

IUPUI Health and Wellness Promotion

Program Review Response Report

Executive Summary

Review Process

Health and Wellness Promotion (HWP) is an education, prevention, and outreach office within the Division of Student Affairs that facilitates presentations, events, and health behavior campaigns for a variety of wellness topics, and provides sub-clinical direct intervention services for IUPUI students. The office participated in its first program review since the unit was created in 2014. The remote review process consisted of a self-study report, virtual site visit with constituent groups, and video tour. The Review Team delivered a final report on May 13, 2022.

Overview of Findings and Recommendations

The final report recognized HWP's well-trained and passionate staff, success with collaboration, adaptability, creativity, marketing, and success obtaining external grant funding. The report identified **weaknesses** including lack of racial diversity among full-time staff, difficulty with information dissemination and awareness of services, and questions raised about perceived access for graduate students, international students, and students of color. **Opportunities** described in the report include a wellness ambassador program, areas where program outcomes could more explicitly be linked with student success and retention, connections made through the IUPUI Wellness Coalition, and ideas for marketing and promotion. **Threats** were summarized as other university administrators not understanding the role of a health promotion office, low pay for staff affecting recruitment and retention, and being spread too thin and losing identity because of multiple roles.

Report on Implementation Progress

Summary of Review Team Recommendations


The Review Team made eight recommendations, each including multiple components and potential next steps. The recommendations are paraphrased below for brevity. Titles in bold were added to differentiate between items more easily:

- **Staff Turnover** - Address staff turnover by implementing exit interviews, update position titles to increase compensation, and conducting research on comparable salaries at benchmark institutions.
- **Coaching Manager** - Hire a full-time staff member to manage the office's growing health and wellness coaching program because of its popularity, impact on student success, and potential role in the counseling center's stepped-care model.
- **Strategic Plan** - Create an office strategic plan, conduct a start-stop-continue analysis, conduct a gap analysis, and consider creating a larger wellness strategic plan for the Division or University.


- **Physical Space** - Space is a challenge; consider providing the office with its own dedicated space. Until then, get creative about in-person space needs, especially for student-led coaching sessions that require private space.
- **Population Insights** - Conduct additional focus groups with target student populations, including students of color and graduate students.
- **Referral Education** - Promote the wellness directory and other resources to faculty and staff through additional channels, such as a *red folder* initiative allowing others to make more informed referrals.
- **Health Portfolio** - Consider combining or restructuring Division reporting lines so that campus health, counseling, recreation, and health promotion units report to the same person.
- **Efficient Partnerships** - Get creative about ways to expand programming while cutting costs and supervision time, such as partnering with academic units.

Status Update on Planned and Implemented Actions

This section details the planned and implemented actions to address the recommendations, along with responsible individuals, evaluation or measurement plans, and implementation timeline for each action.


 Staff Turnover	Future Action	Responsible	Evaluation	Timeline
	Update titles and role descriptors for professional staff.	Director	Updated in HR system	June 2023
Obtain benchmark data for full-time staff positions.	Director	Submit benchmark report to supervisor	June 2023	

Staff morale was negatively impacted by the job framework redesign process in spring 2020 because new role descriptors placed salary employees with years of experience at the range minimum for their role. Differences in compensation became more apparent when comparing identical positions between the Indianapolis and Bloomington campuses. The office intends to follow the recommendations made by the review team to update job titles and position descriptions to better reflect the work that is being performed, and to conduct a benchmark analysis.


 Coaching Manager	Future Action	Responsible	Evaluation	Timeline
	Formalize duties of coaching program administration in position descriptions.	Director	Updated in HR system	June 2023
Implement a software solution for coaching client documentation and scheduling.	Director	Selection of program, completion of internal approvals	Spring 2024	

Health and wellness coaching session counts have grown every year since the service was first offered in 2017. The office was already in the process of searching for a graduate student employee for substance misuse prevention to assist with conduct interventions, but with the insight from the program review the office tweaked this position to have a larger role in administering the coaching program and a student employee was hired in August 2022.


Duties to administer the health and wellness coaching program are not clearly listed in any staff member position description. Supervision and training of student practicum coaches has been undertaken by the Assistant Director for Substance Misuse Prevention because of their related role with intervention services. The office plans to clearly designate and formalize the coaching program administrative duties in existing staff position descriptions until a time when a full FTE can be financially justified. The office will also adopt a software solution for coaching client documentation and scheduling to increase efficiencies.

 Strategic Plan	Future Action	Responsible	Evaluation	Timeline
	Complete unit strategic planning process, including mission, vision, and values.	Director	Submission of completed plan to supervisor	June 2023
	Routinely include assessment of student retention in unit annual report.	Director	Inclusion in annual report document	August 2023

Since the time of the program review, the office staff began work on a new five-year strategic plan in summer 2022. The work was delayed with the departure of the Director of Assessment and a professional staff member out on parental leave. The strategic plan will be completed by the end of the spring semester and used to map programming initiatives to strategic outcomes. Addressing one of the opportunities noted by the review team, the unit also plans to routinely assess and report participant retention statistics in annual reports.

 Physical Space	Future Action	Responsible	Evaluation	Timeline
	Improve furnishings in reservable private consultation offices to make them more welcoming to student clients.	Director and Coaching Staff	Student feedback about room aesthetics	June 2023


During the program review, plans were in early development to recapture two office spaces from behind a multifaith prayer space to be shared by multiple units within the suite. These two private consultation offices have become indispensable as the primary meeting rooms for practicum student coaching sessions. Because student coaches do not have their own private offices, these rooms are used daily and can be reserved by anyone in the suite, not just coaches. The next step is to improve furnishings in the rooms to make them feel more welcoming. The office anticipates outgrowing these spaces in the next 2-4 years as demand for coaching services increases.

 Population Insights	Future Action	Responsible	Evaluation	Timeline
	Include solicitation of student feedback more frequently when planning new programs or large-scale messaging campaigns.	HWP Professional Staff	Number of focus groups conducted	Ongoing


The office commissioned two separate rounds of focus groups¹ in 2021 and 2022 prior to the program review and provided focus group reports in self-study materials. One of the focus group studies had an explicit focus on reaching students of color, international students, and graduate and professional students. The office is satisfied

¹ <https://coalition.iupui.edu/recommendations/focus-groups.html>


for the time being with the information gathered in these previous rounds, but will be more intentional about soliciting student feedback on new or large initiatives moving forward.

 Referral Education	Future Action	Responsible	Evaluation	Timeline
	Proactively schedule additional resource overview webinars with academic units.	Director	Resource education webinar once per year per school	Spring 2024
	Support creation of a campus-wide <i>red folder</i> referral resource.	Division of Student Affairs	Number of resources distributed	Fall 2023

HWP plays a major role in educating students about the health and wellness resources available to them. We do this through the Student Wellness Directory, JagWell monthly newsletter, Stall Talk bathroom stall newsletters, among others. The office agrees with the review team’s recommendation to focus more efforts on educating faculty and staff on referral options for students. The IU Student Mental Health Task Force recommendations² include the creation of a *red folder*³ program at each campus, to which HWP is in an ideal position to contribute. Addressing one of the threats noted by the review team, the plans to proactively schedule resource overviews with academic units will lead to increase understanding of the office’s role on campus.

 Health Portfolio	Future Action	Responsible	Evaluation	Timeline
	Increase communication between unit directors to foster collaboration.	Director	Number of collaboration meetings	Fall 2023

At this time there are no plans to consolidate health-related units or change vertical reporting lines to create a health portfolio of direct reports for a member of the executive team. The director hopes to meet more frequently with colleagues in these respective units to increase opportunities for communication and collaboration.

 Efficient Partnerships	Future Action	Responsible	Evaluation	Timeline
	Expand course credit practicum and internship placement opportunities.	Director and Assistant Director	Number of practicum student placements	Fall 2024
	Increase sponsored partnerships and external fundraising.	HWP Professional Staff	Number of sponsored programs per year	Fall 2023

Supervision capacity has been a limiting factor for the number of practicum site placements the office is able to take on. While this is a cost-effective way to expand capacity for student-facing services, there are still limits to staff time in a supervision role. To maximize the return on investment for supervision time, the office will need to streamline onboarding and training demands or possibly outsource some of the training to focus on ongoing supervision. Outside of practicum supervision, increasing sponsored opportunities is another way to improve efficient use of resources and is a positive return on investment for staff time. This fall the office solicited and secured multiple external sponsors for the first time with guidance from the Office for Business Partnerships and will continue identifying and expanding sponsored collaborations to maximize student benefits.

² <https://www.iu.edu/mental-health/mental-health-initiative/whats-next.html>

³ <https://news.stanford.edu/2019/10/24/stanfords-red-folder-program-helps-faculty-staff-respond-students-distress/>