

Strategic Plan

2014-2017



THE UNIVERSITY OF TEXAS AT AUSTIN

The University of Texas at Austin Wellness Network Strategic Plan

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Mission

The mission of the Wellness Network is to work together to create a healthier UT.

Vision

The Wellness Network envisions a campus culture focused on health and wellness.

Values

Sharing a fundamental belief that success and achievement are built upon a foundation of health and wellness, the Wellness Network values:

- **Holistic health and wellness**—The health of the whole person is important and inextricably related to and influenced by the health of the whole community.
- **Collaboration and partnership**—In order to accomplish meaningful change at the University, individuals and departments from across the institution must collaborate and partner with each other.
- **Diversity and inclusiveness**—In order to best serve the University community, the broad and diverse perspectives of all members of our community must be heard and respected.
- **Assessment**—Thoughtful and strategic decisions can only be made when supported by data and assessment of the current state of the University and its constituents.
- **Alignment**—All efforts toward health and wellness at the University must be undertaken within the context of the existing University mission and goals.
- **Balanced lifestyle**—Individuals thrive and succeed when they balance their efforts towards work and play, academics and co-curricular activities.

Wellness Network Operations

- I. **Purpose:** The Wellness Network is a campus-wide coalition committed to assessing and addressing the health and wellness needs of students, faculty, and staff at The University of Texas at Austin.
- II. **Operations**
 - a. The structure of the Wellness Network consists of the following subgroups:
 - i. **Executive Board:** The Executive Board consists of representatives from Student Government and different departments on campus and reflects cross-divisional partnerships. This Board acts as a steering committee for the Wellness Network and provides strategic direction. Each Executive Board member serves as a liaison to a committee.
 - ii. **Leadership Team:** The Leadership Team consists of the Executive Board, Communications Chair, Assessment Chair, and committee chairs. The Leadership Team provides oversight for and shares the committee work among team members. This allows everyone to stay current with the work of the committees and enhances initiatives through expert input.
 - iii. **Assessment Chair:** The Assessment Chair is responsible for collecting and analyzing relevant data to identify University needs, assets, benchmarks, and trends in the area of health and wellness. The Assessment Chair shares relevant data with stakeholders in diverse ways, including presentations and an annual report card.
 - iv. **Communications Chair:** The Communications Chair is responsible for promoting the Wellness Network as a healthy campus coalition and educating members of the UT Austin community on health and wellness initiatives, services, and resources. The Communications Chair is responsible for overseeing the website and providing support to individual committees as needed.
 - v. **Committees:** When priority health issues are identified, a new committee may be created. Committees can be formed by the Wellness Network leadership to address health issues it has identified through data analysis. Committees can also be proposed by individual members with a concrete plan to address a high-priority health issue. These proposals are discussed by the Executive Board to determine fit with the Wellness Network. As of 2014, the current committees are:
 1. BeVocal (Bystander Intervention)
 2. Hazing Prevention
 3. Healthy Dining
 4. High Risk Drinking Prevention
 5. Member Engagement
 6. Mental Health Promotion
 - b. **Determining Priorities:** The Wellness Network focuses on health promotion and prevention. When a health issue becomes a campus-wide priority, the Wellness Network addresses this issue by working over time to change trends, norms, policies, or the campus environment. Health issues are prioritized by the impact they have on academic success and employee health. Often these health issues are not solved by one type of intervention and take multiple approaches from several campus departments working in coordination to affect change.
 - c. **Decision-Making Process:** The Wellness Network and its committees exercise a collaborative decision-making process with stakeholder input, whether that is from the network at large, committee members,

the Leadership Team or the Executive Board. Decisions are not made in isolation. The Wellness Network attempts to reach consensus, and when appropriate, the group consults with senior leadership. Final decisions are made by the Executive Board.

III. Project Implementation

Through committees, the Wellness Network develops and implements campus-wide, multi-level approaches to address priority health issues. These committees:

- a. Use data and research to inform programming
- b. Balance evidence-based work with the need for innovation
- c. Consult with subject matter experts
- d. Use continuous quality improvement
- e. Share lessons learned and best practices with the Wellness Network, the UT Austin campus and other universities
- f. Celebrate success

IV. Project Coordination and Communication

- a. Strategic initiatives outlined later in this document are integrated into each of the committees. (These initiatives are Building Awareness and Campus Support, Member Engagement, and Benchmarking and Healthy Campus 2020.) Each committee ensures its members know about Wellness Network priorities and progress on initiatives. By hosting monthly meetings and sharing information about the Wellness Network, committees help to increase engagement. By collaborating with other departments, the committees increase awareness of the Wellness Network. Committees look to best practices across universities and in turn are encouraged to share their success with peer institutions.
- b. By partnering with student organizations, workgroups can increase student involvement and buy-in.
- c. By sharing their progress with the Leadership Team and the broader Wellness Network, committees create transparency and connectedness.

V. Resource Acquisition and Allocation

- a. Many departments on campus contribute to the healthy campus culture at The University of Texas at Austin and aid students, faculty, and staff in achieving optimal health. The Wellness Network efficiently leverages the knowledge and resources of its membership by enlisting collaboration on Wellness Network initiatives to share financial and in-kind responsibility. Committees are encouraged to seek funding from sources within and external to the University, such as grants, one-time funding from the Student Services Budget Committee, or other money set aside to fund special projects. The Executive Board sets priorities for funding and may advocate for or request funds from entities on behalf of the committees.

Summary of Strategic Initiatives

The Wellness Network Leadership Committee has determined three strategic initiatives to help advance the mission of the organization through the end of the 2016-2017 academic year:

- **Building Awareness and Campus Support**
 - Promote the Wellness Network and other health and wellness initiatives, services, and resources to stakeholders and members of the University community
- **Recruitment and Member Engagement**
 - Identify opportunities to recruit new members through partnerships across campus and strengthen membership engagement through retention strategies.
- **Benchmarking and Healthy Campus 2020**
 - Identify successes of other Healthy Campus Coalitions, align with Healthy Campus 2020 objectives, and share our information and best practices with other institutions

Strategic Initiative 1: Building Awareness and Campus Support

Promote the Wellness Network and other health and wellness initiatives, services, and resources to stakeholders and members of the University community

I. Stakeholder Engagement

- a. Continue to increase stakeholder awareness of Wellness Network initiatives, services and resources.
 - i. Inform upper level administrators on Wellness Network initiatives, services and resources.
 - 1. Share ways on how administrator’s portfolios can get involved.
 - 2. Encourage administrators to support their staff’s involvement in Wellness Network.
- b. Increase recognition of Wellness Network as a resource for campus health and wellness decision making
 - i. Cultivate a relationship with all portfolios on campus (VPSA, DDCE, University Operations, EVP, and Provost).
 - ii. Encourage health to be considered in relative campus policies.
 - iii. Position Wellness Network to be considered for representation or consultation during decision making related to campus health and wellness.

II. General Awareness Building

- a. Continue to generate campus awareness of Wellness Network initiatives, services, and resources.
 - i. Utilize a variety of communication channels to inform the campus community about Wellness Network initiatives, services, and resources.
 - ii. Forge partnerships with all communicators on campus to help promote Wellness Network.
 - iii. Illustrate the collaborative nature of Wellness Network by further promoting collective efforts as part of Wellness Network initiatives.
 - 1. Seek out ways to effectively highlight positive outcomes of Wellness Network partnerships, such as through case studies or project profiles.
- b. Build brand awareness of Wellness Network.
 - i. Ensure sub-committees and workgroups are utilizing the Wellness Network style guide in their external communication.
 - ii. Encourage utilization of the Wellness Network logo on partner communication channels.
 - iii. Continue to use social media as a way to promote Wellness Network and engage partners online.
- c. Market the Wellness Network to the University community
 - i. Develop “elevator speech” to be used that describes the work of the Wellness Network.
 - ii. Develop an “on the road” presentation that can be used to educate departments/units and other organizations on campus about Wellness Network and promote membership.
 - iii. Work with Communications committee to oversee website and social media content promoting Wellness Network.

Strategic Initiative 2: Recruitment and Member Engagement

Identify opportunities to recruit new members through partnerships across campus and strengthen membership engagement through retention strategies.

- I. Build new partnerships throughout campus to recruit new members and form collaborations.**
 - a. Outline roles of membership.
 - i. Define the different levels at which an individual may be involved as a member of Wellness Network
 - ii. Develop a communication tool that demonstrates different levels of involvement based on time commitment and capacity
 - b. Identify and develop outreach strategies to recruit members from historically uninvolved or underrepresented populations in the University community.
 - i. Outreach to faculty council to promote Wellness Network and encourage more faculty involvement in Wellness Network.
 - i. Outreach to student organizations to encourage students to be involved in Wellness Network
 - ii. Identify additional faculty, staff, or organizations whose work relates to Wellness Network to build partnerships and pursue opportunities for collaboration.

- II. Explore retention strategies for members of the Wellness Network**
 - a. Engage and involve new members of the Wellness Network.
 - i. Create a section on the Wellness Network website that includes a document that details how to get involved and shares committee updates.
 - ii. Host orientation events at the beginning of each semester to welcome new members to Wellness Network.
 - b. Increase recognition of members in Wellness Network.
 - i. Develop recognition initiatives for members in Wellness Network.
 - ii. Host socials/meet and greet events for members.

- III. Identify and implement strategies to engage Wellness Network members more frequently.**
 - a. Create approaches that inform members of different health and wellness topics and the work of the Wellness Network.
 - i. Host monthly “brown bag lunch” presentations.
 - ii. Send monthly updates to Wellness Network members about work and progress of initiatives, projects, and events.
 - b. Create new strategies to encourage participation in Wellness Network.

Strategic Initiative 3: Benchmarking and Healthy Campus 2020

Identify successes of other Healthy Campus Coalitions, align with Healthy Campus 2020 objectives, and share our information and best practices with other institutions.

I. Benchmarking

- a. Identify and benchmark against other institutions with Healthy Campus Coalitions
- b. Conduct key informant interviews with stakeholders at campuses.
- c. Determine the following:
 - i. The activities in which other HCCs are participating.
 - ii. How other HCCs are working to engage members and gain administrative support.
 - iii. How other HCCs are evaluating projects and initiatives.
- d. Work with ACHA to establish an online list of all HCCs.

II. Share Wellness Network's best practices with other universities

- a. Wellness Network members will share about Wellness Network initiatives through conferences, posters, and representation in national or professional organizations, such as the national Healthy Campus 2020 initiative
- b. Wellness Network members will serve as a resource to other Healthy Campus coalitions to assist in implementation, troubleshooting, evaluation, communication, etc.

3 Alignment with Healthy Campus 2020

- a. Form a Wellness Network work group to explore alignment with national objectives.
 1. Identify student and employee measures from the National Healthy Campus 2020.
 2. Establish baseline measures and monitor over time.
 3. Collaborate with *HealthPoint* to assess faculty/staff items currently measured.

4 Assess and monitor trends in campus health behavior.

- a. Serve as a resource to the campus community by connecting individuals to data related to the health of the UT populations

Appendix A: Wellness Network Executive Committee

The Wellness Network Executive Committee, with input from the Leadership Committee, wrote and developed the strategic plan based on discussions with the Wellness Network membership and consultation with key stakeholders. The Executive Committee comprises the following members:

- Susan Hochman, MPH
Chair, Wellness Network
Assistant Director for Health Promotion and Public Information, University Health Services
- Arlin Fernandez
Student Conduct Officer, Student Judicial Services, Office of the Dean of Students
- Claire Moore
Work-life Balance & Wellness Manager, HealthPoint Wellness Program
- Jennifer Speer
Associate Director, Division of Recreational Sports
- Katy Redd
Health Educator, Counseling and Mental Health Center
- Kori Rady*
2014-2015 Student Government President
*Student Government Representative changes annually

Appendix B: Chair and Committee Charges

In accordance with the Wellness Network strategic plan, a membership infrastructure, including a leadership body, is being developed to facilitate the ongoing success of the Wellness Network. Specifically, sub-committees are being formed to serve as functional and ongoing workgroups that support the goals of the UT Wellness Network. In addition to sub-committees, ad hoc committees will be established to address priority health issues as they arise.

Assessment Chair:

The Assessment Chair provides consultative support to upon request to committees seeking assistance to conduct needs assessment or evaluate initiatives. Furthermore, the chair is responsible for collecting and analyzing relevant data to identify University needs, assets, benchmarks, and trends in the area of health and wellness. The Assessment Chair shares relevant data with stakeholders in diverse ways, including presentations and an annual report card.

Communications Chair:

The Communications Chair provides consultative communication support upon request to committees seeking assistance. The chair also works closely with the Member Engagement committee to support their continued efforts to recruit faculty, staff and students to participate in Wellness Network. This includes strategizing and creating communication materials that support recruitment efforts and refining and tailoring existing communication materials to support recruitment to varied audiences.

The chair is the managing editor of the Wellness Network website, which is used as a primary communication channel about WN workgroups and committees.

Bevocal Committee:

BeVocal is a university-wide initiative to promote the idea that individual Longhorns have the power to prevent high-risk behavior and harm. BeVocal builds on the existing expertise of campus centers and departments at UT Austin and unifies these with consistent messaging and content.

Hazing Prevention Committee:

The Hazing Prevention Workgroup was created in the fall of 2013 in order to identify campus stakeholders who have an investment in hazing prevention. The workgroup hopes to develop uniform and consistent messaging and core concepts for our community regarding hazing.

High-risk Drinking Prevention Committee:

This committee works to reduce high-risk drinking through research, campus and community partnerships, and recommending environmental management strategies and policy changes.

Healthy Dining Committee:

This work group promotes various healthy dining options on campus and makes recommendations for new, innovative initiatives that increase access to healthy dining options at UT-Austin

Member Engagement:

This committee works to keep members engaged, give guidance for programming and policies, ensure that our work is representative and inclusive, and plan member events such as brown bag and networking sessions.

Mental Health Committee:

This committee brings together faculty, staff, and students in order to cultivate a culture that supports and practices evidence-informed mental health promotion at UT-Austin. Specifically, any initiative that emerges from this committee will look at one or more of the following: mindfulness; expressing gratitude; social connectedness; resilience; personal growth & life-purpose discovery; self-acceptance; or creativity and play.

Appendix B: Planned Projects and Initiatives

Annually, Wellness Network leadership determines new priorities to advance the organization or the health of the campus. The following list is not inclusive of all Wellness Network activities and purposefully excludes work currently being pursued by established committees. Additionally, the initiatives below are ones that Wellness Network Leadership intends to explore to determine need and feasibility. Projects and initiatives will only be pursued if need and feasibility are indicated.

- Increased opportunities to partner with faculty and academic departments for research
- Initiatives related to increasing physical activity among UT faculty, staff, and students
- Connection to Healthy Campus 2020
- Additional methods to assess and monitor the health of the campus
- Increase student involvement and leadership in Wellness Network initiatives
- Initiatives related to campus safety, especially pedestrians, bus, car, and bicycle interactions
- Financial accessibility of healthy choices
- Sustainable funding for Wellness Network initiatives