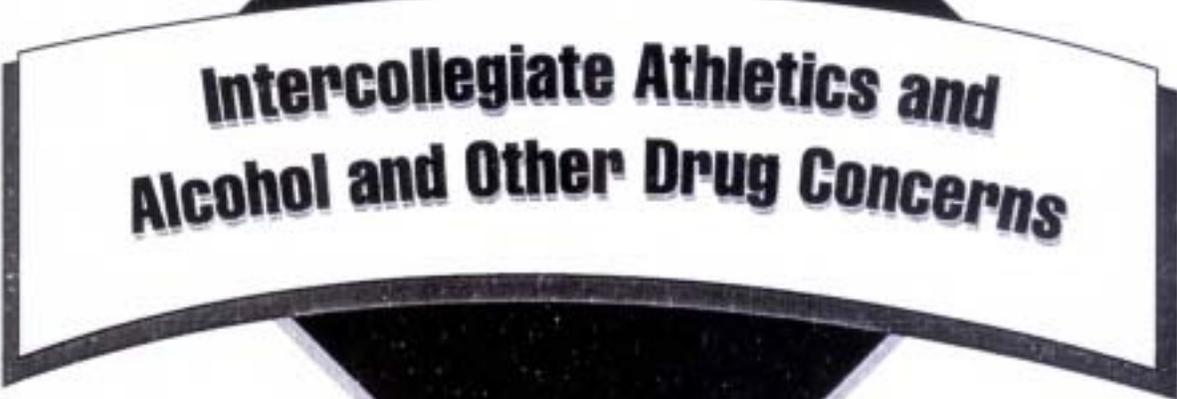
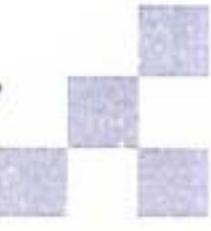


**Proceedings of  
an Invitational Symposium**



**Intercollegiate Athletics and  
Alcohol and Other Drug Concerns**

March 11 – 13, 1999, San Diego, California  
**Convened by the Higher Education Center for  
Alcohol and Other Drug Prevention**



The symposium and proceedings were funded by  
The Robert Wood Johnson Foundation

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*The symposium and this publication were produced with funding from the Robert Wood Johnson Foundation. Primary funding for the Higher Education Center comes from the U.S. Department of Education under contract number ED-99-CO-0094 with Education Development Center, Inc. Views expressed are those of the contractor. No official support or endorsement by the Robert Wood Johnson Foundation or the U.S. Department of Education is intended or should be inferred.*

Published 1999  
The Higher Education Center for  
Alcohol and Other Drug Prevention  
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## Preface

THE HIGHER EDUCATION CENTER for Alcohol and Other Drug Prevention was established by the U.S. Department of Education in 1993 to assist institutions of higher education in developing and carrying out alcohol and other drug (AOD) prevention policies and programs that will promote campus and community safety and help nurture students' academic and social development.

To accomplish this mission, the Center seeks to increase the capacity of postsecondary schools to develop, implement, and evaluate programs and policies that are built around environmental management strategies. Environmental management means moving beyond general awareness and other education programs to identify and change those factors in the physical, social, legal, and economic environment that promote or abet alcohol and other drug problems.

Clearly, stemming the use of alcohol and other drugs is not something that college administrators alone can achieve. Top administrators, especially presidents, must exercise leadership, but their success will depend ultimately on their ability to build a strong coalition of both on-campus and community interests. The better AOD prevention programs are campuswide efforts that involve as many parts of the college as possible, including students, staff, and faculty. For this reason, the Center emphasizes team-focused training and technical assistance work.

Building coalitions with local community leaders is also key. College campuses do not exist in isolation. AOD prevention planners need to collaborate with local leaders to limit student access to alcohol, prevent intoxication, and support the efforts of local law enforcement. The Center therefore seeks to motivate and train academic leaders to work with local community

representatives, while also joining with national organizations that urge local coalitions to increase their outreach to academic institutions.

Specific Center objectives include promoting (1) college presidential leadership on AOD issues; (2) formation of AOD task forces that include community representation; (3) reform of campus AOD policies and programs; (4) a broad reexamination of campus conditions, including academic standards and requirements, the campus infrastructure, and the academic calendar; (5) formation of campus and community coalitions that focus on environmental change strategies; and (6) the participation of individuals from the higher education community in state-level and other associations that focus on public policy. The Center also seeks to increase the capacity of colleges and universities to conduct ongoing process and outcome evaluations of AOD prevention activities, both on campus and in the surrounding community.

This publication represents one piece in a comprehensive approach to AOD prevention at institutions of higher education. The concepts and approaches it describes should be viewed in the broader context of prevention theory and the approaches affirmed by the U.S. Department of Education and promoted by the Center in its training, technical assistance, publication, and evaluation activities. For information on Center services, please contact:

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## Foreword

In 1996 The Chronicle of Higher Education reported that “alcohol abuse by athletes poses big problems for colleges,” and that some educators see sports programs as “a center of binge drinking” on their campuses. In 1998 Secretary of Health and Human Services Donna Shalala told the National Collegiate Athletic Association: “We need to sever the tie between college sports and drinking—completely, absolutely, and forever.”

The link between college athletics and certain alcohol-related problems at the nation’s colleges and universities led the U.S. Department of Education’s Higher Education Center for Alcohol and Other Drug Prevention to organize a symposium held March 11–13, 1999, in San Diego, California. The symposium—attended by campus administrators, faculty, students, health policy analysts and other observers—examined the influence of intercollegiate athletics as a factor affecting the scope and nature of campus drinking and drug-taking.

The questions put before the symposium participants were:

- Are college athletics inadvertently contributing to alcohol and other drug problems on campuses and in surrounding communities?
- If so, what measures can mitigate the extent of such problems?

The symposium considered experiences from campuses ranging in size from Division I to Division III as classified by the National Collegiate Athletic Association. Participants heard that college athletes are more prone than non-athletes to drinking, other drug-taking, and adverse consequences. The symposium heard how a campus and the surrounding community can be influenced by alcohol advertising and sports sponsorship and are often impacted by widespread drinking leading up to and during home-game weekends.

At the conclusion of the symposium there was agreement on a number of recommendations that are found at the beginning of these proceedings. The recommendations deal with a variety of issues, from the recruiting of athletes from among high school graduates to the relationship between alcohol companies and athletics departments. One conclusion was to reaffirm the educational mission as the top priority of colleges and universities. The school is, foremost, a place for students to learn and develop ethical values, not an entertainment venue or business enterprise.

Tom Colthurst  
*Associate Director*  
*Higher Education Center for Alcohol and Other Drug Prevention*

## Table of Contents

Recommendations .....	1
Introductory Remarks .....	3
What do we know about the conjunction of athletics and AOD problems? <i>Philip Meilman, Angela Taylor</i> .....	3
Health and safety risk reduction for the student athlete <i>Pam Gonyer, Gerald Willis, Ed Wisneski</i> .....	6
Student athletes: Adapting to a new environment <i>Dwight Hinson</i> .....	8
The National Survey of NCAA Institutions on Initiation Rites and Athletics <i>Nadine Hoover, Norman Pollard</i> .....	9
Case study: Northern State University <i>Paul Kraft, Ken Heupel, Colin Steen</i> .....	11
Alcohol industry sponsorship of college sports <i>Debra Erenberg, Matthew Sullivan</i> .....	14
Alcohol availability in connection with athletic events <i>Nancy Mathews, Robert Maust, Elise Lenox</i> .....	17
Community impacts and mitigating measures <i>Richard Yoast, Linda Major</i> .....	19
Summation .....	20
Epilogue .....	22
Symposium Participants .....	A-
1	

## **In Memoriam**

Susan Grossman, PhD

With great sadness we share the passing, February 24, 1999, of Dr. Susan Grossman, who served as the director of Prevention Programs and Services at the Institute of Substance Abuse Studies, University of Virginia.

Of her many contributions, Dr. Grossman may be best known for her commitment to and passion for prevention work on behalf of student athletes. The APPLE peer program that she and Joe Geick developed at UVA has been widely and successfully disseminated to many college campuses across the country. Dr. Grossman also consulted with the Department of Education for many years, most recently as a Center Associate for the Higher Education Center.

Her important work did not go unrecognized. In 1994 she was awarded the “Making a Difference Award,” the Governor’s Award for the Commonwealth of Virginia.

Dr. Grossman was known as Susan to many of us. She always made time to assist others, and her time, passion, and energy always seemed limitless. Her battle with cancer was unknown by most. She fought against the disease with elegance and bravery, calling little attention to herself during the process.

And through it all, she was still always just a phone call away, ready to offer advice when asked.

Susan will be missed, but her legacy will continue to inspire many of us for years to come. A mentor, friend, colleague, and sage—people such as Susan Grossman are precious. Let us celebrate her life’s accomplishments as we grieve our loss.

## Recommendations

The Symposium on Intercollegiate Athletics and Alcohol and Other Drug Concerns brought a reaffirmation that the educational mission is the top priority of colleges and universities. The school is, foremost, a place for students to learn and develop ethical values, not an entertainment venue or a business enterprise.

Participants expressed consensus on the following recommendations:

1. Schools should reduce risks posed by postgame celebration and consolation occasions (one to four hours after an event) by encouraging coaches and team leaders to host such social gatherings in a way that does not involve alcohol and other drugs.

2. Schools should embrace the APPLE (Athlete Prevention, Programming and Leadership Education) model, established by the late Susan Grossman and colleagues at the University of Virginia, and its team training and student alcohol mentor (SAM) elements as one approach for avoiding adverse consequences associated with alcohol and other drug use among athletes.

3. College and university presidents should consider following the lead of the University of North Carolina-Chapel Hill, University of Minnesota, and University of Kentucky in ending mixed messages to students, athletes, and supporters by divesting their intercollegiate sports programs of alcohol advertising.

4. Schools should examine the pros and cons of acceptance of support from the alcohol industry in whatever form, for example, the Century Council's "Alcohol 101," and "responsible drinking" campaigns. While such materials may contain sound health and safety advice, they may omit consideration of advertising influences or retail practices that bear on how alcoholic beverages are consumed and to what end.

5. The NCAA, in response to U.S. Health and Human Services Secretary Donna Shalala's January 1998 challenge, should reassess its policies for accepting alcohol advertising and sponsorship.

6. Schools should examine their sports recruiting practices—and attendant underage drinking by high school visitors during recruit weekends—and should encourage frank communication with recruits (and their parents) prior to the athletes' arrival on campus, with particular attention to risks associated with hazing and binge drinking, and to enforcement of campus policies to protect against such practices.

7. Schools should enforce consistent control measures for public drinking events, for example, pregame tailgating and in-stadium alcohol availability, to avoid double standards (i.e., one set of rules for students and other general admission groups and another for sky-box patrons). Schools should further ensure that pregame drinking events do not compete for student attention with scheduled classes. Control measures should focus on high-risk drinking and related behaviors (including underage drinking) and those marketing practices, whether by manufacturers or retailers, that encourage high-risk consumption. At the same time, campuses and communities should recognize that local retailers are often amenable to joining and working with community responsible hospitality coalitions to mutual advantage. The TEAM (Techniques for Effective Alcohol Management) approach is worthy of considerations for alcohol control within sports stadiums and arenas.

8. Schools should be alert to the health status of their student athletes, some of whom may meet diagnostic criteria for clinical alcoholism, for which specific treatments may be appropriate.

9. Government agencies and foundations should encourage continuing research in the area of intercollegiate athletics and AOD problems, recognizing that an increasing number of campuses are taking measures to safeguard their student-athletes. They should support opportunities, like this symposium, for a sharing of research findings, especially those having an impact on behaviors of athletes and coaches and on the effects of alcohol and other drugs on sports performance. Likewise, individual schools should engage in campus-specific research to take into account varying cultures and other distinct characteristics that mark contemporary U.S. higher education.

10. Schools should engage their surrounding communities in collaborative prevention activities. Organizations such as local police, planning and zoning boards, civic groups, merchant associations, state alcoholic beverage control, and other potential allies can make available valuable data and human resources (as exemplified by the several underage drinking prevention coalitions sponsored by the American Medical Association with funds from the Robert Wood Johnson Foundation).

11. Campuses should evaluate whatever prevention measures they undertake, monitoring results and collecting data to answer the questions: Did the measure make a difference? What changes occurred?

## Introductory Remarks

Tom Colthurst welcomed the participants and introduced the conference chairperson, Mary Hill, explaining that her career in higher education had included both a long association with athletics and a concern with alcohol and other drug issues.

In her introductory remarks, Hill recalled that she was able to obtain her undergraduate degree because of what amounted to an athletic scholarship—but was not recognized as such—requiring her to be an unpaid track coach in return for her education. “I would tell my young ladies who qualified for national track that they’d get to go one way or another. So I’d load them into my van and head to California for three days. We’d eat our hamburgers in the park and rent one or two rooms and have a great time.” Today, the same young ladies would qualify for scholarships, travel to tournaments by plane, and eat regular meals, Hill said. “Any young man who wants to get a college scholarship today

can probably do so. Maybe not to the big name school, but they can go somewhere. There are special coaches today. They have special equipment. Things are really wonderful for athletics.”

Then Hill turned to “the bad news.” In the old days, she said, there was a belief that even drinking carbonated beverages might be a bad idea for athletes. Today, most coaches just want to live through the season without having a catastrophe involving athletes and alcohol and other drugs, even at the high school level. “We’re trying to solve the problem because athletics is a wonderful institution. It does a lot for our campuses and does a lot for our students.”

Andy Hill took the floor to call for a moment of silence in memory of Susan Grossman, co-founder of the APPLE Institute who had died of cancer three weeks before the dates of this conference.

Mary Hill then introduced the first panel.

## What do we know about the conjunction of athletics and alcohol and other drug problems?

*Philip Meilman, co-director of the Core Institute and director of counseling and psychological services at Cornell University, and Angela Taylor, coordinator of alcohol and drug education at Texas Christian University.*

Phil Meilman opened his presentation with a description of the Core Alcohol and Drug Survey based at Southern Illinois University at Carbondale. (Copies of the survey questionnaire were provided to conference participants). Developed in 1989, Core has been used by about 1,400 institutions of higher learning with a total subject pool of 800,000, making it the largest collegiate substance abuse database in existence.

Meilman went on to discuss published and unpublished studies of what the Core surveys have revealed about the association between drinking and drug use, participation in athletics, and membership in fraternities and sororities. One study published in 1998 (*Journal of American College Health*, Vol. 46, May 1998) is based on Core data gathered between October 1994 and May 1996, representing responses from 51,000 students at 125 institutions. Using slides to illustrate key findings, he pointed out that weekly alcohol consumption goes up as a student progresses from non-involvement in athletics, through being a team member, to being in a leadership position. The same progression is seen in rates of binge drinking (five or more drinks on an occasion). “The concerning part is that you would expect the leaders to be more re-

sponsible, if you will, than the non-leaders, and in fact that's not the case. They're drinking at about the same or higher levels than the team members. And if you look at consequences—hangovers, missed classes, blackouts—it's exactly the same pattern."

An unpublished study based on data from 1995 and 1996 and involving about 89,000 students at 171 institutions adds an interesting point. While the published study referred to participation in intercollegiate athletics, the unpublished study shows a similar progression in alcohol use by students participating in recreational athletics.

Meilman cited the findings in another published study based on data taken between October 1994 and September 1995 from 25,000 students at 61 institutions (*Journal of Studies on Alcohol*, 1998; 59:63–70). This study looked at drinking patterns and involvement in fraternity and sorority life. The study found that men not involved in fraternity life reported an average of 5.5 drinks per week. For those who attended fraternity social functions, the number rose to 8.3. For those actively involved in Greek life, the average was 12.3 drinks per week, and for leaders in Greek life 14.2 drinks. For females, the same progression is seen—from 2.2 drinks per week for those not involved, to 4.2, 5.5 and 6 drinks per week with increasing involvement and leadership. A similar progression is seen in consequences of drinking. These findings, Meilman said, led to a study comparing drinking patterns in four additional groupings: non-Greek non-athletes, non-Greek athletes, Greek non-athletes, and Greek athletes. Based on the 1994–95 data from 125 institutions, it is found that non-Greek non-athletes have about 5 drinks per week, non-Greek athletes close to 8, Greek non-athletes about 13, and Greek athletes about 16. Male students affiliated with both athletics and fraternities were the highest consuming category. Similar progressive patterns are seen for binge drinking, drinking by women, and for consequences of drinking. These results are reported in another published study (*Journal of American College Health*, Vol. 47, January 1999). Meilman presented further unpublished data on similar patterns in use of tobacco, marijuana, hallucinogens, amphetamines and cocaine.

Here, Meilman injected some published findings about the use of steroids. Core data from 40,000 students turned up 175 "committed steroid users." The researchers were struck by what they discovered when placing steroid use in the context of other drug use. "There's this mythology that steroid users are using it to enhance their athletic performance," he said. "This study, at least in my mind,

blew that out of the water. It turns out that steroid users, compared with non-users, were using every other drug in huge amounts, way beyond the base rates for the sample of non-steroid users. We found that the consequences for the steroid users were extreme compared to the non-users. What we're finding is that for this group of steroid users—which was a pretty good sample—they're all over the map in drug use and are in a great deal of trouble."

Angie Taylor opened her presentation with a report on a study at a large private university in the Southwest which corroborated the findings reported by Meilman in the analysis of Core data. Her research also looked at the problems associated with drinking, and produced these findings:

- Athletes and fraternity members drove motor vehicles while intoxicated at a significantly higher rate than independent students. They were also more likely to have been passengers in a car driven by someone who had been drinking.

- Athletes were more likely than fraternity members and independents to engage in unprotected sex after drinking.

- More than 60 percent of problem-drinking athletes in the group had a history of alcoholism in their families, compared to 49 percent for fraternity men and 45 percent for independents.

Taylor said her study looked not only at consequences of drinking but at expectations, with these findings:

- Having fun was the No. 1 expectation of all drinkers, especially those considered to be problem drinkers.

- Athletes, problem-drinking athletes, and problem-drinking fraternity members all expected alcohol to help them sexually. Non-problem drinkers, however, expected alcohol to have a negative effect sexually. This finding could be significant for prevention planning, Taylor said. Problem drinkers could be reminded that the actual effect of alcohol is to diminish rather than enhance sexual opportunity and performance. (Richard Yoast commented from the audience that problem drinkers may in fact have sex or social problems that are overcome by alcohol, so their expectations are not necessarily incorrect.)

- Problem-drinking athletes and fraternity members considered negative emotional effects from drinking to be insignificant, but those factors did matter to non-problem drinkers.

- Having fun, sexual experience and emotions contributed to 36 percent of the variance in drinking patterns. Another 6 percent was explained by

external controls—whether or not the individual expected to have some kind of negative consequences from drinking. “Fraternity guys didn’t want to get kicked out of the fraternity. Student athletes didn’t want to get kicked off the team. But for the independents, external control didn’t matter. For the fraternity guys, it mattered more what their buddies thought, whereas with the student athletes it mattered more what authority figures thought.”

- When asked about things they remembered from their childhood, fraternity members included more out-of-home experiences, indicating they are more “social” in their outlook, while student athletes recalled more in-home experiences.

Taylor said these findings as a whole suggest to her that prevention efforts need to target specific groups because different groups drink for different reasons. “I think that’s why some of our campus-wide prevention efforts haven’t been as impactful as they could have been. We’re not really getting to the issues behind the scenes.”

### *Discussion*

Opening the discussion period, Ed Wisneski asked whether the negative impact on performance had been significant in shaping drinking patterns. Taylor said all the groups considered the impact on performance to be a negative factor, but it did not contribute to the variance among different classes of drinkers. Since students seem to be aware of these consequences already, a prevention strategy may need to reinforce the idea but would not need to introduce it.

Rob Adsit asked Phil Meilman whether the Core data on extracurricular activity of participants other than athletes and Greek members had been analyzed for drinking patterns. Meilman said this study had not been done but was next on the list to do. Mary Hill asked what the Core indicated in the comparison of drinking rates between athletes and Greeks. Meilman said Greeks drink more than athletes, while the highest drinking rate is among the relatively small number of Greek athletes. Angie Taylor remarked that her study showed variations within the athlete and Greek groups. Some athletes drink a lot and some drink much less. Fraternity members might drink more frequently but not as much on an occasion as athletes. “So their average number of drinks per week were relatively comparable, but the drinking pattern was much different.”

Linda Major asked Taylor to discuss further the apparent relationship between family relationships and drinking patterns. Taylor said a significant finding was that campus independents were not the heaviest drinkers and yet felt an alienation from their families, while athletes and fraternity members who drank more heavily had more family interaction in their backgrounds. The issue, she said, is the kind of family interaction involved. Fraternity members, for instance, reported more recollections of life outside their homes, which could mean that they escaped to their friends’ homes in search of family bonding missing from their own homes. “I think the family is very important, but it’s the type of interaction that counts.”

Rich Yoast wondered if the Core data indicated whether some of the students were potentially alcoholic. For them, prevention activities might not be relevant. Meilman said there had been no attempt to develop such information from the data. The studies had looked at high-risk use of alcohol, such as binge drinking, but not at alcohol dependency. Yoast commented that he thought prevention might be “missing the boat” because many policies and strategies would have no impact on someone who is clinically dependent on alcohol. Meilman pointed out that George Valliant’s research had indicated that about half of the heavy drinkers in college go on to develop full-blown drinking careers in later life. And this leads back to the question at the heart of this conference: how to reach athletes who are the extreme users of alcohol and other drugs. He recalled the Dartmouth motto of “work hard, play hard” and what it indicates about doing things to an extreme and “living on the edge.” This may apply to the target population of heavy-drinking athletes. He said an acquaintance who was a recovering alcoholic and came from a dysfunctional family had gone out for football, wrestling and boxing in college—“but he said he wasn’t angry.”

Norm Pollard wondered if there were any studies comparing drinking behavior of athletes by division, such as Division I scholarship athletes vs. Division III non-scholarship athletes. Meilman said this would be a great study, but it had not been done. Sharon Ayres asked what programs might be available to Greek organizations being pressured to do something about drinking problems among their members. Mary Hill described efforts by the National Panhellenic Conference and the National Interfraternity Conference which both have programs in this area. She said one approach is to urge sororities to become agents of change. By refusing to support fraternity parties where there is reck-

less drinking, such parties would not continue. Meilman said that he sees a problem in the inability of national fraternity organizations to have their risk management policies embraced and carried out by their campus chapters. Taylor said the need for enforcement is borne out by her studies. “If a policy is not enforced, it’s not going to become a prohibitive factor. It has got to make the individual think, ‘I may lose my membership or I may be kicked off the team if I keep doing this.’”

Andy Hill noted the scarcity of research backing up the argument that alcohol has a negative impact on athletic performance. “We’re working with savvy consumers who have the Internet at hand and say ‘show me the evidence of that.’ I think we have our work cut out for ourselves if we can’t prove these things.” In a further discussion of research needs, Mary Hill recalled a survey in Texas that asked abstaining students why they chose not

to drink. At a school with a predominantly African-American student body, the No. 1 reason given was “spiritual.” At a school where students were predominantly Hispanic, the No. 1 reason cited was “family.” At a school with a mixed population, the No. 1 reason cited was “wellness.”

Taylor wound up the discussion with an observation about policies followed in recruiting athletes. “Recruiting policies set the tone,” she said. “We found that a lot of our coaches did not have recruiting policies. So when recruits would come to the campus, the athletes would take them out drinking. So there was an expectation of that’s what it means to be an athlete. So one of our major recommendations was that coaches set some policies—not just in terms of behavioral expectations for team members, but for recruiting as well.”

## Health and safety risk reduction for the student athlete

*Pam Gonyer, University of Massachusetts, Amherst; Gerald Willis, Salve Regina University, Newport, RI; Ed Wisneski, Southern Methodist University, Dallas, TX.*

Gerry Willis reported on a survey of drinking practices and attitudes among 300 athletes on three private New England campuses, all with NCAA Division III status. He said his survey confirmed results of Core surveys and seemed to justify the reputation of the three as “party” schools. Among significant findings was the fact that post-competition celebrations or consolation events—spanning as much as four hours after the end of a game—were the predominant times for heavy drinking. Also, he found that 80 percent of the athletes he interviewed were unfamiliar with an NCAA rule calling for a one-year suspension from competition for any athlete found to have been using an illegal drug. Those who had used “hard” drugs were least likely to know about the NCAA sanction. The athletes also tended to perceive little or no harm in using marijuana and believed it could not be detected in drug tests.

Willis said he believes alcohol and drug use among athletes could be reduced by placing greater stress on NCAA rules and the implications for their athletic careers. Given the fact that a great many

athletes engage in the ritual of post-game celebrations that involve both binge-drinking and other drug abuse, a window of opportunity exists for coaches to implement strategies during this post-game time frame, he said. Alternative celebrations or activities that do not involve alcohol and other drugs, conducted by the coach and/or team leaders, is one strategy that could address this problem. Coaches and team leaders typically have a great deal of influence over their athletes, and could certainly take advantage of this situation. Support from the Athletic Director is important. Providing funds for coaches to host these events and the expectation that hosting these events is part of their job description can only serve to help.

Ed Wisneski described the CHAMPS Life Skills program offered by NCAA and how it is being used at SMU to influence attitudes toward alcohol, and inform students about the potential consequences of alcohol use. Personal development, career development and community service are integral components of the Life Skills program. SMU also uses the OCTAA program—“On-Campus Talking About Alcohol.” Wisneski discussed how the Life Skills program is delivered, and how OCTAA takes a “high risk” and “low risk” approach to explaining alcohol issues and attempts to warn students about potential consequences of heavy drinking without mor-

alizing. "If we can get them to think about their drinking, we have achieved success," he said. He added that SMU was considering following the lead of the University of Kentucky in providing immediate sanctions for alcohol offenses.

Pamela Gonyer described a program at the University of Massachusetts at Amherst which has developed a collaborative relationship between University Health Services and the Athletics Department. The program was started in 1988 with the appointment of Coordinator of Alcohol and Drug Education in the Athletic Department in response to an NCAA drug-testing mandate. The initial aim was to promote health and academic retention among student athletes by providing them with alcohol and other drug education. Now, the program has been expanded to address a broader range of health concerns.

The Athletic Health Enhancement Program (AHEP) currently states its goal as "to provide a comprehensive multidimensional program which offers health-related information programs, consultations, educational counseling and referrals to student athletes, coaches and the athletic administration." There are six objectives:

- Identify health issues and concerns of student athletes and coaches.
- Educate student athletes regarding health risks and concerns through workshops, team meetings and individual consultations.
- Educate coaches and administrators regarding health risks of student athletes and recommended strategies for improvement.
- Establish and facilitate referral networks for student athletes.
- Inform student athletes, coaches and administrators about available campus services.
- Collaborate with academic services.

One project was to ask the school's 50 coaches how they perceived the needs of student athletes as far as education about health issues is concerned. Alcohol led the list. Other concerns in the top 10 were sports nutrition, stress management and relaxation, substance use and athletic performance, eating disorders, marijuana use, contraception, HIV/AIDS, women's health, cocaine, and gambling. The coaches also said they thought it would be important to ask athletes what they need, to address frequently asked questions of both recruits and experienced athletes, to inform them about cam-

pus policies on substance use and abuse, and to inform them about support services available.

Gonyer said experience with AHEP has shown that the program requires considerably more counseling, early intervention and referral than was originally expected. Building and maintaining trust and credibility with the student athletes, coaches and administrators is critical, and there needs to be careful balancing between the expectations and boundaries of the Athletic Department and those of University Health Services. Experience with AHEP also has shown that drug testing should be kept separate from education and counseling to avoid a perception that the latter are punitive in nature.

### *Discussion*

Opening the discussion period, Nancy Mathews asked Gonyer to comment on education as prevention vs. education as intervention. Gonyer described a tiered sanctions response that her campus has recently adopted. A student caught, say, with an open container would be referred by residence staff to Student Affairs for sanctioning. In addition to any punitive action, the student would be referred to an educational course facilitated by University Health Services. Norm Pollard asked Willis if his survey had asked athletes about any substance use before or during competitions. Willis said a small number reported having used anabolic steroids or amphetamines, perhaps due to a perception that they would improve performance. SMU does not accept alcohol advertising, a policy which led to loss of a broadcasting contract with a local radio station.

There was extensive discussion about ways to involve student athletes in prevention activities. Wisneski said SMU is examining the process by which team leaders are chosen. "I'm convinced they hold the key," he said. "It's just how best we can access them." Others pointed out that coaches themselves serve as role models for students. Both coaches and student athletes can help a program succeed through their word-of-mouth advertising. Andy Hill described a grant-supported project at the University of Wisconsin which uses a social norming strategy to build support for coaches in establishing norms and support for enforcement of policies.

## Student athletes: Adapting to a new environment

*Dwight Hinson, Student-Athlete Advocate, Iowa State University.*

Dwight Hinson said his mission as a student-athlete advocate is to create positive relationships between student athletes and law enforcement officials. "My intention and mission is to break down barriers and diminish negative stereotypes of student athletes by building and presenting strong, healthy relationships among student athletes, the University, and city law enforcement agencies," he said. He displayed some newspaper clippings reporting incidents reflecting poorly on student athletes as an example of the kind of negative stereotypes he was dealing with.

Hinson said his work has allowed him to observe and assist officers with their enforcement procedures, including dispatching, investigations, arrests, containment and booking. He has worked with officers at special events, including security assignments during a visit to the campus by President Clinton. At the same time, he said, he has helped officers understand what athletes are experiencing, especially freshmen just being introduced to campus life. He recently originated a student-athlete "ride-along" program to familiarize newcomers with enforcement issues on the campus and establish a relationship between students-athletes and enforcement officers. He said student athletes become role models whether they like it or not, and he urges them to bear this in mind. If they get into trouble, he tells them, "Hey, you're representing Iowa State. These people have spent a lot of money on you, and you come to Iowa from miles away just to create trouble? That's ridiculous! Stick to your priorities. Be a student and then be an athlete and that'll help you grow."

Hinson told of his own experience as a freshman at Iowa State, an African-American coming from Oklahoma to the largely white community of Ames, Iowa, on a wrestling scholarship. "My first semester was hard because where I'm from you usually don't just look a person in the eye. If you look a person in the eye that means it's time for violence. I grew up around a lot of gangs and it was hard to look a person in the eye." He said he got into the party scene quickly, started drinking a lot, and wound up being arrested when he and other wrestlers got involved with police in an altercation outside a bar in Ames. After spending a night in

jail, he told his coach about the incident, said he was sorry, and wondered if there was anything he could do to make up for his mistake. "The coach said, 'Hey, you're an adult now. You're away from Mom and Pop and they have no jurisdiction over you. So you have to react and exercise your responsibilities.' So I did that." He went to the president of the university, the athletic director, and his teammates and apologized for what had happened.

Hinson said he tries to give freshmen athletes a message based on his own experience. "I tell my athletes to stay away from parties, and tell the under-aged athletes to stay out of the bars. I tell them that newspapers can be your friend or your foe. No matter what you do it will appear in the paper. Lots of times if you do something good, it'll be in the back of the paper. If you do something bad, your face is on the front page." He said he urges freshmen to look to their coaches, older teammates and academic advisers for advice and guidance; he reminds them of why they are at the university and what their goals are. He urges them to abide by the terms of Iowa State's code of conduct for athletes which they signed upon entering the university. If they violate the code, they're made to feel guilty and are warned that they could be kicked off their team or expelled from the university. "It's tough love, but we give them a guilt trip."

### *Discussion*

In the discussion period, Mary Hill asked whether signing the Code of Conduct was a condition for receiving an athletic scholarship at Iowa State. Hinson said scholarships generally were awarded before the student came to the campus for the orientation and signing of the Code of Conduct.

Colin Steen asked if Iowa State had a program to encourage unity on athletic teams that include minorities. Hinson said he was working with a group called MAIA, Minority Athletes in Action, which includes both minority and white students. "We bring a lot of minority students into this program because they're having a hard time adjusting to negative surroundings and trying to communicate with other people." Hinson also was asked to describe the "Get a Grip" program in Iowa, an effort to help teen-agers stay away from drugs and alcohol and become good leaders. Young people from

different schools, clubs and communities are brought together to share their experience in developing leadership and prevention activities, he said.

Ed Wisneski wondered if there was a program

at Iowa State to help student athletes deal with the media. Hinson said this was done mainly through experienced athletes sharing their experience with newcomers. "You have people who listen, and people who won't. It's just life."

## The National Survey of NCAA Institutions on Initiation Rites and Athletics

*Nadine Hoover and Norman Pollard, Human Development and Counseling Center, Alfred University.*

Nadine Hoover opened her presentation with the observation that Dwight Hinson had given her a new perspective on the issue of publicity—the relationship between publicity to the university and publicity to the student athlete. The issue of publicity is especially pertinent to her institution, Alfred University, because of the great amount of national publicity generated by the death of one of its students in a hazing incident involving alcohol in 1978. This incident, she said, accounted for more than half of all national news coverage about the university in the last 20 years. Referring to students drawn into drinking rituals, she said "many of these kids are some of the best and the brightest and they don't have a lot of information about what they're doing." Last fall, five Alfred students were hospitalized—two from alcohol poisoning—in a football hazing incident. The swift and strong response by the university president, Edward G. Coll, Jr., including the suspension of six students and the filing of criminal charges, led to many private, off-the-record comments criticizing the policy of going public with the problem. "This stuff happens all the time. You don't go splashing it around. You keep it quiet." There appears to be a culture around universities determining what is talked about and what is not, Hoover said.

President Coll's concern led to establishment of the Presidential Commission on Athletics to study the alcohol and hazing problem at universities in general and at Alfred University in particular. The 10-member commission has the support of NCAA in its exploration of the hazing issue throughout the country. One of the first steps was to organize and carry out the National Survey of NCAA Institutions on Initiation Rites and Athletics, of which Hoover is the director. Copies of the survey documents were distributed at this conference.

Hoover told how her survey team assembled databases from NCAA and other sources for distribution of its questionnaires to athletic directors, coaches, women's athletic administrators, and student athletes. An interesting point, she said, was that of the 1,000 athletic directors who were sent questionnaires, only 300 responded. Of the 234 senior women's administrators, almost all responded.

Norman Pollard then told of the difficulty in getting across what is meant by "hazing" in the survey. "We don't have a common definition," he said. "It's an extremely emotional word and it means a lot of different things to different people." For many people, hazing means any initiation rite. Some believe it is hazing to require a rookie player to take balls off the field. He commented that many freshmen are coming into college without having experienced parental support in terms of making decisions. "So when you get lockdown stuff like 'no alcohol' it does not give them an environment in which they can make a judgment."

Hoover said that in preparing the survey it also became evident that describing hazing as "humiliating and embarrassing behavior" may not reflect the fact that negative language and put-downs—such as "Ah, you idiot!"—can mean "We're buddies" and is what makes team members feel close. "They're not seeing the embarrassing stuff as a problem. The putting down, however, "draws them very much into the drinking context and you move from there into dangerous behavior," Hoover said. She gave some examples of comments students have made on survey questionnaires: "The people who are doing the hazing are not going to feel bad about it because they all went through it. As long as no one gets hurt, hazing is not really bad. Every one goes through it and accepts it. It is meant to bring people together and it does. Let's be reasonable. Any anti-hazing slogan put forth by administration will be laughed at." At the other extreme were comments that there should be a "zero tolerance" policy about hazing, with any violations leading to expulsion from NCAA.

Pollard made some observations about the issue of whether attitudes and behavior toward hazing are different among participants in different sports—whether the concept of team unity is different for members of a track team whose activity is relatively isolated, and for members of a football or basketball team where interaction is greater. “One of the things we tossed around on the committee was the concept of having fun,” he said. “It seems that students today—not only student athletes but students in general—do not know how to have unorganized fun. The idea that we in Students Affairs have to provide structured opportunities for them to have fun after hours to me is an odd kind of concept. How do these developing students, emerging adults, learn how to have enjoyable free time without using and abusing alcohol?” He noted that in his own experience as a parent he had seen how there was structure—coaches and umpires—even in the T-ball games played by his daughters in first and second grade. “It was organized. They didn’t learn how to have conflict and resolve conflict by themselves. And as they progressed within their sports, everything is structured for them.” Members of the survey committee have wondered if students have some basic deficit in life skills that make it difficult for them to recognize risky behavior.

### *Discussion*

Opening the discussion period, Richard Yoast picked up on Pollard’s comments about inability of young people to enjoy free time. Once as a visitor at the University of Iowa, Yoast said, he was struck by the large number of things to do around the Iowa City campus. “But students would look at it and say, ‘There’s nothing to do here’. That’s something we typically find at a lot of campuses.” When asked what they did in their spare time at home, before coming to the university, they would say either they watched television or got together with friends and drank or were involved in a sports activity. “Basically, they didn’t have the skills or experience to do much of anything else. So even though the opportunities were there, it was frightening to participate or they wouldn’t really see it because it wasn’t within their scope of upbringing. So that got us to thinking about how to actually socialize young adults into experiencing what they’ve never experienced before. Otherwise they’ll go back to the bars. A lot of students would say they’re bored stiff with the bar scene but there’s nothing else to do.”

Pollard referred to how Dwight Hinson’s coach responded when Dwight acknowledged his mistake. “His reaction was wonderful. He didn’t take Dwight by the hand and walk him to these different places to become accountable for his behavior. His coach said ‘You need to make amends’ and gave him the responsibility to do it. I couldn’t imagine a freshman going up to the president of a university and saying ‘I screwed up.’ It’s a wonderful learning experience when a student is allowed to safely screw up, to learn the consequences of his behavior, and still participate in the community in a very productive way. Dwight wasn’t banned, he wasn’t shamed, he wasn’t kicked out. He was an investment that the university had made and they cultivated him.”

Debra Erenberg asked if there were any gender-based differences in responses to the hazing survey, and whether alcohol was involved in most hazing practices. Hoover said hazing is clearly on the rise among women but her first look at the survey results did not indicate whether there is a gender difference in responses. She said alcohol “clearly is there” and is involved to an “astonishing” degree in recruitment visits by prospective students. Jamie Bryshun raised the question of whether attempts to change hazing practices might serve to “chase hazing underground,” and observed that surveys of athletes do not get responses from persons who have refused to take part in team athletics because of what the hazing ritual would have demanded. Pollard said he thinks hazing already is underground, and the challenge is to replace dangerous hazing practices with more beneficial rites of passage.

Dwight Hinson wondered if the hazing survey had turned up any cases where doing positive work for the community was part of initiation or team-building. Hoover said the questionnaire turned up considerable information about such activities, but it will require further analysis to determine whether the community service is a substitute for hazing, or if it’s done in addition to traditional hazing. Many students indicated that they needed to do things together other than just team training. Hinson then offered the opinion that if humiliation is an object of hazing, then simply losing as an athlete provides that experience. “When I was wrestling, I was the person on the mat. Your team can’t go out there with you, and when you lose, it’s humiliation itself.” Pollard said a significant thing about hazing and ritualistic behavior is that there is no choice to opt out. The issue is loss of power

and control. Hoover pointed out that the purpose of the wrestling match is not humiliation. “A hazing incident is designed for the sole purpose of humiliating you.”

The discussion then turned to whether results of the hazing survey could be shared with high schools and private groups where hazing also is a

problem. Hoover said funds are limited but there has been discussion of putting together some guidelines or tips for athletes, parents and school people. She said she believes those concerned about hazing should combat the notion that “everybody does it,” making clear that everybody doesn’t do it and that it should be considered a thing of the past.

## Case Study: Northern State University

*Paul Kraft, Director of Counseling and Career Development; Ken Heupel, Head Football Coach; Colin Steen, Student.*

Paul Kraft provided an overview of Northern State University. The campus is in the rural community of Aberdeen, South Dakota, with an enrollment of 2,600 or 2,800, whether based on head count or full-time equivalent. The student body is predominantly white (85 percent), with 9 percent Native American and .5 percent African-American. As the university that teaches most of South Dakota’s teachers, the student population is 59 percent female and 41 percent male. About 10 percent of the student body is in the athletic program. The school went into NCAA Division II three years ago, and the athletic program is a point of pride on the campus.

Kraft said he has been director of the Counseling and Career Development Center at NSU for the past seven years. For the last two years he served as interim vice president for student affairs, which provided him with an “eye-opening” view of student life not otherwise available. Reviewing the school’s activities dealing with alcohol and other drugs, he described an “Insight” program that employs the “On Campus Talking About Alcohol” program from the Prevention Research Institute. A number of campuses use this program, including Southern Methodist University. Because the courts in Aberdeen refer underage drinking offenders to the same program as an alternative to jail time, not all of the participants reach it through the campus system. Second offenders receive personal counseling based on the “Alcohol Skills Training Program” developed at the University of Washington.

NSU also has a “Safe Ride” program, providing a taxi service for students who find themselves in an unsafe place and want a ride back home. The taxi company bills the university finance office, which in turn bills the student. “It’s treated like a library fine where they’re not able to get their credential or their grades until they pay it.” The ser-

vice was triggered by some cases of acquaintance rape, and an incident in which an intoxicated student froze to death when attempting to walk back to the campus from a party. It was decided that the Safe Ride service was not an “enabling” factor because students are responsible for paying for it.

The school’s Student Referral and Support Program (SRSP) provides a way for faculty or staff members to refer students who appear to have problems to the appropriate health center. A committee of representatives of various campus offices meets once a week to discuss individual cases. “We can do that on a small campus of 2,500, but I don’t know how you would do it on a campus of 25,000,” Kraft said. The NSU Counseling Center trains the residence life staff and orientation leaders to assure that the right messages are going to students as far as drinking and parties are concerned. In addition there is a “peer helper group” that provides an informal network of support and referral to students as well as peer education and campaigns focusing on health and safety issues.

NSU is a “dry campus,” allowing no alcohol or drugs on any campus property, including residence halls, Kraft said. The policy is one maintained by the South Dakota Board of Regents for all its institutions. Violators are sent to the Insight class, their coaches are notified, and the coach informs their parents and tells them what the consequences of the next violation would be. Enforcement of the policy is based on four levels of sanctions, and movement up through the sanctions can be quicker and more severe for student athletes. Level 1 is a referral to an “Insight” class. Level 2 provides for counseling, using the Alcohol Skills Training program, and suspension from five practices and one competition. Level 3 calls for suspension from one-third of the season’s contests, and at Level 4 the athlete is suspended from any further competition. “One thing that can get an athlete in trouble is to get in trouble off-campus or on-campus and not notify either the athletic trainer or the coach within 24 hours,” Kraft said. “If an athlete gets in trouble and

the coach finds out about it a week later, he or she is automatically bumped up a level.”

Kraft said 338 individuals went through the Insight class in the 1997-98 school year, and about one-third were NSU students. The courts collect a \$160 fine from offenders referred to the program, and this money goes to NSU, where it funds a half-time chemical health coordinator. Of the 120 students who went through Insight in the 1997-98 year, 20 were athletes.

Ken Heupel said he believes the coaching staff is a major player in efforts to reduce alcohol and drug use among athletes. The problem, from his standpoint, is to reconcile the “pressure to win” which all coaches feel, with the need for trust in allowing them to deal with problems involving their athletes. A coach needs the trust and support of the university president, the athletic director, and counselors. “Are you going to give me the trust so we can go forward and try to decrease the problem, or are you going to force me to put my head in the sand and think there’s no problem?”

Heupel said it took years to develop the mutual trust that underlies the present system for dealing with alcohol and drug problems at NSU. He identified three problems being dealt with at NSU: alcohol and drugs, behavioral modification and hazing. On the behavior issue, he pointed out that football is different from, say, baseball or track. “With football we’re asking these kids to get in between the white lines and beat the heck out of each other. And then after they step out from the white lines we say, ‘OK, be a good person.’ That’s pretty tough to do.” On taking his job Heupel discovered that the hazing tradition at NSU went back 20 or 30 years and stretched out over a period of two weeks. It was supported, he was told, because it “brings people together.” In fact, his observation was that it was designed to keep people apart. Team veterans used hazing to let newcomers know that they had to wait their turn to make the varsity squad.

The coach described innovations on his campus. A “buddy system” matches freshmen with experienced students in groups of four. “The four people are going to have the capabilities of molding and working with each other. The first day freshmen come in we let them know who’s in their group, and from that day on we’re working to have that group grow.” NSU also is choosing team captains on a basis of performance in four areas—the classroom, “down the street,” the weight room, and the football field. “We have a committee that looks

into what they’ve done, talks to their instructors, to people downtown, to the trainer. It’s not a popularity contest. It’s about a young man who has done the things he needs to do to be successful and help his team.”

The next speaker was Colin Steen, a student athlete mentor, or “SAM,” at NSU. He said he was one of several SAMs in the school’s athletic program, four in football and two each in basketball and track. “You’re voted in by your peers, voted in as someone on the team, someone you can bring your problems to,” he said. As for himself, he said he often drank at parties but was “responsible about it,” and one of his obligations as a mentor was to “look after” team members who were drinking, making sure everyone is all right. Making sure everyone is going to get home, and stopping things that are stupid.” He added that there was no doubt in his mind that alcohol use affects the performance of athletes.

“It’s not going to stop,” Steen said. “There’s no way you’re going to get people to stop drinking.” Still, he noted the value of letting student athletes hear the stories of athletes who can attest personally to the consequences of heavy drinking. “The thing that needs to be controlled is what consuming a lot of alcohol leads to. Lots of times you see heavy drinking and then the fights happen, and rapes. The stuff that drinking leads to is the real problem to be addressed.”

Regarding the recruiting process, Steen described his own experience as a host at NSU. “When athletes come they ask about what the school is like, how are the girls, and so forth. But the question they ask most often is ‘how’s the partying?’ and ‘are we going to a party tonight?’ These kids are seniors in high school and they’ve got this idea of what college is like. You’re there to have fun, you’re there to go to parties on weekends, Mom and Dad aren’t around, you don’t have a curfew. So they have this great idea of what college is like and all the drinking and partying you can do.” He and other hosts are mindful, however, that they could lose their own scholarships if they take recruits to parties and they get into trouble. Yet they take that risk because going to the parties is what recruits expect.

### *Discussion*

Elise Lenox asked whether performance-enhancing drugs or nutritional supplements were in evidence among the athletes. Steen said he had

heard nothing at the school about the use of steroids, and noted that there are drug tests through the NCAA. As for dietary supplements, he said creatine is “really big” with athletes. Ken Heupel pointed out that he and other coaches do not push nutritional supplements like creatine. Mary Hill asked if the fact that drinking is illegal for those under 21 is addressed in campus policies. Heupel pointed out that only 15 to 20 percent of the athletes at NSU are old enough to drink legally. Paul Kraft noted that incoming freshmen were once asked in a survey if their drinking patterns had changed since they arrived at the school eight weeks earlier. The overwhelming response was that they drank a lot now, and had been drinking a lot for two or three years. “I thought students were coming to college and just going nuts,” Kraft said. “They went nuts a long time before they came to our campus. Many of them have been breaking the law since they were 15. We tell them this is a high risk behavior with legal consequences, but they’ve been hearing this for a long time.”

Ed Wisneski asked if there was any problem in treating athletes differently from other students, such as placing them directly at Level 2 in the sanctions for alcohol and drug infractions, and further, how parents fit into the equation in terms of misuse of alcohol. Heupel pointed out that athletes are held to a higher standard in many ways on the campus. “They have to perform twice as well in the classroom as well as outside,” he said. “If they miss a class, the teacher gives us a call saying, ‘Hey, your star running back has missed a class today.’ So they have to be twice as effective as other individuals.” As for parents, he said he thinks this issue goes back to the recruiting process and the expectations

of new students.

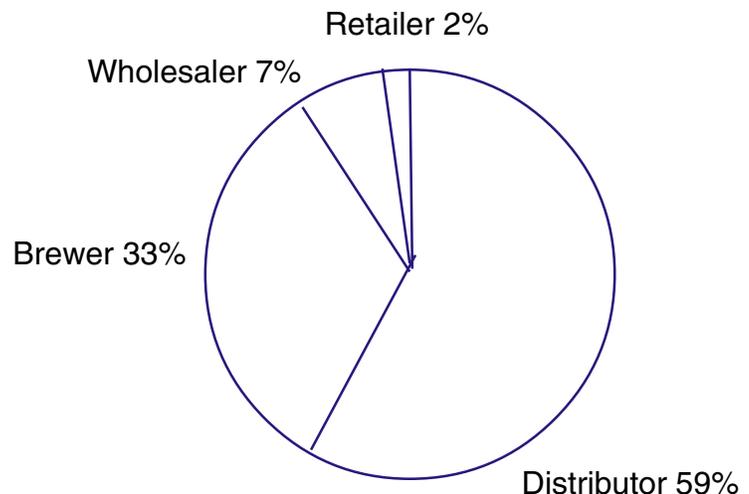
Bob Maust said he was impressed by the candor of this discussion and it was convincing him that “this continual stress on educating the student about risks is not going to work alone.” He noted that Colin Steen had conceded his willingness to risk taking recruits to parties because it’s the “default” choice. “There has to be a much larger community sense of what are the issues and what are we going to do about it,” Maust said. “We cannot do it by educating individuals one at a time.”

Phil Meilman raised the issue of alcoholism and bulimia as problems needing to be dealt with. “I’ve seen any number of alcoholic coaches who have a very hard time figuring out how to deal with alcoholic athletes or alcohol-abusing athletes on their teams. That presents some very unique challenges systemically for athletic administration as well as counseling center personnel.” He noted that there seems to be a co-morbidity between alcohol abuse and bulimic behavior, and he had seen this in wrestlers, crew coxswains, and female athletes. There is a “boundary question” in deciding who should deal with these problems, noting that he had seen cases where parents do not want responsibility for student athletes who are in trouble. “They hand it off to the coach and the athletic administration and say, ‘You fix this kid—I’m not dealing with it.’”

Meilman also commented on the recruiting issue, pointing out that at his institution the coaches take an important role in making personal contact with families of recruits. “They actually go out to the homes all over the country, and sit down with the parents and make an implicit promise that ‘I will take care of your student for four years while he is at this institution.’ And they mean it.”

**Alcohol Industry Sponsorship of College Athletics by Company Type**

In 1998 the Center for Science in the Public Interest conducted a national survey of alcohol marketing and college sports. Of the schools that responded, 54 percent said they do not have current sponsorship agreements with a producer, distributor, or retailer of alcoholic beverages. The chart at right shows the sources of sponsorship of the 46 percent that had sponsorship agreements.



## Alcohol industry sponsorship of college sports

*Debra Erenberg, Manager, College Initiatives, Center for Science in the Public Interest; Matthew Sullivan, Coordinator of Substance Abuse Program, University of North Carolina at Chapel Hill.*

Debra Erenberg said her purpose was to look at the environment in which students and athletes are drinking. The challenge for prevention, she said, is to create “cultural change” on the campus. “One thing that’s really important is getting students to buy in, having credibility with students and getting them to see reasons to change a deeply-embedded drinking culture.” She said students receive a mixed message when a university tells them not to drink or to drink less, and then takes money from brewers to put up advertising telling them to drink more. This is why Secretary of Health and Human Services Donna Shalala last year told the NCAA conference that the link between alcohol and college sports should be broken completely, she said.

In its effort to find out how much money was going into sponsorship of college athletics by alcohol companies, CSPI first went to the companies themselves, Erenberg continued. Company officials would provide no information, neither about what they spend in advertising directed at students or what they spend on alcohol awareness and education programs on campuses. This led CSPI to conduct a survey of individual campuses in 1998, targeting mainly larger schools with NCAA Division I status. “We were looking at schools that would have larger athletic programs, our theory being that these would be the schools that would be more likely to have sponsorships, and big-bucks sponsorships. Now, in conversations since I’ve gotten here, I’ve come to realize that this might not actually be the case. Schools with the larger athletic programs might be the ones that don’t feel as much need to take alcohol money. They might not be as hard-pressed.” This points to a need for a broader study of the sponsorship scene, she said.

The CSPI survey had a 38 percent response rate and wound up with reports from 194 schools. To begin with, the study found that most schools did not have a “sponsorship agreement” for alcohol advertising, but there is some question about the definition of a sponsorship agreement. Some schools said they did not have a sponsorship agreement

but had other relations with alcoholic beverage companies and accepted alcohol advertising. Most of those with sponsorship agreements had them with a local distributor, not with a national brewing company, although brewers accounted for about one-third of the agreements, with the vast majority naming Anheuser Busch as the brewer.

Surprisingly, Erenberg said, the majority of sponsorship agreements provided less than \$25,000 to the school. “We’ve heard talk that athletic departments would not be able to survive without alcohol industry money, but if most of these sponsorships are actually for less than \$25,000, then we’re not talking about a huge chunk of money here.”

The survey also turned up the fact that alcohol logos and ads usually are displayed in sports arenas and in game programs. About one-third distributed game schedules carrying an alcohol company logo. Schools with sponsorship agreements were more likely than others to have industry-sponsored alcohol education programs and posters on their campuses. “We had a couple of thoughts about that,” Erenberg said. “First, we were wondering if this was a sort of quid pro quo—we’ll let you advertise to our students but you also have to have some messages up there encouraging them to drink responsibly.” But there was also the fact that the industry-sponsored ads tend to place responsibility for alcohol problems on the shoulder of students. “They tell students to drink responsibly without providing any guidelines about what that means. . . They never recognize the role of the broader campus environment in promoting heavy drinking. In a way, this gets both the industry and the campus off the hook.”

The survey showed that many schools rely on “media networks” which solicit sponsors for the university through third-party contracts. A university might not contract directly with an alcohol company. While the school may not have a sponsorship agreement, the media buyer regularly contracts with an alcohol company on its behalf. As one athletic director pointed out, schools are able to claim they don’t have a contract with an alcohol company when in fact they do. Erenberg said the University of Minnesota had told its media network not to contract with alcohol companies in the future, so this is an issue that schools can take a stand on.

Erenberg pointed out that the University of

Minnesota also had turned down a \$225,000 offer from a brewing company and made up for it with a \$250,000 sponsorship from a dairy company.

“You might have to look a little bit harder for funding sources, but it’s worth it to stop undermining prevention efforts and sending students a mixed message,” Erenberg concluded. “It’s up to individual campuses to examine what their institutional values are and how their advertising agreements fit in with those values.”

Matt Sullivan described the experience of UNC Chapel Hill in dissolving its ties to the alcohol industry over the last three years. UNC Chapel Hill is a NCAA Division I school, with an enrollment of 25,000. There are 28 varsity sports—15 for women, 13 for men—with 675 student athletes.

Discussion at Chapel Hill about the issue of taking money from the alcohol industry dates back to the early 1980s, Sullivan said, so the policy changes now taking place were a “calculated move” and not an overnight decision. When Michael Hooker became Chancellor five years ago, he said he was determined to enhance the intellectual climate on the campus and that alcohol and drug use was a major factor interfering with that goal. A series of drinking and hazing incidents culminating in a fraternity house fire that cost five lives gave impetus to Hooker’s decision in 1996 to appoint a substance abuse task force to change the drinking culture. The 33-member task force included students, alumni, faculty, staff, law enforcement, medical staff, media people and athletics people.

The task force worked through three major committees on education and community, policy and enforcement, and programs and services. A university trustee served as chair of each committee, and the committees were given substantial resources for meeting space, clerical services and other support. After six months the committees came together and reached consensus on 10 recommendations. The recommendations included such issues as discipline sanctions, freshman orientation, and substance-free housing availability, but the key recommendation was that the university eliminate all alcohol advertising in its local media sports contracts. (Radio and television advertising on NCAA tournament broadcasts and similar events is outside the university’s control.)

The recommendation on alcohol advertising turned out to be one of the easiest to implement, Sullivan said. The university has signed a multi-media contract for \$10.5 million over a five-year

period from 1998 to 2003. The contract doubles the amount of revenue that was earned in the previous contract that included alcohol advertising. The company agreed to exclude alcohol advertising entirely from game programs, coaching shows, play-by-plays on the radio, ticket stubs, internet sites, drink cups at the stadium, etc. In addition, the company agreed to provide a prevention media campaign based on the phrase “Don’t Get Wasted.” The phrase has blanketed the campus with radio, television and print advertising and promotional items. “It goes against everything you know about prevention—tending to tell kids what to do—but they seem to like it.”

The new advertising policy has had a positive public relations impact, Sullivan said. “People can no longer say that we speak out of both sides of our mouth where alcohol is concerned.” The number of students enrolled in campus prevention programs has increased by 20 percent.

### *Discussion*

Ed Wisneski pointed out that alcohol advertising on network broadcasts of NCAA and Conference games not controlled by the university’s own policy involves the largest sums of money. Debra Erenberg said this is why Secretary Shalala took the issue to the NCAA last year. “It’s been over a year and the NCAA hasn’t done a thing. We’re going to be trying to bring more attention to that in order to get the NCAA and the Conferences and possibly even the government to do something about this.”

Wisneski also asked whether alcohol was served in luxury suites at the UNC stadium. Sullivan said it was not, and that UNC was a dry campus except for alcohol service in an alumni building restaurant and at a private hotel on the campus. There has been discussion about whether these exceptions are appropriate.

Sharron Ayres thanked CSPI for its support in Louisiana, noting that two campuses there are moving to end all alcohol sponsorship of athletic events. She also asked whether tailgate parties were an issue at Chapel Hill. Matt Sullivan said a policy of consistent enforcement was adopted after students complained that rules being enforced in student areas were not being enforced for alumni. Also, the school began organizing a substance-free tailgate party starting two hours before game time, designed to attract entire families. The party has attracted 10,000 to 15,000 people. “It gives people

something to do other than drink before the game.”

Richard Yoast pointed out that state coalitions and several campuses in the Atlantic Coast Conference and the Big 10 are working on the issue of athletic sponsorship. He asked Debra Erenberg if her survey had looked at other forms of contributions by the alcohol industry, such as scholarships or corporate contributions to fund-raising campaigns. He said he felt that the flow of money from breweries might be much greater than the amount going into sponsorship suggests. Erenberg said that as a preliminary survey, her project did not go into that. “It highlighted for me the amount of information we still don’t have.”

Pam Goyner mentioned the importance of implementing policies after they are adopted. Her school took a stand against “happy hours” at campus centers and alcohol advertising in the campus newspaper, but “it’s starting to creep back.” Discussions about alcohol problems often end on the note that “we have a policy but it’s not fully implemented.”

Mary Hill said she was shocked recently to discover that Bud Light was listed in a Texas Park and Wildlife brochure as the sponsor of kids’ fishing tournaments. A bill before the Texas legislature would prohibit the state from allowing its publications to be used for this kind of alcohol promotion.

Richard Yoast described protests being made

over a feature in Playboy magazine suggesting that places in Texas and Mexico are a good place for wide-open drinking during spring breaks. This exploitation of border towns is a national problem, he said. “That kind of promotion goes on in every campus across the country and the focus clearly is on cheap rooms, cheap booze, cheap sex, and come-on-down. It’s just another way of feeding off of college students.” He went on to discuss the content of the CD-ROM program called “Alcohol 101” being distributed by the Century Council, an organization funded entirely by the distilled spirits industry. “There’s hardly a word in there about the practices of taverns, advertisers, the beverage industry. It’s entirely: you students are the problem. It doesn’t look at what campuses are doing, it doesn’t look at what communities are doing, it doesn’t look at what the beverage industry is doing. The whole thing is: if there’s a problem, it’s all your fault. I think it’s a travesty to be distributing something like that just because it’s free. Educationally it’s the exact opposite of what we’re trying to do.” He added that the “Promising Practices” information distributed by the Century Council describes prevention approaches that have not been proven effective and makes no mention of alcohol advertising or other beverage industry practices that contribute to alcohol problems.

## “Athletes consume more alcohol . . .”

A study of alcohol use, binge drinking, and related consequences among students with varying levels of participation in college athletics was published in May 1998 in the *Journal of American College Health*. The study, led by Jami S. Leichliter, MA, of the Core Institute at Southern Illinois University, drew on data from 58,453 students attending 125 colleges who participated in Core Alcohol and Drug Surveys between October 1994 and May 1996.

Authors of the study reached these conclusions:

“Our findings offered considerable support for the hypothesis that athletes consume more alcohol and face more consequences from use than nonathletes do. The number of alcoholic drinks the respondents consumed per week and the percentage of students reporting episodes of binge drinking increased as the

level of involvement in intercollegiate athletics increased from nonparticipant to participant to team leader. We found significant differences between male team members and leaders on binge drinking.

“Our findings provide no support for the hypothesis that student athletic leaders use alcohol more responsibly than other team members do. Instead, the data indicate that team leaders (especially men) are poor role models and demonstrate heavier alcohol use and substance abuse-related problems. Generally, men in athletic leadership positions were more likely than other team members to report having had negative experiences. Among women, this distinction between athletic leaders and team members occurred in the case of only a few consequences.”

## Alcohol availability in connection with athletic events

*Nancy Mathews, LSU Campus-Community Coalition for Change, Louisiana State University, Baton Rouge; Robert Maust, A Matter of Degree Program, University of Colorado, Boulder; Elise Lenox, Project Manager, The Zitter Group, San Francisco.*

Nancy Mathews described her experience with the Campus-Community Coalition for Change at Louisiana State University at Baton Rouge. LSU draws more than 80,000 spectators to its football games and its famous Tiger Stadium is being expanded to hold 100,000. The stadium is legally dry, but fans show ingenuity in smuggling alcohol in. Those who appear to be students are more likely than others to be frisked by guards.

The LSU Campus-Community Coalition for Change began its work in 1998 under a grant funded by the Robert Wood Johnson Foundation and administered by the American Medical Association. The Coalition includes students, faculty, administrators and community leaders. One goal of the Coalition is "to reduce high-risk drinking and its associated negative consequences by changing norms, policies and practices within LSU and the community." The Coalition began the process of exploring the problem by identifying existing environmental stimuli for high-risk drinking. Football games were identified as one problem area. Student members expressed anger over inequitable alcohol monitoring processes favoring non-student fans.

The athletics issue has come to a head since the LSU chancellor announced in January 1999 that alcohol would be permitted in new luxury sky-boxes in the expanded stadium. The Student Government passed a resolution condemning the decision. The LSU Campus-Community Coalition for Change voted against the measure and sent a letter to the Chancellor expressing its views. The Coalition's Student Social Action Task Group planned a march and sit-in but decided instead to write a public letter expressing its displeasure. The letter was published.

In response to criticism, the Chancellor said contributors on whom the university is relying for funds to pay for stadium expansion would not lease

sky-boxes unless alcohol is permitted in the boxes. The Chancellor said alcohol use would be tightly controlled in the sky-boxes, and high-risk and underage drinking would not be permitted. One effect is that students subject to disciplinary action for alcohol offenses are likely to demand hearings challenging the process. There are other unknown factors. How will this decision affect fans' alcohol behavior in and around Tiger Stadium next fall? How will this controversy affect the enforcement of existing alcohol policies in Tiger Stadium? How will this controversy affect the student disciplinary process for alcohol violations in Tiger Stadium?

The Coalition fears that it may not be able to bring about changes in policy affecting athletics because it is now regarded as an adversary by the athletic department.

Robert Maust said two circumstances needed to be borne in mind in looking at the alcohol/athletics issue at his school, the University of Colorado at Boulder. First, the student government under state law controls funds for the Health Center, the Student Union and the Recreation Center, and student organizations—a budget of \$26 million a year. So it is a very independent voice at the table. Second, there is no "student newspaper" controlled by the university. The paper is run by an off-campus private corporation and thus can pursue whatever policy it chooses regarding advertising and editorial policies.

He went on to put Boulder's alcohol problems in an historic perspective. By law, local jurisdictions have no control over how many licenses are issued for selling or pricing alcohol. Counties can either go dry altogether, or permit alcohol sales under state control. Boulder County was dry for 60 years, from 1907 to 1967. Since 1967, the population of Boulder has grown by 2.5 times and CU enrollment by 2.2 times, while the number of alcohol outlets has grown by 8.6 times. In 1980, there were 962 adults for each alcohol license in the county. By 1996, this number had dropped to one license for every 444 adults, which puts great competitive pressure on licensees to survive. Further, there is a concentration of licenses close to the stadium. On the campus itself there are licenses at the Coors Event Center where basketball and volleyball are played, at a faculty club and at the stu-

dent union. And until recently, there was a license at the football stadium. He said a study of crime rates shows seasonal variations reflecting athletic schedules and arrival of new students. "When we look at class standings of students who end up on the police blotters, we can see it's freshmen and sophomores. It's a very interesting system in terms of who is involved, when they're involved, and what's happening in the larger political and economic culture."

After the alcohol-related death of a student brought the issue to the fore, an alcohol task force made a series of recommendations on policy and enforcement. The university's outgoing chancellor laid down a moratorium on alcohol in the stadium on the six Saturdays of home games for the next two years. Maust said that during the moratorium there was a 75 percent reduction in arrests, medical emergencies and other problems during the home games. This occurred in spite of the fact that people in sky-boxes are allowed to bring in alcohol, and in spite of the tailgating parties that continue. Also, alcohol licensees in the stadium neighborhood start their drink specials as early as 9:30 a.m. on days when there is a 2 p.m. kickoff.

The student government began lobbying the university regents to discontinue the alcohol ban at the end of the two-year moratorium, Maust recounted. Intense media interest in the issue followed, and the task force received help from the Robert Wood Johnson Foundation and American Medical Association in using the media to respond to attacks on the moratorium. The task force also worked to get the support of the faculty association, the parents association, and administrative associations, law enforcement people, and the County Board of Health. The controversy reached the board of regents, which finally voted 7-2 to support the chancellor in continuing the moratorium.

Elise Lenox described how the program called TEAM (Technique for Effective Alcohol Management) works to reduce alcohol-related incidents in public facilities and on streets and highways. TEAM is supported in part by the alcohol industry, a fact which caused misgivings when the program began working on problems in the collegiate area where alcohol industry sponsorship of athletics is an issue, she said. "In a collegiate environment where there is a university policy that alcohol is prohibited at a facility, the responsible decision is zero sales, and TEAM supports that."

She said the risk management program at

Stanford University with which she has been affiliated has supported the TEAM effort. "The Director of Risk Management says every dollar he spends on prevention work saves tens of thousands if not millions of dollars in out-of-court settlements." The impact on alcohol-impaired driving has made the National Highway Traffic Safety Administration a supporter of the initiative.

Lenox explained how TEAM assembles key players to do a campus assessment, identifying "hot areas" and policy issues that need to be addressed. At Stanford, the assessment led to development of a handbook on rules covering alcohol service and consumption at the stadium. This was distributed to all game-day staff, including volunteers. "It fits in your pocket," she said. "At Candlestick Park they actually gave awards to the game-day staff that had the most tattered, most used handbook."

After clarifying policies and procedures, the team moved on to employee training. Staff received a two-hour training session. "The first part of the session was learning what the TEAM program is, how alcohol affects the game-day staff and the work they do, and how everybody is in this together. If the ticket-taker at the gate doesn't do his job, or if the concessionaire doesn't address it, then whoever is working in the stands gets the problem." Another part of the training is a talk by the football coach, who makes the point that the players on the field are working hard to produce an enjoyable event and deserve to have the support of the stadium staff toward the same end. "He's very inspirational, and I think a great many of the game-day staff have bought into this concept. We've done some assessment of the effectiveness."

Lenox said she saw the task in terms of three challenges: "The first is to set up some kind of event management system that works for your campus, and in that we need to consider impaired guests and alcohol availability. The second is honoring your campus traditions, whatever they are, without enabling and allowing a high-risk environment for your guests. And the third is to get community buy-in."

### *Discussion*

Opening the discussion, Sandra Hoover recalled Nancy Mathews' reference to an adversarial relationship developing between her prevention coalition and those on the campus opposed to its goals. "The question is, who is the athletics department going to respond to? What are some ways you might

work with them?” Mathews pointed out that the Associate Athletics Director at LSU is an active member of the coalition. “I don’t think she’s going to vacate the group, but I think she feels a little uncomfortable because she’s now a member of an adversarial team.” Elise Lenox pointed out that what strengthened the commitment of the Stanford athletics department was concern for liability. She cited the example of an incident involving drunk spectators that resulted in a lawsuit against the university. Bob Maust said he worries that the athletics people at Boulder are “in denial.” When the season’s opening football game was moved from Boulder to the Mile High Stadium in Denver, where

the university could not control vending contracts, the Denver Police Department reported a sharp rise in the number of unruly spectators being ejected.

Ed Wisneski made the point that at the Stanford stadium there are no lights, and that games played earlier in the day have easier crowd-control problems than those beginning late in the day. “When I was working with the Philadelphia Eagles, the NFL refused to schedule any of our games against the New York Giants at 4 in the afternoon, and it made a big difference. So particularly with students if you have a game that starts at noon or 1 p.m., that’s definitely going to cut down on the problems you have.”

## Community impacts and mitigating measures

*Richard Yoast, The Robert Wood Johnson Foundation, Chicago, IL; Linda Major, University of Nebraska, Lincoln.*

Richard Yoast began by describing two national programs underway at the American Medical Association with support from the Robert Wood Johnson Foundation. One project is an effort to reduce underage drinking through state coalitions. The other helps higher education institutions engage their communities in collaborative prevention strategies.

The latter is called “A Matter of Degree” program, and the participants include a number of universities with high “binge drinking” rates among their students. Community coalitions formed through the program are working in areas of alcohol pricing, drink specials, free drinks, promotion and advertising, access to alcohol, responsible beverage service, and making changes in drinking norms and their perception. There is evidence of positive results in decreased secondary effects of heavy drinking in the target areas, such as the reduction in disruptive incidents at University of Colorado football games reported here by Bob Maust.

Yoast went on to discuss adverse impacts of student drinking on the community. College freshmen today, he said, are bringing more serious drinking histories with them than they did in previous years. Universities are coming to realize the influence they can have on forming expectations of pre-college youth regarding the degree of drinking they can expect to find on campuses. He recalled his own experience at the University of Wisconsin, when

visitors to the campus would see dorm windows festooned with beer cans and slogans, alcohol flowing at tailgate parties before athletic events, and advertisements for beer in every direction. “It gave the impression that the college experience is awash in alcohol.” Moreover, he said, university mascots and symbols may serve as stage props for promotion of brands of beer. “It sends a strong message to parents and kids that this institution is in bed with the brewers and likes the money it brings in,” Yoast said. “They see this advertising as an acceptance of the drinking culture. The university itself is promoting it.” The bottom line is that the alcohol industry is using the good will and reputation of the university to sell its products.

Yoast suggested that websites maintained by beer companies can be visited to get an idea of how directly the companies aim their promotions at young people.

Linda Major gave an account of the activities of the Lincoln/Lancaster County Responsible Hospitality Council that is dealing with alcohol problems in the neighborhood surrounding the University of Nebraska and particularly its athletic events. Lincoln is the state capital, with a population of 200,000 and with 114 bars and restaurants on the perimeter of the downtown university campus. Many of these bars and restaurants cater directly to students. Greek organizations are strong on the campus, with about 2,600 students living in fraternity and sorority houses.

“University of Nebraska football is the identity of our state,” Major said. She believes the university holds the NCAA record for the number of

sell-out games in its stadium, which has a capacity of 78,000. Downtown bars say they generate 40 percent of their annual profits during the six home-game weekends which bring large crowds to Lincoln. One problem, she said, is that visitors from Omaha and other cities consider themselves to be “on vacation” when they go to Lincoln for a football game and do not consider themselves bound by normal codes of conduct while they are there. Crowd control and traffic management become priorities for local police on football weekends.

Lincoln’s Responsible Hospitality Council is a voluntary group representing the hospitality industry, government, community organizations and the university. It has been working in a number of areas. Regulatory agencies are being urged to use such tactics as enforcement of occupancy limits to make it easier to manage crowds of drinkers. While bar owners generally want to attract as many customers as possible, the RHC points to evidence that a crowded premise doesn’t generate as much sales volume as one in which heavy crowds do not interfere with service. RHC also collects last-drink data from people detained by police for alcohol violations. The information is fed back to licensees for

use in staff training. The council in the future plans to tackle the issue of density of alcohol licenses in the stadium vicinity, Major said. She also lamented the fact that lights have been installed at the stadium, making it possible to hold games at night after visitors have had all day to drink.

### *Discussion*

Ken Heupel asked how the RHC was able to influence the business practices of bars and restaurants. Major described the dynamics of pressure and persuasion that promoted compliance and tended to identify and isolate those not cooperating.

Sharon Ayres and Mary Hill encouraged participants to get involved with the Reducing Underage Drinking through Coalitions projects funded by the Robert Wood Johnson Foundation and administered by the American Medical Association Office of Alcohol and Other Drug Abuse. These coalitions are active in Washington, DC; North Carolina; Connecticut; Georgia; Louisiana; Oregon; Indiana; Texas; Missouri; Pennsylvania; Puerto Rico; and Minnesota.

## Summation

*As the symposium neared its close, three participants—Sandra Hoover, Andy Hill, and Linda Major—summed up their impression of the highlights of the earlier sessions.*

Sandra Hoover offered the following significant points emerging from the first group of presentations and discussions:

- Weekly consumption and “binge” drinking is higher for athletes, both male and female, compared with non-athletes.
- Heavier-drinking athletes are at greater risk for adverse experiences than non-athletes.
- A study in Texas found that 60 percent of athletes had a family history of alcohol or other drug problems.
- A Rhode Island study found that the four hours after athletic events were high-risk periods for problems associated with heavy alcohol consumption.

- Coaches can help dissuade athletes from harmful behaviors.

- Those more familiar with campus policies and NCAA guidelines are less likely to engage in problem drinking.

- A desire to avoid negative publicity can be a factor in making an athletic department willing to face alcohol issues.

- There needs to be an integration of educational practices, institutional policy, and environmental conditions to reduce campus alcohol problems.

- The National Panhellenic Conference is considering having sorority women assume the role of agents of change.

- High school recruitment practices may introduce new students to high-risk drinking upon their arrival at a campus.

- The selection of student athletic leaders can be a factor affecting behavior of team members.
- Championship events in recreational games can be scheduled at 10 p.m. to provide an alternative to the downtown bar scene.

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Andy Hill offered these points from the second group of presentations and discussions:

- Alcohol is deserving of focus as the principal drug creating problems for universities and their students.
- Evaluation of prevention programs is essential.
- Drinking issues are made complex by the misperceptions brought to the campus by new students which are then fueled by the environment, dramatized by hazing, symbolized by promotions, and demonstrated by tailgate parties on football weekends.
- Solutions include presidential leadership and involvement of coaches, and facing the fact that environmental factors are more important than education about alcohol and drugs.
- Campuses are different, ranging from the relatively small Leigh University to the campus at Louisiana State which may see 100,000 people on a football weekend.
- “Fun” is a key factor for students, and prevention workers should not be seen as preventers of “fun.”

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Linda Major provided these high points from the third set of presentations and discussions:

- Participants in the symposium can look back on their own college careers to recall how someone,

not necessarily a coach, exercised a positive influence on their personal development.

- Students know hypocrisy when they see it.
- Secretary Shalala’s appeal to NCAA to divorce alcohol advertising and sports has gone unheeded.
- Sports sponsorship is not as remunerative to schools as one might suppose, and there appears to be a quid pro quo—exchanging beer sales in arenas for the industry’s “prevention” materials.
- Non-alcohol sponsorship can be as rewarding or more so than sponsorship by brewers or beer distributors.
- The experience of the University of North Carolina at Chapel Hill in divesting alcohol advertising from sports is valuable to all.
- NCAA should be encouraged to tackle alcohol issues and give up its own funding relationship with the alcohol industry.
- Campus-wide collaboration should be drawn into sponsorship decisions, not leaving them to the athletics department alone.
- Clarifying the distinction between professional and collegiate sports venues will lead to more responsible hosting practices.
- Game-day impacts on campuses actually begin on the preceding Thursday.
- Some campuses are maintaining a dual standard between alcohol policies in luxury skyboxes and those pertaining to students in the stands.
- There is opportunity for the TEAM program to be expanded to college campuses.

## Epilogue

*Steven G. Gamble, PhD*

**President, Southern Arkansas University**

It is very easy for a college president to have a sense of despair and hopelessness about the alcohol and other drug problems virtually every campus faces with its student body, including its student athletes. Multiple surveys confirm that the problem is serious, especially among the Greek and student-athlete populations. This symposium did much to identify the problems and confirm a president's worst fears: at many campuses, the use of alcohol and other drugs is bordering on being out of control.

However, the symposium also left me with a sense of optimism, a belief that a course of action can be developed that could begin to change the campus and athletics culture that allows and even encourages the use of alcohol and other drugs. Although each campus is different and no "cookie cutter" approach could work, several programs were discussed here that demonstrate that a proactive approach can be successful. The details of these programs are contained within these proceedings, and I need not describe them again to the reader. Instead, I would like to offer a few observations and make a few suggestions.

We must all remember that the abuse of alcohol and other drugs is a universitywide problem. It will be difficult, if not impossible, to separate athletics from the rest of the campus. There are special relationships, however, that can be used to address the abuse issue. The first of these relationships is that between the president and the coaches (including the athletics director). Specifically, the CEO should make very clear his or her expectations to the coaches and work with them to determine the details and the benchmarks of an institutional program. I believe it would be appropriate to include in the evaluation of coaches a criterion based on alcohol/drug factors as well as graduation and retention rates, win-loss record, and so forth. Because the coaches generally will stress what the president asks them to stress, they will, in all probability, follow through with the implementation of whatever course of action has been determined.

Once the coaches are on board, the second of the special relationships comes into play. Athletes almost always try to do what their coaches tell them to do. Attend class, spend time at a "study table," obey the team's curfew prior to game day—these are just a few of the usual "team rules" that the coaches expect their athletes to respect. If the coaches put a strong emphasis on curtailing alcohol/drug usage, I expect that a number of the student athletes will modify their behavior.

Coaches are role models for their team members whether they know it or not. Thus, they must model the behavior they are requiring from their student athletes. A president must decide what to do with a coach who cannot or will not live up to the same alcohol/drug standards required of the student athletes.

The coaches must look to their seniors for reinforcement of the emphasis on drugs and alcohol. A coach will say that it is difficult to have a unified team without good senior leadership, and the coach should work closely with the seniors on the topic of abuse. If the seniors can be convinced of the importance of the issue, other team members will certainly follow their lead. It is important to remember that the seniors are usually key members of efforts to recruit new student athletes, and this symposium has convinced me that if the new recruits are furnished alcohol during their campus visit, their expectation is that alcohol will be a part of the athletics environment when they arrive on

campus as freshmen (or transfers).

Thus far, I have focused almost exclusively on the president and the athletic department, but please remember that I earlier stated my belief that the student-athlete alcohol and other drug abuse issue cannot successfully be addressed out of the context of the rest of the campus. If a strong, concurrent effort is not made to curtail the use of alcohol and other drugs at fraternity and sorority parties, I am not optimistic that the effort with student athletes will be very successful. Peer pressure—the desire to “fit in”—will probably win out more often than not. Thus, if the student body as a whole continues its current patterns, it is probably unrealistic to expect that the student athletes will be dramatically different.

So far I have discussed the involvement of the president, the coaches, the senior student athletes, and the need for a campuswide program, but there are two important questions I have yet to address:

1. Who motivates the president to act?
2. How does one motivate the president to act?

First, let me state that in my opinion the president must be the key player in this initiative. The president controls the budget, she or he plays the critical role in determining the direction and priorities of the campus, and the president usually has the authority and influence to establish and enforce policies and programs such as the ones we are discussing.

Who motivates the president—and how? Most campuses have an office in charge of combating alcohol/drug abuse. Very often, this function reports to the vice president of student affairs (or equivalent). These offices generally direct campuswide programs aimed at educating the student body on the evils of alcohol and other drugs (or at least on the abuse of alcohol and other drugs). I believe that it probably needs to be the alcohol/drug abuse counselor (as a generic term) who develops a plan for student athletes.

This program should be “sold” to the appropriate vice president who, in turn, discusses it with the president. I would suggest that the people “selling” it to the president have statistics or at least anecdotal evidence regarding the current state of alcohol/drug abuse among the campus’s student athletes, as well as in the entire student body. At a minimum, before the meeting I would ask the president to review the excellent publication, *Be Vocal, Be Visible, Be Visionary: Recommendations for College and University Presidents on Alcohol and Other Drug Prevention* put out by the Higher Education Center for Alcohol and Other Drug Prevention. If the president cannot be motivated to act based on the information he or she receives and the recommendation from the senior staff, I very much doubt that the alcohol/drug problem on the campus will improve. But if the president will embrace the vision of an alcohol/drug abuse prevention program that will help to change the campus culture, if the president will be both vocal and visible on the issue, then I am convinced that progress can be made.

The student athlete has been a leader on every campus I have been on, and because of the structured nature of intercollegiate athletics, it may indeed be easier to address the alcohol/drug issue with the student athlete than with the student body at large. However, in order to have success, in my opinion, it will take the president working with the coaching staff and those directly responsible for the alcohol/drug program on campus to begin to change this culture. This symposium has given me optimism that change, indeed, is possible.

*Ed D. Roach, PhD*

**President, University of West Alabama**

*(Please note that the author has used the masculine pronoun in the generic sense when referring to college presidents.)*

## **Presidential Leadership**

At a conference of university presidents a number of years ago, Clark Kerr was asked the question: “Where have all the leaders gone?” He responded, “They have gone with the times.” Yet if there was ever an area in which college and university presidents need to exercise leadership, it is the prevention of binge drinking on college campuses.

Presidents are asked to exercise leadership in many areas, and there are so many opposing forces or “stakeholders” that it is difficult to respond to the many calls for “leadership.” Further, as Clark Kerr noted, we live in a different era, an era in which not only leaders but institutions are viewed with skepticism and even cynicism. The office of the president, however, still is an area of influence. But even where presidents have taken a stand on “binge drinking,” its effect has often been hurt or minimized by the tendency to send out “mixed signals.”

One must be cautious in generalizing about colleges and universities because they are so different in size, mission, whether public or private, and so forth. Yet each college or university does have a president, and the president must decide about those areas in which to be vocal. I believe that binge drinking is one of these areas in which the president must take a stand. Further, I believe that a visible and vocal stand can make a difference. However, both the president’s statements and actions must be measured and carefully expressed. Moreover, both statements and actions must truly be value driven, that is, reflective of personal values in order to be credible. At the same time, actions and statements must not be seen as sermonizing. The president must be informed about binge drinking and its causes. He needs to read and to stay informed and insist that his staff keep him apprised of the latest information and research findings. In short, his position must be sincere and informed.

The president must be willing to leverage the power and influence of his office. Like it or not the president is a change agent. He is called upon to be a visionary, realizing all the while that change, particularly of the sort that will be needed to make a difference on his campus and across the state and region, will oftentimes be attacked for a variety of reasons. Nonetheless, in this area as in other areas in which the president “chooses to make a difference,” he must continually speak to and act upon his vision. This vision must be reflected in the core values and mission of the institution. And, over the long run there must be congruity among the mission, goals, policies, and standards of the institution. This is far easier said than done because the college or university is, appropriately, a highly collegial enterprise.

Change in values, mission, goals, and policies come about through well-developed and oftentimes slow processes. Nonetheless, the president must use his office as a “bully pulpit” for those areas in which he is particularly committed to making a difference. I believe that his stand against binge drinking, its dangers and its consequences, is one of these areas. He must be aware that there are costs—and be willing to pay them. Further, he needs to communicate the “why” of his position and his actions.

## **Approach and Awareness**

Because of the many issues on which the president is asked to take a stand, and because of the extreme complexity of the binge drinking issue, the moves of the president must be carefully thought out and indeed be strategic in nature. He must take care to adopt a systems approach: a strategic approach to issue management, in this case as applied to the subject and nature of binge drinking. Such a strategic approach helps to overcome “mixed” signals that come partially from a lack of a systems approach to the issue.

As noted earlier, the president’s statements and actions take place in a collegial environment and must be seen as collegial. Further, actions and statements must be of a problem-solving and issue-driven, not moralizing, nature. It is extremely important that the president understand and be “culture-aware.” And, he must always attempt to distinguish between “problems” and symptoms relative to the issue of binge drinking. That is one reason why being informed on research findings is so important.

Further, presidential leadership must be directed at developing action-oriented solutions that address underlying causes, for example, wellness programs and opportunities for students to get involved in activities that build and contribute to a sense of positive self-esteem.

## **Attitude**

The president’s own attitude is critical. He must be philosophical about how much and how quickly he can effect change. In Stephen Covey’s words, he must both be aware of and operate within his “circle of influence.” Otherwise, he may simply throw up his hands and conclude the problem is so overwhelming that there is simply nothing he can do. This all too often has been the case. He must deal with the reality of “satisficing.” He needs to work toward solutions that are practical rather than being paralyzed by perfection. Binge drinking is something that is not going to be “solved” in the short run. We must deal with it, cope with it, and understand that long-term solutions are required. Thus, the president must take care to focus, to hone in on the few critical variables that will do the most good. This requires that he be both disciplined and informed.

Thus, he must guard against two extremes: the “quick fix” cure and the “I can’t do anything” extreme that reflects a sense of helplessness.

## **Some Observations on Research**

There is much good research that is taking place relative to binge drinking. However, this research, to effect needed changes in behavior, must ultimately be transferred to policies and programs aimed at behavior modification. Thus, there must be a significant level of “transference” to the real problem of binge drinking. Highly theoretical research has its place, but the effective president is both proactive and practical in dealing with problems. He must urge his staff to seek out and, where they themselves are doing the research, to keep this pragmatic application in mind. One of Lyndon Johnson’s aides noted that Mr. Johnson oftentimes reacted to highly theoretical and academic solutions to complex domestic and international problems by simply writing three words at the bottom of the paper: “and then what?”

Research that effects positive change versus research that is simply highly theoretical but not practically applicable is not going to bring about effective behavior modification. We need a sound theoretical base for our actions, but we must take practical action, action that is not judged against a standard of perfection. And, indeed, some of the things that we do try may not work. But we must try and be willing to make mistakes. The president can and should make a difference. We must begin.

In this fashion, the president ought to attempt to impact the direction of research, for example, conduct more research on why people don't engage in such dysfunctional behavior such as binge drinking. Thus, I think that we need to have a penchant for the practical solution.

### **Cautions and Conclusions**

We live in an extremely complex world, seemingly growing ever more skeptical and even more cynical toward its institutions and to those who lead them. The president must be philosophical, look for functional compromises. Binge drinking is going to be with us for a long time; we must take a long-term approach to "coping" with it. We won't ever fully solve it. We must take the following steps:

1. Guard against a one-time "fix it" attitude.
2. Leverage our impact on the campus by focusing on key impact actions, the "80 - 20 rule." We must develop "satisficing," even modest goals.
3. Identify three to five action areas that will constitute "workable" solutions.
4. Seek out and use research, but be careful not to generalize; test for campus-specific applicability keeping in mind that what works at one place won't necessarily work some place else.
5. Be strategic and system oriented; use university systems to impact change versus simply "pasting" quick fix solutions on the campus; that is, use systemic change approaches.
6. Be careful not to generalize: use the "adapt, don't adopt," test for campus-specific applicability.
7. Identify "key" people in the university "system" (e.g., coaches) who can make the most difference.
8. Develop and communicate policies and processes.
9. Have the courage to enforce these policies and processes.
10. Exercise character as president: have the character to follow through on the critical few things that you think will make a difference—character sometimes defined as the commitment to follow up long after the enthusiasm of the moment has passed.

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Sharron Ayers currently serves as the state project director for the Louisiana Alliance to Prevent Underage Drinking. The Alliance is composed of public agencies, private organizations, and united citizenry. Through coordinated and collaborative efforts this group strives to reduce the use of alcohol by those under the age of 21 by supporting policy and environmental changes. The Alliance is an American Medical Association project that is funded by the Robert Wood Johnson Foundation. She is a principal and a founder of a human development and training and development company, Beyond Your Limits, specializing in building community partnerships and coalitions. This Lafayette, Louisiana, based firm delivers workshops, seminars, and training programs for youth, educators, parents, community partnerships and coalitions both on a state and national level. For fun, she is a Life Enrichment Lecturer for the cruise line industry and performs in and directs plays with local community theater groups.

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James Baker is the founder and executive director for the Institute for Health Advocacy in San Diego. He and his group are recognized for their creative work in media advocacy and environmental prevention on alcohol and drug issues. He has participated in the Dangerous Promises campaign against alcohol advertising that encourages violence against women, a public media campaign against Anheuser-Busch's positioning of beer ads at Sea World Theme Park, the project to reduce U.S. Teen and Binge Drinking in Tijuana, Mexico, as well as other work for the National Highway Traffic Safety Administration, American Medical Association and others. He is a licensed commercial airplane pilot and also enjoys pleasure travel overseas.

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Andria Cole attended Texas A&M University where she received a B.S. in journalism ('88) and an M.S. in human resource management ('92). She was a television and newspaper reporter and editor for three years covering education issues in the Brazos Valley area of Texas. Also worked for three years as a 9-1-1 operator while attending graduate school. She began her career in Student Affairs/Housing at Texas A&M in 1993 and moved to Atlanta and Georgia Tech Housing in 1995. She had the privilege of working with Housing for the 1996 Olympic Games in Atlanta. She currently serves as the project coordinator for the Robert Wood Johnson/American Medical Association A Matter of Degree project at Georgia Tech. She is married to Eli and they have two children; Alexander (6) and Priscilla (2). Her hobbies include reading and watching sports (football and high school basketball).

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Tom Colthurst, MPA, assumed associate directorship of the Higher Education Center in 1995. In addition, he co-directs the Addiction Technology Transfer Center in the School of Medicine at the University of California, San Diego (UCSD), supported by a grant from the Center for Substance Abuse Treatment. Mr. Colthurst is also active in the Silver Gate Group, a private California corporation dedicated to research, education, and publishing. With Barbara Ryan and Lance Segars, he is co-author of the College Alcohol Risk Assessment Guide (second edition published by the Higher Education Center in 1997). Mr. Colthurst is a graduate of the University of San Francisco (Political Science, 1968) and San Diego State University (master of public administration, 1974). Before joining UCSD, he worked in a succession of management positions with the County of San Diego, including Health Services, Social Services, and Park Development.

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Richard Culliton received a bachelor's degree in English and philosophy from Boston College in 1991 and a master's degree in higher education and student affairs administration from the University of Vermont (UVM) in 1995. He served as UVM's judicial affairs officer and Coordinator for Academic Honesty from 1995-97 and is currently the assistant to the vice president for Student Affairs, coordinating a five-year project to reduce binge drinking under a grant from the Robert Wood Johnson Foundation. He is completing coursework for a doctorate in educational leadership and policy studies at the University of Vermont and his research is focused on college student drinking. He is the Vermont state director for NASPA and co-chairs the Vermont College Alcohol Network.

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Maddy Eadline was named program manager for Project IMPACT, Lehigh University in November 1997. She is the coordinator of IMPACT's campus/community coalition. Her job is to develop and implement strategies to reduce high-risk drinking and the secondhand effects. Ms. Eadline has worked in the drug and alcohol prevention field for 16 years. She has extensive experience conducting workshops for educators and students. She has directed and managed a staff of trainers in life skills education. She also wrote Team Power! An Educator's Guide for Creating and Maintaining Productive Teams.

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Debra Erenberg, as manager of College Initiatives with Center for Science in the Public Interest's Alcohol Policies Project, promotes policies to reduce binge drinking by college students. She serves as manager of an innovative partnership with Cornell University and the University of North Carolina at Chapel Hill to promote student-backed changes in the campus drinking culture through environmentally focused media messages and student advocacy for prevention-oriented policies and programs. She co-authored CSPI's community action guide, Last Call for High-Risk Bar Promotions That Target College Students, and serves as vice chair of the National Capital Coalition to Prevent Underage Drinking. Ms. Erenberg has a law degree from George Washington University and a master of public policy degree from the University of Michigan. Her background includes policy advocacy for health care consumers, senior citizens, animals, and the environment.

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As Communications Director of the American Medical Association Office of Alcohol and Other Drug Abuse, Ms. Erk directs communications activities for two youth and alcohol grants supported by the Robert Wood Johnson Foundation. Her communications responsibilities are broad and include media relations, media advocacy, internal communications, and technical assistance to twenty-two grantees. Her prior position was as public affairs director for a not-for-profit agency in Chicago dedicated to improving public policy on behalf of the poor in Illinois. In the position, she organized communications efforts for a coalition seeking to preserve public housing in Chicago, an effort she continues to support as a volunteer. Prior to that, she was a reporter for a weekly business magazine and worked in public relations for a major Chicago health care corporation. Other relevant experiences include freelance writing, public relations consulting, daily newspaper reporting, and political campaign communications and fund-raising. She earned a BA in journalism and political science from Michigan State University.

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Pamela Gonyer has been the director of Health Education & Outreach at the University Health Services, University of Massachusetts, Amherst, for the past twelve years. Previous to that, she spent nine years as a Community Health Educator in a city public health department and subsequently shifted to a college health setting. The UMass Health Education program is predominantly an outreach and health promotion/primary prevention program, however, there are also significant responsibilities for patient education/individual consultation activities. The program maintains an integrated approach to a variety of health education topics, with alcohol and other drug use/abuse as a primary area of concern of the departmental staff. One health educator/counselor is dedicated to the athletic department for coordination of the Athletic Health Enhancement Program (AHEP). She is a member of the executive staff of the University Health Services. The most recent five years brought an additional concentration in applying the philosophy, principles and tools of continuous quality improvement to design/redesign of critical organizational systems and processes through multi-disciplinary teams.

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George Hacker directs the alcohol policies project at Center for Science in the Public Interest. Since 1982 he has promoted reforms to limit alcohol advertising and marketing to young people and vulnerable populations, increase state and federal taxation of alcoholic beverages, and provide improved consumer information about the health consequences of alcohol consumption. He coordinates two national coalitions that pursue those objectives. He is the author of numerous newspaper and magazine articles on alcohol issues and several CSPI publications, including Last Call for High-Risk Bar Promotions, State Alcohol Taxes and Health, Marketing Booze to Blacks, and The Booze Merchants. He has appeared on numerous national television and radio shows on alcohol issues and is frequently quoted in prominent news reports. In a prior life as a legal services lawyer in Denver, Colorado, he worked to protect the rights of elderly people, in particular, those who resided in nursing homes.

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Ken Heupel is the head football coach at Northern State University in Aberdeen, South Dakota. He took over this year after 11 years as the assistant head coach and defensive coordinator at NSU. During Heupel's tenure as an assistant, NSU recorded a 68-53 record. The Wolves won two conference championships during that time. Northern State ranks 13th in the nation in all-time winning percentage (.613) among Division II football programs. It didn't take Heupel long to make an impact as the head man, as the 1998 Wolves posted their best record in the 1990s at 8-3. NSU finished second in the Northern Sun Intercollegiate Conference to Winona State, but beat the Warriors in the non-conference season finale. Heupel was and continues to be an instructor in the department of health, physical education and recreation. He and his wife, Cynthia, have two children: Joshua, 20, and Andrea, 15. Josh will play quarterback for Division I Oklahoma State this fall.

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Andy Hill joined the staff of the Higher Education Center after serving as a Center Associate for three years. Prior to his full-time employment at the Higher Education Center, Andy worked as the coordinator of adventure education at Montana State University, the director of health promotion at Old Dominion University, and as the coordinator for alcohol and other drug prevention programs at both Hartwick and Delhi Colleges. He has served on the 1996 and 1997 Planning Committees for the U.S. Department of Education's National Meeting on Alcohol, Other Drug, and Violence Prevention in Higher Education; the Mid-Atlantic College Health Association's conference Planning Committee; the State of Virginia's Steering board for Alcohol and Drug Prevention in Higher Education; and served as the co-chair for the Alcohol and Other Drug Committee of New York State's College Student Personnel Association. Andy earned a BS degree in health education from Plattsburgh State and an MS degree in health education from Cortland State.

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Mary A. Hill, former dean of students and professor of Physical Education, Health and Wellness at West Texas A&M University, has worked with students for over thirty years while developing and implementing forty-three new student programs at the university. The creation of the Wellness/Life Services department ranks as her premier contribution to West Texas A&M University. She is presently coordinating a program, Campus Partners in Prevention, for the Texas A&M University System and is a Center Associate for the Higher Education Center for Alcohol and Other Drug Prevention, U. S. Department of Education. She was the chairperson for the 1997 National Meeting for Alcohol, Other Drug, and Violence Prevention in Higher Education. She was recently selected as a member of the Reaffirmation Committee Team by the Southern Association of Colleges and Schools, Commission on Colleges. She has been the author and project director of six U.S. Department of Education and Department of Justice grants in preventive health and has developed training programs for the Higher Education Center. She has served as a trainer for the New Grantee Training Institute.

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Lisa Hutcheson is the project director for the Indiana Coalition to Reduce Underage Drinking. This coalition works with higher education, middle and high school students, parents, and other concerned adults to reduce underage drinking across the state through awareness and policy change. She has also worked in the areas of social work, parent education, and family preservation. She attended the University of Tennessee, where she graduated with a master's degree in education. She lives in Lebanon, Indiana, with her husband and their two cats.

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Linda Major currently serves as the project director for NU Directions, a \$700,000 initiative at the University of Nebraska (NU) designed to reduce high-risk drinking among college students. The funding was made available through the Robert Wood Johnson Foundation's A Matter of Degree Program, a national effort to impact student high-risk drinking behaviors. Linda has over 20 years' professional and volunteer experience in the substance abuse field. Prior to coming to NU, she worked with the Lincoln Council on Alcoholism and Drugs (LCAD) as prevention director. While at LCAD, Linda collaborated with the Lincoln City Council to enhance existing municipal alcohol policies, including mandatory management training and amending local zoning ordinances related to the distribution of liquor outlets. In 1993, she established a community coalition to address irresponsible sale and service of alcohol. Linda served on the Center for Substance Abuse Prevention's Expert Panel convened to develop practitioner and community guidelines for environmental approaches to prevent problems related to alcohol availability and has provided technical assistance on inclusive coalition building and responsible hospitality to communities across the country.

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Nancy I. Mathews, EdD, received her doctor of education in 1985 from Louisiana State University, Baton Rouge, in the Department of Extension and International Education, with an emphasis in higher education student affairs administration. She received her bachelor of music in 1970 from the University of Montana. Experience includes the following: director of the LSU Campus-Community Coalition for Change - Reducing High-Risk Drinking Among College Students, 1998-present; associate director, LSU Student Health Center, 1986-present; interim dean of Students, LSU, 1990; assistant to the vice-chancellor for Student Affairs, LSU, 1985-1986. Grants Awarded: Robert Wood Johnson Foundation/American Medical Association, 1998-2003: A Matter of Degree: Reducing High-Risk Drinking Among College Students. US Department of Education: The Fund for the Improvement of Postsecondary Education, 1983-1985, LSU Alliance to Prevent Substance Abuse. Relevant Publications: Responding to the Media During a Campus Health Crisis, American College Health Association Action News, 1998. Substance Abuse: Food, Alcohol, and Drugs, in GS Blimling (Ed), The Experienced Resident Assistant, Kendall/Hunt, 1993.

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Bill Poe currently serves as the program director for the Pennsylvanians Against Underage Drinking coalition. This focus of this Robert Wood Johnson funded project is to reduce underage drinking through environmental policy change. The American Medical Association serves as the National Program Office for this project. Prior to this position, he worked in the law enforcement community as a director for a probation and parole department. He managed and operated several educational and treatment programs while working in this capacity. He graduated with a Criminal Justice degree from the University of Baltimore and he currently resides in the Harrisburg, PA area with his wife and two daughters.

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Norm Pollard, a national certified counselor, has professional interests that include effecting positive change to promote campus culture, student development issues, self-esteem enhancement and educating men about acquaintance rape prevention. He holds a master's degree in agency counseling from Western State College and a doctorate in counseling from Drake University. He has worked in college counseling centers since 1984 and has been director of Alfred University's Counseling and Student Development Center since 1991. An adjunct associate professor, he has taught graduate courses for the College Student Development, Counseling, and School Psychology programs at Alfred University. His approach is grounded in Humanistic Psychology and active in orientation. His counseling is enhanced by techniques that empower students to achieve balance and wellness in all parts of their lives. He enjoys spending time with his family, camping, hiking and traveling.

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Ed D. Roach holds a PhD in management from the University of Texas at Austin. His administrative experience includes service as president of two universities and stints as a department chair, dean of business, associate deputy chancellor for a large university system, and university provost. Currently, he is president of the University of West Alabama (UWA) in Livingston, Alabama. From 1984 through 1990 he was president of West Texas State University. His academic specialty is organizational planning and strategy and human behavior in organizations. He has conducted time management and leadership workshops for banks, universities, companies, health care providers, and the Texas Governor's Executive Development Program. He chaired a committee to develop an MBA program as a part of the overall curriculum for a new university being created in the country of Morocco. He has also served as consultant and facilitator for a number of organizations engaged in strategic planning and other organizational planning activities.

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Daniel Skiles is originally from California and joined the staff of Florida State University in July of 1997. He has over 15 years of experience in substance abuse prevention that includes coordinating FIPSE projects at Loyola Marymount University and California State University, Fullerton. During this time he advised BACCHUS peer education chapters, organized alcohol-free activities and conducted campus-wide media campaigns based on the Social Norms approach. He has also been active in the community throughout his career, organizing outreach programs and promoting youth leadership. He is an experienced speaker and has conducted numerous workshops for students, professionals, and community members on topics ranging from alcohol policy to social marketing. These have included presentations at FIPSE National Meetings in 1994 and 1996 and the NASPA Regional Conference on Judicial Affairs in 1995. He is currently responsible for the development of health education programs at FSU.

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John Smeaton is the vice provost for Student Affairs at Lehigh University in Bethlehem, PA. He came to Lehigh in 1984 as dean of students having formerly served as the dean of Student Services at Ohio Wesleyan University. His educational degrees are from SUNY Brockport (BS), the University of Delaware (M.Ed.) and the Ohio State University (Ph.D.). A member of NASPA for over 25 years, he currently serves on the Region II Advisory Board and the National Fraternity and Sorority Network. He serves as project director of Lehigh University's Robert Wood Johnson Foundation-sponsored grant, Project IMPACT. He has a long standing interest and involvement in promoting a healthier, safer campus climate through the reduction of alcohol abuse.

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Louise Stanger is a lecturer at San Diego State University where she established in 1988 the Student-to-Student alcohol and other drug prevention program. She has been the recipient of national, state and local awards in alcohol and other drug prevention as well as in marketing, public relations and advertising. In addition, in 1998 she was selected as one of the outstanding advisors at San Diego State University. She was a recent SDSU's Homecoming faculty dedicatee as well as the recipient of San Diego County's Outstanding Educator Award. Currently, she is the project director of the San Diego State University Alcohol and Other Drug Prevention Partnership, a bi-national collaborative comprised of more than 55 diverse groups whose goal is to reduce risk among college-age students. She received her BA in English Literature from the University of Pittsburgh, a master's in social work from San Diego State College and a doctorate in leadership studies from the University of San Diego.

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Colin Steen is a third year student at Northern State University, majoring in marketing and management. He plays defensive line on the football team and was named honorable mention for the All-Conference team. He has been on the Dean's List and is a Student Athlete Mentor (SAM), chosen by his teammates to serve as a prevention specialist within his team who can implement strategic targeted interventions and customize programs to meet the specific needs of his team.

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Matt Sullivan, as the coordinator of substance abuse programs at the University of North Carolina at Chapel Hill, has the responsibility of administering the day-to-day operations of the campus alcohol and other drug treatment and prevention efforts. Some of the more notable programs provided through the substance abuse section are primary prevention activities targeted to student athletes. These prevention activities include the Student Athlete Life Skills Curriculum and CAROLINA ACT a mentoring program for all freshman student athletes. He is also an adjunct faculty member of Alamance Community College, in Graham, North Carolina, where he teaches in the Human Services and Criminal Justice Curricula. He received his BA in political science from UNC-Chapel Hill in 1989. He received a master of social work degree from UNC-Chapel Hill in 1997. He spent eight years as a law enforcement officer working as an undercover narcotics investigator, a community police officer and as the coordinator of youth services. He has developed several assessment and intervention tools that are being used by police officers to identify risk factors in children and then to build resilience in the same children through referral and education.

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Angela D. Taylor, PhD, a licensed Professional Counselor, has served as Director of the Alcohol and Drug Education Center at Texas Christian University (TCU) since September 1994. Prior to accepting this position, she spent 13 years at the University of North Texas (UNT). She is the Texas Regional Coordinator for the Network of Colleges and Universities Committed to the Elimination of Alcohol and Drug Abuse and is a Center Associate for the U.S. Department of Education's Higher Education Center for Alcohol and Other Drug Prevention. She also serves on the Board of Directors of the Tarrant Council for Alcoholism and Drug Abuse and this past summer was asked to join the Summit Commission, the prevention advisory group to the Texas Commission on Alcohol and Drug Abuse. She received her BS in physical education and health from Texas A & M University and MS in sport psychology from UNT. She recently received her PhD in counselor education from UNT.

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Nancy J. Wahlig, LCSW, has worked in the area of sexual violence and prevention since 1982, starting with a grassroots rape crisis center in Guam. Her experience in community agencies includes being director of the Palo Alto YWCA Rape Crisis Center and as community educator for the Center for Women's Studies & Services. She has been with the University of California, San Diego, since 1988 as director of the Student Safety Awareness Program. In this position, she is responsible for rape prevention education, sexual harassment education and general personal safety workshops for undergraduate and graduate students. She provides individual and group counseling to students who have been sexually assaulted. She has been a Center Associate with the Higher Education Center for Alcohol and Other Drug Prevention since 1997. She received her master's in public administration from Old Dominion University and her master's in social work from San Diego State University.

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Ellen S. Ward is executive director of Texans Standing Tall, a statewide coalition to prevent underage drinking. Broad-based community prevention has been the focus of her career both as assistant director of a council on alcohol and drug abuse and as the coordinator of Safe and Drug Free Schools and Communities programs serving approximately one-fourth of the students in the state of Texas. She led the development of school-community coalitions in the greater Houston area. Her consultancies include projects for the US Department of Education, the Texas Education agency, the Texas Commission on Alcohol and Drug Abuse, local schools and universities. Most recently, she directed the revision of the Texas Prevention Curriculum Guide for Drug and Violence Prevention [[www3.esc4.net/dave](http://www3.esc4.net/dave)] as an Internet resource for teachers, parents and prevention providers.

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Gerald L. Willis is the associate dean of students and faculty member at Salve Regina University in Newport, Rhode Island. He is an adjunct professor of sociology at Johnson and Wales University in Providence, Rhode Island. He was a member of the 1982 United States Weightlifting Team (triple gold medallist at the Junior Pan American Championships in Sao Paulo, Brazil that year), the 1985 National Collegiate Weightlifting champion, and former national record holder. In 1996 he presented a paper, Sociological Applications Explaining the Decision to Engage in Steroid Use, to the International Coalition of Alcohol and Substance Abuse Educators in Denver, Colorado. He has conducted numerous workshops in the area of AOD studies. He holds a master of arts in applied sociology from the University of Massachusetts, where he is currently studying for his doctoral degree.

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Ed Wisneski is a Phi Beta Kappa graduate of Dartmouth and will have completed two master's degrees from SMU (theological studies and liberal arts) by 2000. He has been a member of the SMU athletic department staff since 1988. Prior to coming to SMU, he worked in administrative positions for the Philadelphia Eagles, New York Jets, and NFL Properties. In 1995, he created a Life Skills program for SMU student-athletes called PALS (Preparing Achievers for Lifetime Success) that emphasizes career development, community service, and personal development. Last fall, he organized the implementation of a five - six hour alcohol and drug risk reduction course for all student-athletes and coaches which will be completed this spring. In 1997, he participated in the Professional in Residence Alcoholism and Drug Addiction Awareness program at the Betty Ford Center. He is a certified instructor for OCTAA (On Campus Talking About Alcohol), the program taught to SMU student-athletes. He also oversees all athletic broadcasting operations at SMU and has had articles published in the Dallas Morning News, Houston Chronicle, Boston Globe, Rochester (NY) Times-Union, NCAA News, in the past several years.

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