The Safe and Drug Free Schools & Campuses Act (34 C.F.R. Edgar Part 86): Updates and Review Session III

Eric S. Davidson, Ph.D., MCHES, CSPS Illinois Higher Education Center May 25, 2022 Rescheduled 6/8/22

Module 1 Recap

- Describe the history of the DFSCA Compliance Act
- List the primary requirements of the Drug-Free Schools and Campuses Act.
- Explain required elements of certification
- Detail current changes in how the act is monitored and enforced

Module 2 Recap

- Explain required elements (Standards of conduct, Applicable sanctions, health risks, intervention inventory, disciplinary statements) of the Drug and Alcohol Prevention Program Notice
- Identify who should receive the annual notification
- Illustrate best practices of distribution of the Drug and Alcohol Prevention Program Notice

Module 3 Session Objectives

- Discuss what constitutes a substance abuse program in consideration of current science, and evidence basedpractices, the NIAAA's New College Alcohol Intervention Matrix (AIM)
- Discuss how institutions may use various professional standards and models in program development and biennial review processes.

What is meant by "Program?"

What is meant by a program?

- Clear guidance is not really given
- DAAPP Notice constitute program?
- Some institutions believe that notification and biennial review constitute compliance and are the "program"
- Current best practices and science of prevention are strongly suggested. Spirit of the Law vs. Letter of the Law

How do you describe your comprehensive Substance Use Program?

When people on your campus use the word "program" what do they mean?

- Outreach
- Awareness Programs
- Marketing
- One-time shots
- Services
- Collection of services, interventions
- A service unit or department

Questions to Consider

- What does it look like?
- Why are we delivering this program?
- Who is responsible for overseeing the program?
- What funding is allocated to deliver the program?
- Who is involved?
- How has the program been institutionalized?
- What activities, programs, and services does it include?
- Who does the program target?
- What levels does the program engage?
- What are the intended goals and outcomes?
- How is the program assessed?

What is/are the problem(s) you're trying to address

- Underage drinking?
- High risk drinking?
- Alcohol Poisoning
- DUI's
- Alcohol Related Vandalism
- Worsened on-campus residential living environments
- Parties/Party Buses
- Substance Use Related Violence
- Institutional Image/Reputation
- Town-Gown Relations
- Substance Use Academic Related Consequences

What are your goals?

- Help students succeed
- Awareness of issues
- Increased knowledge of services and programs
- Increase utilization of services and programs
- Prevention of a problem before unwanted behavior even begins
- Maintenance of abstinence/healthy behaviors among non-users or low risk users
- Prevention of problems when individuals are demonstrating early warning signs among low-risk users
- Reducing likelihood of negative consequences among those engaging in potentially dangerous behavior
- Increasing identification and intervention of problematic users
- Treatment of those with diagnosed problems
- Reintegrating those who are or have successfully navigated treatment/recovery
- Comply with the law Avoid non-compliance findings

How do you address these goals?

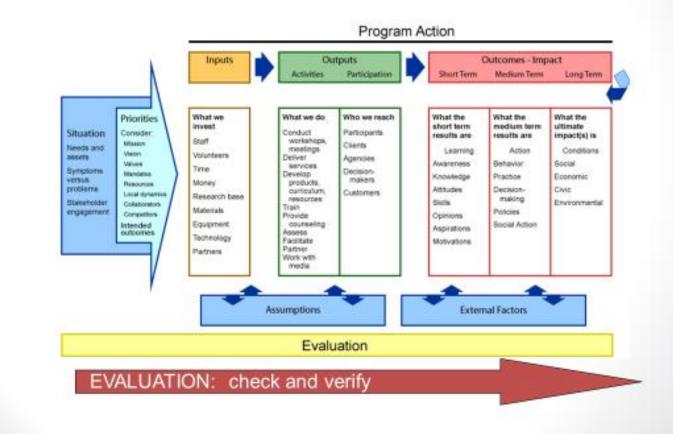
- Doing what you have always done?
- Letting different departments do what they believe is in the best interest
- Letting different departments do what they have the resources to do?
- Doing what your administration feels needs to be done?
- Doing what your staff have done at other institutions?
- Doing what your peer institutions do?
- Doing what you find out about at a conference?
- CollegeAIM
- Data-collection

Institutional Priorities

- Everyone at the table has different perspectives
- Everyone at the table has different issues/problems they believe are a priority
- Sometimes those at the table can't articulate what they see as a problem, and create lofty/generalized definitions.
- The Biennial Review process can help better identify strengths, weaknesses, opportunities, and weaknesses and align priorities among those at the table.

Logic Modeling – Planning Models

PLANNING: start with the end in mind



Program at Different Levels

Terms to Define

Health Education

Health Promotion

Wellness

Well-being

Health

Awareness

Prevention

Harm Reduction

Health Education V. Health Promotion

Health Education:

* "Any combination of planned learning experiences based on sound theories that provide individuals, groups, and communities the opportunity to acquire information and the skills needed to make quality health decisions. (The Joint Committee on Health Education and Promotion Terminology of 2001)

Health Promotion:

"Health Promotion is the **process** of enabling **people** to increase control over and to improve their health" (Ottawa Charter, 1986). "Health promotion requires a positive, proactive approach, moving Ibeyond a focus on individual behaviour towards a wide range of social and environmental interventions'" (Okanagan Charter, 2015).

Awareness, Prevention, & Harmreduction

Awareness:

 "The knowledge and understanding that something is happening or exists" (Merriam-Webster)

Prevention:

"Taking action before a problem arises in order to avoid it entirely, rather than treating or alleviating its consequences" (Cohen and Chehimi, 2010).

arm-reduction:

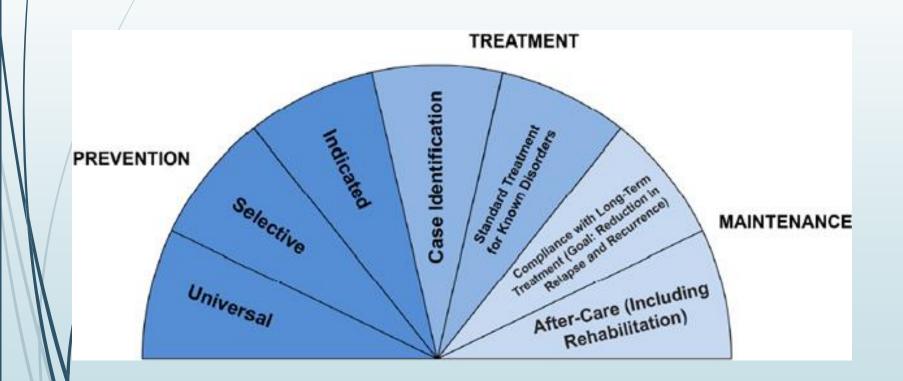
Harm reduction is a set of practical strategies and ideas aimed at reducing negative consequences of substance use, regardless of legality (Harm Reduction Coalition, 2019).

There is no S in Promotion

- "Health promotions" is not a term used by any legitimate organization that conducts evidenceinformed health promotion activities, curricula, programs, and services.
- Example: Office of Disease Prevention and Health Promotion in the U.S. Department of Health Services.

"Treatment without prevention is simply unsustainable." Bill Gates

How Does Health Promotion Fit in with Health Care?



"Health is not primarily/exclusively medical,clinical,individual, illness-based, but that which embraces broader qualities/states of wellness, social justice,and human dignity; creates and enhances capacity, and has implications at the population/community level."

LuoLuo Hong

Is Your Institution Addressing Prevention Through a Socio-Ecological Model Approach?



Elements of a Socio-Ecological Approach

Individual

- Looking at individual knowledge, attitudes, beliefs, values
- Addressing coping skills, particularly during transitions

Interpersonal

- Bystander interventions
- Conflict resolution/mediation
- Partner communication

Organizational

- Addressing social climate in school
- Addressing perceived and actual social norms within the organization

Community

- Improving relationships and communications between town and gown
- Community mobilization/coalition strategies
- Public Policy
 - Required training for those working with youth

Standards to Guide Our Work

Dept of Education Principles of Program Effectiveness (1998)

- Base alcohol, drug, and violence prevention programs on needs assessment data
- Develop measurable program goals and objectives
- Implement programs with research evidence of effectiveness,
- Periodically evaluate programs relative to their goals and objectives

The Network of Colleges and Universities Committed to the Elimination of Drug and Alcohol Abuse Standards

- The Network was a voluntary membership organization whose member institutions agree to work toward a set of standards aimed at reducing alcohol and other drug problems at colleges and universities
- https://files.eric.ed.gov/fulltext/ED297661.pdf

The Network Standards (2010)-Policy

- Annually promulgate policy, consistent with applicable federal, state and local laws, using such means as student and faculty handbooks, orientation programs, letters to students and parents, residence hall meetings, and faculty and staff meetings.
- Develop policy that addresses both individual behavior and group activities.
- Define policy carefully to guarantee the inclusion of all campus property. Define campus-based standards to include on and off-campus events involving students.
- Stipulate guidelines for marketing and hosting on and offcampus sponsored events involving students, faculty, staff and alumni at which alcoholic beverages are served.
- State institutional commitment to the education and development of students, faculty and staff regarding AODV issues.

The Network Standards (2010) – Education and Student Assistance

- Provide a system for the exchange of accurate, current information on the adverse consequences related to alcohol and other drug use and violent behavior for students, faculty and staff.
- Promote and support alcohol-free programming options.
- Coordinate a collaborative network of services, both on-campus and in the community to facilitate treatment and/or referral services for students, faculty and staff.
- Provide training programs for students, faculty and staff to enable them to detect problems related to alcohol and other drug use, including prescription and over-the-counter substances. Referral of persons with such problems must be made for appropriate assistance.
- Include AODV information for students and their family members in orientation programs.
- Support and encourage faculty in incorporating AODV education into the curriculum, where appropriate.
- Develop a coordinated effort across campus to offer a student assistance program encompassing AODV education, assessment and referral for treatment.

The Network Standards (2010) - Enforcement

- Publicize all AODV policies.
- Consistently enforce AODV policies.
- Exercise appropriate sanctions for violent acts such as verbal, physical, and sexual abuse, harassment and other disruptive and destructive behavior.
- Exercise appropriate sanctions for the illegal sale, manufacture, use or distribution of alcohol and other drugs including prescription and over the counter substances.

The Network Standards (2010) - Assessment

- Assess the institutional environment as it contributes to or mitigates AODV related problems.
- Assess campus awareness, attitudes and behaviors regarding AODV related behavior and other disruptive behavior and apply results to program development.
- Collect and use related AODV information from police or security reports to guide program development.
- Collect summary data regarding alcohol and other drug related disciplinary actions, including violent and other disruptive behavior and use it to guide program development.

The Network Standards (2010) – Community Collaboration

- Establish and maintain effective working relationships with external agencies, groups and individuals whose operations are relevant to the mission and goals of The Network.
- Consider the inclusion of the following agencies and groups in campus-community coalitions: law enforcement, judicial system, state liquor control license agency, hospitality industry (including retailers), local government, neighborhood associations, faith community, family/parents, school systems, area health care and treatment providers and others as appropriate.
- Address campus/community issues of alcohol and other drug access, availability and enforcement at local, regional, state/territory and national levels.
- Facilitate the development, implementation and evaluation of a strategic plan that addresses illegal and high risk AODV issues and underage alcohol consumption in the community and state/territory.

ACHA Standards of Practice for Health Promotion within Higher Education

- Alignment with the Missions of Higher Education
- Socioecological-Based Practice
- Collaborative Practice
- Inclusive Practice
- Theory-Based Practice
- Evidence-Informed Practice
- Continuing Professional Development
- Service to the Field

https://www.acha.org/documents/resources/guidelines/ACHA_Standards_of_Practice_for_Health_Promotion_in_Higher_Education_October2019.pdf

Council for the Advancement of Standards

- Mission
- Programming/Learning Outcomes
- Organization & Leadership
- Human Resources
- Ethics
- Law, Policy and Governance
- Diversity, Equity, and Access
- Institutional & External Relations
- Financial Resources
- Technology
- Facilities and Equipment
- Evaluation and Assessment

http://www.cas.edu/index.php/cas-general-standards/

CAS Functional Areas

- Functional Frameworks
 - Alcohol and other Drug Programs
 - Campus Police and Public Safety programs
 - Clinical Health Services
 - Counseling Services
 - Health Promotion Services
- Cross-Functional Frameworks
 - Advancing Health an Well-Being
 - Identifying and Responding to Behavioral Concerns

NCHEC Responsibilities 2020 Health Education Specialist Practice Analysis

- Area I: Assessment of Needs and Capacity
- Area II: Planning
- Area III: Implementation
- Area IV: Evaluation and Research
- Area V: Advocacy
- Area VI: Communication
- Area VII: Leadership and Management
- Area VIII: Ethics and Professionalism

Experiences in Effective Prevention (2007)

- U.S. Department of Education: 22 campus-based model programs (1999-2004)
- Core elements of effectiveness:
 - ➤ Exercise leadership
 - ➢ Build coalitions
 - Choose evidence-based programs
 - Implement strategic planning
 - Conduct a program evaluation
 - Work toward sustainability
 - ➤ Take the long view

Field Experiences in Effective Prevention (2010)

- U.S. Department of Education: 12 campus-based model programs (2005-2007)
- Insights on prevention programs, projects, campaigns:
 - Link prevention to the institution's mission, values, and priorities
 - Strategic planning is an ongoing, dynamic process
 - Engage the campus community in data collection and evaluation
 - Promote student involvement
 - Pay attention to strategic timing
 - \succ Hone communication skills

Evidence Based Programming/ Strategies

College "Alcohol Intervention Matrix"

- The goal of the CollegeAIM project was to "increase the likelihood that research will inform interventions to address excessive and underage drinking on US campuses by providing a framework for colleges and universities to compare and select evidence-based intervention strategies."
- Developed by a group including
 - college alcohol intervention researchers
 - college AOD and student life professionals
 - NIAAA staff
- Released fall 2015
- Revised 2019

Adapted from the NIAAA, 2015

CollegeAIM Website

- Overview
 - Including how to use CollegeAIM
- Individual-Level Strategies
- Environmental-Level Strategies
- PDF Strategic Planning Worksheet
- FAQs
- Supporting Resources

CollegeAIM Website

The Edit view Tavolites Tools Thep								
					Go to c	ollegedrinkingpreventi	ion.gov 🛛 🖶 <	
	COLLEGE AIM	Overview	Individual Strategies	Environmental Strategies	Worksheet	FAQs	Additional Information	
	Planning Alcohol Interventions Using NIAAA's COLLEGE AIM COOST INTERVENTION MATCH			CollegeAIM—the help schools addr leading college all comprehensive t While there are no all equally effectiv CollegeAIM can h	eA//M and Why is I College Alcohol Interness harmful and under cohol researchers and col to identify effectiv umerous options for a e. elp schools choose i ess and helping them	vention Matrix—is erage student drinl d staff, it is an eas e alcohol interven ddressing alcohol nterventions wis	king. Developed with y-to-use and tions. issues, they are not ely—boosting their	

P → C CollegeAIM NIAAA's Alcoh... ×

How can schools use CollegeAIM?

←

File Edit

View Favorites

Tools

P

W

http://www.collegedrinkingprevention.gov/CollegeAIM/Default.aspx

With the help of CollegeAIM, school officials can:

- Review the **individual** and **environmental-level** strategies to learn how their current strategies compare to other alternatives.
- · Discover new evidence-based options.
- Use the interactive strategy planning worksheet to help select a combination of approaches that meets the needs of their campus and their budget.

How is CollegeAIM different?

CollegeAlM is distinctive because of the breadth of its research and analysis, the expertise of its contributors, and its user-friendly format:

"This instrument is one of the most thoroughly vetted and userfriendly summaries of intervention strategies I have seen in decades." -Jonathan Gibralter, Ph.D. President, Wells College - 0 X

🗎 ★ 🔅

Strategies

- Rated on
 - Cost
 - Effectiveness
 - Barriers to implementation
 - Whether or not there is research available
- Each strategy includes:
 - Ratings
 - Staffing needs
 - Target population
 - Research references
 - Possible resources

Strategies

R

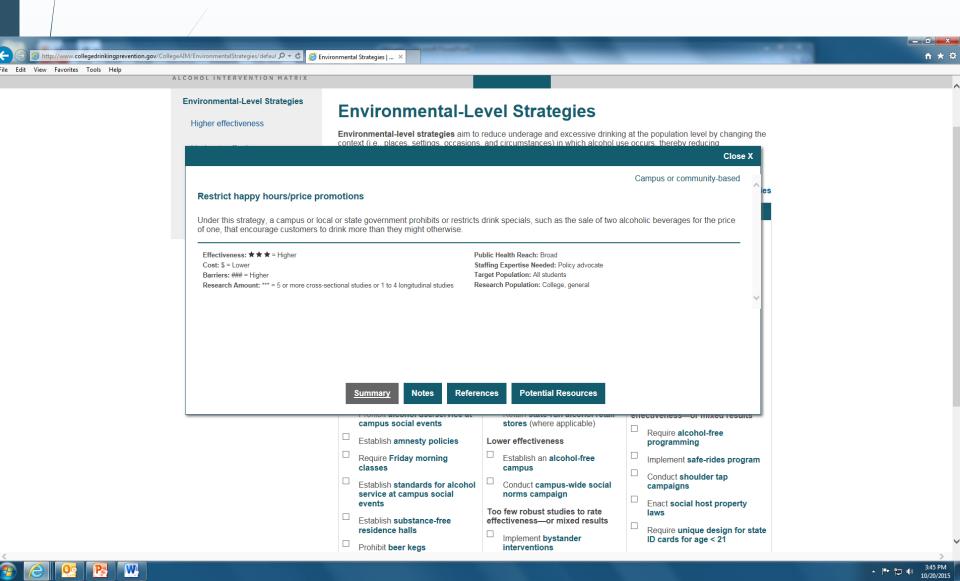
2

<u>_</u>

• • • • • • • • • • • • • • •		000000000000000000000000000000000000000		_					
Higher effectiveness Lower effectiveness Lower effectiveness Too lev robust studies to rate recits. All environmental levels go value studies to rate recits. Other in the effectiveness Higher effectiveness Retain special to make an undersize and so revealed in which electronic studies to rate recits. Other in the effectiveness Higher effectiveness Retain special to respecial to the explicit to respecial to the explicit to respecial to the explicit to respecial to the respective to the respecial to the respecial to the respective to the respecial to the respeciation to respecial to the respecia to the respecial to the respecial to the respecial to	IM/EnvironmentalStrategies/defaul 🔎 🕆 🖒 <i>⊘</i> Envi	ironmental Strategies 🗙	_	_	<u>↑ ★ ₽</u>				
Modurate effectiveness Environmental strategies indications and circumstatics) in which actorial uses occurs, thereby reducing consequences. All environmental strategies occursions, and circumstatics) in which actorial uses occurs, thereby reducing consequences. All environmental strategies occursions, and circumstatics) in which actorial uses occurs, thereby reducing consequences. All environmental strategies occursions, and circumstatics) in which actorial uses occurs, thereby reducing consequences. All environmental strategies occursions, and circumstatics) in which actorial uses occurs, thereby reducing consequences. All environmental strategies occursions, and circumstatics) in which actorial uses occurs, thereby reducing consequences. All environmental strategies occursions, and circumstatics) in which actorial uses occurs, thereby reducing consequences. All environmental strategies occursions, and circumstatics) in which actorial uses occurs, thereby reducing consequences. All environmental strategies occursions, and circumstatics) in which actorial uses occurs, thereby strategies occursions, and circumstatics occurs, thereby reducing consequences. Index strategies occursions on strategies occursions occursions occursions occursions occursions occursis thereby reducing occursions occursis thereby occursions occursi	-	Environmental-Level Strategies							
Too tew robust studies to raited results Check all strategies you would like to print Description Description Check all strategies you would like to print Description Description<th>-</th><th colspan="7">Environmental-level strategies aim to reduce underage and excessive drinking at the population level by changing the context (i.e., places, settings, occasions, and circumstances) in which alcohol use occurs, thereby reducing</th>	-	Environmental-level strategies aim to reduce underage and excessive drinking at the population level by changing the context (i.e., places, settings, occasions, and circumstances) in which alcohol use occurs, thereby reducing							
Lower costs 3 Midrange costs 3 Higher costs 33 Higher effectiveness Higher effectiveness Moderate effectiveness Promotions Exactive happy hours/price promotions Encit responsible beverage (e.g., compliance thecks) Retain about a subset Increase alcohol tax Lower effectiveness Moderate effectiveness Retain age 21 drinking age (where applicable) Exactive happy hours/price (g.g., compliance thecks) Lower effectiveness Retain age 21 drinking age (where applicable) Retain age 21 drinking age (g.g. compliance thecks) Lower effectiveness Retain age 21 drinking age (where applicable) Exact fram shop liability lawe: Sales to intoxicated Implement beverage service training programs: Sales to intoxicated Retain age 21 drinking age (moderate effectiveness) Enact fram shop liability lawe: Sales to intoxicated Implement beverage service training programs: Sales to underage Too few robust studies to rate effectiveness-or mixed results Enact dram shop liability lawe: Sales to inderage Enact keg registration laws Complit alcohol uselservice at campus social events Lower effectiveness Enact keg registration laws Do few robust studies to rate effectiveness-or mixed results Exact keg registration laws Combit alcohol uselservice at campus social events Exact keg registration laws Do few robust studies to rate effectiveness-or mixed results Exablisha analcohol-free campal social e	Lower effectiveness	All environmental strategies							
effectiveness-or mixed results Lower costs \$ Mid-range costs \$\$ Higher costs \$\$ Higher effectiveness Higher effectiveness Moderate effectiveness Enact responsible boverage genomotions Retain ban on Stundy sales (whore applicable) Increase alcohol tax Lower effectiveness Moderate effectiveness Increase alcohol tax Lower effectiveness Moderate offectiveness Increase alcohol tax Lower effectiveness Moderate offectiveness Increase alcohol tax Lower effectiveness Increase alcohol sales Increase alcohol tax Lower effectiveness Increase alcohol sales Increase alcohol tax Increase alcohol tax Increase alcohol sales Increase alcohol tax Increase alcohol tax Increase alcohol sales Increase alcohol tax Increase alcohol tax Increase alcohol sales Increase alcohol tax Increase alcohol tax Increase alcohol sales	T	Check all strategies you would li	ke to print	Print Preview Strategies					
Higher effectiveness Higher effectiveness Moderate effectiveness Restrict happy hoursphrice (e.g., compliance checks) Endore age-21 drinking age (e.g., compliance checks) Endore esponsible baverage (e.g., compliance checks) Retain ban on Sunday sales (where applicable) Increase alcohol tax Lower effectiveness Moderate effectiveness Prohibit alcohol use/sales at compus sporting events Implement baverage service training programs: Sales to intoxicated Moderate effectiveness Enact terspicitions on hours of alcohol sales Enact dram shop liability laws: sales to intoxicated Implement baverage service training programs: Sales to intoxicated Too few robust studies to rate effectiveness-or mixed results Immlement baverage service training programs: Sales to underage Implement baverage service training programs: Sales to underage Prohibit alcohol use/sales to iave Enact teg registration laws Implement baverage service training programs: Sales to underage Interplement baverage Enact keg registration laws Implement baverage training registration laws Interplement baverage Enact keg registration laws Implement baverage training programs: Sales to underage Interplement baverage Enact keg registration laws Implement baverage training programs: Sales to underage Implement baverage training registration laws Interplement baverage	effectiveness—or mixed	Lower costs \$	Mid-range costs \$\$	Higher costs \$\$\$					
Image: Service statistics Conduct responsible Image: Service statistics Image: Service statistics I	results	Higher effectiveness	Higher effectiveness	Moderate effectiveness					
Where applicable) Indexes affectiveness Restituit alcohol sponsorship and advertising Retain age-21 drinking age Prohbit alcohol use/sales at campus sporting events Implement beverage service trinking programs: Sales to intoxicated Retain or enact restrictions of laws Enact dram shop liability laws: Sales to intoxicated Implement beverage service trinking programs: Sales to underage Prohbit alcohol use/service trinking programs: Sales to intoxicated Implement beverage service trinking programs: Sales to underage Prohbit alcohol use/service trinking programs: Sales to underage Implement beverage service trinking programs: Sales to underage Prohbit alcohol use/service trinking programs Enact dram shop liability laws: sales to underage Implement beverage service trinking programs Prohbit alcohol use/service at campus social events Limin tumberdensity of alcohol establishments Enact keg registration laws alcohol establishments Prohbit alcohol use/service at campus social events Limin tumberdensity of alcohol establish analcohol-free Implement sale-rides program (assection (ample applicable) Require Friday morning classes Establish analcohol-free campus social events Conduct tangues deial norms campaign Conduct tangues deial campaigns Establish subtance-free residence halls Too few robust studies to rate effectiveness - or mixed results Require alcohol-free campaigns Require friday roop roop		Result happy hours/price	Enlorce age-zi uninking age	Lindet responsible beverage					
Establish minimum age requirements to serve/sell		(where applicable) Retain age-21 drinking age Moderate effectiveness Retain or enact restrictions on hours of alcohol sales Enact social host provision laws Too few robust studies to rate effectiveness—or mixed results Prohibit alcohol use/service at campus social events Establish amnesty policies Require Friday morning classes Establish standards for alcohol service at campus social events Establish standards for alcohol service at campus social events Prohibit bubstance-free residence halls Prohibit beer kegs Establish minimum age	Moderate effectiveness Prohibit alcohol use/sales at campus sporting events Enact dram shop liability laws: Sales to intoxicated Enact dram shop liability laws: Sales to underage Limit number/density of alcohol establishments Retain state-run alcohol retail stores (where applicable) Lower effectiveness Establish an alcohol-free campus Conduct campus-wide social norms campaign Too few robust studies to rate effectiveness Implement bystander	 Restrict alcohol sponsorship and advertising Implement beverage service training programs: Sales to intoxicated Implement beverage service training programs: Sales to underage Enact keg registration laws Too few robust studies to rate effectiveness—or mixed results Require alcohol-free programming Implement safe-rides program Conduct shoulder tap campaigns Enact social host property laws Require unique design for state 					



Strategies



How to Use College AIM

- Needs Assessment
 - What does your campus and your student population need to meet your goals and objectives around alcohol?
- Review the strategies and determine what may work for your population
 - Ask yourself can your peer education group/your department plan, implement, evaluate, and sustain this strategy

The Worksheet Tool

									_ ā _ X
	esources/Worksheet_for_Choc P - C	imental Strategie	es Coll	<i> collegedrin</i>	nkingpreve	ntion ×			↑ ★ 3
Edit Go to Favorites Help									
) 🖚 🖨 📝 🖂 💿 🕘 🚺 / 1 🌆 🖑	93.6% 🗸 📙 🔛								Fill & Sign Comment
This file includes fillable form fields. You can print the completed form and save it to your device or Acrob	pat.com.								Highlight Existing Fields
								•	
								COLLEGE	
	STRATEGY PLANNING WORKSH	EET							
	Use this worksheet or download a copy to capt Priorities: Which alcohol-related issues are of	most concern to	your cam	pus? Make sur	e your sch	ool's needs	and goals are we	Il defined, and keep them front and center as you fill in the worksheet.	
8	Effectiveness: Does research show that your curr Balance: Realistically assess what you can do	rent strategies are with your availal	e effective ble resour	in addressing yo ces. Strike a ba	ur priority is alance, if p	ssues? Migl ossible, bet	ht others be more ween individual-	effective? and environmental-level strategies, and between strategies that will face	
	few barriers and can be put in place quickly an of the student body that the strategy will reach.		ay take lon	nger to impleme	nt. Consid	er the finan	ncial cost relative	to the program's expected effectiveness and the approximate percentage	
					CURRE	ENT STRA	ATEGIES		
	Strategy Name (and the IND or ENV identifier	Individual or Environmental?			I/M Ratings		Notes and Next Steps: Keep as is? Modify to boost effectiveness? Add complementary strategies? Shift to more effective options?		
	from CollegeAIM, if applicable)	✓ IND	✓ ENV	Effectiveness	Cost	Barriers	Reach: Broad or		
							Focused (% of students)		
	0 N		idual or				TRATEGIES		
	Strategy Name (and the IND or ENV identifier from CollegeAIM)	Enviro	CollegeAIM Ratings			igs	Notes and Next Steps: Staff training or hiring needed? Other resources? Does the strategy require a plan for conducting an outcome evaluation?		
	non ouiggenn)	✓ <u>IND</u>	✓ <u>ENV</u>	Effectiveness	Cost	Barriers	Reach: Broad or		
							Focused (% of students)		
s (2) 👧 👧 🕔									▲ 🏴 🛱 🕕 3:55 PM

In Summary

- Language Matters
- Knowing what your goals and priorities are
- Standards help focus and create definition



Eric's Contact Information

Eric S. Davidson, Ph.D., MCHES, CSPS Director, Illinois Higher Education Center Eastern Illinois University

> 600 Lincoln Avenue Charleston, IL 61920 217/581-2019 esdavidson@eiu.edu