



THE ALCOHOL PREVENTION COALITION

CAMPUS ALCOHOL PREVENTION ACTION PLAN

Ohio University

May 2013



Executive Summary

Introduction

This Action Plan is designed to provide an overview of Ohio University's (OU) strengths and weaknesses and serve as a roadmap for future work in alcohol prevention based upon a close examination of the following: current prevention programming, the degree of institutional support for alcohol prevention on campus, campus alcohol policies and their enforcement and adjudication, adherence to critical processes, and the extent of relationships with a variety of key constituencies.

Ohio University Diagnostic Inventory Letter Grades

Programming: B- Alcohol Policies: C- Critical Processes: D+ Institutionalization: D-

Ohio University's Key Areas for Focus

There are three key areas where administrators at Ohio University can stand to make improvements in their alcohol prevention approach over the next 12 months. Further details regarding these recommendations and others are provided later in this Action Plan.

Devote more campus resources to alcohol prevention at OU. Given the size of OU and the challenges identified through the Diagnostic Inventory, it is recommended that in order to achieve the steps outlined in this Action Plan, OU will need to devote additional resources to this endeavor, especially in terms of a dedicated staff member.

Call upon data sources to evaluate campus alcohol prevention efforts. It is important that progress be measured over time through data collected both on- and off-campus to inform future efforts. OU should rely on these data when it is time to review and revise alcohol-related policies and prevention strategies.

Employ event-specific policy and enforcement efforts to reduce high-risk drinking at annual events, such as Mom's weekend and fests. Forming a committee by bringing together a number of constituencies (e.g., student affairs, campus police, faculty, students, alumni) can unify campus groups around event planning. The committee should assess the problem and establish goals for the each event.

Alcohol Prevention Coalition Support

The following report includes a variety of recommendations for Ohio University administrators to consider in order to strengthen their alcohol prevention efforts. In support of these efforts, the Alcohol Prevention Coalition proposes to provide the following:

Providing best practices and research on the following:

- Policy and enforcement initiatives among the Greek community
- Efforts to target problems in the off-campus environment including house parties and bars
- Efforts to target problems related to high-risk special events

Introduction

The Alcohol Prevention Coalition's Diagnostic Inventory is a comprehensive tool developed by EverFi to assess several dimensions of campus alcohol prevention at Alcohol Prevention Coalition institutions. This assessment includes an examination of the following dimensions: the impact of current prevention programming; the degree of institutional support for alcohol prevention; effectiveness of campus alcohol policies related to their enforcement and adjudication; the adherence to processes deemed critical to success in alcohol prevention; and the extent of relationships that exist with a variety of constituencies that are essential to prevention success. Completion of the Diagnostic Inventory allows Alcohol Prevention Coalition campuses not only to pinpoint areas of strength and limitation and set goals for improvement, but also to annually benchmark their alcohol prevention progress against other institutions that have been similarly assessed. Please refer to *Appendix I: Mapping Ohio University's Scores Against Other Coalition Campuses* for a graphical comparison of Ohio University's alcohol prevention work compared to other Coalition institutions that have completed the Diagnostic Inventory process.

After an institution completes the Diagnostic Inventory and provides Coalition staff with supporting reports or documentation, a follow-up phone call is conducted with that campus's alcohol prevention specialist. This conversation enables EverFi staff to obtain additional insights, including an understanding of any unique circumstances or cultural characteristics that should be considered, and helps to identify institution-specific alcohol prevention goals, as well as areas where EverFi can support their efforts. The information included in this Action Plan is intended to support OU administrators' efforts to address the challenges around student alcohol use and abuse that are unique to OU. Please refer to this information to inform Ohio University's annual alcohol prevention goals, and to track progress over time.

Alcohol Prevention Assessment Overview

Ohio University's overall score is informed by the individual scores for each of the Diagnostic Inventory's components:

- alcohol prevention programming
- campus policies and their enforcement and adjudication
- adherence to processes deemed critical for success
- the degree of institutional support for alcohol prevention

The table on the following page contains a breakdown of OU's grades by topic area. The letter grades for the programmatic, policy, and critical processes areas each represent a combination of components. Information and feedback regarding each of the component grades is provided in the table, with additional detail included throughout the report. EverFi staff would be happy to provide further detail regarding the calculation process and interpretation of responses.

<i>Topic/Area</i>	<i>Grade</i>	<i>Comments</i>
Programs:	B-	OU's alcohol prevention programming overall is good, with a fair mix of universal, selective, and indicated programming elements. Most of the prevention programs OU is using have a strong basis in the research literature, but some programs lack sufficient evidence, lowering OU's overall score. OU's score is also impacted by having too many programs in place, which can result in a lack of efficiency.
Universal¹	C+	Programming targeting the entire student body is good with AlcoholEdu, alcohol free options, and social marketing; however, administrators should consider discontinuing the use of Fatal Vision Goggles® and tabling/health fair as these programs have no demonstrated efficacy of behavioral change in the research literature. This will also free up resources that can potentially be directed at more effective efforts.
Selective²	A+	Programming targeting the Greek community is strong with BASICS, bystander intervention, and CHOICES; however, administrators should consider discontinuing invited speakers which have no demonstrated efficacy of behavioral change in the research literature and can be a drain on resources.
Indicated³	C+	OU's indicated programming is good, with BASICS and Prime For Life in place to target students with demonstrated signs of alcohol problems.
Alcohol Policy:	C-	OU's policies are fair, yet there is room for more targeted and consistent enforcement of alcohol policies in the off-campus community.
Written	C-	OU's written policies could be strengthened with the adoption of policies to address high-risk drinking in off-campus settings and in the Greek community.
Enforced	C-	OU's enforcement of policies could be strengthened through consistent and targeted enforcement, especially around high-risk events and at off-campus gatherings.
Adjudicated	C	OU's adjudication process is good, but could be improved by notifying students and the community when new policy and enforcement efforts are put in place, and through more consistent response to policy violations.
Critical Processes:	D+	OU's reliance upon data to inform decisions and policy review could be improved.
Data reliance	D	With some exceptions, data reliance at OU is poor. OU administrators capture alcohol-related incidents in reporting forms, but are not using the data to inform and evaluate alcohol prevention efforts.
Planning	B-	OU's planning process is good, but improvements to planning efforts could be achieved by revisiting and revising goals for alcohol prevention efforts annually.
Policy review	D+	OU's policy review process is not yet satisfactory. OU should review policies to ensure they are appropriate, consistent, and up to date.
Institutionalization:	D-	OU demonstrates a weak level of commitment to alcohol prevention at an organizational level. Increased resources devoted to alcohol prevention, more visible senior leadership, and stronger collaboration and buy-in across multiple constituencies are key areas for improvement.

¹ Universal: targeting the entire student body

² Selective: targeting known high-risk student groups

³ Indicated: targeting students at the early stages of developing alcohol problems

Programming

Overall Programming Grade: B-

Ohio University administrators' responses to the programmatic section of the Diagnostic Inventory demonstrate that several universal programs are in place, reaching the larger student body. As indicated by the prevention paradox,⁴ universal programming is favorable as it can help to shift campus culture in favor of healthier student behavior. As such, OU administrators are encouraged to continue expanding their universal programming while eliminating the programs that have no evidence base. Administrators at OU are also employing a fair mix of selective and indicated programs, targeting known high-risk student groups as well as students at the early stages of developing alcohol problems.⁵

Understanding the Basis of Ohio University's Programmatic Grade

To calculate the programmatic grade, our researchers referred to the programmatic impact scores from the Alcohol Prevention Compass, a tool which evaluates the relative strength of more than 30 alcohol prevention policies and programs in terms of their effectiveness, cost, and reach. Our researchers examined more than 200 studies on the relative efficacy of a variety of campus alcohol prevention programs, applying a standardized procedure to assign numeric values to the reported outcomes of these studies, and then averaging the values across the set of studies for each of the programs examined. We also noted the characteristics of the study sample—whether these were a random sample of students, high-risk students, students mandated to receive the program, or other subsets of the student population. In developing the programming score, we examined the relative impact of each Compass strategy as it related to how campuses target their alcohol prevention efforts, whether they be

- universal in nature (targeting the entire student body),
- selective (targeting known high-risk student groups), or
- indicated (targeting students at the early stages of developing alcohol problems).

Applying a public health model grounded in the prevention paradox, we placed greater emphasis on the scores of universal programs versus selective or indicated. For several programs that lacked any evidence of effectiveness in the research literature, we took into consideration whether there was a sound theoretical basis underlying these approaches.

To provide a clear picture of how Ohio University's programming matches up to the Compass research, please refer to *Appendix II: Mapping Ohio University's Programs Against the Compass*. While the Compass research does not cover each and every program element in place at Ohio University (as noted, some programs lack any evidence base, and also any theoretical basis; many of these are excluded from the Compass cost/impact matrix), this table presents a compelling visual to inform programming decisions.

⁴ The prevention paradox describes a somewhat counterintuitive public health phenomenon, where the greatest negative impact from a disease or disorder occurs among those considered at low or moderate risk of the disease or disorder, and a relatively small degree of negative impact comes from the highest risk population. For more information on how this phenomenon relates to college alcohol prevention efforts, read Weitzman and Nelson's paper at http://www.hsph.harvard.edu/cas/Documents/paradox/Prev_Paradox.pdf.

⁵ In a 1994 report, the Institute of Medicine proposed a framework for classifying prevention based on Gordon's (1987) operational classification of disease prevention. The IOM model divides the continuum of services into three parts: prevention, treatment, and maintenance. The prevention category is divided into three classifications—universal, selective, and indicated prevention. For more information, visit <http://www.mypreventioncommunity.org/resource/collection/8CC9C598-EF77-4CDB-A2DF-88AB150A4832/25EIOMModel.pdf>

Programming Recommendations

1. **Discontinue ineffective programming.** OU is spending resources on invited speakers, tabling events/health fairs⁶, and Fatal Vision Goggles® which have no demonstrated efficacy of behavioral change in the research literature. These programs also lack a sufficient theoretical basis to provide any promise of student behavior change. If behavior change is the stated goal for using these programs, then we suggest the use of a more effective set of programs that have greater potential for impact. Discontinuing these programs will also free up prevention resources and practitioner time and energy to focus on OU's more effective alcohol prevention efforts.
2. **Examine the number of prevention programs in place.** Ohio University administrators have chosen to pursue a large number of programs (14 or more programs were reported in the Diagnostic Inventory), which can undermine the efficiency and overall impact of prevention efforts. With their participation in the NCHIP effort, Ohio University administrators are clearly engaged in an intensive effort to examine and assess their alcohol prevention efforts. As they do so, they are encouraged to examine and determine which of their mix of programs have the greatest impact on student behavior and in shifting the strong culture of alcohol use at OU. By selecting fewer, more targeted programs, OU can achieve greater cost-effectiveness. Clearly, some degree of focusing and winnowing of programs can be achieved by addressing Programming Recommendation #1, above. **Ohio University administrators can learn more best practices from Alcohol Prevention Coalition staff and in our research tool, The Alcohol Prevention Compass, available for download on the Coalition website.**
3. **Continued focus on strengthening of alcohol-free recreational and social programming, especially during the fall semester.** OU's AlcoholEdu data support this recommendation, demonstrating that midway through the fall semester, the rate of high-risk drinking among first-year student's reaches 41%, significantly surpassing the national average of 25%. OU should consider increasing its alcohol-free opportunities in the early weeks of the fall semester to engage first-year students in social activities that do not include alcohol. Research shows that alcohol-free events and activities can detract from the culture of high-risk alcohol use by offering students who use alcohol moderately or not at all with alternatives to a prominent party scene. This is especially important at OU, where 25% of students who identify as non-drinkers prior to arriving on campus become high-risk drinkers midway through the fall semester. If such events are well-conceived and -developed, they can also detract from high-risk alcohol use among students who typically drink more than others. For these activities to have the greatest impact, they should be provided on a weekly basis and occur between the hours of 10 p.m. and 2 a.m.

Many campuses have successfully engaged incoming students in alcohol-free programs during the first several weeks of the fall semester. San Diego State University's "Aztec Nights" consists of several late night programs hosted Thursday through Saturday nights during the first five weeks of the fall semester and draws more than 16,000 students to at least one event.⁷ Importantly, hosting alcohol-free activities on a routine basis does not have to be costly. Many campuses have attracted students to fun events that involve minimal resources to develop.

⁶ EverFi acknowledges that campuses often rely upon tabling activities to market their services and programs, and for these purposes we recognize tabling as a important activity, although it is not considered a prevention strategy.

⁷ "Prevention Update: First Few Weeks on Campus" (April 2010). *The Higher Education Center for Alcohol, Drug Abuse, and Violence Prevention*. Retrieved March 31, 2011 from <http://www.higheredcenter.org>.

A strong component of the success of this programming is the involvement of a variety of students in their design and marketing. Students are the best resource to develop novel, fun ideas for activities that a diverse array of students would enjoy and to market these activities to attract those students on an ongoing basis throughout the academic year. A rich source of information for students interested in alcohol-free programming development and attendance is OU's AlcoholEdu student engagement data, containing contact information for 502 incoming students who indicated an interest in planning such activities (roughly 14% of students taking the course). The names and contacts of these students can also be shared with a variety of campus offices looking to engage students in a variety of leadership and programming opportunities. ***OU administrators can learn more on best practices from Alcohol Prevention Coalition staff and in our publication, Using Alcohol-Free Options to Promote a Healthy Campus Environment, available for download on the Coalition website.***

Action Steps:

- Collaborate with the administrators of University Programming Council to improve upon and expand existing activities by drawing upon the lessons in the Alcohol Prevention Coalition best practices manual.
- Plan for alcohol-free opportunities by relying on student input and AlcoholEdu student engagement data reflecting student preferences in a variety of activities.
- Garner institutional resources to support alcohol-free programming (venues, staff, food, etc.). Consider collaborating with other campus entities and student organizations to divide the cost of alcohol-free activities.
- Create and implement an assessment plan for alcohol-free programming. Consider environmental assessment measures such as noise complaints, alcohol violations, and other indicators of the negative effects of alcohol use.
- Reach out to other institutions who have successfully increased alcohol-free events and social options (see Appendix III)

Overall Policy Grade: C-

There are several policy recommendations based on this assessment of OU's alcohol environment and prevention efforts. The Diagnostic Inventory results suggest that off-campus parties, bars, and special events weekends and festivals are a source of challenge and concern to OU's administrators. Policies at both the campus and the local level can play a significant role in curtailing student alcohol use, and in sending students a clear message regarding OU's expectations of the campus community. Policy changes can sometimes give rise to student outcry. However, many college administrators who have weathered these changes reflect in hindsight that intense resistance comes from a minority of students, and in the long run, many constituencies—including students—express appreciation of efforts to create a safer campus environment. Positioning a need for policy change as a matter of student health and safety is critical, as is student participation in the policy development process. ***We encourage OU to consult resources in the Alcohol Prevention Compass, our publications available on the Coalition website, and our staff for more information on more effective alcohol policy development.***

Policy Recommendations

- 1. Employ event-specific policy and enforcement efforts to reduce high-risk drinking at annual events, such as Mom's weekend and fests.** Forming a committee by bringing together a number of constituencies (e.g., student affairs, campus police, faculty, students, alumni) can unify campus groups around event planning. The committee should assess the problem and establish goals for the each event. The increased efforts by police to enforce the party nuisance and noise ordinances have likely contributed to the downsizing of some of these events. Given the prevalence of pre-gaming that often occurs before such events and OU's higher than national rates of pre-gaming (51% vs. 48%), particular focus should be paid to educating students about the risks of pre-gaming. Ohio University is in a unique position given that the state of Ohio allows parents to provide alcohol to minor children. OU administrators should continue to communicate with parents regarding OU's expectations of parents and students. Parents should be reminded that they play an important role in sending students messages regarding responsibility, health, and moderation (see Institutionalization recommendation #2). ***Ohio University administrators can learn more on best practices from Alcohol Prevention Coalition staff and in our publication Annual Campus Celebrations: Changing the Environment of Alcohol-Fueled Celebrations Using Event-Specific Prevention available on the Coalition website.***

Action Steps:

- ☐ A Ohio University task force to address problems associated with high-risk events should:
 - ☐ track student behaviors at events and communicate this data to other campus constituencies to create buy-in for increased policy and enforcement efforts
 - ☐ communicate policies to students, parents, and alumni in advance of the events
 - ☐ collaborate with the campus police to increase police presence, enforce underage drinking laws, and proactively issue citations
 - ☐ limit event access to students only
 - ☐ Reach out to other institutions who have been successful using event-specific prevention (see Appendix III)
- 2. Address alcohol use in off-campus settings with consistent enforcement and monitoring.** The Diagnostic Inventory results suggest that off-campus parties are a source of challenges and concerns to Ohio University administrators. Additionally, results from AlcoholEdu suggest that 51% of first-year students are

drinking at an off-campus residence. Recent efforts to strengthen the language around social host liability could have an impact on reducing problems in these settings if consistently enforced. Such efforts should continue in order to further address alcohol use in these settings. *Ohio University administrators can learn more on best practices from Alcohol Prevention Coalition staff and in our toolkit Targeting Off-Campus Parties available on the Coalition website.*

Action Steps:

- ☐ Encourage police to survey and increase enforcement activities in off-campus settings.
- ☐ Collect data on alcohol problems in off-campus settings to inform prevention and enforcement efforts moving forward (see Critical Processes Recommendation #1).
- ☐ Consider the following city-level ordinance efforts:
 - strictly enforce the social host and noise ordinances
 - levy fines on landlords when police are repeatedly called to address disturbances at a residence
 - increase fines on residents of homes where problem parties repeatedly occur in a set period of time
 - chronic nuisance property ordinance which holds landlords accountable for creating a plan of action when their property is a repeat offender of loud parties or nuisances
- ☐ Work with landlords to create a system of accountability for parties and unruly student behavior occurring at their properties. Consider the following:
 - provide landlords with information regarding prospective student renters who have violated campus alcohol and other drug policies
 - create landlord notification system where landlords are notified in case of a police incident on their property
- ☐ Reach out to other institutions who have successfully increased enforcement in the off-campus setting (see Appendix III)

3. **Engage bar owners in support of alcohol prevention efforts:** OU's administrators would benefit from further engaging bar owners in alcohol prevention efforts at OU given that they are a cause of concern to administrators. With limited community and state level policy enforcement to restrict access to alcohol at the local level, students are able to access alcohol off-campus. Engaging retailers and tavern owners in the local community to curtail irresponsible actions and increase efforts to restrict student access to alcohol may prove beneficial.

Action Steps:

- ☐ Work with bar owners or the liquor control board to adopt and enforce policies that restrict student access to alcohol. Consider the following:
 - checking IDs for potential underage customers
 - responsible beverage service training for servers
 - limit days or hours for alcohol sales
 - limit quantities of alcohol that can be purchased per sale
 - limit container size for alcohol sales
 - ban admittance of minors to bars/clubs
- ☐ Invite bar owners to sit on the campus community coalition. Inviting this constituency to have a seat at the table will send the message that they have an opportunity to be part of the solution.
- ☐ Suggest a local tavern-owners agreement to curtail practices that promote underage alcohol use.

4. **Increase enforcement of policies governing the Greek community.** Fraternities and sororities undoubtedly enjoy benefits as organizations officially recognized by the Ohio University administration—the use of facilities to hold meetings and events, the ability to recruit students through existing mechanisms, etc.

Such benefits can serve as levers for the Greek community to uphold the standards that are expected of them.

Effort should be made to target the Greek community with increased prevention and enforcement initiatives. The alcohol task force at OU would benefit from representation of Greek student leaders who want to help convey the need for increased prevention and enforcement initiatives. ***OU administrators can learn more best practices from Alcohol Prevention Coalition staff and in our publication, The Greek Challenge: Effective Strategies for Reducing Alcohol Risk and Harms Among Fraternity and Sorority Members, available for download on the Coalition website.***

Action Steps:

- ☐ Survey the Greek community on their level of support for campus policies and their perceptions of the campus alcohol policy environment.
- ☐ Share data with Greek student community leaders to gain buy-in for alcohol prevention and enforcement initiatives.
- ☐ Recruit Greek student community leaders to serve as members on the campus alcohol task force.
- ☐ Create a subcommittee to discuss enforcement of alcohol policies governing the Greek community.

5. **Develop a strong sense of community in the residence halls and apartments.** Many first-year students live in on-campus housing, and this same population is especially vulnerable to high-risk alcohol consumption. It is important that residence staff members are equipped to address the problem of underage drinking in this environment. The majority of first-year drinkers at OU are participating in the dangerous behavior of pre-gaming (51%), slightly higher than the national average. Research on pre-gaming indicates that this type of drinking is not simply alcohol use that is differentiated by time or setting, but that it is a more intense drinking experience and it is highly predictive of students' experiencing alcohol-related harms. Based on our research demonstrating that pre-gaming typically occurs in residence halls, we recommend that OU invest a sufficient amount of time and resources to train residence life staff on how to effectively address the issue of pre-gaming.

Our research has also uncovered promising new models of RA training that encourage more of a mentor and advocate role for RAs versus their being primarily regarded as enforcers. We believe such efforts to reframe the RA/resident relationship can go a long way towards their developing meaningful, respectful relationships with residents and towards engendering a healthier climate in the residence halls.

It is the case that many barriers to developing a strong community in the residence halls can be directly tied to high-risk alcohol use (i.e., vandalism, hate crimes, sexual assault/misconduct, and physical injury). In addition to alcohol-related problems and behaviors, training sessions should include information about an institution's basic rules and regulations, and making certain that RAs have a clear understanding of enforcement and sanctioning procedures. Many institutions have found that insuring clarity around these procedures also improves overall job satisfaction and performance among RA staff.

It is important that policies be adequately conveyed to students. Students can be informed of policies—and the associated penalties for violating them—through various vehicles, including poster campaigns, signage in the residence halls, web communications, or during orientation sessions. ***We encourage OU administrators to consult resources in the Alcohol Prevention Compass, which includes an overview of RA training, our 2012 Annual Research Summit Presentation titled Supporting the Prevention Frontlines: New Models in Training Resident Assistants, and our staff for more information on these approaches, their effectiveness, and their appropriate application.***

Action Steps:

- Survey RA staff on measures related to job performance, satisfaction, and their perceptions of alcohol-related policy enforcement and adjudication processes in the residence halls. Use survey data to:
 - Establish the extent to which alcohol-related policies and procedures are understood and being clearly communicated to residents, and any relationship that might have to their overall job satisfaction
 - Identify the most common barriers to consistency of policy enforcement among RA staff, sharing that data with RAs as part of regular in-service trainings
- Train RA staff regularly on these policies and procedures and build their skill sets for addressing common alcohol-related challenges in the residence halls (e.g., pregaming, alcohol poisoning).
- Consider broader changes to recruiting and training to support RAs in their roles as advocates, mentors, and facilitators in the success and development of their student residents.
- Provide RAs with sufficient skills and tools to intervene, document, and follow up with students whom they suspect are engaging in pregaming, taking shots, and other troubling alcohol behaviors.
- Widely publicize policies, procedures, and enforcement efforts through multiple channels of communication.

Critical Processes

Overall Critical Processes Grade: D+

Ohio University administrators' adherence to processes that are considered critical to success—collection and reliance upon data to inform decision-making, policy review, submitting progress reports to senior leadership—is fair with room for improvement. These processes enable administrators to take a step back and review what has been done, what is in place, what challenges exist, and how to address them. Ohio University administrators would benefit from looking at a broader array of data sources to inform policies, particularly in the off-campus environment, and to develop ongoing assessment of prevention efforts.

Critical Processes Recommendations

1. **Call upon data sources to evaluate campus alcohol prevention efforts.** Ohio University administrators collected a wide range of data sources to complete the Diagnostic Inventory and as part of their participation in the NCHIP initiative, but do not appear to track these data sources on a regular basis or rely upon them for assessment of prevention efforts. It is important that progress be measured through these data sources over time to inform future efforts. OU should rely on these data when it is time to review and revise alcohol-related policies and prevention strategies.

Action Steps:

- ☐ Continue to collect a wide range of data (e.g., judicial, police, hospital admission, residence life) from both on- and off-campus sources.
- ☐ Analyze data against prevention and enforcement efforts on an annual basis.
- ☐ Discuss these findings and recommendations with the OU campus community coalition, identifying any changes that should be made to efforts based on data analysis.
- ☐ Share progress indicators and data reports broadly (see recommendation below).

2. **Share alcohol prevention progress indicators and reports with key constituencies.** As OU administrators examine the data to measure the impact of policies, it is important that data reports be shared with key campus constituencies, including senior leadership (e.g., President, Board of Trustees, Vice President of Student Affairs) and relevant campus and community groups (e.g., Health and Wellness staff, Alcohol Task Force, Campus-Community Coalition). Sharing progress reports across such campus and community constituencies can unify a campus, mobilize efforts, and generate a greater sense of shared responsibility across an institution.

3. **Review and examine campus alcohol policies:** This is a process that can unearth inconsistencies, gaps, outdated policies and practices, and other areas for policy improvement. Campuses ought to undergo such a process every five years or so, aiming to ensure that policies are appropriate, consistent, and up-to-date.

Action Steps:

- ☐ Review, update, and integrate all campus alcohol policies to create a comprehensive policy document that covers all relevant aspects of campus life, including residence life, athletics, fraternities and sororities, and off-campus conduct.
- ☐ Ensure that the campus alcohol policy includes an up-to-date list of all relevant state-, county-, and municipal-level laws and regulations.

Institutionalizing Prevention

Overall Institutionalization Grade: D-

The process of institutionalizing campus alcohol prevention efforts involves generating involvement from multiple stakeholders including senior leadership, and ensuring that alcohol prevention has sufficient resources to address the needs on campus, serving in a proactive rather than reactive mode. The feedback offered to responses in this part of the Diagnostic Inventory is based on the best practices of institutions that have made breakthrough progress in institutionalizing alcohol prevention, and upon hundreds of interviews with experts, alcohol prevention professionals, and other officials on campuses across the country.

While some of the areas considered critical to institutionalizing alcohol prevention are represented well at OU, there are many areas for improvement. The Alcohol Prevention Coalition estimates 1.3 million dollars is being spent on costs related to alcohol each year (costs include property damage, counseling, campus safety, etc.) and an additional 5.8 million dollars of revenue is being lost due to alcohol-related attrition for a single cohort of first-year students at Ohio University. With less than one full-time employee devoted to alcohol intervention and prevention and given the strain alcohol problems exert on institutional resources, OU should devote more resources to address this issue. There is also an opportunity for senior leadership to demonstrate a sense of urgency and the need to address alcohol problems on campus and in the surrounding community. Finally, OU administrators should reference and highlight the linkages between alcohol use and institution mission critical issues to help gain broader buy-in across the institution.

Institutionalization Recommendations

- 1. Devote more campus resources to alcohol prevention at Ohio University.** Given the size of OU and the alcohol-related challenges identified through the Diagnostic Inventory, it is recommended that OU administrators devote additional staff resources to this endeavor. The environmental prevention effort that is necessary at OU requires the consistent and unwavering attention of administrators strictly devoted to this endeavor, rather than staff members who must balance and prioritize the needs of numerous students seeking multiple campus services. Having a full-time staff member to coordinate the various prevention programs will help to ensure they are not duplicative, that they are complimentary in nature, and that resources and information are being shared, and messages are consistent across programs. Importantly, OU's off-campus challenges require the attention of an administrator dedicated to this issue.

The work of the campus and community coalition touches upon several issues related to student alcohol problems—advocacy and legislation to strengthen language for social host liability, enforcement efforts, and establishing relationships with key off-campus constituencies. While the Associate Director, Campus Involvement Center for Health Promotion is part of this group, the group's efforts may be greatly advanced with the addition of a staff position strictly devoted to overseeing alcohol prevention both on-campus and off.

Action Steps:

- ☐ Define the role of the full-time alcohol prevention administrator and create an appropriate position description. Consider the following critical tasks:
 - active participation in the campus and community coalition
 - research efforts to gather information and data to inform prevention efforts
 - oversight of all prevention programming on campus

- building relationships with critical constituencies—both on-campus and off—to develop a broad base of support for prevention efforts
- evaluation and assessment of alcohol prevention efforts to track progress over time
- Determine what existing resources may be used to support the position.
- Determine where in the hierarchy the prevention staff member should be placed and garner buy-in from that department.
- Consider existing staff and potential internal candidates.
- Recruit and hire for the position.

Although the relationship between alcohol use and sexual assault is well-documented⁸, recommendations for addressing issues of sexual violence on campus fall outside the scope of this document. However, it is important to point out that a single staff member should also be dedicated to coordinating the University's sexual assault response and prevention initiatives. This is especially true in light of heightened awareness brought about by national attention to Title IX compliance via the 2011 "Dear Colleague Letter"⁹, and recent passage of the Campus SaVE Act¹⁰.

- 2. Reach out to parents to engage them in alcohol prevention efforts and messaging.** OU administrators should consider parents as a valuable resource in their alcohol prevention efforts. Often, parents are unaware of their impact on student behavior into their college years. Parents should be reminded of the value they have in sending students messages regarding responsibility, health, and moderation. There are a variety of vehicles to reach parents in this endeavor, from letters sent prior to matriculation, to parent orientation sessions, to newsletters sent routinely over the course of their students' college years. **OU administrators can learn more on best practices from Alcohol Prevention Coalition staff and in our executive summary, *Enlisting Today's Parents in Alcohol Prevention: Challenges and Opportunities for Leveraging Parental Influence*.**

Action Steps:

- Gain parent buy-in by using the following strategies:
 - Provide parents with an honest assessment of student behavior on campus by sharing data
 - Communicate tips and strategies for parents to address the problem (e.g., specific guidelines for talking to their student about alcohol)
- Arm parents with the following information to take action:
 - Provide parents with tools and skill sets to identify the signs of a student in distress
 - Provide information about campus services and resources
- Sustain parental support and involvement using the following strategies:
 - Continue to reach out to parents at times of heightened risk (e.g., Mom's weekend) through newsletters or emails
 - Provide parents with concrete action steps for keeping their student safe, such as speaking with their student about safe decision-making and discussing campus resources and policies

- 3. Articulate a strong message from senior leaders that alcohol use is not part of Ohio University's culture:** Senior leaders can help set the tone that high-risk alcohol use is not an acceptable part of campus life at

⁸ At least half of all acquaintance sexual assaults involve alcohol consumption by the perpetrator, the victim, or, most commonly, both (Abbey, Zawacki, Buck, Clinton, & MacAuslan, 2004; Tjaden & Thoennes, 2006).

⁹ The Office for Civil Rights issued the Dear Colleague Letter (DCL) in April of 2011 to explain that the requirements of Title IX cover sexual violence and to remind schools of their responsibilities to take immediate and effective steps to respond to sexual violence in accordance with the requirements of Title IX. For more information, see: <https://www2.ed.gov/about/offices/list/ocr/docs/dcl-factsheet-201104.html>

¹⁰ On March 7, 2013, President Obama signed a bill that strengthened and reauthorized the Violence Against Women Act. Included in the bill was the Campus Sexual Violence Elimination Act (Campus SaVE), which amends the Jeanne Clery Act and affords additional rights to campus victims of sexual violence, dating violence, domestic violence, and stalking. For more information, see: <http://clerycenter.org/>

OU. Ohio University is in a good position given that President McDavis was visibly supportive of alcohol prevention efforts by relying on input gathered during the Day of Dialogue to revise the University's strategies for reducing high-risk drinking in 2006. However, consistent leadership across all reporting levels is inconsistent; providing an opportunity for senior administration to demonstrate a shared sense of responsibility and accountability for alcohol prevention initiatives. There are many venues and vehicles for more visible senior statements to promote this message: convocation, letters to incoming students, and periodic e-mails prior to times known to be higher risk. Additionally, senior level support in mandating the completion of AlcoholEdu for all incoming first year students provides an ideal opportunity to clearly communicate OU's expectations early on.

Action Steps:

- ☐ Encourage President McDavis to express the importance of a collective effort to address student alcohol problems. President McDavis can express the priority he places on this issue through frequent communications with students, parents, faculty, and staff (e.g., email messages, letters, convocation speeches, news interviews, group meetings).
- ☐ Urge senior leadership to request that administrative and academic departments develop a plan to help reduce student drinking problems, based on the understanding that all aspects of campus life either positively or negatively affect this problem.
- ☐ Collaborate with senior leadership to outline the resources necessary for a comprehensive alcohol prevention program that can promote student safety and academic success.
- ☐ Leverage opportunity for Alcohol Prevention Coalition staff to present to OU Board of Trustees to generate their support for this Action Plan on campus and to engender increased pressure for senior level support on this issue
- ☐ Incorporate student health and wellness into the next iteration of OU's strategic plan and create specific, measurable goals for improving student health and wellness.
- ☐ Share efficacy research on AlcoholEdu with key leadership in order to garner support for the creation of a mandate for completion of Parts 1 and 2 of the course (e.g., hold on class registration, housing selection process, etc.) and a system of accountability for students who do not follow-through.

Summary

Below are the three areas of focus for Ohio University over the next 12 months. Concerted efforts in these areas will contribute to overall improvements. EverFi is excited to support OU in this process.

Devote more campus resources to alcohol prevention at OU. Given the size of OU and the challenges identified through the Diagnostic Inventory, it is recommended that in order to achieve the steps outlined in this Action Plan, OU will need to devote additional resources to this endeavor, especially in terms of a dedicated staff member.

Call upon data sources to evaluate campus alcohol prevention efforts. It is important that progress be measured over time through data collected both on- and off-campus to inform future efforts. OU should rely on these data when it is time to review and revise alcohol-related policies and prevention strategies.

Employ event-specific policy and enforcement efforts to reduce high-risk drinking at annual events, such as Mom's weekend and fests. Forming a committee by bringing together a number of constituencies (e.g., student affairs, campus police, faculty, students, alumni) can unify campus groups around event planning. The committee should assess the problem and establish goals for the each event.

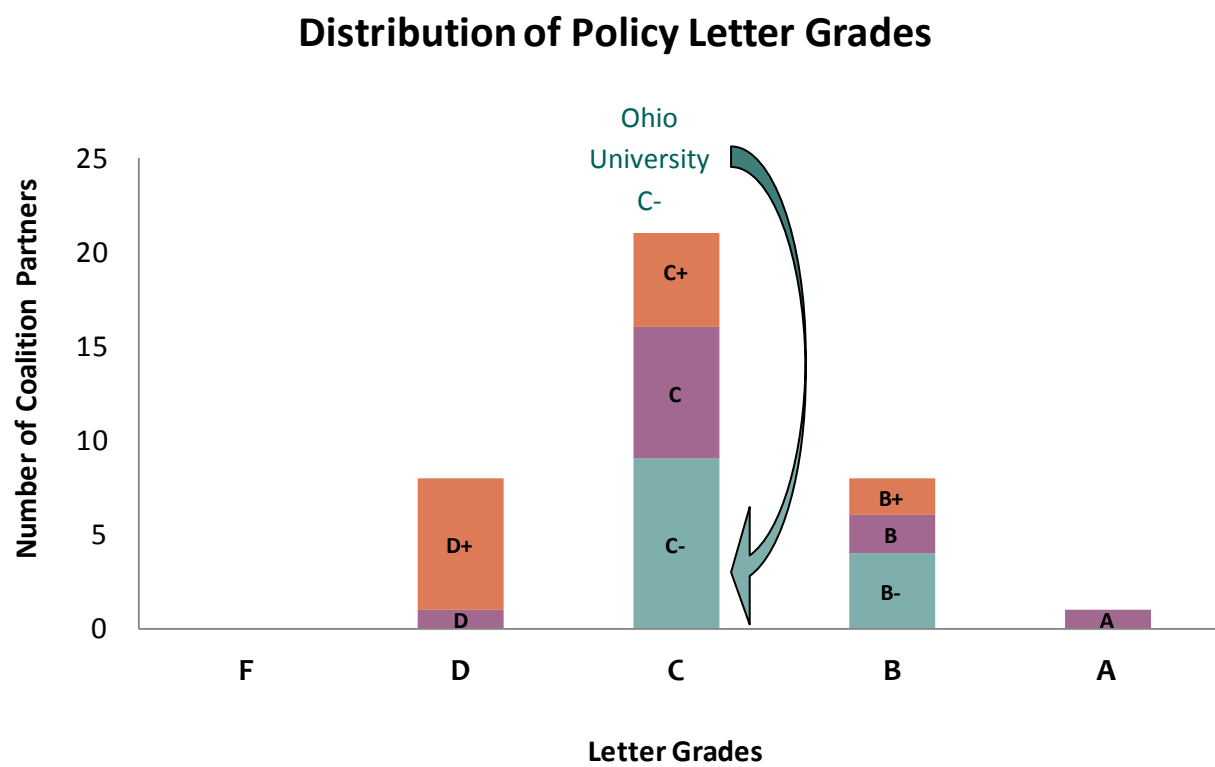
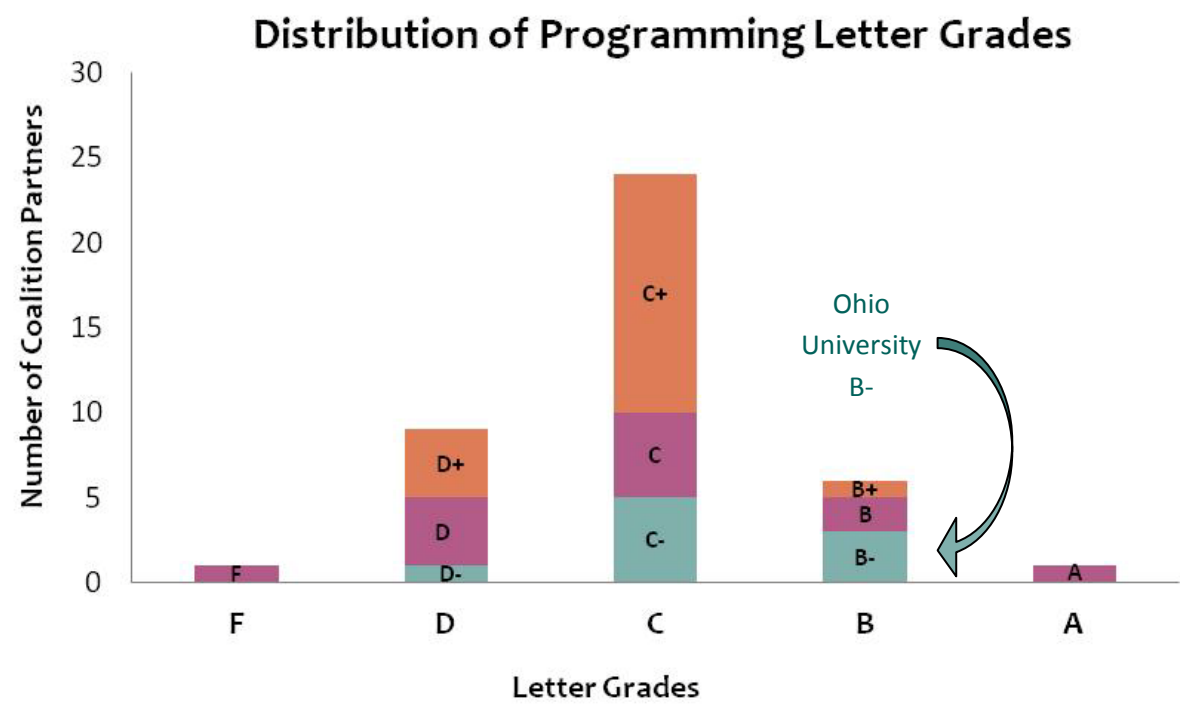
Alcohol Prevention Coalition Support

In order to assist Ohio University administrators in meeting the recommendations outlined in this Action Plan, EverFi's Alcohol Prevention Coalition will provide the following:

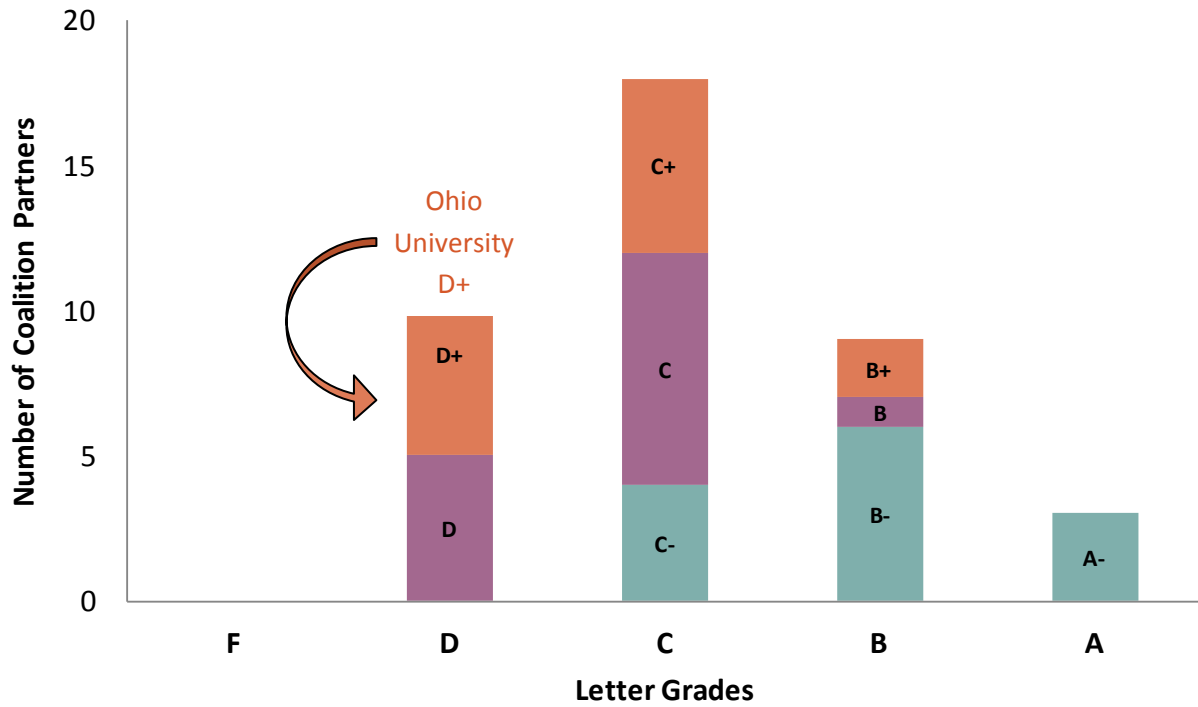
1. *Phone consultations to gather information, identify key challenges, and determine next steps.*
2. *Research and best practice case studies in the areas deemed critical to Ohio University's success, including:*
 - Efforts to address high-risk drinking in off-campus settings
 - Efforts to address alcohol use in Greek settings
 - Efforts to target alcohol problems at high-risk annual events
3. *Tools and resources to support Ohio University's efforts in:*
 - Policy and enforcement initiatives

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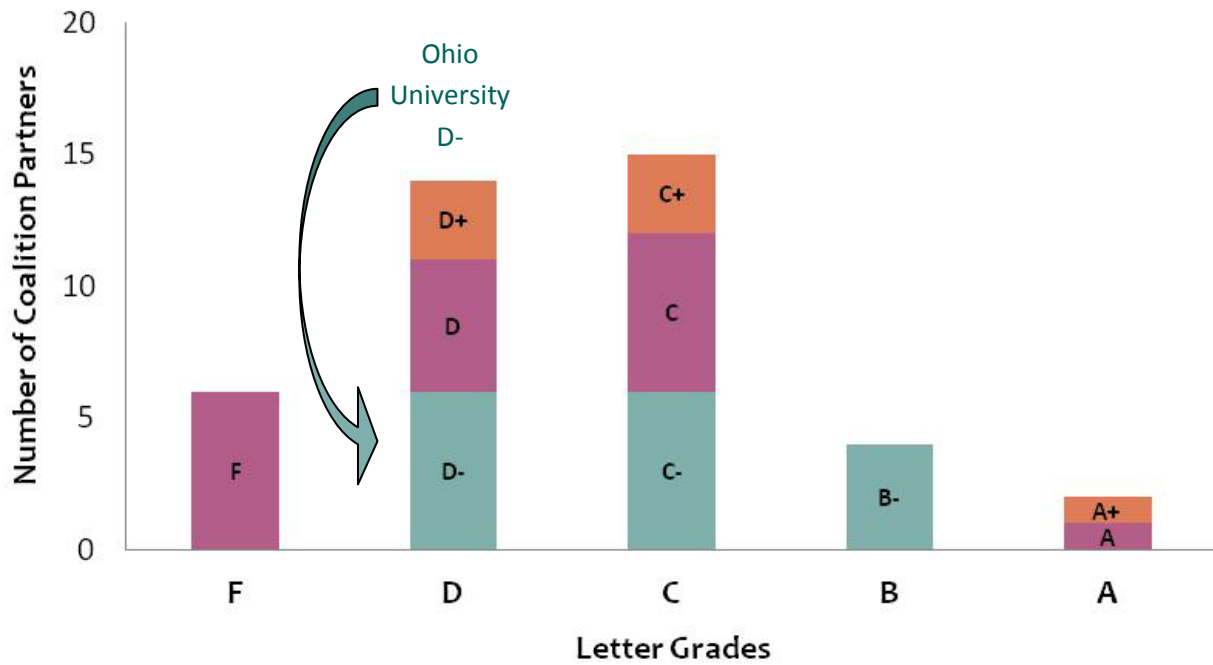
Appendix I: Mapping Ohio University's Scores Against Other Coalition Campuses



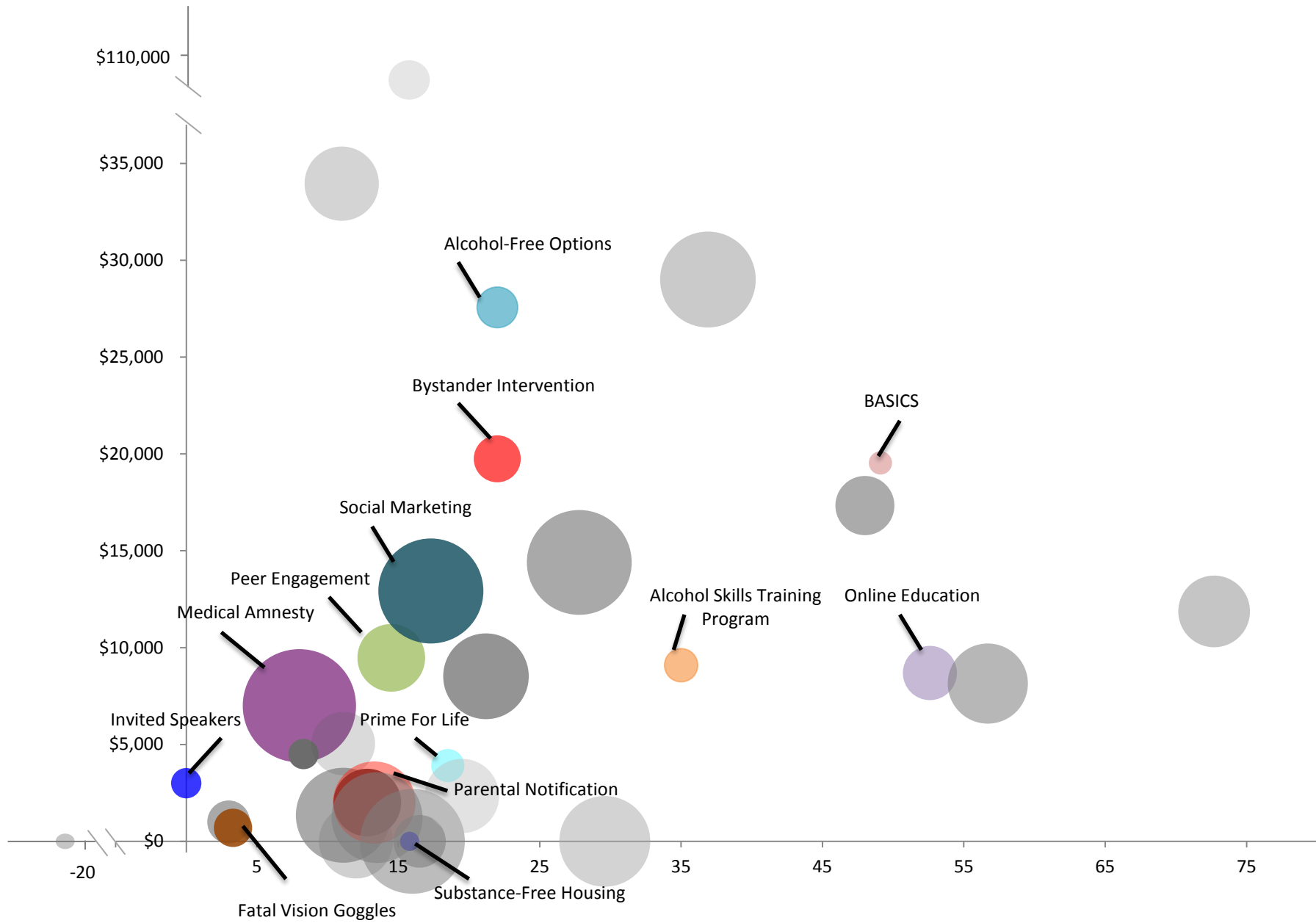
Distribution of Critical Processes Grades



Distribution of Institutionalization Letter Grades



Appendix II: Mapping Ohio University's Programs Against the Compass



Appendix III: Alcohol Prevention Coalition Partner Case Studies

The following best practices have been identified based on the challenges and recommendations noted in your Action Plan. We encourage you to reach out to these campuses in order to help inform your efforts moving forward.

Programming Recommendation #1: Continued focus on strengthening of alcohol-free recreational and social programming, especially during the fall semester

Marquette University

Targeting High-risk Periods with Alternatives: 6-Week Challenge

A team was formed to address alcohol prevention and intervention during the first 6 weeks of the college experience and beyond, consisting of three committees:

- *Community Relations/Enforcement*: focus on off campus enforcement of the state, city, and university alcohol policy through combined campus safety (DPS) and Milwaukee Police Department (MPD) patrolling and address, confronting, and citing parties/disturbances in the student neighborhood. These operations will be prefaced by a marketing/information drops in the neighborhood
- *Late Night Programming*: expanding the Late Night Marquette program so events are offered Thursday-Saturday evening from 9 pm-2 am for the first 6 weeks of fall 2012 as this program is extremely successful in meeting student needs and offering alternatives to alcohol.
- *Programming*: development of a social norming campaign to address all high-risk behaviors ("WE ARE MARQUETTE. WHO ARE YOU?"); RA Training to focus on education on pregameing, consistency in enforcement, role modeling; continued evidence-based intervention (BASICS, BMIs, etc); development of a student bystander intervention team to provide training to the campus community and student groups (athletic teams, Greek organizations, club sports, clubs/organizations)
- *Assessment*: creation of a team to pull all data/surveys we have conducted on campus around alcohol, creating an executive summary and participate in a poster presentation to communicate with faculty

Contact: Sara Johnson, Coordinator for Alcohol Programs, sara.e.johnson@marquette.edu

San Diego State University

Aztec Nights (source: Higher Education Center)

A task force was appointed by the Vice President for Student Affairs to study the challenges that face the campus with respect to alcohol and other drugs. The Aztec Nights program was created to provide alcohol-free activities between the hours of 10 p.m. to 2 a.m., Thursday through Saturday nights and holidays, during the first five weeks of the academic year.

Planning of the Aztec Nights was a collaborative effort that included students, staff, and administrators from across campus. Representatives from Student Affairs, Associated Students, and Business Affairs worked together to provide a framework for planning and implementing Aztec Nights. In addition to

student activity fee monies, these three groups covered the expenses associated with Aztec Nights which totaled \$400,000.

The Aztec Nights program runs for the first few weeks of the each new semester. The program launched in fall 2008 and ran for the first five weeks of the semester. During this five week period, a total of 17 events took place, with 16,000 students attending the various events. Events range from a campus carnival to screen on the green movie night. A comprehensive evaluation of the Aztec Nights was initiated at the conclusion of the 2008 programming. Declines in alcohol and other drug violations were seen in spite of increased enforcement.

Key Assessment Results

- ✓ The number of alcohol violations adjudicated decreased 74% in August and 56% in September 2008 compared to previous year
- ✓ The overwhelming majority of student participants (92–97%) did not drink alcohol before or after an event
- ✓ Students felt that a healthier on-campus climate was created by Aztec Nights and an important “new tradition” worth sustaining was started
- ✓ 82% of all respondents stated they would attend future events and indicated the experience made them feel more “connected” to campus

Contact: Randy Timm, Director, Student Life & Leadership, rtimm@mail.sdsu.edu

Source: Prevention Update: First Few Weeks on Campus” (April 2010). *The Higher Education Center for Alcohol, Drug Abuse, and Violence Prevention*.

Policy Recommendation #1: Employ event-specific policy and enforcement efforts to reduce high-risk drinking at annual events, such as Mom’s weekend and fests.

Boston College

Revisiting the Campus Concert Series

The student government of Boston College sponsors a series of concerts that take place on numerous Saturday nights throughout the year. Last fall, in response to the high rate of alcohol-related medical transports on the nights of these events (one Spring 2011 concert resulted in over 30 medical issues related to alcohol), the VP of Student Affairs announced a moratorium on all concerts. The VP and representatives from student government met to discuss the concerns and draw up a plan to address on of the major contributing factors to the problem--pre-gaming.

A working group was formed including Robyn Priest, Don Camelio, Kate Daily, and the UGBC president. Meeting weekly in Fall 2011, the working group conducted the following activities:

- ✓ benchmark research about concerts and issues at peer and local institutions
- ✓ a thorough literature review
- ✓ individual target interviews with campus community members (administrative staff, faculty, students, external community members)
- ✓ focus group interviews with students

The working group prepared a final executive report with formal recommendations to the UGBC, which then reviewed and approved them. The final recommendations were then submitted to the student programs office (SPO) and the VPSA. Recommendations were reviewed, and conditional approval for 1 concert in the spring was granted, contingent on implementation of several of the recommendations. In addition all future concerts will also need to seek individual approval.

UGBC and SPO team worked to implement several changes to procedures to attempt to mitigate alcohol related incidents. First, they changed the start time for the concert from 8pm to 5pm with doors opening at 4:30, and moved the event from Saturday night to Friday afternoon, greatly limiting the window of opportunity for students to pre-game. They also implemented an emergency triage and holding area for intoxicated students. A mass marketing campaign was implemented to:

- ✓ set expectations for behavior
- ✓ provide information about healthy choices
- ✓ provide information about help seeking policy
- ✓ provide information about the judicial process
- ✓ let students know that concerts are not a given

In addition, students understood that moving forward, approval for each concert would be contingent on the success of the previous concert. When the concert series was reinstated in the spring, there were no alcohol-related transports during, or immediately following, the event. The working group is conducting a post-concert review to evaluate the changes that had been made.

If you're interested in discussing further, speak with: Robyn Priest

Iowa State University

Addressing Major Campus Alcohol-Fueled Events

Summer 2011 was the first time we implemented online prevention programs as part of universal prevention in the 3-in-1 framework. We were very pleased with 85% of incoming first-year students completing the program with an implied mandate.

Our completion of EverFi's Diagnostic survey highlighted areas where we collect good data and where this can be improved. It will be an ongoing process to determine which data we need and how to collect it. While our campus and city police departments collect a lot of good information and are cooperative, the ways in which they collect information don't necessarily match those in the Diagnostic assessment. We continue to look at how to make the most of their willingness to collect useful information.

This year, we gathered a group of key stakeholders to view EverFi's webinar about football game day management and review the research document. The group was very interested in the information and wanted help in improving the game day atmosphere and reducing risk. We met on a regular basis and during the EverFi campus visit with Helen Stubbs. The facilitation was helpful to the group wrestling with the questions of "what are the problems? How do we know? What are the best strategies to address these issues?" We continue to work with this group that is open to information and continuing to wrestle with these questions in order to improve the game-day environment.

In our programming efforts, we have discontinued traditional peer education programming which had little evidence of effectiveness and we found to be resource-intensive. Instead, we are looking into more effective group facilitation strategies around alcohol.

Our annual spring celebration, VEISHEA (an acronym for the colleges when the celebration started which include Vet med, Engineering, Industrial Science, Home Economics and Agriculture), has had major challenges every few years since its first riot in 1988. This spring, the number of arrests and citations were up, one visitor died after a fall from a 4th-floor apartment balcony, and a video is available online of a couple engaging in sex on the hood of a BMW at 2:00 in the afternoon in front of a house party. The campus organizing committee which is chaired by student leaders with support from administration seems to view the festival as successful and the problems and partying in town that corresponds with this event as separate from the University celebration. We would like to get more involved with this group but have been met with resistance. In our favor, the city newspaper has been running articles and editorials about whether VEISHEA should be cancelled, and the police and neighborhood resident representatives have pointed out the problems that are associated with this annual event.

If you're interested in discussing further, speak with: Lauri Dusselier or Rachel Mesner

Policy Recommendation #2: Address alcohol use in off-campus settings with consistent enforcement and monitoring.

Frostburg State University, cont.

- Frostburg secured several new funding sources to assist with their efforts including the NCAA CHOICES grant, the Maryland Strategic Prevention Framework grant to develop a community coalition (a state level Drug Free Community grant), and funding from the University System of Maryland Chancellor to pay for Joint Jurisdiction Patrols; whereby, allowing our University police officers to patrol the local University neighborhoods. Frostburg conducted a PDSA to determine the effectiveness of the patrols via a door-to-door survey of community members and students living in the University neighborhoods and discovered a significant increase in the number of residents noticing an increase in patrols.
- Frostburg also collected data on the impact of our intentional efforts in increasing the number of Friday classes, particularly in the College of Business. This data showed a significant impact on the level of Thursday night drinking and related harms.

Contact: Jeff Graham, Associate Dean of Students, jlgraham@frostburg.edu

Policy Recommendation #4: Increase enforcement of policies governing the Greek community.

Miami University of Ohio

Summer Greek Task Group

The Summer Greek Task Group was formed to assess issues of student behavior at Miami as a result of incidents that occurred at off-campus social events in the spring of 2010. The group was made up of

Greek students, non-Greek students, faculty, staff and community members. Three primary areas of discussion were identified at the first meeting:

- standards and expectations;
- student organization discipline processes; and
- educational programming.

Progress was made in the following areas:

1. New Risk Management Policy Written and Implemented
 - a. Increase in alcohol-free events provided (100% increase from previous years)
 - b. Panhellenic and Interfraternity council follow-up with registered event vendors to insure no major issues.
 - c. Annual review of Risk Management Policy.
2. Standards/Accreditation Process Drafted
 - a. Greek Leadership Program for chapter presidents and council officers, with a focus on values-based education.
 - b. Reflecting on the meaning of “Love and Honor” at leadership meetings, council roundtables and officer trainings and development programs.
 - c. Student Code of Conduct Additions
3. Increased Educational Programming (including CHOICES and an AUDIT screening)
4. Ongoing Discussion and Action Items
 - a. Materials developed to share with venues that may host student events explaining the expectations for student behavior by the university and offering a mechanism to provide feedback to the university.
 - b. Collaboration with National Association of Student Personnel Administrators to organize a national Greek Summit involving executive directors of fraternities and sororities and senior student affairs officers from around the country to discuss issues around relationships and how to model Greek and university values.

Contact: Leslie Haxby-McNeill, Assistant Director of Student Wellness Programs, mcneillh@miamioh.edu