The Higher Learning Commission Action Project Directory
Charles Stewart Mott Community College: Comprehensive Wellness Program

<table>
<thead>
<tr>
<th>Project Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
<tr>
<td><strong>Category</strong></td>
</tr>
<tr>
<td><strong>Timeline</strong></td>
</tr>
<tr>
<td>Planned Project Kickoff</td>
</tr>
<tr>
<td>Target Completion</td>
</tr>
<tr>
<td><strong>Status</strong></td>
</tr>
<tr>
<td><strong>Updated</strong></td>
</tr>
<tr>
<td><strong>Reviewed</strong></td>
</tr>
<tr>
<td><strong>Created</strong></td>
</tr>
<tr>
<td><strong>Last Modified</strong></td>
</tr>
</tbody>
</table>

1: Project Accomplishments and Status

**A:** In response to last year's annual review, this project has made significant progress after an initial delay. Work on the project has been steady throughout the year, including the following accomplishments:

- Regular meetings focused on Stages 1-4 of the CQI process, including the construction of a team charter and business case, a review of the current situation, analysis, and development of an improvement theory
- A thorough review of all wellness-related activities and facilities on campus
- Consensus to focus primarily on employee wellness in the first phase
- Co-chaired by a Senior HR Generalist and a full-time faculty member in Physical Education

The team also conducted environmental scanning of other community college wellness programs in Michigan through various professional organizations. The team is currently compiling its Step 4 recommendations into a formal proposal for the President and executive cabinet.

**R:** This project aligns well with AQIP Category 4: Valuing People. It seems that progress has been made toward the planning of the project, and the development of a set of recommendations to Executive Cabinet is well underway. The institution has taken the time and effort to create a collaborative, representative process that will greatly benefit the professional and personal aspects of individuals within the organization. By empowering a committee to represent a diversity of interests, the institution has demonstrated a commitment to collaboration and sensitivity to all stakeholders' needs (AQIP Category 9, Building Collaborative Relationships; and Category 3, Understanding Students' and Other Stakeholders' Needs).

Implementing a comprehensive wellness program takes time, and you are clearly committed to this program for the long term, as well as to taking the time to do it well.

2: Institution Involvement

**A:** Given the nature of the charge and the broad representation of employees on the committee, the group did not feel there was a need to go outside the committee for involvement. The team includes representatives from Human Resources, Public Safety, Physical Education, Marketing/PR, Physical Plant, and other academic teaching areas including Health Sciences, Science & Math, and Humanities. The team did conduct a survey of wellness-related programming at other Michigan community colleges through the Michigan Community College Human Resources Association.

**R:** The committee approach is a perfect way to address this topic, and it appears that the committee has the perfect mix of interests, and good representation. Wellness is a topic of importance to a wide variety of individuals within any organization. However, it also elicits a variety of definitions, needs, and requirements. It is important to build a shared definition about wellness, and begin to establish traditions and norms consistent with that organizational definition. The appointed team seems representative and well versed in the area of wellness. As described in Q.3, the implementation of a communication or "PR" plan to help define, articulate, and generate support for the college-wide concept of "wellness" will be beneficial. You mention that a survey was conducted of other wellness-related programs, and it would be interesting to understand what you found through that survey, and whether you considered or implemented changes to
your planning as a result of that information.

3:  Next Steps

A: The team is currently finalizing its Step 4 recommendations to the President an Executive Cabinet. These recommendations include:

- Establish a permanent wellness committee
- Create a communication plan
- Promote what we have
- Tie wellness and employee health plan together
- Create additional programming
- Implement smoking cessation programming and extend smoke-free campus policies to all locations
- Offer and promote healthy food options
- Create and improve physical space

When the team’s recommendations are finalized, they will be incorporated into a formal presentation. This presentation has yet to be scheduled, but is likely to take place during the Fall 2011 semester.

R: This is exciting progress! These recommendations seem perfectly aligned with the goals of the project. Once the presentation is complete, and the institution can evaluate the next steps with the Executive Cabinet, it is clear that you will have an effective program in place to promote wellness. One step that might be included would be a review of budgeting and resources. With your recommendations, you might establish a budget that will sustain the programming. This will also embed the program within the institution’s regular budgeting cycle, thereby rooting it in the culture as a priority item. In addition, representation may already be on the committee for these items, but if not, it may help move forward some of the recommendations:
- Marketing representation on the committee may help with the creation of a communication plan and collateral
- Food services staff representation may help with the ability to successfully implement healthy food options

Finally, an assessment and evaluation plan for any program is highly useful. Perhaps you might also consider in your recommendations a plan for assessing the effectiveness of the program (AQIP Category 7, Measuring Effectiveness).

4: Resulting Effective Practices

A: Once the team charter and current situation were finalized and defined, the team split up into sub groups to more effectively analyze and present information. An effective practice was the manner in which these groups met outside of the formal team structure and reported back to the larger group. The work of these sub groups was then incorporated into the draft presentation that the team is currently working to finalize.

In addition, consultation with the team’s sponsor proved to be an effective practice, particularly as the team worked to prepare its recommendations to the President and Executive Cabinet. The team sponsor is a member of the Executive Cabinet and had just served as an audience member for two recent AQIP Action Project presentations.

R: This project will have far reaching implications for the institution’s culture of effective collaboration. The model of working within sub-committees is indeed a terrific way to effect cross-departmental planning. Often, tasks like developing a whole new program seem overwhelming, and the committee/sub-committee model is a wonderful way to bring people together to make such program development possible.

5: Project Challenges

A: Given the high profile of health and wellness issues during recent years, a number of the team’s recommendations should be straightforward and non-controversial. The integration of a wide variety of wellness-related initiatives may be difficult to accomplish given the diverse operation and location of the existing programming. While implementation of a
smoke-free campus at one location was relatively smooth, implementation at the main campus could potentially be met with resistance.

Finally, the recommendation to "create and improve physical space" devoted to wellness programming will involve construction and capital outlay. While a vacant building has been identified as a potential wellness center, the funds and institutional priority to begin a costly construction project may be difficult given the current budget environment.

R: These are very realistic challenges, but not insurmountable. The development of a budget, to include capital outlay as well as operations expenses, will be useful in articulating the plan for the program. In addition, presenting the program in phases may provide a more digestible set of steps and cost commitment. It is clear that you understand the challenges related to implementation of the wellness program and are committed to working through them. Be sure to celebrate successes, potential, and benefits to the community and communicate often (AQIP Category 5, Leading and Communicating). This is an ambitious project that will benefit employees not only professionally, but also personally. This reviewer commends you for your important work in this area, and for the commitment to valuing the health and wellness of individuals within the organization.