2022-2023

Collaboration
Assessment
Response
Evaluation

Lander University
CARE TEAM

Completed May 2023

Special Acknowledgements

Lander University's CARE (Collaboration, Assessment, Response, and Evaluation) "Team" was completely revamped in the Summer of 2019 to align with best practice standards. The following key players have been instrumental in continuing progress since the 2019-2020 academic year. This report is completed annually to ensure Team effectiveness is consistently revisited based on the trends and needs of the campus community. This report contains data collected during the 2022-2023 academic year.

CORE CARE Team Members

Dr. Boyd Yarbrough……………………………………………………...Vice President for Student Affairs, Ex-officio Member

Ebonee Dendy………………………………………………………………………………….Chair, Director of CARE & Advocacy

Kim Shannon……………………………………………………………. Executive Director of Wellness and Holistic Support

Adam Weyer…………………………………………………….…………… Assistant Athletic Director for Sports Medicine

Catherine Covar……………………………………………………………………….…………Director of Housing & Residence Life

Dr. David Mash……………………………………………………………. Associate Director of Library Services, Jackson Library

Greg Allen……………………………………………………………….Lander University Police Department, Chief of Police

Jalysa Green…………………………………………………………………Director of Student Conduct & Community Standards

Jennifer Mathis……………………………………………………………………….……………. Executive Director of Admissions

London Thomas…………………………………………………………………………………….……Director of Human Resources

Pleshette Elmore…………………………………………………………………………………….Director of Academic Success Center

Veronica Cue………………………………………………………………………………………....Student Outreach Coordinator

CORE Group Back-Up and INNER Circle CARE Team Members

Angie Bourne……………………………………………………………………………. Administrative Specialist, Student Affairs

Ayrn Gilstrap………………………………………………………..…………. Assistant Director of Student Conduct & Community Standards

Joey Plyler……………………………………………………………………….…………Assistant Director of Housing & Residence Life

Madena Gossett……………………………………………………………………...................Lander University Police Department, Captain

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Academic Year-End Data

Four hundred seventy-two (472) referrals were submitted to the CARE Team during the 2022-2023 academic year. Three hundred eight (*n*=308) of these referrals represented unique students, while 71 individuals received two (2) or more referrals. Total referrals received increased 12.6% compared to the 2020-2021 academic year (*n*=419). Likewise, total referrals received increased by 6% compared to the 2021-2022 academic year (*n*=445). *It is noteworthy that the number of referrals received by the Team has consistently increased over the last several year-end reporting periods.*

Patterns and Trends

By reviewing patterns and trends, the Team can determine what specific target groups may benefit from additional outreach and education. (*Reference CARE Team goals for 2023-2024.*)

Classification

Categorized by classification, the chart below summarizes the total number of referrals received during the 2022-2023 academic year. Classification percentages are very much in line with 2020-2021 and 2021-2022 data.

Classification	Total Referrals
Freshman	229
Sophomore	105
Junior	76
Senior	56
Other	6
Grand Total	**472**

Freshman students were the population with the highest number of CARE referrals (49%), followed by Sophomores (22%), Juniors (16%), and Seniors (12%). The "Other" category comprises graduate students, second-degree students, and employees, accounting for < 1% of total referrals received.
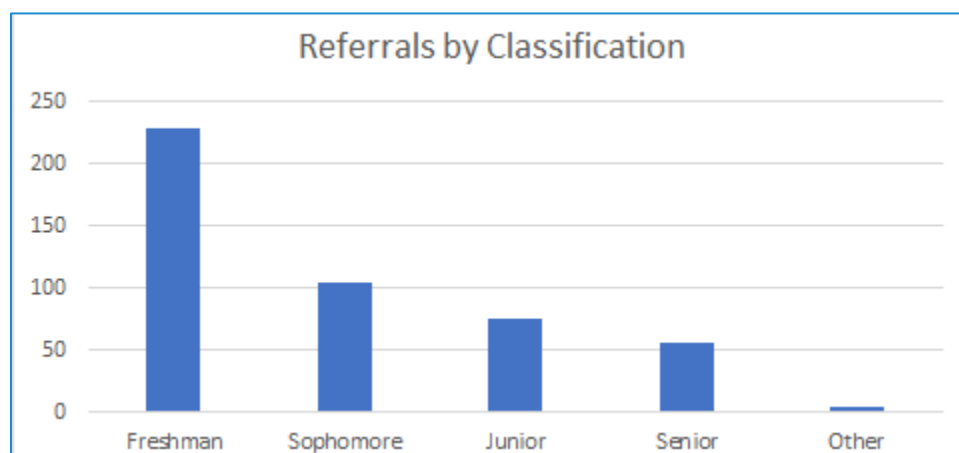
Academic Major

Nursing students represented approximately 16% of overall referrals received during the 2022-2023 academic year (*n*=74). Business Administration majors represented 13% of total referrals received (*n*=62). Psychology majors represented 10% of total referrals received (*n*=47). *It is noteworthy to mention that Biology majors also had a high number of referrals (n=33). Further, the number of referrals received on Biology majors steadily increased compared to data collected in 2021-2022 (n=21).*

Classification	Total Referrals
Biology	33
Business Admin (BS) (Online)	3
Business Admin (MBA)	1
Business Admin (MBA) (Online)	1
Business Administration	54
Business Administration (BAS)	3
Chemistry	3
Chemistry (Dual Engineering)	2
Chemistry Educ, Secondary Cert	6
Computer Infor Syst (Dual Eng)	1
Computer Information Systems	8
Criminology	23
Criminology (Online)	2
Cybersecurity	5
Digital Media Production	1
Early Childhood Education	23
Elementary Education	13
Emergency Management	2
English	3
English (Secondary Certif)	7
Entrepreneurship	3
Environmental Science	4
Exercise Science	17
Graphic Design	11
History	3
History (Secondary Certif)	5
Human Services (BS)	12
Interdisciplinary Studies	2
International Studies	5
Mathematics	4

Mathematics (Dual Engin)	3
Mathematics (Secondary Certif)	1
Media and Communication	18
Medical Biology	3
Music (K -12 Certification)	2
Nursing	74
Paralegal Studies	1
Physical Educ (K-12 Certif)	2
Political Science	11
Psychology	39
Psychology (Online)	8
Public Health	1
Sociology	2
Special Education	4
Teaching and Learning	1
Undecided/General Education	12
Undeclared/Non-degree	3
Visual Art	23
Visual Art (K-12 Cert)	1
Visual Arts	1
Grand Total	**470**

*2 cases are not listed above as the Person of Concern was not a student enrolled at the University.

Nursing, Business Administration, and Psychology majors have had the most significant number of referrals for four (4) consecutive years.

Referrals by Major
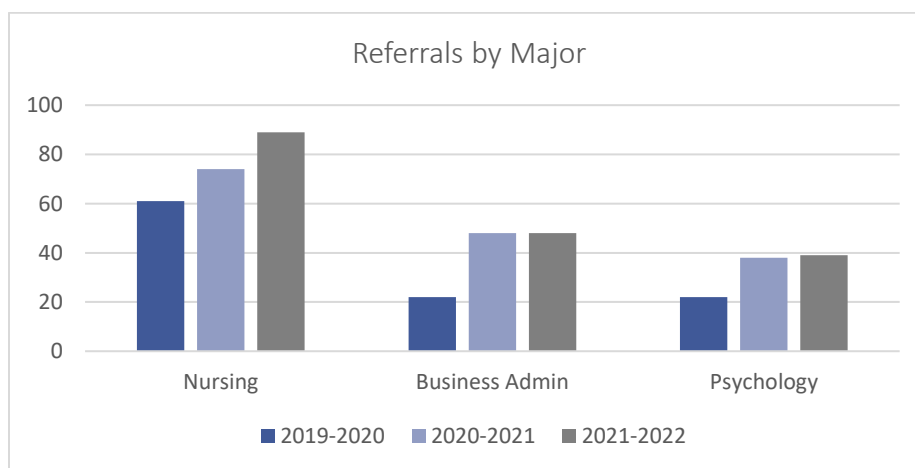
Nature of Concerns/Issues

The 2022-2023 category of concern data, depicted below, is comparable to data collected in 2020-2021 and 2021-2022. *It is noteworthy that referrals related to Suicidal Tendencies or Self-injurious Behavior increased compared to data collated during previous year-end reporting periods. For instance, in 2020-2021, seven (7) referrals were coded under this category, while in 2021-2022, 17 total referrals were coded under this category.*

Issues of Concern	Referrals Received
2-3 Class Absences	1
Alcohol Policy Violation (Underage)	5
Alcoholic Beverages	2
Anxiety - Excessive	5
Anxiety and Depression	61
Behavioral Concern	12
Change in Student's Quality of Work	56
Concerning Behavior/Event (Follow-up Inquiry)	1
Death of Family Member	23
Death of Non-Student/Other	3
Depression (Persistent Sadness/Crying)	15
Displays Anger or Negative Emotions Inappropriately	8
Disruptive Activity	1
Disturbing Written Material or Class Discussion	5
Engages in Disruptive/Disorderly Behavior (in the classroom)	2
Failure to Comply with an Official Request	3
Failure to Submit Assignments	2
Financial Issue	11
Fraud and Lying	1
Illegal Drugs	2
Injury/Illness - Hospital	7
Injury/Illness, Other	12
Lying to a University Official	1
Mental Health Concern	1
Multiple Class Absences	4
No Admin Charges Filed- No contact order issued	1
Noise Issues	1
Obsessively Suspicious or Mistrustful	1
Personal Wellness	83
Physical Health Concern	2
Recommendation for Academic Tutoring	1

Roommate/Suitemate Contract Violation	1
Sexual Assault	2
Significant Change in Appearance or Behavior	77
Social Adjustment/Involvement	20
Suicidal Tendencies or Self-injurious Behavior	4
Threat to Oneself	4
Threat to Others	1
Threatens or Engages in Violent Behavior (written or verbal)	3
Traumatic Event	26
Unusual Injuries (bruises, cuts, abrasions, and/or scrapes)	1
Grand Total	**472**

Effective the 2021-2022 academic year, the Team began to utilize tags as more information was learned so referrals could be categorized more broadly. By reviewing referral categories in this manner, the Team can better identify patterns based on the general nature of referrals received and, therefore, better determine needs regarding resource allocation, outreach, training, and other related initiatives.

*The "Traumatic Incident" category includes referrals regarding the loss of a loved one or any other incident experienced that was potentially traumatic. The "Other Concerning Behavior" category reflects referrals with a demonstrated change in or atypical behavior observed.

| Tag Name	Number of Tags
CARE (Financial)	20
CARE (Other Concerning Behavior)	14
CARE (Physical)	29
CARE (Psychological)	257
CARE (Social)	131
CARE (Special Needs)	1
CARE (Traumatic/Other)	44
EMS Transport (Medical Matter)	1
Student Hospitalized (Medical Matter)	1
Welfare Check	1
Grand Total	**499**

*A tag was added to each case file based on the nature of each referral submitted. Notably, some cases were assigned multiple tags; therefore, the number of tags exceeded the total number of referrals received.

Measure of Success

A measure of the Team's success in terms of applied interventions was accomplished by utilizing milestones in Maxient. By connecting individuals with the resources needed to provide support, the goal is for interventions to result in at least

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one of the following over time: reduction in risk score, no additional referrals, or other observable, positive outcomes. Four hundred fifty-nine (459) referrals were tagged as "Case Closed (Successful)." Seven (7) cases were classified as "Case Closed (Other Factors)." The Case Closed (Other Factors) category typically reflects those students that are no longer enrolled, students that are being fully case managed by another department/area, or other circumstances that prevented the Team from being able to place a value on the interventions offered. 97% of cases during the 2022-2023 academic year were closed as successful.

As of May 2023 Case Status

1.48% 1.27%

97.24%

■ Cased Closed (Successful)   ■ Case Closed (Other Factors)   ▪ Case Remains Open
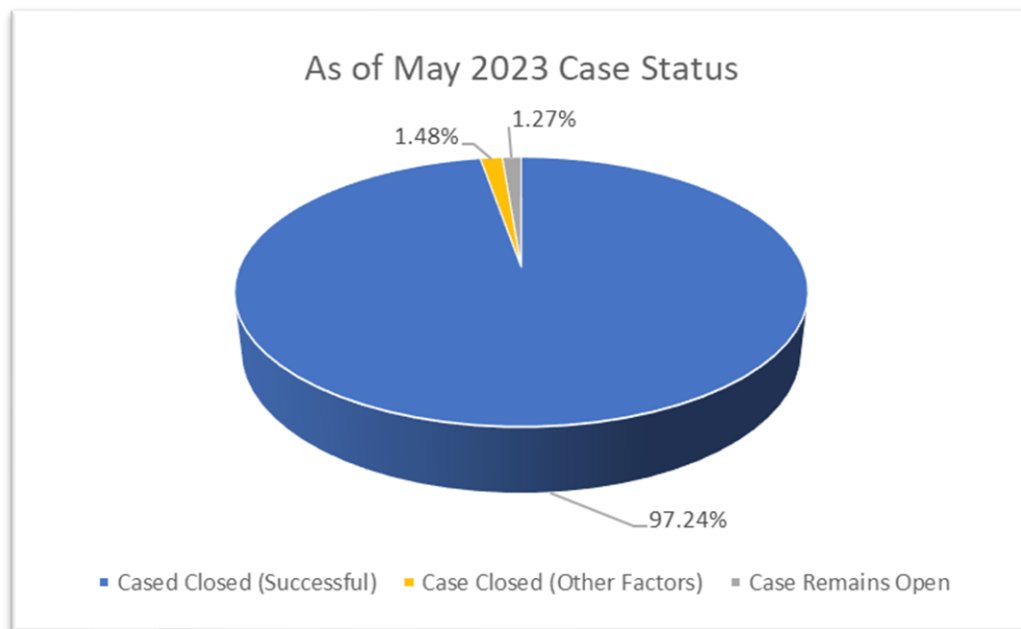
Note: When data was collected to create this report, active cases were still being tracked with no identified outcome.

Community Outreach

The Team continued to place much focus on community outreach. (This has likely contributed to the consistently increasing referrals submitted to the Team.) However, efforts should be ongoing and continually prioritized. (*Reference CARE Team Goals for 2023-2024*.)

Blackboard Training for New Students

During the 2022-2023 academic year, all incoming students were provided information about the CARE Team via an online Blackboard training platform. Since all new students must complete training specific to sex/gender-based misconduct, other pertinent information, aside from VAWA (Violence Against Women Act) requirements, was included in the training to ensure incoming students were familiar with other essential functions, resources, and opportunities for assistance. In addition, the training gave new students information about the CARE Team and its purpose, an overview of relevant behaviors, and how to report matters to the Team (1,303 students trained).

New Employees (Faculty and Staff)

Effective Summer 2020, a CARE Team module was added to the onboarding training for all newly hired employees. The training provides an overview of the Team itself, its purpose, the types of behaviors to report, how to report, and what to expect following the submission of a referral. This process will continue to be utilized in 2023-2024 with appropriate updates.

Faculty/Staff Email Outreach

In conjunction with the Academic Success Center, an announcement regarding the behaviors to report and how to report was sent via the faculty/staff listserv in August 2022. This announcement clarified the difference between Academic Early Alerts and Welfare Concern/CARE Reports. Starting Spring 2023, no longer with the Academic Success Center, a detailed email was sent to address the CARE Team as a resource to the campus community. Further, the announcement also detailed other reporting tools that could be utilized as appropriate.

Resident Assistants

Resident Assistants (RAs) were provided education/training about the CARE Team and its purpose. The training was provided online and in-person during RA training in August 2022. The information presented discussed the distinct types of behaviors to report, how to report, and specifics about how RAs can provide essential feedback to the Team.

LINK Peer Leaders

LINK Peer Leaders were provided education/training about the CARE Team and its purpose. The training was delivered in person in August 2022. The information presented discussed the distinct types of behaviors to report, how to report, and specifics about how LINK Peer Leaders can provide essential feedback to the Team.

Orientation Leaders

Orientation Leaders (OLs) were provided education/training about the CARE Team and its purpose. The training was offered in person in March 2023. The information presented discussed the distinct types of behaviors to report, how to report, and specifics about how OLs can provide essential feedback to the Team.

Presidential Ambassadors

Presidential Ambassadors (PAs) were provided education/training about the CARE Team and its purpose. The training was delivered in person in October 2022. The information presented discussed the distinct types of behaviors to report, how to report, and specifics about how PAs can provide essential feedback to the Team.

Condolence Card Campaign

To emphasize the Team's support of students that have lost a loved one, a condolence card campaign was launched during the Spring 2021 semester. This initiative continued in 2022-2023. Cards were personally delivered to each impacted student's residence and included contact information for the CARE Team and Wellness Center. Additionally, students living off-campus received condolence cards at their home addresses.

CARE Chirps

The Director of CARE and Advocacy implemented CARE Chirps in Spring 2021. This initiative continued during the 2022-2023 academic year. Lander blue birdhouses were displayed in various areas throughout campus that contained positive/uplifting messages. For example, suppose any campus community member is having a challenging day. In that case, they can reach into the birdhouse and pull out an envelope for words of encouragement created by other campus community members.

Feminine Hygiene Products

To promote Team visibility and fulfill a common need, feminine hygiene supplies were placed in multiple high-traffic restroom facilities around campus. In addition, supplies were checked weekly and refilled as necessary. The Team desires to be considered a supportive, caring resource. Such initiatives complement this goal—campus community members donated to the cause.

Housing Overflow

During the Fall 2022 semester, Housing occupancy exceeded 100% capacity. As a result, an estimated 20+ students were assigned to reside at a local hotel until on-campus bed space could be secured. In addition, the Director of CARE & Advocacy and the Student Outreach Coordinator hosted weekly programs to foster connections. Further, student mentors and staff supported impacted students to ensure that needs were identified and resolved proactively.

Communication with Employees Following a Referral

The Team continued to email employees upon submission of a referral. This outreach ensured employees knew their respective referrals had been received and provided a point of contact if additional information became available.

Parent and Family Orientation

Effective Summer 2022, flyers were created to share with the parents and families of each incoming student that attends summer orientation. The flyer reflects information about the CARE Team and how to submit a referral for a student of concern.

Faculty & Staff Interactive Training

In response to the events our society has experienced in recent years, colleges and universities are urged to address behaviors observed in their campus communities. A behavioral intervention team (BIT) is a group of professionals designed to identify persons of concern and de-escalate behaviors. These individuals display disruptive behaviors, threatening their or others' health and safety or disrupting the university's educational or administrative processes. Lander's BIT contacted all faculty/staff members to encourage them to attend a 1-hour interactive presentation.
The Team is dedicated to becoming more diligent and proactive in providing education regarding a safe environment for students, faculty, staff, and all visitors on our campus. Those who attended one of the five sessions learned about what was experienced in the prior academic years, what can be expected moving forward, and how to identify, support, and refer a student of concern.

Active Programs

During the 2022-2023 academic year, the Student Outreach Coordinator and the CAREConnect mentors (4) facilitated programs weekly. In addition, contact information for the CARE Team and the Team logo were displayed to promote increased Team visibility and awareness. Summaries of respective programs may be referenced below.

TITLE	DATE	DESCRIPTION	PARTICIPANTS
Stamp it Out with Psych Club	October 18th, 2022	Stamp It Out is a campus-wide positivity campaign organized by the CARE Team and the Psychology Club. Because this semester has been challenging for students, we would like to bring a creative idea to bring positivity and affirm students that they are doing their best. Someone will be given a small stamp on any positive comment. Once they have written it, they can keep it in their book bags or room.	40
Sand Art	October 20th, 2022	This event allowed students to write and display kind and thoughtful words and statements to share with others. The intention was to promote campus-wide optimism/positivity.	20
Trick or Treat	October 31st, 2022	The objective of this event was to spread campus positivity and have a couple of hours of enjoyment and cheer. Joined by 26 different departments and organizations, each table handed out candy, items, treats, brochures, flyers, etc., while dressed in their favorite costumes. The students were encouraged to dress up and trick-or-treat with the departments and organizations. This promoted positive attitudes and heavy engagement.	200+
Queso and CARE (Chipley Hall)	November 16th, 2022	This event was in collaboration with the RAs from Chipley. The purpose of this event is to make the students knowledgeable about the campus resources. Through a Kahoot activity, we asked the students various questions about campus, housing, and CARE resources.	42
Self-Care with the Girls (New Residence Hall)	November 21st, 2022	This event was in collaboration with the RAs from New Residence Hall. This event allowed students to engage and learn about CARE and the importance of self-care. There were stations set up, each RA hosted one, and the CARE Team was past the final station. Students rotated to each station, hoping to learn something new about self-care or doing an activity.	30
Tree Painting and Snow Globe Making	November 27th, 2022	This event allowed students to participate in arts and crafts for the holidays. In addition, this event was a de-stressing event during finals week. The students would paint the ceramic trees and decorate them with the glitter they liked; for the snow globes, they would add different Christmas assortments to fill up their snow globe jars.	45

Collaboration Assessment Response Evaluation

TITLE	DATE	DESCRIPTION	PARTICIPANTS
Christmas Store Donation Drive (Connie Maxwell)	December 3rd, 2022	This continuous event occurred over two weeks. This drive's objective was to have students donate items on the list provided to us by Connie Maxwell. The donations were dropped off at Connie Maxwell for their Christmas Store. This event allowed students to give back to the community and make a difference.	20
Self-Care Is not Selfish	February 7th, 2023	This program was implemented to create awareness of how self-care is essential and the diverse ways to do so. The CARE team served an educational role in this program, informed the students about healthy self-care, and passed out our Self Reporting cards while telling the students what CARE is and how we assist students.	14
Cracking (Self Care) Stereotypes with CARE (New Hall RA)	February 21st, 2023	This program was put into place to crack down on some of the stereotypes about mental health and how that looks between genders and if each group is aware of the stereotypes each group faces. The intent was to make students aware of these stereotypes, how to correctly go about mental health and the importance of getting the help you need. We did this family feud style and trivia style.	18
DIY Positive Affirmation Jars	February 22nd, 2023	This program was a workshop-style event where students wrote positive affirmations to themselves and put them in a jar they could take around with them. This event aimed for students to have a jar that could be taken with them anywhere and pull out a positive message when needed to lift their moods.	12
DIY Affirmation & Activity Jars pt. 2	April 12th, 2023	Students enjoyed this program, so we offered the activity again. This program was a workshop-style event where students wrote positive affirmations to themselves and put them in a jar they could take around with them. This event aimed for students to have a jar that could be taken with them anywhere and pull out a positive message when needed to lift their moods.	15
Affirmation Key Chains	April 18th, 2023	The Affirmation Key Chains gave the students the opportunity to write positive affirmations as a reminder to keep pushing through as we approached finals and the end of the semester.	21

Passive Programs

During the 2022-2023 academic year, the Student Outreach Coordinator and the CAREConnect mentors facilitated programs weekly. In addition, contact information for the CARE Team and the Team logo were displayed to promote increased Team visibility and awareness. Summaries of respective programs may be referenced below.

TITLE	DATE	DESCRIPTION	PARTICIPANTS
Shine with Positivity	September 27th, 2022	Shine with Positivity was a tabled event where the student workers invited other students to write a positive comment on a star that would be hung up and shared. The idea for this event is	79

		to start conversations with students during their daily routine and ask them to join in and think positively. After the event, the wall has stars filled with words of encouragement to read, allowing students to feel connected when they see their star being hung up.	
Mid-day Snacks Stop with CARE	October 12th, 2022	Students were encouraged to write a positive word or statement on the back of the Self-Reporting CARE cards in exchange for a snack. The CARE cards will be used later to fill CARE baggies at a different event as a positive message to other students.	40
Thankful For!	November 15th, 2022	This tabling event was implemented for students to write down what they are Thankful for! Once the students wrote down what they are Thankful for, we hung them around the CAFE to show people what some students appreciate and to get others to think about what they are Thankful for as we approached the Thanksgiving season.	38
Christmas Cards for Caris Healthcare with the Psych Club	November 30th, 2022	This tabling event was a collaboration with the Psych Club; together, CARE and Psych will have students fill out cards with the hopes of passing them out to children at Caris Healthcare.	57
Snack Mobil	December 7th, 2022	The Snack Mobil was a quick and convenient way to offer students a snack or encouragement through finals. We walked around campus handing out snacks, stress relievers, and drinks to students either waiting for their finals to begin or taking a break in between.	23
Lander Loves Positivity	February 9th, 2023	Lander Loves Positivity was a tabled event where the student workers invited other students to write a positive comment on a heart that would be hung up and shared. The idea for this event is to start conversations with students during their daily routine and ask them to join in and think positively. After the event, the wall has hearts filled with words of encouragement for students to read when passing.	53
Come Grab a Rose	February 14th, 2023	Grab a Rose was a tabled event that allowed us to pass out roses to students to give to someone they loved or cared about. This event's purpose was to spread love and positivity and enable students who may be unable to afford gifts to give to their loved ones.	50
What Do You Love About Black Culture?	February 15th, 2023	This event followed Black History Month and allowed students of all races and ethnicities to express something they love about the Black Culture or experience. In addition, this event aimed to shed light on Black History and celebrate a particular culture. This information was filled out on pink hearts and hung up in the Cultural Center area.	38
Share a Cup of Kindness	February 24th, 2023	The purpose of this event was to write down and share kind comments. We had cutouts in the shapes of coffee cups for students to write on. This event allowed students to have a moment to say some kind words to themselves or others, and in	25

		return, we hung these positive kind messages up in the CC for others to read.	
Oh, The Places Lander Students Will Go!	April 6th, 2023	This event was a collaboration with the sorority Phi Mu. We invited students to share their future destinations with us, whether after graduation, during the summer, next semester, etc. This event allowed our students to highlight their short-term plans and help to inspire others with ideas!	33
Eggcellent **Truths**	April 10th, 2023	The purpose of this event was to encourage students with scriptures and other famous inspiring quotes that would help students navigate through the rest of the semester or whenever they may need a pick-me-up quote.	36
Highlight Your Day!	April 21st, 2023	This event was to pass out highlighters that students can use while studying for final exams. We hoped the highlighters would be used for note-taking and other means of studying.	23

Team Professional Development

CARE Team professional development opportunities for 2022-2023 are detailed below.

Opening Year Training

CARE Team members participated in a workshop on August 10, 2022. The topics covered may be referenced below.

Introduction
   a. Thank you for all your hard work and dedication to keeping the campus community safe!
   b. Distribute 21 Questions
   c. Review and group discussion
1. 2021-2022 Year-End Report
   a. Refresher/overview/changes
   b. Questions/discussion
2. 2022 Operations Manuel
   a. Refresher/overview/changes
   b. Questions/discussion
3. Roles and Responsibilities of Team Members
   a. Reference updated operations manual
   b. Expectations for upcoming academic year
      i. Research
      ii. Meeting preparation
      iii. Notes and follow through
4. NaBITA: *Threat Assessment from Afar* Talking BIT
   a. Group discussion

5. Tabletop Exercise
    a. Reference handout
6. General Information
    a. Team training and tabletops
    b. First meeting: August 23, 2022
    c. Training throughout the year
7. In the Loop
    a. CARE Training for students
        i. Resident Assistants
        ii. Presidential Ambassadors
        iii. LINK Peer Leaders
        iv. Orientation Leaders (Spring 2023)
    b. Student Involvement & Status Lists
    c. Meeting Day, Time, & Location
        i. Tuesdays from 1:30-3:30 PM in Lois Grier Room
    d. Programs
        i. Student Outreach Coordinator will host a weekly program for students
    e. Training for New Team Members
8. Wrap-Up

ADA (Mental Health) and the Role of the BIT

The Director of CARE & Advocacy and the Student Outreach Coordinator attended an event on May 13, 2022, hosted by NaBITA to learn how public and private colleges are subject to oversight by the courts and OCR for disability-related discrimination. Students with mental health issues often display behaviors that create concerns and are reported to the BIT. Students with mental health cases are likely to have a qualifying disability either by diagnosis or documentation regarding the student. In such situations, the student is protected by the 504 of the Rehabilitation Act and the ADA. This session addressed the essentials and contours of disability issues as it influences both CARE processes and student conduct. The facilitator addressed the implications of mental health challenges and legal protections and how it impacts BIT-based decisions.

Effectively Leading Your Behavioral or Threat Assessment Team

The Director of CARE & Advocacy attended an event on July 22, 2022, hosted by NaBITA to enhance the effectiveness of leading the CARE Team. As the leader of the Team, this position is tasked with ensuring the right people are at the table, policies and protocols are being adhered to, keeping executive leadership aware of trends, and, most importantly, keeping the Lander community safe. This session discussed ways the Director could effectively and professionally lead the CARE Team to accomplish established goals. All Team members were registered and encouraged to attend the session to understand the Director's role and hold this position accountable.

Certificate in Managing Change and Resolving Conflict

The Director of CARE & Advocacy received a Certificate in Managing Change and Resolving Conflict in June 2022. Within any organization, disputes and the need to resolve conflict are expected. The courses presented strategies used to help deal with conflict and included case studies and scenarios highlighting key issues. Training included seven courses that offered videos from practitioners and experts, interactive games, and review questions to ensure proficiency in the material. Introduction to Managing Change and Resolving Conflict
Leading and Managing Change
Handling Difficult Employee Behavior
Communicating Collaboratively
Handling Workplace Conflict
Emotional Intelligence for Managers
Negotiations: Resolving Disputes

Impact of Inflation on Higher Education

The Director of CARE & Advocacy attended a webcast on October 20, 2022. A discussion on the next worry for higher education: inflation. Learning how it impacts higher education and valuable examples of how colleges respond successfully.

Tabletop Exercises

Tabletop exercises establish clear preparedness objectives and increase critical thinking among Team members regarding potential situations/incidents. This year, tabletop exercises were executed during the Fall and Spring semesters. In addition, tabletops were facilitated on the following dates: August 10, 2022, December 6, 2022, February 28, 2023, and April 12, 2023.

State of the Field Overview and Survey

On November 22, 2022, The CARE Team attended a virtual Talking BIT event by NaBITA hosted by Tim Carson and Makenzie Schiemann. As a result, the Team learned more about benchmark data, best practices, trends in the field, and how to advocate for the necessary resources to fulfill the Behavioral Intervention Team's responsibilities. NaBITA's ability to lead and be at the forefront of providing guidance and support to the field is due in part to the consistent feedback from the community via the yearly survey administered to schools across the United States.

Mental Health First Aid Training

On January 4, 2023, The CARE Team participated in an Adult Mental Health First Aid (adults assisting adults) training presented by Bow & Arrow, Center of Hope Foundation. Mental Health First Aid (MHFA) is a nationally certified program that teaches individuals how to identify, understand, and respond to signs of mental health and substance use challenges among adults and youth. The MHFA course covers signs and symptoms of mental health and substance use challenges, how to connect with and interact with a person in crisis, and information on trauma, substance use, and self-care. Ms. Kala Overhalt and Ms. Krissi Raines facilitated the training. CARE Teams members were in attendance in addition to other

campus community members that had signed up to participate (total seats were limited to 30). Each attendee received a 3-year certification.

HECMA: Case Management Foundations

On March 22-23, 2023, Team members participated in a 2-day virtual foundations course. HECMA (Higher Education Case Managers Association) provided an in-depth look at the core foundations and standards of case management in higher education, including the historical evaluation of the field, review of core tenets, principles, best practices of case management, and dialogue about current issues, trends, and challenges that we are managing in our roles. In addition, attendees were invited to listen to and engage with other case managers and leaders in our field and build a solid foundation to support our students. Topics such as equity and inclusion in case management, assessment, campus partnerships, introduction of CAS (Council for the Advancement of Standards in Higher Education) standards, and student development theory were addressed.

Talking BITs: Threat Assessment at Large Scales Events

On March 17, 2023, CARE Team members attended a virtual Talking BIT sponsored by NaBita. Large events on college campuses can be significant for the community-from sporting events to concerts-they develop pride and memories that can last forever. Unfortunately, incidents may occur during large-scale events that need immediate attention to protect safety. NaBita discussed how campuses could prepare for, mitigate, and respond to disruption and violence at events with large audiences.

Navigating the Medical Leave of Absence Process: Policies, Practice, and Supporting Students

On April 13, 2023, the Director of CARE & Advocacy attended an online seminar with HECMA to discuss navigating the medical leave of absence (MLOA) process and supporting students. The online seminar highlighted the MLOA process at several types of institutions, discussing best practices to effectively support students before, during, and upon their return from medical and personal leaves. The interactive panel presentation discussed policy, collaboration, structure, and key stakeholders in the MLOA process. Participants explored diverse structures and approaches to the MLOA process at various types of institutions and approaches to build "buy-in" to the MLOA and return process with key stakeholders on their campus.

Return to orBIT: For the Next Generation

On April 27-28, 2023, the Director of CARE & Advocacy attended a virtual conference hosted by the Maryland BIT Affinity Group and Dr. Brian Van Brunt. Dr. Van Brunt specializes in educational counseling, behavioral intervention and support, and issues related to mental health and alcohol/substance abuse by students. In recent years he served as the President of the National Association of Behavioral Intervention and Threat Assessment (NABITA) organization. The annual conference provided a detailed discussion on helping students navigate mental health challenges on campus, the overlap of BIT and disability services, and the intersection of free speech & privacy in Student Conduct. Conference hosts address the challenges of what university staff can, cannot, and should not say.

BIT: Emergency Removals and Violence Risk Assessments

On May 1, 2023, CARE Team members participated in a program that addressed the Title IX regulations mandate an individualized safety or risk analysis if an institution is going to limit educational access (e.g., emergency removal), which can often take the form of a Violence Risk Assessment (VRA). The program reviewed how to determine if a VRA is warranted, who should conduct the VRA, and what to do after receiving the results. The session also discussed how Title IX and BIT can work collaboratively.

Team Progress/Enhancements

The information below highlights enhancements that the Team implemented or further enhanced during the 2022-2023 academic year.

Case Closure Documentation

Before closing any case, documentation of why the Team felt comfortable in doing so was consistently detailed. This ensured a thoughtful approach to case closure and helped to promote internal discussion and Team accountability.

Increased Usage of Milestones

The Team consistently utilized milestones each time a case was staffed. If a case remained open, the Team regularly reevaluated the individual's risk score. Ensuring this information was tagged during each staffing provided the Team with a more efficient way to measure one's progress/escalation over time. Milestones were updated and monitored weekly, and only students with a mild milestone were permitted to be closed with the Team's careful consideration.

Missing Person Concerns

In 2020-2021, there were many missing person referrals submitted. As a result, the Team created a referral form specific to missing persons. Before implementing this process, these concerns were vague, with little background/information. As a result of this change, the Team was able to gauge the circumstances better and, therefore, execute appropriate resources more effectively. Such concerns were determined to be associated with students' lack of motivation in the classroom rather than due to a legitimate health/safety concern. Outreach was initiated to determine whether students were physically safe and to evaluate if any other presenting circumstances were apparent. The Academic Success Center was also notified in case academic-related guidance was necessary.

Self-Referral Support

Effective Fall 2021, a self-referral CARE Form was created and implemented. Since the standard reporting form is geared toward reporter observations, a self-referral process provides an opportunity for individuals with barriers to self-disclose. Upon submission of a self-referral, the Department of CARE and Advocacy contacted the reporting individuals to identify needs and execute resources as appropriate. The Team regularly staffed self-referrals to ensure their needs were sufficiently met. (*Please refer to Team Presence, Self-Referral Cards for additional information*)

CAREConnect

In 2021-2022, the CAREConnect program was implemented to provide a structured, one-on-one relationship between four (4) student mentors and designated students of concern. Mentors were trained and provided a manual to help facilitate strategically planned follow-up based on pre-defined resilience-building strategies. One goal of the CAREConnect program is establishing a mutually trusting and respectful relationship between the mentor and student. Continued communication between mentors and mentees after completing the program was observed. The development of a positive rapport among participants was another noted benefit. Enhancing and further expanding the program will remain a focal point in 2022-2023.

Adding Tools to the Toolbelt

Threat Assessment and Response

Based on the established relationship between CARE and the South Carolina Law Enforcement Division (SLED), the Team was able to consult with SLED on a complex threat assessment issue in Spring 2022. As a result, SLED was able to assess the situation and make recommendations accordingly. This resource is a significant asset to promoting high-level Team functioning as it provides Team members with a firsthand opportunity to observe the practical application of threat assessment and response. Communication with SLED is ongoing, as necessary/appropriate.

Counseling Services

Counseling supports mental health conditions and helps with individual, group, organization, and social well-being. To support the high demand for mental health concerns for students, the Counseling Services Department was required to obtain three (3) graduate counseling interns.

Involvement and Status

When assisting individuals of concern, it is essential to understand their level of on-campus involvement, academic status, and any other exceptional circumstances of their enrollment (e.g., dual enrollment students, academic standing, and other affiliations.) Before the Fall 2022 semester started, the Team worked with campus stakeholders to obtain and develop rosters based on unique criteria. This proved highly beneficial to the Team as it helped to guide outreach, establish rapport, and maximize overall effectiveness. Moreover, the Team was able to identify other barriers more effectively and capitalize on any preexisting dynamics to increase the likelihood of positive outcomes. Also, it is noteworthy to mention that obtaining and securing such information will be very advantageous in a large- or small-scale crisis.

Student Outreach Coordinator

This role's purpose is to positively impact the retention and graduation of students by providing support and ensuring they are appropriately connected to various campus resources. In consultation with the CARE Team and the Director of CARE and Advocacy, the Student Outreach Coordinator's role is to assist with case management for at-risk students; investigate referrals, as necessary; identify barriers for success; consult with faculty; facilitate meetings with students of concern; assist with coordination of services; and appropriately track and monitor the progress of those referred.

Intentionality

Intentionality among Team members continued to be enhanced. Team members continued to be empowered to provide input based on their knowledge, skillsets, and expertise. The focus remained on tangible interventions/resolutions instead of standard documentation review. To increase the likelihood of a positive outcome, Team members frequently identified other employees with an established rapport with the person of concern (POC). The Team operated high-level regarding coordinated responses. Conscious efforts ensured that individuals were led to the resources to provide them with the specific support needed. This frequently required streamlined coordination of services. Since there are instances when obtaining feedback/general observations are beneficial, particularly when seeking to understand an individual's needs better, CARE Team members continued to seek out information from Resident Assistants, LINK Peer Leaders, various student leaders, faculty, and staff. Further, nurturing the referral sources by creating an open line of communication remained a top priority. Although the information provided to referral sources did not disclose sensitive or confidential information, referral sources were consistently updated to let them know their referral had been received. Additionally, referral sources were provided with a staff point of contact for any upcoming updates, as applicable/appropriate. While most referrals received during the 2022-2023 academic year landed on the *Mild* rating of the rubric, NaBITA risk scores continued to be consistently recorded in Maxient. Team interventions were based on the risk score and corresponding recommendations.

Research, Meeting Preparation/Participation, Follow-Up, and Documentation

In 2022-2023, Team members significantly improved proactive research, meeting preparation/participation, follow-up, and documentation. Notably, in 2020-2021, the Team was still in the preliminary stages of its restructuring. Therefore, this year, the following measures were implemented/emphasized to promote increased, high-level functioning.

- It was continually emphasized that Team members should review the agenda before meetings, preferably at least two (2) times per week. Additionally, Team members were advised to document updates/other known factors about persons of concern before weekly meetings.
- The Director of CARE & Advocacy would send emails (Keeping You in the Loop) to the Team regularly to inform them of recent updates and situations to prepare for.
- Cases on the agenda were labeled as one of two possible categories: (1) New Case Created and (2) CARE Team Staffing. This way, Team members were better prompted to proactively seek background information on newly identified persons of concern or document any new information relevant to cases the Team had previously staffed.
- If a Team member was assigned a follow-up task, this was reflected in the case file/agenda notes section. Team members were advised to document updates in the notes section before the next staffing date. In addition, following each weekly meeting, pings were sent to pertinent Team members to ensure specifically assigned tasks were communicated.
- The Team Operations manual, which references Team member roles and corresponding expectations, was reviewed at the Opening Team Training in August 2022.

Post Hospitalization Follow-Up

Following a mental health-related hospitalization, the Executive Director of Wellness and Holistic Support oversees the implementation of CARE Plans for students. Comparable to issues noted in 2020-2021, there were several situations in which students failed to be responsive upon their hospitalization discharge. The Executive Director immediately identified this as a concern and adjusted procedures accordingly with input from various Team members. Enhancements included

(again) editing the verbiage of notification letters so expectations were more clearly defined and coordinating a more robust, streamlined response for welfare checks and any other necessary actions. The Lander University Police Department, and in some instances, the Office of Student Conduct and Community Standards, played an instrumental role in follow-up and response. The goal is not punitive but to ensure individuals of concern obtain ongoing/needed support. It should be noted that the Executive Director of Wellness and Holistic Support was very diligent in her follow-up with non-responsive students. Such diligence ensured that disciplinary action based on behavior remained a last resort. *This issue has been a noted challenge for several consecutive years. However, with adjustments made over time, such concerns have been minimized. The Team will continue to improve in this area as deemed necessary/appropriate. (Reference CARE Team Goals for 2022-2023.)*

Team Presence

While the Team's marketing strategies should consistently remain a key focus, further enhancements were made in 2022-2023. There was a significant increase in the number of programming/tabling events facilitated weekly. (*Reference Community Outreach.*) Based on patterns and trends, updates to the Team's website and additional marketing/branding opportunities will remain ongoing and fluid.

Safety Saturdays

In collaboration with the Lander University Police Department (LUPD), Safety Saturdays were created to communicate the importance of staying safe and educate on topics such as human trafficking prevention, dating violence, mental health, sexual assault awareness, suicide prevention, and homelessness/hunger prevention. Each Saturday, an email is sent to all faculty, staff, and students with direct links to the CARE reporting form and LUPD contact information. This initiative started the 2021-2022 academic year and will continue for the 2023-2024 academic year.

Self-Referral Cards

The Student Outreach Coordinator implemented a 3 X 5 business card with a QR code to a link with information about the CARE Team and an opportunity to fill out the CARE Self-Referral form *(Reference Team Progress/Enhancements, Self-Referral Support).* It was marketed to students to "Keep This in Your Back Pocket" in case they ever need non-emergency support. Cards were handed to community members during training, at each program, and available around campus in high-traffic areas.

Organization Collaborations

To connect with different organizations and student groups, the Student Outreach Coordinator has hosted several programs on campus at various times to reach a larger audience. Resident Assistants, the Psych Club, different sororities/fraternities, Active Minds, and the Human Services Club partnered with CARE to implement programs for the campus community.

Mini CARE

In recent years, the weekly CARE meetings were, on average, 4 hours each week. The Team averaged 40 to 50 open cases and experienced burnout. To increase productivity and efficiency and to decrease Team exhaustion, the Team implemented Mini CARE. CORE group members would meet weekly to discuss specific cases that could experience a

change in status and the best next steps. This enhancement proved to support the whole Team. Members who did not participate in Mini CARE used the Weekly Meeting Agenda to refer to closed cases. The Chair, Executive Director of Wellness and Holistic Support, and Student Outreach Coordinator will review research and documentation provided by the Team members before making a judgment call about whether the issue needs to be staffed/managed by the entire Team. Without compromising the health and safety of the person of concern, the Team will continue implementing Mini CARE.

Dual Enrollment

Supporting dual enrollment students will remain a priority for 2023-2024. Since the number of dual enrollment students and related referrals continues to increase, the Team discussed the need for processes/response protocols geared toward this student population to be further streamlined. In 2021-2022, several dual enrollment students were hospitalized for mental health-related issues. Following up with this population proved challenging in multiple instances. During the 2021-2022 school year, a collaborative relationship with the Director of Dual Enrollment was established. In many cases, the Director assisted the Team by ensuring these students were obtaining the needed support and providing status updates upon request. However, in some instances, little to no progress was made in facilitating follow-up with the individuals of concern.

The Structured Interview for Violence Risk Assessment (SIVRA-35)

The SIVRA-35 was created in 2012 as an expert system. It is a structured set of items useful for those staff and faculty working in higher education to use with individuals who may threaten the community. The SIVRA-35 is a guided, structured interview useful for classifying risk into low, moderate, and high categories based on the threat and violence risk assessment literature. The SIVRA-35 was designed to address targeted and strategic violence occurring more frequently on college campuses (i.e., the Virginia Tech massacre, the Northern Illinois University shooting, the Umpqua College shooting, and Santa Monica College).

Three (3) Team members were previously trained to administer the SIVRA-35 accordingly.

CARE Team Goals for 2022-2023

Community Outreach

Community outreach is the foundation by which the Team will accomplish its mission. While many additional enhancements were implemented during the 2022-2023 academic year, developing and enhancing community education remains a top priority. Outreach goals and status for the 2022-2023 academic year are as follows.

- **Meet stakeholders where they are** – Several individuals expressed feeling as if they "were in trouble" when receiving outreach from the Team. To ensure the Team's purpose and support function is communicated, reviewing and editing Team correspondence occurred before the Fall 2023 semester.
GOAL ACCOMPLISHED.
- **Increase communication/reporting options** – In conjunction with other appropriate stakeholders, a *See Something/Say Something Campaign* will be developed/executed in 2022-2023. *It is noteworthy to mention that this was a goal for 2021-2022 but was not accomplished.*
GOAL ACCOMPLISHED.

- **Expand community-wide education** – Initiate partnership with LUX production Team to develop CARE-related content. *It is noteworthy to mention that this was a goal for 2021-2022 but was not accomplished.*

GOAL IS STILL IN PROGRESS.

- **Data-driven outreach/education** – In 2021-2022, the Team brainstormed opportunities for education and outreach based on the number of referrals received for Freshmen students. Since Freshmen are close to 50% of the referral base, the Director of LINK was added to the CARE Team for the 2021-2022 academic year. Although the Director of LINK could not attend scheduled weekly CARE meetings, the Director played a significant role in connecting students with concerns with their respective LINK instructors. Additionally, the Director of CARE & Advocacy has been designated to serve on the LINK Executive Committee. This involvement enhances opportunities to engage LINK instructors better moving forward. The goals for the upcoming year will be to increase training and collaborative partnerships with LINK instructors. Further, in 2019-2020, data pointed to three (3) majors with the highest number of referrals. During the 2021-2022 academic year, designated Team members brainstormed with Department Deans and Chairs in academic areas where referrals were significant. The purpose was to identify potential partnership opportunities and proactive interventions. While communication with the appropriate stakeholders was fostered, programs for target groups were not hosted. In 2022-2023, the Student Outreach Coordinator will tailor programs and outreach to these target groups.

GOAL ACCOMPLISHED.

CARE Team Goals for 2023-2024

Community Outreach

Community outreach is the foundation by which the Team will accomplish its mission. While many additional enhancements were implemented during the 2022-2023 academic year, developing and enhancing community education remains a top priority. Outreach goals for the 2023-2024 academic year are as follows.

- **Campus Community Assessment:** Self-assessments are often the first step in an organization's journey toward effective outcomes. The goal of assessment is to collect data that can help the Team evaluate whether it is progressing toward various goals and help the Team demonstrate that it is advancing its mission. The Team regularly measures progress and evaluates outcomes using the Standards Self-Assessment Tool: NaBITA Standards for Behavioral Intervention Teams tool. As an additional assessment tool for the 2023-2024 academic year, the Director of CARE & Advocacy will explore established assessment tools or create an assessment tool for campus community members to determine if the Team can be considered proficient or exemplary.
- **Intake Forms:** Intake forms point out the areas where students face issues, troubles, or concerns. When intake forms are submitted, the nonclinical case manager can view and identify areas for support and the need for various resources available on or off campus. The documents will also support the case manager in directing conversation during the requested or mandatory meetings with the student. Since there is an increasing number of information misuse, having this additional documentation submitted by the student helps the case manager have explicit information about the student's experiences. To support this goal, an intake form will be created and implemented to capture a significant amount of information to deliver the best results possible to the student of concern.

- **Death of a Loved One Support Group:** Peer grief support groups, led by counselors, are open-ended, and participants typically may join groups any time during the year after orientation. Approximately thirty (30) students lost a loved one during the 2022-2023 academic year. To support students who have experienced the loss of a loved one, the Team is connecting with University counselors to explore opportunities for a grief support group for the 2023-2024 academic year.

2022-2023 CORE-Q10 Results

To be effective, teams must be willing to look within themselves to determine whether their membership structure makes sense and that their mission and purpose statements truly capture their scope and method of operation so that members of their campus communities know when to refer concerning behavior to them. And they must be willing to engage in strategic introspection to learn where improvement is needed and demonstrate the effectiveness of their efforts. Gleaned from years of consulting with such teams at hundreds of institutions across the country, providing campus teams a roadmap for self-improvement and a way to demonstrate their value to better advocate for needed resources. Team members were asked to complete the CORE-Q10 analysis for the year-end review. The CORE-Q10 checklist is provided to assist the CARE Team in conducting an internal audit. The checklist is divided into ten (10) categories based on best practices, high functioning core qualities. Scores of all participating Team members were averaged to obtain scores within each corresponding category. The 2022-2023 scores and percentages of perceived efficiency are referenced below.

Core Quality	Policy	Team Traits	Silo	Marketing	Referral	Data Collecting	Record Management	Training	Risk Rubric	Quality Assurance
Score	0	0	0	0	0	0	0	0	0	0
Possible	46	30	12	24	24	20	20	14	18	22
%	100	100	100	100	100	100	100	100	100	100

0= yes, 1= in progress, 2= not present *The percentage is calculated by 1- (score/possible)*

End of the report summary

LANDER UNIVERSITY

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