Dear Student Affairs Colleagues:

Once again, I am pleased to provide you with our annual Student Affairs Briefing Book for the 2014-2015 academic year. The Briefing Book provides you with a snap-shot of the progress of each of our units over the past year, as well as the strategic goals for the year ahead. This year, as we begin Phase II of the Student Learning Project, we are building on the accomplishments of the past three years to identify innovative ways to realize outcomes development. The 2015-2016 learning outcomes for each of our units are also detailed in this booklet.

The programs we support are clearly fundamental to providing a campus that is safe, inclusive and supportive of student learning in all its forms. You continue to work tirelessly to advance our collective purpose and it is clear that you are passionate about what you do and dedicated to student success in and out of the classroom. I very much appreciate all of your ongoing efforts on behalf of students.

Best wishes for a successful 2015-16 academic year.

Sincerely,

Michael N. Christakis, Ph.D.
Vice President for Student Affairs
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ENGAGE | LEARN | SUCCEED

The Division of Student Affairs creates an outstanding and inclusive student experience that promotes academic success, social engagement, personal growth, and resilience. The Division strives to advance the University’s commitment to excellence by preparing students to live, learn, and lead in an increasingly complex, diverse, and global society.

To ENGAGE

Student Success:

- Provides opportunities for our students that encourage full participation in the life of the university and the surrounding community.
- Encourages engagement through student volunteerism, group membership and leadership development.
- Collaborates with families, faculty, staff, alumni and the local community to increase the opportunities to support our students.
- Promotes a vibrant student body with pride in the University and an appreciation for UAlbany traditions.

To LEARN

Student Success:

- Provides educational programs, services and activities that enhance our students’ intellectual, social, cultural, professional and spiritual development, foster multicultural competency, and sustain and improve their physical and mental health and well-being.
- Promotes responsible behaviors, healthy life choices and civic-minded citizenship in the university community, the local community and the world.
- Fosters respect for the diversity of our community as well as for the individuality of each student and ensures that all students are extended a full and equal place in our community.
- Creates and sustains welcoming, safe and secure residential and campus-wide environments that are conducive to the academic mission.

To SUCCEED

Student Success:

- Provides a foundation for students to attain their goals by preparing them for the challenges, opportunities and responsibilities of a global society.
- Assesses the programs, activities and services that foster and enrich the student experience.
- Promotes a student-centered perspective throughout the University.
During the 2014-15 Academic Year...

2,549 new freshmen entered the class of 2018.

91% lived on campus.

of these freshmen were admitted to The Honors College.

41.8% were students of color.

163 students were international.

1,272 new transfer students were admitted.

A total of 18 Living Learning Communities available for freshmen.

Gender Inclusive Housing increased from 40 students in its first year to 82 in its second and is currently home to 120 residents.

Bob Ford Field is now at the newly named Casey Stadium.
Dr. Michael Christakis was named as the new Vice President for Student Success

**Student Success** became **Student Affairs**

Bill Nye ("The Science Guy") spoke at the World Within reach Speaker Series.

A new **Major** was established in Digital Forensics.

**Health Center** was renamed "Student Health Services"

Career Services is now **Career and Professional Development**

The Counseling Center is now **Counseling and Psychological Services**
What Students

Lack of sleep is one of their major study more than 10 hours per week.

If you could start over again, would you still choose UAlbany?

Who Our Students

- 3% are veterans.
- 8% identify as LGBT.
- 30% of students say they are responsible for 76-100% of their college expenses.
- 24% of students are first generation college students.

What Students Do

- 43% study more than 10 hours per week.
- 62% live on campus.
- 86% know about the Academic Integrity Policy.
- 86% are familiar with the Code of Conduct.
- 70% are a member of at least one student organization.
- 58% participate in residential life programs.
THE UALBANY STUDENT AT A GLANCE

WHAT STUDENTS PLAN FOR THE FUTURE

43% of students will be the first in their family to receive a bachelor’s degree.

62% of students would choose UAlbany again if they could start over.

52% of seniors have had either an internship or employment in their field of interest prior to graduating.

30% of seniors have utilized on-campus job fairs.

67% of students who work full time earn

56% of students attend graduate or professional school immediately after graduation.
The Advocacy Center for Sexual Violence provides a dedicated space for survivors, friends and family members to seek support and advocacy related to all forms of sexual violence including sexual assault, intimate partner and relationship violence and stalking. The Advocacy Center oversees a comprehensive sexual violence prevention and sexual health promotion program.

**STRATEGIC GOALS (2015-2016)**

1. Improve operational efficiency to attain client centered accessibility and to ensure optimal service delivery
2. Educate and empower student leaders to be change agents fostering an environment free from sexual violence perpetration and victimization
3. Promote bystander intervention behavior among students to foster an environment committed to preventing and intervening in situations involving interpersonal violence
4. Provide education and training to new and continuing students on sexual violence prevention

**Strategic Goal Progress (2014-2015)**

**Develop a Bystander Intervention Program**
Advocacy Center staff delivered two, eight hour bystander intervention training series in the 2014-2015 academic year utilizing the Mentors in Violence Prevention training curriculum. Thirty-nine students were certified as MVP’s in the 2014-2015 academic year after the completion four, two-hour interactive sessions, one session per week for four consecutive weeks. Certified MVP’s voluntarily participated in the planning of eight large scale educational programs, five exhibits, and developed interactive education and awareness materials. Certified MVP’s have subsequently generated 30 students of interest to be considered for the next MVP training series in the Fall 2015 semester.

**Expand Peer Education Program**
ECPY 312, the second of two training courses required of Project SHAPE members, also included sexual violence in the course syllabus. One week of classes was specifically devoted to this topic and readings were assigned. Students were also required to attend programs offered in April’s Sexual Assault Awareness Month activities including a viewing of “The Hunting Ground” film which was then discussed at length in class. There is a final project that is required for students where small groups develop and facilitate a program in class that if accepted will be added to Project SHAPE’s repertoire of programs.

**Increase Awareness/Access to a New Center**
In the spring semester of 2015, access and awareness of the Center was accomplished by discussing the Center and it’s services at all educational programs and academic class guest lectures, as well as trainings for faculty and staff presented as a team by the Director in conjunction with our Title IX Coordinator. Project SHAPE and MVP also offered a number of exhibits in the Campus Center and the Quadrangle dining halls. There were over 65 programs, trainings and exhibits offered in the spring semester (over 170 for the year).
1. **Advocacy Center Awareness**: As a result of attending any program sponsored by the Advocacy Center, inclusive of Project SHAPE and MVP, students will be able to identify the Advocacy Center as a resource for students who experience sexual violence.

2. **Athletics and Greek Organizations**: After participating in a sexual violence prevention training, students will be able to identify one thing they can do to prevent or intervene in a situation involving sexual or interpersonal violence.

3. **Certified MVP Facilitators**

4. **Client Satisfaction Survey**

5. **Mentors in Violence Prevention**: After participating in the MVP training program, students will be able to articulate their role in preventing and intervening in situations involving interpersonal violence.
The **Campus Center** is the nucleus of the academic podium and provides a welcoming source for meetings, socialization, dining, and services for students, staff, alumni and guests.

**The Campus Center will:**

1) Provide an inclusive environment where all members of the community are valued through quality programs, effective support services, an inviting dining environment, and safe, pleasing facilities.

2) Manage the Campus Center’s facilities and support its programs to foster interaction among the University community and enhance the quality of campus life.

3) Manage the finite physical and financial resources to ensure balanced access for the community’s shareholders.

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**STRATEGIC GOALS (2015 - 2016)**

1. Provide leadership with the integration of the Campus Center expansion to campus life as well as rehabbing the existing space
2. Provide recreational opportunities within the Campus Center to enhance the college experience
3. Enhance operational efficiency to meet the needs of customers utilizing the Campus Center
4. Define and develop an event management strategy in collaboration with campus partners
5. Develop and provide opportunities to build administrative operational efficiency in an effort to provide consistent, high-quality, service to the university community

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**Strategic Goal Progress (2014-2015)**

**Campus Center Connections**

Campus Center Connections staff grew to 32 undergraduate staff members and 1 graduate assistant. The staff is active on campus and excels academically with an average cumulative GPA of 2.9. In the spring semester, the Campus Center Connections staff supported 35 student organization events. The Campus Center Connections information desk served 9,662 people from December - May. As a new initiative, cell phone chargers were available to be “rented” at the front desk.

**Furniture, Fixtures & Equipment (FF&E)**

This strategic goal remains underway. The 2014-2015 academic year saw the renewal of a Campus Center Connections desk - an information desk staff that had not been in service for several years. Additionally, LC and classroom rounds were a new staffing item for Campus Center management. A comprehensive Ballroom refurbishing was included in the 2016 – 2017 compact plan and was discussed this summer with Facilities Management for some parts of the renewal in 2015 – 2016 capital improvement initiatives. Additionally, a multi-year FFE renewal schedule was rolled-out this summer.

**Room Reservation System**

From July 1, 2014 to June 30, 2015, 1,286 reservations were made through Virtual EMS which accounts for 56% of all Campus Center reservations. In addition, the Campus Center has led EMS integration university-wide as a Campus Center EMS video tutorial has been adopted by the university. Further, out of all reservations made through Virtual EMS university-wide, 27% were made in the Campus Center.
1. Campus Center Connections Staff
   Indicated Learning Outcome: Campus
   Center Connections staff will maintain
   or increase their level of skill in the
   areas of customer service,
   professionalism, event support,
   technology, use of time, and knowledge
   by participating in trainings, workshops,
   and evaluations.

2. General Student Awareness Universal
   Learning Outcome: Through signage, a
   trained staff, and general usage,
   students who utilize the Campus Center
   will be aware of the resources available
   within the Campus Center.

3. Student Organization Office/Storage
   Space Selective Learning Outcome:
   Student organizations who are awarded
   office/storage space for the 2015-2016
   academic year will find they are more
   productive, knowledgeable, and
   therefore, successful due to the use of
   this space.
Campus Recreation

Campus Recreation enriches the quality of life of the UAlbany campus community by educating and encouraging participation in recreational opportunities that develop leadership skills, cultivate social relationships and emphasize healthy lifestyles. In a commitment To Engage; To Learn; To Succeed,

Campus Recreation will provide: Diverse, innovative and stimulating programs, exceptional service with integrity and courtesy, opportunities for leadership development, quality and well-maintained equipment, enthusiastic and professional team, and commitment to safe and clean facilities.

STRATEGIC GOALS (2015 - 2016)

1. Provide quality recreational facilities and equipment by improving, maximizing and efficiently operating existing spaces, while identifying opportunities for expansion and growth
2. Enrich the University experience by identifying, developing and providing a diverse selection of recreational programs and services to actively develop a healthier UAlbany
3. Foster an environment committed to student and professional development by providing the knowledge, skills and resources for future success
4. Build a positive departmental image and increased awareness in the University community to effectively and efficiently market Campus Recreation

Strategic Goal Progress (2014-2015)

Develop Program for Access Control & Tracking for all facilities
Campus Recreation implemented a working SUNY Card swipe in the SEFCU Fitness Center and PE pool area. Campus Recreation will continue to work with SUNY Card to identify ways to swipe cards for Group Exercise classes. The use of Marketplace by the department has slowly increased this year. A majority Intramural Sports entry fees and forfeit deposits were taken by use of the Marketplace credit card system. Use of the Marketplace system for the entire range of offerings; memberships, lockers, and programs, will begin full time on June 1st, 2015.

Increase Intramural Offerings
The Fall 2014 Intramural Sports schedule was already set and promoted prior to the creation of this goal. Meaning that the 6 activities offered in the fall did not change or increase. For Spring 2015, there were two changes that will effect this goal. First, the department added a swim meet, track meet, and table tennis as additional events to the 6 previously scheduled activities. Second, there has been changes to the entry deadlines for a portion of the activities to later in the semester. Previously, all intramural events had the same entry deadline and all leagues started at the same time. Leagues are now more spread out and have a more dedicated time.
1. **Campus Recreation Benefits:**
As a result of participating in a campus recreation program or activity, participants will be able to identify at least 1 benefit to living a healthy and active lifestyle.

2. **Club Sport Finances:** After completing a campus recreation financial workshop, club sport members will be able to identify 3 major components of a budgeting process.

3. **Student Training:** After completing the intramural officials training program, campus recreation student officials will have a better understanding of appropriate officiating technics and conflict resolution skills.
The Career and Professional Development office educates students and alumni, empowering them to make gratifying career decisions and to develop, transition, and function successfully in a diverse and global society. Our office motivates students to pursue internship, study abroad, volunteer, and community service experiences to gain knowledge, develop skills, and become engaged participants in society. We encourage students and alumni to learn and take personal responsibility for their life plans, such as pursuing advanced education, choosing a career, and conducting an effective job search. We maintain a variety of partnerships with employers, campus academic departments, and university administrative offices that contribute to the success, breadth, and effectiveness of our services.

STRATEGIC GOALS (2015 - 2016)

1. Enhance Employer Relations/Engagement initiatives locally, regionally and nationally in order to increase opportunities for students
2. Foster an environment where most students take advantage of experiential education
3. Restructure the funding model to develop and support more leading-edge initiatives and programming
4. Enhance direct services to 1st and 2nd year students engaging them in the career process earlier to better prepare them for employment afterwards
5. Develop a compelling marketing message and a consistent communications strategy to improve awareness of Career Services
6. Enhance our assessment culture to ensure more efficiency and better accuracy

Strategic Goal Progress (2014-2015)

Enhance Employer Engagement
Three members of our team met with several employers throughout spring 2015 in an effort to do more outreach with employers. In addition, we increased outreach to alumni for employer engagement purposes, which resulted in an increase in job postings and alums coming back to campus to speak with students. In addition, there have been increases in: the number of companies recruiting on campus (up 25%); interviews on campus (up 15%); and job postings in UA CareerPath (up 20%). The Job and Internship Fair in February brought in 155 employers and 1700 students, both record highs.

Increase collaboration with the Disability Resource Center
Career and Professional Development collaborated with the Disability Resource Center to expand recruitment opportunities and resources for UAlbany students with disabilities through the following programs: Lime Connect; Going for the Gold Project and the Career Link Mentoring Program; Our Ability Connect, ACCES-VR (Adult Career and Continuing Education Services – Vocational Rehabilitation); and Bender Consulting.

Raise Awareness of Choosing a Major/Career
Bi-weekly office hours in Academic Advising and EOP with a focus on major and career choice continued during the 2014-2015 academic year. Career and Professional Development staff created 3 presentations in each ECPY 204 class as well conducted nearly 50 classroom presentations. Also, Peer Career Advisors (PCA) were trained on the process of assisting students with major and career choice which translated into these advisors being able to help students during drop-ins. To prepare for summer orientation, we initiated planning for the summer where we will have the opportunity to speak with each incoming first year student and have them complete a career assessment.
1. **Freshman engagement:**
   Freshmen will understand how Career Services can help them with their career questions

2. **Knowledge of Applied learning:**
   Students will be able to name 2 ways to get Applied learning

3. **StrengthsQuest:** Students who participate in a series of StrengthsQuest activities will learn their strengths and 2 ways to use them in their lives.
Community Standards educates students, faculty and staff on community standards as promulgated in the code of conduct – Community Rights & Responsibilities. Community Rights & Responsibilities outlines the University’s values which include personal and academic integrity, respect for others and property, and the appreciation and acceptance of a diverse community.

STRATEGIC GOALS (2014 - 2015)

1. **Student Care Services Protocols**: Create a standard operating procedure for Student Care Services. Including information sharing, dissemination, intake process and closing case.

2. **Off-Campus Ambassadors**: Launch Pilot of Off-Campus Ambassador program in Spring 2015.

3. **Conduct Code Sanction Rubric**: Create a Rubric to be used internally to better facilitate consistent case outcomes for cases that Conflict Resolution and Residential Life most frequently adjudicate (i.e. alcohol and drug incidents).

STRATEGIC GOALS (2015 - 2016)

1. Improve administrative operational efficiency to provide consistent, high-quality, service to the University and local communities
2. Provide enhanced services to students who live in and visit local, off-campus neighborhoods
3. Enhance restorative programs
4. Provide enhanced personal and professional development opportunities for Student Conduct Board members
5. Market CARE Services and team

**Strategic Goal Progress (2014-2015)**

**Conduct Code Sanction Rubric**
Community Standards staff met with Residential Life to review alcohol and drug violations during Fall 2014. Anecdotally, the new rubric appears to be helping maintain consistency in sanctioning. More accurate numbers are currently being run for the entire 2014-15 academic year. Percentages and sanction outcome numbers for this year will establish a strong baseline to compare future years.

**Off-Campus Ambassadors**
The Off-Campus Ambassador program was established in the spring. There were a total of 8 Off-Campus Ambassadors hired and they were paired up into teams of four. Training was held in January 2015, entities from the University and City of Albany participated, including: Department of Codes, United Tenants, New York State Fire and Safety Prevention, Media/Marketing, University Police and Albany Police and Neighborhood Association leadership. The ambassadors planned and executed 13 total social and/or educational programs - each program averaged about 38 attendees. There are 10 OCAs hired for 2015-16.

**Student Care Services protocols**
In February the first Student CARE Retreat was held, during which participants reviewed and developed mission statement and operating procedures for group. Student CARE Services and the CARE team managed or consulted on approximately 195 student cases (varying degrees of concern) and more than 100 student victim contacts (including medical transports, fires and crimes off campus).
1. **Neighborhood Life: Off-Campus Housing Rental Education** After attending the Off-Campus Housing Rental Workshop, off-campus students will be able to: 1) Describe what a Residential Occupancy Permit (ROP) is and explain its importance; 2) Identify three common fire safety hazards regularly seen in off-campus housing and explain how to prevent them.

2. **Neighborhood Life: Off-Campus Ambassadors** After an academic year of programming to students and non-student neighbors in the Pine Hills Neighborhood of the City of Albany, Off-Campus Ambassadors will be able to individually describe the impact they have each had on that community.
The Disability Resource Center (DRC) supports students by ensuring a fully accessible living and learning environment for the University’s programs, services and activities in order to prepare them for a successful future in a diverse and global society.

STRATEGIC GOALS (2015 - 2016)

1. Ensure appropriate physical resources are in place to serve the needs of a growing population of Students with Disabilities
2. Ensure the DRC Staffing is sufficient to meet the needs of a growing population of Students with Disabilities
3. Utilize up to date software and hardware to enable the DRC to serve students effectively
4. Retain students with disabilities registered with the DRC
5. Provide enhanced programs of education, awareness, outreach and community involvement to campus community (including students, faculty and staff)
6. Educate the University community on the impact of emerging technologies

Strategic Goals (2014-2015)

Establish a Disability Resource Center Student Council
The staff of the DRC found that finding a time when students would commit to meeting as a student council was very difficult in the spring term. Often times there were staff than students who did attend the meetings. As an office we are looking at how we can create new model for the student council. It may return in a new guise as a combined student council and mentoring group, under a new name, with a goal of assisting with programming put on by the office.

Establish a Student run Peer Mentoring program
Dedicated returning students and staff worked hard to create the Peer Mentoring program but found it difficult to find a time where both students and staff could meet. As a department we are currently looking at new ways to implement the mentoring program, including combining a student council and mentoring program together.
1. **Faculty Presentations**: Faculty will be able to identify 3 ways that the DRC can assist them in being compliant with the ADA in their classes.

2. **One-on-One Time Management Appts**: Students will demonstrate use of time management skills learned during one-on-one appts.

3. **Re-vamping two student groups into one student advisory group**: Students involved with DRC Student Engagement Group will assist in planning programming to raise disability awareness and empower students with disabilities as demonstrated by new programs and activities offered.
Intercultural Student Engagement

is committed to developing and maintaining a culturally inclusive campus environment where all students can engage in meaningful relationships with other students, faculty and staff thereby enhancing the academic excellence, personal growth and leadership development of all UAlbany students.

STRATEGIC GOALS (2015 - 2016)

1. Establish Intercultural Engagement as vital to the success of the institution, its members and the surrounding communities
2. Enhance opportunities for meaningful interactions between faculty, staff, students and community members
3. Ensure the financial sustainability of programmatic offerings within the office

Strategic Goal Progress (2014-2015)

Development
Intercultural Student Engagement was able to secure support for the Dr. MLK Jr. Luncheon from the Golub Foundation. Moving forward, this portion of our development goal will be continued through the work of the divisional development committee. Pledges were received to support the H. Danston Davis/William C. Lenoir Memorial Scholarship. The goal is to reach $25,000 in order to establish the endowed scholarship. The first annual Intercultural Leadership Banquet was held this year by a consortium of student organizations. All proceeds were to benefit the NIA scholarship developed by Intercultural Student Engagement.

Resource Center, CHARGE and Student Association Collaboration
The NELBTC, NLCC and APAC were held collaboratively on the weekend of April 10-12, 2015. The opening ceremonies were held jointly, participants were allowed to attend workshops for all three conferences and each conference culminated with participants attending the annual Cultural Carnivale. The first annual Intercultural Leadership Banquet was developed by Fuerza Latina, Liga Filipina, ASUBA and Sankofa Africa.
1. **Diversity Vs Inclusion First Year Students**: First year students will be able to articulate the difference between Diversity & Inclusion.

2. **MSAC Student Leaders**: Student leaders attending MSAC will show advanced skills in coalition building: as evidenced by MSAC experience, event collaborations and general knowledge.

3. **Resource Center User Evaluations**: The Multicultural and the Gender and Sexuality Resource Centers (MRC and the G&SRC). Specifically, data will be collected regarding visits to the resource centers, satisfaction with available resources, the location of the centers, the overall atmosphere.

4. **Resource Centers**: By the end of the 2015-16 academic year the majority of students at the University at Albany will be able to identify the locations of the Multicultural and Gender & Sexuality Resource Center.
New Student Programs facilitates the transition of new students by encouraging the exploration of opportunities, supporting connections to University resources, promoting a sense of pride in the University and partnering with parents and families.

STRATEGIC GOALS (2015 - 2016)

1. Provide a rewarding student leader experience
2. Positively contribute to retention of first-year students
3. Support the UAlbany Freshmen Focus through first-year programming
4. Increase resources to support new student and family programs
5. Leverage technology to meet the needs of students
6. Customize orientation for different populations
7. Provide an enhanced Parent and Family Program

Strategic Goal Progress (2014-2015)

Increase membership of the parent’s listserv
A new vision for the family program was established by the new Vice President for Student Affairs. A more concerted effort will be made to engage all family members. A collaboration between our University Development team has been established, and Rhea Chase will now be working alongside the NSP Director to cultivate parents at various events throughout the year. Rather than collect parent emails during Orientation, a committee is looking at ways to use data that is already collected during the student application process.

Office and Family Leaders
The Freshmen Orientation program was redesigned in an effort to create more, small group interactions. As a result of this change, sixteen Group Leaders, four Family Leaders, and three Student Coordinators were hired. Two Student Coordinators will work closely with the Student Program and help to co-facilitate various programs and serve as mentors for the Group Leaders. One Student Coordinator will work closely with the family program and serve as a mentor to the four Family Leaders. Additionally, a NODA intern will work with the family program and serve as a co-supervisor for the Family Leaders.
1. Explore UAlbany Survey
2. Family Orientation Surveys
3. Freshman Student Orientation Surveys: As a result of attending Orientation, freshman students will understand how Career Services can help them with their career questions
4. Freshman and Transfer Student Orientation Surveys: As a result of attending Orientation, new students will be able to identify one way to get involved in the UAlbany community during their first semester.
5. January Orientation Surveys
6. Orientation Assistant Curriculum: Orientation Assistants will be able to identify one or more ways that they developed as a student leader.
7. UAlbany Driving Force Survey
The Department of Residential Life creates and sustains inviting, intellectual and inclusive living communities which foster students’ academic success, personal growth and overall well-being. To achieve this, Residential Life staff is committed to:

1) Providing safe, healthy and inviting residence halls and apartments.

2) Sustaining living communities that support the intellectual culture of the University at Albany.

3) Recognizing the advantages and challenges of an inclusive and

STRATEGIC GOALS (2015 - 2016)

1. Utilize environmentally sustainable office procedures
2. Provide adequate recess and summer accommodations for residents who cannot leave campus during breaks Support the UAlbany Freshmen Focus through first-year programming
3. Offer enhanced summer conference operations
4. Ensure that facilities are conducive to residents’ well-being and holistic learning experience
5. Support the varied needs of diverse resident populations
6. Foster a sense of community among residents on campus
7. Nurture mutual responsibility and personal accountability among residents on campus
8. Facilitate a comprehensive and developmental student staff member experience
9. Promote the success of professional staff members in the Department

Strategic Goal Progress (2014-2015)

Empire Commons switch to all Academic Year Contracts
All apartments have been converted to academic year contracts and Residential Life staff has continued to work on marketing Empire Commons as a summer option for students.

On-line Assignment Process/ Roommate Selection (new students)
Room Surf was utilized for housing sign up for returning students. Residential Life staff will be looking for new ways to advertise this service to increase the number of users. New incoming students now have access and are using Room Surf at a higher rate.

Restorative Practices in the Residence Halls
Residential Life staff continued to use rubric for Resident Director follow up meetings after conduct cases were adjudicated. The rubric will not be introduced at the start of the Fall semester rather than in the middle and ensure that the process is clearly defined during training. We are looking to work closely with Community Standards to insure the process is streamlined and effective.
1. **Residential Housing Association (RHA):** Students who live on campus will become aware of the leadership opportunities offered by RHA.

2. **Academic Support:** As a result of participating in student staff training, student staff will be able to identify three academic resources on campus that are available to their residents.

3. **Restorative Practice:** Students who were adjudicated and received a DW or higher will be able to understand and articulate how their behavior has/could have impacted
Student Involvement promotes involvement in the campus with out of class learning opportunities and experiences that enhance the cultural, intellectual, leadership, personal and professional development of students as well as build a sense of community and pride in the University. The office has embraced the national research that shows that "Involvement Leads to Success".

STRATEGIC GOALS (2015 - 2016)

1. The Office of Student Involvement and Leadership will have student group development plan so that student groups are supported, understand & follow policies and procedures, and have first rate leadership training to effectively lead their organizations
2. Establish the University at Albany Center for Leadership and Service
3. The Office of Student Involvement and Leadership will have a student employee hiring, training and evaluation model that will be Universal for all Student Involvement student employees
4. The Office of Fraternity and Sorority Life will expand their membership to a total of 10% of the UAlbany population by 2020
5. Positively affect student retention by providing outreach to students and offering involvement opportunities that will allow students to bridge their curricular and co-curricular experiences
6. UAlbany will have a University-wide programming model that is learning outcome driven and strives to meet students where they are intellectually, emotionally and physically
7. Student Involvement will develop a best practices Risk Management model including procedures and resources for student organizations to reduce risk to individuals, their organization and the University
8. The Office of Student Involvement and Leadership will lead the university in a co-curricular community service program to provide opportunities and resources that will support students’ development as active and educated citizens
9. Develop a Campus Life marketing program with trained staff and students who will create a coherent print, web and social media plan that works in conjunction with individual areas to manage annual priorities and handle new projects
10. Develop a Campus Life umbrella with shared resources, staffing and procedures for staff development, budgeting, marketing, risk management & event management for units that fit under a Campus Life model such as Student Involvement & Leadership, Campus Rec
11. Provide a greater variety of high quality events with adequate accessible programming facilities on campus.
12. Develop a Campus Life Advancement program that will include pursuing corporate sponsorship opportunities, annual giving initiatives and annual connections with alumni and community partners
13. Department internal fiscal practices and internal controls are clearly charted and functioning accurately
14. Establish financial protocol, internal controls and training program to enable student groups to function proficiently, while providing students with fiscal life skills
1. **GO Team and Purple Fridays:** At the end of the fall semester, students will be able to identify how they are able to get their "Where's Your Purple" t-shirt.

2. **Programming Assistants:** As a result of participating in the Campus Programming Board’s Training, Program Assistants will be able to articulate how to plan and execute an on-campus event.

3. **Student Group Officer Training:** After attending at least one Student Officer Workshop, students will be able to identify two changes they can implement to improve their organization.
Counseling and Psychological Services

The University’s Counseling and Psychological Services office promotes the behavioral and emotional health, furthers the social development, and enhances the academic performance and personal well-being of University at Albany students. To achieve this, University Counseling Center professionals:

1) Coordinate and deliver psychological counseling, assessment, and consultation services

2) Develop and implement health promotion initiatives and programs addressing alcohol and other drug use, sexual assault and interpersonal violence, suicide prevention and positive psychology

3) Implement innovative interventions based on best practices, conduct program evaluation research and seek grant funding to further these initiatives

4) Train advanced doctoral students and teach undergraduate and graduate academic courses

5) Supervise the daily operation of two peer education programs

6) Develop and deliver services that are sensitive to the needs of a diverse campus

STRATEGIC GOALS (2015 - 2016)

1. Enhance responsive and accessible services that address the increasingly complex psychological needs of our diverse students

2. Promote behavioral health through the evidence-based prevention of mental health risks and alcohol and other drug abuse

3. Train doctoral, masters and undergraduate students as scientist practitioners through supervised practice

Strategic Goal Progress (2014-2015)

Develop STEPS 2.0: An Alcohol and Other Drug Early Intervention Program
The STEPS 2.0 pilot program was launched as planned in the Spring 2015 semester. This semester saw the completion of the online survey and the personalized feedback profile. Thus far 67 students have completed the intervention. A preliminary process evaluation by the psychologists conducting the intervention suggests that this population arrives with more concerns about privacy and reservations about participation than those referred for alcohol-only infractions. This may well account for a lower completion rate than initially expected. However, most students who attend an appointment engage readily.

Enhance Alcohol and Other Drug Abuse Prevention
Prevention activities have been enhanced through the expansion of the "Did You Know?" social norms campaign to include other drugs, as well as through the introduction of the "Thrive UAlbany" campaign to focus on co-occurring mental health related factors.

Social Norms messages this year have addressed alcohol, marijuana, medications prescribed to others as well as other illicit drugs. During summer orientation, incoming students were exposed to social norms messages pertaining to alcohol, marijuana, and medications prescribed to others. Facebook engagement with students has increased. In the last year there has been a 75% increase in the number of page likes (2,425) and a 758% increase in the number of post clicks (6,208). Posts of videos, events, photos, social norms messages, and contest winners have all helped increase engagement.
1. CARE Net Program Promotion of Resource Utilization: Students who participate in the CARE Net program will report increased utilization of resources at one-month follow-up.

2. STEPS 2.0 Intervention for Alcohol and Other Drug Use: Students who participate in the STEPS 2.0 program will report less alcohol and other drug use at one-month follow-up.

3. Social Norms Campaign Prevention of Alcohol and Other Drug Use: Social Norms Campaign efforts will lead to increased student engagement with the Campaign via social media and will be associated with UAlbany students experiencing fewer alcohol-related negative consequences and using more risk-reduction strategies.

Percent of clients who agreed or strongly agreed with the following statement on a voluntary and anonymous satisfaction survey: Overall I was satisfied with the services I received at the Counseling Center.

81%
UAlbany’s Student Health Services Center provides on-going, consistent, high-quality primary health care to University at Albany students that promotes the good physical health and well-being to support student success and lifelong healthy habits.

To achieve this, University Health Center staff:

1) Provides a broad range of services from prevention-focused education and on-going primary care to acute (urgent) medical care.

2) Maintains a campus where the risk of threatening communicable disease is minimized consistent with the goals and objectives of the New York State DOH.

STRATEGIC GOALS (2015 - 2016)

1. Student Health Services strives to provide high quality services utilizing a budget that is fiscally sustainable
2. Student Health Services will utilize new technologies to provide better service to students and enhance efficiency
3. Student Health Services strives to maintain high quality medical services by hiring and maintaining a staff dedicated to meeting the needs of our student population
4. Student Health Services will utilize social media to further connect with the student population to provide health education and foster healthy lifestyles

Strategic Goal Progress (2014-2015)

Identify a Health Center High Impact Education Practice
High Impact Educational Practices from Student Health Services continues to include Alcohol, Tobacco and STD prevention education at various office visits as time permits. At this time, for reasons mentioned above, no formal program has been introduced. As part of future strategic goals there has been an identified need for a Health Educator to help further these educational programs.

Introduce E-prescription Services
E-prescribing for non-controlled substances was successfully launched. Six of eight providers have moved towards this method of prescribing. During a Quality Assurance study there was found to be a huge reduction in error rates between electronic prescriptions received at our pharmacy (error rate of 11.7%) and written prescription (error rate of 42.7%). Student Health Services also worked on the electronic medical record system and pharmacy system to implement electronic prescribing of controlled substances. This is forecasted to be complete in plenty of time for the revised New York State electronic prescribing deadline of March 27, 2016.
1. Assessment of Tobacco Use on Campus
2. Tobacco Cessation
3. Tobacco Cessation Coding
The University Police Department, in partnership with the University Community, strives to create a peaceful and safe environment, as free as possible from threats to safety and well-being, in order to enhance the quality of the academic life at the University at Albany. To achieve this, University Police have merged time tested policing fundamentals with contemporary technology to deliver a broad spectrum of police services in the context of community policing.

STRATEGIC GOALS (2015 - 2016)

1. Develop a fiscally sustainable budget for The University Police Department
2. Establish compliance with The President's Task Force on 21st Century Policing Interim Report, March 2015

Strategic Goal Progress (2014-2015)

Develop an Educational Outreach Model with International Students
International Student Services actively translated UPD videos and other related safety material for dissemination to the international student body. A discussion occurred in January between UPD officers and staff with a selected International Student panel. The results of this discussion helped determine the needs to help require further action.

Educate Students on Dangers of Opiates
Educational videos regarding the dangers of Opioids and Heroin, as well as “Good Sam” was created. Links for the videos were released for view on the University YouTube Page, the UPD YouTube page, the UPD Facebook page and UPD Twitter feed. Flyers addressing this information were distributed at various locations during UPD tabling events. PO McGuire conducted educational presentations to Res Life Staff regarding the dangers of Opioids and Heroin.
1. Citizens Police Academy: Experiential Learning, Community Engagement
2. Reporting Person and Victim Survey: Community Engagement, Health and Wellness
3. UPD Satisfaction Survey: Community Engagement, Health and Wellness
Student Affairs

Student Affairs provides opportunities and support for students to engage as contributing members of the University at Albany and to learn the intellectual and personal skills necessary to succeed in an academic community and a global society.

STRATEGIC GOALS (2015 - 2016)

1. Branding Student Affairs
2. Increasing Student Affairs Social Media Reach and Effectiveness
3. Develop Student Affairs Communications/Marketing Internship Program
4. Create efficient IT planning for the Division
5. Create an inviting and helpful resource for Units’ IT requests and inquires

Strategic Goal Progress (2014-2015)

Develop a new strategic plan
The strategic planning process began in the fall of 2014. It was decided that it the process would be a bottom-up, unit-lead approach. Unit heads have been tasked with identifying strategic initiatives, action steps and metrics for success for the ensuing five-year period. Furthermore, launch meetings were held with individual units in November that detail the strategic planning process and the unit’s expectations. At the same time unit heads were encouraged to facilitate strategic planning “retreats” at their discretion beginning in December with the unit’s strategic initiatives due March 1.

Involvement, programming and co-curricular offerings
Under the supervision of the Office of Student Involvement and Leadership, the UAlbany Programming Board was creating in Fall 2014, with 10 paid program assistants. During the 2014-2015 academic year the programming board sponsored over 60 events. In addition, the development of UAlbany GO was developed as a platform for promoting campus programming efforts. A website and social media accounts were created as the one-stop-shop for students to go to find out about events on campus.

Student Learning Project
The Student Learning Project (2.0) was launched in Fall 2014. New learning domains and dimensions were created using CAS, AAC&U, and the General Education curriculum as a framework. A new "pocket guide" was distributed at the fall division meeting. Units were asked to submit learning outcomes for the current academic year by August 1st.
Consistent with the Division’s core values, as identified in both our mission and strategic plan, the learning outcomes framework is grounded in four primary learning domains:

1. **Individual Growth** – Students will develop transferable intellectual and practical skills to deal with complexity, diversity, and change.

2. **Intercultural Fluency** – Students will develop a broad knowledge of the social, civic, and economic challenges of a diverse and inequitable world.

3. **Wellness and Resilience** – Students will develop lifelong strategies to optimize health behaviors and establish healthy coping skills.

4. **Social Engagement** – Students will apply knowledge and skills for action in our communities and in real-world settings.
The Albany Collegiate Interfaith Center strives to facilitate interfaith activities and encourage spirituality for the students, faculty, staff, and alumni of the University at Albany. The Albany Collegiate Interfaith Center operates and maintains a building, The Interfaith Center, as well as provides support and facilities for chaplaincy and religious services, group meetings, conferences, research and related activities. The Board of Directors shall provide service and direction, and solicit financial resources to support this interfaith mission.

Strategic Goal Progress (2013 - 2014)

1. **Develop new interfaith programming opportunities:** The Interfaith Center had a busy year with many new and continuing programs for the campus community. They held an Interfaith Movie Night series which were attended by student groups, and included a post-movie audience discussion. The series will continue in the program throughout the new academic year.

2. **Increase campus visibility of The Interfaith Center:** The Interfaith Center continued to reach out to new student leaders from various religious and cultural groups to strengthen and create relationships within the campus community. Additionally, a program strategy was implemented to diversity the types of programs and to attract different audiences. Programs included guest speakers, interfaith discussions, meditation classes, regional field trips, and student group partnerships.

3. **Partner with community organizations to provide interfaith programs:** Throughout the year, the Interfaith Center partnered with many community organizations including The Interfaith Alliance, Interfaith Story Circle, Capital Area Council of Churches, Ahmadiyya Muslim Community, Labor Religion Coalition, and many more! These collaborations included programming, blood drives, donations, and events.

STRATEGIC GOALS (2014 - 2015)

1. Further develop and enhance relationships with non-religious student groups on campus.

2. Continuing to strengthen and establish relationships with religious student groups on campus such as UAlbany Peace Action; UAlbany Amnesty International; Third World Impact; SA Interfaith Alliance; Seventh Day Adventists.

3. Developing Relationships with organizations in the community, specifically Interfaith Story Circle/Children at the Well; Peace Village-Brahma Kumari; Interfaith Partnership for the Homeless; FOCUS.
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<td><strong>TOTAL:</strong></td>
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Meet the Student Affairs Senior Staff

Michael N. Christakis, Ph.D.
Vice President

Ed Engelbride, Ph.D.
Associate Vice President

Laurie Gaafola
Assistant Vice President

Clarence McNeill
Assistant Vice President

Cynthia Riggi
Assistant Vice President
Meet the Student Affairs Leadership Team

Sam Axley  
Campus Recreation

Michael Jaromin  
Campus Life

Rebecca Kobos, MD  
Student Health Services

D. Ekow King  
Intercultural Student Engagement

Estela Rivero, Ph.D.  
Counseling and Psych. Services

Noah Simon  
Career & Professional Dev.

Holly Barker-Flynn  
New Student Programs

Scott Birge  
Campus Center Management

Nancy Lauricella  
Community Standards

Sally D’Alessandro  
Student Care Services

Carolyn Malloch  
Disability Resource Center

Carol Stenger  
Advocacy Center

Cynthia Calautti  
Communications and Marketing

Eric Grignon  
Student Affairs Technology

Douglas Sweet  
Student Learning & Assessment
COLLABORATIVE EFFORTS

- Carol Stenger taught three semester long courses in collaboration with the Department of Educational and Counseling Psychology as well as the Office of the Vice Provost for Undergraduate Education’s student engagement initiatives.

- The Advocacy Center staff served as guest lecturers in 23 classes for a variety of academic departments including School of Public Health, School of Social Welfare, freshman seminar classes, EOP classes, Department of Educational and Counseling Psychology, Department of Women, Gender and Sexuality Studies, Department of Psychology, Department of Sociology, and Department of Biology.

- In a collaboration between the Dean of Rockefeller College, Campus Center Management, Sodexo, and the ITS Department, video information screens are now available throughout campus. The video screens show up-to-date information for events, academics, and other campus information.

- Career Services, in collaboration with EOP, implemented our drop-in hours for in the EOP complex. For two hours each week, a career counselor spends time with students reviewing resumes and cover letters.

- Career Services partners with various departments and groups throughout the year, including Residential Life, student groups, honor societies, and academic departments to provide career-related information and workshops. This year, groups included accounting and MBA students, Middle Earth, Women Excelling in Business, Purple & Gold Ambassadors and Athletics.

- Working with the Universities at Buffalo, Binghamton and Stony Brook, Career Services participated in a Virtual Career Fair. This collaboration was held in April 2014 and offered students the opportunity to interview with employers online. Nearly 300 UAlbany students participated.

- The Office of Community Standards worked with the Office of the Vice Provost for Undergraduate Education to implement protocols for faculty reporting on academic dishonesty and to better streamline the processing of reporting academic dishonesty cases.

- Community Standards collaborated with the Albany Police Department to share information regarding off-campus student conduct cases.
- Community Standards participates in meetings of the Committee on University and Community Relations in support of these programs.

- The Disability Resource Center worked with Student Involvement to provide time management workshops for the Emerging Leaders program.

- New Student Programs partnered with Residential Life to offer a UAlbany spirited finals study break for students, and also collaborated on Food for Finals. This event brought faculty and staff to the dining halls to serve a breakfast to students the night before finals begin.

- Residential Life partnered with Facilities, Physical Plant and outside vendors to create additional multimedia study spaces for students and Residential Life staff. By the end of summer 2014, 10 smart meeting rooms and study spaces were introduced.

- New Student Programs partnered with Educational Opportunity Program to ensure that all new first year students have shared orientation experiences. UAlbany Live, a game show style contest, was offered to students attending the EOP summer program and to students attending summer orientation. International freshmen students also joined orientation student sessions that were held in August.

- New Student Programs, Residential Life, Student Engagement, and Advisement Services Center worked together to create two new transfer living-learning opportunities in the Residence Halls.

- Residential Life partnered with University Police, IT, Finance and Business, Facilities, and SUNYCard to install cameras for a surveillance program which includes approximately 250 cameras in all residential areas by 2015. Approximately 175 cameras have already been installed.

- University Police collaborated with International Student and Scholar Services to develop an educational outreach model for international students.

- The University Police Department and The Advocacy Center partnered to develop a victim centered perspective.
The Advisory Committee on Campus Security reviews current campus security policies and procedures and makes recommendations for their improvement. (Unit(s) advised: Community Standards, University Police Department, President’s Office)

The Behavioral Risk (BRisk) Management Committee is responsible for reviewing campus-wide policies governing risk assessment of faculty, staff and students to ensure a safe campus environment for all campus stakeholders. (Unit(s) advised: Community Standards, Office of the Vice President for Student Success)

The Clergy Advisory Committee is responsible for ensuring annual compliance with the provisions of the Higher Education Authorization Act and Campus Security Authority Training. (Unit(s) advised: Community Standards, University Police, Advocacy Center for Sexual Violence, Office of the Vice President for Student Success)

The College University Behavioral Intervention Team (CUBIT) is responsible for assessing behavioral risk of individuals toward self, others or campus property and designing and implementing appropriate behavioral interventions to address and reduce risk. (Unit(s) advised: Community Standards, University Counseling Center, University Police, Office of the Vice President for Student Success)

The Committee on University & Community Relations works to improve relations between college students off campus and their long term neighbors, improve safety off campus, develop alcohol and other drug prevention and education programs off-campus and improve the quality of life in neighborhoods off campus where college students reside. (Unit(s) advised: Community Standards, University Police Department)

The Digital Access Working Group is responsible for assessing and making recommendations regarding the University at Albany’s efforts on the accessibility of learning materials, software systems, as well as internal and external communications and media. (Unit(s) advised: Disability Resource Center, Office of the Vice President for Student Success, Office of the Provost, IT, Office of Communications and Marketing)

The Disability Resource Center (DRC) Advisory Council supports the DRC in the execution of its mission and offers insights, consultation and actions to respond to the changing needs and expectations of students with disabilities. (Unit(s) advised: Disability Resource Center)

The Five Quad Board of Directors is charged with oversight of the policies governing the operation of the 85-member volunteer student organization which provides emergency medical care for the campus. The Board reviews and approves any and all monetary expenditures in excess of $500.00. (Unit(s) advised: Health Center, Student Involvement and Leadership)

The Hazing Prevention Advisory Committee is responsible for assessing and making recommendations regarding the University at Albany’s efforts on hazing awareness, education and prevention. (Unit(s) advised: Community Standards, Student Involvement and Leadership, Office of the Vice President for Student Success)

The Independent Review Committee for UPD consists of a panel of trained members who examine citizen complaint cases brought to and investigated by UPD. (Unit(s) advised: UPD, Office of the Vice President for Student Success)

The LGBTQ Concerns Advisory Committee is an advisory group on matters related to enhancing the quality of life on campus for the LGBTQ population. (Unit(s) advised: Provost’s Office, Office of the Vice President for Student Success)
The Multicultural Student Advisory Council (MSAC) is made up of elected, appointed and emerging student leaders of color on campus. The purpose of the organization is to assist students in recognizing their individual and collective influence. The Advisory Council seeks to foster a cooperative and supportive relationship among student leaders of color in an effort to create a greater sense of unity among the overall student population on campus. (Unit(s) advised: Intercultural Student Engagement)

The President’s Advisory Council on the Prevention of Alcohol Abuse and Other High-Risk Behaviors provides consultation to the President regarding issues of policy and institution-wide programs and initiatives addressing a number of risk behaviors faced by our students, including alcohol abuse, underage drinking, the use of illegal substances, suicide risk, risky sexual behavior, and sexual assault. (Unit(s) advised: President’s Office, Counseling Center, University Police Department, Personal Safety & Off-Campus Affairs, Office of the Vice President for Student Success)

The President’s Advisory Council on the Prevention of Sexual Violence advises the President on matters pertaining to sexual violence (i.e. sexual assault, intimate partner violence and stalking) and policy addressing sexual violence and related risk behaviors for the institution. (Unit(s) advised: President’s Office, Advocacy Center for Sexual Violence, Office of the Vice President for Student Success)

The Residential Life Student Staff Advisory Group is responsible for providing feedback and suggestions to the Director of Residential Life in an effort to enhance the University’s housing program. (Unit(s) advised: Residential Life)

The Sexual Assault Response Team (SART) is comprised of University personnel who individually have a role in sexual assault prevention and victim assistance. They come together in a more formal way on this team to better coordinate and further enhance victim support in the event of a sexual assault involving a University at Albany student. (Unit(s) advised: Advocacy Center for Sexual Violence, Office of the Vice President for Student Success)

The Serious Case Management Advisory Committee reviews all ambulance transports and coordinates the follow up with students who are/have been identified as at risk because of behavior, health, social/emotional or other concerns. (Unit(s) advised: Community Standards, Counseling Center, Residential Life, Office of the Vice President for Student Success)

The Student Health Advisory Committee is charged with reviewing any policy-related matters involving student health and Health Center policies and related services. (Unit(s) advised: Health Center, Office of the Vice President for Student Success)

The Student Success Assessment Council serves as an advisory group to the Vice President for Student Success on matters relating to the assessment of program areas and student learning outcomes for the Division of Student Success at the University at Albany. Committee members serve as internal resources for their departments on assessment and provide leadership for the development of assessment plans and reports for the Division. (Unit(s) advised: Office of the Vice President for Student Success)

The University Police Department Advisory Committee facilitates roundtable discussions on current issues or concerns related to policing on campus and on the future of community policing at the University at Albany with the betterment of the campus community in mind. (Unit(s) advised: University Police Department)
Our STRATEGIC PLAN is a policy guide that articulates our division’s path for the future. The responsibility of implementing Student Success’ strategic plan resides with each member of the Division. Units have incorporated relevant action steps into their ongoing planning efforts and, wherever appropriate, build off of the plan’s themes and action steps in their own unit-level planning documents.

### 2013-2014 GOALS

<table>
<thead>
<tr>
<th>Campus Center Management</th>
<th>THEME 1: Foster respect for the diversity of our community as well as for the individuality of each student</th>
<th>THEME 2: Provide opportunities that encourage group membership and leadership development</th>
<th>THEME 3: Partner with families, faculty, staff, alumni, and the local community to support our students</th>
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<tbody>
<tr>
<td>Continue to provide leadership for the Campus Center expansion project.</td>
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<td>Finalize the reservation system for Campus Center facilities.</td>
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<th>Campus Recreation</th>
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<td>Establish policies and procedures for use of outdoor facilities.</td>
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<td>Establish employee scheduling software and technology.</td>
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<td>Increase group exercise participation.</td>
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<th>Career Services</th>
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<td>Develop partnership with SUNY Works to improve experiential education opportunities.</td>
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<td>Launch a StrengthsQuest pilot program.</td>
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<td>Increase the number of freshman and sophomore counseling appointments.</td>
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<th>Conflict Resolution &amp; Civic Responsibility</th>
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<td>Modify and customize the formal investigator process for the UAlbany conduct system.</td>
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<td>Design and implement a curriculum for student conduct board members.</td>
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<td>Develop a CUBIT online reporting mechanism.</td>
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<th>Disability Resource Center</th>
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<td>Inform faculty of how classroom accommodations and accessibility are determined.</td>
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<td>Implement the “Therapy Dog” program as a regular event during midterm and finals.</td>
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<tr>
<td>Develop a PTSD women’s support group.</td>
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<tr>
<td>Create a welcome packet for incoming students with disabilities and their families.</td>
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<th>Interfaith Center</th>
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<tr>
<td>Develop new interfaith programming opportunities.</td>
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<tr>
<td>Increase campus visibility of The Interfaith Center.</td>
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<tr>
<td>Partner with community organizations to provide interfaith programs.</td>
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<th>Intercultural Student Engagement</th>
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<td>Increase student awareness of faith-based activities.</td>
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<td>Develop a cultural competency peer education program.</td>
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<th>New Student Programs</th>
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<td>Increase membership for parent and family network.</td>
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<td>Develop Orientation Assistant Connections program.</td>
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<th>Personal Safety and Off-Campus Affairs</th>
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<td>Develop methods to improve behavior of off-campus students.</td>
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<td>Inform PHA of positive contributions students make to the community.</td>
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<th>Residential Life</th>
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<td>Complete an external review program.</td>
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<td>Implement a returning student online room selection process</td>
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<th>Student Involvement &amp; Leadership</th>
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<td>Institutionalize the Campus Programming Board.</td>
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<td>Improve event management support for student organizations.</td>
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<th>University Counseling Center</th>
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<td>Enhance cannabis abuse prevention and early intervention.</td>
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<td>Enhance access to clinical service interventions.</td>
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<th>University Health Center</th>
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<td>Implement a process for self-check in for appointments.</td>
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<td>Introduce electronic prescription services.</td>
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<th>University Police Department</th>
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<td>Utilize social media to expand community outreach.</td>
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<td>Develop a training dog matrix.</td>
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<td>Increase staffing levels.</td>
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<th>Student Success</th>
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<td>Introduce an outside-the-classroom experience: “Pathways to Success.”</td>
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<td>Implement a program review process for Student Success.</td>
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<tr>
<td>Identify next steps for the Student Learning Project.</td>
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*Note: Canceled, Behind Schedule, On Schedule, Ongoing, Completed*
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43
Our STRATEGIC PLAN is a policy guide that articulates our division's path for the future. The responsibility of implementing Student Success' strategic plan resides with each member of the Division. Units have incorporated relevant action steps into their ongoing planning efforts and, wherever appropriate, build off of the plan’s themes and action steps in their own unit-level planning documents.

### 2014-2015 GOALS

<table>
<thead>
<tr>
<th>Theme 1: Factor respect for the diversity of our community as well as for the individuality of each student</th>
<th>Theme 2: Provide opportunities that encourage group membership and leadership development</th>
<th>Theme 3: Partner with families, faculty staff, alumni and the local community to support our students</th>
</tr>
</thead>
</table>
| **Advocacy Center**  
Increase awareness and access to a new center.  
Expand peer education program.  
Develop a bystander intervention program. | | |
| **Campus Center Management**  
Develop and implement a full service support location (Campus Center Connections).  
Roll-out a comprehensive room reservation system.  
Develop a furniture, fixtures, and equipment replacement plan (FF&E plan). | | |
| **Campus Recreation**  
Develop program for access control and tracking.  
Increase intramural offerings. | | |
| **Career Services**  
Increase collaboration with Disability Resource Center.  
Enhance employer engagement.  
Raise awareness of choosing a major or career. | | |
| **Community Standards**  
Create a standard operating procedure for Student Care Services.  
Launch pilot of the off-campus ambassadors program.  
Conduct code sanction rubric. | | |
| **Disability Resource Center**  
Establish a student run peer mentor program.  
Establish a Disability Resource Center Student Council. | | |
| **Interfaith Center**  
Further develop and enhance relationships with non-religious student groups on campus.  
Continue to strengthen and establish relationships with religious student groups on campus.  
Develop relationships with organizations in the community. | | |
| **Intercultural Student Engagement**  
Partner with Development.  
Increase collaboration between Resource Center, CHARGE, and Student Association. | | |
| **New Student Programs**  
Redefine the roles of the Office and Family Leaders.  
Increase the membership of parents on the listerv. | | |
| **Residential Life**  
Implement restorative practices in the residence halls.  
Utilize technology to facilitate the online assignment process and roommate selection for new students.  
Switch Empire Commons to an all academic year contract. | | |
| **Student Involvement & Leadership**  
Conduct a comprehensive training for Student Association Officers.  
First Year students on MyInvolvement.org. | | |
| **University Counseling Center**  
Develop and pilot STEPS 2.0: An Alcohol and Other Drug early intervention program.  
Enhance Alcohol and Other Drug Abuse Prevention. | | |
| **University Health Center**  
Introduce E-prescription services.  
Administrative Staffing Realignment.  
Identify a Health Center high impact education practice. | | |
| **University Police Department**  
Educate students on dangers of opiates.  
Develop an educational outreach model with international students. | | |
| **Student Success**  
Develop a new strategic plan for Student Success.  
Implement the new Student Learning Project.  
Provide leadership and support for expanded involvement, programming, and co-curricular offerings. | | |
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