

Engagement Recommendations for the WPI Center for Well-Being

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This report represents the work of one or more WPI undergraduate students submitted to the faculty as evidence of completion of a degree requirement. WPI routinely publishes these reports on the web without editorial or peer review.

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Background

About the Center for Well-Being

College campuses across the country have seen the frequency of students in distress increase each year. To address this, a group of Worcester Polytechnic Institute (WPI) staff, faculty, and students collaborated to create a proposal for the Center for Well-Being (CWB). The CWB, located in Daniels Hall, celebrated its grand opening on January 26, 2023. While the CWB was in its planning stages for a long time, its implementation was expedited when WPI saw its own mental health crisis in 2021. The intention was for it to be a central, accessible space aimed at promoting the well-being of everyone in the WPI community. The CWB consolidated WPI's various other wellness initiatives into one place while also introducing programming of its own. Their marketing for these programs is done through their Instagram, website, TechSync, and flyers across campus. Aside from programming, the CWB is also meant to be an inviting space where students can relax and destress in their free time.

Programming at the CWB

The CWB offers a variety of different events that community members are able to participate in. There are many activities that occur through the CWB on a recurring basis. For example, there are sessions for Zentangle art therapy, Koru Mindfulness meditation, and Reiki available. Therapeutic nature walks happen seasonally throughout the year in conjunction with the WPI Outing Club, along with snack and craft nights periodically to recharge. There are also a plethora of special events that occur on a less frequent basis, such as origami workshops, potting plants, and workshops on special topics like relationships and stress. The CWB space itself has many opportunities for activities at any time, such as building Legos, coloring books, sand gardens, and the Rest and Recovery Room with a zero-gravity chair, compression boots, and red-light therapy. The CWB also facilitates ProjectConnect, which is a peer-led program that allows students to meet new people on campus and work on a project about connecting with others.

WPI Wellness Days

WPI first implemented Wellness Days in the fall of 2021. The first Wellness Day was announced in September after multiple student deaths and an increased discussion around a mental health crisis on campus. On the first Wellness Day (originally called “Be Well Together Day” and on November 2, 2021), there were no classes, meetings, and non-essential research. The day was meant to allow the community to recharge and support students. Since then, Wellness Days have expanded to include various activities like food trucks, therapy dogs, and other events hosted by academic departments and student organizations. Wellness Days now occur at least once per term. These days allow students to relax, catch up on homework, spend time with friends, or engage with on-campus activities hosted by the CWB.

Once the CWB opened, they took over the organization of events for Wellness Days. Activities include events that are run by the CWB, along with those that are hosted or co-sponsored with the CWB by student organizations and faculty. On Wellness Days, the CWB runs some of its regular programs and also a handful of special events for the day. The CWB controls booking spaces on campus for the day and creates a schedule of all sponsored activities. With this schedule, the CWB does the main marketing of Wellness Day events.

Peer Well-Being Ambassadors

The CWB has hired a group of WPI students to work as Peer Well-Being Ambassadors. There are currently 14 Ambassadors that are a part of the program. These students work at the front desk outside of the CWB, develop marketing content for programs, post on the CWB's social media, display posters around campus, assist with CWB programming, monitor events on Wellness Days, and organize the CWB space. Peer Well-Being Ambassadors spread wellness to the campus by learning skills in group facilitation, communication, and community outreach. They can engage with students one-on-one to assist them with different issues regarding personal wellness. Several Ambassadors are also involved with the ProjectConnect program as facilitators for the discussions and projects.

Methodology

Purpose of the Study

This project was designed to evaluate whether members of the WPI community felt connected to the CWB and were informed about the programs and opportunities that it provides. The purpose of this study was to collect information about the current understanding of the CWB by WPI students and staff, learn about marketing guidelines for organizations on campus, and assess how similar programs at other colleges address community needs and advertise their services. With this information, we created recommendations for actions that the CWB can take to increase engagement with the WPI community.

Guidelines for Campus Communication

Having an understanding of the types of communication that WPI allows and suggests to organizations on campus is an important baseline for ensuring that the recommendations we made were feasible. We contacted members of WPI's Marketing Department and other faculty that work with communications on campus to collect information on marketing guidelines. The questions were largely about how the Marketing Department assists campus organizations, especially regarding how social media accounts are run and interacted with (Appendix B).

Execution of CWB Marketing

To make recommendations for CWB's marketing, we needed to evaluate their current marketing strategies. This consists of making observations about their existing website, social media presence, and TechSync posts. These observations will consist of how accessible the information is and the aesthetic aspects of these resources.

Current Reach of the CWB on Campus

Knowing the level of interaction that the CWB has with the WPI community is vital to creating a plan moving forward for the program to better reach the campus. To assess the current strategies that have been employed, we interviewed leaders on campus to evaluate their knowledge of the CWB and ask about what they want to see from the program. We spoke to student leaders (Appendix C) and associate department heads (Appendix D) about these topics. Additionally, an important aspect of the CWB's outreach is their Peer Well-Being Ambassadors. We interviewed several Ambassadors to inquire about their role at the CWB, training, and support from staff, and their dual perspective on engagement as students involved with the program (Appendix E).

Wellness Programs at Other Colleges

The CWB can be compared to similar programs at other colleges to study how to grow wellness on campuses over time and what communication strategies are effective. To learn about how to implement wellness programs, we interviewed directors of similar programs at other schools regarding their advertising techniques, the activities they run, and the relative engagement of the student body and staff with the program (Appendix F).

How Information Collected Was Used

All of the information that was collected through this research was used to create a set of recommendations for the CWB to improve engagement with the WPI community. We assessed what options would be impactful to the campus climate. We drew conclusions based on the information acquired in the various interviews and research conducted to create a set of recommendations for the CWB.

Results

Interviews with Marketing Employees

The WPI flagship social media accounts have a team to manage the presence and repost tagged content hourly. For example, the Instagram account does a maximum of around 3 reposts in one hour, aiming for between 6 and 10 reposts a day. Engagement with this account is the highest between 3:00 p.m. and 8:00 p.m. on weekdays and after 4:00 p.m. on weekends. Other WPI-affiliated accounts that are not managed by the Marketing Department can view analytics specific to their page by classifying it as a Business Account on Instagram. For registering events online, a new platform will be launched for WPI over the summer of 2023 to replace TechSync which will better streamline the advertising process for events across many different sites. There will be ample training available to student leaders and organizations to effectively transition the campus from the previous platform to the new one.

Observations about CWB Marketing

There is an abundance of information on CWB events available on Instagram, TechSync, the WPI website calendar, the CWB website, and flyers on campus. However, the information was inconsistent across platforms. There were a few times when the events were announced too close to the event occurring, so people did not have time to learn about them and plan to attend. The creation of a separate CWB website could help consolidate all the events, making it easier to find everything. There could be a calendar with one-time events, recurring events, and Wellness Day events on the website. In regards to the marketing of the D-Term 2023 Wellness Day, the events were listed online and in the passport chronologically and categorized by whether the event was a co-hosted community event or run by the CWB. Many events were occurring simultaneously and it was sometimes hard to tell what was happening at each. There were also some events hosted during Wellness Day that were not listed on the passport.

Interviews with Student Leaders

Some student leaders knew about being able to co-sponsor events with the CWB, but this knowledge was often gained too close to a Wellness Day to plan an event. Organizations on campus are open to co-sponsoring wellness events and predict a benefit to their members through these activities if they were to occur. However, for this to be feasible, the CWB needs to be more active in reaching out to clubs to get the word out about this opportunity. This could include both emails and in-person presentations to members. The best ways to contact these organizations vary based on the membership base, but social media, emails, and flyers all seem to be effective communication methods.

Interviews with Associate Department Heads

Departments on campus do not often co-sponsor events with the CWB on Wellness Days, and whether or not their Associate Department Head knew about being able to do this varied. Several Associate Department Heads are interested in co-sponsoring events with the CWB as having this external support would help in event attendance. Email is regularly viewed as the best form of communication, but there is concern about important information getting lost in inboxes that receive many emails. Posters in high-traffic areas that are specific to each department would reach students regularly walking to class. Departments would benefit from the CWB directly contacting Associate Department Heads with opportunities for co-sponsoring events and ideas of previous events that have been held to help with planning logistics. Additionally, since the Dean of Undergraduate Studies communicates with professors, their emails could be a great place to introduce the CWB properly.

Interviews with Peer Well-Being Ambassadors

Some Ambassadors value the weekly training so they can stay up-to-date with what is happening at the CWB and work with others. However, training sessions have become inconsistent due to cancellations, which has resulted in a lack of respect for the training. Additionally, there is a Canvas page for the program, but since information is also sent over email, the Canvas page is often ignored. Ambassadors understand the value of the space, but it varies on whether or not they ever use the services there on their own time. Many have noticed that students do not know that CWB space is open for personal use, especially with the doors consistently closed.

Peer Well-Being Ambassadors have received training on how to be active listeners with their peers, but many have yet to apply this training in a work setting. However, they do use these skills in their personal lives, which is helping to spread wellness on campus. Many of the Peer Well-Being Ambassadors are involved in the ProjectConnect program, which gives them the one-on-one experiences with campus wellness that many were seeking when applying for this role. Other than that, though, the job appears to be more of an office staff role than an interactive one. This is unfortunate because the Ambassadors go through training to work with peers on wellness, but it is rarely applied because students do not know they can come up to Ambassadors while they are on shift to have a discussion.

The role of a Peer Well-Being Ambassador is not very structured and changes frequently. This allows for flexibility but makes it tough to keep the program organized. For example, Ambassadors are responsible for making all marketing materials, including Instagram posts and flyers, and they work on this while on shift at the front desk. However, there are frequently several other tasks that they are required to complete while on shift. While this is currently manageable, if students more frequently went up to the Ambassadors to talk about their personal wellness, this would make it very difficult for them to finish all of their tasks for the shift.

Interviews with Directors of Wellness Programs at Other Schools

Other schools have found that the most successful programming and advertisement happen in central locations on campus. They use many of the same marketing techniques as the CWB, such as Instagram, flyers, screens on campus, and table-sitting. Their table-sitting gains more attention when they table in high-traffic areas. These schools use a combination of soft programming, small programming, and large programming. Soft programming can include informational posts on social media that discuss a wellness topic. For both small and large programming, they have found repetitive events are successful because students expect and recognize the event. For small events, some campuses have recurring programming on specific days of the week (such as "Mental Health Monday" and "Wellness Wednesday"). Larger events gain more attention from the campus because it's more recognizable. A lot of their larger programming centers on topics such as alcohol and substance education and suicide awareness.

Wellness programs at these schools have found that in-person events are more successful than events online. They have also experienced more engagement when they partner with other offices (like Title IX, DEI offices, and accessibility offices) and student organizations. The most successful events typically have some souvenir component. These events may have free items, free food, or a crafting component where students can take home what they have made (such as a make-your-own heating pad). They found that fewer students attend external speaker seminars.

Many schools with Wellness Programs utilize "dimensions of wellness" in their marketing. These dimensions may include physical wellness, mental wellness, financial wellness, and other aspects of people's daily lives. They then organize their programs to support these dimensions. For example, for physical wellness, they offer fitness classes or posts about nutrition. Additionally, many of these schools have resources for alcohol and substance education. They provide online resources and programs for students to learn about safe alcohol and drug use.

It is important for these schools to offer different types of programs to reach as many students as possible. They use many varying types of marketing to try and reach different audiences. Even though some of their programs have low attendance, they find that students feel supported by just having the programs available.

Recommendations

General Marketing

Give small “wellness packs” to the first-year students at New Student Orientation. This could include anything from small fidget toys to hand soap or hand sanitizer. Ideally, at least one of the items would have the CWB’s information (name, location, phone number).

Switch the CWB Instagram from a personal account to a business account. This will allow the account administrators to view analytics, such as how many accounts have been reached and the interactions with each post.

Choose a consistent color scheme for the CWB Instagram. See Appendix G for suggestions. Ideally light, pastel colors should be used. Avoid bright red and black when possible, as it is reminiscent of the many announcements regarding COVID-19 that students and faculty received.

Get a head start at learning the basics for whichever platform replaces TechSync. A new platform will be replacing TechSync this fall, and the Student Activities Office will be creating training materials for it over the summer. If the CWB can be one of the first organizations to have its events on this platform, it will increase its visibility on campus.

Post a calendar with recurring events on the CWB Instagram. Individual posts for one-time events are helpful, but having the events that are repeated regularly in one place would be helpful so people do not have to search for these events.

Create story posts on the CWB Instagram to introduce the Peer Well-Being Ambassadors. Save these posts as highlights on the account. This will give the Ambassadors more visibility and make people more likely to reach out to them. Saving these stories to the highlights will ensure the posts stay on Instagram longer than 24 hours and can be viewed at any time.

Advertise the consistent soft programming at the CWB using catchy, alliterative titles. Some examples include “Mindfulness Mondays,” “Wellness Wednesdays,” and “Thoughtful Tuesdays.” These days could be used to introduce new recurring events or highlight regular events. For example, advertising on a Wednesday could look like this: “Join us in the CWB for Wellness Wednesdays where you can destress with puzzles, coloring sheets, and legos!”

Be mindful of the methods that information is being received when advertising. Posters are a great place for QR codes rather than links. When posting a sign-up on Instagram, add the link to the Linktree rather than a QR code to make it more accessible on mobile devices.

Create short informational content for groups interested in working with the CWB. This could be in the form of an informational video that introduces the CWB, its purposes, and its amenities. It may also be helpful to have a short PDF document to send to student leaders and faculty giving examples of events they could co-host, how to co-host, and resources that the CWB has to relay to their members or students. This would give people something to reference whenever they want to plan an event with the CWB, and it can be passed down in transition documents for organization executive boards. The Dean of Undergraduate Studies could also assist in distributing this content to the faculty.

Create a website for the CWB separate from the WPI website. This could be through WordPress, Google Sites, or another platform. This would create a space easier for students to access and the CWB to add to and edit. Various other schools also have a website for their wellness programs separate from their university's website. The website could include things like the dimensions of wellness, information, and tips included in the Be Well Together Newsletter, and other resources, which would all be accessible to students at any time.

Create a public Outlook Calendar that has all events happening at the CWB. This allows for event information to be changed easily. The calendar could be embedded into the CWB website page so that it is viewable online, and students could also follow the calendar on their Microsoft accounts so that CWB events are automatically added to their personal calendars. This also allows students to plan and see events in the weeks ahead.

Create a post on the CWB Instagram advertising the CWB as a place to just relax. There are many posts about what the CWB has to offer, but having a post showing that you can relax and destress, even when there is not an event running, would help bring people in. While some people may think they can walk in anytime, the confirmation would help reassure them. This would ideally be an Instagram post or a highlighted story so it can be accessed anytime.

Wellness Days

Email Executive Boards of organizations on campus about the schedule of activities. The boards will distribute this information to their members, reaching the student body much more effectively than a mass email to students.

Promote co-hosted events equally as much as CWB-ran events. This shows organizations on campus that they will receive support from the CWB if they were to co-host an event and also helps with participation and knowledge of the activities in general. Additionally, this also means that the CWB should be more involved with planning and running events that are co-hosted with other organizations and provide support throughout the process.

Advertise physical incentives for each event being run. Whether it is food, t-shirts, toys, or dogs, students tend to gravitate towards going to events with an incentive for them to attend. Increasing clarity about what happens at each event will increase attendance and awareness.

Organize events into categories rather than a chronological list of activities. Attendees should easily see which events have crafts, food, animals, exercise, and other activities. This reduces fatigue for students who are trying to make an individual schedule for the day to plan out what activities they want to attend. It allows for more spontaneous attendance since students would not have to research in advance what events there are.

Wellness at home should be more incorporated into Wellness Days. Students should not feel that the only reason for a Wellness Day is to come to campus and participate in activities. A major appeal to a day off from school is not having to come to campus in the first place, and this option needs to be better emphasized to students. Opportunities for incorporating wellness in the comfort of your bedroom should be advertised. This also applies to students who utilize the Wellness Day to catch up on schoolwork, as this would be a great opportunity to still encourage these students to find wellness in other ways other than an event on campus.

Be more intentional about where Wellness Days are placed in the academic calendar. To not have a negative impact on academics, a Wellness Day needs to be early enough in the term so that courses are not too deep into material, but also late enough so that students do not decide to simply not come back to campus after the break between terms. This could be around the second week of the term. The day of the week that the Wellness Day falls on is important as well. For example, having a Wellness Day on a Friday or Monday creates a long weekend that could change the message from finding wellness to partying on the weekend.

Integrating Wellness on Campus

Collaborate more with student-run clubs. By working with on-campus clubs, the CWB can reach students who are already a part of the club. People are also drawn to events that involve groups they recognize. To reach students who do not already know about the CWB and what it offers, you can reach them by collaborating with organizations they know. Working with clubs on non-Wellness Days can help reach students who tend to stay home on Wellness Days.

Encourage clubs and student organizations to host events in the CWB space. Through having clubs host events in the CWB, the space is introduced to students who may not have thought to enter the CWB by themselves. These events do not need to be sponsored by the CWB for them to draw students to the space.

Collaborate with other WPI offices on events. Working with WPI offices such as Title IX, ODIME, and OAS can help the CWB reach a wider audience. Other schools with similar programs have had large turnouts for events or programs they have offered with their Title IX office. Offices such as ODIME already work closely with a lot of student groups, so organizing an event with them can help draw in the audiences they already reach.

Use soft programming to share at-home wellness activities. Using social media to share wellness activities students can engage in at home is a great way to spread wellness in the community. Some examples include 5-minute breathing exercises, at-home physical exercises, at-home meditation, and nutrition tips. These topics can help students integrate wellness into their daily routines at home. The tips can also be posted on a weekly schedule so students can start to expect when they will be shared.

Table-sit regularly in high-traffic areas. Create a routine where students start to expect the CWB's presence in their regular spaces. Choose highly-trafficked areas like the Campus Center, Library, and Unity Hall to be located in. By table-sitting in these areas, it makes it easier for students to engage while keeping to their busy schedules. If the CWB started table-sitting weekly and offered some kind of small wellness activity, candy, or other free incentives, then students would start to expect its presence. Other schools have "Wellness Wednesdays," where they table with either resources, activities, or goodie bags. The free incentives draw students in, and with the consistency of this programming, students tend to return to the table week-to-week. If the CWB were to have similar programming, they can tell students more about what the center offers regularly (like being a calming space, having coloring books and free snacks, and one-on-one sessions with Peer Well-Being Ambassadors).

Present to first-year students during New Student Orientation (NSO). Students are typically given all of the different resources WPI offers during NSO. Presenting during NSO will introduce new students to the space and programs. Students are more likely to use the space if they already know about its purpose. Additionally, the CWB could offer the space to Community Advisors and Residential Advisors for NSO programming. This will draw in new students to see the space, and they will be more likely to return since they already know the space is available.

Present at club general body meetings (GBMs) and faculty meetings. If the CWB presented during student clubs' GBMs, it would help encourage clubs to co-sponsor wellness events or just encourage members to utilize the CWB's space and programs. Having the CWB present during faculty meetings could encourage departments to host wellness events and professors to promote the CWB more to their students. It would be best to present information in-person at these meetings; however, it may be difficult to coordinate going to a large number of meetings, so sending an informational video (referenced in the marketing section) to be shown at a meeting could be an alternative option. The video could also be made available to anyone who was not present at the GBM or faculty meeting so they still receive the information.

Email club presidents and Associate Department Heads directly with co-sponsor opportunities. Contacting club presidents and their executive boards will best reach student organizations while emailing Associate Department Heads directly will best reach the faculty. Additionally, both club presidents and Associate Department Heads are more likely to respond to personalized emails rather than generalized messages that appear to be sent as mass emails. These emails can either be sent to individual people and address them by name or explicitly address "Associate Department Heads" or "club presidents." It would also be helpful if the email included examples or ideas of co-sponsored events to make it easier for these groups to engage with the CWB.

Offer free food or items as an incentive for attendance and participation. Students love free gifts from attending events, so offering them will increase engagement. A list of ideas for small incentives for students can be found in Appendix H.

Offer a wide range of programs that focus on different areas of wellness. Students need varying support and resources, so offering many options that focus on different areas of wellness will help reach students of diverse backgrounds. If the CWB decides to implement the "dimensions of wellness" in its marketing, then these dimensions can be used to plan events.

The Peer Well-Being Ambassador Program

Centralize all online communication. Pick one platform to use so that all information can be seen in one place. This makes it easier for new hires to catch up on older information and streamline contact so that messages are not getting lost. A good example of this could be using Canvas – announcements and discussion boards can replace emails, and resources and online training can be published. Announcements should only be made on Canvas and not through email to make sure people look at Canvas for more than just new information.

Create a professional, respected image for Ambassadors on campus. Merchandise that advertises the CWB and their position spreads the word about the program and adds prestige to their position. This could include polo shirts, jackets, hats, and magnetic name tags. Another way to help image is by introducing each Ambassador on the CWB's Instagram page.

Train Ambassadors so they interact with the community more often. While administrative tasks are a necessary part of any job, the Ambassadors should be better integrated into the activities that the CWB hosts and have a more active role in connecting with their peers in the facility other than sitting at the front desk. Ambassadors could take time out of their training to participate in activities at the CWB so they better understand the services in the space.

Host an in-person training at the beginning of each year or semester. This training would ideally be slightly longer and more in-depth than the smaller, more frequent ones. This would be similar to how Peer Learning Assistants, tutors, Community Advisors, and Engineering Ambassadors are retrained every year. DEI workshops are a great way to teach Ambassadors about identities and how they play into designing personalized wellness to prepare them to work with visitors seeking help. Another idea is training Ambassadors to use mindful language in their daily lives to reduce negative self-talk regarding academics among peers.

Allow for flexible hours so Ambassadors can work from home. Creating marketing resources, like flyers and social media posts, does not have to be done in person. Letting Ambassadors work off-campus allows them to have time for other tasks while they are on scheduled shifts.

Have Ambassadors help with creating and planning events. This allows for the CWB to easily get a student perspective while making these events. Their opinions should be utilized in both deciding what events to host and the logistics of each event. Additionally, this better prepares Ambassadors to be involved in running these events when they actually happen.

Clarify the role of Peer Well-Being Ambassadors and CWB staff. Make sure that all employees understand what exactly their job is so that there is an understanding of the responsibilities of everyone who works for CWB. Create a master sheet of everyone's responsibilities so that Ambassadors know their coworker's tasks and communication with staff is improved.

Other Ideas and Sentiments

Make the CWB space seem more open and inviting to students. Typically, the doors to the space are closed, which makes the facility not appear to be welcome to visitors. Solutions include keeping the doors to the CWB open during operating hours or having a sign on the door that indicates whether or not the space is open. Additionally, some of the tech suites that are located in the CWB should be available to anyone on campus to book.

Implement alcohol and drug safety education programming. There needs to be information available online and in person about being safe with substances so that students can find these resources easily. Additionally, this is a great opportunity for combined programming with Health Services, the SDCC, and fraternities to show that school administration cares about student safety both on and off campus.

Having programs available is sometimes more meaningful than attendance. The events existing in the first place show that the school cares about the student body whether or not they attend the activities. Low attendance should not be the only deciding factor of whether or not an activity is ever planned again, because the ability to go to the event already speaks volumes.

Go slowly when implementing changes to the program. While there are a lot of growth opportunities, expanding too quickly could result in staff becoming overwhelmed and some level of disorganization. Keep in mind that not every change should be implemented at once, but rather gradually over time, in order to test the impact of each idea in practice.

Do not try to reinvent the wheel completely. Wellness programs have existed and thrived at many other schools, and it is very beneficial to look at what methods work well in other communities. Do not hesitate to reach out to programs at other schools to learn about both their successes and failures, because the culture of wellness promotes this collaboration.

Just because an event is not popular once does not mean it will never be. There are a variety of factors that impact attendance to an event besides the activity itself, such as advertising methods, time of day, location, day of the week, and placement in the academic calendar. It is important to change these variables when testing out the success of events to accurately gauge interest.

Future Opportunities

Use freelance work to create a new CWB website. There are plenty of Computer Science majors at WPI who have experience with website development and Human-Computer Interaction, so their expertise could be very helpful in creating a new online presence for the CWB. This could be a summer job, an IQP project, part of an MQP project, or an Independent Study Project for a student on campus.

Survey students about Wellness Days. This includes surveys on both when the Wellness Days are and also the types of activities they would like to see. Make sure that any surveys distributed are easily accessible and advertised properly. They should be in their own separate email that emphasizes the importance of the results of the survey, rather than combined with other messages. Otherwise, the part of the message that contains the survey could get lost very easily, resulting in both a lack of respondents and severe response bias in the results. For example, a survey that was distributed in the Be Well Together email sent during March 2023 was shown as a hyperlink in a paragraph of text below an image of a keynote speaker, which is not very effective advertising. To incentivize responses, there can be a raffle for those who answer.

Look into the student-run model for Peer Well-Being Ambassadors. Many organizations on campus that have student employees are also managed by students, and the manager reports to WPI staff, such as the Crimson Key Tour Guides. This allows students to be more involved in planning and reduces the burden on CWB staff to manage the Ambassadors. This is also a fantastic opportunity for additional work experiences for students. Reach out to other groups on campus that use this model to assess if this would help the Ambassador program.

Consider creating a Wellness Fund with the help of WPI Trustees. Some members of the Board of Trustees may be interested in donating to the CWB for wellness programming. This money could be collected in a fund that the CWB can use for supplies for activities, whether that be for CWB-ran or co-sponsored events.

Hire graduate interns to help organize programming. These interns could either generalize for all CWB programming or specialize in specific branches of wellness (like fitness classes, nutrition, or finances). They could help bring in new ideas for the CWB and help execute events consistently. The interns could also assist with training Peer Well-Being Ambassadors.

Appendix

Appendix A. Informed Consent for Interviewees

We are students from Worcester Polytechnic Institute who are working with our school's Center for Well-Being on developing marketing recommendations for their program in order to better reach the student body with their services. We are conducting research on communications guidelines, the execution and engagement of current marketing, and how other schools promote similar programs on their campus. With this research, we hope to assist the Center for Well-Being in having better engagement with the WPI community, which would overall have a positive impact on the health of the campus.

Thank you for taking the time to assist us in our research. This interview should take between 15 and 30 minutes to complete. Your participation in this research is completely voluntary and may be withdrawn at any time. If there are any questions you are not comfortable answering, please let us know and we will move on from that topic. There are no foreseeable risks to participating in this interview. Additionally, your contribution to our research will remain completely confidential. Any discussion of interview results within the final report will be anonymous and paraphrased, and no identifying information will be included in any publications or project reports. All information recorded during this interview will be stored in online documents that will not be viewed by nor shared with people outside of the research team.

If you have any questions, you can reach out to our faculty advisors, Stephen Kmiolek (sjkmiolek@wpi.edu) and Stacy Shaw (sshaw@wpi.edu), or contact our group alias (gr-cwb-iqp@wpi.edu). Upon the completion of our project, we can share our final report with you if you are interested. Thank you again for your support and participation in our research.

Appendix B. Interview Questions for Marketing Employees

1. Who controls the social media accounts for WPI-ran organizations?
2. Does WPI track online engagement on its larger pages? If so, what kind of data is collected?
3. How do you receive and compile information to be communicated with the WPI community?
4. What is the best time of day to tag to have content reposted by the WPI flagship account?
5. Overall, what is the best time of day, in general, to reach the WPI community online?
6. What WPI accounts have the best engagement with the student body on social media?
7. Is the Marketing Department involved in every WPI-affiliated social media account?
8. What does the Marketing Department do to help WPI-affiliated social media accounts?
9. When the WPI flagship account reposts Instagram posts when it is tagged, what are the guidelines and constraints for the content of these posts?
10. Do you have any advice for capturing content for Instagram accounts besides general flyers, such as videos of events in action on Instagram stories?
11. Do you provide specialized tips to organizations who are looking to create a social media presence, or do you mostly just follow the guidelines published online?
12. How has the Marketing Department been involved in advertising the CWB online?
13. Do you have any recommendations for the CWB's presence on social media?

TechSync Questions:

1. Is there a way that student engagement with events can be tracked on TechSync? If so, are these analytics accessible to students and organizations?
2. What features of TechSync have you seen to be most effective for marketing events?
3. Conversely, what features have you seen to be the least effective?
4. What is the process for submitting an event via TechSync? How far in advance do organizations need to submit events for them to be properly displayed?
5. Will WPI be transitioning from using TechSync to another platform? If so, when can this change be expected to be implemented, and what would the major changes be to planning and registering events online?

Appendix C. Interview Questions for Student Leaders

1. Has your organization ever hosted or co-sponsored a Wellness Day activity?
2. If you have not, did you know that your organization was able to host or co-sponsor an event with the Center for Well-Being?
3. If your organization decided they wanted to host or co-sponsor an event with the Center for Well-Being, do you know who to contact about this?
4. Do you encourage your organization members to utilize Wellness Day activities and services at the Center for Well-Being?
5. Where do you personally get most of your information about events on campus?
6. What is the best form of communication to relay information to you and your organization members? Emails, Instagram, physical flyers, or something else?

Appendix D. Interview Questions for Associate Department Heads

1. Has your department ever hosted or co-sponsored a Wellness Day activity?
2. If you have not, did you know that your department was able to host or co-sponsor an event with the Center for Well-Being?
3. If your department decided they wanted to host or co-sponsor an event with the Center for Well-Being, do you know who to contact about this?
4. Do you encourage your faculty members to promote Wellness Day activities and services at the Center for Well-Being to their students?
5. Do you personally promote Wellness Days and the Center for Well-Being to your students?
6. What is the best form of communication to relay information to you and your department members? Emails, Instagram, physical flyers, or something else?

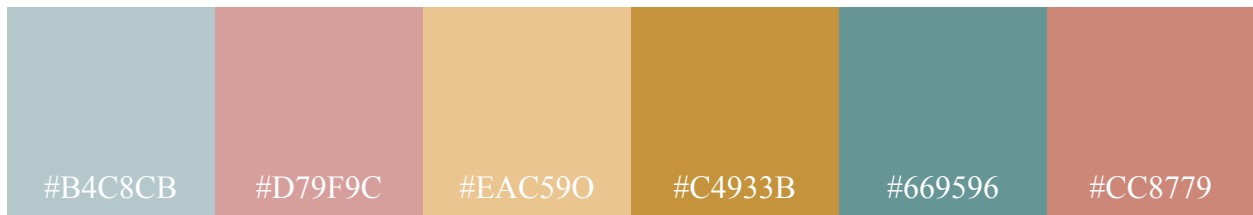
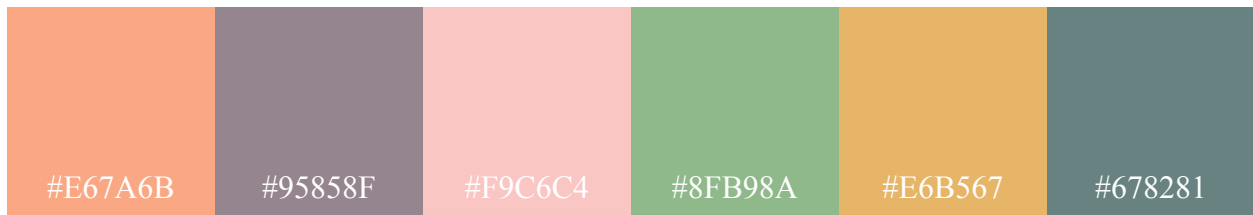
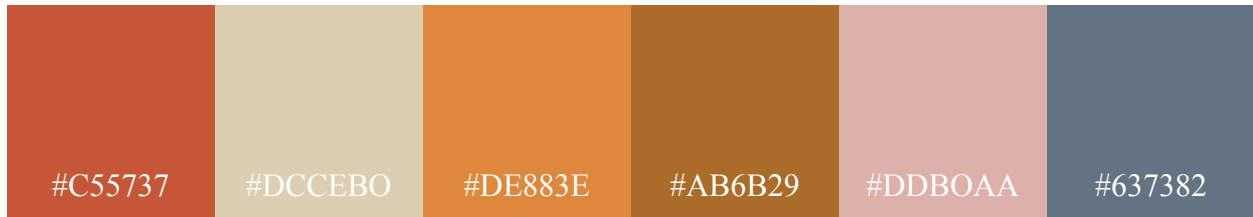
Appendix E. Interview Questions for Peer Well-Being Ambassadors

1. What are your responsibilities as a Peer Well-Being Ambassador?
2. What type of training did you go through to become a Peer Well-Being Ambassador?
3. What is your favorite event or amenity offered by the Center for Well-Being?
4. What approaches do you use to help your peers with their wellness?
5. How do you encourage your peers to use WPI services like the Center for Well-Being?
6. Do you feel successful in your attempts to help your peers? For example, do you think your friends go to the Center for Well-Being if you were to suggest the idea?
7. Do you feel well supported in your role as an Ambassador? If not, is there anything you can think of that you think may help you feel more supported by the Center for Well-Being?
8. Are you satisfied with the amount of intervention the school has done for mental health? In your opinion, should it be more, less, or the same?

Appendix F. Interview Questions for Directors of Wellness Programs at Other Schools

1. Please tell us about some of the main features of your wellness program.
2. What have you found to be the most useful services for students through the program?
3. What has the response been to the presence of the program on your campus?
4. How was the program initially presented and advertised to your campus?
5. What has been the trend of engagement since the opening of this program to now?
6. Have you had any major challenges with the implementation and reception of your wellness program? If so, how did you address them?
7. Do student organizations ever collaborate with your center to co-sponsor programs or events?
8. Are school faculty members, like department heads, involved with spreading the word about opportunities through your wellness program?
9. Can you describe the social media presence of the program? Do you feel that community members are engaged with the wellness program online?
10. Do you have any suggestions for the WPI Center for Well-Being moving forward to increase community awareness and engagement with its services?

Appendix G. Ideas for Color Palettes in Advertising



Appendix H. Ideas for Incentives at Events

Fun Items:

- Stickers*
- Magnets*
- Stress balls*
- Stuffed animals
- Fidget toys
- Plants

Practical Items:

- Hand sanitizer*
- Water bottles*
- Pens, pencils, and erasers*
- Phone wallets*
- Cough drops
- Travel-sized hand lotion
- Travel-sized sunscreen
- Condoms and dental dams
- Hair ties or hair clips
- Heating pads (DIY activity, sock with rice and essential oils)

Food Items:

- Candy (without nuts to be mindful of food allergies)
- Grilled cheese (use a griddle, bread, cheese, and butter)
- Small snacks (like chip bags, cookies, and fruit snacks)
- Ice cream or ice pops (can be outside on a warm day)
- Water flavoring packets (like MiO or Crystal Light)
- Fruit juice boxes
- Food truck(s)

*Can be CWB-themed with a logo and/or contact information