

**Kent State of Well-being  
Three-year Strategic Plan  
2021-2024**

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## **INTRODUCTION**

As it currently stands, our country is at an unprecedented crossroads. The combination of a global pandemic, economic crisis, and the fight to eliminate institutional racism is sure to leave a prolonged impact on the physical and emotional well-being of our students, faculty, staff, and the entire community. Issues within the last decade have intensified, thanks to the added isolation and distress of the current global situation. As we face this new challenge, we look to build upon the momentum of the last five years' work.

## **BACKGROUND**

This initiative results from data collected from the 2016 Kent State Climate Study, Healthy Minds survey, and the ACHA-NCHA survey completed and compiled between 2015-2017. The results of the study identified critical areas of need that were underserved in the community. As a result, an initiative was launched to develop services and resources to help support the community's health and well-being. The first three years focused solely on identifying strategies to improve the health of the Kent State University community members in eight priority areas (mental health, nutrition, physical activity, sexual health, safety, preventive care, smoking, alcohol, and other drugs).

These strategies included recommending a review of university policies, creating the Kent State of Wellness initiative, the Smoke-Free, Tobacco-Free policy, the partnership with the JED Foundation, and the Great Place Initiative. These strategies were grounded in the American College Health Association's Healthy Campus 2020 framework. Kent State University took the American College Health Association's Healthy Campus Pledge, declaring our commitment to promote and support a healthier campus community.

As a result, substantial changes were implemented due to these efforts, including increased clinical mental health staffing on all campuses, expanded mental health services, built support for essential need resources, and collaboration across the community on meditation, mindfulness, and self-care. This early work serves as a strong foundation for a more integrative and holistic approach to well-being, guiding the next three years.

## **MOVING FORWARD**

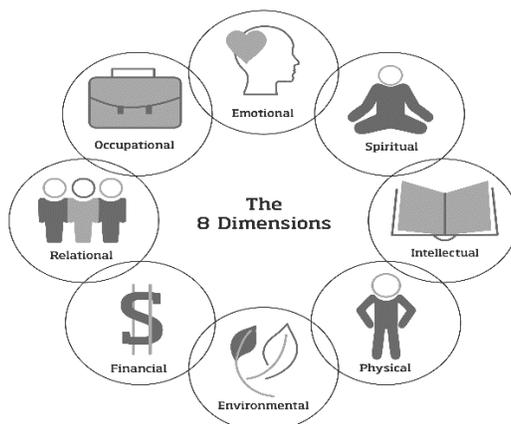
To meet this challenging time and rising need of students, it is imperative that Kent State University's healthy campus initiative focus on engaging and empowering students to thrive and live their best lives even in the face of continuing uncertainty, stress, and conflict. With this shift toward a holistic approach, the decision was made to rebrand from *Kent State of Wellness* to *Kent State of Well-being*. Kent State of Well-being's (KSoW) role is to prevent, support, and collaborate in ways that enhance both individuals and the community. This initiative builds a broad range of resources that will foster health equity, social justice, belonging, engagement, and self-advocacy, resulting in a thriving community.

***Well-being: the state of being happy, healthy, or prosperous (credit: Merriam-Webster)***

Now is the time to focus on the individual's holistic health and well-being and identify barriers and institutional structures that may impact that goal. This initiative works closely with students, faculty, staff, and community partners to deliver the most optimal programming. Kent State of Well-being works closely with the CARES Center, the Campus Mental Health Coalition, and the Student Mental Health Coalition to support non-clinical programs, services, and resources that help individuals build skills that improve health, well-being, and academic success.

## **FRAMEWORK**

We embrace the eight dimensions of well-being created by the Substance Abuse and Mental Health Services Administration (SAMHSA), an agency within the U.S. Department of Health and Human Services. Kent State of Well-being has chosen this model to guide the support and development of programs, services, and resources.



## **MISSION STATEMENT**

Kent State of Well-being's mission is to support, promote, and create robust opportunities, programs, and resources that enable individuals to achieve a holistic sense of health and well-being. We encourage the entire community to invest time, talent, and resources toward cultivating a safe, just, and healthy culture.

## **VISION STATEMENT**

"Student well-being at Kent State is rooted in a public health approach that enhances holistic health, well-being, and safety for all students. By implementing prevention and health promotion strategies, we can support academic success, promote student development and engagement, and strive for health equity. Simply put, the vision is to seamlessly integrate well-being and academic success in a manner that allows for students to thrive." -- *Dr. Lamar Hylton, Vice President for Student Affairs*

## **VALUES**

- **Social justice** is a critical foundation of equitable health and well-being.
- **Sense of belonging** enhances emotional well-being as well as personal and academic success.
- **Engagement** advanced through listening, dialogue, and active inclusion.
- **Self-advocacy** is crucial to agency and empowerment, central to health, well-being, and achievement.
- **Self-reflection** is a necessary practice for mindfully considering one's needs, behaviors, and responsibilities.
- **Institutional assessment** is essential to recognize and transform existing barriers and organizational structures that impact health equity and well-being.

## **STRATEGIC GOALS**

1. Enhance and support an environment where all members can pursue a personal path to well-being, build self-advocacy skills, and take responsibility for themselves and the community.
2. Support the work completed by University partners to ensure safety, clinical health care, psychological counseling, basic needs, and public health through active engagement, promotion, and awareness.
3. Lead in health education, promotion, and literacy through resources, communication, engagement, stress reduction opportunities, and peer-based programming.
4. Collaborate across the university and the broader community to remove barriers, promote access and health equity, build health and well-being into the culture and achieve a safe, just, and healthy community.
5. Expand and develop the opportunities, programming, partnerships, resources, and technology that will enable our community's safety, health, well-being, and success.

## **HIGH-IMPACT ACTIONS**

- 1. Enhance and support an environment where all members can pursue a personal path to well-being, build self-advocacy skills, and take responsibility for themselves and the community.**
  - a. Develop health and well-being content that can be shared with all community members through existing connections such as student organizations, classrooms, and leadership programs.
  - b. Develop Project GROW (gaining resilience, opportunities, and well-being) to include a Farmer's Market, student gardening program, organic garden, garden to table menu in dining halls. This initiative will enable students, faculty, and staff to be active participants in the Kent State University food chain.
  - c. Improve access to existing programs and resources to be more holistic, engaging, inclusive, and impactful.
  - d. Engage with Graduate Studies to develop health and well-being resources and programming that support our graduate students' holistic needs.
  - e. Support the development of materials, exercises, and resources for the FYE curriculum.
  - f. Engage the local spiritual and religious community to raise awareness of these organizations that support an essential dimension of growth and well-being.
  - g. Support the development of the new University Dining Services initiative.
  
- 2. Support the work done by university partners to ensure safety, clinical health care, psychological counseling, basic needs, and public health through active engagement, promotion, and awareness.**
  - a. Advocate for the work of Campus Safety, Sexual Relationship Violence Support Services (SRVSS), and Coordinated Community Response Team (CCRT) through committee participation, promotion of resources, and educational programming support.
  - b. Share Employee Wellness programming and resources with faculty and staff whenever appropriate.
  - c. Collaborate with the Crisis, Advocacy, Resources, Education, and Support (CARES) Center and Campus Mental Health Coalition to identify gaps in programs, services, and resources that could enhance health and well-being.

- d. Support the services and resources provided by University Health Services through collaboration and communication.
3. **Lead in health education, promotion, and literacy through resources, communication, engagement, stress reduction opportunities, and peer-based programming.**
- a. Utilize a peer-based approach to well-being, health education, and promotion that leverages the enhanced outcomes of *Flashes taking care of Flashes*.
  - b. Explore, plan, and develop a peer-based well-being coaching program.
  - c. Expand opportunities for outdoor recreation, play, relaxation, and contemplation by partnering with students, Grounds, Healthy Communities Research Institute, Recreational Services, Office of the Architect, Sustainability, and the Outdoor Adventure Center.
  - d. Contribute and support the Healing Stanzas project, a collaboration with several departments across the University.
  - e. Develop an experiential academic course that will offer students an opportunity to build healthy habits, self-awareness, self-advocacy, and agency.
4. **Collaborate across the university and the broader community to remove barriers, promote access and health equity, build health and well-being into the culture and achieve a safe, just, and healthy community.**
- a. Enhance belonging and connection through collaboration, programs, and resources that faculty, staff, and students can use to foster conversation, allow for vulnerability and build trust.
  - b. Develop a passive feedback system through the web and social media that allows community members to contribute ideas, input, and suggestions.
  - c. Develop comprehensive communication tools to share data from the 2021 Healthy Minds Survey.
  - d. Through collaboration and dialogue, critical support reflects Kent State University's policies, procedures, and systems that may impact our community's health and well-being.
  - e. Consult with the Division of Diversity, Equity, and Inclusion to remove barriers, promote health equity and uphold social justice.

- f. Assist in meeting the unique health and well-being needs of our diverse student population by partnering with the Center for Adult and Veteran Services, Office of Global Education, Office of International Student Affairs, Student Accessibility Services, and other departments.
  - g. Assemble a new cross-functional team of faculty, staff, and students annually (three meetings/year), encouraging broader participation, more inclusive programming, and improving outcomes.
  - h. Plan a regional conference with a sharp focus on 'improving cognition with healthy habits' for spring 2022 in collaboration with The Brain Health and Healthy Communities Research Initiatives.
  - i. Hold a Kent State of Well-being Summit each year to engage all stakeholders in discussion and learning that advance collaboration and understanding.
  - j. Explore ways to incorporate the United Nations 17 Sustainable Development Goals as a possible framework for long-term strategic planning.
5. **Expand and develop the opportunities, programming, partnerships, resources, and technology that will enable our community's safety, health, well-being, and success.**
- a. Identify opportunities to enhance the student experience by taking action on the 2021 Healthy Minds survey results.
  - b. Identify funding partners for projects and explore opportunities to generate revenue, enabling long-term sustainability.
  - c. Leverage national best practice standards, tools, and surveys to enhance outcomes; provide data reference points for analysis.
  - d. Contract with a software platform that puts Kent State branded original health and well-being content and resources in the community's hands.

## **PROPOSED TIMELINE**

### **SPRING 2021**

Assemble a cross-functional team, schedule meetings, and complete a three-year strategic plan  
Deploy and complete the Healthy Minds survey

### **SUMMER 2021**

Complete assessment plan  
Develop and refine training and roll out for peer program

### **FALL 2021**

Recruit and train peer advocates  
Introduce a well-being app for all students  
Launch Farmers/Makers Market  
Share Healthy Minds data  
Hire a health promotion and education professional

### **SPRING 2022**

Launch peer program university-wide  
Launch Project GROW  
Plan conference in collaboration with HCRI and BRHI  
Develop resources for FYE

### **SUMMER 2022**

Conduct Kent State of Well-being Summit  
Train KORU facilitators

### **FALL 2022**

Launch well-being coaching program  
Fund and install outdoor seating  
Begin building an outdoor 'playground'

**SPRING 2023**

Expand garden-to-table to all campuses  
Create internships

**SUMMER 2023**

Conduct Kent State of Well-being Summit

**FALL 2023**

Review three-year strategic plan  
Develop and complete the next three-year strategic plan

**SPRING 2024**

Deploy and complete the Healthy Minds survey

## **CURRENT PROGRAMS AND PROJECTS**

- **Kent State of Well-being Student Ambassadors** – consists of student-led programming, community awareness, and engagement
- **Flashes Rise Above** - ongoing faculty and student-led educational programming that is interactive, accurate, and collaborative
- **Meditation Across Campus** – virtual, 30-minute, drop-in sessions offered each weekday
- **Koru** – A basic & 2.0 virtual mindfulness meditation program available for faculty, staff, and students
- **Koru Silent Retreat** – four-hour virtual silent retreat focused on breathing, progressive relaxation, guided imagery, mindfulness, yoga, and meditation
- **Regional campus** - financial support and program development
- **Well-being themed residential program**
- **Seeds of Wellness** – a mini-grant program
- **Larry Pollock Kent State of Well-being Summit/Conference**

## **KENT STATE UNIVERSITY – STRATEGIC ROAD MAP**

Kent State of Well-being is a unit within the Division of Student Affairs at Kent State University. It is grounded in the mission, vision, and values of the institution and the division.

### **VISION**

To be a community of change agents whose collective commitment to learning sparks epic thinking, expressive voices, and invaluable outcomes to better our society.

### **MISSION**

We transform lives and communities through the power of discovery, learning, and creative expression in an inclusive environment.

### **VALUES**

- A robust blend of teaching, research, and creative excellence
- Active inquiry and discovery that expands knowledge and human understanding
- Life-changing educational experiences for students with wide-ranging talents and aspirations
- A living-learning environment that creates a genuine sense of place
- Engagement that inspires positive change
- Diversity of culture, beliefs, identity, and thought
- Freedom of expression and the free exchange of ideas
- A collaborative community
- Respect, kindness, and purpose in all we do

## **DIVISION OF STUDENT AFFAIRS**

We embrace the values and commitments of Kent State University's Division of Student Affairs. We work to show empathy, respect, kindness, collaboration, and professional excellence in all that we do.

We also pledge to implement the division commitments:

- Purposefully treat others with respect and kindness
- Seek to understand those we interact with on their terms
- Promote inclusion by example
- Interrupt harmful or exclusionary behavior
- Listen without judgment
- Encourage, engage, and share resources
- Intentionally validate and affirm all division staff
- Be open to learning about one's self and from others

The Kent State of Well-being's work falls under the division pillar of Advocacy, Support, and Well-being; with this guidance firmly grounding our work and actions, we articulate the mission, vision, and values that align and enhance the overall mission; to be 'students first.'

## **KENT STATE OF WELL-BEING LEARNING OUTCOMES**

1. Students will be able to integrate health information with personal beliefs and health behavior.
2. Students will be able to demonstrate self-advocacy when addressing their physical, social, and emotional wellness needs.
3. Faculty and staff will be able to identify campus resources to meet their wellness needs.

***Kent State University is a healthy community when equitable access to resources and opportunities supports a personal path to well-being. All community members contribute to the creation of a safe, just, healthy, and inclusive environment.***

## **ASSESSMENT**

The purpose of the Kent State of Well-being Assessment Plan is to evaluate the initiative's effectiveness in providing tools and resources to help Kent State journey towards establishing a culture of health and well-being. Helping to make it a reality, a fully realized assessment plan will be developed throughout the Summer of 2021. It will utilize national campus wellness framework designs based on and aligned with the Healthy Campus Framework, the Council for the Advancement of Standards (CAS) Cross-functional Framework for Advancing Health and Well-being, and the Campus Well-being Guide.

Components of the assessment plan will address:

- Evaluation methods for educating students to navigate the KSoW initiative, analyzing levels of awareness, engagement, and communication channels.
- Analysis of baseline data to establish critical benchmarks aligned with the KSoW strategic goals and student learning outcomes. It will include the ACHA/NCHA survey, NSSE, Healthy Minds, KSU Climate Survey, campus security reports, along with other internal data sources.
- A gap analysis to identify campus community needs and opportunities for academic and community-based partnerships. This analysis will contribute to the ongoing development of the initiative's infrastructure and partnership collaboration.
- Leveraging technology and other resources for student self-assessment and self-monitoring to empower students' regulation of their well-being across the eight SAMSHA dimensions.
- Scorecards to understand the broader implications of an effective, comprehensive campus wellness initiative. It can promote student self-assessment and showcase metrics to meet internal and external stakeholders' and partners' needs.

**Another important aspect of assessment and effectiveness will be creating high-level and broad support for the Kent State of Well-being initiative. It will be a crucial component to have the following for success:**

- Consistent and visible support from not only the President but also cabinet members.
- Focus on creating a community grounded in social justice, utilizing the tools of diversity, equity, and inclusion to build that community.
- Intentional collaboration between the Division of Student Affairs and Academics Affairs.

- Defined ways to support cooperation, collaboration, and accountability with other divisions, colleges, and campuses.
- Alignment with all non-clinical health, wellness, and well-being departments, programs, and services, to create shared services and prevent duplication and confusion.
- Marketing and branding assistance from University Communications and Marketing.

## **KENT STATE UNIVERSITY PARTNERSHIPS AND COLLABORATIONS**

Brain Health Research Institute  
Campus Kitchen  
Campus Mental Health Coalition  
Center for Adult and Veteran Services  
Center for Sexual and Relationship Violence Support Services  
Center for Student Involvement  
Center for Teaching and Learning  
College of Architecture & Environmental Design  
College of Business  
College of Education, Health and Human Services  
College of Nursing  
College of Podiatric Medicine  
College of Public Health, Division of Mental Health and Substance Use  
Counseling and Psychological Services  
Counseling Center  
Department of Psychological Sciences  
Department of Recreational Services  
Department of Residence Services  
Department of Intercollegiate Athletics  
Design Innovation  
Division of Diversity, Equity & Inclusion  
Division of Human Resources  
Division of Research & Sponsored Programs  
Graduate Studies  
Healthy Communities Research Initiative  
Honors College  
Nutrition and Dietetics Program  
Kent State Fashion Museum  
Kent State Police Services  
Kent State University at Ashtabula  
Kent State University at East Liverpool  
Kent State University at Geauga and Twinsburg  
Kent State University at Salem  
Kent State University at Stark  
Kent State University at Trumbull  
Kent State University at Tuscarawas  
LGBTQ+ Center  
Office of Global Education  
Office of Health Promotion  
School of Exercise Physiology  
Student Accessibility Services  
Student Leadership Institute  
Student Mental Health Coalition

Student Multicultural Center  
Undergraduate Student Government  
University College  
University Dining Services  
University Health Services  
Wick Poetry Center  
Women's Center

## **REGIONAL AND NATIONAL PARTNERSHIPS AND COLLABORATIONS**

Active Minds  
American College Health Association (ACHA)  
Center for Koru Mindfulness  
City of Kent, Ohio  
Haymaker's Farmers Market  
Healthy Minds  
JED Foundation  
Main Street Kent  
Mental Health First Aid  
National Association of Student Personnel Administrators (NASPA)  
National Intramural-Recreational Sports Association (NIRSA)  
North Eastern Ohio Medical College (NEOMED)  
Ohio Department of Health  
Ohio Program for Campus Safety and Mental Health (OPCSMH)  
Peg's Foundation  
Portage County Department of Health  
Portage County Mental Health Board  
Substance Abuse and Mental Health Services Administration (SAMSHA)

## **CROSS-FUNCTIONAL TEAM MEMBERS**

### **FACULTY/STAFF**

Alanna Updegraff, Ph.D., Associate Professor & Director of the Psychological Clinic  
Amy Quillin, Ph.D., Student Ombuds  
Deric Kenne, Ph.D., Associate Professor, Associate Director, Division of Mental Health & Substance Use  
Emily Ribnik, Clinical Mental Health Counselor (Stark)  
Holly Allison, Certified Nurse Practitioner, University Health Services  
Jill Jenkins, Executive Director, Residence Services  
Katie Goldring, Associate Director, Center for Student Involvement  
Katie Mattise, Director, Diversity Equity and Inclusion  
Ken Ditlevson, Director, LGBTQ+ Center  
Kimberly Rufra, Associate Dean of Students, Recreation and Wellness Services  
Kristin Dowling, Executive Director, IDEABase  
Laurie Donley, Director, Enrollment Management & Student Services (Tuscarawas)  
Marquis Davis, Project Coordinator, Diversity, Equity, and Inclusion  
Melissa Celko, Kent State of Well-being, Director  
Pamela Farer-Singleton, Ph.D. Director, Counseling and Psychological Services  
Valerie Samuel, Associate Director, Assessment and Accreditation

### **STUDENTS**

Alice Fermaintt, Junior, Psychology  
Bethanie Mauerman, Doctoral Student, Health Education and Promotion  
Claire Jackman, Graduate, Psychology  
Georgia Grant- Manning, Junior, Political Science  
Kayla Marker, Senior, Psychology and Criminal Justice  
Pacifique Niyonzima, Graduate, Higher Education  
Samantha Nousak, Graduate, Sociology  
Thomas Niepsuj, Senior, Biology