STUDENT ENGAGEMENT

Promote greater student engagement in educationally purposeful programs and social activities, encourage greater student interaction with peers, staff and faculty, and provide students with shared experiences and traditions that bind them to the University and enrich their educational and personal development.

Engaged students invest their time and energy in educationally purposeful activities that promote learning, personal development and strong ties to the University. These broad-based and diverse activities include leadership development, campus programs, student clubs and organizations, community service, service learning, research, and internships and employment, which are all complementary to a student’s class work.

Action Steps

- Partnered with University Development to grow Parents Fund giving. Exceeded original goal of $250k for FY13 with a total of $290k raised to support Student Life programs and services.
- Hosted 7 campus-wide events to involve a total of 7,500+ students in educationally purposeful programs that encourage greater interaction with staff, faculty and peers.
- Achieved a 1,500+ student participation rate in the Blue Hen Leadership Program (BHLP).
- Completed program- and construction-planning documents to repurpose the former Perkins Bookstore space, providing a student lounge as well as multi-purpose programming space, offices, and meeting room suites for Registered Student Organizations. Construction is currently underway.
- Established new Living Learning Communities in Residence Life including the Biological Sciences and Health & Wellness Leadership communities.
- Evaluated events and attendance at the Fall 2012 1743 Welcome Days. As a result, changes to the 2013 schedule will be made including bringing more prominence to the keynote speaker.
- Developed the “Welcome Ambassador Captains” (WACs) position. The WACs will train, coordinate, and oversee the work of the 80-100 Welcome Ambassadors during the 1743 Welcome Days.
- A full assessment plan will be implemented for the 2013 1743 Welcome Days. On-site assessment (primarily satisfaction-based) and assessment of learning and program outcomes will be executed.
- Partnered with facilities to inform students, parents, and the University community of the renovation and building of residence halls and the increased focus on creating space for greater interaction among students.
- Introduced the Twilight Induction Ceremony, a symbolic candle-lighting event designed to officially welcome first-year students into the larger community of Blue Hens. This event includes the involvement of Alumni Relations and promotes their message that the new students are “Students Today, Blue Hens Forever.”
DIVERSITY

Provide effective leadership and support with programs and services that foster a welcoming educational environment in alignment with the University of Delaware’s diversity statement.

Student Life will provide effective leadership and support to the University’s strategic initiative to create a diverse and welcoming environment for all its members through the ongoing development of its policies, programs, services and facilities.

Action Steps

- Presented “Reel Diversity”, a program using popular film clips to establish common ground and spark discussion on the topics of diversity, culture, and social justice. This event is a precursor to the forthcoming student conference aimed at raising awareness and encouraging students to explore how diversity impacts daily life.
- Introduced a diversity-focused educational workshop as part of the 1743 Welcome Days program. Approximately 900 students attended this new event.
- Hosted the 26th Annual Multi-Ethnic Career Conference. 210 students and 25 employers registered for an event designed to meet the needs of underrepresented students.
- Partnered with Academic Affairs to provide a day-long, campus-wide Student Success & Retention Conference, featuring keynote speakers Freeman Hrabowski and Vincent Tinto, two prominent leaders in higher education. The conference was attended by students, staff, faculty, and administrators.
- Contracted an external consultant to conduct a campus environment survey that will assist the division in identifying professional development opportunities and areas for improvement.
- Student Life and departmental websites are being redesigned to increase visibility of online resources for underrepresented students.
- Worked with student leaders to plan the first “Welcome Back” festival highlighting the diversity of the student body. The festival will be held in fall 2013.

ENHANCING THE STUDENT EXPERIENCE

Increase the quality and impact of Student Life programs and services at the University.

Student Life established domains of student learning that reflect shared objectives, values and activities within the Student Life Departments. Students who participate in learning experiences facilitated by Student Life will be positively affected in the areas of intellectual growth and general knowledge development; leadership and integrity; global understanding; personal growth and achievement; and critical and analytical thinking.

Each Student Life department has developed strategic initiatives and assessment strategies to align their work with best practice standards, inform program development decisions, and assess the impact on student learning within the Student Life learning domains.
Action Steps

Division of Student Life

- Continued the implementation of the Student Life assessment agenda. Completed 36 assessment initiatives measuring student learning in the area of Leadership and Integrity. Data will be analyzed and used in future strategic planning. Developed questions for the Global Understanding learning domain that will be used in assessment initiatives beginning Fall 2013.

- Developed the Skills for Assessment & Training Resources document for staff to use as a guide for their skill development in the area of assessment. Provided staff with 5 training sessions. Approximately 30 staff attended each session.

- Explored the possibility of establishing a residential living/learning community that utilizes StUDentCentral to engage students by tracking their student involvement and offering a certificate of accomplishment.

- Produced the first Student Life newsletter highlighting division and department news.

- Embedded assessment in the 1743 program, adding on-site programmatic outcome and satisfaction assessment for Fall 2013.

- Evaluated ways to extend welcoming activities, as appropriate, into the first week of classes.

Career Services Center

- Enhanced student engagement through refinement of the CareerMAP initiative, with 16,615 substantive student interactions among them, counseling appointments, walk-ins, and workshops.

- Provided high quality and timely career counseling services to enable students to integrate self-knowledge and career information with experiences that will allow them to make effective career decisions and find meaningful employment. Assessment results indicated that 94% of respondents were “satisfied” or “very satisfied” with the service provided by staff in the Career Services Center.

- Increased partnerships with affinity groups (e.g. Residence Life, Registered Student Organizations, students in the Associate of Arts program, international students)

- Enhanced services for students planning to transition into graduate or professional school. Developed programs in collaboration with the new Center for Pre-Medical and Health Professional Studies.

- Transitioned from print resources to online resources, providing a total virtual career center experience for students and alumni.

- Continued collaboration with Disability Support Services to expand programmatic and recruiting initiatives for students with disabilities.

- Refined the marketing and implementation of career fairs to enhance the employer experience and maximize participation levels; 691 employers attend career fair events this year compared to 607 in 2011 – 2012.

- Implemented a comprehensive annual campus recruitment plan resulting in enhanced and increased hiring totals among key partner employers; 3,489 interviews were conducted in 2012 - 2013, compared to 2,818 in 2011 – 2012. Additionally, 192 employers participated in 2012 – 2013 compared to 176 in 2011 – 2012.

- Refined outreach strategies among employers offering internships to increase the quality and quantity of internship postings; posting increased by 23% in 2012 – 2013.
Center for Black Culture

- Hired a Program Coordinator to support the work of the unit and expand programming for students.
- Partnered with other units on programs and initiatives seeking to improve the retention rates of African-American and Latino students at UD. Activities included service on the Diversity and Equity Commission, participation in an Admissions focus group of African-American alumni, coordination of a pilot Sit-in and Study event, co-sponsorship of two cultural events with the Office of Equity and Inclusion, and assisting in the McNair Scholars selection process.
- Developed and administered assessments designed to gather information about the needs and experiences of underrepresented students at UD. Surveys focused on program/service needs assessment, evaluation of the Each One Reach One program, and conference feedback for Registered Student Organizations including the East Coast Asian American Student Union and the Bryant Educational Leadership Group.
- Expanded the Each One Reach One mentoring program, implementing monthly mentor training/leadership development sessions, providing bi-annual stipends for mentors, organizing monthly engagement opportunities for mentors and mentees, and developing new promotional material.
- Partnered with various Registered Student Organizations in the coordination of large-scale events, including the Cultural Programming Advisory Board’s Welcome Back Block Party and a concert featuring Kendrick Lamar, the Black Student Union’s Voter Registration Drive, HOLA’s Fiesta Latina, and bringing Dr. Maya Angelou to the Bob Carpenter Center for Black History Month.
- Partnered with Student Life to create a “Welcome Back” festival celebrating all UD students. A CBC representative will continue to serve on the planning committee.
- Redesigned the CBC online calendar for promotion of events and programming.
- Partnered with various student groups and University departments on new student-engagement opportunities to enhance the intra- and inter-cultural relationships of African American students and student leaders, including a Diversity Awareness Workshop with Brian Johnson, the CBC “Frost Fest” Holiday Party, and the Careers in Law informational session with Judge Marilyn Milian.
- Partnered with the Career Services Center to promote student awareness and utilization of Career Services via monthly announcements in the CBC’s weekly e-journal and events including the National Society of Black Engineers (NSBE) Career Fashion Show and the Multi-cultural Career Fair.
- Organized the first Adelanté, an annual graduation celebration for Latino/Hispanic students.
- CBC staff members participated in a variety of professional development opportunities including the Student Success & Retention Conference, Training for the Protection of Human Subjects in Research, Survival Skills for New Managers, Effective Critical Conversations, Student Support for First Generation Students, Easing Transition for First Generation Students, “Relating Across Differences” with Maura Cullen, Birkman Assessment for individual and team effectiveness, and CPR training for all staff members.
- Expanded CBC social media marketing efforts via Twitter.
- Completed the first phase of renovations and facility upgrades at the CBC.
Center for Counseling & Student Development

- In conjunction with the Office of Communications & Marketing, entered into an agreement with Digital Eye for the development of CCSD website.
- Completed the development and implementation of CCSD Satisfaction/Learning Outcome Survey. Survey administered to clients at the end of Fall and Spring Semester.
- Successfully implemented professional development training provided by Martyn Whittingham, Ph.D. on “Focused Brief Group Therapy.” The Graduate Student Therapy Group was the pilot program and data indicates an increase in group sessions and group attendance.
- An Ad Hoc Committee developed strategies for CCSD staff to better manage and triage the increasing number of students seeking distress/emergency appointments at the beginning of the semester.
- Successfully increased focused efforts in reaching out to historically marginalized student populations. The efforts resulted in 22 workshops serving 1,228 participants. Programs included training for Residence Life staff on Micro-aggressions on College Campuses; sponsoring the International Student Discussion Series with topics such as “How to Make Friends with Americans,” “Managing Expectations from Home,” and “The American Classroom”; partnering with the Center for Black Culture for their Health & Wellness Fair, increasing student awareness of available services and programs on campus; and collaborating with Active Minds, a Registered Student Organization dedicated to mental-health advocacy, for the first Veterans Service Week, connecting veterans with counseling services and other resources on campus.

Housing Assignment Services

- Developed scenarios to project occupancy for Fall 2013 based on Admissions targets, upper-class applications, new construction, programming needs, and requests from Honors Program, Biology, and other academic and administrative departments. Worked with Auxiliary Services and other departments on occupancy scenarios through 2017.
- Developed more specific procedures with Housing, Residence Life, Facilities, Legal Council, and Disability Support Services to reasonably accommodate the medical needs of students. This includes financial aspects, better tracking of students and their assignments and therapy animals. Initiated process to better identify specific room accommodations.
- Selected Star Rez as the vendor for the online room assignment process, developed RFP along with key staff from designated departments and negotiated approved contract in conjunction with Procurement and Legal Counsel. Initiated beginning stages of implementation process with Star Rez representatives and Residence Life and Housing staff.
- Hired Communication Specialist to fill vacancy. Held Housing Expo in February as kick-off to housing assignment process for returning students. This event attracted 860 students.
- Collaborated with Residence Life staff to market new and existing living options.
- Worked with Facilities Planning and Construction and Residence Life to inform students about upcoming renovation and new building in East and Central Campuses.
- Worked with Residence Life, Housing Assignment Staff, and Student Life administration to merge the two departments into Residence Life and Housing effective July 1, 2013, due to the retirement of the Director of Housing Assignment Services. This included the development of new job descriptions and organization of the department.
• Worked with Facilities Planning and Construction and Residence Life for move into new office space in Eliphalet Gilbert Hall in summer of 2013.

New Student Orientation

• Further enhanced leadership development opportunities for the Orientation Leader staff by expanding the spring training class from 8 to 15 classes and participating in the National Orientation Directors Association (NODA) regional conference in March 2013.
• Made improvements to the administrative side of the NSO registration form to enable easier access to student data.
• Improved the marketing of Summit, NSO’s outdoor orientation program, which increased the program’s visibility and applicant numbers, bringing the number of first-year student participants from 35 in 2012 to 48 in 2013.
• Created a comprehensive student planner & handbook as well as enhanced the existing parent guide to provide more effective delivery of information to new students and families.
• Updated NSO assessment tools to better capture data on learning outcomes for the student and family programs, which will be used to improve how we communicate to students and families through NSO 2014.

Office of the Dean of Students

• Incorporated the Assistant Dean of Students’ position to assist students in crises to resolve medical, emotional, family and financial concerns and to provide guidance to parents, faculty, and staff on complex issues.
• Hosted student luncheons throughout the year with the Office of the Dean of Students' staff. Approximately 30 students attended an event designed to offer a forum for students to discuss their UD experience inside and outside the classroom.
• Completed set-up required for the implementation of the CARE database, an electronic intra-office system designed to record student interaction with the ODoS and increase effectiveness and efficiency of interoffice communication.
• Successfully managed a significant growing number of student, faculty, staff and family requests for consultation. Overall the number of student contacts with the ODoS staff more than doubled in number from AY 2011-2012.
• Developed an introductory program that can be utilized when invited to speak to groups about the mission and services of the Office of the Dean of Students.
• Hosted a reception on fall opening day for family members of first-year students. The reception was designed to provide a welcome to campus and an introduction to the ODoS staff, mission, and services. Approximately 150 family members attended the event.
• Partnered with the Registrar to provide students who are returning in the fall semester from medical leave the opportunity to register before open registration is available to students on August 1.
• Provided resources from the Student Emergency Fund for two students experiencing financial hardship.
Office of Student Conduct

- Provided specialized training on the topic of students on the autism spectrum to staff members and volunteers from the offices of Student Conduct and Residence Life.
- Provided advanced, specialized sexual-assault training to staff members and volunteers in the offices of Student Conduct, Residence Life, and the Dean of Students to meet mandates from the April 4, 2011 Dear Colleague letter from the Office of Civil Rights.
- Assessed student learning in the CLUE and Decision-Making educational workshops.
- Partnered with Student Wellness & Health Promotion to ensure the efficient and smooth transition to BASICS, a new alcohol intervention approach, for the Fall 2013 semester.
- Developed Student Organization Sanctioning Guidelines.
- Researched organizational requirements and staffing models for the Office of Student Conduct.
- Implemented a new electronic scheduling system, eliminating all waiting time for students visiting the Office of Student Conduct.

Residence Life

- Compiled information to be shared with Living Learning Community advisors about potential interactive online spaces for students participating in Living Learning Communities.
- Expanded award categories for the Residence Life Student Leadership and Service Awards to include more recognition opportunities for student participation in service, environmental sustainability and hall leadership.
- Partnered with the Resident Student Association and National Residence Hall Honorary for the Student Leadership and Service Awards to present peer-to-peer recognition of student success.
- Created a showcase for the Student Leadership and Service Awards to exhibit peer-written nominations of fellow students’ programs and initiatives related to service, environmental sustainability, and hall leadership.
- Assessed the current Complex Community Council leadership program and utilized the data to inform the creation of additional leadership development opportunities.
- Drafted a year-long Career and Leadership Development program for student leaders in formal complex leadership roles to be piloted in 2013-2014.
- Developed a certificate program associated with the Career and Leadership Development program for interested students to pursue formal recognition for accomplishments and involvement in formal leadership roles in Residence Life.
- Partnered with Admissions to enhance the Residence Life information in admissions acceptance packages.
- Created a section on our website related to navigating roommate relationships to provide students and families with additional information and tips for successful roommate living.
- Finalized a series of activities for students to share cultural artifacts. Implemented these activities into the Residence Life program plans for 2013-2014.
- Developed a series of training opportunities for Resident Assistants to assist with the development of inclusive communities.
• Developed an advocacy document to give students the tools to create change in multiple contexts within their community.

• Implemented previously developed strategies to increase student involvement in Residence Life environmental sustainability initiatives by increasing initiative/committee visibility at campus-wide events; outreach to self-identified, interested individuals in both semesters; and personal contact from Residence Life personnel, as identified in the sustainable practices survey.

• Developed and implemented methods to increase student leadership as Task Force Chairs and/or Core Council Members of the Residence Life Environmental Sustainability Committee by creating the “Green Teams Core Council,” a group composed of representatives from each green team across campus, and increasing student-led and executed initiatives in the Residence Life Environmental Sustainability Committee.

• Implemented “Dare to Unplug” in collaboration with the University of Delaware Earth Week Committee to provide feedback to students about energy use.

• Formalized assessment priorities for the Office of Residence Life and established an assessment plan for the academic year.

• Developed formal Learning Outcomes in line with Division of Student Life Learning Domains for key departmental initiatives.

• Identified and compiled educational resources of best practices in student affairs and housing assessment to inform assessment practices.

• Completed 12 formal assessment projects in Campus Labs incorporating key Residence Life programmatic priorities as well as Student Life Bank of Questions. Promoted surveys in order to achieve a high response rate from students throughout the year.

• Significantly expanded assessment work to incorporate qualitative approaches in order to capture and highlight the overall student experience. Every member of the exempt staff completed at least one focus group to gain experience with facilitation of qualitative assessment as well as to gather valuable student insight.

• Coordinated annual assessment retreats each semester requiring department-wide report of each assessment project and analysis of student feedback specific to each residential complex; utilized student assessment for goal setting, additional training, and programmatic improvement.

• Coordinated an on-going series of training sessions and professional development opportunities throughout the year to increase knowledge, competence and comfort with assessment approaches, and actively participated in Student Life assessment training opportunities.

Student Health Services

• Increased availability of the Influenza vaccine for students, offering a 1-day clinic in October at Trabant University Center, with 995 students immunized in one day for a total of 1,793 students for the 2012 fall flu season. SHS will continue having an annual Flu shot day at Trabant the first Tuesday in October.

• Successful accreditation site visit by the Accreditation Association for Ambulatory Health Care, receiving the maximum 3-year accreditation and ensuring continued quality care for the student body.

• Partnered with E.L.I. to ensure that students comply with all of the current UD Health admission requirements.
The E.L.I. program had forms translated into Chinese and Arabic, as the majority of ELI students speak those languages.

Enhanced the Student Health Services facility to address the University’s diverse community by adding wall murals in patient care areas including *A Legacy of African Americans in Medicine*, *African American Women in Medicine*, and *Multicultural Mural of Diversity in Medicine*.

Educational materials about TB were acquired in the Chinese language to assist students in understanding the need for TB screening, laboratory and X-Ray testing.

Passed an onsite University Inspection by Occupational Health and Safety. No violations were found.

Translated a handout for Chinese-speaking students offering instructions and precautions for the most common medications.

Demonstrated the SHS commitment to eliminating medication errors with ongoing studies of the Medication Accuracy rates in SHS.

Enhanced Web-based appointments for Women’s Health to schedule annual exams and STI testing.

HIV testing is offered with appointments for STI testing and has expanded to include more availability in Women’s Health.

Redesigned office layout for improved functionality.

Provided cultural presentation on Arab students on Blue HENS day.

Collaborated with staff in the Sports Medicine Clinic and the basketball coaches in addressing the issue of players cramping during games, providing diet education, discussing sports nutrition guidelines, and developing meal plans as needed.

Enhanced facility hours, adding about 30 hours of Practitioner appointment availability per week.

Added state-of-the-art equipment to provide ultrasound guidance for joint injections.

**Student Services for Athletes**

Collaborated with Athletics to redesign the Student Services for Athletes (SSA) website for implementation in the fall of 2013.

Benchmarked companies to plan an implementation of a new recordkeeping system for the 2013-2014 academic year.

Added a program to New Student Orientation presented by SSA to new student-athletes regarding SSA’s services and programs.

Collaborated with Career Services to implement multiple career-networking receptions and to establish a student-athlete resume book.

Assisted with the transition of a new Athletics’ administration, including establishing a new liaison relationship with Compliance.

Oversaw a mandated NCAA Academic Performance Program review.

**Student Wellness & Health Promotion**

Completed the migration of *AlcoholEdu for College* to pre-matriculation administration.
- Facilitated alcohol-free social activities for the incoming freshman class during 1743 Welcome Days and within the first 6 weeks of the fall semester 2012, to include an alcohol-free tailgate co-hosted with Athletics and other Departments. Facilitated an alcohol-free mixer for student-leaders who return to campus to assist with 1743 Welcome Days.

- Partnered successfully for the implementation of best practice guidelines within an increased enforcement initiative on the Newark campus and within the City of Newark throughout the first six weeks of the fall semester. This resulted in a new model of policing being determined through a partnership of UDPD and NPD which assists with faster adjudication of UD students through the on-campus conduct process.

- Implemented a newly-developed courageous bystander curriculum within the Freshman Year Seminar structure.

- Through a key partnership created with the Office of Communications and Marketing, determined and began implementing an on-going marketing plan to make the campus aware of Student Wellness & Health Promotion’s new mission, direction, key principles and essential functions.

- Successfully hired and trained a new Behavioral Health Specialist, recruited an Outreach Coordinator, and promoted an Administrative Assistant.

- Made adjustments to the SW&HP physical plant in order to accommodate the growth in program staff.

- Worked with Campus Labs, Inc. to create assessment tools for the tracking of SPF-SIG grant initiatives.

- Established a new strategic partnership with the English Language Institute to implement increased prevention education with their incoming students regarding alcohol and sexual safety.

- Sustained and improved current strategic partnerships with the offices of Student Conduct, Campus and Public Safety, and Residence Life.

- Continued and expanded the existing social marketing campaign, *Use Your Power*, to include health promoting messages regarding sexual consent. The campaign is entitled “Ask For Consent.”

- Worked through the VAWA grant consortium team to create and host the first annual in-state conference to address issues of sexual assault, intimate partner violence and stalking on college campuses.

- Advocated for the creation of a safe housing policy on the Newark campus to be implemented by Fall 2013.

- Contracted with Child, Inc. to provide a part-time crisis counselor to the UD campus with a specialty in Intimate Partner Violence.

- Conducted mid-year training with both SW&HP and OSC staff to support the migration of alcohol assessment and intervention services to the Brief Alcohol Screening and Intervention of College Students (BASICS) model. In conjunction with OSC, strategized how best to implement the BASICS model on the UD campus within the current alcohol policy sanctioning structure. Implementation of the new model will occur in August 2013. Migration to a new computer system which will support the BASICS model in progress; training of personnel to use the BASICS model in progress.

- Created a student oversight body to help determine and direct how grant funding can best support the development of new or the expansion of existing alcohol-free, late-night events for students.

- Refined learning outcomes for students to assure that they reflect the key principles and essential functions as determined by the new mission.

- Explored the possibility of a Wellness Living Learning Community.
University Student Centers

- Developed and introduced the new StUDent Central: Bringing Students Together (CollegiateLink) web portal for students, student groups, student leaders and administrative functions.
- Renovated 157 Trabant to create a new administrative office location for Student Leadership Development.
- Increased QUEST participation to 70 freshmen, and engaged 100% of QUEST participants in some aspect of campus life in the fall semester.
- Developed a BHLP module for senior year students that will lead to a Pre-professional leadership certificate.
- Developed an RSO Leader module of core group management skill workshops.
- Developed a comprehensive inclement weather plan as well as an emergency evacuation plan for major outdoor events.
- Provided workshops on large event planning by developing a comprehensive checklist for student programmers as a support and resource document.
- Introduced the new Trabant Lounge and developed a program format for specialty events.
- Completed Phase I and Phase II of the Perkins Lounge construction planning project.
- Assessed Perkins Student Center and Trabant University Center RSO office usage and assessed future administrative office and program space needs for Phase II completion of the Perkins lower level renovation.
- Challenged BHLP Tier 2 participants to create a project that directly benefits a student organization, team or other identified segment of the student body.
- Developed a Fraternity and Sorority Emerging Leader Program for new members.
- Increased participation of WVUD general student members through the creation of sub-committees to assist with station promotion, events, and listenership goals.
- Expanded spring recreational tournaments by programing a variety of individual and team events.
- Developed a Multicultural RSO Leaders Council to address concerns and needs specific to multicultural RSOs.
- Assisted in the development of an Alumni email network for Haven and the LGBT Caucus.
- Provided a more diverse selection of USC Bus Trip opportunities for students.
- Engaged in the planning and implementation of a sustainable, multicultural leadership event.
- Diversified Art Exhibits in the Perkins Student Center through partnering with the Art Department and Office of Communications and Marketing to highlight specific themes.
- Collaborated WVUD student interests with The Queen Theatre to produce a student/community concert in the Wilmington and Newark listening area.
- Assessed, evaluated and reorganized staffing responsibilities to better address program and service mission.
- Piloted an online and accounts payable system for RSO budget transactions and reimbursements.
• Created annual assessment projects for students and student leaders involved in Fraternities, Sororities, and Registered Student Organizations.

• Explored the possibility of a leadership living learning community for freshmen.

• Developed Tier 3, the Established Leader, in which students will partner with non-profits in developing social entrepreneurial projects.

• Reviewed and revised Advisor's Handbook and developed new Advisor's training/development programs and resources.