

DIVISION OF STUDENT AFFAIRS

ANNUAL REPORT

September 1, 2003 – August 31, 2004

A MESSAGE FROM THE VICE PRESIDENT

I am pleased to provide this report of the activities and accomplishments of the Division of Student Affairs for the past year. Sharing this information with the University community is one of a number of ways in which we seek to keep others apprised of our work and its contributions to the educational process and the overall quality of student life at NYU.

The Division of Student Affairs helps to create a campus environment in which students can flourish academically and personally by providing a wide variety of programs and services. Major priorities during the past year have focused on creating a more intellectually stimulating environment in the residence halls, expanding targeted services to new segments of the student body, strengthening a sense of individual and collective identity among students, creating a comprehensive and integrated approach to student health and well being, and streamlining organizational structures to provide more transparent and efficient services for students.

As you read this report, I hope it will be obvious that collaboration and cooperation with our colleagues in the Schools and other administrative areas, and the support of the University's leadership, are integral and essential to our achievements. Throughout, you also will see the many contributions of our students through their central involvement in our work and the life of the University.

The report also reflects a set of "hallmarks" -- learning, community, diversity, wellness, and quality service -- that we have identified as core values infusing every aspect of our work. Collectively, these themes guide our thinking and actions in designing, planning, implementing, and assessing services and programs. We want and expect to be held to the highest standards of excellence in each of these areas.

As we begin a new academic year, we renew our commitment to the principles that have led to these results and look forward to building on them. I hope you find this information useful. I welcome your feedback concerning this report, as well as your suggestions on how we can further enhance student life at NYU.

With all best wishes,
Marc Lee Wais
September 17, 2004

MISSION STATEMENT

The mission of the Division of Student Affairs is twofold: 1) to complement and support the University's academic mission as an international center of scholarship, teaching and research, and 2) to enhance the quality of life for students both in and outside the classroom. We are guided in our endeavors by a set of core principles. These are: to provide students with a superior educational experience and to create an environment that fosters community, welcomes diversity in all its forms, values integrity, promotes overall well-being, and exemplifies high quality service.

We view the purpose of a college education and our role in it broadly to include not only the cognitive and intellectual growth of our students but also their personal, social, and moral development as well. This means also encouraging and enabling students to realize their personal potential, providing them with a platform on which to build professional lives, and preparing them for responsible citizenship. We seek to engage students in this process collaboratively as active participants.

Within this framework, we provide a wide variety of co-curricular programs and services that offer students opportunities to be involved in college life, give general and specialized support and guidance, and collaborate with academic and other administrative units in mutual support of these goals.

ORGANIZATIONAL STRUCTURE AND SETTING

As an administrative component of the Provost's Office, the Division of Student Affairs encompasses the following units to meet the diverse needs of students in a complex research university environment:

Office for African American, Latino, and Asian American, Student Services
Department of Athletics, Intramurals, and Recreation
Office of Career Services
University Counseling Service
University Health Center
Office of International Students and Scholars
Office of Judicial Affairs

Organizational Structure and Setting (continued)

Office of Lesbian, Gay, Bisexual, and Transgender Student Services
Moses Center for Students with Disabilities
Department of Residential Education
Office of Student Activities
Student Resource Center

- New Student Services
- Commuter Student Services
- Transfer Student Services

- Graduate Student Life
- Spiritual Diversity Network
- Parent Services

INDIVIDUAL UNIT PROFILES

African American, Latino, and Asian American Student Services (OASIS)

Mission: The mission of OASIS is to provide support, programs, and services to address the aspirations, challenges, and issues of students from ethnically diverse backgrounds. We are committed to fostering a social, cultural, and intellectual campus environment that will empower students to achieve their educational and individual goals. OASIS offers a plethora of programs and services designed to meet the needs of these groups individually and collectively.

Major Program Accomplishments/Developments:

- Launched programming specifically for the Arab American student population and to reach out to faculty and administrators, particularly those affiliated with the Middle Eastern Studies Program and the Kevorkian Center for Near Eastern Studies.
- Developed collaborative relationships and programs with Arab American student organizations including Arab Students United, Students for Justice in Palestine, and the Islamic Center. Organized “Ahlan wa Sahlan: OASIS Welcome Reception for Arab American Students”. Involved Arab American students in the planning of the 2004 OASIS Forum on Social Justice.
- Worked collaboratively with departments, faculty and students across the campus to host “40 Days Since Passing: A Tribute to Edward Said”, author, educator and renowned Arab scholar, at the NYU Law School. Over 400 people attended.
- Hosted, for the fourth consecutive year, Brothers for Success and Women of Color Forums sponsored by the New York Times.
- Collaborated with the Office of Student Activities, NYU Schools, and community organizations on several social justice-related programs and events, including Social Justice Weekend, the 5th Annual OASIS Forum on Social Justice and Activism, and the OASIS/OSA Social Justice Organizing Institute.
- Restructured the curriculum and expanded outreach for the OASIS Leadership Institute, incorporating new topics (e.g. professional development, discovering one’s leadership style), guest speakers, and bi-weekly discussion lunches.
- Tripled last year’s attendance at the Pan-Asian Dialogue series through stronger connections with the Asian/Pacific/American Studies Program and thematic links to its curricular offerings in areas such as gay rights, immigration, US domestic and foreign policy, politics, employment, and women’s issues.
- Participated with Africana Studies and Asian/Pacific/American Studies in the first annual NYU Community of Color Reception for Faculty and Administrators.

- Sponsored the OASIS Peer Ambassadors program, a student group that organized the Women of Color/Men of Color forums, held workshops on issues that affect people of color, presented the sole student-facilitated workshop at NYU's annual Black Solidarity Conference, and collaborated on a year-long project to advocate for fair trade and farm labor rights in the coffee industry.
- Hosted "Dance Dance Revolution", a series of events featuring the popular interactive music video game of the same name. Average attendance was approximately 125 students.
- Co-sponsored, with ColorLines Magazine, two policy forums (one each in fall and spring) to examine current issues faced by communities of color. Topics included race, poverty, politics, and social change.
- For the second year, served as host office for the Hispanic Scholarship Fund Scholars Chapter at NYU, sponsored by the Goldman Sachs Foundation. In spring 2004, the NYU/OASIS/Hispanic Fund Scholarship connection was featured in *Hispanic Outlook Magazine*.
- Co-sponsored, with a number of corporations, educational organizations, and government agencies, the Fleet Bank/Citizen's Committee Youth Entrepreneur Awards held at the Kimmel Center for University Life. Three NYU students, Daniel Blank (Stern, '04), Freddy Arias (Stern, '07), and Garvin Romane (Steinhardt, '05) were among 23 recipients of the awards, which honor young people for their creative business ideas.
- The OASIS Commencement Reception celebrated the achievements of African American, Latino, and Asian American students of the Class of 2004. Over 400 students and family members attended.
- Entered into a partnership with Lincoln Center and the Center's Audience Development Initiative to educate students, administrators, faculty, and staff about Lincoln Center's cultural activities.
- Presented the OASIS Speaker Series as a means to explore broad cultural and social topics of relevance to the entire NYU community.
- Hosted the 2004 NIA Awards highlighting the academic success and community service achievements of students of color.
- Coordinated "Money Matters", a series of programs offering tips and advice on effective money management and financial challenges faced by students. The series is part of broader approach to educating students about financial issues that includes the *Scholarships, Grants, and Fellowship Information Guide*, Mentoring LIFE program, Scholarship Fair, and one-on-one advisement appointments dealing with students' financial needs and scholarship research.
- Expanded the Future Administrator Cultural Training Seminar series, a group of workshops focusing on students of color and presented in partnership with the Steinhardt School's Higher Education Administration program. New topics included issues related to residential life, students with disabilities, and international students.
- Initiated the Graduate Student and Faculty of Color Dinner Series. Each dinner focused on a different area of study and provided an opportunity for students to share their related research and personal experiences in their respective fields.

- Facilitated *Voices Raised*, a colloquium series designed to raise awareness of and knowledge about marginalized communities through research and intellectual discourse. The program was a collaboration with GSAS, the College of Arts and Science, and LGBT Student Services.
- Co-led, with the Office of NYU Study Abroad and the University Health Center, a focus group as part of planning for the University's newest study abroad site in Ghana.
- In partnership with the Office of Development and Alumni Relations, hosted the OASIS Spring Fling and the Alumni of Color Reception to develop and strengthen relationships among NYU seniors of color and alumni of color. Over 200 students and alumni attended.
- Presented the Alumni Weekend Jazz Brunch in collaboration with the Department of Residential Education, Student Activities, LGBT Student Services, and the University's Office of Development and Alumni Relations.
- Created the Bernice and Amethyst Study Abroad Scholarship initiated with a \$300 annual gift from Melissa Slaker, a 2004 Gallatin School graduate.

Athletics, Intramurals, and Recreation

Mission: The activities of the New York University Department of Athletics, Intramurals and Recreation are based on the principles that student-athletes are to be regarded as students first; that the academic and physical welfare of the student-athletes shall be of paramount concern to department personnel; and that the University is committed to equality of opportunity and equity in support of all participants.

We believe that athletics and recreation are an important aspect of the college experience. Athletics and recreation contribute to the development of such intangible attributes as leadership, initiative, and willingness to work cooperatively toward a goal. A thriving sports program generates a positive campus spirit and atmosphere, enhancing the quality of student life.

The Department offerings of intercollegiate, club, intramural, and recreational programs complement rather than compete with each other since each meets the needs of different student groups and serves different purposes.

Major Program Accomplishments/Developments:

- Over 4,000 students, faculty, staff and alumni visited Coles and the Palladium athletic facilities each day.
- Over 10,000 members of the NYU community enrolled in over 1,000 Department recreation courses during the past academic year.
- NYU varsity student-athletes completed the academic year with a 3.30 cumulative grade point average (GPA). The women's tennis team had the highest women's

- team GPA (3.65), while the men's swimming and diving and fencing teams led all men's teams with GPAs of 3.45.
- For the fall semester, both the men's (3.46 GPA) and women's (3.35 GPA) swimming and diving teams were selected to the College Swimming Coaches Association of America Academic All-America Team.
 - Student members of 17 varsity teams participated in community service projects, including the men's and women's soccer teams, which created a community service group, "Post 2 Post".
 - Thirteen NYU varsity teams were invited to and participated in NCAA championships, including the women's volleyball team, which advanced to the NCAA Division III National Championship.
 - NYU earned a high ranking of 10th out of 430 NCAA Division III institutions in the National Association of Collegiate Directors in Athletics Director's Cup, which recognizes institutions for participation in NCAA championship events.
 - Five NYU club teams advanced to the club national championships, including the ice hockey team, which played in the ACHA Division II National Championship.
 - Thirty-one of the 60 graduating NYU varsity student-athletes earned NYU's President's Student-Athlete Award.
 - Two NYU varsity student-athletes earned Academic All-America honors.
 - The Metropolitan Intercollegiate Basketball Association named two NYU varsity student-athletes 2003-04 Daniel Quilty/NIT Scholar-Athletes.
 - Nine NYU varsity student-athletes earned All-America honors; Elena Drinka (women's volleyball) was named the AVCA Division III National Freshman of the Year.
 - Four NYU varsity teams (women's basketball, golf, women's indoor track and field, and women's volleyball) earned UAA Coaching Staff of the Year honors.
 - Partnered with the NYU Office of Work-Life Services to offer a series of activity, personal health, and wellness sessions for NYU employees in the Coles and Palladium athletic facilities.
 - Received a student-athlete welfare grant for the second time in three years from the NCAA Division III Initiatives fund to offer "health resources awareness workshops" to varsity and club student-athletes, coaches, staff and the general student population. The workshops focus on mental health, sexual health, nutritional health/eating disorders, and alcohol and drug use.
 - Provided the NYU community with information regarding all 24 varsity sports, 19 club sports, 13 intramural activities, and a wide range of recreation classes via the World Wide Web at www.nyuathletics.com.
 - In cooperation with NYU Information Technology Services and the office of the NYU bursar, instituted a credit card payment program for Department of Athletics, Intramurals, and Recreation classes.

Career Services

Mission: The mission of the Office of Career Services (OCS) is to provide programs and services that support the core values of New York University and to participate actively

in the development of the “whole student”. The overall vision of OCS is to empower students at every stage of the career development process so that they may achieve their educational, career, and professional goals. By working closely with students and the University community, the OCS team serves as educators, counselors, advocates, and mentors to teach and facilitate lifelong learning skills associated with solid career development.

Major Program Accomplishments/Developments:

- Designed and executed a strategically targeted job development effort, which resulted in 47,560 job listings (15% increase over 2002-03), 10,204 on-campus recruitment interviews (9% increase), 25 new employers at career fairs (10% increase), and a 6% increase in alumni mentors. Employer presentations were up 30% over last year as well.
- Conducted 13,435 career counseling appointments with NYU undergraduate and graduate students.
- Sponsored 7 major career fairs (including Government Expo in Washington D.C.) with a combined student attendance of 15,400.
- Coordinated annual Career Week, featuring 20 career-related panels involving 100 alumni speakers and 1,250 student attendees.
- Facilitated 600 career related seminars and presentations, including programs designed for specific NYU schools and student populations, with combined student attendance of 20,000.
- Held “class days” (e.g. Sophomore Day, Senior Day, Graduate Student Day) to promote OCS services and class identity, with combined attendance of 725.
- Provided individual career advisement and resume assistance and sponsored special seminars and events geared to graduate students (GSAS, Steinhardt, TSOA, Gallatin, SCPS, Social Work, and Wagner).
- Conducted the annual “Life Beyond the Square” survey of recent baccalaureate recipients for the Class of 2004. Four months following their graduation, 92% of respondents (a 6% increase over the previous year) were employed (average starting salary of \$43,500) or were enrolled in a graduate or professional school program. The survey had a response rate 65%.
- Conducted the 2004 Part-Time Job and Internship Survey among students who were juniors during the 2003-04 academic year. Eighty percent of respondents indicated they had worked at a part-time job or internship during their junior year. The average salary was \$12.75 per hour.
- Registered 12,200 students for Federal work-study and other campus employment through the Student Employment and Internship Center.
- Offered enhanced recruiting services and opportunities for increased visibility and branding for employers through the OCS Corporate Partner Program. Sponsorship for OCS events and additional employer fees under the program this year resulted in \$100,000 in funding.
- Significantly improved OCS on-line resources and content. Received 1.3 million hits on the OCS website (main page and NYU CareerNet combined). Established

- listservs through which 9,161 students signed up by class and special program areas to receive career information directly from OCS.
- Sponsored "Dining for Success: Mastering the Lunch or Dinner Interview", involving 160 students, as well as additional sessions for students of color, LGBT students, and other specific groups on-campus.
 - Facilitated the Career Advantage Internship Program (182 diverse student participants) funded by Goldman Sachs. Also sponsored 40 major events and seminars geared to students of color on topics including networking, interviewing, career management, and transition to professional life.
 - Increased collaborative efforts with the Student Resource Center, OASIS, International Students and Scholars, LGBT Student Services, and the Moses Center for Students with Disabilities. Increased OCS visibility and programming in residence halls, including participation in a successful Peer Education pilot.
 - Contacted over 200 student organizations resulting in increased participation in OCS programs. Enlisted student government representatives through the OCS Ambassador program to conduct outreach within their school communities.
 - Created the "First Steps" outreach program, which involves faculty members and employers in providing freshmen and transfer students with early exposure to career-related information during new student orientation. The program includes lectures and on-site visits. 300 students participated.
 - Involved faculty members in meetings with employers to provide additional detail about students' education and training in relation to job and career requirements.
 - Hosted programs for graduate students and alumni including a Job Expo attended by 75 employers (an increase of 17 from last year) and over 1200 alumni and graduate students, a networking seminar (110 attendees), an interviewing skills seminar (80 attendees), and the 3rd annual Career Changers Panel (60 alumni attendees).

Counseling Service

Mission: In partnership with other Student Affairs offices, the University Counseling Service fosters the development and alleviates the psychological distress of our diverse community of students through clinical assessment, crisis management, short-term therapies, referrals, and outreach programs. The office consults and advises faculty, staff, and administrators on matters of student life, development, mental health, and wellness. The office contributes to the mental health profession through training and educating future professionals

Major Program Accomplishments/Developments:

- Centrally involved in the University's response to four student deaths during the year. Counselors worked at night and on weekends, staffed extended walk-in hours, and conducted 46 special programs and presentations involving a total of 1,970 students, RA's, faculty, and staff.

- Served an increasing number of students, reflective of national trends and in response to the student deaths last year.
- Conducted approximately 100 outreach activities — orientations, workshops, presentations, talks, trainings, the Student Affairs Conference, and health fairs — that served approximately 6,000 persons.
- Offered an expanded range of workshops, including a weekly stress clinic and a second weekly workshop on anger management, body image, or time management.
- Conducted Depression Screening Day, which drew 177 participants.
- Added the Stern School of Business to our network of school affiliations (on-site satellite offices at CAS, GSP, Steinhardt, and TSOA, and liaisons with Social Work and Law).
- Maintained liaisons with OASIS (one counselor is on-site two afternoons per week), OISS, and LGBT Student Services to facilitate use of counseling services by diverse populations.
- Hired three new counselors of color to better meet the needs of diverse populations. The office now has seven counselors of color, seven who were born in other countries, and seven who are native speakers of foreign languages (Cantonese, Japanese, Korean, Malayalam, Spanish, and Turkish).
- Trained 31 clinicians from three disciplines (psychiatry, psychology, and social work) and eight different training programs.
- Established an affiliation with LifeNet, the hotline service funded by the Mental Health Association of New York City, to supplement after hours evaluations, support, and referrals.
- Continued to see students promptly, without resorting to a waiting list -- unlike many large counseling services. The office also expanded its walk-in hours during times of crisis to assure prompt service to those who felt an immediate sense of need.
- Received funding for two new social work positions and one new psychiatrist position, and a one-year grant from the Chickering Corporation to supplement walk-in coverage.
- Set up plans to extend weekday office hours and add Saturday afternoon hours, staffed by part-time psychiatrists and a new full-time secretary.

Health Center

Mission: New York University Health Center serves to enhance the health and well-being of the NYU Community by providing and promoting high-quality and accessible treatment, prevention, and education in support of the University's goals and in response to the changing needs of the NYU Community.

Major Program Accomplishments/Developments:

- Experienced 77,386 patient visits (not including pharmacy); 24,435 of these were new patients. Filled 44,433 prescriptions for 9,528 individuals.

- Reorganized four existing health promotion and education offices into a single unit, the Office for Wellness Learning, to provide a more holistic approach to wellness, greater flexibility in delivering services, and increased access for students in keeping with University initiatives.
- Participated in the launch of a pilot peer education program; trained and placed peer educators (health promotion, drug/alcohol education, and sexual assault prevention/education) in the residence halls.
- Attained 90% compliance in the inaugural year of New York State Public Health Law 2167, which requires institutions to provide information to all students (taking six or more credits) about the vaccine for meningococcal meningitis and to collect documentation about each student's informed decision to be immunized.
- Modified standard operating procedures to reflect sensitivity to members of the LGBT community.
- Conducted training on transgender issues for all staff members.
- Developed a transgender health brochure in conjunction with Office of LGBT Student Services.
- Increased the number of students enrolled in our "Quit and Win" smoking cessation program with a success rate of approximately 50%, nearly double the national average for similar programs.
- Developed a new workshop entitled "Quick and Healthy Eating" on basic cooking and food safety skills to enable students to make healthful eating choices.
- Increased the overall pharmacy benefit to a \$1,000 limit under the Basic, Comprehensive, and Graduate Student Health Insurance Plans. Also enhanced mental health services available to students through a combination of mental health benefit changes, negotiations with NYU Hospitals Center, and the development of the new Wellness Exchange.
- Expanded the National College Health Association (NCHA) survey, which previously had been sent only to freshmen, to include all undergraduates. In addition to providing more data, the change will help in comparing NYU results to the survey's national comparison group.
- Hired a data analyst to extract more information from the NCHA survey and to help in linking results to service planning and assessment. NCHA survey results also will be coordinated with relevant information obtained through various components of the newly created Wellness Exchange network.
- Developed new procedures in response to requirements of HIPAA federal privacy laws. Became the first University department to achieve compliance with the regulations.
- Maintained ongoing participation on the University HIPAA Information and Technology Coordinating Subcommittee.
- Completed the next phase in our preparation for accreditation by the Accreditation Association for Ambulatory Health Care, and enhanced our environment of care plans including patient safety, risk management, and emergency preparedness.
- Received a service rating of "good" or "excellent" from 95% of respondents on the NYUHC bi-annual patient satisfaction survey.

International Students and Scholars

Mission: The Office for International Students and Scholars supports New York University's international education goals by providing comprehensive services and cultural programs to over 5,000 students and scholars from 140 countries. The OISS represents NYU to the various U.S. government agencies overseeing the enrollment and employment of foreign nationals. The OISS is responsible for the University's compliance with the Student and Exchange Visitor Information System (SEVIS); issues the legal documents that make it possible for students and scholars to study, teach, and conduct research at NYU; and files immigration petitions for temporary and permanent faculty and research employees. The OISS instructs foreign national students and scholars about their rights and obligations under the law and provides services and programs to facilitate students' and scholars' entry to the United States, integration into the NYU community, and realization of academic, personal, and professional goals.

Major Program Accomplishments/Developments:

- Coordinated a two-month orientation program attended by 1,796 new international students.
- Developed and facilitated a new Graduate Professional Skills Seminar series.
- Sponsored and implemented the Crossing Cultures film/lecture series attended by 1,198 students.
- Developed and implemented a 14-part training program for full-time, part-time and student staff.
- Coordinated 15 different events for the annual US Fest (238 international student, scholar, and dependent attendees).
- Coordinated annual Culture Fest; recruited nine clubs and 27 student, faculty and staff volunteers/performers for an audience of 480 NYU students.
- Coordinated an English language and support group program for 124 spouses of international faculty, scholars, and students.
- Coordinated a Graduation Breakfast for 165 graduating international students and their families.
- Coordinated the International Friendship Program, which brought together 250 international and American students for one-on-one and group interaction.
- Implemented "Secrets of Success", a series of seminars for new students on cross-cultural communication, academic life, and health and wellness among other topics.
- Published a Resource Guide for new international students with extensive information on health and wellness issues.
- Developed and implemented a follow-up survey of new international students to compare ease of adjustment between groups of students who participated in orientation and those who did not.

- Successfully implemented the SEVIS reporting system, established business procedures and communication mechanisms to ensure institutional and participant compliance.
- Restored services to pre-9/11 standards after two very difficult years of transition that drained office financial and human resources.
- Served over 4,400 undergraduate, graduate, and non-degree enrolled students and post-graduate students pursuing employment following completion of their studies at NYU.
- Provided immigrant and non-immigrant immigration services for 542 foreign faculty, researchers, fellows, and visiting scholars.
- Resumed publication of the OISS newsletter, renamed *Internationalink*, circulated to faculty, staff and administration in the spring of 2004 after a three-semester hiatus.
- Served a total of 4,719 students, scholars and dependents through OISS-sponsored programs in 2003-04 compared to 3,440 in 2002-03 (a 37% increase).
- Initiated and hosted a campus visit by U.S. Department of Homeland Security personnel to discuss the impact of implementing SEVIS. The visit provided an opportunity for agency representatives to see first-hand the complex and difficult realities underlying their sometimes unrealistic assumptions about the system's reporting and tracking requirements for colleges and universities.

Judicial Affairs

Mission: Academic communities exist to facilitate the process of acquiring and exchanging knowledge and understanding, to enhance the personal and intellectual development of its members, and to advance the interests of society. The responsibility to create and sustain the conditions necessary to the vitality of such an enterprise is one that is shared by all members of the academic community.

On behalf of, and in conjunction with, the members of the University community, the mission of the Office of Judicial Affairs is to strive to promulgate the principle of shared civic responsibility and to address behavior by students that jeopardizes the health, safety, or welfare of community members, compromises the academic or intellectual process, or disrupts the administrative and supporting services of the University.

Major Program Accomplishments/Developments:

- Resolved 35 disciplinary cases within the Judicial Affairs function of the Office of the Vice President for Student Affairs. Of these, 31% were related to general (non-sexual) harassment or intimidation, 26% involved drug or alcohol violations, and 14% concerned some form of sexual misconduct. Each case was resolved via consensual resolution, University judicial board hearing, or administrative directives/interventions.
- Processed four appeal cases under the University's Student Grievance Procedure – two through University Judicial Board hearings, and two through informal

- resolutions. Two of these cases involved students' academic dismissal from the University, and two involved accommodations for a disability.
- Coordinated activities of the University Judicial Board. Convened hearing panels, prepared written case materials, conducted interviews with involved students (and their attorneys in several cases), and implemented sanctions.
 - Served as consultant / resource for administrators in academic and administrative units who are managing disciplinary matters within their respective areas (resolving jurisdictional issues, interpreting University policies and procedures, applying sanctions consistently, and drafting or reviewing policies and written correspondence).
 - Developed a database to record all cases resolved through the Office of Judicial Affairs. This new tool provides a mechanism for identifying behavioral trends, tracking repeat offenders, and monitoring specific violations that must be reported under federal law.
 - Established a regulatory compliance committee in cooperation with the Department of Public Safety to meet requirements of the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. Expanded the committee's role to include other Federal and State laws related to illegal drugs, sexual assault prevention information, campus crime statistics reporting, and bias related crime prevention information.
 - The Director of Judicial Affairs also served as coordinator for the annual Student Affairs Conference, an opportunity for those involved in student affairs functions at NYU to gather and discuss issues of common interest concerning the co-curricular and academic experience of students at the University. This year's conference was co-sponsored by the Advising Institute (under the Office of the Vice Provost for Faculty Affairs). Approximately 200 administrators, faculty, and graduate students attended the 16 conference sessions at the Kimmel Center.

Lesbian, Gay, Bisexual, and Transgender (LGBT) Student Services

Mission: The Office of Lesbian, Gay, Bisexual, and Transgender Student Services at New York University exists to create campus environments that are inclusive and supportive of student diversity in the areas of sexual orientation and gender identity/expression.

Major Program Accomplishments/Developments:

- Conducted Safe Zone training for a total of 192 participants, the most ever to attend the workshop in a single academic year. Fraternities and sororities were involved for the first time.
- Created 17 partnerships (34 participants) through the Rainbow Connection Mentor Program, which pairs undergraduate students with a graduate student or alumnus in a similar field of study.
- Conducted a graduate student survey to assess needs and guide programming for LGBT graduate students.

- Increased and diversified programming for graduate students, including Broadway shows, wine and cheese socials, political discussions, and film screenings.
- In collaboration with the University Health Center, created a transgender health brochure.
- Trained University Health Center employees on transgender issues.
- Sponsored or co-sponsored several events and programs focused on transgender issues, including a lecture by intersex activist Betsy Driver.
- Compiled a single-person restroom listing, posted on the LGBT Student Services website, to increase safety, comfort, and privacy for transgender students.
- Facilitated constructive activism (petitioning, panel discussion on political aspects) in response to blood donation policies opposed by LGBT students.
- Added evening office hours to accommodate greater use of the Kimmel Center as a focus for LGBT student activity.

Moses Center for Students with Disabilities

Mission: The Henry and Lucy Moses Center for Students with Disabilities provides comprehensive services and programs for undergraduate and graduate students with hearing and visual impairments, mobility impairments, learning disabilities and attention deficit disorders, chronic illnesses, and psychological impairments.

The Moses Center functions to determine qualified disability status and to assist students in obtaining appropriate accommodations and services. Services are designed to encourage independence and self-advocacy, backed by a comprehensive system of supports.

Major Program Accomplishments/Developments:

- Presented six workshops for students with disabilities during new student orientation. Hosted two Open Houses to provide information and answer questions about Moses Center services and programs.
- Registered 702 students for services through the Moses Center compared with 653 students in 2002-2003 (a 7.5% increase). Of these, students with learning disabilities (44%) and psychiatric disabilities (34%) were by far the largest populations served.
- Conducted full intakes (solicitation and review of required documentation, interview, and initial advisement) for approximately 200 students, and assisted approximately 2,900 students on a walk-in basis.
- Developed and implemented new programs and workshops throughout the year to address the needs of students with specific disabilities (e.g. visual, mobility, chronic), as well as more general issues including academic skills, advocacy training, assistive technology, career planning, emergency awareness, and self-care.

- Conducted a student panel discussion for students with Attention Deficit Disorder, Hyperactivity, and/or Learning Disorder.
- Sponsored a luncheon for commuter students with disabilities, and two socials for deaf and hard of hearing students.
- Created a handbook on assistive technology used in computer labs on campus. Developed and implemented a PowerPoint presentation on assistive technology for computer lab staff.
- Added a psychological services coordinator position help address the increase in students with psychiatric disabilities.
- Revised budgeting procedures to improve tracking of billable services (e.g. for deaf services).
- Participated in school and department orientation programs (CAS, CAS, TSOA, Stern, Steinhardt, SCPS, Occupational Therapy, Study Abroad Program).
- Gave presentations concerning the Americans with Disabilities Act and higher education at faculty and staff meetings for NYU Schools and departments (CAS, SCPS, Social Work, and Health Center).
- Participated in the OASIS Future Administrators Cultural Training Seminar and a University-wide Advisory Committee on Engagement and Diversity; presented a workshop on learning disorders at the annual Student Affairs Conference.
- Developed a student listserv and updated the Center's website, which provide announcements, notification of upcoming events, and information pertaining to students' disability needs on campus.
- Added a page to the Center's website for faculty members with information about the Americans with Disabilities Act and student accommodations in the classroom. Developed a guidebook for faculty entitled *Deaf and Hard of Hearing Students in Your Classroom*.
- Updated all of the Center's assistive technology programs (voice recognition software, visual aids and hearing aids, tutorial software for learning disabilities) and added new support software for students with mobility, visual, and LD disabilities.
- Created a braille map of the Washington Square campus, which will be placed in the Kimmel Center for University Life (lobby and in Student Resource Center).
- Administered a total of 1,789 exams for students with disabilities, and served a total of 251 students through the Center's Learning Specialists.
- Increased foundation grant support by \$10,000 for the coming academic year and received \$9,000 in tuition scholarship funds from the National Council of Jewish Women in New York.
- Participated in and developed material for workshops sponsored by the New York City Mayor's Office in preparation for National Disability Awareness Day. The workshop was presented in partnership with Bear, Stearns and Co., Inc..

Residential Education

Mission: The Department of Residential Education seeks to engage students in pluralistic living and learning environments that promote a focus on academics, intellectual and

personal growth, student involvement and leadership, and a commitment to the University and New York City communities. Our residence halls provide opportunities for students, faculty, and staff to share enthusiasm for learning in an environment that combines small communities with the resources of a large research university in a major metropolitan center.

Major Program Accomplishments/Developments:

- Successfully piloted the “Explorations” living/learning program at Goddard Hall. The new program, designed to complement and expand upon classroom learning, created a different themed community on each of Goddard's six floors. Faculty Affiliates, one per floor, provided expertise and programming related to the floor theme. Approximately 200 students participated.
- Expanded the “Explorations” program to include 11 additional first-year communities (17 total) and four new communities for upper class students. Approximately 500 freshmen and 70 returning students are participating.
- Expanded the Faculty Fellow-in-Residence program with the addition of five new positions and extended the program to two new buildings. Recruited and trained a total of 28 faculty members (7 Faculty Fellows-in-Residence, and 21 Faculty Affiliates) as active participants in the residential experience at NYU.
- Facilitated faculty/student dinners as additional opportunities for student-faculty interaction outside the classroom. Students, individually or in small groups, invite faculty members to a catered free dinner at the Kimmel Center for University Life. Approximately 100 faculty members attended.
- Hosted a Midnight Breakfast at University and Weinstein Residence Halls. Top University officials and School Deans were on hand (appropriately attired for the occasion in chef's hats and aprons) to serve a free hot breakfast as a study break during exams in the fall.
- Created "Community Compacts" for each residence hall. These statements of principles and expectations related to students' interactions were posted in residence hall lobbies and on each building's website.
- Collaborated with the Commuter Student Services office to plan a new program that will link Resident Assistants (RAs) in four residence halls to newly created Commuter Assistants (CAs). RAs and CAs will co-sponsor programs to involve commuters in residence hall events and activities.
- Resident Assistants and hall government leaders facilitated over 3,500 events, including 2,765 community development programs, 578 educational/academic programs, 91 diversity programs, and 71 community service programs.
- The student-run Inter-Residence Hall Council coordinated the Second Annual Relay for Life, which raised approximately \$148,000 for the American Cancer Society, the most for any institution in the country.
- Staff members participated on a department-wide diversity committee, which, among other projects, organized a three-part diversity workshop for central staff and Community Development Educators.

- Piloted the Residential International Student Engagement (RISE) program, which aimed to increase connection of international students to the residential and University community.
- Initiated the BASE (Bridging Academic and Social Experiences) program, which requires Resident Assistants to conduct a wellness assessment with each resident student on their floor.
- Responded to 320 medical and 146 psychological incidents involving resident students; adjudicated 1,152 judicial cases.
- Conducted a national search to fill 18 professional staff positions (1 Director of Academic Development, 1 Assistant Director, 1 Coordinator for Residential Leadership, 1 Budget Coordinator, 10 Community Development Educators, and 4 Assistant Community Development Educators)
- Selected 172 students as Resident Assistants (from 427 applicants) through the Resident Assistant Leadership Institute. The RA selection process yielded an exceptionally diverse pool of RAs: 55% Caucasian; 11% black (non-Hispanic); 22% Asian; 9% Hispanic; 1% Native American; and, 2% bi-/multi-racial.
- Added 12 peer educators in Rubin and Lafayette St. residence halls, nearly doubling the size of the peer education program (total 26). These students serve as liaisons to Student Affairs offices, including the Center for Health Promotion; Office of African American, Latino, and Asian American Student Services; Office of Career Services; Office of Drug and Alcohol Education; Lesbian, Gay Bisexual and Transgender Student Services; and Sexual Assault Prevention/Education.
- Residential Education staff participated in a three-week summer (2004) institute facilitated by Dr. Patrick Love (Steinhardt School of Education), based on his book, *Rethinking Student Affairs Practice*.
- Received a \$50,000 research grant from the Association of College and University Housing Officers to study the recruitment and retention of entry-level staff in the housing and residence life profession.

Student Activities

Mission: The NYU Office of Student Activities (OSA) provides comprehensive co-curricular activities and services that enhance the student experience, support student organizations, and create a greater sense of community.

Major Program Accomplishments/Developments:

- Registered a record number (394) of student clubs (235 All-Square Clubs, 159 School Clubs) – a combined increase of 117 clubs (+ 30%) over last year and 164 (+ 71%) in the last 5 years.
- Developed, implemented, and facilitated the *Social Justice Track* of the OSA Leadership Development Program for student club leaders (60 participants).
- Developed, implemented, and facilitated the *Leadership Foundation Track* of the OSA Leadership Development Program for student leaders (60 participants).

- Developed, implemented, and facilitated the *Club Management Program* for students holding leadership positions in student clubs (83 participants).
- Developed, implemented, and facilitated the *Greek Leadership Development Program* (31 participants).
- Provided primary advisement, program planning, and budget support for 235 All-Square clubs and their 940 officers (an increase of 42 clubs from the previous year).
- Hosted successful fall and spring club fairs (3,000 participants).
- All-Square clubs advised by OSA staff sponsored 2,020 club activities during the year.
- The Program Board planned, sponsored, or co-sponsored 77 concerts, lectures, film screenings, visual art exhibits, poetry and prose readings, and performing arts productions (22,529 attendees).
- Planned and implemented Greek Night at Coles Sports Center (24 fraternity and sorority chapters/400 members participated).
- Created and implemented the successful Take-A-Break program that encouraged students during examination periods to use the OSA lounges on the 7th floor of the Kimmel Center as study halls and to take advantage of free refreshments being served by OSA staff (500 attendees).
- Developed and implemented a successful on-line club registration process.
- Developed and implemented a successful on-line funding reallocation and contingency fund request process for All-Square clubs.
- Developed and implemented a successful on-line budget allocation submission and notification process for All-Square clubs seeking funding for academic year 2004-05 (totaling \$630,036).

Student Resource Center (Includes former Office of Student Life)

Mission: The mission of the Student Resource Center is to provide a helpful, welcoming, student-focused environment that provides personal attention and information to students at NYU, while educating students about the many services available across the University. The Center offers University-wide programs, publications, and hands-on assistance for the entire university community. Staff members also focus specifically on the needs of various niche communities — new and continuing students, transfers, commuters, graduate students, parents and families of students, and spiritual diversity at NYU.

Major Program Accomplishments/Developments:

- Established an identity and presence as a one-stop resource for students and as a clearinghouse for information available to other University offices. Served 1,140 students on a walk-in basis from opening on April 2 to the end of the semester. The Center's website (<http://www.nyu.edu/src>) had approximately 13,000 hits during the same period.

- Coordinated All-University Orientation (AUO), twelve days of programming and events for all new students. AUO (recently re-named Welcome Week) supplements school-based academic orientations and provides students with experiences to help them navigate, adjust to, learn about, and utilize the vast resources available at NYU and within New York City. AUO offered 230 programs with a combined attendance of over 25,000 students. The full range of programs can be viewed on the Web at <http://www.nyu.edu/src>.
- Mailings to incoming students included new welcome letters from the Vice President for Student Affairs sent separately to freshmen, transfer, commuter, and resident students highlighting activities specifically designed for each group.
- Created the first ever Presidential Welcome for new students. President John Sexton and the University leadership team, a guest alumnus, and a student speaker welcomed approximately 3,000 students to Gould Plaza.
- Created the first All-University Welcome Reception for New Grad Students hosted by President Sexton.
- Reestablished the Outreach program, a pre-orientation experience designed to build community and civic engagement through service-learning. One hundred new freshmen and transfers and 33 upperclass group leaders participating in three days of volunteer work in local neighborhoods coordinated by the NYU Office of Community Service.
- Hosted the Freshman Beach Ball, one of several new initiatives designed to foster a greater sense of community and identity by class year. Two floors of the Kimmel Center (Rosenthal Pavilion and Eisner and Lubin Auditorium) were transformed with a tropical island theme featuring live music, food, and dancing. Approximately 1000 members of the Class of 2007 attended. The event was funded partially by a gift from the Class of 2003.
- Organized Parents' Day in collaboration with all of the undergraduate schools. Parents attended school-specific academic programs in the morning, which included opportunities to meet faculty members, ask questions, and learn about various aspects of academic life at NYU. The afternoon program featured presentations and open houses focused on student life, a reception hosted by President John Sexton and the NYU Parents Committee, and evening activities including student performances, film screenings, and Broadway shows. Nearly 2,500 parents attended.
- Initiated, in collaboration with NYU schools, a new orientation for students entering NYU in the spring term. The program included a welcome reception, information fair, and workshops on a variety of academic and other topics to help students meet one another and get involved in campus life. Approximately 100 students attended.
- Held 100 Nights Before Commencement, an annual event that provides information for graduating seniors and helps them prepare for graduation. Each of NYU's undergraduate schools was represented, along with Alumni Relations, Senior Legacy Committee, University Events, the Washington Square News, OASIS, NYU Photo Bureau, Career Services, NYU Bookstores, LGBT Student Services, and the Senior Week Committee.

- Handled logistics (set-up, registration, room assignments, audio/visual, food and beverage, and evaluations) for the fourth annual Student Affairs Conference. This one-day conference brings together NYU administrators, faculty, and students to share information and best practices, discuss University issues, and work together to serve students better. Approximately 200 people attended the conference.
- Hosted the 20th annual President's Service Awards, which recognize undergraduate, graduate, and professional student organizations and individual students who distinguished themselves in Leadership, Programming, or Volunteerism and Community Service. One hundred twelve award recipients were chosen through a University-wide nominating process. Nearly 350 family members and other guests attended. Speakers and presenters included President Sexton and School Deans.
- Presented a total of 323 programs to new and continuing students, parents, graduate students, commuters, and transfers with an overall attendance of 40,747 students.
- Redesigned the *NYU Student's Guide* (more compact, portable format, addition of annual calendar/planner) to make it more practical and user friendly for students. The Guide, an award-winning publication that is distributed to all new students at the start of each academic year, also will be updated annually instead of bi-annually. Limited and appropriate advertisement opportunities (NYU services *only*) will be offered to help offset the increased cost of publishing.
- Generated a total of 15 publications with total distribution of over 135,000, as well as on-line versions for quick reference and downloading. The on-line Student's Guide (www.nyu.edu/students.guide) received 154,741 hits (+8,619 compared to last year), and the Parent's Guide (www.nyu.edu/parents) received 72,402 hits (+18,066 over last year).
- Established the Student Resource Center Helpline (212-998-4411), which has been included with other important contact information on newly designed student ID cards.
- Maintained regular contact with approximately 90 University academic and administrative offices to provide up-to-date information and resources related to our publications and events.
- Volunteered and assisted with the following campus programs: School Summer Orientations, 9-11 Remembrance Ceremony, End of the Year Remembrance Ceremony, Student Affairs Conference, Strawberries and Champagne, Grad Alley, Commencement, Stern Pre-Commencement Ceremony, Senior Week, Rape Crisis Training, and Freshman Mentor Program.
- Received the following awards: CASE Awards Silver Medal, *Student's Guide to NYU*; Outstanding Orientation Publication, National Orientation Director's Association, Region IX; Outstanding Student Handbook, National Orientation Director's Association, Region IX; Outstanding Parent Publication, National Orientation Director's Association, Region IX.

Commuter Student Services

Major Program Accomplishments/Developments:

- Presented targeted programs for commuter students as part of All-University Orientation, including a welcome reception and breakfast, Commuter Services open house, and Commuter Sleepover. Total attendance 218.
- Published the *Commuter Handbook*, a guide to navigating the University for commuter students.
- Gave presentations about commuter student life and resources and services for commuter students as part of school orientation activities and new student seminars.
- Created the Commuter Online Community, a pilot project using the University's Blackboard courseware technology to provide undergraduate commuters the opportunity to create study groups, coordinate social events on and off-campus, learn about and use University and community resources, and communicate with one another via discussion boards and chat rooms.
- Launched the Commuter Assistant Program, which matches all new freshman and transfer commuters with upperclass commuter students as a source of peer support and guidance. Commuter Assistants will be responsible for contacting the new students weekly and participating with them in social and educational activities.
- Initiated Commuter Appreciation Week, a themed series of activities that included social events, cultural excursions, and community service projects on and off-campus.
- In response to students' requests, organized a sale of discounted MetroCards to help offset students' commuting costs. Three hundred \$10 cards were sold to students at half-price.
- Increased attendance at Commuter events and programs, particularly those sponsored by the Commuter Circle student organization, (e.g. 70 students minimum per lunch versus 25-40 last year). The Commuter Circle received a President's Service Award for Programming for the second consecutive year.
- Received 20,450 hits on the Commuter Student Services website (www.nyu.edu/commuter.services). Created an AOL Instant Messenger (AIM) screen name (*NYUCommuter*) to allow commuter students who are not on campus to contact the Commuter Student Services office more easily.
- Held the first Graduate Student Social expressly for commuters as part of an overall effort to increase programming and facilitate connections among graduate students. Approximately 40 students attended the event, which was co-sponsored by the Graduate Student Planning Committee.
- Organized a focus group to obtain qualitative information from commuter students about their concerns, sense of belonging, and participation on campus. A report about the Focus Group is available from the Commuter Student Services office.
- Presented, co-sponsored, or participated in a variety of programs throughout the year on general student issues including time/stress management, study skills, safety, finances, off-campus housing, and community service.

Transfer Student Services

Major Program Accomplishments/Developments:

- Launched the Transfer Student Association, a student organization designed to give NYU transfer students a collective voice. The group met weekly during the academic year, discussing issues ranging from housing to Welcome Week.
- Produced the Transfer Student Guide, a publication aimed at helping incoming students avoid “transfer shock” and orienting them to NYU and New York City. Guide topics include housing, registration, and the transfer credit evaluation process.
- Created the Transfer Buddy program, an initiative that links incoming transfer students with current NYU upperclass students who came to NYU as transfers. Each Transfer Buddy will act as a resource to answer questions, make referrals, and organize social events for a group of 10 new transfer students.
- Organized and facilitated a variety of programs and activities during the year to help transfer students become acquainted with the Transfer Student Services office and with one another, including receptions, a get-together dinner, and outings to cultural, social, entertainment, and sporting events in New York City.
- Planned transfer student-oriented Welcome Week events including city excursions, Yankees baseball, and a TV show taping. Members of the Transfer Students Association will host “Transfer 101” featuring a Q & A session with upperclass transfer students and an introduction to the Office of Career Services.
- Co-sponsored “How to Market Yourself” with the Office of Career Services. The program served to introduce transfer students to OCS services, while highlighting positive transfer student attributes that can be attractive to employers.
- Organized “Grad School Reality” a program designed to give undergraduate transfer students an opportunity to hear from current NYU graduate students about their experiences.
- Created a Transfer Student listserv. Currently with 935 subscribers, the list provides an efficient and readily accessible source of information about programs, services, and activities of particular interest and/or importance to transfer students.
- Initiated a Transfer Student Workshop as part of Parents Day. This new session featured a student panel discussion and information about relevant resources in each of NYU’s undergraduate schools. Approximately 25 parents of transfer students attended with their sons or daughters.
- Facilitated the Transfer Student Sunday Brunch Cruise, a World Yacht excursion around Manhattan. This outing was initiated by students as a social event designed to foster a sense of community and group identity among transfer students.

Graduate Student Life

Major Program Accomplishments/Developments:

- Established the Graduate Student Programming Committee, a student-run coordinating group that organized a variety of educational, social, and cultural programs for students in all NYU graduate schools.
- Created an event listserv, which reached over 2,000 graduate student subscribers.
- Developed more diversified and increased programming tailored particularly to the needs of graduate students. Programs included a workshop on off-campus housing, trips to museums and an off-Broadway show, two apartment-hunting workshops, a Winter Cultural Festival co-sponsored with the Graduate Students of Color Network, and three graduate student socials, each attended by a diverse group of several hundred graduate students.
- Hosted a tax-planning seminar for graduate students featuring a presentation by alumnus Melvin Stein, C.P.A., NYU Class of 1953. The well-attended session provided a wide range of helpful information and an opportunity for students to ask questions (including via e-mail for those who could not attend).
- Co-sponsored a Graduate Student Academic Colloquium, a half-day program, presented in collaboration with the Graduate Students of Color Network, as an opportunity for students to showcase their research.
- Co-sponsored, with Commuter Student Services, a Commuter Graduate Student Dinner.
- Facilitated a dinner with the Vice President for Student Affairs to provide a mutual opportunity to discuss graduate student issues.
- Convened a meeting of NYU graduate school representatives as the start of a continuing conversation about ways to collaborate broadly and create cross-disciplinary opportunities for interaction among graduate students.
- Increased participation in the Graduate Student Child Care Subsidy Program, which provides full-time graduate students a Bursar credit of \$200/semester for childcare services.
- Participated and represented graduate students in a variety of on-campus programs and events including All-University orientation and workshops on stress and time management, leadership, cultural issues, housing, transportation, personal finance, and career planning.

Spiritual Diversity Network and Parents Helpline

Major Program Accomplishments/Developments:

- Participated with the campus chaplains in an interfaith presentation at All-University Orientation.
- Worked closely with University's Catholic, Jewish, and Protestant chaplains and student religious clubs in the aftermath of four tragic student deaths this year.
- Participated with the campus chaplains and President Sexton in the Community Gathering of Remembrance in respect of deceased members of the University community.

- For the third year, sponsored the Sustained Dialogue Group, a series of biweekly discussions bringing together Israeli and Palestinian student leaders. Arranged for Rev. Rhonda Hoehn, former Protestant chaplain and a trained mediator with international relations experience, to be faculty sponsor and trainer for the group's student facilitators.
- Published SDN research on changes in students' religious practices in the Journal of College and Character, an on-line publication focusing on moral and civic learning in higher education.
- Participated in a segment about spirituality and the college student on WNYU-FM's Feature program.
- Published an electronic newsletter to promote interfaith learning, provide information about multi-faith programming, and also as a link between chaplains and students.
- The Human Relations Committee provided assistance and support to complainants in ten grievance cases.
- The Parents Helpline, in its sixteenth year, received a record 1,836 calls and e-mails, a 38% increase over 2002-2003.

Office of the Vice President

Major Program Accomplishments/Developments:

- Reorganized services and programs within the Division to better support the University's academic mission and to be more responsive to student-centered priorities. Changes included creating the Student Resource Center (SRC) and grouping the SRC, OASIS, and LGBT Student Services under a new Assistant Vice President for Student Community Development.
- Provided information, assistance, and support as part of campus-wide response to four tragic student deaths during the year. Focused and increased services, particularly in key areas (e.g. Counseling Services, Residential Life), to facilitate students' coping and recovery. Maintained frequent communication with students, parents, media, and the University and local community. Mobilized comprehensive follow-up in all relevant areas to address issues related to student safety and mental health.
- With other senior staff, developed and implemented the Wellness Exchange, a newly integrated array of expanded and enhanced programs and services designed to address the overall health and mental health needs of NYU students. The Wellness Exchange, is comprised of various offices within the Division of Student Affairs and operates in partnership with the Mental Health Association of New York City's LifeNet Hotline Network. Students can access these services through a dedicated 24/7 telephone hotline for help with crises, day-to-day challenges, or concern about a friend.
- Created the position of Assistant Vice President for Student Health Programs and Services to manage the Wellness Exchange, and initiated a national search to fill the position.

- Established a University-wide Alcohol, Drug, and Mental Health Advisory Board to examine ways of strengthening the delivery of mental health services to students, and strategies for implementing University philosophy and policies related to drugs and alcohol.
- Issued a new statement of philosophy as a guide to implementing alcohol policy in NYU residence halls. The statement includes a medical amnesty provision, which limits judicial action against students who, though they may be involved in an incident themselves, nevertheless bring attention to alcohol or drug-related medical emergencies involving other students.
- Hosted weekly dinners with various student groups (freshmen, transfers, commuters, graduate students, and student government leaders), to provide opportunities to discuss both general and group-specific issues.
- Collaborated with graduate students in the Steinhardt School's Program in Higher Education in planning the launch of a new journal related to study and practice in the field of Student Affairs.
- Initiated a variety of major new programs including the Freshman Beach Ball, Presidential Welcome, All-University Welcome Reception for New Graduate Students hosted by President John Sexton, Midnight Breakfast, Faculty/Student Dinners at the Kimmel Center for University Life, and Strawberries and Champagne Toast to the Class of 2004 with President Sexton.
- Met regularly with Student Affairs Deans and other academic and administrative counterparts to discuss common issues.
- Formed four Administrative Work Groups to examine four broad topics: 1) strengthening the University's relationship with its students, 2) improving the overall quality of service to students, 3) enhancing school/central administration collaboration, and 4) encouraging senior class giving. The groups were composed of Student Affairs and School representatives, relevant other administrative offices, and students.
- Convened an ad hoc group to review all aspects of student retention and to develop a University-wide strategy for increasing student success at NYU, with a special focus on students of color. The group included representatives from Admissions, Alumni Relations, and all of the undergraduate schools.
- Worked with the Offices of Development and Alumni Relations and Undergraduate Admissions to increase collaboration with Student Affairs on freshman sendoffs (regional events for new students and their families), similar receptions for early-accepted students, and Parents Day.
- Established a formal working relationship with the University's Office of Institutional Research to improve assessment of Student Affairs programs and services.
- Participated in the University's decennial reaccreditation review and reporting process for the Middle States Commission on Higher Education.
- Established a Working Group on Residential Living to consider a wide range of issues, including follow-up on recommendations in the Middle States reaccreditation report.

- Hired a new Assistant Vice President for Student Affairs and upgraded two existing positions to become AVPs for Residential Education and Student Community Development.
- Initiated “First Thursdays”, a monthly series of 90-minute information sessions on various student affairs topics of broad relevance to the University community.
- Planned and coordinated two staff retreats.
- Launched a new and expanded website (www.nyu.edu/student.affairs) that integrates Internet resources from each of the offices within the Division of Student Affairs. The site’s home page highlights special events and important news from within Student Affairs and around the University, and also provides a comprehensive list of links to Student Affairs services and programs.