

IUPUI Health and Wellness Promotion program review

Program Review Process

Review Team

As part of their standard review process, IUPUI commissioned a group of five individuals to conduct a review process of the Health and Wellness Promotion unit. The review team was comprised of the following individuals:

- Brandy Reeves Doyle, Ph.D., MPH, CHES (Chair)
 - Director, Student Wellness Center University of Cincinnati
 - Former health education coordinator at the University of Kentucky
 - Over 12 years experience in college health promotion
 - Certified Health Education Specialist
 - Current past-president of Ohio College Health Association; formerly VP and President (2-year term)
- Ahmed Hosni, MSW
 - Interim Assistant Director Student Wellness The Ohio State University
 - Collegiate Recovery Program Coordinator The Ohio State University
 - 15 Years experience in AOD services across the continuum, 8 in a Higher Ed setting
 - Chairman, Board of Directors for the Association of Recovery in Higher Education (ARHE), Board of Directors of the Association of Recovery Schools (ARS), Chairman of the Justice, Equity, Diversity and Inclusion committee for ARS
- Robert Kellman
 - Outreach Team Lead, Damien Center
 - Former HIV Prevention Specialist, Damien Center
 - Diversity, Equity, and Inclusion Steering Committee
 - 4 years experience in HIV education and prevention
- Khalilah Shabazz, Ph.D.
 - Assistant Vice Chancellor for Student Diversity, Equity and Inclusion at IUPUI
 - Founding Director, IUPUI Diversity Enrichment & Achievement Program
 - 21 years experience in higher education
 - Active campus and community advocate and ally
- Chandra Kohler, MEd.
 - Campus Recreation Director at IUPUI
 - Former Director of Campus Recreation and University Unions at Cal State East Bay
 - Former Director of Campus Recreation at Roger Williams University
 - 20 years experience in collegiate recreation
 - Certified Recreational Sports Specialist

Process

The process began with a self-study completed by unit leadership. The self-study was reviewed off site by the review team. On March 23, 2022 the review team met with Caleb Keith, Director of Institutional Improvement, and Michelle Trent, Program Review Coordinator, for an orientation session of the process and to source additional supplemental materials. The virtual on-campus site visit occurred on April 12 and April 13, 2022. The review team met with the following constituent groups during the virtual site visit:

- Student Affairs Directors
- Division Vice Chancellor
- Health and Wellness Promotion Director
- Community Representatives
- Health and Wellness Student Staff
- Health and Wellness Promotions Staff
- Representatives of Student Affairs staff
- Institutional Research and Decision Support staff
- IUPUI Faculty and Staff outside division

Additionally, a video tour of Health and Wellness Promotion offices were provided to the review team for reference. The review team consolidated findings and drafted their recommendations from April 18 through May 9, 2022 and the final report was submitted on May 13, 2022.

Major themes

Strengths

- Well-trained, passionate staff and students who are respected across campus. In every meeting with constituents, they had positive things to say about the staff and peer educators.
- A common theme was that HWP is very collaborative. Participants mentioned a strong collaboration between HWP and CAPS, as well as with other offices and initiatives.
- The Wellness Coalition was mentioned as a strong program, including a strong collaboration between offices. Eric helped revitalize the Coalition and several campus partners mentioned the strength of the Coalition and the great work that Eric has done to support it.
- Another strength mentioned in the meetings and evidenced in the self-study is the grant funding that HWP has secured. They have received thousands of dollars in grant funding from a variety of sources. The grant funding helps make up for budget challenges in the office. The grants also help further collaboration between offices on campus (like the LGBTQ+ Center), as well as partnerships with groups off campus.
- One campus partner said “HWP is a success story for the Division of Student Affairs for what they offer students today compared to 10 years ago.” This highlights the growth of the department in terms of services provided to students and the impact they have on campus.
- Through conversations with HWP staff and campus partners, it was clear that HWP has operated with a high degree of adaptability of its programs and services while managing an array of programs.

- HWP is fortunate to have team members with creativity and marketing skills that have been lent to the office to manage a strong social media presence and following. The social media pages are used to attract students, advertise programs, and share resources.
- Key strong programs such as condom club, Peer Health Education team, Wellness Coaching, and Collegiate Recovery Community.

Weaknesses

- A recurring theme that came up in the meetings is that HWP struggles to reach diverse students, including graduate students and international students. It was noted that graduate students and international students specifically may not know the services that are available through the office and that they have access to the services.
- Students may not know about the office or connect programs back to the office. For example, it was noted that students may be aware of Condom Club, but may not know that HWP is the office that coordinates that program. It seems that while programs and initiatives are well-promoted, the office itself may not be.
- It was mentioned that some of the programs may not feel inclusive for all students on campus. There was concern about whether students see themselves reflected in the programming. This could be due to who participates in the programs (for example, if it's mostly white students at events, do students of color feel like the program is for them?), as well as the types of programs offered (do students want those programs and are there gaps in programming)?
- It was mentioned that there was a lack of diversity of professional staff (particularly among race and ethnicity). (Although this was not mentioned in reference to peer education staff.)
- The Division of Student Affairs uses a template for departmental web sites which can make it challenging to identify HWP programs and services. It takes several keystrokes to navigate to their site which might be perceived as a barrier.
- The staff and resources available are limited, therefore there is a hesitancy to promote services on a larger scale for fear of having to turn individuals away when capacity is met.
- Due to grant writing efforts, external funds supplement many programmatic efforts of HWP. For long term planning, the office needs to have more sustainable funding.

Opportunities

- The wellness ambassador program within colleges could be a good opportunity to help expand reach, especially with a small staff in the office. Having ambassadors in the college to promote services or to create wellness services in partnership with HWP would mean that more students get resources and support.
 - One downside is that this could decentralize wellness and spread resources thin. It may also be difficult to connect the work back to HWP.
- An opportunity to show the strength of the office to University administrators is to use data to show the impact of wellness and HWP services on students. For example, how is HWP contributing to student success and retention? This could be done by linking participation in HWP programs (like wellness coaching) with student academic success (such as looking at GPA and retention). The office could also survey participants to ask how the office and program impacted their success in the classroom. HWP may not be able to prove causation, but they could show the impact their programs have on student success. This may work particularly well with wellness coaching given the possible topics covered in those sessions.

- The recently established IU Student Mental Health Initiative might provide additional support and resources that are provided from central administration. Exact plans are forthcoming. The Director of HWP is actively participating in the taskforce.
- The Wellness Coalition has a lot of opportunities to connect with students, faculty, and staff on campus, as well as to offer a variety of programs. There may be room to apply for funding for the Coalition, as well as institutionalize it to get more resources (including staff) within the University.
 - HWP should be mindful not to “lose themselves” in the Coalition to ensure that students, faculty, and staff are able to differentiate their programs from those of the Coalition
- One way to further promote services across campus and ensure that students, faculty, and staff know about the resources and programs that HWP provides is to promote programs through faculty and staff. Promoting the wellness directory in general and HWP specifically could help with this.
- It was suggested by a peer educator that the office should focus on all dimensions of wellness, including financial wellness and environmental wellness. It appears that some wellness topics are addressed more than others. This may help more students connect with the office, as well as provide additional education on all areas of wellness.
- One of the more popular programs within HWP is Condom Club. Students seem to know about the program and utilize it. Promoting the program to more students and ensuring that students know the program is coordinated through HWP may be a good way to promote the office.
- It was suggested that to help add to the diversity of programming in the office and ensure that all students see HWP as a place for them is to get more involved in DEI programming within other offices. For example, partnering for Black History Month, Women’s History Month, and other awareness months that are coordinated through other offices to provide health and wellness programming.

Threats

- Challenges of Student Affairs and University administrators who may not have a background or full understanding of health and wellness promotion which could impact resource distribution and the benefit of health promotion on student success.
- The low pay of the staff in HWP (particularly the program coordinator and assistant program directors) likely impacts recruitment and retention of staff.
- One possible threat is finding a balance between promoting the work of other offices and keeping HWP identity. It was mentioned that HWP often serves as a “megaphone” for the services and programs of other offices, such as CAPS. This could create confusion among students who may not realize the programs that HWP provides or the difference between HWP and CAPS. While it’s possible and necessary for HWP to promote the services of other offices, it’s important for them to find a way to do it while keeping some separation.
 - Is it possible for other offices to get a student intern or student worker to help with their marketing efforts?

Recommendations

- The department, Division of Student Affairs, and University should address staff turnover, which can impact the success of the office. There are several ways to do this; one may be to institute exit interviews with staff to better understand why they are leaving. Another thing is to change position titles to “Assistant Director” instead of “Assistant Program Director;” this may increase salaries for staff which is an [important part of staff retention](#). According to the [Bureau of Labor Statistics](#), the average salary for a Health Education Specialist in Indiana is approximately \$62,000. The Division should conduct research on salaries for comparable positions both within the University and among similar positions at other Indiana and/or benchmark institutions. For example, an Assistant Director at the University of Cincinnati made approximately \$52,000 in 2021.
- While funding may be tight, it is recommended that HWP hires a full-time staff member to support, manage, and grow the wellness coaching program. This is a high-impact program that could impact student success and retention. Managing and growing the wellness coaching program should be a priority of HWP and the Division of Student Affairs. Wellness coaching could be built into the stepped-care model of CAPS to help alleviate some of the burden from counseling center staff; the offices should determine a good referral process for this. A full-time staff member would allow the office to hire more students to support the wellness coaching appointments, as well as do more data collection and assessment to measure the success of the program.
 - If hiring a full-time staff member is not possible, it is recommended HWP hires a graduate assistant to help support the program. This would be a stepping stone to an eventual full-time position.
- HWP should consider creating a strategic plan for the department. This could help staff prioritize their work and find ways to balance work moving forward. As part of the strategic planning development, HWP staff should do “start, stop, continue” to determine what work they should start doing (what new programs/services could be created), what work they should stop doing, and what they should continue doing. For example, some programming could be shifted to passive programming or information sharing (like the 4/20 programming that the office provides).
 - Staff may consider aligning their strategic plan with other wellness offices on campus or even create a larger wellness strategic plan for the Division and/or University. This would allow health and wellness offices to determine where there are overlapping programs and where gaps exist on campus.
- It was clear in the sessions that space is a challenge in HWP; there doesn’t seem to be enough space for student staff or to provide and expand services like wellness coaching. It would be great to be able to provide HWP with their own space. If that is not possible right away, the department could get creative about space challenges. What else could be used on campus for services? Could some wellness coaching appointments happen in other private spaces around campus? Could some be shifted virtually and the PEs/interns do them from home? Is there space in the counseling center to host wellness coaching appointments periodically?
- It was mentioned in the interviews that HWP had conducted focus groups with students. They may consider expanding those focus groups and conducting some specifically with diverse student populations. Several students and staff said that diverse students, including Black students and graduate students, may not feel represented with the programming or know that the programming is for them. Questions to consider include:
 - How familiar are they with HWP and services?
 - Do they feel represented in the programming?
 - Is HWP offering programs/services that appeal to all students?

- How are diverse students receiving information that's put out from the office?
- Utilizing peer educators to create additional students to ask students.
- One interesting idea may be to better promote the wellness directory resources to faculty and staff. This may help to differentiate between health and wellness offices and services on campus and would serve as a referral source. For example, providing each faculty and staff member with a link to the existing web site, or giving them other items that they would use in their office or have the information easily accessible. At the University of Cincinnati, the Office of Risk Management provided each faculty and staff member with a folder that contained important risk management information, such as Title IX reporting, public safety information, and more. Something like this for wellness services can help promote each office and provide easily accessible information.
- A recommendation for the Division and University would be to consider centralizing health and wellness offices under one department or unit, or at least having them report to the same person within the Division. That may help Divisional and University leadership get a better idea of the needs of each office, and help staff in each health and wellness department to better identify ways to partner. It may also illuminate overlaps and gaps in services and programming.
- HWP may benefit from brainstorming ways to provide existing or new services to students in cost saving ways. For example, instead of paying for nutrition counseling through IU, could HWP partner with Nutrition and Dietetics to provide nutrition services to students at a reduced cost or for free? Could HWP partner with the School of Social Work to provide liaisons to help offset the supervisory demand created by offering placements to their students? This could be a great way to provide students in these academic programs with on-campus internships and practical experiences.

Feedback for HWP Director on Five Questions

1. What is the most achievable and sustainable next step to expand/develop the Collegiate Recovery Community?
 - a. When hearing about the CRC within the HWP, it sounds as if the program is providing services that its students find to be beneficial to their recovery. According to the Standards and Recommendations of the Association of Recovery in Higher Education, many of the next steps IUPUI should take in order to push the program forward requires investments into the program.
 - i. First, finding a permanent space that is dedicated to the CRC students, similar to other affinity spaces that are available to underserved populations at other universities is important. Having these dedicated spaces on campus are considered a best practice for CRPs.
 - ii. Second, providing a dedicated staff member to work with the CRC students. While the Assistant Program Manager and the part time recovery coach have done well in supporting the students in recovery at IUPUI, having a staff person whose primary job function is to assess the needs of, provide services to, and evaluate the programs provided for CRC students is a logical next step.
 - iii. Third, during our campus visit, discussions about providing recovery housing at IUPUI were mentioned. While this can be a meaningful

partnership with university housing, the level of intentionality and purposeful planning that goes into creating a recovery safe living environment on a college campus is high. With that said, many universities who have committed to the process have seen exponential growth in their CRP program and are able to begin recruiting students locally, across their state, and even Nationally as the program's reputation grows.

- b. Creating more awareness by connecting with community partners (treatment centers, youth organizations) that could be serving individuals who could be potential students.
2. Some of our programs only seem to be financially viable as long as they are under-utilized, like nutrition counseling which would be financially overwhelmed if even 50 students signed up in a single year. Does having these small side projects help us to be well-rounded, or hurt us by spreading us too thin?
 - a. There are several options for this. As mentioned in the recommendations, could HWP partner with Nutrition and Dietetics or other departments on campus to provide these students for free or at a reduced cost?
 - b. Focusing on growing a few, already established, well utilized programs might be a good move. While having small side projects in place to offer more services seems like a good idea, if the programs aren't sustainable financially or there aren't enough staff to handle the maximum number of folks signing up, it may not be a good use of time. Creating a strategic plan for the department could help to narrow priorities.
 - c. Exploring fundraising opportunities (including sponsorships or grants) could be a great way to generate funds to sustain/support different programming. Many community partners have funds specifically for this.
 - d. Another option to consider would be to hire a dietitian for the IUPUI campus. Disordered eating and the parallels to it disproportionately impact the college aged population, with Anorexia Nervosa having its onset at the average age of 21 and Bulimia Nervosa at 18. As we've suggested that HWP and other health and wellbeing offices share reporting lines, they could also share a dietitian to provide services to each of their constituents. Once that professional is in place, they can begin creating programming to increase their bandwidth on campus.
3. 46% of our "programming" budget is student employee hourly wages – are we over-staffed from a student employee perspective? Should we reallocate more of those dollars to support other initiatives?
 - a. The peer education program seems to be a cost-effective way to implement initiatives and programs and promote the department. Therefore, cutting the program is not recommended.
 - b. Instead, HWP professional staff should consider being more intentional about the work that the PEs are doing. For example, could they help support the wellness coaching program? That would alleviate some burden from professional staff and

would be a great professional development opportunity for the PEs. Several PEs mentioned they were interested in helping with wellness coaching.

- i. If there is not enough work for the PEs to do, this could be a sign that the program is overstaffed. HWP staff should consider the work that the PEs are doing and how they could better support the department.
 - c. Some PEs expressed an interest in supporting the collegiate recovery community and doing gender-based violence prevention. Are there opportunities for them to help promote and support these programs?
 - d. One great thing about having peer educators is they have a great pulse on the student body and student perspectives. Are HWP staff asking PEs how to better support and promote programs to students? PEs could provide insights on what they could be doing as an office and which programs should be provided.
 - e. HWP staff should do more assessment on the impact of the PE program, both on the PEs themselves and on the students they reach. Research shows that PE programs are high-impact on all students involved. Doing assessment, like the National Peer Educator Survey through Michigan State (it's free and easy!) could help HWP staff better understand the impact of the program and share that information with Division and University administrators.
 - f. If it is decided to cut some PE positions, that funding should be shifted into growing the established programs that are already successful, such as the condom club and collegiate recovery community. This may provide an opportunity for the remaining PEs to get more involved in these initiatives.
 - g. Funding models for health and wellbeing programs across the country differ greatly. Some programs that have healthier budgets opt to have professional staff providing direct services and sometimes providing outreach as well. Others utilize peers as they are in many ways more cost effective and there is significant evidence that shows the effectiveness of peer to peer services. You could consider leaning into the peer model heavily and shifting the role and focus of the professional staff to recruiting, training, supervising, and mentoring the students who are the primary service deliverers of the office.
4. The office, along with a team of partners from other IU campuses, is in the process of creating a home-grown replacement to the third-party MyStudentBody compliance modules. When they are completed, should we insist on using academic holds to ensure completion, or avoid holds which could interfere with fall-to-spring enrollment and possibly retention?
- a. It sounds like academic holds may not be an option right now (although they could be explored in the future, especially if other strategies are unsuccessful at improving participation). If holds are not a direction that university is able to go in, then they should intently work to find another way this service can be provided pre-matriculation or within the first few weeks of arrival on campus. Much research on the drinking habits of college students points to the first six weeks they are on campus and the necessity of providing not only education, but alternatives to using so that they don't create unhealthy habits associated with

alcohol or drugs that may remain with them their entire career at IUPUI or their entire life.

- i. An idea could be to use language “Must complete in order to prevent future academic holds” as a way to motivate students to pay it forward for others in the future.
 - b. Focusing on promoting the training through multiple avenues may be helpful. For example, in addition to emailing students about the training, a training reminder could be added to each student's Canvas portal. It could also be added to their student portal/dashboard (where they go to register for class, financial aid, etc.). Consider building the training into FYS or Bridge programs—students could take the training as part of their required coursework in these programs (Khalilah expressed an interest in helping to pilot this!).
 - c. Explore ways to incentivize completion. For example, offering a competition between residence halls, FYS sections, or student organizations could be a fun way to encourage completion: whichever group has the highest completion rate could get a pizza party or other incentive. Partnering with a restaurant near campus or other establishment for a sponsorship to help off-set the costs could be explored.
5. Something we hear repeatedly in focus groups and general feedback is that students aren't aware of their wellness resources. Where should we focus our attention to make sure this information gets to the most students in the most accessible way?
 - a. HWP staff may consider utilizing resources like the American College Health Association—on their Connect platform, this question comes up several times a year and there may be great ideas that other institutions are doing.
 - b. This would be a great question to pose to the PEs—where do they think students want to get information? What do they think is the best way to promote services?
 - c. HWP staff could also post polls on social media for informal ways to capture student feedback. Building a social media campaign around this could also increase followers—for example, encouraging people to tag their friends or post a comment to get more engagement.
 - d. Meeting students out around campus and having short face-to-face conversations with them (even as they're walking, lunching, hanging, etc.) could be effective; personal engagement could be more memorable.
 - e. Partnering with specific departments/instructors to make regular announcements about programming. PEs could write announcements on chalk/white boards in classrooms to promote programs and events.
 - f. The HWP should consider rebranding their office intentionally and distinctly, as well as the other health and wellness offices. Marketing strategies such as utilizing distinct fonts, colors, and language that help students associate which service is with which department could be low hanging fruit to help, if not fully address the problem.