

**Addressing the Abuse of Alcohol on Campus:
An Invitation to the Providence College Community**

Committee on Campus Culture, Conduct, and Civility

February 2007



PROVIDENCE
COLLEGE

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INTRODUCTION

It is common knowledge that alcohol is widely abused by college students. Indeed students' abuse of alcohol is often regarded as normative and as a rite of passage, and becomes part of the lore of reminiscence and reunion. What is less commonly acknowledged are its consequences. They range from the temporary, if unseemly – a hangover or missed class – ; to the serious and worrisome, such as failing a test; to the truly tragic: sexual and physical assault, accident and injury, death.

What is true for college students generally is also true at Providence College. Many students abuse alcohol, and while most who do so will be spared the worst consequences and, indeed, go on to drink socially and responsibly as adults, a significant number will not. Their grades will suffer, some will transfer or be dismissed, while others will remain but bear a painful legacy. In every instance the community is affected. Bathrooms and hallways reek, property is damaged, laws are flouted, and the aspiration to something higher – academic excellence, a community of mind, heart, and soul, the God-given dignity of each – is thwarted.

In publishing this report, the Committee on Campus Culture, Conduct, and Civility extends an invitation to the College community to think deeply and in common about how to reduce the harmful consequences associated with the abuse of alcohol. More than this, the Committee invites you to consider what kind of campus culture we might aspire to and how, as a college, we can achieve it. What will it take for every member of the campus community to feel safe; to thrive intellectually, socially, and spiritually; and to find the support, guidance, and care that they need? Equally important, what would you be willing to do to insure that this is the case? For noble though our

aspirations may be, they must be something we commit ourselves to achieving if we are to honor the notion of providence inhering in this place and effecting our community.

Before it was the name of a city or this College, providence referred to God's loving plan, one that orders all things to the good. This includes our membership in the Providence College community. Therefore how we act towards one another, the respect we accord each person, and the responsibility we assume for the welfare of the community become a measure not only of our good intentions or some manifest utility but of the extent to which we have realized God's loving plan for us.

This report is divided into four sections in addition to this introduction. The first presents a history and overview of the work of the Committee on Campus Culture, Conduct, and Civility. The second presents data on the abuse of alcohol by students nationally and here at Providence College. The third section looks to research and best practices for guidelines about the kinds of interventions that are most effective in reducing the abuse of alcohol and the negative consequences associated with it. The fourth and final section invites you to become part of an extensive series of consultations throughout the course of this semester. These are designed to elicit your insights about how to reduce the abuse of alcohol at Providence College and to gain your support for the remedies that are proposed to the President and Senior Cabinet.

We hope you will be an active participant in this process and welcome your questions and suggestions. We know that we will be successful only to the extent that this becomes a common endeavor, reliant on the good will of all that secures the highest level of endorsement by the College community.

HISTORY AND OVERVIEW

In the fall of 2005, Fr. Brian J. Shanley, O.P., President of Providence College, established the standing Committee on Campus Culture, Conduct, and Civility. He charged it to,

Assess the current campus culture with respect to the abuse of alcohol and other substances, interpersonal violence including sexual assault, and respect for persons and property, and the interaction among them; review best practices at other colleges and current research with respect to increasing desired behaviors and reducing unwanted behaviors; and propose to the President and Cabinet a series of action steps to enhance the Providence College experience in ways congruent with our mission.

In selecting the Committee's membership, three criteria were foremost. First, members of the Committee should represent the various constituencies at Providence College including students, faculty, staff, and administration. Second, they should have an interest in each of the several elements included in the Committee's charge and be willing to serve for an extended period of time. Third, members should bring new perspectives to the work of the Committee and represent a broad range of knowledge and experience.

At present, the membership of the Committee includes:

Yvonne Arruda	Dean of Enrollment Services Sexual Assault Response Coordinator
Ann Bellotti	Assistant Director, Personal Counseling Center
Robert Ferreira	Assistant Vice President for Alumni Relations
Joseph J. Guido, O.P.	Vice President for Mission and Ministry (<i>chair</i>) Assistant Professor of Psychology Psychologist, Personal Counseling Center

Todd Incantalupo	Assistant Director, S.A.I.L. Office
Catherine Kelleher	Nursing Director, Student Health Center
Marifrances McGinn	Vice President and General Counsel (<i>ex officio</i>)
Ann Manchester Molak	Assistant Vice President, College Relations and Planning
Brendan D. Murphy, O.P.	Vice President for Student Services (<i>ex officio</i>)
Michael O'Neill	Assistant Professor of Philosophy
Michelle Palermino '09	Student Congress
Jessica Pane	Campus Minister, Office of the Chaplain
TBD	Dean of Judicial Affairs
Steven Sears	Dean of Residence Life

In the course of its first meetings, the Committee decided to meet bi-weekly, established sub-committees to address specific aspects of its charge, and established four criteria to guide its deliberations:

1. The work of the Committee should take place within the context of the College's mission as a Catholic and Dominican institution;
2. It should rely on the best available research;
3. It should examine best practices at peer institutions; and
4. While respecting confidentiality in sensitive matters, the Committee should consult with recognized experts and interested parties on and off campus.

On the recommendation of its Sub-Committee on Sexual Assault, the Committee elected to focus on developing a comprehensive policy on sexual assault during the spring of 2006. The Sub-Committee reviewed the research, examined best practices at

peer institutions, and consulted with individuals and groups on and off campus. The Committee then drafted a policy, submitted it to the President and Senior Cabinet, and on July 1, 2006 the College's first comprehensive Policy on Sexual Misconduct went into effect.

At the same time the Sub-Committees on Alcohol and Discipline provided the Committee with data on a range of alcohol-related issues on campus. These included the number of medical evaluations and transports of inebriated students to area hospitals, the severity of the incidents that warranted these interventions, and the number and kinds of disciplinary actions involving alcohol. They also provided a detailed comparison of Providence College alcohol policies and procedures with those at peer institutions. Finally, and due to the generosity of Jennifer Crouch '06 and Dr. Cornelius Riordan, Professor of Sociology, the Committee co-sponsored a survey about alcohol consumption and related behaviors by members of the classes of 2008 and 2009. The most telling data from this survey are summarized later in this report.

In the fall of 2006 the Committee decided that its top priority for the year would be to address the abuse of alcohol on campus. It reviewed a wealth of research data, including those provided by the Harvard School of Public Health and the National Institute of Alcohol Abuse and Alcoholism (NIAAA), and began examining models of best practices at peer institutions. Members of the Committee also consulted with notable authorities in the field. This included participating in the Center for Teaching Excellence workshop, "Student Drinking and Your Classroom," facilitated by Dr. John Colby and Dr. George Raymond of the Department of Psychology, and Dr. Suzanne Colby of the Brown Center for Alcohol and Addiction Studies, and attending a lecture by Dr. Nancy

Barnett, chair of Brown University's Sub-Committee on Alcohol and Other Drugs and also a member of the Center for Alcohol and Addiction Studies. In addition, Drs. Colby, Raymond, and Colby were invited to a meeting of the Committee where they presented their longitudinal findings on Providence College student drinking and offered guidelines and suggestions for developing a comprehensive response to the problem of alcohol abuse on campus.

Having reviewed the research and examined best practices, and having sought expert consultation, the Committee developed a plan for the spring of 2007, as noted later in this report. The goal of this plan is to present the President and Senior Cabinet with a comprehensive set of proposals by June, 2007. To do so and to insure the broadest possible support for the proposals, the Committee committed itself to thorough and ongoing consultation with members of the Providence College community. To date more than 50 campus organizations and groups have been designated for consultation, an *ANGEL* web site has been created to allow for online submission of ideas and comments, and two open forums have been scheduled.

THE SCOPE OF THE PROBLEM

Research suggests that the abuse of alcohol by America's college students is common, is in many instances normative, and is associated with a range of negative consequences. Consider if you will the following national statistics:

- 40% - 45% of all college students age 18-24 “binge” drink, meaning that they consume at least four drinks (females) or five drinks (males) in a row (Presley, Meilman, & Leichliter, 2002; Wechsler et al., 1994, 1998, 2000 a, b)
- 51.6% - 71.3% of students “binge” drink at colleges noted for high rates of drinking, or what is sometimes referred to as heavy episodic drinking (Presley, Meilman, & Leichliter, 2002)
- Athletes, sports fans, and members of fraternities and sororities are more likely to “binge” drink than are other students, as are males, whites, and students at four year colleges, in the Northeast, who live on campus and have more than one roommate (NIAAA, 2002; O'Malley & Johnston, 2002; Presley, Meilman, & Leichliter, 2002; Nelson & Weschler, 2003)
- “Binge” drinking is linked to most of the negative consequences associated with student drinking, including:
 - 1,700 deaths each year
 - 599,000 injuries
 - 696,000 physical assaults
 - 97,000 sexual assaults and rapes (Hingson, et al., 2002)
- 25% of students report that they have suffered academically because of their drinking (Engs et al., 1996; Presley et al., 1996a, 1996b; Wechsler et al., 2002)

- 31% meet the criteria for a diagnosis of alcohol abuse and 6% meet the criteria for a diagnosis of alcohol dependence (Knight et al., 2002)
- Since 1993, the percentage of students who “binge” drink has increased, as has the percentage of students who abstain from alcohol, suggesting that campus culture is increasingly divided between two sub-cultures: one comprised of students who abuse alcohol, and the other comprised of those who do not (Weschler, 2000).

Given this information about college students generally, we should not be surprised that many students at Providence College abuse alcohol. But we should be concerned. For Providence College students drink more alcohol, more often, and more consistently than one might hope and, as a result, suffer many of the negative consequences that follow in its wake.

In the spring of 2006 the Committee on Campus Culture, Conduct, and Civility co-sponsored a study of students’ use of alcohol. The study was conducted by Jennifer Crouch ’06 under the direction of Dr. Cornelius Riordan, Professor of Sociology, and was modeled on studies conducted by researchers at the Harvard School of Public Health (Wechsler et al., 2002 a, b). The study included a 64 question survey developed by Ms. Crouch that was distributed to members of the classes of 2008 and 2009, who at the time were sophomores and freshmen respectively. Given a response rate in excess of 50%, the survey yielded data about the drinking habits of 1,079 Providence College students, and the behaviors, beliefs, and consequences associated with their consumption of alcohol.

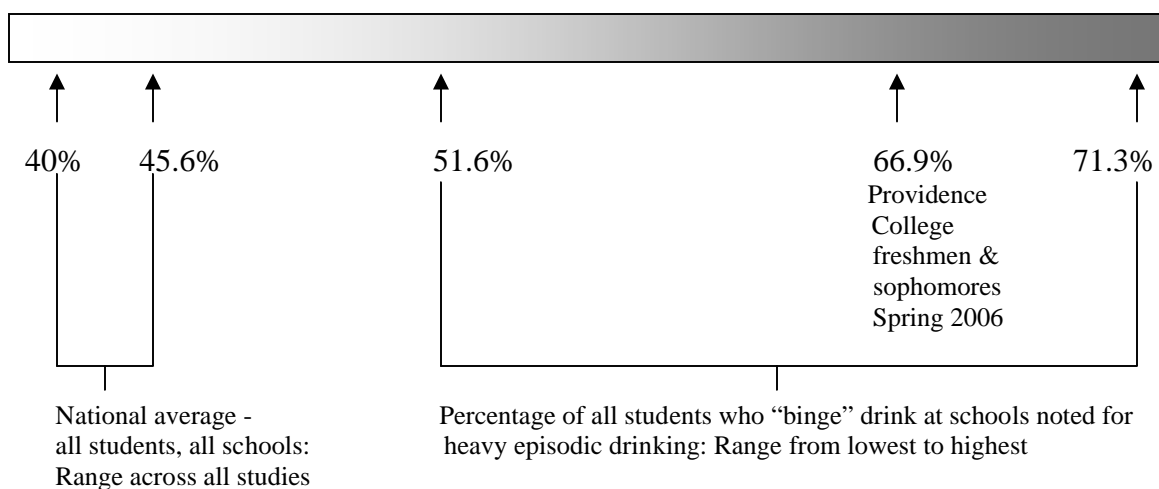
Although one must be cautious about interpreting the results of any survey that relies on self reports¹, the news is not good.

Patterns of Drinking

As is evident in Figure 1, “binge” drinking among freshmen and sophomores at Providence College occurs at rates higher than the national average for all students.

Commonly defined as consuming four or more drinks in a row for females, and five or more drinks in a row for males, “binge” drinking is closely associated with the negative consequences attendant upon student drinking. What makes this more significant is the fact that the data for Providence College were derived from freshmen and sophomores, all of whom were presumably underage, and reflect behavior during a 30 day period in

Figure 1 Percentage of Students Who “Binge” Drink (Presley, Meilman, & Leichter, 2002; Weschler et al., 1994, 1998, 2002 a, b)



¹ Self report surveys are generally limited by one or more factors that affect the accuracy of the data obtained. These include the tendency of respondents to under- or over- report behaviors, or to gauge their responses in anticipation of what the researcher wants to hear. For instance, a student embarrassed by her drinking might under-report how many drinks she had while another student who regards drinking as a badge of honor might exaggerate how many she had. Similarly students who think that the College wants to downplay the level of drinking may report drinking more than they actually do, while students who think that the College wants to blame students for drinking too much may report that they drink less than they do. An additional factor to be considered is that the students who chose to complete the survey may differ in important ways from those who chose not to participate. This suggests that while the data reported here are important and valuable, they may not be an entirely accurate account of actual behavior.

the spring semester and just prior to the survey. This means that underage “binge” drinking by Providence College students cannot be dismissed as an effect of the initial adjustment to college or as something that occurs only rarely but should be seen for what it is: normative, customary, and frequent.

Perhaps more worrisome is that among freshmen and sophomores at Providence College:

- 76% drank enough to get drunk at least once in the last month;
- 62.7% usually drink more than five drinks on a single occasion;
- 46.2% (freshmen) - 51.1% (sophomores) “binge” drink three or more times in a two week period; and
- 17.6% had 10 or more drinks the last time they drank more than four drinks.

It should also be noted that from September 1 to February 18 during the current academic year, 51 students have been transported to the hospital for medical evaluation as a result of their drinking. Of these, 43, or 84%, have been freshmen and sophomores.

There is some good news. Nearly a third of Providence College freshmen and sophomores do not engage in “binge” drinking, the vast majority desire more alcohol-free recreation, and very nearly half of them – and a majority of females – are in favor of alcohol free residence halls. This may suggest that even students who “binge” drink recognize that it is a problem, and that students generally would welcome institutional remedies.

Why do so many Providence College freshmen and sophomores engage in “binge” drinking? The answer is complex and certainly beyond the scope of this report but four things should be considered.

First, Providence College meets many of the criteria that research suggests are associated with higher rates of “binge” drinking (Presley et al., 1996a, 1996b; Wechsler et al., 1998, 2000b), and in this sense may not be very different from its demographic peers. These criteria include:

- it is located in the northeast;
- a high percentage of its students live in residence halls;
- athletics are prominent;
- it lacks racial and ethnic diversity;
- there is co-mingling of legal age and underage students in the residence halls;
- students have a lot of unstructured time; and
- advertisements for alcohol aimed at students are common.

A second factor may be the availability of alcohol. Providence College is located in an area where liquor is inexpensive – Providence College students generally pay \$3.00 or less for a drink – and readily obtainable:

- 51.7% of freshmen and sophomores have used a fake ID to obtain alcohol;
- 37.0% know of an off campus bar or club where they can obtain alcohol without showing an ID; and
- 25.8% know of a liquor store or grocery store where they can obtain alcohol without showing an ID.

Research suggests that the density of liquor establishments in the vicinity of a campus, as well as the standards that govern these establishments and the extent to which these standards are enforced by police and licensing boards, are also associated with the rate of “binge” drinking among students (Weitzman, Folkman, Folkman, & Weschler, 2003).

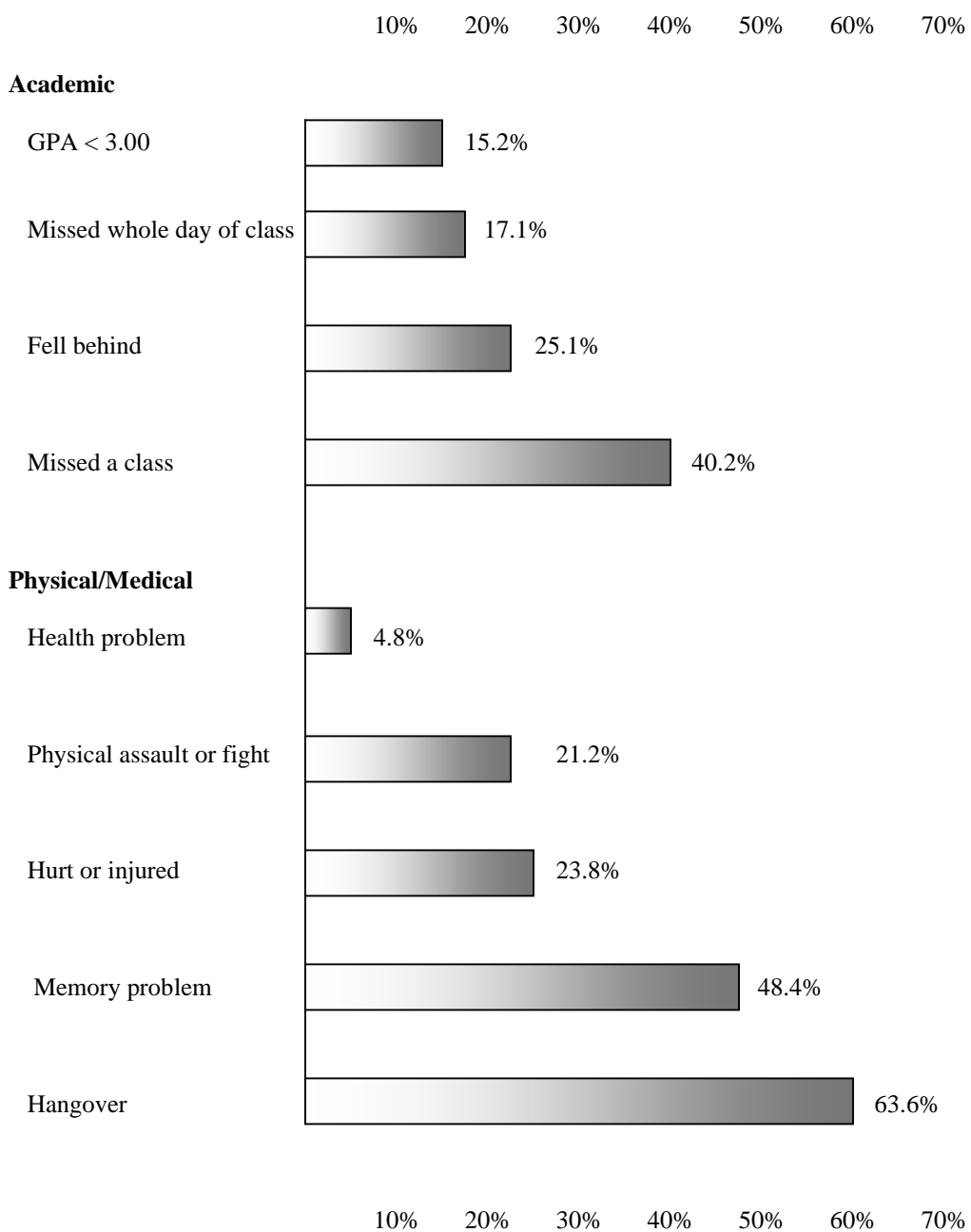
A third factor is that many students started drinking before they came to college. In the survey, approximately 61% of freshmen and sophomores indicate that they first became intoxicated before their eighteenth birthday and thus, in most instances, before they came to Providence College. Research suggests that the younger one is when one first starts to drink, and the younger one is when first intoxicated, the more likely one is to engage in problematic drinking while in college (Hingson, et al., 2003). This may be compounded by the fact that families often endorse or at least abet underage drinking. Indeed, 21% of our underage students say that they have obtained alcohol from a parent or relative.

Finally, there is evidence that students “binge” drink because they are motivated to do so. For some it serves as a social lubricant, for others as a way to relax, and for many it is a way of fitting in, belonging, and meeting perceived norms of college student behavior (Colby, Colby, & Raymond, 2006 a, b; Redden, 2006). It can also reflect students’ general disengagement with and lack of readiness for college (Colby, Colby, LaChance, Raymond, & Bosack, 2002).

The Consequences of Drinking

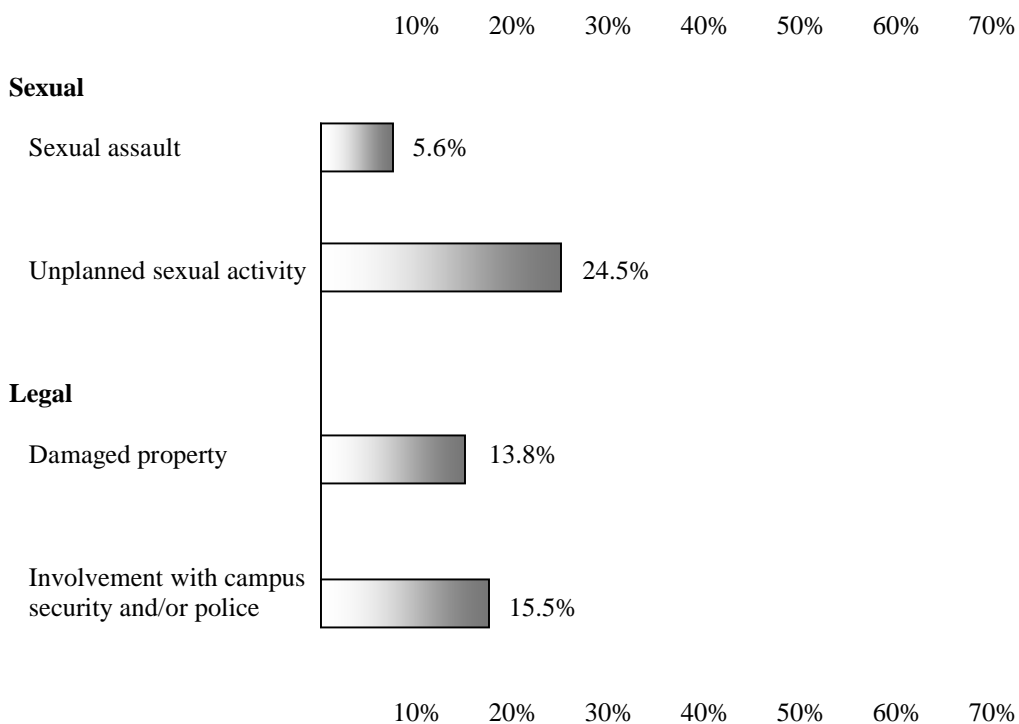
The negative consequences of “binge” drinking and the abuse of alcohol are manifold. In Figure 2 we have chosen to highlight just a few. Although our statistics are only descriptive, a review of the literature suggests that the negative consequences of “binge” drinking are at least as common at Providence College as they are at other schools, and in some instances may be more so (Engs et al., 1996; Hingson et al., 2002; Presley et al., 1996a, 1996b; Wechsler et al., 2002 a,b).

Figure 2 Reported Consequences of “Binge” Drinking Among Freshmen and Sophomores at Providence College - Spring 2006²



² The data represent reported consequences to oneself as a result one's own or another's drinking.

Figure 2 **Reported Consequences of “Binge” Drinking Among Freshmen and Sophomores at Providence College – Spring 2006 (continued)**



If the data reported in Figure 2 are accurate, then several conclusions are self-evident. First, the negative consequences of “binge” drinking at Providence College are real and commonplace. Second, the more serious of these consequences occur more frequently than many imagine or than other statistics suggest³: as a result of “binge” drinking, approximately 1 in 4 freshmen and sophomores will engage in unplanned sexual activity; 1 in 5 will be physically assaulted or involved in a fight; and 1 in 18 will be sexually assaulted. Finally and somewhat paradoxically, despite regularly engaging in

³ It is commonly accepted among researchers and in forensic contexts that rapes and sexual assaults are under-reported generally and on college campuses. Statistics compiled in compliance with the Clery Act include only reported crimes on campus and as a result are likely to be significantly lower than the number of actual crimes committed. Moreover, some victims of sexual assault find it difficult to label it as such or are otherwise reluctant to indicate that they have been assaulted even when guaranteed anonymity.

“binge” drinking and often missing a class as a result relatively few Providence College students report a low GPA. Whether this is an effect of easy grading, bright students, the resiliency of youth, or an academic culture in which periodic “binges” of tests and papers are interspersed with long periods when nothing is due and drinking can proceed with impunity, it does suggest that there is little academic disincentive to drink.

It is apparent that “binge” drinking is a significant facet of the student culture at Providence College, as it is nationally. It is also apparent that many negative consequences follow in its wake: classes are missed, friends are battered, and still others are assaulted. More broadly, “binge” drinking coarsens the campus culture and an ethos of tolerance for it implicates even those who do not engage in it. This suggests that changes in this culture are necessary but must be effected deliberately, progressively, and systematically, and cannot rely on ad hoc, piecemeal, or unsupported if well meaning remedies.

FINDING A REMEDY: GUIDELINES FOR BEST PRACTICE

The obvious question is what can be done? The answer is not quite so evident. The Committee on Campus Culture, Conduct, and Civility is in the process of documenting existing efforts on campus designed to prevent the abuse of alcohol and to respond to it when it occurs. We are also examining practices at peer institutions. We will then assess these efforts in light of current research and the data contained in this report, as well as the suggestions of the campus community, and propose modifications and additions as needed. But we do so with a measure of humility. Our review of the literature and consultations with experts in the field suggest that there is no one correct answer nor any intervention or program that has demonstrated unequivocal success. There are many good programs and policies, and evidence that some among them work moderately well, but there are none that guarantee success.

At this stage, therefore, we are less committed to a specific set of remedies than to certain principles and findings, supported as they are by our convictions and the available research. We believe that if we are true to them then the remedies that emerge will be both probative and well supported by the campus community. Among these are the following.

1. Policies and programs must be specific to the College.

Just as the rates of “binge” drinking vary according to the type and location of school, student demographics, and cultural variables, so too the remedies that emerge must honor the mission, purpose, and culture of a school. At Providence College this means that we must attend to the Catholic, Dominican, and liberal arts mission of the school, its history and tradition, and to the expressed and

implicit needs of the people who compose our campus community. It is not that policies and procedures developed elsewhere have no utility here but that to be useful they must be commensurate with our needs and adapted to our culture.

2. To be successful, interventions must proceed on multiple levels.

The NIAAA recommends that programs of prevention and remediation adopt a “3-in-1” framework that targets individual students, groups of students, and the institution and the community of which it is a part. Put another way, interventions should be aimed at changing the culture and social norms that foster “binge” drinking, helping students to reduce their risk for the negative consequences that are associated with it, and providing services to students who are already caught in its throes.

3. There should be evidence that the interventions we propose can be effective.

Research suggests that certain interventions can be effective while others show little promise. For instance, harm reduction approaches, including motivational enhancement, have been shown to be effective with students who are at risk or who have been involved in an alcohol incident. At the same time there is little evidence that stand-alone educational programs about alcohol or feedback on a student’s blood alcohol level are effective.

4. Consultation with the College community should be broad and inclusive.

We regard consultation as necessary not only to insure that the proposed interventions are effective but also because it is what God asks of us. As we

noted in the introduction, God has given each of us the responsibility for insuring the common good and the welfare of all. One way we can discharge this responsibility is by participating in this process as fully as possible using the gifts God has given us and with a view to advancing God's loving plan for Providence College.

5. The recommendations should be part of a coherent and integrated plan to be implemented progressively and over time, integral to which is ongoing assessment.

While a given intervention may affect a limited number of individuals or segments of the College community, the problem of alcohol abuse affects the community as a whole. Moreover, efforts already underway to address the problem often exist in isolation and without a broad and comprehensive warrant. We believe, therefore, that the recommendations to emerge from this process should be part of an integrated plan that will draw together various offices, individuals, and programs. We also believe that ongoing assessment is critical to insuring that the plan is not only ambitious in scope but effective in practice.

AN INVITATION TO THE PROVIDENCE COLLEGE COMMUNITY

The Committee on Campus Culture, Conduct, and Civility invites you to participate in a broad based and extensive series of consultations throughout the course of this semester. These consultations will proceed in several venues, including an *ANGEL* based drop box and discussion board; open forums; group consultations; and individual interviews. In each of these venues we ask you to consider the following questions:

1. How have you observed the abuse of alcohol by students to be a problem on campus or off campus?

In answering this question you may want to consider your own and others' experience, how Providence College compares to other schools, and your general and professional knowledge. You may also want to consider the following questions: What effect does alcohol abuse by students have on your study or work at the College? What percentage of your time is devoted to managing issues related to student alcohol abuse? It would be most helpful to us if you paid particular attention to what is not covered here, that is, to aspects of the problem that you think we have neglected in this report.

2. In your experience, how well is the College responding to the problem?

Here we are particularly interested in your assessment of College policies, procedures, and resources. In your experience which policies, procedures, and resources have proven helpful and why? Which have been unhelpful and why? Do you feel adequately informed about College policies and resources for responding to the problem, and if not, how you think the College could better publicize and coordinate its efforts?

3. What changes should be made at Providence College?

The NIAAA recommends a number of policies and interventions that have proven useful in reducing problematic drinking or that show the promise of doing so.

You may want to review these recommendations at the following website:

www.collegedrinkingprevention.gov/StatsSummaries/4tier.aspx. These

recommendations are intended as a guide to implementing successful programs but must be adopted in ways congruent with a given college's mission, culture, and context. They are thus subject to a variety of expressions and modes of implementation, no one of which is right for every institution. The following list of questions is derived from the NIAAA recommendations and those of other experts, and adapted to Providence College. It is not meant to be exhaustive or to limit the range of possible options we might consider, nor are the proposals necessarily endorsed by the Committee. The list is rather meant to be suggestive, to elicit your views about possible changes and proposals, and to further the discussion.

- Academics

- Should classes be held on Saturday mornings?
- Should more exams be scheduled for Fridays?
- Should faculty be encouraged to assign more frequent quizzes, tests, and papers?
- Should there be workshops for faculty to help them identify students at risk?

- Residence Life

- Should there be more RAs and Hall Directors?
- Should RAs be drawn only from seniors and juniors, not sophomores?
- Should Hall Directors be older and more experienced?
- Should there be alcohol free residence halls on campus?
- Should freshmen be housed in all freshmen halls?
- Should security monitor and check IDs in all residence halls?
- Should there be stricter limits on the amount of alcohol allowed in residence hall rooms and campus apartments for students of legal age?

- Student Services

- Should there be additional weekend and late night alcohol free programming?
- Should Junior Ring Weekend, Senior Week, and other major events be alcohol free?
- Should “club nights” be eliminated?
- Should servers of alcohol on campus be required to undergo extensive training in order to be able to identify and curb the abuse of alcohol?
- Should Orientation for new students have a significant component dedicated to alcohol abuse prevention?

- Student Health, Personal Counseling, Health Education

- Should there be a dedicated program of motivational enhancement, norms clarification, and alcohol outreach?

- Should students transported for alcohol related emergencies receive disciplinary amnesty but mandated health/counseling intervention?

- Discipline

- Should enforcement of local laws and College policies on alcohol be delegated more to Safety and Security than to Residence Life?
- Should the system of “write ups”, fines, education, community service, probation, and suspension/dismissal for alcohol offenses be revised?

- Athletics

- Should alcohol be banned at all athletic events, including those at the Dunkin’ Donuts Center?
- Should all alcohol related advertisements, sponsorships, and endorsements be eliminated for all athletic and other College events?

- Community Relations, Administration

- Should the College forge campus/community coalitions to reduce the number of liquor outlets close to campus, increase excise taxes on alcohol, and insure strict enforcement of the drinking age in bars catering to students?
- Should Providence College become an alcohol free campus for students, faculty, staff, and alumni?
- Should trustees, prominent alumni, and others associated with the College be elicited to help students at risk and model alternative behaviors?

3. How do you think that you, or your class, office, or department, could help remedy the problem?

You may want to consider special interests or expertise that you have or how your responsibilities put you in a position to affect individual students or groups of students in a helpful way. You may also want to consider what kinds of projects or interventions you would like to endorse or participate in.

We anticipate that the consultations will be iterative, that is, that they will move from an open consideration of many different ideas to a focused discussion about several key proposals as they emerge over the course of the semester. We then hope to present the final report and proposals to the campus community for a final vetting before submitting them to the Senior Cabinet.

To date we have established an *ANGEL* drop box and discussion board which can be accessed by anyone with an established *ANGEL* account. Four members of the Committee have volunteered to receive telephone and email submissions of ideas and comments on proposals:

Todd Incantalupo 865-2355 or tincanta@providence.edu

Cathy Kelleher 865-2423 or ckellehe@providence.edu

Ann Manchester Molak 865-2406 or ammolak@providence.edu

Steve Sears 865-2425 or ssears@providence.edu

We have also placed a box in the S.A.I.L. office for written comments and suggestions, which may be signed or anonymous.

Two open forums have been scheduled for the College community, both of which will be held in Moore Hall III:

Thursday, March 22 3:00 – 4:15 p.m. Faculty and Staff

7:00 – 8:15 p.m. Students

In addition, members of the Committee as noted will be contacting the following groups and individuals for group consultations and in some instances interviews:

Group	Consultant(s)
Balfour Multicultural Student Affairs	Arruda
Commuters, Transfers	Arruda
Balfour Center staff	Arruda
Student Congress	Bellotti, Palermino
The Cowl	Bellotti
SHEPARD	Bellotti
McPhail's staff	Ferreira, Incantalupo
Admissions staff	Ferreira
Admissions Ambassadors	Ferreira
Alumni Association Board of Governors	Ferreira
Legacy students	Ferreira
Parents	Guido
Judicial Affairs staff	Guido
Dominicans	Guido
Senior Cabinet	Guido
Friars Club	Incantalupo, Ferreira
Urban Action	Incantalupo, Ferreira, Palermino
Executive Boards (student groups)	Incantalupo, Palermino
Dirigo	Incantalupo
Theater, Music students	Incantalupo
SAIL staff	Incantalupo
STEP I	Kelleher
Health Education/Wellness	Kelleher
Off Campus Housing	Kelleher
Campus EMTs	Kelleher
Security officers	Kelleher

Student Athletic Advisory Board	McGinn
Team Captains	McGinn
Athletes	McGinn
Coaches, Sports Medicine	McGinn
Intramural Athletic Board	Molak
ROTC	Molak
Moderators (student organizations)	Molak
Sodexo	Molak
Support Staff (general)	Molak
Support Staff (student services)	Murphy
Administrators (health and counseling)	Murphy
Administrators (general)	Murphy
Physical Plant employees	Murphy
Hurley of America	Murphy
Neighborhood Association	Murphy
Police Detail	Murphy
Center for Teaching Excellence	O'Neill
Academic Deans	O'Neill
Office of Academic Services	O'Neill
Academic Advisors	O'Neill
Faculty Senate	O'Neill,
	Arruda
Orientation Leaders	Palermino,
	Incantalupo
Board of Programmers	Pane,
	Palermino
Campus Ministry	Pane
Chaplains	Pane
Graduate Assistants	Pane
Resident Hall Council	Sears
Resident Assistants	Sears
Hall Directors	Sears
Individual Interviews	Interviewer
Coleman	Bellotti
Incantalupo	Ferreira
MacKay	Guido
Colby	Guido
Hay	Incantalupo
Gates	Kelleher
Kless	Kelleher
Leyden	Kelleher
LaPoint	McGinn
Laprey	Murphy

Periodic reminders of the forums and group consultations will be issued via email, telephone, Friarboxes, *Cowl* ads and stories, *Spectrum* stories and notices, *ANGEL*, WDOM, PCTV, Access PC, the ResLife Newsletter, and at Floor/Hall meetings.

If you believe we have neglected any key constituencies or groups, or have difficulty accessing the *ANGEL* drop box and discussion board, or if you have ideas about how we might increase participation in this process, please do not hesitate to contact a member of the Committee.

We are grateful for your forbearance and generosity, and look forward to meeting with you. Indeed, together we can make the College more truly what God in his providence intends it to be.

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