DISSEMINATING THE MISSION, MONITORING AND EVALUATION

Subproject of the EUR Program Student Wellbeing

Erasmus University Rotterdam, July 2021

Project plan 2020-2024 'Disseminating the mission, monitoring and evaluation'

Contents

Project 'Dissemination of the mission, monitoring and evaluation'

Preface

This project plan is one of the four HEQA projects of the Program Student Wellbeing of the Erasmus University. The plan builds upon the vision document that was consented to by the University Council in 2019 (Matthijsse 2019). The current plan is drafted in co-creation with the HEQA working group of the University Council. Valuable discussions with them about tackling stressors for students on institutional and faculty level have inspired the authors of the current plan, as well as the results of the focus groups about student wellbeing that were conducted in April/May 2021 at all faculties (report Focus Groups, 2021).

Following the feedback letter of the U-council (08-02-2012) concerning the previous version of the plan, in the current project plan the KPI's are further specified, the research aspect has been brought down, and more explanation is given about how this project contributes to the wellbeing of students. Thereby keeping in mind that the program Student Wellbeing, under which the current project, cannot directly influence all kind of stressors for students. In case the stressor is out of the scope and direct influence of the program Student Wellbeing, the current project will work actively on broad support for recommended adjustments by a) bringing forward the implications of the mission and monitor results on student wellbeing to the responsible parties, b) disseminating the mission about student wellbeing which contribute to a change in culture, and c) close collaboration with the U-council and its HEQA workgroup, the Taskforce Wellbeing and the staff on faculty and institutional level, in order to realize the changes.

1. Project description

This project contains two parts: dissemination of the mission (chapter 2) and monitoring and evaluation (chapter 3). These elements are part of a comprehensive Program Student Wellbeing according to figure 1:

Figure 1 (Student wellbeing vision document, Matthijsse 2019):

Figure 1 represents the six pillars of a comprehensive program Student Wellbeing. Pillars 1 and 6 refer to the current project that is focused on mission and data. Pillars 2 to 5 refer to the chain of care including prevention, detection and timely intervention, support and referral to external services. These pillars are addressed in the other projects of the Program Student Wellbeing.

Chapter 2 describes the channels and methods by which the mission of the EUR on student wellbeing will be disseminated effectively among students and staff of EUR and to the wider public. Sharing this mission will contribute to a coherent approach and structural embedding of wellbeing and student success into the strategies of faculties, student support services and policy departments. In addition, chapter 2 describes the goals of the project, the outcome and the kpi's (key performance indicators). The subsequent chapter 3 describes which aspects will be monitored and evaluated, determining what type of data will be collected in the Program Student Wellbeing. Furthermore, the goals of the project, the outcome and the kpi's will be described. In case goals, outcome or kpi's are relevant for the current project, but are part of another HEQA wellbeing project or NPO-project, this will be made explicit in the current project plan.

2. Disseminating the mission

2.1 Project description

The general mission of the Erasmus University is to create societal impact. The Eur Strategy 2020-2024 refers to it as follows (page 2): 'We want to make a real difference, not as a knowledge institute separate from society, but as a knowledge generator at the very heart of society, constantly in dialogue with others. In this vision for the future, our students define our impact first and foremost. We will educate them as creative, critical thinkers engaged in society, equipping them to make a real difference as change leaders of the future.' The mission of the current Program Student Wellbeing is consistent with and contributes to the general EUR mission of creating societal impact. The general mission explicitly refers to 'our students who define our impact first and foremost'. As a lot of students feel overburdened, stressed or worse (EUR monitor Student Wellbeing, 2021), this may hamper achieving the intended impact. Therefore, the mission of the Program Student Wellbeing is

to promote wellbeing and enhance student success. Student success refers to unfolding talents to their fullest, for which academic achievements, critical thinking skills *and* wellbeing are crucial (Van der Zanden 2018). Research shows the three domains are interdependent, e.g. positive wellbeing is related to academic achievements (Asikainen, 2018; Fenning, 2013; Yazedjian, 2009).

The challenge for the EUR is to transform its focus from 'study success' (academic achievement) to 'student success'. Analyzing the implications of this mission and taking concrete measures on it are part of this challenge.

The mission on student wellbeing was until recently not yet widespread among students and employees of the EUR, though the topic student wellbeing has been included in policy documents of the EUR, e.g. the Student Wellbeing chapter in HOKA 2019-2024. Since the start of the EUR Program Student Wellbeing the attention to the wellbeing of students is growing, witness e.g. the interview about this topic with the Rector Magnificus in Erasmus Magazine (July 2021).

The worrisome results of the EUR monitor Student Wellbeing (2021), the focus groups on student wellbeing at all EUR faculties (report Focus groups, 2021), the campaigns of 2020-2021 and the drafted EUR-broad NPO plans (2021) on student wellbeing contributed to the increased attention within the EUR to student wellbeing, combined with the advices of the University Council to the Executive Board to tackle specific stressors for students.

Broad support for the mission is an indispensable condition for its effective implementation. Beside reaching the employees with the mission, the students are a crucial target group to be reached as well as the broader public community. How we will approach the widespread disseminating of the mission on student wellbeing is described in the next chapters: in 2.2. we will focus on the goals of the 'mission part' of the current project and in 2.3 the related outcome and the kpi's will be addressed.

2.2 Goals 'Disseminating the mission'

Below the goals are described for the first part of the project that focuses on the dissemination of the mission on student wellbeing.

Main goal

The main goal of the first part of the project is <u>disseminating the wellbeing mission</u> among students, staff and external parties in order to contribute to a climate and measures that promote student wellbeing and success.

Target group: Students

a) Professionalization of and executing student wellbeing campaigns and events, including evaluations.

b) Further enhancing the reach of the mission among students.

Target group: Staff

a) Organizing connections and collaborations on faculty level, institutional level and with student support service to ensure the embedding of the mission (and the implications) in the strategies.

b) Further enhancing the reach of the mission among staff.

Target group: Other parties

a) Disseminating the mission among other parties to contribute to an external climate that promotes student wellbeing. Think of Ministry of OC&W, health support services Rotterdam, scientific communities, national (student) organizations, broader public.

2.3 Outcome and KPI's 'Disseminating the mission'

Below the outcome and kpi's are described for each goal mentioned in 2.2.

Students, goal a: professionalization and executing campaigns

Outcome

− Setting up and refining (based on evaluations) a format for online and offline wellbeing campaigns and events at the EUR.

− Setting up a format for PR (also targeting minority groups in collaboration with students, D&I and International office).

− Setting up a format for execution and systematic evaluation of campaigns and events.

− Execution of campaigns and aligning these to the central information point for wellbeing and personal professional learning (part of NPO-plan) and the Living Room.

KPI's

− As of 2021 each year two extensive campaigns for students (spring and autumn) and several events and actions (e.g. Eureka week, events for international students and minority groups, activity program during holidays) take place to share the mission.

− As of 2021 evaluation reports are delivered and results are taken into account into next campaigns and events.

– As of 2021 3000 students and as of 2022 4000 students are reached yearly with the campaigns and events.

Students goal b: further enhancing the reach of students

Outcome

– Including the mission in a welcome package for all new students (e.g. together with ERNA).
– Ensuring the embedding of the wellbeing mission in lessons (include the mission and wellbeing offer in the first lecture of each new block in Bachelor and Master studies) – see also HEQA project plan 'Student support and lecturers'.
– Ensuring the embedding of the wellbeing mission in central and faculty information points (online/off-line) – see also NPO wellbeing plan.
– Organizing connections and collaborations with student networks and associations to develop and promote campaigns and spreading the mission.
– Social media and other channels are used regularly to spread the mission among students.

KPI's

– As of 2021 the mission is visible on EUR.nl, Myeur.nl (the wellbeing platform) and faculty websites.
– In 2022 the mission is known by 25% of the target group.
– In 2023 the mission is known by 60 % of the target group.

Staff, goal a: Organizing connections and collaborations on faculty level, institutional level and with student support service to ensure the embedding of the mission in their strategy

Outcome

– Participation of the program manager and academic leads in strategic meetings (EB, RM, educational deans, team meetings student support service, learning communities (Personal professional learning and CLI) to create support for the mission.
– Initiating and ensuring actions that support the execution of implications of the mission for didactic framework, educational models and student wellbeing indicators.

KPI's

– As of 2022 wellbeing is included in institutional strategy (reports, brochures and eur.nl).
– As of 2022 wellbeing is included in faculty strategies (reports, brochures and websites).
– As of 2022 wellbeing is included in didactic framework and educational models (included in NPO-plan).
– As of 2022 faculties have developed and included indicators focused on student wellbeing.

- As of 2022 wellbeing is systematically taken into account in existing and new measures regarding education.

Staff, goal b: Further enhancing the reach of the mission among staff

Outcome
- Writing and distributing a white paper about promoting wellbeing and student success.
- Including the mission in training offer for teachers, tutors, study advisors and student support service.

KPI's
- In 2022 a white paper is written and distributed among the target groups.
- As of 2022 wellbeing is included in training offer for teachers, tutors, study advisors and student support service.
- As of medio 2022 wellbeing is included in the BKO-training for lecturers (included in NPO-plan).

Other parties, goal a: Disseminating the mission among other parties to contribute to a national climate that promotes student wellbeing, which indirectly affects the EUR climate

Outcome
- EUR participates in national networks on student wellbeing.
- EUR participates in scientific communities to exchange and build knowledge on student wellbeing.
- Ensuring that the mission is put forward to the external health care services via project 'Student support and lecturers'.
- Articles about student wellbeing are published in local and national media.

KPI's:
- As of 2021 EUR participates in national university network of Program Leaders Student Wellbeing.
- As of 2021 EUR participates in the Caring Universities consortium.
- As of 2021 EUR collaborates and shares mission with external health care services.
- As of 2021 EUR publishes articles about student wellbeing in media.

3   Monitoring and Evaluation

3.1 Project description

The second part of the current project focusses on monitoring and evaluation. To underpin policy of the EUR on student wellbeing, reliable and valid data are needed on the wellbeing of EUR students. So

far, there was a lack of these data. Only two EUR-studies were available: the Pulse study (April 2020) during the peak of the Corona crisis and another study among EUR-ESSB students on stress, anxiety and depression before and at the beginning of the crisis (Wieser 2020, unpublished). The Pulse study shows high percentages of stress and study pressure, loneliness, worrying, fatigue, concentration problems, depression complaints and anxiety. The used Pulse questionnaire, though interesting for a global view, did not contain standardized assessment measures evaluating wellbeing or mental health, complicating the comparability with other studies in this field. Preliminary results in the study by Wieser and colleagues, indicate that international students score higher on these items than Dutch students, both before and during the crisis (Erasmus TV, 2020). Since the two studies have systematic and methodological differences, any comparison between them is difficult and no conclusions can be made about the severity of students' complaints. In general, unambiguous data on student wellbeing is lacking in our country. This does not alter the fact that the overall picture is that a relevant part of the students is dealing with stress and mental health complaints, both before and during the Corona crisis. We also know that mental health complaints such as low mood, worry, fatigue and anxiety can lead to a decrease in general functioning and drop out of study (Entwissle 2005) and that these complaints increase the risk of developing a more severe clinical condition (Cuijpers 2004).

In conclusion, valid and reliable data on wellbeing of EUR students are missing and needed to underpin policy and actions in the coming years. More specific, monitoring and evaluation on regular basis is recommended, preferably collecting data that can also be compared with results of other Dutch universities. Therefore, we will join the national Student Mental Health and Substance Use monitor that starts halfway 2021 among Dutch universities (RIVM, Trimbos, GGDGHOR, 2020). Because we wanted to get insight in the wellbeing of EUR students as soon as possible, we requested the questionnaires of the national monitor in order to carry out the monitor among EUR students half a year earlier. Our request has been granted, which enables us to execute the first wave of the monitor around the beginning of 2021 (report EUR monitor Student Wellbeing, 2021). The national monitor has been conducted several months later and its results will follow in October. The national monitor enables comparison with a) the EUR monitor results and b) the results of other Dutch universities derived from the national monitor.

Beside getting insight into the state of EUR students' wellbeing and mental health via the monitors, evaluation is needed of the four projects in the program Student Wellbeing, in terms of achievement of the outcomes and kpi's as formulated in each project plan. On the one hand these evaluations are

necessary for accountability to our client and on the other hand for the learning process and the alignment of projects and policy to new insights from the evaluations.

3.2 Goals 'Monitoring and evaluation'

The main goals of this second part of the project are the following:

a) To gain solid knowledge through time about the state of EUR students' wellbeing, which can also be compared to the student population in other Dutch universities.

b) To evaluate the extent to which the goals of the projects of the current program are achieved, in terms of output and outcomes.

c) To ensure that measures in policy and projects are taken upon results of monitoring and evaluation.

3.3 Outcome and KPI's 'Monitoring and evaluation'

Below we describe for each goal mentioned in 3.2 the outcome and the kpi's.

Goal a: To gain solid knowledge through time about the state of EUR students' wellbeing, which can also be compared to the student population in other Dutch universities

Outcome

− Set up and carry out a large-scale EUR monitor student wellbeing (including analyzing and reporting results).

− Joining and carry out a large-scale National monitor student wellbeing which allows benchmarking with other universities (incl analyzing and reporting results). It is still uncertain whether the national monitor will be continued in 2022).

− Aligning the EUR and National monitor (ensuring similar topics and questionnaires).

− Set up of and publishing results of the monitor on an internal HEQA wellbeing dashboard.

KPI's

− In 2021 two executions of the EUR monitor student wellbeing and reporting results.

− In 2021 one execution of the National monitor student wellbeing and reporting results.

− As of 2022 two executions of the EUR monitor (or alternating one National and one EUR monitor).

− In 2021 a HEQA wellbeing dashboard is developed for EUR-internal use.

− 2021-2024: publishing results of the monitor on the HEQA wellbeing dashboard.

Goal b: To evaluate the extent to which the goals of the projects of the Program Student Wellbeing are achieved, in terms of output and outcomes

Outcome

− Project evaluations: the projects are evaluated in terms of achieved output and outcomes. This will be realized by, for example, monitor data, focus groups, interviews and surveys.

− Set up of and publishing results of the evaluations on an internal HEQA wellbeing dashboard.

KPI's

− 2021 a HEQA wellbeing dashboard is developed for EUR-internal use.

− 2021-2024: publishing results of the evaluations on the HEQA wellbeing dashboard.

− 2024: Final report 'Impact of the Student Wellbeing Programme on Student Success' based on results of the monitor and project evaluations.

As of 2021, the evaluation system is as follows:

− First, tri-annual reports are delivered on the financial realization and progress on output. These reports will be shared with the Advisory Board, the educational directors of all faculties, corporate planning and control / Academic Affairs and the University Council.

− Second, as of 2021 reflective sessions at the end of each academic year will take place with the professional community as well as educational directors in which outcome will be evaluated. This yearly evaluation may lead to adjustments in the project goals and outcome.

− Third, the outcome of the Program Student Wellbeing is part of the Higher Education Quality Agreements reports, shared with the University Council in September and February each year. Input from the University Council may affect project goals and outcome.

− Fourth, the Leaders of the Program Student Wellbeing accounts for the outcome of the projects in a bilateral conference with the Rector Magnificus. The focus is whether project outcomes contribute to student wellbeing, student success and the support systems as defined in the goals of the projects.

Goal c. To ensure that measures in policy and programs are taken upon results of the monitoring and evaluation

Outcome

− Bringing the policies and projects in line with the new insights of the data.

− Participation in strategic meetings (with Rector Magnificus, educational deans, team meetings student support service, learning communities ('Personal professional learning' and 'CLI') to put forward the results of monitor and evaluations and its implications.

KPI's

- If the recommended adjustment is in the scope of the program Student Wellbeing, the program team will actively implement it.
- If the recommended adjustment is outside the scope of the program Student Wellbeing, the program team will put it forward to the responsible party.
- Furthermore, the kpi's of 2.3 'Disseminating the mission' contribute to the current goal (c) to ensure that measures in policy and programs are taken upon results of the monitoring and evaluation.

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Appendix 1: Overview key indicators

Main Objectives	Output		Outcome	
	What	**How**	**What**	**How**
Project 'Disseminating the mission; monitoring and evaluation'				
Mission Spreading the student wellbeing mission among staff members, students and public communities in order to raise awareness. Bringing policies and projects in line with the mission.	**2021:** − Two campaigns and several events to raise awareness and promote student wellbeing − Mission on student wellbeing is visible on EUR websites − Participating in (inter)university networks on student wellbeing (e.g. Caring University consortium) **2022:** − Whitepaper on the mission is written and disseminated − Wellbeing included in strategies, measures, indicators − Wellbeing included in (BKO) training offer teachers, supporters − 30% of students and staff members are familiar with the Student Wellbeing mission. **As of 2023:** − 60% of students and staff are familiar with the mission	Participating in strategic meetings and collaboration with e.g. CLI and Risbo Questionnaire Questionnaire	**Awareness** The administrative Student Wellbeing mission forms an integral part of the strategic memorandums of faculties, Support Services and EUR's policy departments. **Alignment of policy and projects with the mission** Adjustments in policy and projects based on the mission	**Assessment Method in the Quality Cycle** − Covered by the periodic report − Bilateral meeting with the Rector (2020-2024)
Monitoring and evaluation Acquiring knowledge regarding student wellbeing and success by collecting data by means of (a) monitoring student wellbeing, (b) project evaluations. Bringing policies and projects in line with new insights from the data.	**2021:** − Two executions student wellbeing monitor − One execution national monitor − Report on the monitor results − HEQA dashboard student wellbeing developed − First results published on dashboard **As of 2021:** − Evaluation system executed (tri-annual reports, reflective sessions with staff, reports to U-council, bilateral conference with RM) − Aligning policies and projects to new insights from the monitor data	Monitor student wellbeing (on EUR and National level) Dashboard HOKA student wellbeing Participating in strategic meetings and adjusting measures and projects	**Alignment of policy and projects with the monitor results** Adjustments in policy and projects based on the evaluation of projects **Insight in the impact of the projects** Final Report 'Impact of the Student Wellbeing Programme on Student Success' based on results monitor and project evaluations	**Method** − Annual student wellbeing monitor − Project Assessments **Assessment Method in the Quality Cycle** − Covered by the periodic report − Bilateral meeting with the Rector (2020-2024)

Appendix 2: Work packages and specified budget

Work package Coordination

This work package involves aligning the current project with the other projects in the Program Student Wellbeing and with the Core program team and Advisory board. Moreover, aligning with e.g. the Rector Magnificus, U-council, Faculties, Education and Student Affairs, Diversity and Inclusion and programs, and Learning Communities is part of this work package. Furthermore, setting up and organization of the project, co-creation with the U-council, managing project members, planning and finance are part of this work package.

Work package Disseminating mission to students

To this work package belongs setting up a communication plan for students. Part of it are regular wellbeing campaigns and events for students that highlight the mission and the support offer of the EUR on student wellbeing. Organizing campaigns in the Eureka week, events for International students, engaging events during holidays and extensive wellbeing weeks twice a year with engaging (offline and online) activities. Furthermore, sharing messages about the mission, project activities and results via social media and other channels (EUR-website, Erasmus TV and Erasmus Magazine) belong to this package. Student organizations will be closely involved and collaboration with adjacent programs will be initiated (e.g. Project X, Erasmus Sports, Foodlab).

Work package Disseminating mission to employees

To this work package belongs setting up a communication plan for employees. Part of it will be sharing the mission via strategic meetings, presentations, workshops, interviews and strategy documents of the EUR and its faculties. Representatives of employees will be closely involved in the communication plan. Also ensuring that educational framework and policy measures will be enriched with a sharp eye for student wellbeing belongs to this work package; writing and disseminating a white paper about it among staff is included in this work package.

Work package Disseminating mission external

To this work package belongs setting up a communication plan for external parties. This will involve sharing the mission via participating in national (university) networks on student wellbeing, with health care services and municipal policy of Rotterdam and national parties, e.g. the Ministry of OC&W. Furthermore, external parties and scientific community will be informed by articles about the program Student Wellbeing.

Work package Monitoring student wellbeing

This work package involves submitting a request of the EUR program team to national parties (e.g. RIVM) to use the reliable and valid questionnaires of the national monitor student wellbeing for the EUR monitor student wellbeing. Furthermore, it involves arranging ethical approval, data-management system, recruitment of participants, data collection, data analysis and reporting the EUR monitor results. Moreover, the work package involves setting up an agreement with the national parties and carrying out the national monitor among EUR students including the associated procedures and benchmarking. Finally, the work package involves setting up an internal dashboard and ensuring that new insights from both monitors are communicated to the staff and that policy and projects are adjusted accordingly.

Work package Project evaluations

The four projects of the Program Student Wellbeing will be evaluated according to the determined output and outcome criteria summarized in the project plans. For the current project we refer to Appendix 1.

Table 1: Specified budget of the project 'Disseminating the mission, monitoring and evaluation'

In K	2021	2022	2023	2024
Coordination	26	26	27	27
Disseminating mission students	8	8	9	9
Disseminating mission employees	8	8	8	9
Disseminating mission external	1	3	3	3
Monitoring student wellbeing	9	9	9	9
Project evaluations	4	4	4	4
Production costs (e.g. wellbeing campaigns)	45	40	40	40
TOTAL	101	98	100	101

Appendix 3: Budget plan

Budget project 'Disseminating the mission, monitoring and evaluation'

Function	EUR Department	FTE	2021	2022	2023	2024
Program lead	AZ	0,1	11.893	12.131	12.374	12.621
Coördinator	AZ	0,65	43.678	45.540	47.439	48.388
			55.571	57.671	59.813	61.009
Production costs			45.000	40.000	40.000	40.000
Total per year			100.571	97.671	99.813	101.009

TOTAL: €399.064