

Strategic Plan – Health Education and Promotion

UC Davis, Student Health and Counseling Services (SHCS)
July 2017 – June 2020

Health Promotion in Higher Education

Addressing young adult health behaviors and status is fundamental to the mission of higher education and student success. Alongside facilitating skill-building and individual and community education, institutions of higher education are increasingly relying on health promotion staff to shape and align policies, practices and the built environment to create healthier places for students to live, learn, work and play. Forward-thinking college health promotion professionals strategically intervene to improve health behaviors, indicators and/or outcomes using population-level primary prevention approaches. Establishing benchmarks and measuring improvements in select indicators is viewed as essential to this effort.

Departmental History

The Health Education and Promotion (HEP) department completed its last strategic planning process in 2014 and met the majority of its established deliverables over the last three years. The HEP department currently falls under Health Promotion Services reporting up through Student Health and Counseling Services within the Division of Student Affairs. There are four full-time Health Promotion Specialists on staff under the direction of the Associate Director, Health Promotion Services, who also oversees Nutrition Services' outreach and education efforts. Beginning Fall 2017, between 25-30 unpaid student volunteers will join the HEP team each year under the oversight of a student Volunteer Coordinator and each Health Promotion Specialist will be supervising 3-4 Student Coordinators. Student Affairs Marketing and Communications provide all marketing and social media support for the department. Student employee and volunteer satisfaction is excellent with many HEP-affiliated students reporting their time spent working and/or volunteering with HEP being a highlight of their UC Davis experience.

HEP Mission Statement

HEP leverages a dynamic public health approach to foster and build environments, institutional practices and a campus culture that promotes student success and life-long well-being.

Values

- Advocacy
- Collective Action
- Empowerment
- Evidence-Informed
- Inclusivity

- Innovation
- Quality-driven
- Self-defined wellness
- Social Justice
- Student-centered

HEP staff generated this mission statement and these values prior to the 2017 strategic planning process.

Strategic Planning Process

Overview

HEP staff participated in three retreats. The Student Health and Counseling Services' (SHCS) Interim Executive Director of Health and Wellness participated in portions of the first two retreats and only HEP staff participated in the third retreat. The Associate Director, Health Promotion Services, facilitated all retreats.

Below are the activities conducted during each retreat:

- Retreat 1 (April 2017) – Reviewed ground rules for process; appraised departmental history and pivotal events; shared content specific literature reviews; acknowledged mandates; selected criteria to assess activities; reaffirmed HEP mission and values; reflected on top ten health issues; identified potential new activities resulting from literature reviews; and assigned homework (e.g., creation of “voting guide”).
- Retreat 2 (May 2017) – Conducted SWOT; determined which existing non-mandated activities to continue/discontinue and selected new activities; checked for alignment among mission, values, activities and resources/support; assigned leads for selected activities.
- Retreat 3 (June 2017) – Discussed what “excellence” means for HEP; developed comprehensive timeline for next three-year cycle; and identified and prioritized professional development needs and wants.

Strategic Planning Activities Taking Place Outside of Retreats – Prior to the first strategic planning session the Health Promotion Specialists conducted extensive literature reviews identifying practice gaps and potential new initiatives using the Spectrum of Prevention as a planning framework. The Associate Director, Health Promotion Services, developed a list of current departmental activities and the Interim Executive Director of Health and Wellness identified select current activities to be continued. In between the first and second retreats, each Health Promotion Specialist contributed to a “voting guide” for the proposed and current non-mandated activities and all participants referred to this guide to score each activity. The activities were sorted from highest to lowest based on overall total score and the results were shared and discussed at the second retreat. Each Health Promotion Specialist identified a suite of activities to be implement during the next 3-year cycle with input from and discussion with the team. The Associate Director, Health Promotion Services, developed the written plan with feedback from

the team and executive leadership. The new permanent Executive Director of Health and Wellness approved the final 2017 – 2020 strategic plan.

Progress from Last Plan

HEP staff made significant progress on the activities proposed in the last strategic plan (July 2014 – June 2017). The department has continued to address critical health issues through environmental management and population-level strategies as well as direct education, facilitating skill-building opportunities and community outreach. Techniques used to shape initiatives included facilitating a structured conversation when engaging with a variety of campus stakeholders (i.e., Turn the Curve process); designing and implementing focus groups and satisfaction surveys; conducting environmental assessments, analyzing findings and developing recommendations for practice and/or policy change; and designing and delivering student-centric social marketing campaigns to modify targeted behaviors. Throughout, HEP staff relied heavily on the material and web design services and social media and communications support provided by Student Affairs Marketing and Communications.

Highlights of HEP projects and activities include:

Alcohol, Tobacco and Other Drug (ATOD) Risk Reduction Efforts –The Davis Alcohol and Other Drug Advisory Group (DAODAG) met bimonthly during the academic year and continued to play a role in the calming of Picnic Day celebrations. HEP continued partnering with the RADD statewide project to foster a Designated Driver Rewards Program at the majority of Davis restaurants. HEP took the lead in writing and publishing the most recent 2014 – 2016 Biennial Review of UC Davis’ Alcohol and Other Drug Programs. SAMHSA awarded HEP a grant for an inaugural Town Hall to reduce high risk drinking, bringing in over 40 attendees with representation from over 20 campus and community units. HEP continued to lead the Red Watch Band ‘upstander’ intervention training, Late Night Campus Event initiative to provide alcohol-free options to students, Watch Your BAC campaign and Fall Patrols partnership with the UC Davis and Davis Police Departments. HEP also worked with Student Affairs leadership to pass a Good Samaritan/Medical Amnesty policy for the campus.

Data Collection Efforts – In Spring 2015 and Spring 2017, the ACHA - NCHA II survey was conducted eliciting participation from randomly selected undergraduates and selected groups of graduate and professional students. The Spring 2015 data was used in the strategic planning process (the 2017 data was not yet available); executive summaries of the survey results were posted online to make this data accessible to Student Affairs units and the broader campus community.

Healthy Snacking Social Marketing Campaign – Formative research for the healthy snacking social marketing campaign began in fall 2016 and the campaign launched in March 2017. Student-led focus groups identified time and money as the main barriers for healthy snacking. The campaign slogan, “Pack a Snack: Boost Your Mood with Nutritious Food” addressed the barrier of time and the benefit that healthy snacking has on the brain. The images used in the campaign were student-identified foods that were easy to prepare, culturally diverse and

affordable. HEP partnered with student groups, campus partners and faculty to increase the reach of the Pack a Snack campaign.

Helmet Hair, Don't Care (HHDC) - The Bike Helmet Promotion social marketing campaign was a result of identifying a unique need at UC Davis and working with multiple stakeholders to launch a community level movement. HEP prioritized community concerns along with department goals by bringing the problem statement forward to the student team and empowering them to develop messages and propose solutions in collaboration with campus staff dedicated to bike safety. This effort was achieved through student-led formative research, including a series of focus groups, and collaboration with campus and community units (i.e., UC Davis Police Department (UCDPD), Bike Barn, CoHo and TAPS). Campaign products included the "Helmet Hair Don't Care" branding; marketing pieces showcasing campus celebrities including highly visible Unitrans ads; several hundred \$5 gift certificates distributed to students by UCDPD officers to reward students wearing helmets and distribution of coupons for affordable \$13 helmets sold at the ASUCD-run Bike Barn. Between September 2016 and June 2017, 910 students signed the HHDC pledge and more than 450 bike helmets were distributed through the HHDC pledge program.

Napping and Sleep Social Marketing Campaigns – The annual sleep and napping social marketing campaigns continued to be well received by UC Davis students with 55.1% of undergraduates reporting they had seen the 20 – 30 minute napping message and 67.6% of undergraduates reporting they had seen the recommendation to get 7 – 9 hours of sleep. Thousands of nap kits have been distributed to students and the Nap Map was regularly updated showcasing locations on campus where students can comfortably and safely nap. HEP partnered with the UC Davis student life centers, student organizations and campus stakeholders to extend the reach for both social marketing campaigns.

Physical Activity Social Marketing Campaign and Collateral Programming – Based on data collected through focus groups and electronic surveys, HEP rebranded the physical activity social marketing campaign to "Active Aggies - 30 minutes of movement the best part of your day. Learn better, sleep better, feel better!" Non-to low-exercising students identified yoga, dance and biking as non-intimidating and enjoyable types of movement and therefore the campaign design featured students engaging in those activities. Active Aggies Week was celebrated during National Physical Activity month and featured 15 diverse, student-led opportunities for students to move. The Active Aggies, 2.5-mile walking loop, was identified, the distance markers and interactive map were designed, and the walking path will be installed in 2017. Motivational signage prompting individuals to take the stairs or walk was installed in multiple strategic locations on campus including select parking structures, Student Health and Wellness Center stairwells and Unitrans bus stops.

Seek Happiness Social Marketing Campaign – The annual happiness social marketing campaign is a positive psychology and resiliency movement that recognizes the struggles and celebrates the strengths of being a college student. HEP collaborated with the UC Davis Strategic Communications department to leverage campaign messaging and partnered with the UC Davis student life centers to further the campaign reach. Through social media platforms, the Seek Happiness campaign reached over 2,700 unique viewers with an 85.5% retention rate on Snapchat and over 7,000 unique viewers on Instagram.

Sexual Well-Being Initiatives – Sexual health promotion efforts continued to be popular among students. HEP collaborated with SHCS clinical staff on the chlamydia testing promotion campaign and self-directed screening continues to be available to students deemed low-risk according to screening criteria. The Love Lab (mobile cart) continued to be highly utilized and enhancement of customer service and opportunities for skill-building regarding use of safer sex products were project priorities. The anonymous HIV antibody counseling and testing program continued and free, rapid testing was provided to students at the LGBTQIA Resource Center through a contract with Harm Reduction Services, a local non-profit. The service provided counseling and testing to a large percentage of populations most affected by HIV, highlighting the importance of continuing to provide this service to students. A social marketing campaign promoting healthy sexual communication was implemented annually in conjunction with a well-received collateral photo voice effort using social media channels.

Smoke and Tobacco Free Policy Implementation – HEP, in partnership with the Breathe Free campaign, led the Smoke and Tobacco Free (STF) Student Ambassador internship. Six students were trained and committed to approaching policy violators on campus to increase compliance and connect smokers to cessation resources. The STF Ambassadors were leaders on campus for outreach and education around the policy. HEP also co-led the Adopt-a-Block initiative in order to address the unintended consequences resulting from the policy in the nearby Davis community.

UC Davis Farmers Market (UCDFM) –HEP continued involvement with the Market as a co-sponsor and assisted with outreach and conducting rapid market assessments.

Framework and Evidence Base

The following are foundational works guiding this department:

- *Standards of Practice for Health Promotion in Higher Education, 3rd edition*, issued in 2012
- *Healthy Campus 2020* established in 2012
- *Guidelines for Hiring Health Promotion Professionals in Higher Education, 2nd edition*, released in 2014

(All published by the American College Health Association.)

Complemented by:

- *Okanagan Charter: An International Charter for Health Promoting Universities and Colleges* published in 2015
- *CAS Standard for Health Promotion Services* revised in 2016

These sources represent the vanguard for effective college health promotion practice.

Additionally, HEP staff used the *Spectrum of Prevention* as a framework to identify and develop multidimensional approaches for effective health promotion and prevention efforts when

compiling literature reviews and producing gap analyses; these efforts were based on evidence-informed and theory-based practices in college health. (Larry Cohen originally developed the *Spectrum of Prevention* based on the work of Marshall Swift.)

Student Health Data

HEP staff reviewed the ACHA- NCHA II survey data from 2015 to determine which issues were most salient.

Several current or upcoming campus trends were also considered during the planning process:

- Continued focus on building partnerships across Student Affairs and within Student Health and Counseling Services including SHCS clinical and counseling services
- Acknowledgment of high levels of stress experienced by students (e.g., financial pressures)
- Continued surge in use of social and online media and student engagement in web-based communications
- The increasing value of an internship experience in students' academic and career trajectory

Trends in college student behavior demonstrated the continued importance of using online communications to disseminate health information, behavior change messages and awareness of programs and services. Today's college students often seek living and learning communities that prepare them for leadership and active citizenry and take the opportunity to serve their communities and the world at large. These trends influence the program's health promotion efforts in conjunction with offering student employees and volunteer a rich, rigorous and highly beneficial internship experience. In summary, HEP staff strives to meet their constituents at their developmental stage and provide student-centered interventions and uniquely beneficial co-curricular experiences.

Top Ten Health Issues

Basic Needs

- Financial, food and housing security

Food and housing are basic human needs, but food insecurity is a present reality for nearly half of all UC students and many students also have unstable, unaffordable and unsafe living conditions. Food insecurity means a lack of access to an affordable, nutritious and varied diet. Housing insecurity means a lack of access to an affordable, safe and comfortable living situation.

Improving Health of Marginalized Populations

Viewing health promotion through a social justice lens allows us to work toward health equity for all students. This is done through advocacy, developing targeted campaigns in conjunction

with impacted demographics, collecting relevant data and removing barriers to well-being, among other actions.

Intentional Injury and Violence

- Homicide
- Psychological abuse (e.g., bullying)
- Relationship violence (e.g., intimate partner and family)
- Sexual assault
- Suicide

Intentional injuries are preventable and can be addressed with comprehensive strategies to create safer communities. Risk recognition, prevention and intervention combined with advocacy and support for those experiencing harm due to violent, abusive or bullying behavior are critical components of addressing intentional violence.

Life Skills Development

- Career exploration
- Cooking (e.g., shopping and preparing food)
- Engaging in 'upstander' behaviors
- Financial skills (e.g., budgeting and debt management)
- Healthy sleep habits
- Meditation and mindfulness practices
- Navigating insurance coverage and health care systems
- Navigating transition to college life and changes in relationships with family of origin
- Positive psychology practices (e.g., gratitude)
- Timely and appropriate help-seeking behaviors
- Time management

Faced with a new level of independence, many college students can benefit from assistance mastering new life skills such as: cooking, healthy sleep habits, financial management, meditation, time management, positive psychology practices, seeking help for self or friends in need, navigating insurance and health care systems, establishing career goals and mapping next steps.

Mental Well-Being

- Increase in screening and diagnoses for anxiety, depression, and other mental illness
- Reduce mental health stigma
- Resiliency
- Stress reduction

For college students, mental well-being encompasses stress reduction (academic, financial, social, etc.), resiliency and reducing the stigma associated with mental health so that students feel empowered to break the silence and recognize issues such as anxiety and depression.

Physical Well-Being

- Decrease consumption of sugary, sweetened beverages
- Increase access to and utilization of preventative care and reproductive health services
- Increase consumption of high-quality, nutritious foods
- Increase preventive measures that minimize infectious and preventable diseases
- Increase water consumption
- Reduce sedentary behaviors and increase movement

Physical well-being promotes proper care of one's body for optimal health and functioning. There are many elements of physical well-being that all must be cared for together. Striving for an optimal level of physical well-being allows students to nurture personal responsibility for their own health.

Sexual Well-Being

- Birth control education and access to reproductive health services
- Condom access and use
- Affirmative consent and healthy sexual communication
- STI/HIV prevention and testing, including PrEP/PEP education and access

Sexual well-being is about safer sex practices, sexually transmitted infection prevention, health literacy, stigma reduction, communication, body image, navigating intimate relationships, social justice and pleasure. Through normalizing conversations around sexuality and one's body, a health-promoting environment can be fostered on campus where students aren't ashamed to seek out information, have intimate conversations with their partners or talk to their healthcare providers about their sexual health.

Social Connectedness

- Decreased isolation
- Engaged involvement with campus and community activities
- Healthy relationships (peer, family and professional)

Social connectedness improves physical, mental and emotional well-being. Strong social connection reduces levels of anxiety and depression, boosts self-esteem and provides many more benefits to overall health. Healthy relationships, campus and community engagement and other factors that support social networks allow students to thrive socially and academically.

Substance Use

- Binge/high-risk drinking
- Mixing alcohol with other substances
- Prescription drug misuse

Substance use is a critical concern for college students; the reported use (from UC Davis NCHA data) of substances begins to increase when students arrive at college and continues to increase through their four years at college. Intervention during these crucial years is paramount. Prevention efforts to decrease high-risk substance use enable students to perform emotionally and academically while decreasing the negative consequences associated with substance use.

Unintentional Injury

- Access to firearms
- Alcohol related injuries/deaths
- Death from opiate misuse
- Drugged, drunk, distracted and drowsy driving or biking
- Head injuries

Unintentional injuries are both devastating and preventable. College students are uniquely susceptible to unintentional injury. Prevention focused on substance abuse, risky driving/biking behavior and access to firearms will positively impact rates of unintentional injury, and therefore, reducing the hardship and interruption these injuries cause college students.

These ten critical areas of focus for college students were developed by HEP staff prior to the first strategic planning retreat and were used to ground discussion and decisions regarding establishing future goals and objectives.

Strengths, Weaknesses, Opportunities and Threats (SWOT)

At the second retreat, participants identified a number of strengths, weaknesses, opportunities and threats related to HEP's scope of work. Themes that emerged regarding strengths included the strong, motivated and highly qualified team currently in place; functional departmental structure with well thought out roles; an inclusive and positive office culture that allows for experimentation and growth along with work/life balance; adequate fiscal resources; rigorous public health approach; and valuable connections to health promotion colleagues, professional organizations, other campus units and the community.

Some weaknesses that were identified included the lack of information sharing and coordination of efforts across Student Affairs and the UC system; decentralized nature of the UC Davis campus; limitations with website reach, marketing design and direct access to social media outlets; minimal alliances with faculty; significant turnover of staff within the organization and executive leadership; and limited career mobility for staff within the organization. Some of the opportunities that were noted included further building of relationships with stakeholders, outside experts and nationally recognized entities; continued gathering of evaluation data

including better benchmarking within the UC system; fostering an inclusive culture within SHCS; and expansion of an evidence-informed lens in the work undertaken by the department. Finally, some threats that were identified included fiscal constraints; increased enrollment without commensurate increase in staff and resources; survey fatigue; and student role overload.

Program Creation, Continuation and Deletion Decisions

To help determine whether existing programs/activities should continue and new efforts identified from the literature reviews should be initiated, staff arrived at set of criteria to evaluate each effort. The four criteria were:

Criteria

1. Evidence-informed or theory-based practice
2. Fosters a health-promoting environment and/or population-level effort
3. Strong ROI ('return on investment') e.g., effort produces impactful reach/outcomes considering time, financial, personnel and other resources invested
4. Promote health equity and/or have a high impact on a marginalized community

Staff gathered information to assess how well each of the programs/activities met the above criteria. The aggregate ratings helped the strategic planning participants determine which programs/activities to continue (modify or leave as is), which should be discontinued and which new efforts should be initiated.

Goals and Strategies

Health Education and Promotion will continue to develop and implement prevention initiatives that work on individual, environmental and systems levels to improve the health and well-being of UC Davis students. Staff will continue to identify metrics to measure impact and outcomes for priority health issues. The department will work to implement evidence-informed and/or theory-based strategies and document and share demonstrable results with stakeholders.

Physical Well-Being

Goals for Physical Activity

Increase movement and decrease sedentary behaviors among UC Davis students with attention to non- and low-exercisers.

Description

Regular movement has been shown to be a highly beneficial strategy to improve mood, enhance sleep, mitigate stress and decrease morbidity and mortality later in life. Broader and more richly developed efforts in this area will focus on non- and low-level exercisers. Increased posting of motivational signage detailing distances for common routes around campus to encourage walking or biking instead of using a car or bus will continue. The physical activity promotion social marketing campaign to promote physical activity among UC Davis students will continue. Strategies to infuse movement breaks into the classroom environment and expand the reach of

the Physical Education program will be identified and implemented. Efforts will continue regarding collaboration with SHCS clinical staff to implement Exercise is Medicine and further development of complementary online tools and resources useful to non- or low-level exercisers to foster physical activity will continue. In partnership with Campus Recreation and Unions, the Fitness and Wellness Voucher program will continue to support physical activity among SHCS patients when clinically indicated.

Objectives

1. Reduce the proportion of students reporting no or low levels of physical activity using multiple individual and population-level strategies.
2. Increase the involvement of health care providers in increasing physical activity through an Exercise is Medicine intervention during clinic visits.
3. Continue oversight of the Fitness and Wellness Voucher program in collaboration with SHCS providers and Campus Recreation and Unions.
4. Identify strategic locations to install and evaluate motivational signage prompting students to engage in movement.

Goals for Healthy Eating

Increase healthy eating, snacking and hydration among UC Davis students.

Description

The promotion of healthy eating will continue to be addressed through continuing outreach at the campus farmers market, facilitating implementation of point-of-purchase prompts and choice architecture in campus convenience stores, vending machines and eateries. Healthy snacking and water as a good choice for hydration social marketing campaigns will continue to be implemented.

Objectives

1. Increase the proportion of students who consume at least five daily servings of fruits and vegetables.
2. Increase the percentage of healthier foods available in campus vending machines.
3. Develop and implement best practices for designing campus eateries, convenience stores and vending machines that make the healthy choice the easy and affordable choice.
4. Continue with food labeling efforts to identify healthier choices in convenience stores, vending machines and eateries on campus
5. Implement a social marketing campaign to promote the point-of-purchase healthy food icon.
6. Implement a social marketing campaign to promote drinking water as a healthy and low-cost choice to maintain hydration.

Mental Well-Being

Goals for Mental Well-Being

Increase the amount of sleep and/or occurrence of optimal napping among students, increase

students' ability to cope with stress through increased awareness of how to foster happiness, practice gratitude, build resilience, thrive and expand relationship skills.

Description

Students report stress as the number one issue impacting academics. Promotion of mental well-being and healthy relationships are priority college health issues. NCHA-ACHA II data supports prioritizing campus health promotion efforts related to stress from academics, finances and relationships; sleep; and mental health concerns (i.e., suicidal ideation and mood and anxiety disorders).

Objectives

1. Increase students' ability to thrive, feel happy and practice gratitude.
2. Increase students' strategies and skills to mitigate stress and strengthen their resilience.
3. Decrease mental health stigma.
4. Increase the number of students who optimally nap.
5. Increase proportion of students reporting a consistent amount of recommended nighttime sleep.
6. Implement environmental management strategies to create better sleep environments.
7. Increase students' knowledge and skills to improve relationships.
8. Conduct a campus means restriction assessment in collaboration with campus partners.

Sexual Well-Being

Goals for Sexual Well-Being

Increase sexual health access and reduce rates of STIs, including HIV, among UC Davis students by: increasing the number of students accessing screening for chlamydia/gonorrhea, increasing condom and other safer sex product use among sexually active students, and increasing HIV prevention activities including PrEP/PEP education and continuing to offer rapid, anonymous HIV testing. Increase knowledge of birth control options and use of birth control to decrease unintended pregnancy. Increase student comfort level and skills with sexual communication promoting affirmative consent and healthy and safe intimate relationships. Improve LGBTQIA health equity through conducting data collection and analysis, targeted outreach and implementing tailored campaigns.

Description

A number of activities have been initiated and will continue to be offered and expanded upon to foster sexual well-being among UC Davis students. These efforts include promoting STI testing including anonymous, rapid HIV counseling and testing services in partnership with the LGBTQIA Resource Center and Harm Reduction Services, a local non-profit agency; improving LGBTQIA health equity; implementation of the Love Lab (mobile cart offering information, skill-building and no-cost safer sex products); increasing access to birth control information; and promotion of healthy and sex-positive sexual communication through written and online communications channels.

Objectives

1. Increase condom use and other safer sex products and practices use among sexually active students.
2. Increase rates of STI and HIV testing through cross-referrals by providers.
3. Sustain high percentage of populations most affected by HIV seeking rapid, anonymous HIV counseling and testing services.
4. Increase the quality and visibility of online birth control information and education.
5. Increase comfort and skills with sexual communication promoting affirmative consent.
6. Improve LGBTQIA health equity.

Alcohol, Tobacco and Other Drug Issues

Goals for Alcohol, Tobacco and Other Drug Issues

Reduce high-risk alcohol consumption and the associated negative consequences. Promote safer party behaviors and environments for students drinking alcohol in collaboration with campus and community partners. Support compliance with the UC Davis Smoke and Tobacco Free Policy and student smokers who seek to quit tobacco. Increase community awareness of the risks of opiate and marijuana use.

Description

Alcohol, tobacco and other drug risk reduction efforts will continue with collaborations among many campus and community partners. Activities will include continuation of the Davis Alcohol and Other Drug Advisory Group (DAODAG), working with campus and community stakeholders and the community to reduce high-risk drinking. The Red Watch Band program, a bystander intervention training, will continue. Efforts will continue to support implementation and compliance with the Smoke and Tobacco Free Policy established in 2014. New activities will include promoting Aggies Act, a Good Samaritan/Medical Amnesty protocol, and information dissemination regarding the risks of opiate and marijuana use.

Objectives

1. Reduce high risk drinking through implementing environmental management strategies leveraging a coordinated community response between UC Davis and City of Davis stakeholders; this will include hosting a follow-up community Town Hall on strengthening tactics with respect to reducing high risk drinking behaviors among students.
2. Implement and advertise Aggies Act to validate and increase help-seeking behavior among students in need of medical assistance due to alcohol or other drug overdose.
3. Through Red Watch Band and Aggies Act outreach, increase students' awareness, skills and life-saving actions regarding observing and intervening with peers who require medical attention as a result of alcohol poisoning.
4. Increase voluntary compliance with the UC Davis Smoke and Tobacco Free policy among students.
5. Develop information, resources and a social marketing campaign around marijuana to increase awareness of the negative consequences and harmful effects of marijuana use.

6. Implement Jed campus partner initiatives related to decreasing risks of opiate use: increase access to naloxone, develop campaign materials around opiates and mixing alcohol with other drugs and continue to host Drug Take-Back days on campus.

Unintentional Injury

Goals for Unintentional Injury

Promote engagement in bicycle safety practices including bicycle helmet use among UC Davis students who ride bicycles. Increase use of safe rides home when consuming alcohol.

Description

UC Davis students use bicycle helmets 10.5% of the time, this is 27.3% below the national target of 37.8% use according to Healthy Campus 2020 benchmarking data. The leading cause of mortality among young adults age 18-24 is unintentional injury with motor vehicle injuries accounting for most of these deaths, where alcohol is often a major factor.

Objectives

1. Increase bicycle helmet use and safe biking behaviors among students who ride bicycles.
2. Continue to co-partner with local businesses serving alcohol and statewide RADD program to promote use of designated drivers.
3. Increase students' access and use of safe rides after consuming alcohol.

Engaging Student Staff and Volunteers

Goal

Maintain departmental productivity balancing career staff time spent on supervising students versus time spent directly on health promotion efforts (individually or in partnership with others).

Description

Next year, HEP will employ 14 paid student coordinators for each major content area including alcohol, tobacco and other drugs concerns; sexual well-being; mental well-being; and physical well-being. The student coordinators develop quarterly work plans and provide assistance on specific projects as identified by their career staff supervisor. The additional student volunteer coordinator provides supervision for approximately 25 - 30 volunteers. This position handles all aspects of assigning and monitoring their work product and flow. There is considerable emphasis during the initial fall training in orienting the student coordinators to their respective roles and responsibilities and instilling project management skills to ensure productivity throughout the year. The unpaid student volunteers work fewer hours per week as compared to paid student staff and provide the "feet on the ground" to accomplish tasks and functions for a range of activities (e.g., conducting environmental scanning, staffing the Love Lab, providing nutrition education at the weekly farmers market). Opportunities to facilitate educational programs to their peers are provided to interested volunteers as the year progresses; interested volunteers are able to select the program they would like to help co-facilitate and undergo a training and evaluation process to become "program-ready." Completion of this training can be a next step for those volunteers

who wish to apply for a paid position for the upcoming year. Each quarter, all HEP-affiliated students are eligible to obtain one (volunteers) or up to two (paid student staff) unit(s) through the Department of Public Health Sciences and transcript notation through the Internship and Career Center.

HEP continues to offer a high quality career-exploration experience for UC Davis students and many former HEP-affiliated students have pursued careers in public health or the health professions after graduation. HEP students have directly benefited from their experience volunteering and/or working in the department and as a result many have been accepted to top-tier graduate/professional programs or gained health-related employment when entering the workforce.

Objectives

1. Continue to look for ways to recruit a diverse student staff.
2. Continue to provide a career exploration-rich pathway from volunteer to paid student coordinator.
3. Continue to develop closer ties between career staff, paid student staff and volunteers through orientation to the field of public health, mentoring and social events.
4. Continue to provide enrichment through cultural competency trainings throughout the year for all HEP-affiliated students (i.e., Safe Zone, sexual harassment, suicide prevention bystander, health equity, students with disabilities and diversity trainings).

Cross Issue Area Activities

Goal

HEP career and student staff will continue to work on needs assessment, activities and special events that intersect content areas to promote health behavior change among UC Davis students.

Description

HEP participates in a number of activities that involve many content areas. Large events, such as The Buzz, Housing Resource Fair and Wellness Carnival, provide an opportunity to showcase the entire department. Additionally, special efforts will be undertaken to address the intersection of high risk drinking and sexual behavior and promote wellness awareness, behaviors, activities and actions among student organizations. HEP is the flagship health promotion resource for campus and community members and the conducting of comprehensive needs assessment, engaging in strategic planning and crafting of annual work plans with evaluation metrics will continue to be priority efforts for the department.

Objectives

1. HEP staff will serve as a resource to others on campus and in the community by participating on committees, responding to inquiries and providing trainings.
2. HEP staff will continue to participate in select large events on campus to promote health and well-being.

3. HEP staff will participate in professional development and quarterly and annual reviews of annual work plan progress.
4. HEP staff will conduct regular assessments of student health and risk behaviors (e.g., ACHA- NCHA III during Winter 2019).
5. The Health Promotion Specialist, Physical Well-Being, will continue to oversee the Student Organization Wellness Initiative that promotes wellness activities and actions among student organizations.

Summary

While influencing policy and organizational practices can take longer and be more difficult to achieve than strengthening individual knowledge and skills or promoting community education, this strategic plan proposes strategies in all levels of the system. The department's mission is to achieve more lasting, widespread and significant change to the campus environment so that the healthier choice is the easier choice.

HEP staff will continue to look at the best metrics with which to evaluate activities and chart progress on population level and environmental changes efforts. HEP staff will continue viewing efforts through a health equity lens to acknowledge and address health disparities where possible.

HEP staff will also actively engage with and/or lead efforts that are larger community wide initiatives that include the Healthier Campus Initiative and the Jed Foundation Campus Program (both guided by SHCS staff) and Healthy Campus Network (initiated by UCOP and steered on this campus by Safety Services). This work will complement and further activate several of the department's goals and objectives.

Staff will continue to seek out professional development including knowledge of best and/or promising practices and share accomplishments with peer institutions at regional and national conferences. The Associate Director, Health Promotion Services, strongly supports ongoing professional development, including supporting the Health Promotion Specialists obtaining and/or maintaining their Certified Health Education Specialist (CHES) certification, to uphold an advanced level of skill, accomplishment and accountability within the department.

Financial Plan

HEP is provided with financial support from SHCS and continues to receive in kind support from Campus Recreation and Unions for the Fitness and Wellness voucher program and significant financial resources are generously provided by TAPS to expand the reach of the Helmet Hair Don't Care bike helmet promotion campaign. In these challenging budget times, staff will continue to look for ways to increase efficiencies, use resources effectively and balance sustaining ongoing priority activities with initiation of new ones.

Plan Authorization

I have reviewed the attached strategic plan for Health Education and Promotion. I approve of the contents of this plan and support its implementation.

Margaret Trout

Margaret Trout, RN, MBA

Executive Director of Health and Wellness, Student Health and Counseling Services

Aug. 9, 2017

Date

Attachments

- 2016-17 Strategic planning process timeline
- Agendas for the three strategic planning retreats
- 2017 Literature Reviews
- HEP 2017 Activities List
- 2015 ACHA NCHA II Data Summaries
- 2017 Activity Voting Guide
- 2017 Sorted Criteria Grid
- 2017-2020 Strategic Plan Timeline
- HEP 2016 Annual Report