The Campus Wellness Task Force was formed in response to a recommendation from the Sustainable Benefits Working Group effort of 2009-2010. The Task Force was charged with developing a strategic plan to identify and recommend a series of wellness programs and/or pilots that will serve two important university priorities: 1) to promote, create and support a healthier campus community, and 2) to reduce long term healthcare expenditures. It seems well reasoned that the activities of the first objective will impact in a positive way the second objective.

Formation of the Campus Wellness Task Force

The Report on Sustainable Benefits, issued in January 2010, proposed a series of changes to the University's employee benefit structure in order to "accommodate shifting benefit needs and expectations of employees, while addressing escalating costs and ensuring the University's ability to support a strong benefit plan." As one of the enhancements to the benefit program the report proposed the creation of a University Wellness Program.

Promoting wellness among students, faculty and staff is important in the overall health and quality of life of the University community. It also can reduce health-care costs over the long-term through prevention, screening and specialized programs. This proposal would create a University wellness program that would have an impact on a broad array of constituencies -- faculty, staff, undergraduate and graduate students --
across campus. The program would support activities such as healthy nutrition and fitness, stress reduction, smoking cessation, and health literacy.

The funding proposed by the Chancellor and later adopted by the Board of Trustees was for $100,000 in fiscal year 2011 increasing to $200,000 in fiscal year 2012.

The Campus Wellness Task Force was appointed by Eric Spina in the summer, 2010 and met throughout the fall and spring 2011. The committee represents variety in expertise and stakeholders. Through the committee membership, additional stakeholder representation occurred. Members of the committee and their positions at the SU are listed below.

- Sandra Bargainnier, Assistant Professor, Exercise Science
- Dessa Bergen-Cico, Assistant Professor, The Falk College – Public Health, Food Studies and Nutrition
- Alan Breese, Director, Business and Facilities, Maintenance Services
- Palma Cassano, Budget Analyst, Office of Budget and Planning
- Scott Catucci, Assistant Director, Recreation Services
- Rebecca Dayton, Associate Vice President, Health and Wellness
- Thomas Dennison, Professor of Practice, Public Administration
- Jaclyn Grosso, Director, Communications & Media Relations, Law College
- Tanya Horacek, Associate Professor, The Falk College – Public Health, Food Studies and Nutrition
- Eileen Lantier (Co-Chair), Senior Associate Dean, The Falk College
- Kyle Miller, Graduate Student, CNYMPH
• Karen Morrissey (Co-Chair), Director, Benefits, Compensation & HR Services, Office of Human Resources
• Trudy Morritz, Assistant Chancellor
• Mary Pagan, Counselor Academic Services, SUCE Gen Admin Student Support
• Janet Pease, Associate Librarian, Library Research, Science & Technology
• Edward Russell, Associate Professor, Public Communications
• Ruth Sullivan, Nutritionist, Food Services
• Lisa Thomas, Nutritionist, Health Services

The committee was asked to draw on the expertise and insight of its members, as well as from the experiences and efforts of other health and wellness-focused initiatives currently ongoing across campus, to frame a comprehensive and holistic approach toward advancing the university’s commitment to wellness.

The Business Case for Wellness

Many chronic diseases are preventable through lifestyle choices or the early detection and management of risk factors. The progression of some diseases and conditions can be slowed by managing underlying risk factors. For example, managing hypertension and cholesterol levels significantly lowers the rate of heart attack and stroke. If population-wide cholesterol levels could be reduced by 10% the incidence of coronary artery disease could drop by an estimated 30%.¹

¹ Centers for Disease Control and Prevention (2007). Addressing the Nation’s Leading Killers. Atlanta, GA.
Obesity is strongly associated with numerous medical conditions including hypertension, heart disease, type 2 diabetes, stroke, arthritis, breast, colon and endometrial cancers. An obese individual is more than twice as likely to suffer from hypertension, heart disease or high blood pressure as a normal weight person. Annual health care costs are 35% higher for obese individuals relative to normal weight individuals. Each year around 300,000 deaths are attributed to obesity.\(^2\) The Centers for Disease Control and Prevention estimates that eliminating these risk factors, poor diet, inactivity and smoking would prevent 80% of heart disease and stroke, 30% of type 2 diabetes and 40% of cancer.\(^3\)

At Syracuse University, health care costs for faculty, staff and retirees account for a significant and increasing portion of the fringe benefits budget. A detailed analysis of the underlying health conditions of the population reveal that the top medical diagnosis classes include musculoskeletal disorders, coronary artery disease, depression, diabetes and back pain, conditions that would benefit from wellness initiatives. Prescription drug data provides similar support for wellness initiatives with three of the four most costly therapeutic drug classes combating cholesterol, depression and heartburn, gastroesophageal reflux disease (GERD), and gastric ulcers.

Increasingly, higher education institutions are implementing wellness programs to counter these trends. A survey by the College and University Professional Association for Human Resources (CUPA-HR) shows that over 80% of SU’s peer institutions have a wellness

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program with over 60% having a dedicated staff. Structure and programming of these wellness programs varies greatly and in most cases evaluation techniques are rudimentary, made difficult by the long-term development of results. However, many colleges and universities see wellness as a tool for creating a healthier and more productive campus while reducing overall health care costs.

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4 CUPA-HR Data on Demand Benefits Results (2009). Survey results customized to report only on participating institutions identified by SU as in the peer group of 65, N=16 and N=7, respectively.
## WELLNESS UNIVERSITY BENCHMARK

### JUNE 2011

<table>
<thead>
<tr>
<th>University</th>
<th>Wellness Y/N</th>
<th>Wellness Web Address</th>
<th>Summary Programs</th>
<th>Health Coaching</th>
<th>Exercise Programs</th>
<th>Smoking Cessation</th>
<th>Health Risk Assessments</th>
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<td><a href="http://www.med.umich.edu/mfit/employee">www.med.umich.edu/mfit/employee</a></td>
<td>HWRC, Alcohol Edu, Tobacco Edu, Cooking, Fitness</td>
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<td>Vanderbilt</td>
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<td><a href="http://www.vanderbilt.edu/wellnesscenter">www.vanderbilt.edu/wellnesscenter</a></td>
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<td>Y</td>
<td>Y</td>
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<td>Y</td>
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<tr>
<td>Emory</td>
<td>Y</td>
<td><a href="http://emory.hr.emory.edu/">http://emory.hr.emory.edu/</a></td>
<td>See FSAP Program LunchLearn, Health Clinic, Fitness Programs and Publications</td>
<td>Y</td>
<td>Y</td>
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<tr>
<td>University of Rochester</td>
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<td><a href="http://www.rochester.edu/working/hr/wellness">www.rochester.edu/working/hr/wellness</a></td>
<td>Smoking Cessation, Stress Management, Weight Management, Yoga, Good Food Collective CSA</td>
<td>Y</td>
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<td>Southern California</td>
<td>Y</td>
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<td>Health Promotion and Workplace Wellness; Smoking Cessation, Health Screenings, Fitness Centers, Staff and Faculty Health Clinic</td>
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<td>Y</td>
<td><a href="http://wellness.cornell.edu">http://wellness.cornell.edu</a></td>
<td>Classes, workshops, nutrition, fitness, clubs</td>
<td>Y</td>
<td>Y</td>
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<td>Y</td>
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<td>Duke University</td>
<td>Y</td>
<td><a href="http://www.hr.duke.edu/health/">http://www.hr.duke.edu/health/</a></td>
<td>Comprehensive staff/faculty health management program</td>
<td>Y</td>
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Findings and Recommendations of the Committee

At the onset of this examination and plan, the committee membership revisited the work of prior Wellness Task Forces at Syracuse University. Several of the current committee members have been members of these previous efforts. The worth in doing this is seen in the validation of targeted health promotion strategies as well as the revelation of new possibilities made possible only because of developments in technology, research, and experience in human resource management and return on investment with more study of the impact of interventions. The committee noted that the ideas and recommendations put forth in the prior Wellness Task Force reports were fundamentally sound and many of the recommendations are carried over in this committee’s work.

The committee also found helpful the Wellness Council of America’s Well Workplace Initiative. As stated in the executive summary, WELCOA’s Well Workplace model has been adopted by more than 1000 companies across the United States. The model stresses the use of 7 benchmarks inherent in companies that have built result-oriented workplace wellness programs.

The benchmarks are:

1. Capturing CEO Support
2. Creating Cohesive Wellness Teams
3. Collecting Data To Drive Health Efforts
4. Carefully Crafting An Operating Plan
5. Choosing Appropriate Interventions
6. Creating A Supportive Environment
7. Carefully Evaluating Outcomes.⁵

Membership in WELCOA might be a consideration for the new wellness director or for the team. Single membership is $345 per year.

In addition to prior Wellness Task Force reports, the committee also reviewed the existing programming and resources available on campus. The volume and diversity of these resources, offered by various departments with varied purposes and audiences, is noteworthy. Additionally, there are academic classes and required program internships that support wellness programming and solidify the commitment to academics, student learning and an increased sense of community for all.

The current lack of cohesion is an obstacle to achieving optimal participation. Existing programs and services are often underutilized as it is difficult for sponsoring departments to effectively market them to their intended audiences. Faculty, staff and students frequently are unaware of the breadth of programs already offered. There are redundancies between programs including naming conventions. This leads to confusion and missed opportunities to leverage resources. Finally, many of the existing programs are administered by employees in addition to their normal workload but with no support or guidance on setting goals and evaluating effectiveness. With proper coordination, the existing programs form a solid base for developing a robust wellness program.

The recommendations of the committee rest on the front loading of effort with four key essentials. These are named and described below:

⁵ WELCOA http://www.welcoa.org/wwp/pdf/wwp_7cs_es.pdf
1. Sustained Commitment and University Leadership Support

The single most critical action needed is a clear mandate with necessary support from the Board of Trustees and the Chancellor committing to an ongoing Wellness Program. This commitment needs to be very public, highlighted by recognition and participation when possible by these same individuals. As noted previously, the Chancellor and Board of Trustees have signaled their support via the Task Force on Sustainable Benefits.

The first and perhaps most critical recommendation of the committee is the creation of a dedicated position to direct the wellness program at Syracuse University. The development, implementation and evaluation of an effective wellness program cannot be achieved without focused attention. As noted earlier, the University is already offering many programs and services but without proper coordination, faculty, staff and students are underserved. One of the primary responsibilities of the wellness director will be to work with sponsoring departments to provide assistance in planning, marketing and executing wellness programs consistent with the goals of the University. In addition, the wellness director will evaluate, recommend and coordinate certain programs which due to their size and scope must be administered centrally.

The committee further asserts that a small Wellness Program steering committee be appointed to advise this hire as well as provide continued support and guidance to the new director. The mission and vision for the Wellness programs begin with the charge to this committee. Further development occurs with the decisions made on financial commitment and sustainability of the program.
2. Administration of Assessment Tools

Health risk appraisals are used by most established wellness programs as a tool to establish baseline data regarding employee behaviors, as well as physical measures such as blood levels of cholesterol, weight, BMI, blood pressure, balance, etc. Such information can be both motivational and prescriptive for those participating as well as provide valuable insight in designing effective programming. The committee strongly believes that selecting and implementing a comprehensive health risk appraisal is critical to the long-term success of the wellness program at SU. The publication, The Community Guide, what works to promote health report provides published findings regarding the assessment of health risks with feedback plus health education with or without other interventions. The report is as follows.

The Task Force recommends the use of assessments of health risks with feedback when combined with health education programs to improve the following outcomes among participants:

- Tobacco use (strong evidence of effectiveness)
- Excessive alcohol use (sufficient evidence of effectiveness)
- Seat belt use (sufficient evidence of effectiveness)
- Dietary fat intake (strong evidence of effectiveness)
- Blood pressure (strong evidence of effectiveness)
- Cholesterol (strong evidence of effectiveness)
- Number of days lost from work due to illness or disability (strong evidence of effectiveness)
- Healthcare services use (sufficient evidence of effectiveness)
- Summary health risk estimates (sufficient evidence of effectiveness)

The Task Force finds insufficient evidence for
- Body composition
- Consumption of fruit and vegetables
- Fitness

To further research these tools, the committee utilized Kyle Miller, a Masters of Public Health degree candidate, to perform a literature review and scientific evaluation of the use of health risk appraisals. His report is attached as Appendix A. In his report, Miller recommends the Mayo Clinic Health Assessment. He notes that it “is supported by scientific literature and focuses on connecting lifestyle indicators to medical indicators for the most pertinent health issues. This assessment is also customizable, allowing for inclusion of company specific concerns, and it is secure, using encrypted transfer for sensitive data. The software is also comprehensive with regards to the reports it offers. These include: benchmarking, participation, group and cohort reports in addition to an intervention report.” The Mayo Clinic’s health risk appraisal is priced on a per employee per month basis.

Another highly recommended health assessment/wellness delivery package is called Health Media http://www.healthmedia.com/. This scalable, digital, health coaching

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system includes health risk assessments through targeted coaching, educational programs, tracking and utilization reviews. This is an example of the scope of possibilities.

Costs for HRA’s can range from $7000 to $50,000 per year based upon degree of service and number of employees.

As with all personal information, the skepticism of employees as to the intent of use and secure belief in confidentiality is imperative. Some businesses deliberately remove the wellness program oversight from the Human Resources office to avoid misperception.

Another early assessment is that of the population regarding their perceptions of facilitators and barriers to better health. A subcommittee examined needs assessment tools and created a draft employee survey, which was then reviewed by the full committee. In addition, leadership from OIRA addressed the full committee on that department’s survey capabilities and the best timing and approach for distribution. It is recommended that a needs assessment survey be distributed broadly in the fall, 2011.

Lastly, use of data to describe the risk characteristics of the population, such as that which can be drawn from medical/prescription drug plan claim data, absenteeism, presenteeism, disability, workers compensation and medical insurance claims, may also guide program expansion and serve as markers for subsequent study of impact of interventions on physical and mental health as well as return on investment.

The committee recognized that properly utilizing any or all of these assessment tools requires focused attention. The criticality of having a dedicated director for wellness cannot be overly emphasized as assessing the needs of campus and constructing appropriate measures of outcomes is paramount to an effective wellness program.
3. Centralized Web Presence, Branding and Marketing

There are currently pockets of programs across the campus that are aimed at improving the health and wellbeing of students, staff and faculty. A non-exhaustive list of such programming comes from Student Affairs, Human Resources, Recreation Services, School of Education departments like Exercise Science, Physical Education, Counseling, Health Services, The Falk College departments of Public Health, Food Science and Nutrition, Food Services, the library, Hendricks Chapel and more. There is even an online wellness catalog. The most obvious conclusion from the committee’s review of existing programming is the lack of a central inventory of activities, programs and services. One centralized web resource representing the wellness programs at Syracuse University is needed. The look and use of this site must be consistent, and therefore, it must have committed resources to be maintained and refreshed. The committee recommends branding to tie together all wellness program materials.

The committee heard a presentation on and viewed past work produced by The NewHouse (www.thenewhouseagency.com), SU’s student-run advertising agency. It recommends hiring The NewHouse to develop fresh branding and effective marketing campaigns for the wellness program. The NewHouse’s services are provided for free and have the added benefit of presenting the agency with a substantial project.

4. Utilization of Partnerships within SU and with Off-Campus Neighbors

For many reasons, this is an opportune time to commit resources to faculty and staff wellness. Not only is there a renewed concern regarding the overall cost of
employee health benefits, but there are opportunities to create partnerships and leverage resources that were not present even 12 months earlier. The Office of Student Affairs has employed a full time health educator. The position represents the University’s support and action toward a healthier student body.

Syracuse University and the Monday Campaigns will expand and strengthen their public health partnership with a new community engagement initiative to promote the health of Central New York. The Lerner Center for Public Health Promotion, a new University center to be located at The Maxwell School of Citizenship and Public Affairs, will build on the programs in place on campus and expand them to the broader CNY community. The Lerner Center’s resources support a faculty director, full time staff director and three graduate assistantships for the CNY Masters in Public Health, a Syracuse University Upstate Medical University collaborative program. Collaborating with these new resources, a wellness director can create synergies while ensuring focus on employee health concerns.

Immediate action to recruit and hire a director for wellness at SU would enable the University to establish new and broaden existing partnerships outside the University as well. In doing so, SU can leverage the resources of the campus and the community, becoming leaders in identifying, implementing and evaluating best practices for health promotion. Syracuse University is most certainly a large part of the Central New York community but the synergies of partnering would further support the sustainability of the wellness program.
Wellness Initiatives

Working adults typically spend at least half of their waking hours at work. For students at a residential campus, all hours, whether waking or sleeping, are spent on the campus. Therefore, initiatives in the workplace/liveplace can have a major impact on health. From an employer/educator standpoint, healthy individuals have lower health costs, less absenteeism, less disability and increased productivity.7

Healthy People 2010 includes two major worksite – specific objectives. The first is for most employers (75%) regardless of size, to offer a comprehensive employee health promotion program. The second is to have most employers (75%) participating in employer-sponsored health promotion activities. Health People 2020 has moved to final comment. There is no reason to believe there will be any backsliding on these national goals.

As an initial focus, the committee identified four areas in which a developing wellness program should target:

- Nutrition/weight management;
- Physical activity;
- Stress management; and
- Tobacco independence

The committee endorsed these foci as having the ability to impact the leading health indicators and the possibility of reducing risks for the leading causes of disability and death.

A New York State/Onondaga County/Syracuse University initiative called the Tobacco Free Campus supported the study of a tobacco-free campus. The initiative is still evolving as the

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committee representing this grant-funded effort has prepared a preliminary report to this
Wellness Committee along with the presentation of their campus survey. (Appendix B)

This section of the report speaks to specific programs or pilots that may be undertaken in
a developed wellness program. Again, caution is used here in that the committee only
recommends consideration of the expansion if a supported wellness program has been
established and personnel are in place. The committee spent considerable time looking at
programs from the major government offices (federal and state), insurers, other institutions of
higher education and the expertise of the committee members themselves. These suggestions are
not exhaustive but serve as a framework for the soon to be established Wellness Program at
Syracuse University. Also highlighted in this section are initiatives and resources that exist on
campus currently but are not coordinated as a cohesive wellness program.
I. Initiatives with potential to impact all target areas

A. Wellness Director – new position to serve as dedicated resource for establishment and evaluation of wellness program.

B. Centralized wellness website – one-stop shopping to find all relevant and timely wellness information.

C. Health Risk Assessments – enable employees to become aware of their personal health risks and to track progress towards improving or controlling those risks. May include biometric screenings, lifestyle choices, and readiness to change factors. The Health Risk Assessments should provide meaningful data for the evaluation of the wellness program and possibly for specified faculty/student research.

Existing SU Wellness Initiatives

*Events/Programs*

Healthy Monday - Every Monday on the Syracuse University campus, Healthy Monday offers free fruit, massages, herbal tea, fitness classes and zen meditations. Healthy Monday also offers disease prevention/health promotion, peer nutrition education and counseling to residence hall floors, Greek houses, and other campus groups.

LiveU – the website [http://liveu.syr.edu/](http://liveu.syr.edu/) is the comprehensive wellness website directed at students, and written by students, professional staff and faculty. It is funded by an SU alumnus and has a wide-ranging team, run within the Division of Student Affairs.

Harvest for Health - A wellness fair for SU employees. Harvest for Health hosts many local vendors who share educational information on wellness issues and services. Information is provided on a wide variety of topics including exercise, diet, child care, and elder care. Wellness screenings include height, weight, body fat percent, blood pressure, heart rate, lipid profile and glucose levels.
D. Wellness Coaches - provide education, encouragement and support to faculty and staff regarding general well-being. Coaches could be on-site and able to counsel interested employees on the personal risk factors identified in their Health Risk Assessment as well as other concerns. Coaches should be independent (i.e., not SU employees or students) and have a minimum level of credentialing, preferably as a registered nurse, fitness trainer, etc. Students could be utilized behind the scenes in internships to support the coaches and reduce plan costs. An alternative to on-site coaching would be to create an online and/or phone system that mimics an “ask” line. The program could advance to clinician supported systems as programs develop. As noted earlier, online programs such as Health Media http://www.healthmedia.com/ products can offer similar services.

Existing SU Wellness Initiatives

Syracuse University Bookstore

The SU Bookstore offers books and journals for purchase in all areas of physical and mental health and wellness, including diet and exercise, sports, nutrition and cookbooks, as well as resources related to health concerns and conditions, including diabetes, obesity, hypertension, and depression. In addition, the bookstore provides merchandise for sale to support health and wellness, including exercise apparel, pedometers, and water bottles, etc. The bookstore offers a 30% discount on the top fifteen bestselling, hard cover reading books. S.U. employees and their dependents (with a valid dependent SU ID) receive a 10% discount on books and merchandise.
F. Additional Library support for Wellness Initiatives - collaborating with other academic and administrative units to examine ways in which the Library may participate in future initiatives including: conducting staff development sessions to inform staff about the collection, how to access it, and where to look for reliable consumer health information on the Internet, participating in new employee orientation through Human Resources, and working with specific academic classes and programs that might be developed. The Health and Wellness Librarian might also be able to provide one-on-one assistance for members of the SU community who are interested in learning more about sources for consumer health information. Additional details will be forthcoming as discussions continue.

Existing SU Wellness Initiatives

SU Library

The SU Library’s resources and services support all members of the SU community. The Library is therefore well-situated and enthusiastic to be both a partner and supporter in the development and implementation of any wellness initiatives.

In addition to direct collection and research support for academic programs related to health, the Library has also been the recipient since 2007 of funds donated by an SU alumnus to support health and wellness in a holistic way, irrespective of any major or degree program. The combination of the academic purchases and this ongoing gift has enabled the Library to create a growing, extremely well-rounded and diverse collection of materials, including video and audio materials in addition to books (both print and electronic). The alumnus funded portion of wellness materials consists of approximately 900 volumes.

Materials are available to all members of the SU community at no-cost and are statistically among the most highly circulated materials in the library’s overall collection.
Library participation in sustainable health initiatives, particularly as they pertain to staff might also provide a model to other academic libraries, as research thus far has not found any academic libraries currently doing this, other than a few at universities with medical school affiliations.

F. Wellness Courses – development of zero and for credit classes in nutrition, physical fitness, etc. This enables a funding mechanism for faculty teaching the course as well as leveraging existing resources for registration. Faculty and staff could access the course through the remitted tuition program but it would also be open to students and individuals from outside the

Existing SU Wellness Initiatives

Wellness Courses

The Exercise Science Department in the School of Education currently has an infrastructure in place through the Physical Activity Program to offer fitness/wellness service courses to the campus community. Starting January 2012, the Physical Activity Program will be rebranded the I-MOVE program. The I-MOVE program will redesign and re-market the current Physical Activity Program into sub-categories such as I-SWIM, I-DANCE, I-TRAIN, I-COACH, I-TEACH, I-TREK, etc.

The mission of the Exercise Science I-MOVE program is “To incite change on campus and in the world next door through physical education, physical activity and sport”. The purpose of the Exercise Science I-MOVE program is to provide a variety of health-related, physical activity/skill acquisition opportunities for the Syracuse University student, campus, and neighboring community. Exercise Science I-MOVE programs endorse education as their central mission along with promoting safe and lifelong participation in health-enhancing physical activity.

For the immediate future, the Exercise Science I-MOVE program will offer a 3 credit, Special Topics course titled PPE200 FitWELL, starting spring 2012. This course will be marketed with a focus on campus employees. FitWELL provides students with a comprehensive foundation in the components of physical wellness as well as strategies for improving their overall wellness status. A special emphasis is given to finding new opportunities and overcoming challenges. Students will assess their current fitness status (baseline) at the beginning of the semester, set goals in each area, monitor progress weekly, and conclude the semester of FitWELL with a summary of quantitative (biometrics) and qualitative (personal essay) results.
Successful courses could be marketed to other area employers as a component of their wellness programs.

G. Wellness Education – provide in-depth education on specific health topics such as hand washing, managing diabetes, asthma, smoking cessation, weight loss, stress reduction, etc. Health Education could be in the form of printed information (posters or flyers), emails, text messages, social media sites, or on-line modules. Emphasis would be on leveraging existing resources rather than competing with them.

H. Incentives for Participation – could be in a variety of forms including cash (gift cards, money on SUpercard, reduction in health care contributions), services (sessions with a personal trainer) or small items (water bottles, pedometers). Incentives should be used to encourage participation in activities targeted to reduce or contain personal health risks.

Existing SU Wellness Initiatives

Health/Safety

Flu Vaccine - SU Health Services offers flu shot clinics for students and in the past has also extended to faculty and staff (with funding from the benefits budget)

Travel Medicine - SU Health Services used to address faculty and staff questions about health concerns when traveling abroad and coordinated the provision of whatever immunizations or medications needed to travel safely

The Gabie Speech-Language-Hearing Clinics - provide complete diagnostic and treatment services for individuals having difficulty with any area of communication. The clinics serve adults, children and their family members and are training sites for graduate students enrolled in the Communication Sciences and Disorders Program at SU.

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8 The committee recognizes that a transfer of funds may need to occur if remitted tuition is used as a mechanism for conveniently offering courses in this way.
I. Wellness Ambassadors – Encourage employees by developing a network of staff and faculty volunteers geographically located throughout campus, and committed to helping staff and faculty achieve their wellness goals. Wellness Ambassadors would promote SU wellness services, initiatives and facilities, connect staff and faculty to wellness services, model healthy lifestyles at SU and in the community, provide ongoing feedback to SU Wellness Committee regarding staff and faculty wellness needs, and lead the program in considering ways to better integrate students, families, SU retirees, and the surrounding community.

J. Partnerships with local hospitals and/or SU Health Services - Encourage faculty, staff and students to have their blood pressure, cholesterol, body mass index, glucose levels monitored and to receive flu shots and preventative screenings. Partner with local health care providers and various departments

Existing SU Wellness Initiatives

Health/Safety

Ergonomics Evaluation - The Safety Department provides quality services in ergonomics to effectively assist Syracuse University in reducing occupational injuries and therefore reducing workers' compensation costs.

Defensive Driving Course - Each participant who successfully completes the 6-hour National Safety Council Defensive Driving Course will receive a 10% discount on their automobile insurance and 4 points off their driving record.

First Aid / CPR / AED - This course teaches employees the needed skills to administer first aid, handle medical emergencies, perform CPR and basic life saving skills, including the use of an Automated External Defibrillator (AED).

RAD Self Defense – a 4 week 3 hour each week class for women only offered through the Department of Public Safety.

Back Safety - This course is for employees who lift and carry heavy objects while working. Employees are informed about back injuries, proper care and use of your back to prevent injuries.
on campus to provide services, including disease management programs such as diabetes education, on campus.

K. Affinity Groups – use social media to create a mechanism for like minded individuals to get together for wellness activities, e.g., hiking, running, weight control, relaxation, etc.

L. Small grant options – incentivize faculty to incorporate wellness programming into their classes. May be student supervised practice, group activities, etc.
II. Nutrition/Weight Management

Syracuse University Food Services (SUFS) plays an integral role in the sustainable health of the Syracuse University community. It is in a unique position to disseminate healthy eating/foods information to campus.\(^9\)

Below are ideas that SUFS has suggested to help the SU community make healthier choices when dining at its facilities:

A. Vending

- Currently SUFS offers 311 vending machines throughout campus. Stock is based on what people are choosing and on suggestions from customers. SUFS can develop a web form for customers to suggest healthy options they would like to see in the vending machines.

- Future wellness program branding can be incorporated to identify healthy items (according to pre-established criteria).

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\(^9\) SUFS operates six dining centers, three student centers, and 14 cafes, The Inn Complete, Goldstein Alumni and Faculty Center, catering, vending services, retail locations, South Campus Express and Food Works.
B. SU Cafes/Student Centers (Kimmel, Schine, Goldstein)

- Cafes currently offer many healthy options. SUFS can introduce a “Healthy Sandwich of the Day” or “Healthy Salad of the Day” program. This would take the guess work out of deciding what to eat that day. Especially for customers who want to make a healthy choice.
- SUFS can indicate in each café/student center which foods that are served everyday are the healthiest. For example, a hummus wrap, grain salad, fruits, salad bar.
- The SUFS website http://foodservices.syr.edu, contains a nutrition analysis for students, as well as faculty and staff, to access and get nutrition labels for foods served in the dining centers. SUFS can increase the information on this site to contain foods served in the cafes/student centers and then market this to the SU community. Links to this information could also be incorporated on a future dedicated wellness web page.
- SUFS may be able to put nutrition labels on some pre-packaged food items.

Existing SU Wellness Initiatives

**ORANGE WRAP**

ORANGE WRAP provides nutrition education to students across campus. ORANGE WRAP educators are junior, senior and graduate nutrition majors who are selected, trained and supervised by a Registered Dietitian.

Its mission is to promote pleasurable and in-tune eating, the adoption of nutrition guidelines for good health, and the prevention of eating disorders. The initiative provides a non-diet approach to nutrition and wellness on campus.
C. Catering / Goldstein Alumni and Faculty Center / Carrier Dome

- SUFS can add a healthy choice menu to its current catering brochure. Although there are already many healthy items available from the catering department, this would make it much easier for administrators to make healthy choices when ordering food for meetings or events. (The menu would indicate how it follows pre-established guidelines in choosing the healthy items).

- Goldstein Alumni and Faculty Center currently serves healthy options to customers. However, better identification and marketing of those items can encourage customers to make healthier choices.

D. SUpercard

- Faculty and staff are encouraged through different programs to use the SUpercard option with their ID cards. This gives them the flexibility to have many choices when choosing where to eat. Increased marketing could further encourage this option.
In addition to these SUFS initiatives, the following initiatives can be considered as part of the wellness program.

E. Healthy cooking classes designed to teach staff, faculty and students how to prepare nutritious meals. Classes could be offered at various times to accommodate student schedules and/or faculty/staff family commitments. Topics include cooking for one, preparing healthy meals kids will eat, accommodating food allergies, etc.

F. Partnerships with local grocery stores to encourage employees to purchase healthy foods levering existing store wellness marketing.

G. Expansion of farmer’s market and possible introduction of community gardens or food co-ops.

H. Encouragement from SU leadership to have only healthy foods served at meetings and events.

I. Prepared healthy “Meals To Go” for purchase. This could be targeted to faculty and staff with busy lifestyles as an alternative to fast food and sold at convenient locations on campus.
J. Subsidized healthy foods such as a low cost fruit of the day, or more extensively, a low cost meal of the day. This option could be identified with the wellness brand and marketed through the website.

K. Cash incentives to reward participants in the wellness program may be distributed using the SUpercard as a tool. For example, a $25 incentive could be added to a person’s SUpercard amount when they achieve a preset goal. The tax implications of this type of incentive would need to be properly researched.

L. Commercial applications for distributing nutritional information. Programs, such as Guiding Stars, http://www.guidingstars.com/ and Usable Health (http://usablehealth.com/) are available through outside vendors. These programs enhance the nutritional information available and package it in easy-to-use kiosk or smart-phone applications.
III. Physical Activity

Recreation Services currently offers a wide range of programs to students, faculty and staff. In addition to the current offerings, the following initiatives could be incorporated into a new wellness program.

A. Healthy Steps or other program to encourage people to increase their physical activity. This could be done by emphasizing walking to meetings, taking stairs, taking short exercise/stretching breaks during the day, etc.

Pedometers could be given to participants who enroll or who achieve a certain goal. Web tools could be introduced for participants to easily track their progress.

B. Syracuse University Department of Recreation Services

The Department of Recreation Services plays a critical role in the overall health and wellness of the University Community. With the resources and backing of the larger wellness initiative being

Existing SU Wellness Initiatives

Recreation Services

Fitness Classes - A variety of fitness classes are offered such as: Zumba, Yoga, Cardio Dance, Mat Pilates, Cycle, Cardio Kickbox, Tae Kwon Do, Tai Chi, Ballet, water fitness and more.

Personal Training - One-on-one personal training is available to assist individuals in developing a personal exercise program based on their fitness goals. Fitcheck clinics are also offered.

Outdoor Education Program - Outdoor recreation opportunities, services, and educational experiences for the University community during the academic year. Outdoor trips include: whitewater rafting, horseback riding, indoor rock climbing, lights on the lake, skiing and snowboarding, moonlight snowshoe hike and cross country skiing, apple picking, and bobsled and luge in Lake Placid.

Social Physical Activity Late Night at the Gym - In addition to the usual recreational opportunities late night offers a range of innovative and fun activities. Hip Hop, Salsa, Belly Dancing, Yoga and Tai Chi.

Group Sports Late Night at the Gym - basketball, volleyball, indoor badminton, and cricket.
proposed, Recreation Services programs, classes, activities, trips, workshops and special events can expand to meet the ever changing and growing wellness needs of the University community.

- "Media Fitness Room" to be used by small groups to work out with the assistance of workout videos or Wii Fit, etc.
- Comprehensive teambuilding program, including construction of an Indoor and outdoor low and high element challenge (ropes) course, and indoor climbing wall
- Development of a multi-use trail system on South Campus which would encompass and include as its design purpose the following activities:
  - cross country skiing / snowshoeing
  - fitness trail with different exercise "stations" placed along the route (estimates for nine stations range from $9,000 - $17,000)
  - trail running / walking may connect to the Barry Park Trail

Existing SU Wellness Initiatives

Walking/Running

Walking Maps - Downloadable walking maps are available for the University Area. The maps indicate route and distance.

Noon Time Running League - A diverse supportive group ranging from beginners (people who just want to start moving) to more serious recreational runners. As members of this group individuals can expect to be "drafted" by team captains and help their team earn points based on your activity level.

Corporate Challenge - Syracuse University participates in the J.P. Morgan Corporate Challenge, a 3.5-mile running event. The Syracuse Chase Corporate Challenge typically takes place annually in June at Onondaga Lake Park.

Strawberry Fun Run and Walk - Annual Fun Run and Walk held on the Quad (2.3 miles) in conjunction with the annual Strawberry Festival.
- Expanded adventure trip and outdoor education offerings to meet the needs of the university community, by providing exercise and physical activity options that reach beyond the traditional fitness center workout, and provide an outlet for stress relief and overall physical and mental wellness.

- Increased programming in the pools such as “Dive-ins” and other programs designed to bring people in for recreational activity and exercise

C. Activity competitions between colleges or departments

D. Encouragement to park at Manley and walk or bike to campus. Additional Zip Cars could satisfy people that they can have access to a car if needed during the day.

F. Environmental changes that would motivate, encourage and make possible participation in physical activity. This could include increased lighting, freshly painted and clean stairwells with clear markings that they are open on every floor and not just for fire exits.

Existing SU Wellness Initiatives

Facilities

- Archbold/Flanagan Gyms
- Ernie Davis Fitness Center
- Marshall Square Mall Fitness Center
- Goldstein Fitness Center
- Marion Fitness Center
- Brockway Fitness Center
- Webster Pool
- Sibley Pool
- Tennity Ice Skating
- Racquetball/Squash
- Tennis
- Women's Building Gyms A and B
- Manley Field House (Walking)
- Carrier Dome (Walking)
F. Targeted messaging to encourage physical activity. For example, signage on calories burned for walking the stairs, miles walked, etc. Messaging needs to catch the eye and motivate. Use text messages, video screens near elevators and stairs, etc.

G. Increased bike rack capacity in areas of high use.

H. Encourage employees to move about for 15 minute periods at least twice each day. Encourage longer activities when possible during the workday. Educate employees stretches they can do in the office or at their desks.

I. Back safety stretching and education on proper lifting techniques targeted to jobs prone to injuries but open to all.

J. Increased fitness classes offered at lunch times, possibly for shorter durations to accommodate showering and travel from home department.

K. Formation of walking partners or teams.

L. Address issues of inadequate showers/locker rooms at existing facilities. As prior reports suggest, continue to explore facilities for staff.

M. Increased access to the Carrier Dome or Manley Field House for walkers, especially during inclement weather.
N. Incentives for winners of competitions or fulfilling physical activity goals can be targeted rewards, e.g., a number of sessions with a personal trainer or a healthy cooking lesson for winner and 3 friends, etc.

O. Discounts to Drumlins' golf course or marketing of membership benefits.

P. Subsidization of Health Club membership off the SU campus that maybe more user friendly for some constituents (i.e. babysitting, hours, privacy).
IV. Stress Management

The following initiatives could be considered as components of the wellness program to assist faculty, staff and students handle the stress of day to day life, whether that stress is rooted in their personal lives or in working and studying at SU.

A. Encourage the use of and broaden access to the SU faculty and assistance program while at the same time removing barriers to those seeking outside mental health treatments.

B. Expand number of educational programs aimed at specific topics of stress. Topics could include child development, elder care, caring for a loved one with a disability, financial management, resilience to change, anger management, etc. Consider alternatives to face to face meetings such as live webinars or recorded presentations to increase access.

C. Increase access to mindfulness based stress reduction training classes for students, faculty and staff.

Existing SU Wellness Initiatives

Counseling

Faculty and Staff Assistance Program - helping staff, faculty and family members resolve difficulties that may be affecting their personal lives and job performance through short-term counseling and referral. Professional Counselors can help staff, faculty and their family members problem solve in the areas of stress, relationship conflict, family marital problems, alcohol or drug abuse, grief and loss, depression and anxiety, adjustment to transitions, workplace issues and other issues that may interfere with work or home life. FSAP also offers its WorkLife Series, monthly lunch-time programs and lectures that address worklife issues.

Student Counseling Services - confidential service for students experiencing emotional, personal, or mental health difficulties. The center staff consists of experienced licensed mental health professionals and trained graduate students from a variety of disciplines, including psychologists, social workers, mental health counselors, marriage and family therapists, and a consulting psychiatrist. The Counseling Center offers individual appointments, a variety of therapy and psychoeducational groups, and 24 hour crisis support services. The Counseling Center also provides a variety of outreach and educational sessions across campus.
D. Employ technology such as computer based bio feedback training available via campus network.

E. Encourage supervisors to provide access to educational and meditation sessions.

F. Develop more robust career development tools to stimulate and empower employees.

Existing SU Wellness Initiatives

Support and Spirituality

Hendricks Chapel - Hendricks Chapel is a diverse religious, spiritual and cultural learning environment seeking to generate a welcoming and caring community within Syracuse University. The Chapel values differences as a resource for enrichment. As an interfaith chapel it enjoys a rich collegiality and dialogue among members of many different faith traditions. At the same time each of those individual traditions is invited to express fully its beliefs and practices. The Dean of Hendricks Chapel and the chaplains are always welcoming to those seeking counseling and/or advice.

Goldberg Couple and Family Therapy Center - provides affordable, confidential counseling and therapy services to families, couples, and individuals who are coping with life's challenges, including resolving marital and couple difficulties; easing relationship or communication struggles; helping a troubled child, teenager, or family; moving beyond family violence or substance abuse; or dealing with emotional distress such as anxiety or depression. Therapists are students in the department's master's and doctoral programs who are practicing from a family systems perspective, focusing on relationship issues. Students practice under faculty supervision.

Campus Hill Group, (Alcoholics Anonymous) - Local meetings available on campus.

Mindfulness Meditation Sessions - A 6-week course on Mindfulness Based Stress Reduction (MBSR) offered to students. Participants learn a variety of mindfulness practices techniques including sitting and walking meditation, yoga, and other mind-body techniques that have the potential to relieve stress and anxiety, increase attention, and enhance well being.

Meditation Sessions, (Hendricks Chapel) – On-campus weekly meditation sessions, in the Zen Buddhist tradition but open to and appropriate for anyone (or "people from any faith tradition"), led by Buddhist chaplain Jikyo Bonnie Shoutz and Zen Buddhist practitioner Mokuon Karen Nezelek.
V. Tobacco Independence

Existing programming for tobacco independence among faculty, staff and students has been targeted at smoking cessations programs, which continue to be an important focus. The move to a smoke free then tobacco free campus is an effort that has been engaged over some years. A targeted effort ramped up this past year with the infusion of monies and personnel via the Colleges for Change (C4C) tobacco advisory committee. The committee advocates for a campus wide reduction in tobacco use, not just a reduction in smoking. The committee became a subcommittee of the Wellness Task Force during the academic year. As noted earlier, the campus survey conducted by the group is in Appendix B.

The committee did bring forward a set of far reaching recommendations. Staging of the progression is represented here. Some suggestions are related to policy. These may or may not be possible but are representative of the goals.

- Any resulting change should not apply to events held at major venues, such as the Carrier Dome, Manley Field House, or Hendricks Chapel or to student residence areas.
- The campus should ultimately become tobacco-free, not simply smoke-free.
- Any resulting change should be phased in over several years utilizing milestones to allow time for admission and recruitment cycles and support program development.
- Any resulting change should be also considered for other campus properties such as the Sheraton, Drumlins, Syracuse Stage, Lubin House, Greenberg House, the South Side Innovation Center, international locations, and the Near West Side properties.
• Permitted tobacco use should reflect a 25’ distance rule from open windows, doorways, and facility air intakes to comply with LEED requirements. This implementation would reduce the vast majority of second-hand smoke exposure.

• Areas surrounding residence halls should be periodically surveyed by Department of Public Safety personnel to determine if sufficient blue lights are present.

• Education/marketing/admission materials should heavily emphasize any resulting change.
  o Outreach to prospective students in admissions materials, via admissions staff, and visitor materials.
  o Outreach through Human Resources, search materials, and bargaining units.
  o Special emphasis is needed to reach out to prospective international students.
  o Communication from the senior administration to current student, faculty, and staff members is pertinent.

• Develop and fund internal resources for smoking behavior change (smoking cessation) such as train the trainer, staff to staff, Health Services, and the Faculty and Staff Assistance Program.

• Any resulting change would require resources for marketing, web page development, web page management, modest signage, and support programs.

• The program should be vested with an existing area or areas of the University, such as Human Resources, Student Affairs, the Wellness Committee, and Health Services.

• Install additional campus benches and other gathering places to reduce smoking adjacent to doorways.

• Immediately develop high profile no smoking areas, such as the Quad.

• Discipline/enforcement should not be a major consideration of any resulting change.
• E-cigarettes should be included with any change to prevent potential disruptions in classes or other in-door activities and to prevent unnecessary confrontations.