



DELOITTE HIGHER EDUCATION

# Client Success Story

Student Wellness at a Private University

# Student Wellness at a Private University

Helping a university proactively address student wellness and mental health topics to improve the campus experience and sense of belonging.



## Background

In their strategic plan, this private university defined a set of priorities designed for achieving their educational and community vision. The plan acknowledged the growing mental health crisis facing higher education and pledged that their institution will be exemplary in its support and care for the physical and mental well-being of their students to position them for academic and life success. Efforts in this area include the construction of a new Health and Wellness Center, new wellness programming focused on sustainable habits, and a commitment to analytical tools and data-informed approaches. In order to deliver on its strategic priorities, the university engaged Deloitte to evaluate several aspects of its student wellness portfolio and identify practices from both higher education peers and other private and public sector organizations to address the university's needs.

delivery methods should be deployed, and how data and technology can enable efficient delivery of wellness initiatives. The team leveraged a three-phased approach to the work:

- **Assessed the Current State:** Interviewed 80+ campus stakeholders – faculty, staff, and students – and comprehensively analyzed institutional documents and data to assess the current state. Conducted research into student wellness challenges and leading practices to provide a holistic understanding of the landscape today.
- **Identified a Portfolio of Improvement Opportunities:** Articulated seventeen (17) distinct recommendations to address current state challenges across organizational design & coordination, support delivery & resourcing, and data & analytics, including a set of foundational opportunities and near-term “quick wins” to improve student wellness across campus.



## Process

The Student Wellness Operational Assessment reviewed the institution's student wellness operations with an end goal of highlighting a series of recommendations on how to design a wellness organizational structure and operating model, how wellness programming and student support

- **Developed a Future State Roadmap:** Designed a phased approach to implementing key recommendations, including establishing clear institutional governance to oversee and evaluate Health & Wellness transformation in the immediate, intermediate, and long term, and building data & analytics capabilities to more effectively identify students in need, match support services, and monitor efficacy of outcomes.



## Outcomes

At the end of our 10-week engagement, the Deloitte team:

- **Provided a Holistic View of Student Wellness Service Delivery:** Distilled stakeholder perceptions across campus into clear categories and themes and provided the university with an objective understanding of the magnitude of the contributing issues and types of improvements needed to address student wellness needs.
- **Informed Recreation & Wellness Center Planning:** Defined space and program planning considerations for a dedicated Recreation & Wellness Center to connect all of the university's campuses, integrate experiential learning and practicums across key academic programs, and provide a competitive advantage over peers.
- **Refined the Medical & Mental Health Delivery Model:** Developed a reimagined model to expand access through partnerships with a diverse network of community providers and offer greater flexibility in scaling to meet student demand, drawing on the university's Health Sciences faculty and research capabilities.



## Impact

COVID-19 has taken a dramatic toll on college students' mental health and well-being. Universities have a vested interest in developing solutions to address these challenges since effective learning cannot occur without a foundation of good health and well-being. This institution is now in a position to proactively address these challenges and provide a positive student experience by creating a community of engagement, belonging, and well-being.

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## Process Overview

*The team leveraged a three-phased approach to the work:*

1

### Assessed the current state

- Interviewed 80+ campus stakeholders
- Analyzed institutional documents and data
- Conducted research into student wellness challenges and leading practices to provide a holistic understanding of the landscape

2

### Identified a Portfolio of Improvement Opportunities

- Articulated seventeen (17) distinct recommendations to address current state challenges across multiple areas
- Identified a set of foundational opportunities and near-term "quick wins" to improve student wellness across campus

3

### Developed a Future State Roadmap

- Designed a phased approach to implementing key recommendations



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