

University Health Services
(Student Health Clinic----Counseling Center----Wellness and Recreation Services)

Strategic Plan for 2011 – 2015

The mission of University Health Services (UHS) is to lead the University in fostering a healthy personal, academic, and professional environment with programs and services that promote individual and organizational wellbeing.

UHS Values: In addition to sharing and supporting values of the University and the Division of Student Affairs, we are particularly committed to the following:

- **Prevention**—equipping and empowering individuals with knowledge and skills for healthy living
- **Ethical Practice**—respecting individual rights to privacy and confidentiality
- **Wellness**—facilitating the pursuit of individual self-sufficiency, self-actualization, positive self-esteem and resiliency
- **Holistic Care**—recognizing the interrelationship of mind, body, and spirit and acknowledging the unique needs, values and beliefs of individuals
- **Accessibility and Safety**—assuring that UHS provides physically and emotionally safe environments for activities and services that are welcoming and accommodating to all
- **Healthy Fun**—encouraging and facilitating involvement in activities that provide positive social interaction, stress management, relaxation, fitness, and adventure.
- **Healthy Relationships**—establishing trust as a foundation for personal and professional relationships
- **Student Professional Development**—providing meaningful student employment, internships and practicum experiences, leadership opportunities, and graduate assistantships

The goals established in this plan are based on the following:

- 2010/2011 CAS Review of WRS Health Promotion, Recreation, and Alcohol programs
- 2010 AAHC accreditation team recommendations for the Student Health Clinic
- 2011 IACS accreditation team recommendations for the Counseling Center
- Departmental review and needs assessment by UHS staff
- UNI Strategic Plan 2011-2015
- Student Affairs Strategic Priorities 2011-2015

Strategic Priority 1: Student Success

1. Participate in Division initiatives to determine needs and interests of distance learners and the UHS role/responsibility to meet needs for health/wellness related services (SA Plan 1.3). *UHS*
2. Expand use of National College Health Assessment data for purposes of education and health promotion (SA Plan 1.1). *UHS*
3. Review service model (scope and limitations) and funding model for UHS mental health services (SA Plan 1 and 5.4). *UHS*

4. Annually increase the diversity of WRS student employees to help reduce the gap in retention rates that exists between racial and ethnic groups to reach a demographic comparable to UNI students by 2015 (SA Plan 1.2, 3.1, 4.1, 4.2, 4.3, and 4.7). *WRS*
5. Utilize local and national Counseling Center data to continue providing timely access to Counseling Center services in response to increased demand for services. *Counseling Center*
6. Continue to develop and successfully implement group therapy as a treatment modality to augment individual therapy services. *Counseling Center*
7. Collaborate within UHS on the participation of the first-year cornerstone experience and PEER Health Educator programs. *Student Health Clinic*
8. Formalize a resource list to promote services available within the campus community to assist students' success. *Student Health Clinic*

Strategic Priority 2: Student Engagement

1. Hire a Sport Club/Intramural Sport Coordinator in 2012 to meet programming in response to growing student interest (SA Plan 2.1). *WRS*
2. Hire a Health Educator by 2014 to meet programming needs in response to identified student health education needs and interests (SA Plan 2.1). *WRS*
3. Actively participate in the Division planning for Anchor Weekends and enhanced weekend activities. (SA Plan 2.4). *WRS*
4. Explore opportunities to offer increased number of internships and develop guidelines for internship processes (SA Plan 2.2). *WRS*
5. Secure external funding to match department funding for an outdoor labyrinth on campus; secure approval for an ideal visible location. *WRS*
6. Establish collaborative relationships with new HPELS leadership to enhance student programming, including shared research initiatives (SA Plan 2.1). *WRS*
7. Develop a research plan which incorporates assessment data into program review, revision, and planning (SA Plan 2.1). *WRS*
8. Develop initiatives to reduce barriers to help-seeking, including educational programs and "gate-keeper" programs. *Counseling Center*
9. Support the implementation and development of student groups, such as Active Minds, To Write Love on Her Arms, and National Alliance on Mental Illness. *Counseling Center*
10. Continue to increase Counseling Center staff representation at campus events and activities.
11. Continue to develop effective outreach programming. *Counseling Center*
12. Expand representation of Student Health Clinic staff on University committees (Veteran Student Services Committee, Disability Advisory and Advocacy Committee, etc.) targeting groups to assist in student engagement and success. *Student Health Clinic*

Strategic Priority 3: Student Recruitment

1. Participate in UNI/Division multi-cultural recruitment activities and expand departmental strategies to recruit multi-cultural students to UNI, to WRS related majors, and to WRS jobs (SA Plan 3.1.2). *WRS*
2. Assist in the recruitment of graduate students to UNI through increased Graduate Assistantship positions (SA Plan 3.2 and 8.2). *WRS*

Strategic Priority 4: Diversity

1. Participate in and promote participation of UHS student and professional staff in “Reaching for Higher Ground” activities (SA Plan 4.8). *UHS*
2. Recruit and hire staff to increase the diversity of UHS staff when opportunities arise. *UHS*
3. Develop and enhance working relationships with departments and programs, including Jump Start, Center for Multicultural Education, and International Programs. *UHS*
4. Enhance services to military Veterans. *UHS*
5. Collaborate with Student Disability Services to identify WRS opportunities and responsibilities in meeting needs of students with disabilities and marketing to those students (SA Plan 1.6, 2). *WRS*
6. Annually increase the diversity of WRS student employees, reaching a demographic comparable to UNI students by 2015, through implementation of multi-cultural recruitment strategies (SA Plan 1.2, 3.1, 4.1, 4.2, 4.3, and 4.7). *WRS*
7. Develop Counseling Center Diversity Committee and Diversity Coordinator. *Counseling Center*
8. Identify outreach and service methodologies to improve access and communication to serve the needs of a multicultural and diverse campus community. *Student Health Clinic*

Strategic Priority 5: Affordability

1. Continue building the WRS Alumni Student Employee base, relationships with those individuals, and the annual Alumni Reunion; introduce idea of financial support by 2015 (SA Plan 5.1). *WRS*
2. Secure additional estate donations to WRS (SA Plan 5.1). *WRS*
3. Investigate the feasibility of developing and implementing a Sport Club fund raising plan (SA Plan 5.1). *WRS*
4. Investigate opportunities to increase the number of revenue-generating programs or facility rentals available to individuals/groups within the local, state, or broader community (UNI Plan 5.3.2). *WRS*

Strategic Priority 6: Sustainability

1. Complete retrofit lighting system installation in WRC (SA Plan 6.1). *WRS*
2. Install ultraviolet systems in WRC swimming pools to improve safety and reduce reliance on chlorine (SA Plan 6.6). *WRS*
3. Seek funding, through grant or donor, for solar heating of the WRS swimming pools. *WRS*
4. Discontinue U.S. Mail communication with clients. *Counseling Center*

Strategic Priority 7: Communication

1. Participate in Division initiatives to routinely communicate with and educate faculty and staff about high-priority student matters (SA Plan 7.1). *UHS*
2. Convert UHS web sites to Drupal (SA Plan 7.4). *UHS*
3. Develop and implement a WRS Marketing Plan that involves increased use of technology and other strategies to reach students and employees (SA Plan 7.2). *WRS*
4. Enhance use of social media and websites to inform students of Counseling Center services and self-help options. *Counseling Center*
5. Increase student awareness and use of Ulifeline.org and Mentalhealthscreening.org for information and self-assessment. *Counseling Center*

6. Design and develop new display board for use at information fairs and similar activities. *Counseling Center*
7. Revise and re-design brochures and other materials for consistency with university design standards. *Counseling Center*
8. Regularly contribute content to newsletters published by other departments and organizations. *Counseling Center*
9. Develop effective ways to communicate essential health information to the campus community. *Student Health Clinic*
 - a. Utilize SHAC to survey students regarding their preferred method of communication.
 - b. Redesign Student Health Clinic website.
 - c. Create marketing strategies and messages targeted to specific health and wellness issues.

Strategic Priority 8: Professional Development

1. Actively participate in Division Professional Development Committee discussion, planning, and initiatives (SA Plan 8.1). *UHS*
2. Student Employee Development
 - a. Incorporate student employee learning outcomes assessment data into student employee training, in-service meetings. *WRS*
 - b. Develop manuals for WRS Graduate Assistants, Interns, and Senior Program Assistants, and Temp Hires that establish standardized processes and substance of orientation, training and professional development, expectations, and evaluation. *WRS*
 - c. Continue to improve and enhance diversity in-service education for new UHS student employees (SA Plan 4.4). *WRS*
3. Continue to enhance and develop relationships with academic programs in order to provide high quality training and educational experiences for graduate students. *Counseling Center*
4. Engage in professional development activities and attend continuing education activities to enhance the range and effectiveness of treatment services. *Counseling Center*
5. Explore possibility of establishing a post-doctoral internship in psychology. *Counseling Center*

Strategic Priority 9: Risk Management

1. Finalize updating and approval processes for the University HIPAA Policy and Alcohol Policy (SA Plan 9.2). *UHS*
2. Actively participate in the University review of existing policies and practices related to managing campus events and develop plan for improvement (SA Plan 9.7.) *WRS*
3. Conduct a comprehensive review of Sport Club risk management and prepare a written report and plan for the future by spring 2012. *WRS*
4. Improve collaboration with School of HPELS, HPC, and Intercollegiate Athletics related to security and risk management of shared facilities. *WRS*
5. Assess the demand, need, and options for upgrading accounts receivable processes. *WRS*
6. Develop and Implement gate keeper program for suicide prevention. *Counseling Center*
7. Review Core Competencies for the Assessment and Management of Individuals at Risk for Suicide. *Counseling Center*
8. Continue to develop referral network of off-campus mental health and psychological providers. *Counseling Center*

9. Actively educate students on immunization recommendations for young adults. *Student Health Clinic*
 - a. Utilize promotional items in waiting room, exam rooms, and pharmacy.
 - b. Implement diverse communication strategies to educate students and parents of recommended and required immunization.
 - c. Increase immunization awareness through the use of the Student Health Advisory Committee.
10. Establish an active infection control committee by 2012. *Student Health Clinic*
 - a. Identify members of committee.
 - b. Review new chapter on AAAHC infection control standards and update Student Health Clinic policies and procedures to reflect new recommendations.

Strategic Priority 10: Facility/Equipment Management

1. Determine whether to complete payment on the SHC bond to eliminate the Student Health Facility Fee or to seek SHC expansion in response to growing enrollment and demand for services (SA Plan 5.4). *Clinic/Counseling*
2. Re-Convene the West Campus Planning Committee; update the West Campus Plan to address WRS program needs and student interests; assure additional outdoor programming hours (SA Plan 2.5). *WRS*
3. Develop a Ten Year Maintenance/Upgrade Plan for WRS facilities. *WRS*
4. Investigate use of digital recording of trainees' counseling sessions. *Counseling Center*

Submitted by:
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