



EAB

Growing Amidst the Great Opt-Out

EAB's State of the Sector for Small and Regional Universities

Strategic Advisory Services



We help schools support students from enrollment to graduation and beyond

➤ **ROOTED IN RESEARCH**

8,000+ Peer-tested best practices

500+ Enrollment innovations tested annually

➤ **ADVANTAGE OF SCALE**

2,100+ Institutions served

9.5M+ Students supported by our SSMS

➤ **WE DELIVER RESULTS**

95% Of our partners continue with us year after year, reflecting the goals we **achieve together**

➤ Find and enroll your right-fit students

➤ Support and graduate more students



➤ Prepare your institution for the future

- 1 **How Can Regional Institutions Reverse the Great Opt-Out?**
- 2 Undergraduate Non-Consumer Market Larger, More Reachable than Assumed
- 3 Centralized Talent Strategy a Must Amidst a Looming Sansdemic
- 4 Compounding Talent, Mental Health Crises Put Spotlight on Integrative Well-Being

The Great Opt-Out...Broadcast in Real Time

4

Disillusionment with the Status Quo Produces Widespread Disengagement



236M Views on TikTok for #quitmyjob

52% Gen Z and Millennials likely to **consider changing employers** this year

21% Segment of population **not working, not in school, and not looking for work**

"It's like **the whole country is in some kind of union renegotiation**. I don't know who's going to win...but right now it seems like workers have the upper hand."

*Betsey Stevenson
Economist, University of Michigan*

Source: @faaresq, Oct 19 2021, "[Why Everyone is Quitting their jobs! #jobs #quitting #jobshortage #work #opportunity #learnontiktok](#)" [Video]. TikTok. EAB analysis of 2020 American Communities Survey data; "2022 Annual Work Trend Index Report: Great Expectations: Making Hybrid Work Work," Microsoft; ; Casselman, B., 3 Nov 2021, "[The Economic Rebound is Still Waiting for Workers](#)," The New York Times; EAB interviews and analysis

The Great Opt-Out Comes To Higher Ed

Regional Institutions' Unique Opportunity to Do Well by Doing Good

Three Critical Opportunities to Inflect a Greater Opting In

Rapidly Growing Population of "Non-Consumers"

17% Of HS seniors abandoned college plans



Grow Your Margin By Serving Your Mission to **Improve College Access**

Rising Talent Churn at All Levels

-11% Decline in higher ed workforce, 2020-2021



Become the **Employer of Choice** You've Always Wanted to Be

Shrinking Ability to Meet Demand for Well-Being Support

90% Of college counselors are reporting burnout



Support the Whole Person—and Campus—through **Integrated Well-Being**

Toward a Greater Opting In



6

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During this Session, We Will Share

1

Data analysis of
rapidly-shifting
markets

2

Intel on how to
identify your
market position

3

Case profiles of
successful
institutions

Source: EAB analysis of the Current Employment Statistics Survey via the Bureau of Labor Statistics;
"Covid-19 and Education: The Lingering Effects of Unfinished Learning," McKinsey and Co, 2021; "Provider
Burnout in Counselling Centers Due to COVID-19," Mantra Health; EAB interviews and analysis

Beyond Today's Agenda



Dedicated Support for Our Partners' Evergreen Priorities

Research and Services Available:

● Achieving Financial Sustainability

● Advancing DEIJ

● Modernizing IT

● Academic Program Innovation

● Growing Student Success

● Reimagining Campus Space



Introducing EAB's DEIJ Institutional Strategy Index

A data-informed, guided collaborative approach allowing institutional participants to:



Comprehensively and **objectively evaluate current state** of DEIJ efforts against best practice



Create a **prioritized roadmap of investments** to close the most critical equity-related gaps first

33

Discrete activities required to close equity gaps
measured for maturity

Undergraduate Non-Consumer Market Larger, More Reachable than Assumed

Common Misconceptions

Non-Consumers Aren't Interested in or Cut Out For College



Non-Consumers are a 'Hidden' Population that is Hard to Reach



Serving Non-Consumers Requires Unsustainable Aid



Emerging Realities

The Majority Want to Enroll, But Face Addressable Barriers

Many Non-Consumers Are Already in Your Databases

Process & Outreach Redesign Have Outsized Impact on Enrollment

Winning in an Era of Demographic Decline

How Our Research Agenda Has Evolved to Help Partners Sustain Growth

Grow Market Share

EAB's 2021 Research



63%

Of enrollment
changes explained
by market share

Grow in "New" Markets

EAB's Ongoing Research



Adult &
Graduate

1.6%

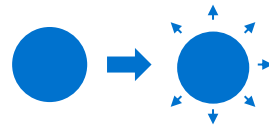
Annual growth in
grad. degree
conferrals 2017-20

-11%

Decline in projected
college enrollments,
2025 - 2030

Expand the Market

Today's Discussion



32%

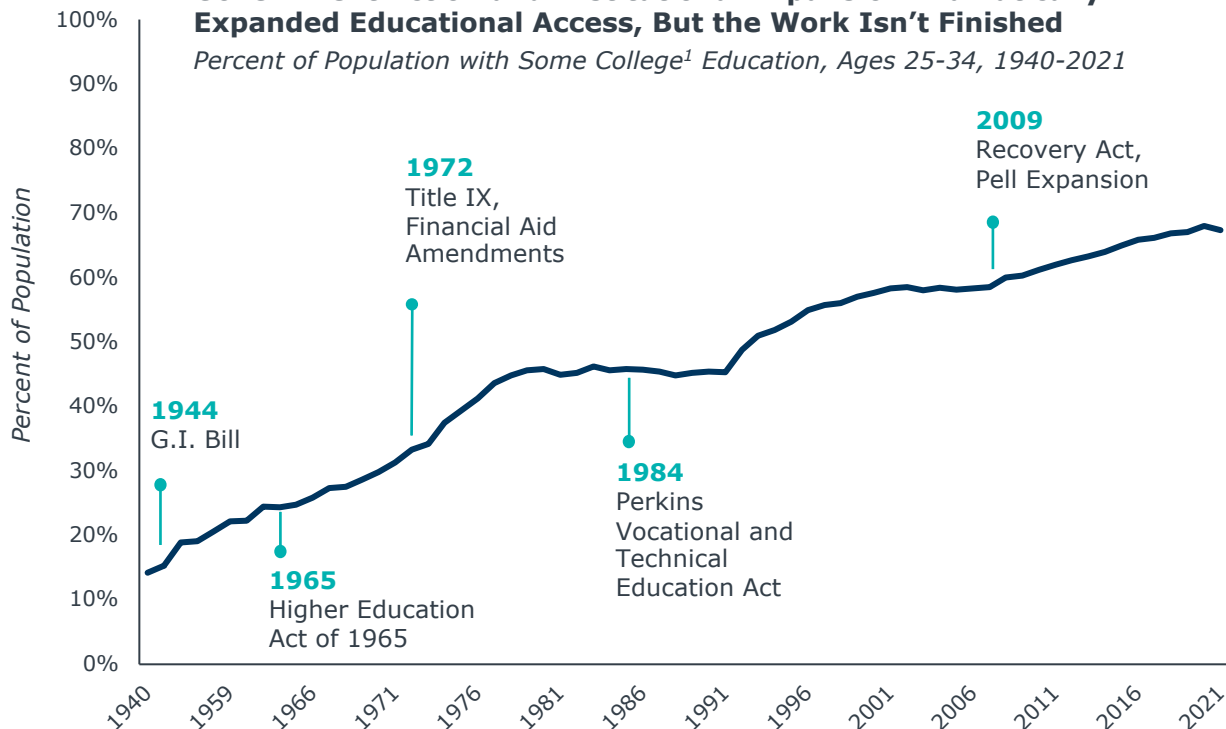
Of 18-24-year-olds
graduate HS, don't
enroll in college

A Century of Transformation, Still in Progress



Government Action and Institutional Expansion Dramatically Expanded Educational Access, But the Work Isn't Finished

Percent of Population with Some College¹ Education, Ages 25-34, 1940-2021



1) One or more years enrolled at a college or university.

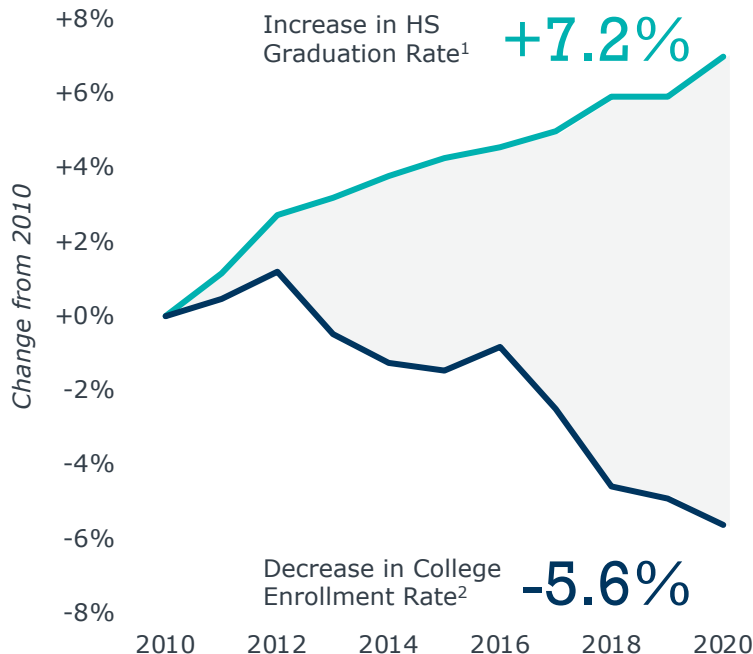
Your Biggest Competition May Be No Institution



11

The Non-Consumer Market is Getting Bigger Every Year

Change in Ed. Attainment at 19 (2010 to 2020)



Pandemic to Increase Nonconsumption

Short-term Disengagement

+2.3M

Increase in **Absent Students** Grades 8-12

17%

Of seniors **abandoned college plans**

Long-term Barriers

25%

Of 3rd graders behind in reading **catch up** by end of HS

1) Pct. Of total 19-year-olds who have graduated HS

2) Pct. Of HS graduates who have some college experience at age 19

Nonconsumption Market Often Met With Skepticism

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Not Our Students



"This is not really a population that our institution is designed to serve"

Uninterested



"From what I've seen, these people don't want to be in college"

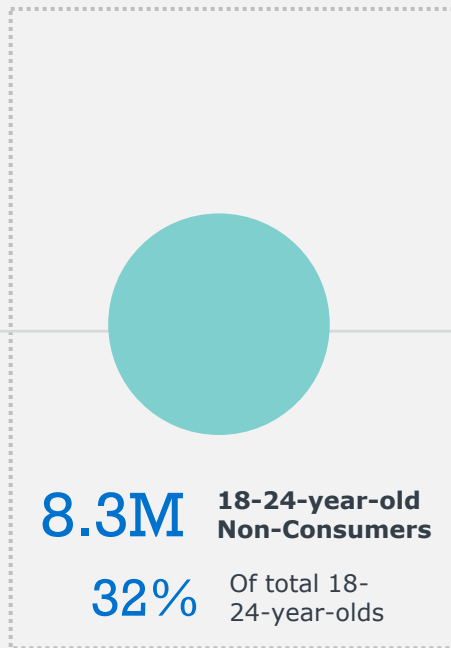
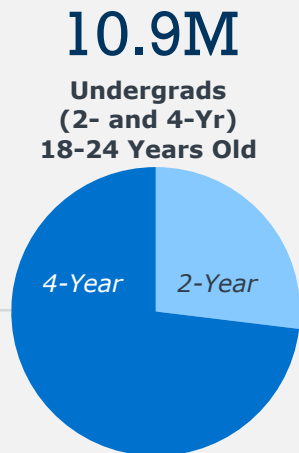
Hard to Reach



"It would be a major investment—in time and resources—to even locate these students"

Too Big to Ignore

Sizing the Nonconsumption Market Opportunity



4.2M
Adult UGs
25+ Years Old

3.1M
All Grad
Students

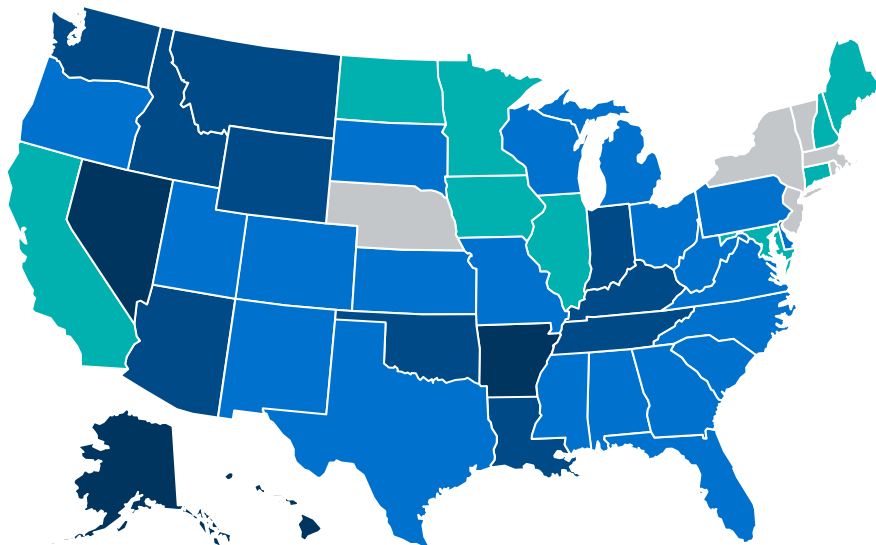


Nonconsumption a Nationwide Phenomenon

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Nonconsumption Higher than 20% In All States, But Exceeds 40% In Some

Percent of 18-to-24-year-old high school graduates with no college experience, 2020



► Nonconsumption more common in areas with lower peer, parent educational attainment

► States with more poorly-ranked K-12 schools have larger non-consuming populations

20-25% 25-30% 30-35% 35-40% 40%+

Non-Consumers Are More Familiar Than You Think

15

What are Non-Consumers Doing?

Living at Home

60%

Live with parents or grandparents



Not Starting Careers

1 in 3

Not working¹



What are They Like?

Similar in Income to College Bound Peers

\$77K

Median HH Income for Non-Consumers

\$86K

Median HH income for College Goers



Racially, Ethnically Diverse

16%

Black/African American²

27%

Hispanic

48%

White³



Majority Male

59%

Male



Most Want to Attend College, But Experience Barriers

Quotes from HS grads choosing not to pursue college, Pennsylvania Senior Exit Survey 2020-2021

"I didn't want another year of online school. Online school has taken a significant toll on my mental health."

"The college process was much harder than I thought. I felt like I had no clue what I was doing."

"My mom isn't working right now and I'm worried about money"

1) Excludes those not working due to disability

2) Non-Hispanic population

3) Non-Hispanic population

Competition Not Just From Other Schools



Identifying Your Competitive Set



Work at Local Business

\$16/hr plus signing bonus!



Full-Time Dependent Care

At-home responsibilities a full-time endeavor



Enlist in the Military

Honor, duty, pay, benefits, and travel the world



Earn a Prof. Certification

A 6-month fast track to a \$50k+/yr entry-level job

Nearly Six Million Warm Leads

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For The Vast Majority of Non-Consumers, Perceived ROI Isn't the Barrier

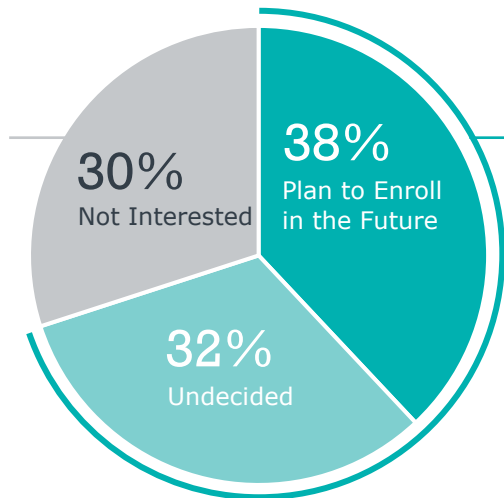
"Do You Plan to Enroll in College In the Future?" (18-24-Year-Olds Not in College), 2021

A 'Hard No' from a Few

2.5M

Not attending because:

- ▶ "College is a waste of money"
- ▶ "I don't need a degree to get a good job"



But Most are Open to College

5.8M

Not attending because:

- ▶ "Working full-time"
- ▶ "Disruption/uncertainty from the pandemic"
- ▶ "Couldn't afford it"
- ▶ "Don't know what to study"



The Non-Consumers in Your Backyard

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**Summer Melt Drives
Nearly a Quarter of
Nonconsumption**

21-25%

Of 8.3M non-consumers



Applied



Accepted



Didn't Enroll

253K - 310K

**Seniors Accepted, but Not
Enrolled Each Year, 10%
of First-Time Attendees**

*Estimated¹ for
Pre-Pandemic years*



**Majority of Non-
Consumers are
Recent Applicants**

61%

Of 18-24-year-olds
who had never
attended college
before said they
**applied to college
in the past year.¹**

1) Estimated by applying HSLS proportions to estimates of HS graduates and estimates of college enrollment in 2020
2) ACS Estimates for 2020

How Progressive Institutions Are Closing the Gap

19

Four Key Steps in Identifying and Enrolling Non-Consumers



Identify Your Competition

Explore labor market data, CBO¹ intel to identify what students are choosing instead of you



Eliminate Legacy Barriers

Deploy targeted support to streamline enrollment and reduce summer melt

1



Locate Your Nonconsumption Population

Invest in data-sharing and K-12 partnerships to size local market

2

3



Appeal Directly to Non-Consumers

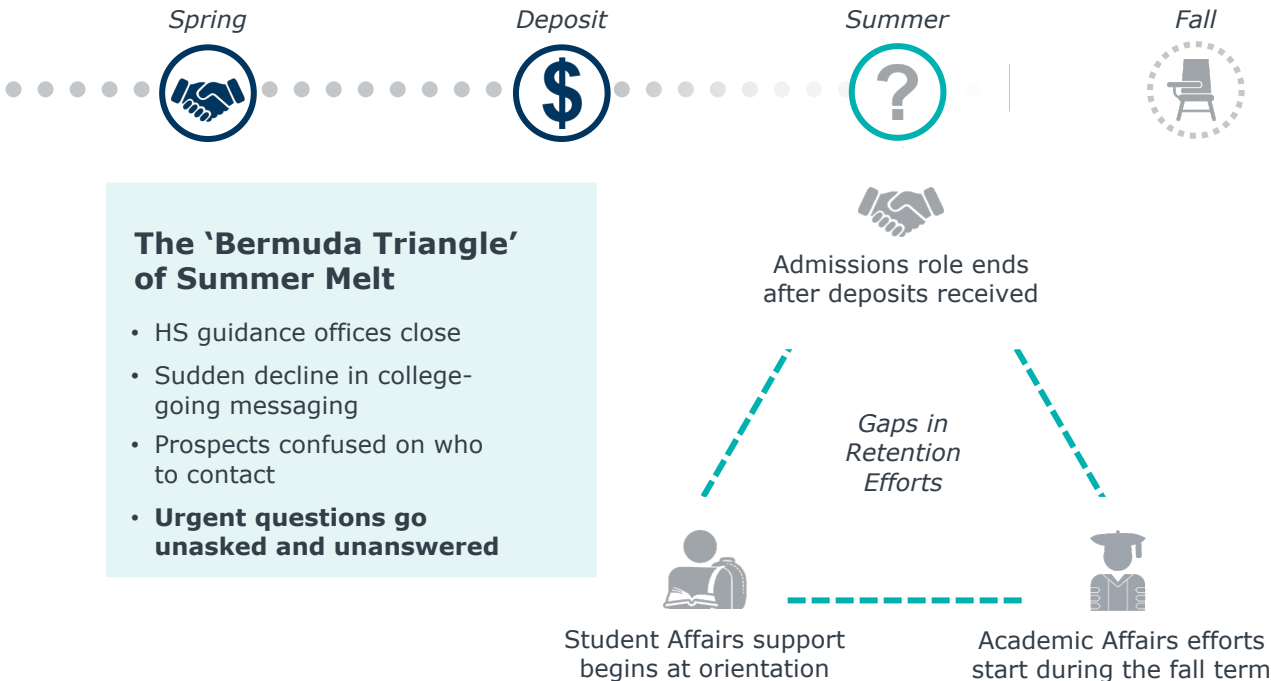
Craft program portfolio and student experience with these students at the center

4

1) Community-Based Organizations

Who Owns Summer Melt?

Org. Confusion Limits Critical Summer Retention Efforts



Centralized Strategy A Must Amidst a Looming Sansdemic

Common Misconceptions

Talent Crunch is Short-Term – Addressable with Compensation



Higher Ed Has a Distinct Value Proposition that Attracts Employees



Recruitment and Retention Delegated to HR, Dept. Leaders



Emerging Realities

Talent Shortages are a Long-Term Reality

Higher Ed's Benefits Out-of-Step, or Unappreciated by Job Seekers

Effective Talent Strategy Requires Leadership from the Center

Pandemic Forces Give Higher Ed HR Whiplash



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Talent Shortages force Shift From Cost-Containment to Asset Management

Labor as Our Biggest Cost Center

Focused on surviving early-pandemic revenue losses

"How can we encourage early retirement?"

"Where can we be more efficient?"

**2020:
Pandemic
Scarcity**

-11%

Workers in Higher Ed¹

**2022:
The Great
Renegotiation**

"How can we attract talent?"

"How do we retain our people?"

Labor as a Strategic Asset

Growing your institution in an era of labor shortage, inflation, and competition

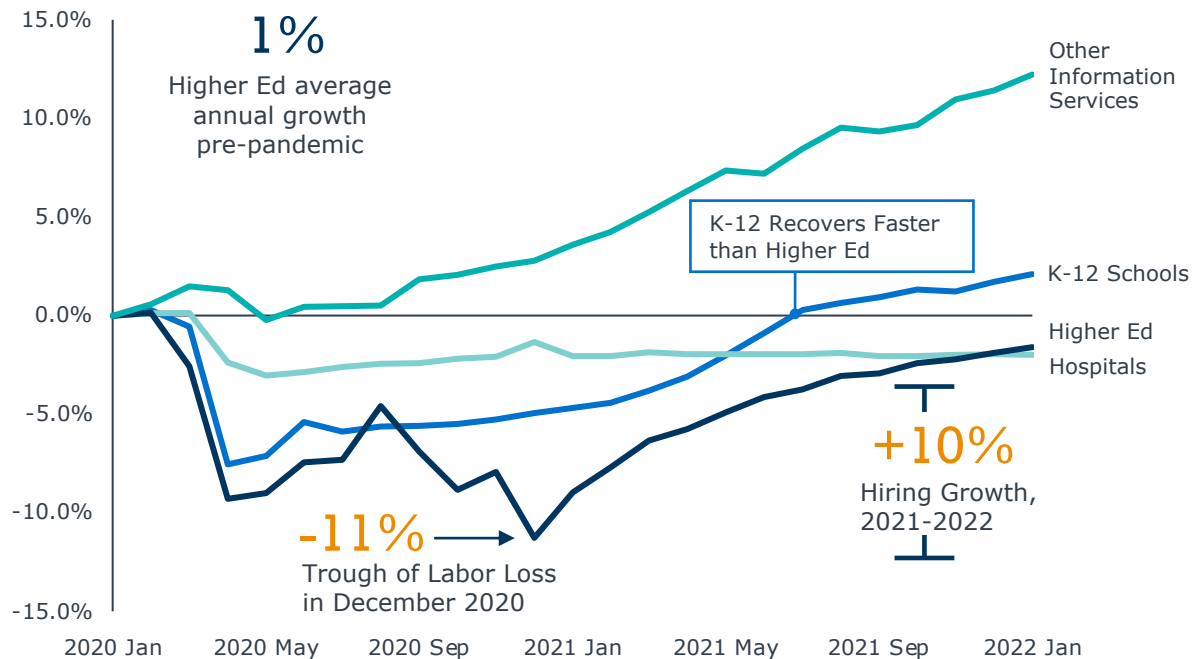
1) Estimated loss of workers in the college and university industry from January 2020-January 2021 (lowest employment level during pandemic)

Higher Ed Experiences Growing Pains

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Historically High Hiring Growth Stresses Higher Ed HR

Percent change in total employees from January 2020, seasonally adjusted

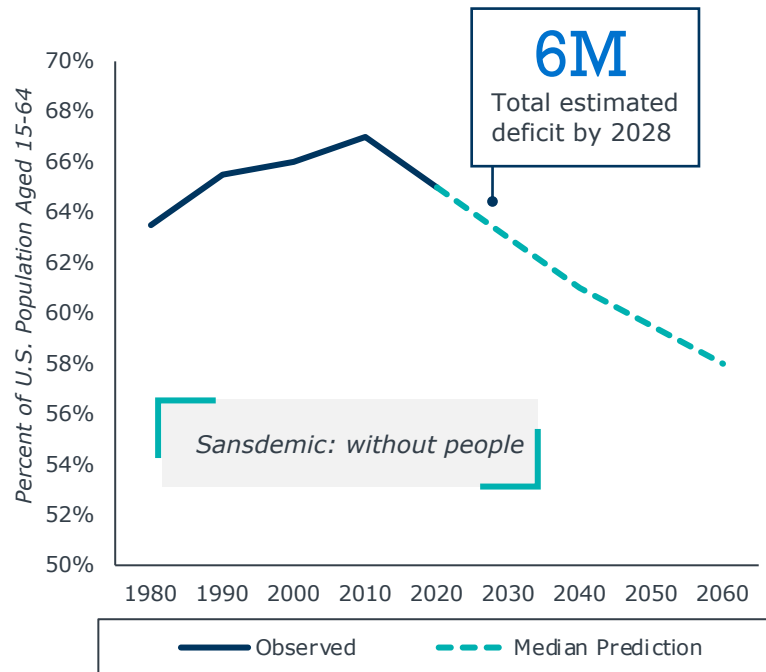


Source: EAB analysis of the Current Employment Statistics survey from the Bureau of Labor Statistics; EAB interviews and analysis

The Other Side of the Demographic Cliff

From Great Resignation to Great Sansdemic

Decline in working age population



Pandemic Losses Largely in On-Site, Lower-Level Jobs

Change in jobs from 2019-2021

-5% Office/Clerical Staff

-4% Service/Maintenance Staff

+5% Technical/Para-professional Staff

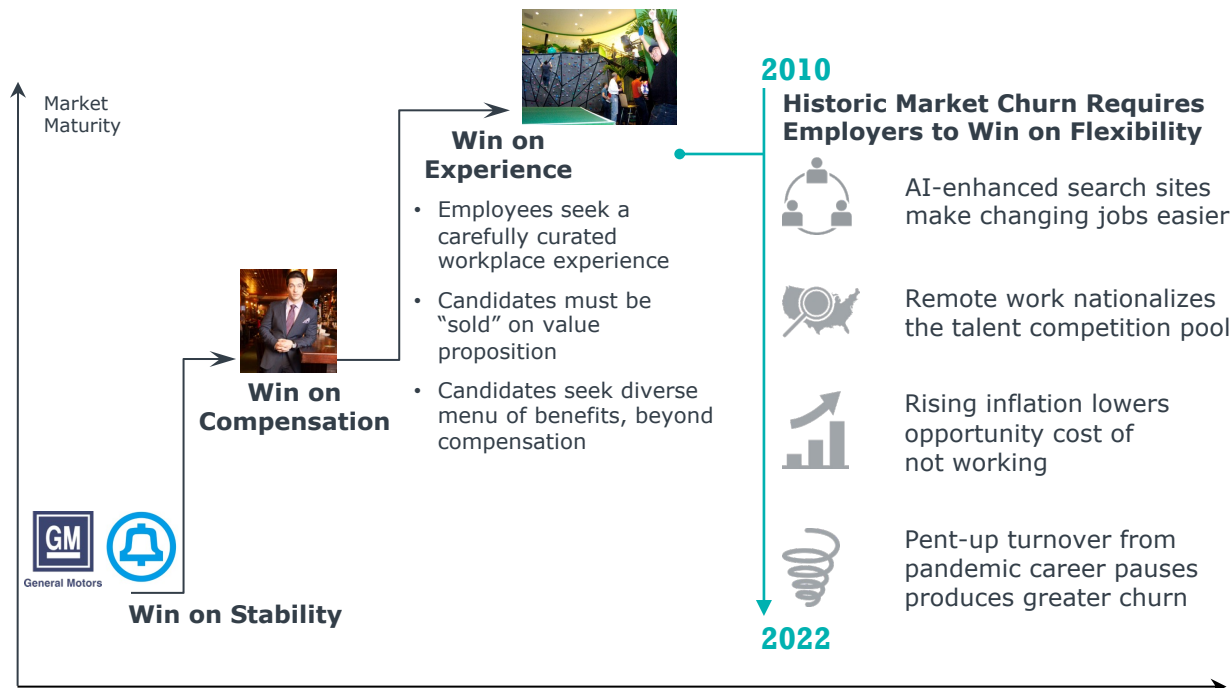
Forthcoming Wave of Losses Likely in Skilled Fields

40%

HR and IT employees at least "Somewhat Likely" to be looking for new work in 2022

Welcome to the Era of Employee as Customer

Recent History of the Employer Value Proposition on One Slide





Quantifying the Value Proposition

Put Dollars to Non-Cash Compensation to Showcase 'Perks' of Employment



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Total Compensation Calculator for
University Staff and Faculty

- Cash Compensation

Gross Annual Income

\$55000

- Employer Paid Non-Cash
Compensation

Employer Paid Medical

\$11454

- Total Compensation**

\$76897

+\$22K

Compensation in
addition to salary

**Provide job candidates with a clear
list of non-cash compensation that is:**

- 1** **Easy-to-locate** from the job posting and **accessible in language and design**
- 2** Inclusive of **unique benefits** beyond healthcare
- 3** Written to show **value in commonly misunderstood or underappreciated benefits**

Explore the CU Calculator [Here](#)

Making Talent Center-of-Plate for the Board

Elevate Talent Strategy, Gain Unique Perspective from Board Braintrust

Ball State's Employee Development and Wellbeing Board Committee



BALL STATE
UNIVERSITY

Formed in January 2022 as a compensation committee to inflect talent attrition



President expanded focus to include employee experience



Areas of focus include:

- 1 Talent acquisition and succession planning
- 2 Employee development and engagement
- 3 DEI
- 4 Annual demographic and compensation data reviews

Incorporate the Board's Out-of-Sector Expertise in Talent Strategy



How have other industries navigated talent shortages?



What does higher education need to learn from industry about retaining top talent?



Where is our institution uniquely positioned to win?



What value drivers of higher ed employment are currently underleveraged?

From Great Renegotiation to Org Transformation

How EAB Can Help Institutions Achieve Their Strategic Talent Management Goals



Winning the Great Renegotiation

- ✓ Implement high-impact tactics with proven ROI in the current labor market
- ✓ Customize compensation packages based on employee value and preference analyses

Sansdemir-Era Playbook for **Staff Recruitment and Retention** (forthcoming)



Becoming a Top Talent Destination

- ✓ Develop a data-informed understanding of competitive position as a local, regional, and global employer
- ✓ Use strategic employer branding to gain a competitive advantage

Employer Brand Diagnostic and Associated Toolkit (forthcoming)



Maximizing Organizational Learning and Effectiveness

- ✓ Identify top barriers to continuous improvement and peak performance
- ✓ Redesign structures, roles, and processes to realize long-term goals (e.g., increased operational efficiency)

Proactive **Succession Planning** Guide and Interactive Workshop (forthcoming)

URGENT

IMPORTANT

TRANSFORMATIONAL



Fall 2022



Fall-Winter 2022



2023 and Beyond

Compounding Talent, Mental Health Crises Put Spotlight on Integrative Well-Being

Common Misconceptions

Counselor Shortages a Temporary, Localized Phenomenon



Mental Health is Primarily a Student Affairs Concern



Focus on Treatment of Mental Health Issues as They Arise



Emerging Realities

Higher Ed Can't Hire Its Way Out of Counselor Shortages

Campus Well-Being a Center-of-Plate Cabinet Imperative

Prevention-Focused Approach The Only Way to Sustain Well-Being

Executive Perceptions ≠ Campus Realities



Presidents Attuned to Mental Health Challenges...

69%

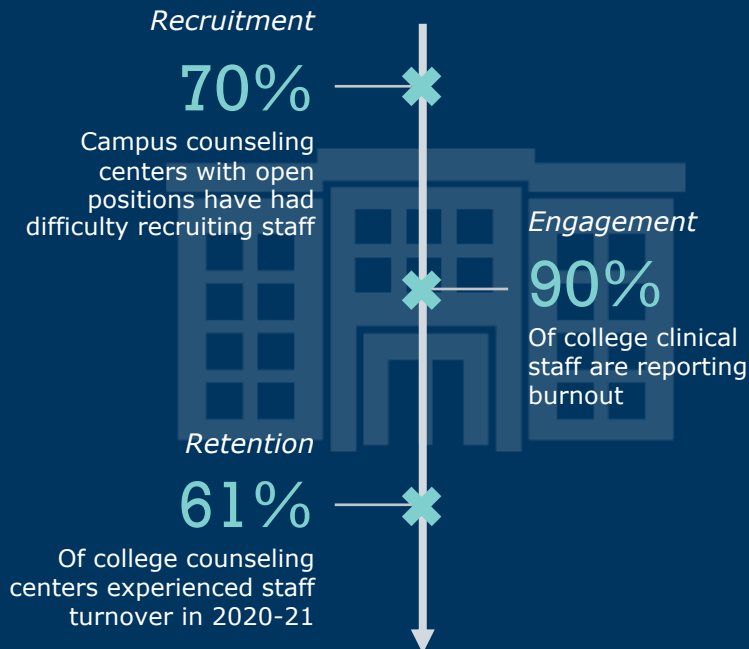
Presidents said they were "very aware" of the state of mental health of undergraduates

...But Miss Rapidly Accelerating Counselor Shortage

66%

Presidents agreed that their institutions had **sufficient capacity to meet students' mental health needs**

The talent crisis in college counseling:



Source: Inside Higher Ed, 2022 Survey of College and University Presidents; Association for University and College Counseling Center Directors Annual Survey: 2015-2020, AUCCCD; "Provider Burnout in Counseling Centers Due to COVID-19," Mantra Health; EAB interviews and analysis.

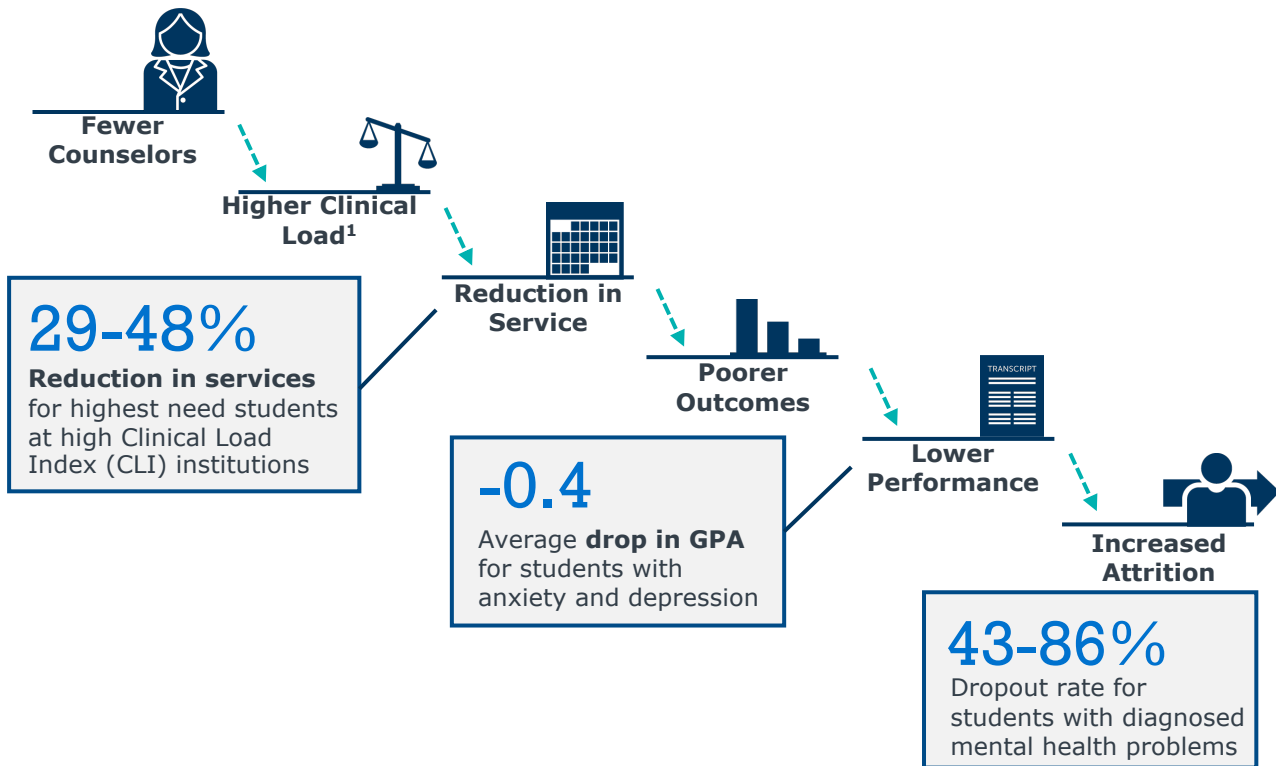
Supply of Counselors Plummets While Demand for Services Surges

“ We are seeing an unprecedented number of college counseling center clinicians leaving this field...and [**candidate pools to fill vacancies are**] **smaller than anyone could have ever imagined.**”

*Gary Glass, Director of Counseling and Career Services
Emory University*

The Counselor-Student Success Connection

32



1) CLI: # of students attending 1 or more appt + Weekly expected clinical hrs when counseling center is fully staffed / # of counselors

Source: Association for University and College Counseling Center Directors Annual Survey: 2015-2020, AUCCCD; Calettstout D, "Mental Health Laws for Students Should Involve Students," *The Cougar*, 2017, "Mental Health, Substance Use, and Wellbeing in Higher Education," *National Academies of Science, Engineering, and Medicine*, 2021; EAB interviews and analysis.

Serve the Needs of Today's and Tomorrow's Campus

33



**Meet the Immediate
Demand for Counseling**



Triage mental health support
beyond the counseling center



**Shift Approach from
Treatment to Prevention**



Develop an integrative campus
well-being strategy that
serves the entire community

Short-Term Opportunities to Scale Counseling Efforts

When Hiring More Counselors is Out of the Question, Alternative Providers are Greatest Opportunity for Triage

PEER COUNSELORS



Peer Counselors are Especially High-Impact for Vulnerable Student Populations

39% COMPARED TO **20%**

Of Black and Transgender students have utilized peer counseling during the pandemic

Of students overall have utilized peer counseling during the pandemic

Students-in-Training



Counseling, Social Work Students Ease Strain at Lower Cost

\$31k

One institution pays doctoral interns a \$31k salary, compared to the national average of \$53k for counseling staff

Third-Party Providers



Third-Party Providers Add Capacity Beyond the 9-5

72%

Of institutions will continue or adopt new telehealth mental health services

Long-Term Progress Requires Cabinet Commitment



Institution-Wide Well-Being Framework Sets Commitment and Strategy



- ▶ Outlines UBC's commitment to well-being for **faculty, staff, and students**
- ▶ Contains **6 well-being priority areas**
- ▶ Provides directives to **embed well-being opportunities across campus**
- ▶ Sets concrete **metrics and goals**
- ▶ **Accountability** reports released annually

Annual President's Leadership Forum Ensures Cabinet-Level Buy-In



University President



Cabinet Leaders



Faculty and Staff



Student Leaders



120

UBC Leaders

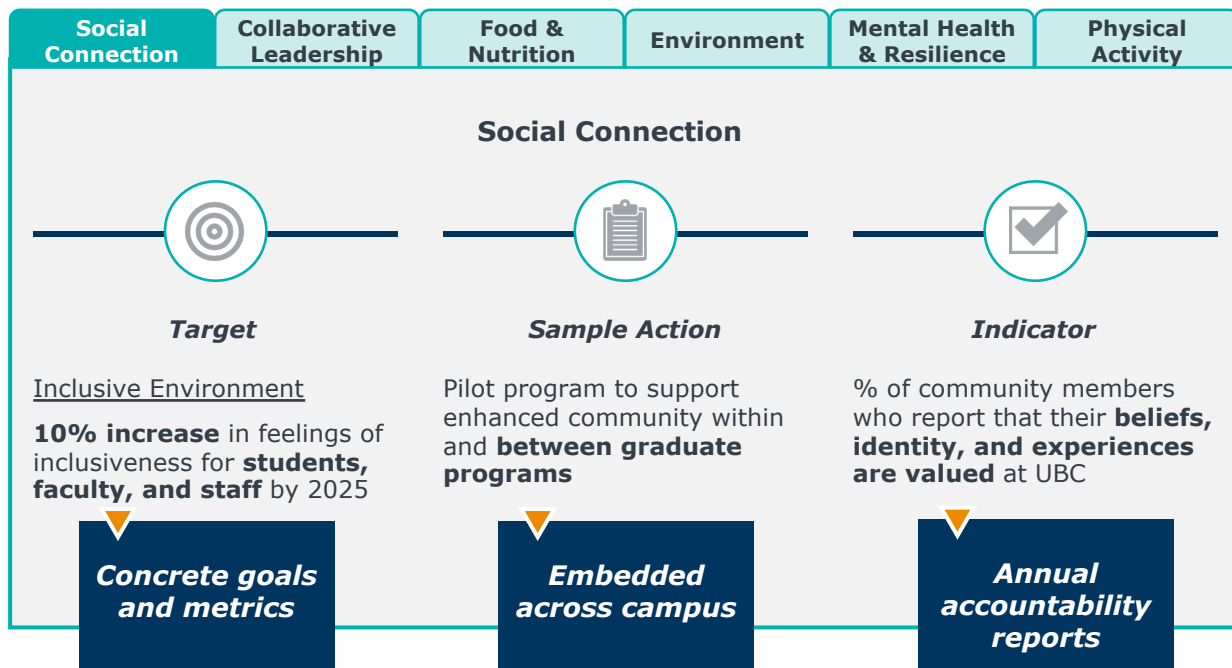
46

System-Wide Commitments

Cross-Campus Support Across Well-Being Spectrum

36

Framework Strives For Holistic Well-Being Support for Entire Community



Source: University of British Columbia, [Wellbeing Strategic Framework](#); EAB interviews and analyses.

Advance Well-being with Embedded Support

Embedded Experiences Key to Shift Strategy from Treatment to Prevention



Embed experiences in
**high-traffic campus
spaces** and activities



Build experiences
around **evidence-
based practices**



Residence Halls

Residence Assistants
become specialists in well-
being, DEI, or student life



Orientation Training

Offer a course about trauma
as a part of orientation
leader training



Unused Spaces

Transform unused campus
spaces into meditation hall

Source: Brown, Sarah, "A 'Trauma-Informed' Return to Campus," *The Chronicle*, July 27, 2021; Klukkert, Vicky, "On the Bright Side: Meditation Room Gives SUNY Oneonta Space to Unwind," *The Daily Star*, Feb 25, 2022; EAB interviews and analysis.

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Accessible Messaging Reduces Summer Melt



New Admits Are Overwhelmed

Simplify and Centralize New Student Messaging

Immediate and Outsized ROI



On average, new students receive

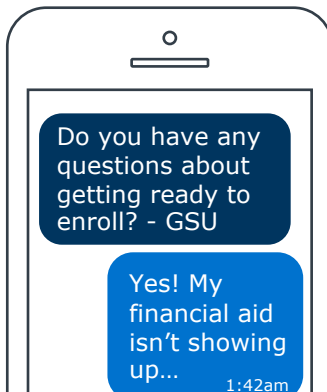
~300

emails from over 80 different offices

Students don't know where to turn for advice



Deployed an **AI-enhanced chatbot** to **proactively** ask and answer questions **24/7 via text**



\$100K

AI Chatbot Investment



22%

Reduction in summer melt

~\$3M

Tuition revenue from additional students

Source: Georgia State University Reduction of Summer Melt [\(link\)](#);
Inside Higher Ed "How Georgia State Prevents Summer Melt [\(link\)](#)
EAB Interviews and Analysis.

Recruitment Shouldn't Stop After the Fall

Use Your Institution's NSC Report to Identify Non-Consumer Warm Leads



National Student
Clearinghouse[®]

Non-Enrolled Student Report (Example)

Applicant	Enrolled At:
Frances M.	Unknown
Chloe Z.	Unknown
David S.	Unknown
Bob W.	University A
Peter S.	University A
Pat G.	University C
Linda M.	2-Yr College B
Charlene S.	2-Yr College B
...	...



Quickly Re-Recruit Students with 'Unknown' Enrollment Status

- Unlikely to have enrolled elsewhere¹
- Data available by mid-November

► Launch a re-recruitment campaign to applicants with 'unknown' destination



Also Consider Priming a Transfer Campaign At the Same Time

- 80% of community college students intend to earn a bachelor's degree
- Only 25% end up transferring

► Reach out after one year with information on transferring

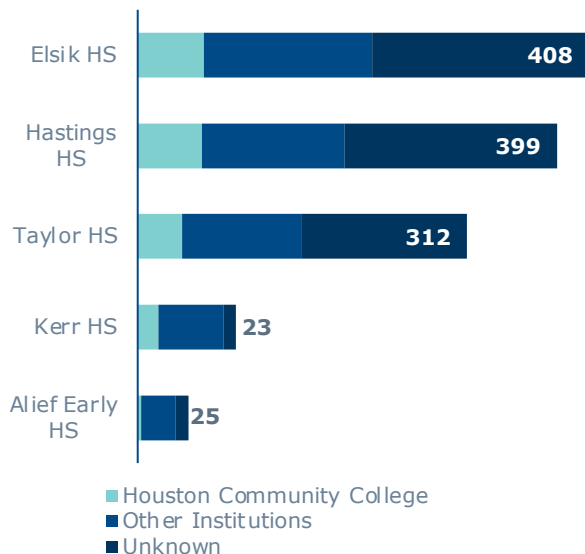
1) NSC has coverage over 97% of enrolled students.
'Unknown' destination students are very likely to not be enrolled anywhere.

Where Have the High School Graduates Gone?

Colleges Lack Data on Those with Unclear Intentions

What Happens to Area High Schoolers After Graduation?

2016 Alief Independent School District Graduate Destinations



For Sizeable Portion of Alief HS Graduates, Answer is Unknown

46% Alief ISD high school seniors whose post-graduation destinations are unknown

“

At one particular high school, over half of their graduating class was unaccounted for in higher education. **These are kids who are on the bubble. They don't necessarily view college as accessible** to them.

Shantay Grays
Assoc. Vice Chancellor, Enrollment Mgmt.

HOUSTON COMMUNITY COLLEGE

”

Automatic Admission Solves “Opt-In” Problem

Default Admission Enables Broader, Deeper High School Recruitment



School District Data Transfer Automates Admission



Parent signs consent form to allow transfer of FERPA-protected data



High school sends student academic and college interest data to HCC



College sends admission letter if parent consents, follows up for onboarding

Consent Form Evaluates Student Interest in HCC

Parent Selects All That Apply

- ☐ Student enrolled in HCC dual enrollment
- ☐ Student plans to attend another institution
- ☐ Student already completed application
- ☐ Student needs help determining career or educational pathway
- ☐ Student plans to attend HCC

Admission Data Transfer Initiates Recruitment

- Admission letter welcomes student to HCC
- Students receive information on HCC programs identified in consent form and through HCC career assessment
- Students who attend another institution receive marketing for summer, winter courses

3

Weeks to implement transfer at Alief ISD

6

Houston school districts adopting data transfer

260

New HCC enrollments from Alief ISD since data-sharing launch

Peer Counselors Provide 1:1 Mental Health Support

The University of Michigan's Individual Peer Support Program



Students Select a Peer Counselor

Students can browse a directory and indicate interest in the program on the counseling center website

 **13** *Peer Mentors 2020-2021*



Students Meet With Their Peer Counselor

Students set up a schedule with their peer mentor that will best fit their needs and goals



Peer Counselors Meet With Counseling Center Staff Each Week

Peer counselors have dedicated time with counseling staff to reflect on recent success, themes and challenges

Key Program Logistics



Supervised and trained by the counseling center



Volunteer-based and students interested in becoming a peer counselor must go through an **application process**



A staff member is on call for peer counselors who need additional guidance to help their client outside of normal hours



Group Support via Student-Led Cohorts

Wolverine Support Network Complements Michigan's 1:1 Peer Programming

The Wolverine Support Network

Student-led organization that empowers students to support each other's identity, mental well-being and day-to-day lives through peer-facilitated groups and biweekly events

How It Works



Students Request to Join a Group

a custom algorithm assigns students according to their needs/preferences



Group Cohorts Meet Weekly

30 weekly groups (2019-2020)



Two Student Facilitators Per Group

60 leaders undergo semesterly training and meet weekly with the counseling center director

Results

470+ **Members**
2019-2020

% Who Said They're...

88% better able to listen to others

85% more able to empathize with & understand others

82% more able to open up to others

A New ResLife Model at Virginia Tech

Specialization Reduces Risk of Focus Areas 'Falling through the Cracks'

Traditional ResLife Model

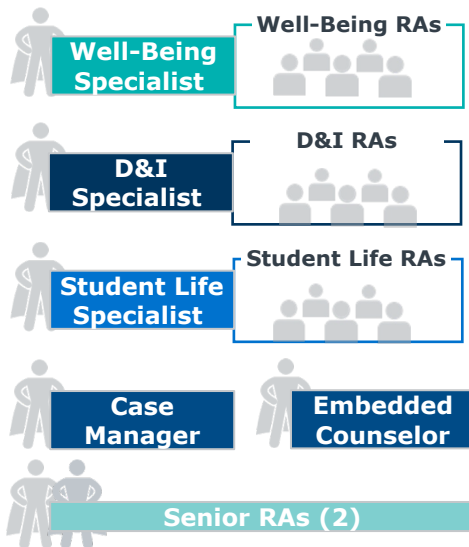
Generalist RDs oversee groups of generalist RAs



In fall 2022 Virginia Tech will transition to a specialist model

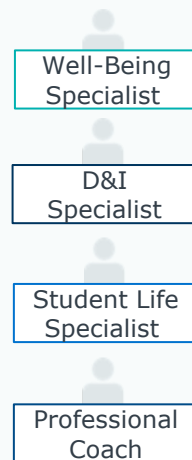
Virginia Tech's Residential Well-Being Model:

Community Leadership Team



One community leadership team per 2,000 students

Each RA team has 1 of each below:



One neighborhood leadership team per 150 students



Every Student Connected

Specialist Approach Enables Strong Relationships across Campus

We're prioritizing relationships [between residence life staff and other campus specialists] in a way we've never done before. **[Our] goal is that EVERY student is connected to well-being on campus. I know the word "every" is thrown around quite a bit, but we intend to measure progress against this goal.** If every student isn't connected, then we've missed the mark and will recalibrate so that we are taking care of every student."

- Sean Grube, Director of Residential Well-Being, Virginia Tech

Making Wellness-Centered Design a Reality

Key Implementation Considerations for One-Stop Health and Wellness Facilities

Services



Assess demand, off-campus providers before adding high-cost services, spaces



Integrate wellness apps, staff to create seamless experience



Actively promote planned services to **potential donors**

Design



Select a central, **well-trafficked location** on campus



Include **mix of public, private spaces** to enable confidentiality



Use **scientifically-backed features** that promote health

Embedding Wellness into All Campus Spaces

WELL Building Standard v2

- Strategies to advance health through design and operations
- Uses checklist of features to scores buildings on 10 concepts:

- | | |
|---------------|-------------------|
| 1 Air | 6 Thermal Comfort |
| 2 Water | 7 Sound |
| 3 Nourishment | 8 Materials |
| 4 Light | 9 Mind |
| 5 Movement | 10 Community |