving, and sexual assault. The Coalition also works to empower the local region with greater

ability to control alcohol licensing. One such strategy involves the city issuing a permit to local alcohol outlets in addition to the standard business license. The permit could then be pulled if a given retailer is found to be in violation of noise ordinances or other local codes. Another strategy under consideration is to restrict hours of operation for nuisance bars.

The key to implementing policy changes is an aggressive media advocacy campaign. PAR's full-time Media Event Coordinator works with representatives from the press and electronic media to raise public awareness about problems related to alcohol abuse and underage drinking. The media campaign focuses on the ease of underage access, the cost of alcohol abuse to the community, and the need for policy change. Over the past year, it has resulted in dozens of TV news stories, radio interviews, feature articles and opinion pieces in both local and regional media.

Evaluation processes include both quantitative and qualitative approaches. A "diagnosis" of harms and resources is made through collection of secondary data such as problems and resources on campus and in the community. Additionally, anonymous feedback questionnaires are completed by coalition participants on the implementation of their activities.

## Policy and Oversight Steering Committee

University of Illinois at Urbana – Champaign

Task Force

### Contact:

University of Illinois at Urbana – Champaign

Enrollment: 36,690

Public, Four-Year Institution

B. Ilene Harned, M.S.

Director of Judicial Programs

Alcohol and Other Drug Office Coordinator

### Objectives:

- To develop an inclusive structure to address alcohol issues on campus
- To provide an environment that promotes low risk or non-use of alcohol
- To improve communication and utilization of campus resources
- To monitor and oversee policy, updates and referral services

### Description:

Under the direction of the Vice-Chancellor for Student Affairs, a Task Force on Alcohol Use, Abuse, and Related Educational Programming was established in 1996. This task force was formed to review alcohol-related problems, what problems were occurring, how they were being addressed, and what educational opportunities and alternative options were available. A specific issue of concern was the number of students transported for emergency services due to an alcohol overdose. As a result, the task force examined individual students, the day-to-day environment, and policies and regulations. After meeting for a year, the task force presented recommendations for restructuring how the alcohol issue was dealt with on the campus.

The recommendations included the establishment of the Policy and Oversight Steering Committee to provide leadership and monitoring of the campus-wide effort

concerning alcohol related issues. The charge for this committee was to guide the implementation of the task force recommendations, as well as to provide advice on campus policies and practices related to alcohol. In addition to promoting coordination of courses, programs, and resources, the committee monitors alcohol use and behavioral outcome data collected through campus surveys. The committee's aim is to identify ways to measure the impact of the new multifaceted approach on student behavior and the campus culture, as well as to review the effectiveness of the new structure. In addition, the development of the Alcohol and Other Drug Office was recommended for providing clinical services, coordinating educational efforts, conducting campus surveys, serving as the media liaison, and overseeing the campus efforts.

Three teams were established to assist with guiding and recommending campus-wide efforts. These teams include: Intervention Team, Alcohol Education Team, and Late Night Events Team. The Intervention Team focuses on the assessment and referral process for students deemed appropriate for referral, as well as for those who have been transported for emergency services due to alcohol overdose. This team maintains a mandatory assessment program for students incapacitated due to alcohol intoxication as well as a confidential alcohol incident reporting system. Further, the team and the Alcohol and Other Drug Office work with the network of professionals and paraprofessionals that make referrals; it assists with developing guidelines and training procedures. The Alcohol Education Team

has a dual focus, which are alcohol programming and education as well as the development of a social marketing campaign. This team also studies the use of the Alcohol-101® CD-ROM, reviews current resources for programming, and determines how to coordinate or reconfigure them for greater impact. The Core Survey has been completed to assist with the social marketing campaign, which is currently in place as an ongoing approach to reaching students about alcohol issues and social norming. The Late Night Events Team focuses on existing alcohol-free options and how students find out about what is available; the team also assesses the impact of adding new activities, and the type of activities and programming that might be beneficial. Their activities also include increasing the options for social interactions, creating a combined Late Night Events calendar on the Web, and identifying management needs.

The benefits to this approach have been to enhance campus-wide coordination while increasing involvement from faculty, staff, and students. Students have been valuable contributors to the effort as team members. The restructuring process has brought together staff to look at issues of campus concern, available resources, and identifying existing efforts. It also provides the opportunity for units to share financial resources as a result of improved communication and planning. The team approach has also clarified the University's position and produced a more consistent response to issues related to alcohol and students' well being.

# Prevention Team

Texas Christian University

## Contact:

Texas Christian University  
Enrollment: 7,551  
Private, Four-Year Institution  
Angela D. Taylor, Ph.D.  
Director, Alcohol and Drug Education Center

## Objectives:

- To increase student retention
- To increase the quality, quantity and participation in campus events and alcohol-free activities
- To decrease alcohol-related violence and related concerns

## Description:

A campus-wide task force called "Prevention Team" was formed in 1998 to serve as both an advisory group and an action team to address issues related to drug and alcohol abuse on the campus. Members were selected based on their involvement with students in select at-risk groups (i.e., athletes and fraternity members) and/or their potential to influence campus policy and practice (i.e., residential services and campus police). Members include the campus Alcohol and Drug

Education Center, Athletic Academic Services, Residence Life, Police, Fraternities and Sororities, Counseling Center, Academic Services, New Student Programs, and the Victims Advocate Program.

The Prevention Team participated in a 2-day coalition-building seminar, which assisted in the development and/or refinement of plans for campus-based prevention initiatives. Through participation in this seminar, the group developed outcome goals and strategies and assigned responsibilities for their implementation. An additional benefit of participation in the seminar was improved communication and collaboration between departments.

The goals of the Prevention Team include promoting wellness and healthy lifestyles among the campus community, and giving recognition to positive alcohol-free activities. Greater visibility of the campus efforts, as well as the utilization of positive publicity and social norms marketing is encouraged by the group. Collaborative programs include National Collegiate Alcohol Awareness Week, National Alcohol

Screening Day, Safe Spring Break, and other focused events. Collaboration with nearby colleges and outreach to the community and local schools is also part of this initiative.

The Prevention Team, which meets every 2 weeks, is designed to increase involvement by students in prevention activities. For example, student athletes had not been involved in any type of campus prevention activities. In addition, overlap and duplication of efforts were confusing to students; for example, the Counseling Center utilized peer counselors, and the Alcohol and Drug Education Center utilized peer educators, as did the campus police department.

The Prevention Team's success is documented by the doubling in the previous year of student involvement in prevention programming leadership. In addition, student involvement in prevention programming activities has increased at the same rate. Student group collaboration and visible programming activities have resulted in increased student body participation.

# Task Force for Comprehensive Alcohol Education Program

South Dakota State University

Task Force

## Contact:

South Dakota State University  
Enrollment: 8,540  
Public, Four-Year Institution

Dr. Marysz Rames  
Dean of Student Affairs

## Objectives:

- To promote on going collaboration on alcohol education strategies
- To utilize a comprehensive alcohol education program

## Description:

The Alcohol Education Task Force was created in 1998 to develop a multi-faceted and provocative alcohol education plan.

The membership of the task force includes judicial affairs, health and counseling, residential life, a local treatment center, health education, peer educators, student affairs, student activities, student organizations, Greek life, and student government. The initial activities of the task force focused on developing a comprehensive alcohol education program for the campus.

To provide the task force with vision and direction, the group adopted a philosophy statement that demonstrated its commitment to a peer-initiated alcohol education program. This philosophy is based on the belief that “students respond better to alcohol education programs when delivered by their peers” and that “students serve other students as educators, advisors, workshop leaders, and program planners.” It further suggests that student affairs staff should be responsible for developing and implementing assessment tools, helping with the comprehensive program framework serving as a student resource, and encouraging student involvement as integral to the effort.

This comprehensive program focuses on altering students' perceptions of and behaviors involving alcohol. The program's scope is far reaching as it employs numerous proactive approaches to enhance students' learning and development about alcohol use and/or abuse on campus. The approaches include education based on campus-wide data and other relevant information, innovative programming concepts, student focus groups, and a campus-wide media campaign. A collaborative model involving students, faculty, and staff was utilized to study, develop, and implement this comprehensive alcohol education program.

Eleven key components are included in the plan. The 10 components from the *Promising Practices: Campus Alcohol Strategies* Sourcebook serve as the basis. The final component is outreach. The task force identified and categorized current alcohol education initiatives according to the 11 components. Once this was completed, the task force brainstormed additional ideas for each component, further customizing the components for the campus. Utilizing the information on current initiatives along with new ideas generated by the task force, an alcohol education program was developed. Priority areas were established based on perceived deficiencies in the current alcohol education effort, the task force members' personal interest, and perceived student needs and issues. Priority areas established were awareness and information, environmental and targeted approaches, and outreach and training.

The accurate assessment and evaluation of issues was an essential starting point.

The Core Survey and student focus groups were conducted to gain data and insights. The focus groups were significant to assess programming needs and student campus community needs. These groups, comprised of randomly selected students, provided feedback to give direction to the media campaign and overall campus-wide efforts.

A key result of this campus-wide effort is collaboration between groups; for example, the student union and activity staff and the residence hall director staff combine their efforts to create focal points around campus with bulletin boards and educational displays. They also work collaboratively with programming groups to distribute alcohol-poisoning cards at student-attended events. The task force received feedback that its approaches better enable the campus community to take ownership of the program.

The continued collaboration on alcohol education strategies among students, faculty, and staff in various departments and disciplines is evidence that this program is perceived as worthwhile to the campus community. Through the task force's efforts and the willingness of individuals and groups to work with one another, current information about students' attitudes and behaviors has been obtained. The task force has continued evaluation of initiatives to improve and strengthen the program. The success of the effort can be attributed to the participatory and collaborative models employed in the planning and development of the program.

