

Imperatives for the Post-Vaccine Institution



Many of Our Worst Fears Did Not Come True

What New Opportunities Do We Have to Meet the Current Moment?

Budget crises less severe than anticipated

Could reorganization create funds to invest for the long-term?

Students not rejecting everything online after remote learning

Where will virtual investments matter most for the student experience?

Enrollment didn't plummet across the board

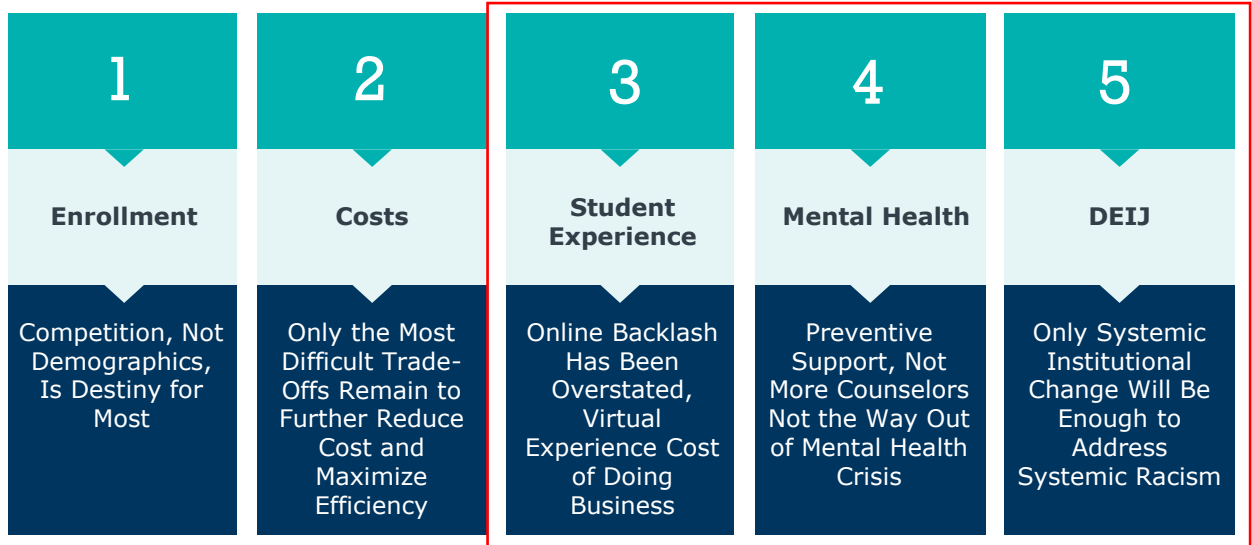
Could we grow in new markets? Or compete more effectively where we are now?

Widespread DEIJ activism did not shut down campus

What do we need to do to go from statements against injustice to structural change?



Five Imperatives for the Post-Vaccine Institution



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Online Backlash
Has Been
Overstated,
Virtual
Experience Now
Cost of Doing
Business



Before Covid: Customer Experience Secondary to Academics

Most Student Services In-
Person, Difficult to Navigate

“One-Stop Shops” the Paragon
of Customer Service

Undergraduate Online Learning
Misunderstood as Less Rigorous



Now: Heightened Expectations of Both In-Person and Virtual Service

Current Consumer Behaviors
Will Outlast Pandemic

Prepare for Long-Term Virtual
Services Investments

Prioritize Just-in-Time, Equitable
Access

Pandemic Creates Scarcity Mindset



Resource Scarcity Inhibits Long-Term Planning



Some Consequences of Having Too Little (2012, Science)

Scarcity shifts focus:

Long-Term Goals



Immediate Concerns

Participants with fewer resources:



Spend more mental energy on immediate tasks



Borrow against future tasks to complete current one

Scarcity Behaviors Adopted During Formative Years Persist Long Term

Individuals 15- to 18-years-old¹ during the 1970s Oil Crisis, 25 Years Later:



Less likely to have household vehicle access



Less likely to drive to work



More likely to commute via public transit

And Pandemic-Era Students Face Scarcity Everywhere

% of US Households (Jan. 20th):

35%

Have difficulty paying for usual household expenses

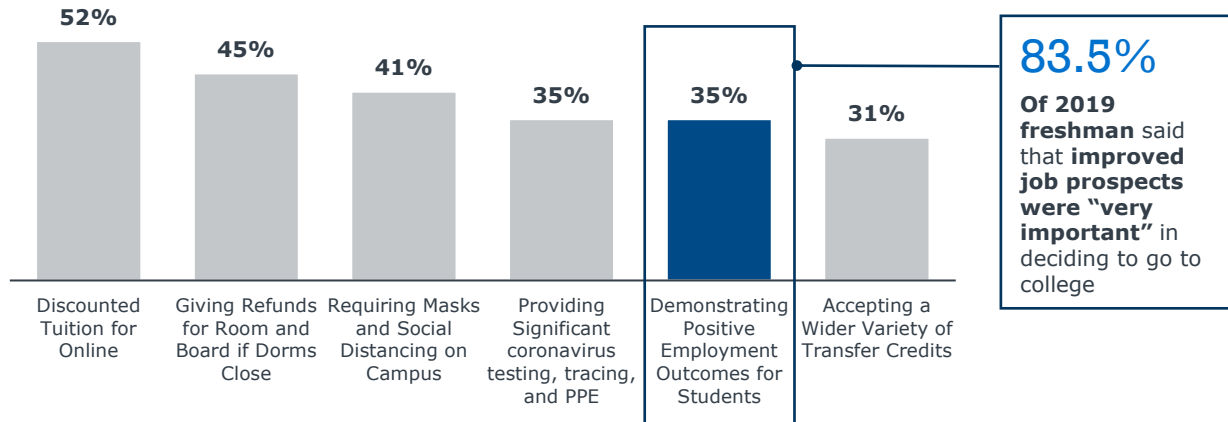
77%

College students reported significant loneliness in 2020

From ROI to Return on Experience

Improving Short-Term Experience Biggest Driver of Reenrollment

Proportion of college students who report the following institutional actions would make it "very likely" they'd reenroll



Student Taking [Customer] Experience into Their Own Hands



"Tuition refunds" has trended on Change.org since April 2020



Increased proposals to revise academic policies, remote services, and instruction

Pre-Pandemic, Digital Expectations Already High




Gen Z Daily Lives Shaped by an Advanced Digital Landscape

 **One-stop-shop information access**, whenever and wherever

 Information **filtered through algorithms**


 **Online experience personalized** through ad tracking

 **Media has always been social**, and platforms have distinct purposes

 Content has **8-seconds to capture attention**


Feeling the Effects

Students Now Need and Expect:

 More **directive and personalized** ways to navigate resources

 **24/7 service** and **centralized information hubs**

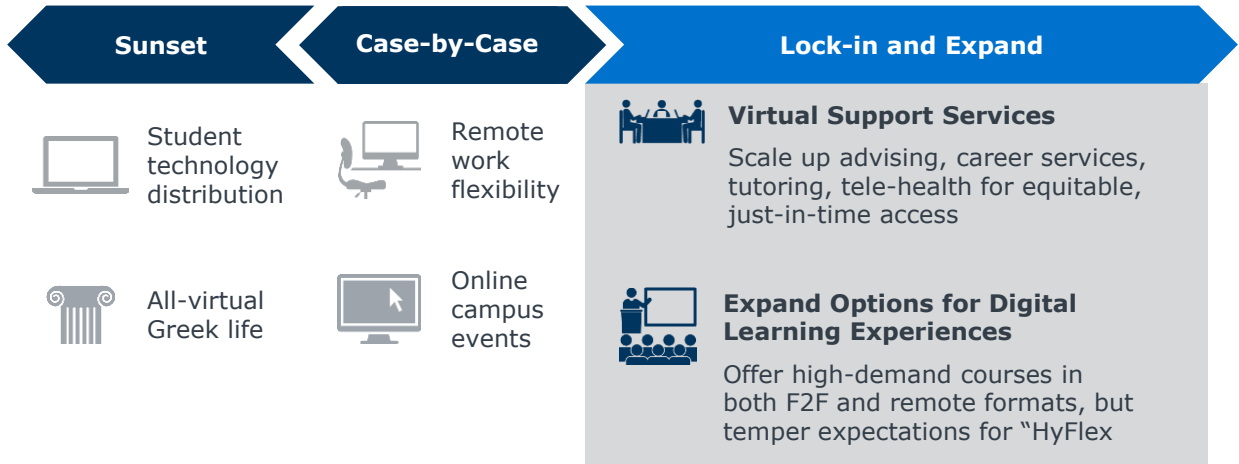
 **Online conduct and media literacy training**

 Leadership to address online polarization, **conduct issues** and **greater range of flashpoints**

Post-Pandemic, Focus on Known Wins



Strategically Scale or Sunset Virtual Services Based on Student Needs



Criteria for Expansion:

Increases Access

Sustainable

Reduces "Friction"

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Preventive Support, Not More Counselors the Way Out of Campus Mental Health Crisis



Before Covid: Mental Health Requires More Budget, Senior Time

Rising Levels of Anxiety and Depression Already a Crisis

Increase in Counseling Center Use Far Outpaces Enrollment

Institutions Start Trying Scaled and Non-Clinical Resources



Now: Mental Health a Barrier to Institutional Strategic Success

Rising Levels of Isolation and Grief, Greater Expectations of Support

Both Clinical and Non-Clinical Solutions Essential

Integrated Wellness Environments for Students, Faculty, and Staff

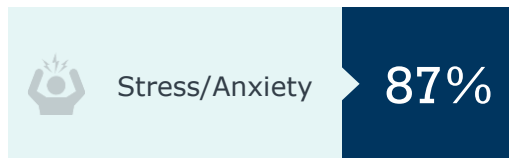
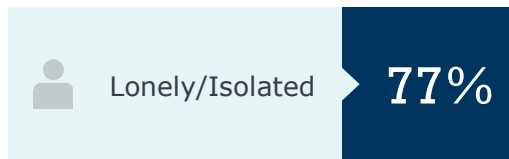
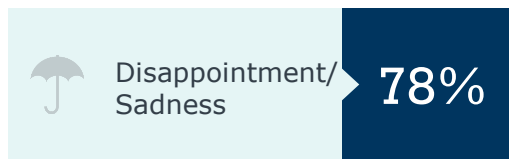
COVID Effect Still Not Fully Understood



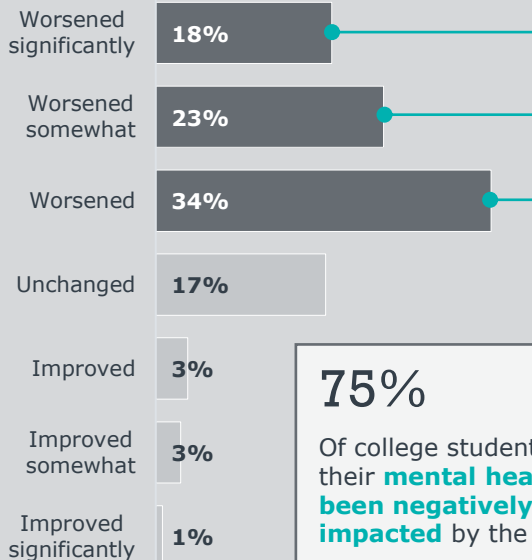
But Early Data Indicates Widespread Impact on Mental Health and Wellness

No One Immune to Emotional Impacts of COVID

Share of students surveyed who reported feeling...



Since the beginning of the pandemic, has your mental health...



“Well-Being” vs. Mental Health



Mental Health Often Included in ‘Health’ Among Other Key Factors to Thriving

“Well-being is used frequently as a synonym for ideas “mental health,”. Theorizing well-being in a way that feels both relevant and measurable begins with looking at **what people need to thrive in their lives.**”

-Chief Wellness Officer, 4-year Public U.S University

The ‘Well-Being’ Umbrella

<i>Mental Health</i>	<i>Physical Health</i>
<i>Sense of Community</i>	<i>Spiritual Wellness</i>
<i>Life Purpose</i>	<i>Financial Security</i>
<i>Career</i>	<i>Social Fulfillment</i>

Collegiate Well-Being Initiatives Often Focus on Overall ‘Health’:



Vision: Campus communities in which all members live long, **healthy** lives

OKANAGAN CHARTER
AN INTERNATIONAL CHARTER
FOR HEALTH PROMOTING
UNIVERSITIES & COLLEGES

Vision: Embed **health** into all aspects of campus culture



University of Colorado
Boulder

Parent leadership
society raised **\$2M**
for student health
and wellness
initiatives

**Carnegie
Mellon
University**

Received **\$35M gift**
to support
construction of new
student health,
wellness, and
athletics center

Investing in Engagement & Well-Being of Students Is Linked to...



Higher engagement and well-being in the workplace



Increased confidence in students in how successful they will be as a candidate in the job market



Graduates who were emotionally supported during college -- who had a mentor who encouraged their hopes and dreams and professors who cared about them as people and made them excited about learning -- are three times as likely to have thriving well-being after college.

Gallup

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Only Systemic Institutional Change Will Be Enough to Address Systemic Racism



Before Covid: Low Urgency to Address Systemic Racism on Campus

Major Retention, Completion, and Job Placement Gaps Persist

Faculty and Staff Diversity Lags Behind Student Diversity

Students of Color Experience Hostile Campus Climate



Now: Pandemic Accelerates Social and Economic Gaps

Disproportionate Health, Financial Impact on Students of Color

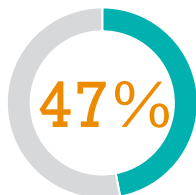
Diverse Junior Instructors and Staff More Likely to Be Laid Off

Anti-Racism Statements Promise Change, But Little Commitment

Insufficient Understanding of Systemic Racism

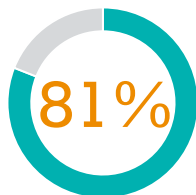


“Systemic Racism” Enters the Conversation



Of statements included references to **structural or systemic racism**

...But Few Connect Antiracism to Institutional History or Structures



Of statements **do not acknowledge historical complicity** in racial oppression

Hyper-Focus on Individual Actions Overshadows Long-Term Structural Changes



Individual



Structural, Systemic



Hire a Chief Diversity Officer

Book clubs, self-reflection

Anti-bias trainings

Develop DEIJ or antiracism plan

Rename buildings, celebrate Juneteenth

Recruit racially diverse faculty

Racial representation on board and leadership

Acknowledge historical ties to racial oppression

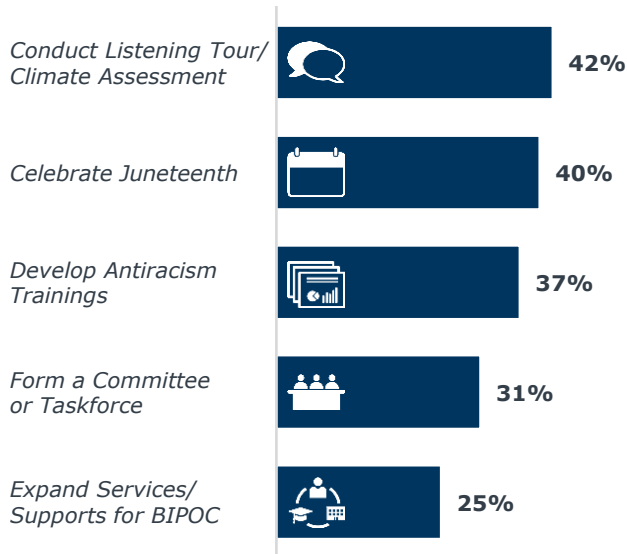
P&T metrics acknowledge racial justice goals

Unclear Strategy and Priorities

Institutional Efforts Center on Incremental, Low-Resource Commitments

Commitments in Our Comfort Zone

Percentage of Statements with Action Items that Include Commitment to:



**No Connection to
Long-Term Strategy**

75%

Of statements with action items did not **connect them** to institutional strategic plans

**Actions Without Dollars
Undermine Sustainability**

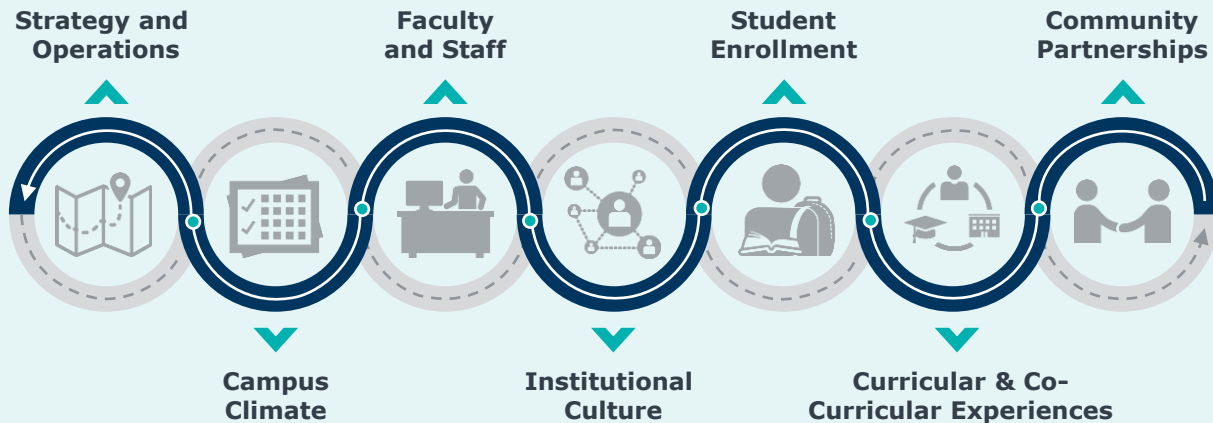
37%

Of statements with action items **allocated funding** to them

Hallmarks of an Antiracist Institution

Continuous Behaviors and Actions that Promote Racial Justice in Education

A Framework for Transformation





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