

WELLBEING AT UBC

'CONVERSATIONS IN WELLBEING'

ENGAGEMENT STRATEGY — PART 2

2015-2016

In the 2015/2016 year of engagement, 'Conversations in Wellbeing' seeks community input on the following questions:

1. What does wellbeing mean to you?
2. How can the university build healthier and happier communities?
3. What should UBC's priorities be for wellbeing?
4. How do you want to be involved?



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PREAMBLE: REFLECTIONS FROM THE AUTHORS

This document expands on the initial '**Conversations in wellbeing**' *Engagement Strategy*, which can be found on the UBC Sustainability Scholars Project Library (sustain.ubc.ca/ubc-sustainability-scholars-project-library). The first document served as an engagement piece to frame the conversation and to get input from those already working to promote wellbeing on UBC campuses. The changes in this document reflect the feedback on the initial document. '**Conversations in wellbeing**' *Engagement Strategy- Part 2*, continues to be a grad student-led effort, worked on collaboratively by several Sustainability Scholars; Stephanie Aitken (Vancouver Campus) and Pariya Darvishzadeh (Okanagan Campus).

Stephanie Aitken: My desire to promote wellbeing comes from both academic pursuits as well as personal experience. In my current studies of Landscape Architecture I focus on the interface between social and environmental wellbeing. After having to postpone my studies for a year due to illness I felt the need to prioritize my own wellbeing and to empower those around me to do the same. I proposed that a new position be created on the student executive to help promote student wellbeing within the Landscape Architecture department. I held this position during the 2014/2015 academic year. In February 2015, I was given the opportunity to work with the UBC Wellbeing Initiative to help develop this engagement strategy for 'Conversations in Wellbeing'. This has greatly inspired my thinking on the subject. To me wellbeing is subjective to each of us, it is something that needs to be cultivated and experienced in our everyday lives. However, we need to ensure that the necessary conditions exist in order for us to be able to cultivate our individual wellbeing and contribute to a collective wellbeing. It is my hope that the UBC Wellbeing Initiative will create these conditions by opening space for meaningful dialogue and participation, ensuring that 'Wellbeing' on both UBC campuses is a lived experience.

Pariya Darvishzadeh: The Wellbeing Initiative provides an opportunity to explore how the University of British Columbia can become and sustain its future as a leading community engaged university. Engaging the campus as a "living lab" facilitates a process where we can explore how to strategically and systematically create a campus environment that fosters wellbeing. As a member of campus community, I have been fortunate to have this opportunity to share my experience, to work on a research project on healthy campus development, and work with a group on a community-based participatory action research raising awareness about health and improving wellness on the Okanagan Campus.

Document Summary

WHAT: The 'Conversations in Wellbeing' Engagement Strategy is a grad student-led effort (developed by several Sustainability Scholars) intended to facilitate community engagement through a coordinated and collaborative approach with those already working to promote wellbeing on UBC campuses.

Engagement Strategy Principles & Objectives

PRINCIPLES	OBJECTIVES
<ol style="list-style-type: none"> 1. Inspire a 'Wellbeing' Movement from the Beginning/Inside-Out 2. Engage People in Surprising ways 3. Facilitate Innovation Through Collaboration 4. Towards a 'Living Strategy': Enable a Learning Orientation 	<ul style="list-style-type: none"> • Increase awareness • Celebrate success • Inspire interest • Share information • Build networks • Build capacity • Align communications • Encourage 2-way dialogue • Data collection • Collaboration

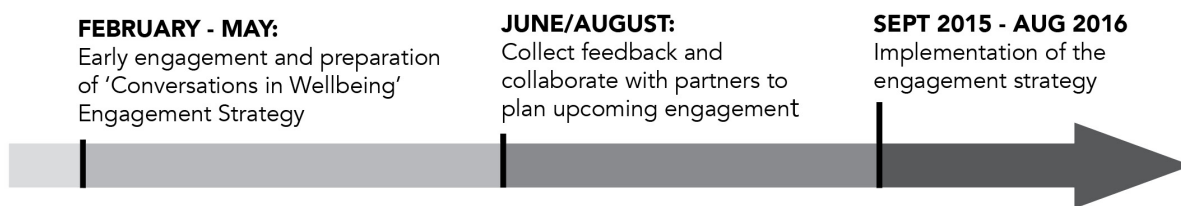
WHERE: Vancouver and Okanagan Campuses

WHO: This strategy involves both campuses, taking a university wide approach to engage students, staff, faculty, campus residents, alumni, First Nations, and external community partners.

WHY:

- To facilitate a process in which the community can contribute to the development of a campuses wide wellbeing conversation and engagement.
- To coordinate efforts across units, helping to reduce redundancies and to engage more effectively.

WHEN: 'Conversations in Wellbeing' Engagement Strategy 2015-2016 Timeline



HOW: By working with partners across campus to link into existing events and programs, the strategy proposes to better understand community perceptions and priorities around wellbeing, by broadly asking 4 following questions:

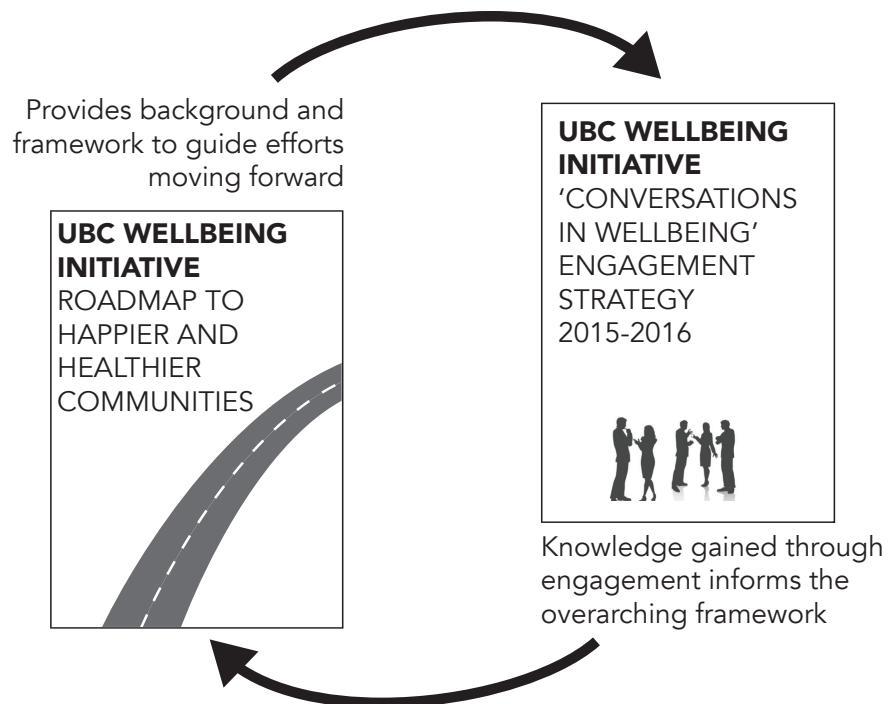
1. What does wellbeing mean to you?
2. How can we build healthier and happier campus communities?
3. What should our wellbeing priorities be at UBC?
4. How would you like to be involved?

About the Wellbeing at UBC Initiative

The Wellbeing at UBC Initiative¹ has been formed with the purpose of facilitating an internal cultural shift where wellbeing is valued as a deeply held commitment and a lens for decision-making and daily activities. The Initiative is a university-wide effort to engage with our Vancouver and Okanagan campus communities to explore the question:

How can UBC campus communities better promote the health, wellbeing, and sustainability of our people and environments?

To answer this question two documents are in progress. The **'Conversations in Wellbeing' Engagement Strategy** is intended for those already working to promote wellbeing on campus. It sets the groundwork for the 2015/2016 year of engagement. The **Wellbeing at UBC Roadmap to Happier and Healthier Communities** provides background and process as a starting point for working towards a community-defined University wide wellbeing strategy. (See appendix 1 for Wellbeing at UBC overview).



¹ Note: The 'UBC Wellbeing Initiative' was renamed to 'Wellbeing at UBC' in August, 2015 to reflect the notion that wellbeing belongs to everyone at UBC and is supported, not led, by a central initiative.

'Conversations in Wellbeing' Background

'Conversations in Wellbeing' emerges from the need to involve and consult with campus community to define and build a collaborative approach to wellbeing engagement. In order to develop a 'Road Map to Wellbeing' that enables the community to define their priorities, there will first need to be many preliminary and ongoing conversations around wellbeing. By encouraging open dialogue and active participation, we aspire to better understand what 'wellbeing' means to UBC campus and community on both an individual and collective level, as well as what conditions are necessary to foster a sense of wellbeing.

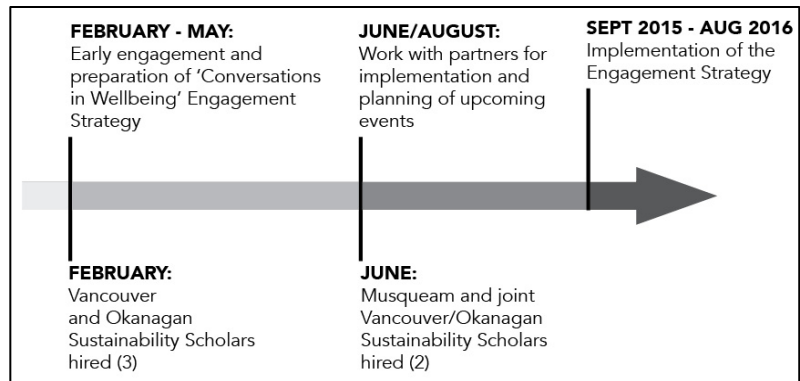


Figure 1. 'Conversations in Wellbeing' Background Timeline: Sept. 2015-Aug. 2016

In February 2015, Wellbeing at UBC hired three Sustainability Scholars to develop an engagement strategy for 'Conversations in Wellbeing', with one focusing on student engagement, one focusing on staff and faculty, and the third with an Okanagan campus focus. From the beginning, we have been looking at what has been done in the past, what is being done right now, and continually engaging with those working in wellbeing on campus and elsewhere to help us create this document. Early engagement at UBC Vancouver has included hosting and attending numerous events and meetings—for example, we have hosted several 'Wellbeing Tune-Ins' for both staff and graduate students. These events stimulated conversation on wellbeing issues across units and faculties as well as helped to inform this document. (See Appendix 2 for full list of early engagement at UBC Vancouver).

Key takeaways from early engagement efforts at UBC Vancouver include:

- Musqueam First Nation appreciates being involved early on;
- There is a strong need for a cohesive network and improved/coordinated communications;
- Wellbeing at UBC needs to avoid creating/appearing as "one more thing to do";
- Units and faculties want to collaborate on wellbeing;
- There is lots of student interest & enthusiasm to get involved;
- Specific groups need tailored approaches, such as faculty and graduate students;
- Wellbeing-related research and researchers need to be linked to wellbeing initiatives on campus (i.e. student and staff mental health and wellbeing; food & nutrition); and
- UBC's neighborhood residents should be involved in engagement efforts (i.e. through UNA).

(See Appendix 3 for further takeaways)

UBC Okanagan has a strong record in engagement around wellbeing process starting with having the VOICE study underway since 2006. Action groups have been developed to work on these identified areas of priority:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Alcohol & Drug Use • Water • Buses, Bicycles, Parking • Environment & Trails • Food • Mental Health/Atmosphere | <ul style="list-style-type: none"> • Physical Activity • Recycling, Compost, Garbage • Sexual Health • Smoking • Unique/Study Spaces |
|---|---|

(See Appendix 4 for further takeaways)

Informing Our Proposed Engagement Process

The following section lists several relevant and recent examples of engagement strategies on the UBC campus and beyond. By acknowledging these strategies we aim to avoid re-inventing the wheel, rather to align with and learn from their work. Summaries and key takeaways are listed in appendix 4.

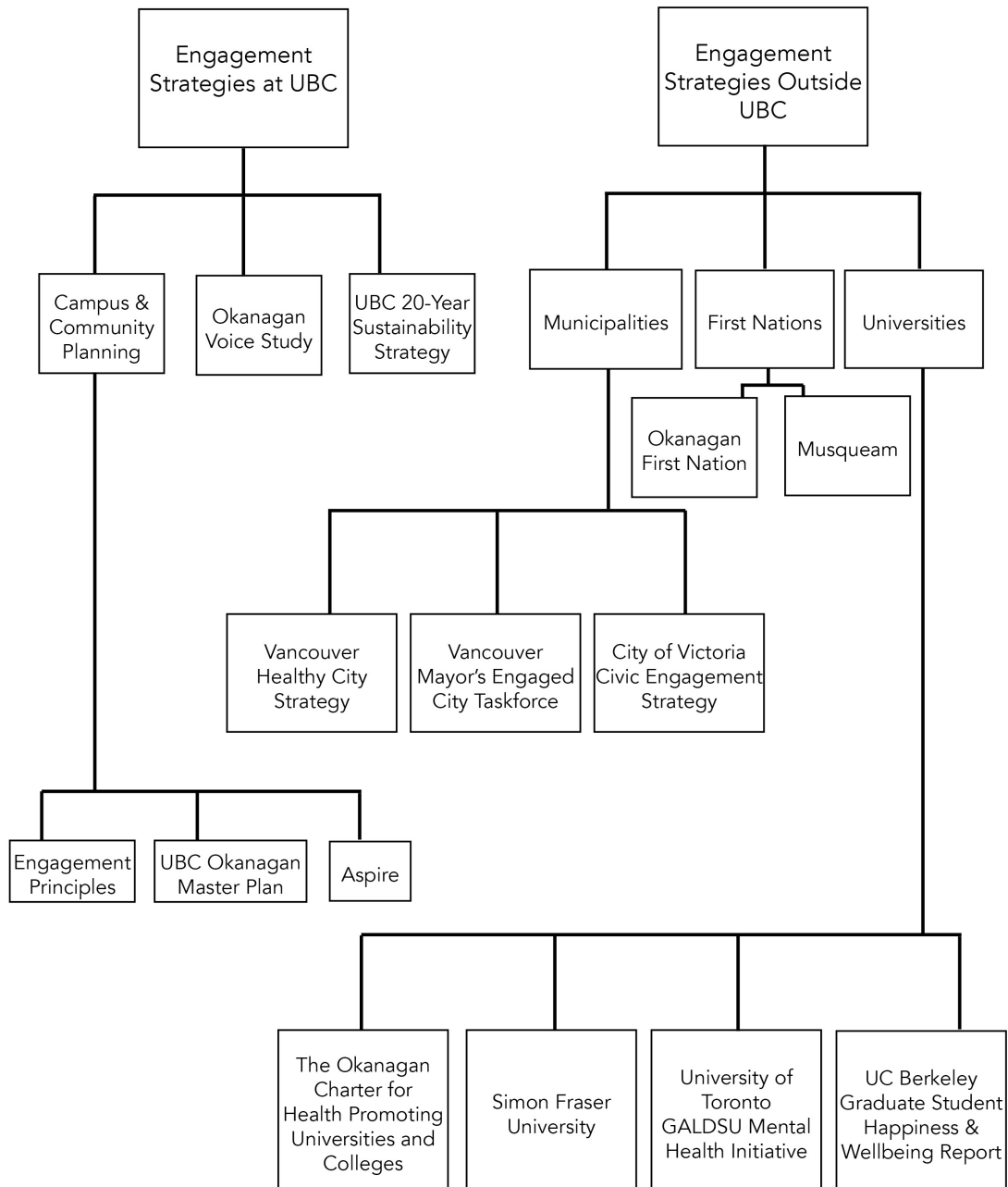


Figure 2. Engagement strategies informing the process

Celebrating UBC's Current Efforts

Implementation will depend heavily on partnerships with those already working with wellbeing on campus. As such, it is important to acknowledge and celebrate the work being done in order to align with current initiatives and take a positive and participatory approach. The following section identifies and recognizes positive efforts (that which we wish to see more of) and celebrates wellbeing-related initiatives, programs, activities that have already started the conversations on UBC-Vancouver Campus. Listed below are several examples that have inspired our strategy; though it is by no means an exhaustive list.

Musqueam First Nation

UBC-Vancouver sits on unceded, traditional Musqueam territory. As a new neighbour, and to take a tangible step toward relationship-building, UBC has a responsibility to invite Musqueam to UBC's ongoing conversation on wellbeing. Currently, the first step is hiring a Sustainability Scholar in Summer 2015 to work specifically on this aspect of the engagement strategy.

Mental Health

We believe UBC is the first university in North America to have adopted a Framework on Student Mental Health and Wellbeing, which requires that all decisions are examined through a student mental health and wellbeing lens. Beyond this, there are a number of units supporting positive mental health on UBC Vancouver campus. For example, Student Services & Development supports student mental health through the Wellness Centre, the Student Mental Health and Wellbeing Strategy, and have also recently developed a guide for helping students in distress. The AMS also offers programs such as Speakeasy, and various clubs such as the Mental Health Awareness Club. On the staff and faculty side there are a number of programs and initiatives in place that support mental health literacy and training. Examples include the Mindfulness@work program, UBC Mental Health Resource Sheets, Responding with Respect mental health training, Self-care for the Caretaker workshops, a suite of mental health trainings in partnership with the Canadian Mental Health Association including Mental Health First Aid, and a mindfulness facilitator community of practice. They also have an actively promoted the Employee and Family Assistance Program that not only offers confidential counseling but a suite of lifestyle prevention programs for employees and their families. Other initiatives, such as Thrive, support the broader UBC-Vancouver community, offering event and opportunities for awareness for staff, students, and faculty.

Physical Activity

UBC offers a variety of physical activity programming in numerous indoor and outdoor spaces, organized by clubs, groups, formalized recreational service providers, and workplaces. For staff and faculty, examples of physical activity programs include the Faculty of Education "Walkabout" program, Staff and Faculty Sports Day, Moving Minds and an annual health challenge, many of which were born out of the Healthy Workplace Initiatives Program start-up funding. For students, examples include Day of Longboat, UBC Rec 'Free Classes Week' and numerous clubs and organizations. UBC-O also offers a circuit of outdoor activity trails on campus. In January 2015, a campus-wide Physical Activity Working Group was formed with the primary objective of increasing physical activity participation and fitness levels for all members of the UBC Vancouver and Okanagan communities.

Human Resources Health Promotion

UBC has served as a leader among post-secondary schools in Canada by having a dedicated health promotions team within Human Resources' Health, Wellbeing & Benefits unit for a number of years. They run programs and initiatives targeting staff and faculty wellbeing as well as the promotion of healthy work environments. Some examples include the Travelling Health fair, a mobile health-screening clinic, and the Healthy Workplace Initiatives Program supports grassroots healthy activities in the workplace. The team also crafts and distributes the Healthy UBC newsletter each month to close to 3000 staff and faculty. They also have a wide network of health contacts who act as department liaisons and assist with promotion, particularly at the off campus worksites. One feature of note in the newsletter is the 'Thriving Faculty' column, which showcases and celebrates faculty engaged in wellbeing issues on campus. They promote a holistic model of wellbeing through collaborations that draw connections between wellbeing and career, family, key life events and individual behaviors. *This is mostly Vancouver HR specific information, although some of the programs exist across both campuses.

Community Development

A joint effort between Campus + Community planning and the University Neighborhood Association, UTown@UBC grants offer staff, students, faculty, and other campus residents up to \$1000 for projects that foster a sense of community and place. Since 2011, the grant was exclusively for residents living on campus, with additional funds from the Wellbeing Initiative in 2015, UTown@UBC grants were able to also accept project proposed by students who live off campus. This offers the campus community a way to proactively participate in improving the quality of life on campus.

Teaching, Learning & Research

Social Ecological Economic Development Studies (SEEDS) brings together student enthusiasm with staff and faculty expertise to develop projects for implementation or to inform future decision making. The projects cover a diverse range of topics ranging from energy and climate to community and place making. SEEDS connects teaching, learning and research, in ways that benefit the larger community. In addition, the SEEDS Bank offers a way to publicly share projects online.

Another example is the new 'Wellbeing in the Classroom' pilot project being run by Student Services in partnership with faculty, which seeks to embed wellbeing practices in classroom environments.

International Conference on Health Promoting Universities and Colleges

The 2015 International Conference on Health Promoting Universities and Colleges, taking place on June 22-25, is being held on the UBC Okanagan campus. One of the conference's major objectives is to renew an international charter on health promoting universities and colleges, and UBC's President, Arvind Gupta, will be among the first to sign the new Okanagan Charter on June 25.

Wellbeing at UBC is sending six students from the UBC Vancouver to the conference. Two are Sustainability Scholars who will continue to work on the implementation of the 'Conversation in Wellbeing' Engagement Strategy, and the other four students were awarded sponsorship based on demonstrated leadership in wellbeing. The conference will likely prove to be an important influence for understanding and implementing wellbeing at UBC.

Principles & Objectives for Fall 2015 Engagement

We believe wellbeing at UBC is not something that can be prescribed, it is needs to be cultivated and felt/experienced in everyday campus life—and we hope “Conversations in Wellbeing” can be the spark to help inspire a movement, rather than appear as a packaged product. Given the holistic nature of wellbeing, we suggest the following four principles to help frame “Conversations in Wellbeing”, to ensure Wellbeing at UBC is “walking the talk”:

Principles

- **Inspire a ‘Wellbeing’ Movement From the Beginning/Inside-Out**

There is an important link between engagement and wellbeing, as recently pointed out by John Helliwell, UBC Professor Emeritus, Economics, in the Mayor of Vancouver’s Engaged City Task Force Report:

“Happiness grows from community connections and engagement--the work we do together. [...] Raising incomes can raise happiness, especially in poor countries, but fostering co-operation and community can do even more, especially in rich societies.” (Vancouver Mayor's Engaged City Task Force, 2014)

The same report also quotes author Charles Montgomery, from an interview with The Guardian about his book “The Happy City”:

“The more connected we are to family and community the less likely we are to experience heart attacks, strokes, cancer and depression. Connected people sleep better at night. They live longer. They consistently report being happier.” (Vancouver Mayor's Engaged City Task Force, 2014)

Because of this, we believe it is important for the engagement methods used to contribute positively towards wellbeing on campus. This involves moving up the IAP2 spectrum of public participation (Figure 2) to foster deeper connections and trust, making people active participants in the engagement process. We believe that wellbeing is not something that can be applied, rather it needs to be cultivated and experienced in everyday campus life.

We also want to shift the way we think & approach problem solving—instead of using a “deficit model” which looks at what is wrong (i.e. a western medical model), we hope to learn from and amplify the positive using storytelling and collecting methods borrowed from Appreciative Inquiry.

- **Engage People in Surprising Ways**

It is a challenge to engage with staff, faculty and students on UBC’s campuses—people already have a lot on their plates. However, engaging people in surprising ways may help shift the perception that participation is “one more thing to do” and towards the idea that engagement can be fun, productive and meaningful. As Steve Bearman stated, “everyone everywhere wants deeper connections, more meaningful interactions, less seriousness and more play” (Bearman & Dayton, 2012). We propose infusing engagement methods with this spirited approach by thinking outside the box as much as possible and seeking to engage and empower campus community members.

- **Facilitate Innovation Through Collaboration**

Many staff, faculty and students are already actively involved in supporting wellbeing on UBC’s campuses—meaning all engagement efforts need to involve the already-active champions, to ensure efforts are aligned and not duplicated. Experimenting with collaboration across units, while challenging, can help support a culture of wellbeing on campus by breaking down silos and facilitating the development of innovative solutions.

We also support the concept of leading “from behind” (O’Donovan & Flower, 2013), and rather than cultivate passive followers, we believe engagement methods should be capacity-building and encourage collaboration to support innovation, enabling people to come up with their own ideas for implementing wellbeing on campus.

- **Towards a ‘Living Strategy’: Enable a Learning Orientation**

We also propose making Wellbeing at UBC’s engagement strategy a ‘Living Strategy’ to embody the need for flexibility and adaptation over time. The idea of enabling and being intentional about a ‘learning orientation’ is critical, especially in a collaborative environment. Instead of “making a plan and sticking to it,” we suggest “setting a direction and testing to it” (O’Donovan & Flower, 2013). We envision each year that a new engagement strategy will be created based on reflection and feedback from the previous year. We suggest using developmental evaluation methods that support the experimentation and learning process, will allow for tracking these changes over time (see Appendix 4 for an overview of developmental evaluation).

Objectives

Table 1 captures what ‘Conversations in Wellbeing’ intends to achieve, linking our principles with a series of explicit objectives for the proposed engagement methods.

Engagement Strategy Principles & Objectives

PRINCIPLES	OBJECTIVES
<ol style="list-style-type: none"> 1. Inspire a ‘Wellbeing’ Movement from the Beginning/Inside-Out 2. Engage People in Surprising ways 3. Facilitate Innovation Through Collaboration 4. Towards a ‘Living Strategy’: Enable a Learning Orientation 	<ul style="list-style-type: none"> • Increase awareness • Celebrate success • Inspire interest • Share information • Build networks • Build capacity • Align communications • Encourage 2-way dialogue • Data collection • Collaboration

Figure 3. ‘Engagement Strategy Goals & Objectives Table

Engagement Plan & Strategies

The Wellbeing at UBC engagement strategy seeks to enable the community to participate meaningful ways in order to define wellbeing priorities and to shape the *Wellbeing at UBC Roadmap to happier and healthier Communities*, while contributing to the collective wellbeing of the campus. We have adapted the IAP2 spectrum of public participation (Figure 3) as tool for evaluating our proposed engagement methods. The spectrum highlights the different levels of engagement ranging from informing to empowering. At one end of the continuum engagement strategies are geared simply towards getting the word out, with little opportunity for feedback. At the opposite end of the continuum it is about giving decision-making power to the community. Since 'Conversations in Wellbeing' is about creating a two-way dialogue, it is important to push the dial towards empowering where possible, ensuring that UBC community input is heard and implemented. (See Appendix 4 for original IAP2 Spectrum of Public Participation from the Vancouver Mayor's Engaged City Task Force).

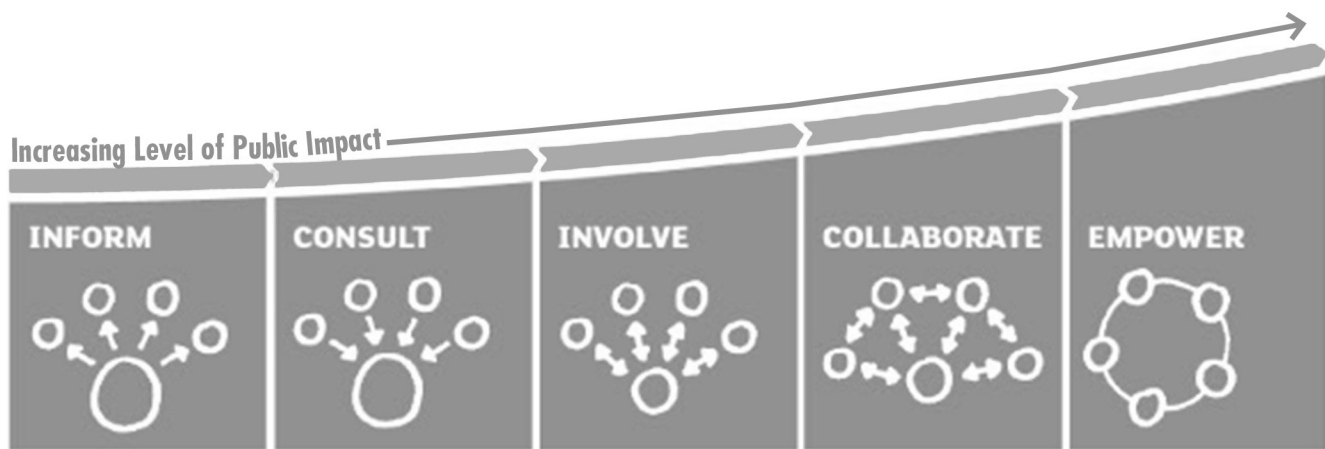


Figure 4. IAP2 Spectrum of Public Participation
Adapted from Vancouver Mayor's Engaged City Task Force, 2014

Alignment with the Wellbeing at UBC's draft communications strategy

Wellbeing at UBC's draft communications strategy provides a number of helpful guiding priorities, objectives and target audiences for 'Conversations in Wellbeing' engagement efforts. We have attempted to align our suggested engagement methods with the draft strategy, although recognize that we also seek to engage UBC campus community members who are also just interested in wellbeing (versus already being involved).

The following priorities, objectives and primary audiences are from the draft communications strategy:

Priorities for Year 2, Sep. 2015 - Sep. 2016 (current focus)

1. Make a 'bigger bang' by being coordinated
2. Engagement & community building

Draft Objectives for Communications Implementation (top 5)

1. Develop wellbeing literacy to begin dialogue: show the ‘messiness’ while developing a common language (talking points)
2. Work towards an aspirational statement/common vision (built from community engagement)
3. Coordinate wellbeing messaging (‘weaving a wellbeing thread’)
4. Provide channels for the community to inform priorities
5. Leverage existing communications circles and their spheres of influence

Primary Audiences

1. Those with responsibility for some area of wellbeing at UBC Vancouver and Okanagan campuses (e.g. staff, administration, campus businesses and services)
2. Wellbeing at UBC Steering Committee
3. Working group members
4. Those doing research or teaching in areas related to wellbeing

Engagement Methods

We have listed a variety of potential engagement methods, which seek out partners from across campus and use a number of different communications channels; the full list of potential engagement methods is available in a table format in Appendix 5. The goal of the engagement table is not to be prescriptive, but rather to stimulate discussion on possible engagement methods—we welcome your feedback!

The common theme running through the proposed engagement methods is the desire to understand community perceptions, priorities and needs around wellbeing by asking the following questions:

1. What does wellbeing mean to you?
2. How can the university build healthier and happier communities?
3. What should UBC’s priorities be for wellbeing?
4. How do you want to be involved?

These questions are meant to be applicable in different situations and in collaboration with different partners, by adding or adapting the questions based on the need.

Engagement Examples

The following pages give two examples of how an engagement opportunity might be developed in greater detail. These can be used as a template for staff, students, faculty and staff when collaborating on wellbeing initiatives.

Title: Harvest Feast

Date: Mid September

Campuses: Vancouver

Partners: Campus & Community Planning, Food Services, HR, USI, Campus Residence Life Manager, Musqueam, Wellbeing at UBC, Student Development & Services, UBC Arts & Culture District, Communications

Description

Harvest Feast is a sit-down dinner for up to 1,000 people that takes place on Main Mall. The meal is prepared by UBC and AMS chefs using locally sourced food, including the UBC farm. This is the second annual Harvest Feast. The event combines multiple aspects of wellbeing on campus including: food, art, culture, sustainability, First Nations engagement and community building.

Engagement Description

Through collaboration with partners, two wellbeing-related engagement activities have been chosen for the Harvest Feast with the aim of increasing connection and interaction between Feast participants while stimulating conversation on the topic of wellbeing at UBC.

1. **Wellbeing Wishing Tree:** Located at the entrance, near the registration table, there will be a potted apple tree on which participants can hang their 'Wellbeing Wishes for UBC'. Hole-punched tags with ribbon will be provided for participants to write on. Hanging the tags on the apple tree will allow for a visual display of participants' contribution to the 'Wellbeing Conversation'. These cards will be collected after the event and used to help determine UBC wellbeing priorities moving forward. The donated apple tree will act as a legacy piece as it will be planted after the event on the UBC Vancouver campus (location TBD); one day producing apples for a future Harvest Feast. A sponsor for the apple tree still needs to be found.
2. **Random Letters of Kindness:** Participants are asked to write a letter of kindness on a postcard to someone they do not know. Postcards will be at every place setting; design and sponsor for postcards still need to be decided. The postcards are then collected part way through the feast and then redistributed at the end of the event. Every participant leaves the event with a letter of kindness. Participants are encouraged to pass on the postcard (hiding it in places to be found by someone else). In this way it becomes a 'random act of kindness' finding its way into different people's hands.
3. **First Nations Engagement:** A Musqueam First Nation Elder has been invited to give a welcome and to acknowledge that the event is taking place on the traditional, ancestral, and unceded territory of the Musqueam people. The Sustainability Scholar working with the Musqueam people will be helping incorporate First Nation stories and connections into the menu for the Feast.

Target audience

Vancouver campus staff, faculty, students, and UNA community members

Possible Indicators of Success

- Number of 'Wellbeing Wishes' hung on the tree
- Number of postcards handed in

Communications Action

Continued communication between partners will be required up to the event.

Actions Required

- Sponsor for the apple tree needs to be found
- Planting location post-event for apple tree needs to be determined
- Wording for 'Wellbeing Wishes' vetted to align to ensure usability of answer
- Cards and ribbons for 'Wellbeing Wishes' need to be prepared
- Sponsor, design and wording for 'Random Letters of Kindness' postcards needs to be determined.

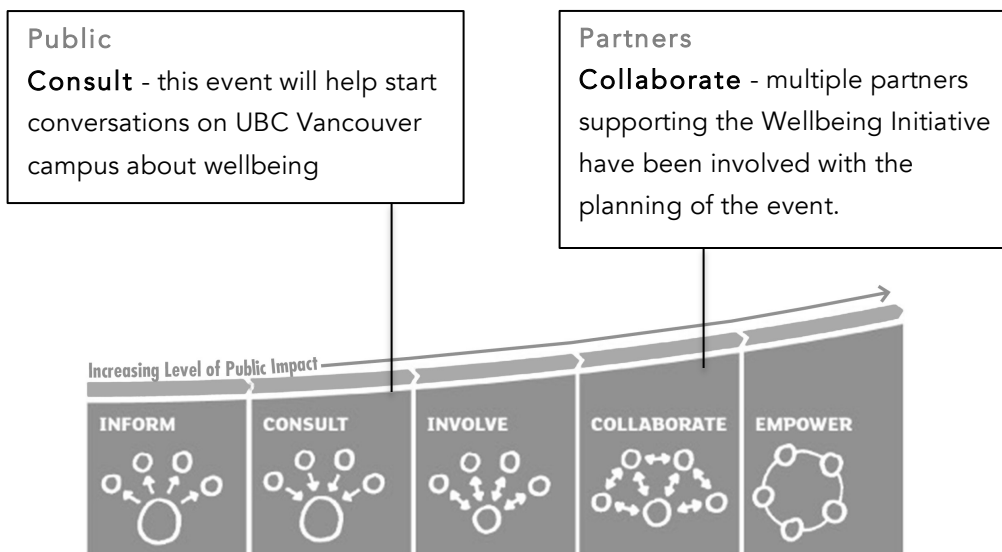
Resources Required

- Cost of materials to be covered by UBC partners.
- Additional staffing time for planning and implementation (approx. 20 hours).

Engagement Objectives Achieved through Engagement

- Increase awareness
- Celebrate success
- Inspire interest
- Share information
- Build networks
- Build capacity
- Align communications
- Encourage 2-way dialogue
- Data collection
- Collaboration

Level of Engagement



IAP2 Spectrum of Public Participation
Adapted from Vancouver Mayor's Engaged City Task Force, 2014

Title: Grad Student Wellbeing Network

Date: Ongoing

Campuses: Vancouver

Partners: Core Grad Student group, GSS, Supporting UBC Partners

Engagement Description

From early conversations it has been clear that there is a lack of support and resources tailored to meet the unique needs of grad students in order to support and promote their wellbeing at the UBC Vancouver Campus. Over the summer the Wellbeing Initiative has been convening Grad Student Wellbeing Tune-ins with a core group of grad students to discuss the possibility of starting a Grad Student Wellbeing Network that would allow for tailored approaches for individual grad departments while simultaneously creating a support network for those advocating for grad student wellbeing, giving opportunity for collaboration and knowledge sharing.

Moving forward, there is a desire for the network to be student led and run; to be better in touch with the needs of students, to be more vibrant, organic, and less institutional. However, the network is not yet at a point where it can take on a life of its own and requires support from various partners to get started. It is recommended that a Grad Student Wellbeing Coordinator position be created in order to coordinate and facilitate efforts of the network and other related grad student wellbeing initiatives. This paid student-staff position would sit within the GSS in order to maintain student autonomy. It is suggested that this position would be filled wither by a recent grad working full time or 2 current grad students working part time. Funding for this position needs to be secured.

Target audience

Graduate, postdoctoral, and professional program students

Possible Indicators of Success

- Funding allocated for Student Wellbeing Coordinator Position
- Number of students involved in the network

Communications Action

- Erika to facilitate August meeting and set date for regular monthly meeting (though no facilitation required).
- Wellbeing Initiative should attend future monthly meetings only if requested

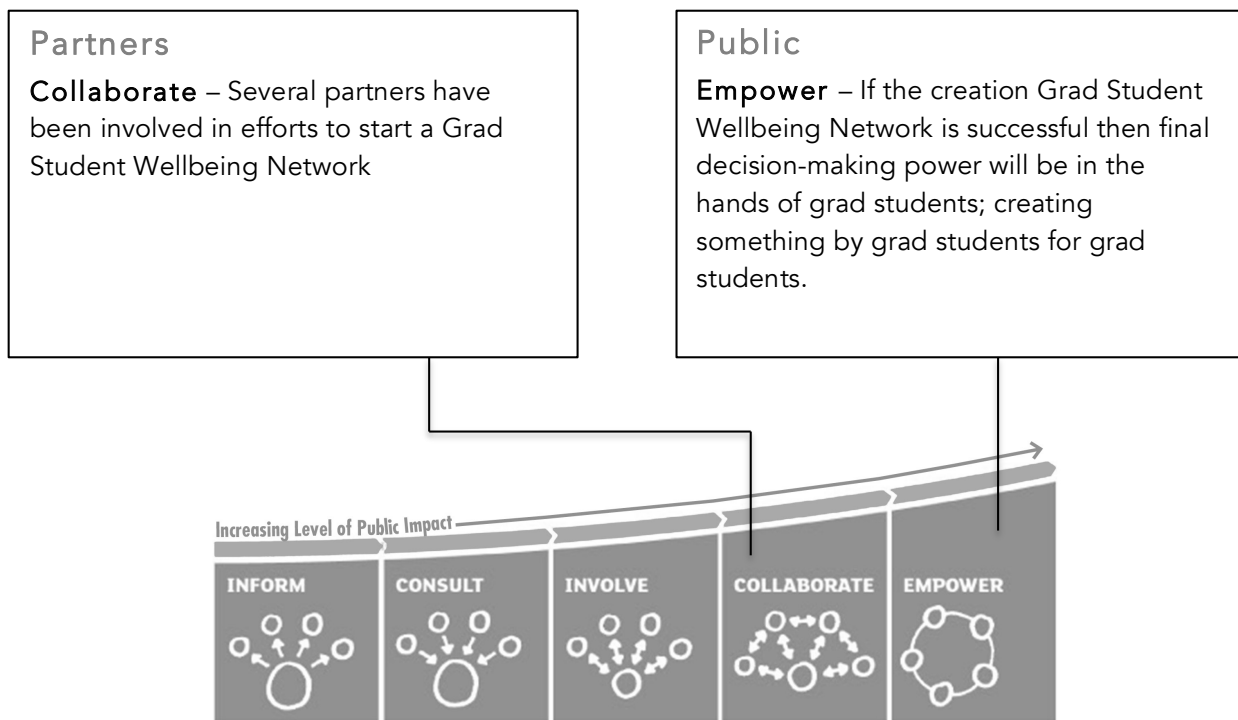
Actions Required

- Follow up with GSS VP Academic and GSS president regarding creation of Grad Student Wellbeing Coordinator Position
- Follow up with UBC supporting staff who are looking into possible sources of funding for the position

Engagement Objectives Achieved through Engagement

- Increase awareness
- Celebrate success
- Inspire interest
- **Share information**
- **Build networks**
- **Build capacity**
- Align communications
- **Encourage 2-way dialogue**
- Data collection
- **Collaboration**

Level of Engagement



IAP2 Spectrum of Public Participation
Adapted from Vancouver Mayor's Engaged City Task Force, 2014

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APPENDIX 1: Overview of Wellbeing Initiative (Renamed to Wellbeing at UBC)



UBC Wellbeing Initiative

The UBC Wellbeing Initiative is a university-wide effort to engage with our Vancouver and Okanagan campus communities.

We've been listening, and our community has identified these emerging areas to promote human and ecological wellbeing at UBC:



Mental Health & Resilience



Food & Nutrition



Physical Activity



Built & Natural Environment



Inclusion & Connectivity



What is important to you?



a place of mind
THE UNIVERSITY OF BRITISH COLUMBIA

wellbeing.ubc.ca

The university-wide Wellbeing Initiative is students, staff, faculty, senior administration, and neighbours working together, informed by unique campus contexts.

Guiding principles

BE A CATALYST

Enabling, connecting, facilitating

CREATE AN INCLUSIVE COMMUNITY DEVELOPMENT PROCESS

Everyone has something to offer

USE SCHOLARLY METHODS

In teaching, learning, research and development

ADVANCE "CAMPUS AS A LIVING LAB"

To include health, wellbeing and sustainability of people and environments

FORGE PARTNERSHIPS

Among individuals, units, and organizations
Across campuses
With students, staff, faculty, community

UNIVERSITY-WIDE GUIDING FRAMEWORK



Fostering a cultural shift

Universities have a mandate to use best evidence and create new knowledge, technologies and practices of benefit for their campus communities and the world.

By embarking on a long-term Wellbeing Initiative, UBC is committing to an internal cultural shift where human and ecological wellbeing is valued as a deeply held commitment and a lens for decision-making and daily activities.

"Let us find a way to belong to this time and place together. Our future, and the wellbeing of all our children rests with the kind of relationships we build today."

Chief Dr. Robert Joseph,
Ambassador for Reconciliation Canada

JOIN THE CONVERSATION

What does wellbeing mean to you?

How can we build healthier and happier campus communities?

What should our wellbeing priorities be at UBC?

How would you like to be involved?

wellbeing.ubc.ca



a place of mind
THE UNIVERSITY OF BRITISH COLUMBIA



Community

5,145 Faculty

10,110 Staff

59,700 Students

- **1,340** Aboriginal students
- **12,000** International students from **139** countries

19,000 UTown@UBC Community Residents

300,000+ Alumni

Research

\$2.1 billion annual operating budget

\$564 million research funding

Campuses

400 hectare Vancouver Campus located on the traditional, ancestral and unceded territory of the Musqueam people

209 hectare Okanagan Campus located on the traditional, ancestral and unceded territory of the Okanagan Nation



APPENDIX 2: Early Engagement at UBC-V

Meetings Attended		
Date	Met With	Topic of Discussion
1/25/2015	AMS	AMS Impact Grant
2/10/2015	SEEDS	Collaboration between the Wellbeing at UBC and SEEDS
3/5/2015	GSS	Grad student wellbeing
3/13/2015	Student Development & Services	Grad student peer support positions at the Wellness Center
3/30/2015	Wellbeing at UBC Steering Committee	Presentation on Fall engagement
4/13/2015	UBC Sustainability Initiative	Social Sustainability Working Group
4/29/2015	HR Health, Wellbeing & Benefits Team	Alignment and communications
5/11/2015	Teaching, Learning and Research Working Group	Wellbeing & Teaching, Learning and Research
5/14/2015	Center for Democratic Institutions	Participatory Budgeting
5/22/2015	Faculty of Arts Marketing and Communications	The Role of Arts and Culture in the Wellbeing Conversation
6/2/2015	SALA director	Visual representation and Faculty feedback on draft of engagement strategy
6/3/2015	Kate Hunter (Director), Megan Gower (Manager)	Internal Communications
6/3/2015	Campus + Community Planning	Feedback on Wellbeing Overall Strategy and Engagement Strategy
6/3/2015	VP students	Engagement Strategy Feedback
6/4/2015	HR Health, Wellbeing & Benefits Team	Engagement Strategy Feedback
6/6/2015	SEEDS	Engagement Strategy Feedback
7/2/2015	Advising and Student Involvement and Teaching, Learning, & Research	Sustainability Ambassadors & Wellbeing Collaboration
7/7/2015	AMS VP Academic	AMS and Opportunities for Collaboration with Wellbeing at UBC
7/7/2015	Physical Activity Manager	Opportunities for collaborations for Fall events
7/8/2015	Student Health Service	Opportunities for collaborations for Fall Orientations
7/15/2015	Harvest Feast Planning Committee	Icebreakers for Harvest Feast
Various	9 one on one interviews with faculty and staff	Wellbeing at UBC

Events Attended		
Date	Event	Hosted by
2/10/ 2015	Sustainability Fair	Sustainability Ambassadors / UBC Sustainability Initiative
2/14/ 2015	Mental Health Symposium	Mental Health Network
4/30/2015 5/1/2015	Core Wellness Training	Wellness Center
6/11/2015	Mental Health and Wellbeing Consultation	Mental Health and Wellbeing and Keeling and Associates
6/22-25/ 2015	International Health Promoting Universities and Colleges Conference	UBC Okanagan
7/3/2015	Move U Presentation	Michelle Brownrigg – Director, Physical Activity and Equity at University of Toronto

Events Hosted by the Wellbeing at UBC		
Date	Event	Number of participants
3/2/2015	Staff Wellbeing Tune-In (Large Group)	10
3/25/2015	Staff Wellbeing Tune-In (Core Group)	7
4/20/2015	Staff Wellbeing Tune-In (Convergence of Sustainability & Wellbeing)	21
5/7/2015	Grad student Wellbeing Tune-In (MOV Happiness Exhibit)	7
5/11/2015	Wellbeing & Teaching, Learning and Research	7
5/21/2015	Staff Wellbeing Tune-In (Core Group)	8
5/21/2015	Grad student Wellbeing Tune-In	6
6/24/2015	Wellbeing & Teaching, Learning and Research	7
7/24/2015	International Health Promoting Universities and Colleges Conference Student Report Back	20 (approximate)
7/28/2015	Grad student Wellbeing Tune-In	11

APPENDIX 3: Additional Feedback from Conversations at UBC-V

Additional feedback from conversations for consideration:

- A need to tap into existing resources/communication channels/programming opportunities on campus—for example:
 - **Men's Health Research Network** based out of UBC's School of Nursing, is an interdisciplinary network of projects related to men's physical and mental health; they run numerous events and workshops (webinars, men's groups, etc.) and would like connect with UBC's work on mental health (<http://menshealthresearch.ubc.ca/>)
 - **UBC Health & Safety Committees**, each building/unit mandated to have a committee, overseen by Risk Management, who send out monthly e-mails with agenda suggestions and updates; wellbeing-related materials could enhance what they are able to offer. The University Health and Safety Committee could also help drive a broader wellbeing agenda (i.e. help implement outcomes from Physical Activity Working Group) (<http://riskmanagement.ubc.ca/health-safety/university-health-safety-committee>)
 - **UBC Intercultural Understanding** is interested in promoting 'functional diversity' and intercultural fluency and building capacity to have difficult conversations; they offer resources, trainings and events (<http://equity.ubc.ca/intercultural-understanding/>)
 - **UBC Botanical Garden** offers free admission to staff, faculty and students to the garden (an excellent way to encourage people to get outside!) and offers numerous programs and events (tours, food gardens, movie nights, workshops, Sustainability Field School, etc.), they offer outdoor classroom space and a covered pavilion which can be used for events (www.botanicalgarden.ubc.ca/)
 - **UBC Farm** offers a number of wellbeing-related workshops and other events, as well as farm tours (<http://ubcfarm.ubc.ca/community/>)
 - **University Neighbourhoods Association** operate the on-campus community centers (Old Barn, soon-to-be opening Westbrook Community Centre), and have a number of communications channels (newsletters, monthly newspaper, etc), programs, and opportunities for newcomers (<http://www.myuna.ca/community-engagement/>)
- Providing channels for challenging structural/institutional barriers to wellbeing—i.e. work load, long commutes for Faculty who can't afford to live closer, support for power imbalances between faculty and staff, standardizing timetables for undergraduate students
- Having a directive from the President would help give the initiative (and wellbeing-related programs, like mindfulness at work, physical activity, etc) added legitimacy, and having deans/department heads champion and model wellbeing behaviours (i.e. having a wellbeing/health module in the Academic Leadership Development Program (ALDP))
- Increasing opportunities for engaging in wellbeing practices, i.e. increasing physical activity infrastructure 'clusters', increasing number and extending hours of affordable healthy food service providers
- Exploring what a 'wellbeing-promoting workplace' looks and feels like, and making sure what we have 'on paper' translates to 'on the ground'

APPENDIX 4: Strategies Informing the Process

a. Engagement Strategies at UBC

Campus + Community Planning

Campus + Community Planning (C+CP) have developed a set of engagement principles that provide a good starting point for developing engagement methods on UBC campuses (UBC Campus + Community Planning, 2014).

They are also leading the development of the UBC Okanagan Campus Master Plan, which is currently underway, informed by UBC's Place and Promise and draft Aspire, an earlier consultative visioning process. The Master Plan's vision supports social and ecological wellbeing on campus, and is guided by four principles: foster a welcoming and connected campus; celebrate place; support campus vitality; and support campus growth through whole systems infrastructure planning (UBC Campus + Community Planning, 2015). It is important that any engagement activities for Wellbeing at UBC align with the Master Plan and Aspire, and engage with those who ran the engagement processes to better understand what worked best.

Aspire: Envisioning our Future

Aspire was a consultative process of envisioning UBC's Okanagan campus 15-20 years into the future. According to the Aspire Consultation Report (2014), "What emerged from the consultation was a consensus that the Okanagan campus should aspire to be a model of innovative and interdisciplinary programming within the UBC system, and a place that has an impact on communities both local and global".

Key take-aways:

Four priority areas for exploration:

- Transformative student learning
- Research excellence
- Community engagement
- Place

Review the Aspire Consultation Report (2014) for a detailed description of themes and aspirations within the four priority areas for exploration.

Master Plan

The UBC Okanagan Master Plan is being updated to help guide the growth and development of the Okanagan campus over the next 20 years. View the full Master Plan at: <http://planning.ubc.ca/okanagan/plans-policies/ubc-okanagan-master-plan-update/about-master-plan-update>

Key takeaways:

Develop plans and opportunities to accommodate growth and development of the following areas:

- Academic and research facilities
- Natural areas
- Places for recreation
- Campus residences
- Cycling and walking trails
- Road network
- Transit facilities
- Parking
- Infrastructure services
- Water, waster, energy
- Informal places for social connection
- Formal and informal study areas

UBC Okanagan VOICE Study

In 2006 at UBC's rapidly growing Okanagan campus, a program of research called The VOICE Study was started to address the health of young adults and increase knowledge about healthy campus development. The VOICE Study is guided by a three-component framework of a) community based participatory action research methods, b) setting based health promotion strategies, and c) youth/adult partnerships. Working as co-researchers, students and organizational leaders (staff, faculty, administrators, and campus business people) identify priority health issues, mobilize existing resources, and create health-promoting change from the individual to community level. Photographic, quantitative and qualitative research methods have been used to explore and take action on priority health issues. Action groups have been formed around diverse topics, for example, drinking water, "real" food, natural environment, physical activity, transportation, and student space.

Results indicate that the process of creating change through use of The VOICE Study framework is highly effective. Therefore, the VOICE framework has been used and adapted over the years to address priority campus community issues and further explore sustainable, healthy campus development. Other campuses and communities can easily adapt the VOICE framework and engagement strategies to create health promoting change in their settings as well.

Key take-aways:

1. Diverse students (youth) and organizational leaders (adults) must be full partners throughout the process;
2. Patience, persistence and a sense of humor are basic requirements; and
3. The results appear to be transferable to other settings when the egalitarian values embedded in the methodological framework are explicit, and the community designs the specifics (e.g. issues, actions) to fit their context.

UBC Vancouver 20-Year Sustainability Strategy

In 2014, UBC's Sustainability Initiative (USI) released its high-level 20-year Sustainability Strategy to guide UBC's Vancouver Campus toward next generation sustainability (University of British Columbia, 2014). The Strategy is a framework that enables UBC to further integrate sustainability efforts by leveraging the campus as a living lab and creating academic, operational and community collaborations and connections. It focuses on transforming the curriculum, creating net-positive outcomes in terms of human and environmental wellbeing, and developing a model community at an urban neighbourhood scale.

Beginning in Fall 2013, UBC Vancouver began the 8-month process to develop the Strategy. A Steering Committee was established for the process, which included 21 people representing a diverse cross-section of faculty, students, staff, external community partners, the University Neighbourhood Association and the Musqueam First Nation. The SC, supported by an Internal Working Group, helped steer the engagement process, consider community feedback and draft the strategy. An extensive engagement process provided feedback, which was staged in two phases:

- Phase 1 engaged the community in the development of a vision to set the stage and gain legitimacy for Phase 2;
- Phase 2 engaged the community in the development of strategic goals across the three pillars of teaching, learning and research, operations and infrastructure and community.

Outreach methods included digital communications, community booths, presentations, and making use of campus media, with feedback gathered at stakeholder meetings (i.e. Lunch and Learns), online surveys using

Open Minds Forum (including mobile & kiosk deployment), in-person workshops and open houses. Interactive tools were used to obtain feedback on larger pieces of writing.

Key take-aways:

1. Encouraging peer-to-peer interaction (i.e. having faculty or staff Steering Committee members facilitating at faculty or staff workshops);
2. Going to where your target audience is (i.e. finding hubs), instead of waiting for people to come to you;
3. Recruiting and leveraging volunteer Sustainability Ambassadors (students) and Coordinators (staff) to help get the word out;
4. Using broadcast e-mails to drive traffic to website & having different e-mails tailored to each target group;
5. If asking for feedback, give out printed cards with different URLs for different engagements, and use URLs used to track where people were getting information;
6. Avoiding methods such as booths and presentations, which are not always the best use of staff time; and
7. Making sure evaluative statistics are collected as early on as possible in the engagement process.

b. Engagement Efforts outside UBC

Municipalities

City of Vancouver's Healthy City Strategy

The 2014 City of Vancouver 'Healthy City for All' strategy and framework provides helpful framing for understanding how to assess and work towards healthier communities (City of Vancouver, 2014). The strategy defines a healthy city for all as "a city where together we are creating and continually improving the conditions that enable all of us to enjoy the highest level of health and wellbeing possible." To support this vision, they propose a framework of 12 goals with associated targets and indicators (see Appendix 1 for relevant goals, targets and indicators).

To inform their work, the City of Vancouver established a 'Healthy City for All Leadership Table', made up of 30 leaders and stakeholders who met with city staff over an 8-month period to provide input into the strategy's framework. They also ran a public engagement process called "Talk Healthy City for All", asking citizens for their best ideas for achieving a healthy city for all. Engagement involved an online platform for collecting ideas, social media outreach, workshops, 'Ideas Labs' and targeted dialogues with groups.

Key take-aways:

1. "Healthy City for All" framework (see Figure 1), based on healthy communities, healthy environments and healthy people;
2. Examples of targets and indicators for measuring wellbeing (see Appendix 1);
3. Useful engagement methods to engage public (i.e. 'Ideas Labs', targeted dialogues)

Figure 1. 'Healthy City for All' Framework



Relevant Targets & Indicators from City of Vancouver Strategies

The City of Vancouver's Healthy City for All framework and Engaged City Taskforce report include a number of potentially relevant targets and associated indicators track progress and outcomes. Examples of those most relevant are listed in Table 2 (for the full lists, please see the reports).

Table 2. Relevant Targets & Indicators from City of Vancouver Strategies

Healthy City Strategy		
Goal	2025 Targets	Indicators
Feeding ourselves well: Vancouver has a healthy, just and sustainable food system	By 2020, increase city-wide and neighbourhood food assets by a minimum of 50% over 2010 levels	Food assets (#)
Healthy human services: Vancouverites have equitable access to high-quality social, community and health services	Increase the % of Vancouverites who report having access to services when they need them by 25% over 2014 levels	Access to services when needed (%)
Being and feeling safe and included: Vancouver is a safe city in which residents feel secure	Increase Vancouver residents' sense of belonging by 10% Increase Vancouver residents' sense of safety by 10% Make Vancouver the safest major city in Canada by reducing violent and property crime every year, including sexual assault	Sense of belonging (%) Sense of safety (%)
Cultivating connections: Vancouverites are connected and engaged in the places and spaces that matter to us	All Vancouverites report that they have at least 4 people in their network they can rely on for support in times of need	Social support network size (%) Sense of trust (%)
Active living and getting outside: Vancouverites are engaged in active living and have incomparable access to nature	Increase the % of Vancouver residents aged 18 and over who meet the Canadian Physical Activity Guidelines by 25% over 2014 levels	Residents who meet the Canadian Physical Activity Guidelines (%)
Expressing ourselves: Vancouver has a diverse and thriving cultural ecology that enriches the lives of all residents and visitors	Increase public participation and community engagement in arts and culture by 25% over 2014 levels	Arts and culture participation (#); Creative places and spaces (#)
Getting around: Vancouverites enjoy safe, active, and accessible ways of getting around the city	Make the majority of trips on foot, bike and transit	Sustainable transportation mode share (%) Number of active transportation trips (#)
Environments to thrive in: Vancouverites have the right to a healthy environment and equitable access to liveable environments in which they can thrive	Every Vancouver neighborhood has a Walk Score of at least 70	Neighborhood Walk Scores (#)
Collaborative leadership for A Healthy City for All: Leaders from the public, private, and civil sectors in Vancouver work in integrated and collaborative ways towards the vision of a healthy Vancouver for all.	Wilder Collaboration Assessment rankings (http://www.wilder.org/Wilder-Research/Publications/Studies/Collaboration%20Factors%20Inventory/Collaboration%20Factors%20Inventory.pdf)	
Engaged City Taskforce Report		
Goals	Indicators	
Building capacity	% of residents that identify support networks of four or more people.	
Building trust	% of residents who answer yes to the question "How likely is a stranger to return a lost wallet?" % of residents who feel that they are contributing to increasing social capacity in their community % of residents who answer "no" to the question: "Are there places in your community where you feel unwelcome?"	
Building power	% of residents that answer "yes" to the statement "I feel I can have an impact on decisions in my community"	

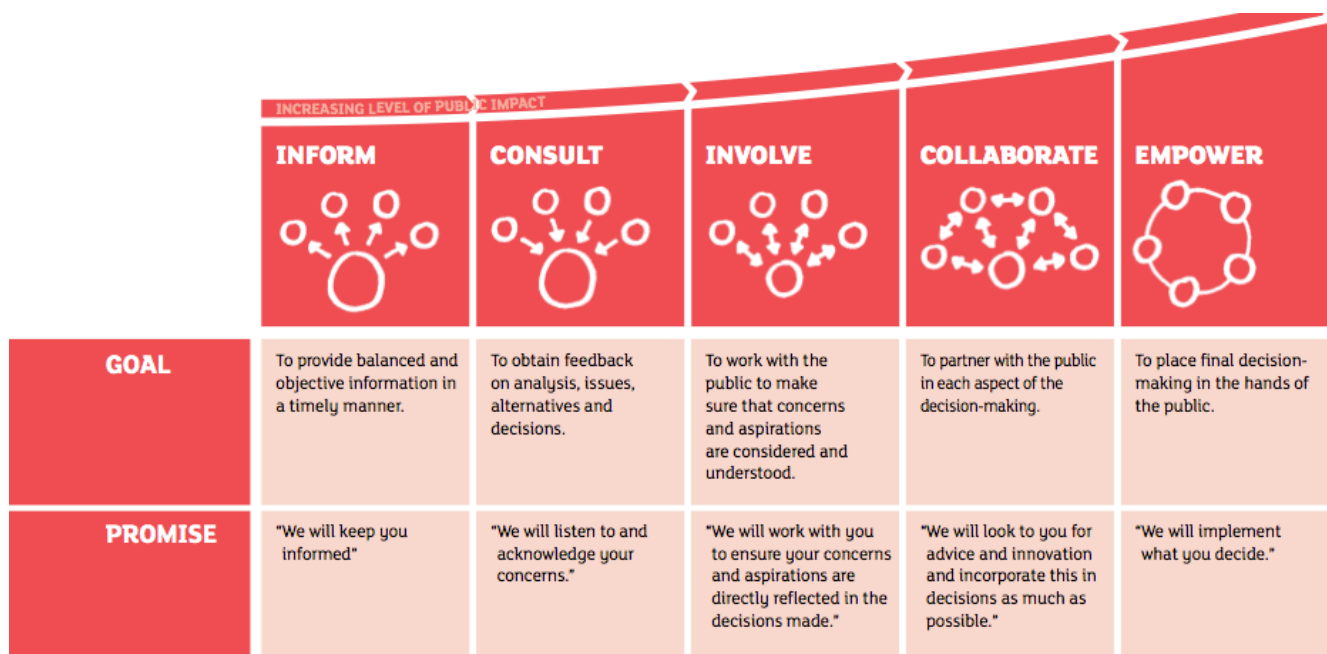
Vancouver Mayor's Engaged City Taskforce

In response to the June 2012 Vancouver Foundation report "Communications and Engagement", which spoke to the growing sense of isolation and disconnection among residents of Metro Vancouver, Vancouver's Mayor established the Vancouver Mayor's Engaged City Taskforce, a group of 22 residents tasked with examining how Vancouver could increase residents' sense of belonging and inclusion. The Taskforce published a report in 2014 which draws powerful links between improving engagement and improving wellbeing.

The report defines an engaged city as a city that "engaged city brings people together for conversations to address issues of common importance, to solve shared problems, and to bring about positive social change. It involves people in the decision-making process such that it improves the resulting decision and, over time, builds the trust that is needed for fully empowered communities to actively create a common future." (Vancouver Mayor's Engaged City Task Force, 2014).

They suggest incorporating the International Association for Public Participation's (IAP2) 'Spectrum of Public Participation' (Figure 2) into guiding principles and for use as an evaluation framework for the review of every engagement project.

Figure 2. IAP2 Spectrum of Public Participation (Source: Vancouver Mayor's Engaged City Task Force, 2014)



Key take-aways:

1. Four building blocks of an engaged city: building knowledge; building capacity; building trust; and building power;
2. Developing specific engagement strategies for underrepresented groups;
3. Supporting face-to-face engagement, i.e. using food to bring people together and supporting the establishment of 'conversation tables'; and
4. Examples of targets and indicators to help with measuring engagement (see Appendix 1 for relevant targets and indicators).

City of Victoria Civic Engagement Strategy

The City of Victoria's 2012 Civic Engagement Strategy (City of Victoria, 2012) is the result of a March 2009 City Council decision to improve how the City engages with the public. A team of engagement practitioners & researchers were contracted for a 4-month period to develop the strategy, during which engagement efforts were made to seek feedback from beyond the 'informed and connected minority.' These efforts included some fun and interactive ideas, such as a Public Ideas Forum and using *IdeaScale*, an online discussion and ideas-submission forum with voting capacity. Similar to the Vancouver Engaged City Taskforce Report, the strategy also references the IAP2 spectrum (Figure 3), using it as a tool to help frame and evaluate engagement efforts.

Key take-aways:

1. Examples of engagement objectives, i.e. better understand the diversity and strength of public opinion; share different viewpoints and learn from each other to generate new ideas and solutions; build trust in decision-makers and more organizational capacity; and enhance community capacity and social connections; and
2. List and descriptions of alternative/non-traditional engagement tools & methods suggested by the National Coalition for Dialogue and Deliberation (i.e. kitchen table conversations, wisdom circles, etc.).

While their strategy is from 2012, recently elected Mayor Lisa Helps has emphasized the importance of civic engagement. At a recent talk on politics and happiness, she stated the importance of "engaging people in surprising ways," a sentiment that we find resonates deeply with how we view 'Conversations in Wellbeing.'

City of Kelowna's Healthy City Partnership

In 2014, the City of Kelowna partnered with Interior Health and UBC's Okanagan campus to create a Healthy City Partnership. This partnership will be a multi-year strategy focusing on different priority areas in order to develop a Healthy City Strategy. Visit the City of Kelowna website for detailed information: www.kelowna.ca.

City of Kelowna's 2030 Official Community Plan: Greening our future

According to the City of Kelowna (2014), "The Official Community Plan 2010-2030 has been created to realize the community's vision for a sustainable community while keeping the best of what already exists, such as our waterfront, parklands and water quality". In terms of sustainability, the report defines a sustainable city as, "The best balance between environmental protection, economic growth, social development and cultural vibrancy".

Key takeaways:

Community consultation into the Official Community Plan 2010 – 2030 found that residents want a city where:

- Urban communities are compact and walkable;
- Housing is available and affordable for all residents;
- People feel safe downtown and in their own neighbourhoods;
- The natural environment (land and water) is protected and preserved;
- Walking paths and bicycle routes connect to key destinations;
- The economy is growing, vibrant and bringing in new businesses;
- Buildings and public spaces are attractive places; and,
- Recreation and cultural opportunities are plentiful.
- Residents also expressed a strong desire to make the city more sustainable.

Universities

A May 2013 report for UBC (Keeling & Associates, LLC, 2013) provides a comparative review of other universities' health and wellbeing-related programs and initiatives. This report offers a good overview of what other campuses offer in terms of wellbeing programming, and demonstrates that the large majority of these initiatives focus largely on student wellbeing. While undertaking a similar review of how these initiatives engage their audiences is beyond the scope of this report, we have chosen to highlight three examples that offer some innovative examples.

Simon Fraser University: Healthy Campus Community Initiative

The Healthy Campus Community initiative was launched in 2012 and takes a systemic, campus-wide approach to engage the SFU community in creating conditions that enhance health and well-being (Simon Fraser University Health Promotion, 2015). The initiative links health with learning and student success, and therefore integrates wellbeing into the core business of SFU. It is aligned with the University's Academic Plan and supports the institutional vision of an Engaged University. It also draws on principles of collaboration to create campus environments that positively influence the health and wellbeing of students, staff and faculty. Finally, it establishes six areas for action: learning & working environments; policies & processes; personal growth & development; social connection & community engagement; physical spaces; services & supports.

Key take-aways:

1. Takes a systems approach to integrate wellbeing into all aspects of campus life (including linking wellbeing and engagement);
2. In 2014, undertook community consultation to co-create a shared vision for a healthy campus which included a large-scale consultation event;
3. Celebrates champions, recognizing wellbeing is a collective effort that everyone can contribute to;
4. Uses developmental evaluation (DE) framework to evaluate work (see Appendix 4 for description of DE)

University of Toronto: GALDSU Mental Health Initiative

The U of T Graduate Architecture, Landscape and Design Student Union (GALDSU) established a Mental Health Initiative in September 2013 (GALDSU, 2015). They have since released two annual mental health reports (2013/2014 and 2014/2015). While the reports themselves are interesting and provide a glimpse of student wellbeing within the department, what is more interesting is the amount of publicity the reports have received and the discussion they have generated. The report was published in several design and architecture blogs, stimulating discussions at U of T, many other universities across the country, and amongst the architecture and design professionals.

Key take-aways:

1. Grass roots approach from specific groups can enable a tailored approach while contributing to the larger conversation;
2. Using tangible and quantifiable approach to question larger academic culture; and
3. Visual clarity of report, with minimal text.

UC Berkeley: Graduate Student Happiness & Wellbeing Report

UC Berkeley's Graduate Assembly conducted a survey on graduate student happiness and wellbeing, citing influence from the World Happiness Report (Graduate Assembly, 2014). The survey was administered to 2,500 graduate students, and 790 completed surveys were received. It is an important effort in establishing baseline data for graduate wellbeing, although its recommendations are general and the survey itself is reactive in nature, as it seeks to identify the problems, rather than being more focused on sourcing solutions.

Key take-aways:

1. Promoting awareness of healthy habits or well-being resources is necessary but not sufficient to improve graduate student well-being; systematic changes need to happen in order to enable beneficial behaviors;
2. Working to reduce "hassle factors—things that put up small but surprisingly consequential barriers to carrying out desired behaviors"; and
3. Quotes from students echo what we have been hearing at UBC.

APPENDIX 5: Overview: Developmental Evaluation

The emerging area of “developmental evaluation” (DE) is a relatively new evaluation approach for supporting the process of innovation and adaptive learning within an initiative. DE is described as best suited for complex and emergent initiatives that are in a process of continuous development and adaptation, and are operating in an unpredictable environment where the path is continually changing. These initiatives may often have goals that are more like notions (or moving goalposts) than clear images. Within such initiatives, the framing of core issues may fluctuate, the way a problem is conceptualized may evolve, and various approaches to problem-solving will need to be tested in an ongoing manner. DE enables innovation through exploration and close tracking of an initiative’s development by the evaluator.

The primary purpose of DE is to provide real-time feedback and generate learning to inform an initiative’s development, helping it move towards its outcomes. The three key features of a developmental evaluation are:

- establishing a shared framing of the issue and its dynamics;
- experimenting with new approaches; and,
- tracking the trajectory of innovation by recording which roads were and were not taken, unintended consequences, adjustments, tensions and opportunities.

Tracking innovation helps document what it takes to create something new, which in turn makes decision-making more transparent while also generating valuable data. With regard balancing the accountability requirements of public sector auditing with a learning orientation approach to evaluation, this point is critical—as it demonstrates how DE can help *support an initiative’s accountability* while also allowing for *flexibility in the evaluation process*.

For more information, please see the J.W. McConnell Family Foundation’s *A Developmental Evaluation Primer* (Gamble, 2008) and *DE 201: A Practitioner’s Guide to Developmental Evaluation* (Dozois, Langlois, & Blanchet-Cohen, 2008).

APPENDIX 6: Table of Proposed Engagement Methods

Table 3. Proposed 'Conversations in Wellbeing' engagement methods

Community Wide	Name	Description	Engagement Methods	Objectives	Potential Partners	Date	Other Considerations	Communication Channel	Campus
	Harvest Feast	Harvest Feast is a social dinner for up to 6,000 people that is held in the Main Mall the week after the Fall Harvest. The event is a community sourced food, including from UBC Farm. September 2014 was the first Feast, and the next will be taking place in September 2015.	Using Harvest Feast's "Share Board", "Conversations in Wellbeing" panels & displays, interactive art installations. Late Afternoon Event (in collaboration with Vancouver Food Bank) in the Main Mall. UBC Farm. UBC students. UBC staff. UBC faculty. UBC community (i.e. Baken Gallery, UBC museum, art installations)	Increasing awareness; data collection; collaboration; inspiring interest	HR (Historia, Life Manager, Miquelam, Student Development & Services, possibly GSS, campus Arts & Culture community (i.e. Baken Gallery, UBC museum, art installations))	Mid September	- Avoid over-programming, need subtle, discreet approach	Event	Vancouver
	Utown Grants	Utown grants offer staff, students, faculty, and other campus residents up to \$1000 for projects that foster a sense of community and joy.	Word-of-mouth, social media, posters, flyers, etc. Add a workshop before the grant deadline, to allow participants to network and brainstorm ideas. Selection process by having a day where projects are displayed and/or presented and ask the campus community to vote for their favourite project. This allows the community to decide what kinds of projects are most valued. A layer of engagement and participation to Utown Grants.	Collaboration; building capacity; inspiring interest; sharing information; building networks	VP Students, Intercultural Understanding, UBC Neighbourhood Association	January	Look at Pitch this event from UBC Okanagan, look into aligning timelines	Event	Vancouver
	THRIVE	Wellbeing at UBC hosts a "Conversation in Wellbeing" event. Consultation event using World Café-style event facilitation to convert small-group conversations on wellbeing at UBC, to help inform the staff strategy; practice facilitation for student volunteers to host an informal "Conversation in Wellbeing" booth and tables with refreshments during the Fall 2015 opening event at the new Westcock	Word-of-mouth, social media, posters, flyers, etc. Add a workshop before the grant deadline, to allow participants to network and brainstorm ideas. Selection process by having a day where projects are displayed and/or presented and ask the campus community to vote for their favourite project. This allows the community to decide what kinds of projects are most valued. A layer of engagement and participation to Utown Grants.	Increasing awareness; data collection; collaboration; encouraging 2-way dialogue	VP Students, Intercultural Understanding, UBC Neighbourhood Association	Early November	- Caution around raising expectations; need to be clear what the collected data is being used for	Event	Vancouver
	Westbrook Community Centre opening event	Hosting an informal "Conversation in Wellbeing" booth and tables with refreshments during the Fall 2015 opening event at the new Westcock	Using "Conversation Starters" cards as an invitation to start a conversation with a few others (opportunity to have 1-2 volunteers start conversations with UBC staff, students, faculty, etc.)	Increasing awareness; data collection; collaboration; encouraging 2-way dialogue	Campus & Community Planning, UNA	September	- Planning has not yet started but likely will soon; need to reach out to Alex Dominko or other UNA staff person to be a part of organizing	Event	Vancouver
	Wellbeing at UBC Kick-off event	A series (12) of kick-off events that feature high-profile speakers; possibly aligning with THRIVE, the Mental Health Symposium, or Sustainability Reads	Panel talks and discussion; possible speakers include: John Hallowell, John Robinson, Lisa Hayes, etc.	Increasing awareness; collaboration; sharing information; inspiring interest	USU, VP students	Early November as lead up to Health Symposium	- Given Year 2 communications objectives, a larger kick-off style event may be better suited either later on in the year (Jan-March 2016), or in Year 3	Event	Vancouver
	"Conversations in Wellbeing" Kitchen table discussions	Small-group conversations on wellbeing with their group; they could then submit their own story or feedback, and come up with some wellbeing initiatives for their group.	Small-group conversations	Encouraging 2-way dialogue; data collection; building capacity; sharing information; building networks	Wellness Center, Center for Teaching, Learning and Technology, open to any interesting groups	September 2015-August 2016	- It may be difficult to get a significant level of uptake, but for the email list, it provides a good starting point for a larger event. - See conversationcafe.org for example hosting guides	Event, online	Vancouver
	"Conversations in Wellbeing" open conversation space	A regular drop-in space for hosting conversations on wellbeing (possibly with themes), providing coffee and tea, with possible "guest hosts" who could provide a specific conversation topic or facilitate a specific conversation. Depending on number of participants, could use an "open space technology" facilitation approach.	Dialogues, data collection	Increasing awareness; data collection; encouraging 2-way dialogue; collaboration	Rotating, depending on guest host (ex. Food services, Health services, Physical Activity Working Group, etc)	Oct 2015-August 2016	- May work well for grad student wellness reps - Will be critical to have a nice space	Event	Vancouver
	"Conversations in Wellbeing" blog	A website to provide a central online platform for sharing information and facilitating engagement for "Conversations in Wellbeing" (possibly using the blogs.subca platform).	Blog would include: - Events calendar - News items & provide feedback (i.e. links to Open Minds forum & social media accounts); - Enabling knowy conversation through any comments on blog postings; - Photo-sharing (a dedicated page to collecting photos/memes with a hashtag (i.e. #UBCWellbeing); - Word clouds (Wordle, Snyzi) for tracking evolving wellbeing definition; - Open field for name & email to keep updated with "Conversations in Wellbeing" (also asking for what "group" they identify as)	Increasing awareness; inspiring interest; information; communication alignment		September 2015 launch	- Keeping the website looking fresh and up to date with new material requires a dedicated time person (i.e. a student or staff member) to update the website look so it feels more "organic" (release of institutional?) - May be simpler to have a tumblr page with photos and text updates, but this would require a Wordpress, writing down what their wellbeing challenges/successes are (similar to http://25amub.tumblr.com)	Online	Okanagan, Vancouver
	Open Minds forum	An online forum where students, alumni, staff, and faculty members can share their stories and provide feedback on various aspects of their experience with the university.	Start a survey to establish baseline data on UBC wellbeing on campus.	Data collection	Open Minds	ongoing	- Sample questions: "What does wellbeing mean to you?" "What would convince you that UBC is committed to supporting a culture of wellbeing on campus?"	Online	Vancouver
	Celebrating 'wellbeing' champions	Supporting UBC's efforts around "This is Faculty Understanding" and to include staff, student and community member champions (groups or individuals can be nominated).	Nominations & selection process; celebration reception ("Celebrating Wellbeing at UBC")	Increasing awareness; inspiring interest; celebrating success; data collection (stories)	HR, Wellness Center, others?	January 2016, nominations, March 2016 selection & celebration reception	- As an example, SFU Healthy Campus initiative already does something similar: https://www.sfu.ca/healthycampus/community/recognitionchampions.html	Program/Event	Vancouver
	Facilitation training for hosting effective & inclusive dialogue	Building on the work of the "Healthy" campaign Understanding's goal of "Building Capacity for Courageous Conversations Around Social & Cultural Diversity" - either providing support to or training a team of staff/faculty/volunteers able to host and facilitate meaningful discussions on campus wellbeing, and beyond.	Training	Building capacity; building networks; encouraging 2-way dialogue	Equity & Inclusion/Intercultural Understanding, Teaching and Learning Enhancement Fund	Oct 2015-August 2016	- This type of training could be made available to staff or faculty; it could count for student course credit	Program	Vancouver
	Okanagan Student Engagement "Incorporated" Pitch This	Pitch This is open to students, faculty, staff, alumni, and campus business people, who are invited to form partnerships and pitch their ideas to transform UBC Okanagan into a wellbeing promoting campus.	Add community voting by project selection to allow community to participate in the selection process.	Building capacity; encouraging 2-way dialogue; increasing awareness; sharing information; inspiring interest	Campus Voice VOCE project	November	- Those trained could be encouraged to host meetings in order to build capacity to host dialogues and effective meetings is critical to supporting collaboration among diverse partners	Event	Okanagan

Students	Name	Description	Engagement Methods	Objectives	Potential Partners	Date	Other Considerations	Communication Channel	Campus
	Wellness Center	The Wellness Centre provides peer counselling services for mental and physical health promotion	Wellness peers and coaches at the Wellness Center facilitate table discussions, story collecting and surveys. Connect proposed projects with a wellbeing focus to building capacity; data collection, increasing awareness; sharing information; inspiring interest.	Building capacity; encouraging 2-way dialogue; data collection, increasing awareness; sharing information; inspiring interest.	Student Services	ongoing		Program	Vancouver
	NEXUS: SEEDS, Sustainability Scholars, There are several programs that bring together community engaged learning, faculty expertise to develop projects and research for implementation or to inform future decision making.	For UBC, Centennial the USI is launching a new program that will be a first step towards moving UBC towards a net-positive or regenerative impact on the environment. Students will form interdisciplinary teams with faculty, staff and alumni advisors to work on a challenge associated with one of the following areas: climate action, waste, water, food and community.	Under the theme of Community a team will look at the current events and projects and identify improvements in health, productivity and quality of life of the UBC community.	Building capacity; data collection, increasing awareness; sharing information; collaborating; inspiring interest	SEEDS program, USI	ongoing		Program	Vancouver
	Grand Challenge	For UBC, Centennial the USI is launching a new program that will be a first step towards moving UBC towards a net-positive or regenerative impact on the environment. Students will form interdisciplinary teams with faculty, staff and alumni advisors to work on a challenge associated with one of the following areas: climate action, waste, water, food and community.	Under the theme of Community a team will look at the current events and projects and identify improvements in health, productivity and quality of life of the UBC community.	Building capacity; data collection, increasing awareness; sharing information; collaborating; inspiring interest	USI	Sept 2015- March 2016		Competition	Vancouver
	GSS Orientation	Grad student orientation includes International Student Welcome, Main Orientation Day for all Graduate Students and GSS Orientation Day	Either in conjunction with GSS Orientation Day, or as a separate event early in the September, host a GSS Orientation Day for all incoming grad students. - breakfast with conversation starter cards for networking and data collection at the table. - facilitate a 1-hour conversation with specific aims of graduate and expanding a grad student wellbeing network. -End with physical activity (yoga or walk at Nicobe or Botanical Gardens).	Building networks; data collection, increasing awareness; sharing information; inspiring interest	GSS, VP Students	Early September		Event	Vancouver
	Undergrad Orientations	New student orientation events include Imagine day at UBC Vancouver and Create at UBC Okanagan	Booth with fun ways to get feedback (ie gumball happiness rating, etc). Meetings are held in a fun and social environment. Topics of discussions are decided on by the group.	data collection, inspiring interest, sharing information, communication alignment	VP Students	Early September		Banner and booth	Okanagan, Vancouver
	Grad Student Wellbeing Tune-ins	Grad students working, studying or interested in promoting wellbeing meet once a month. In network and learn from each other, identifying ways to promote wellbeing.	Meetings are held in a fun and social environment. Topics of discussions are decided on by the group.	inspiring interest, sharing information; increasing awareness; building networks; collaboration; encourage 2-way dialogue	GSS	Ongoing		Meetings	Vancouver
	Grad Wellbeing Reps.	Some departments have elected or appointed Wellbeing reps. to promote student wellbeing	Encourage every faculty/department to appoint/elect a Wellbeing rep. These wellbeing reps would help provide tailored approach to grad students. Allowing the grad student Wellbeing Reps to be a role model for other grad students. It is also suggested that GSS create a wellbeing role on the executive committee.	Building capacity; sharing information; increasing awareness; building networks; collaboration;	GSS	Ongoing		Meetings	Vancouver
Okanagan Student Engagement examples "Incompatible"	Faculty								
	Faculty Wellbeing Group (name TBD)	A faculty-led group that links wellbeing with teaching, research and learning. Currently, this group is in very early stages, with interested faculty members starting to explore terms of reference for the group.	Regular meetings/emails	Building networks, sharing information; inspiring interest; encouraging 2-way dialogue; building capacity	VP Students (Wellbeing in the Classroom); Faculty with an interest in wellbeing	Ongoing		Meetings/E-mail	Vancouver
	Workshop/Presentation to an Interest? Deans Committee	A workshop or presentation for Deans (4-2 faculty/?) who are interested in learning more about the Wellbeing at UBC and 'Conversations in Wellbeing' and how their faculties could participate.	Presentation & dialogue	Increasing awareness; sharing information; building network	Reach out to individual faculties	Ongoing		Meeting	Vancouver
	'Heads Up' meetings	Meeting w/Department Heads who are interested in learning more about the Wellbeing at UBC and 'Conversations in Wellbeing' and how their departments could participate; also an opportunity for research linking wellbeing and the workplace	Presentation & dialogue	Increasing awareness; sharing information; building networks	Reach out to individual faculties	Fall 2015		Meeting	Vancouver
	Presentations at Departmental Meetings	Faculty have suggested that presenting at departmental meetings would be an easy way to word out about the potential Faculty Wellbeing Group, encouraging them to include wellbeing & mindfulness in their work (present research findings and discuss how other faculties incorporating this work)	Presentation & dialogue	Increasing awareness; sharing information; building networks	Reach out to individual departments	Fall 2015		Meeting	Vancouver
	'Story Harvesting' event with Faculty of Education	Developing an event in partnership with the Faculty of Education to collect stories about how wellbeing is incorporated by different (student/faculty) levels (i.e. what sorts of techniques, initiatives, practices, events do they have), and creating a 'case study' of faculty-wide wellbeing efforts to share across campus. (to be developed in partnership with the Faculty of Education and discussion questions that would help inform Wellbeing at UBC's strategy.	Story-telling & dialogue	Building connections; collaboration, celebrating success; data collection; capacity building (student facilitators)	Faculty of Education; SCARP (student facilitators)	Fall or Winter 2015-16		Event	Vancouver
Okanagan Student Engagement examples "Incompatible"									

Staff	Name	Description	Engagement Methods	Objectives	Potential Partners	Date	Other Considerations	Communication Channel	Campus
	Wellbeing Tune-ins (Large Group)	An informal event once every two months with a focus on promoting well-being. The event will involve working on wellbeing issues on campus. Format to be determined. A 2-3 short presentations at the beginning, and then small discussion groups based on questions provided by presenter.	Regular meetings; e-mail; network-building; promoting dialogue	Building networks; sharing information; inspiring capacity	OP Students, HR, Campus and Community Planning, USI, etc.	Ongoing		Event/Email	Vancouver
	Wellbeing Coordinators/ Representatives/ Ambassadors	Currently, there are three programs for staff interested in promoting well-being (Campus & Community Planning/USI Sustainability Coordinator, Professional Sustainability Coordinator, and their mandate, HR Health Contact network, those who receive the Healthy UBC newsletter and new Wellbeing Liaison program as part of Green Wellbeing). We are looking for more staff to join. Some staff there may be valuable in helping or advising them. Activities could include reviewing the UBC Health newsletter, having regular lunches together, helping promote well-being in the workplace, etc.	Regular meetings; e-mail; network-building; promoting dialogue	Building networks; collaboration; building capacity; communication alignment	Campus + Community Planning, Health Promotion Team at HR, Student Services	Ongoing	- If deemed a priority, this initiative should be discussed ASAP to ensure alignment among all programs before Fall	Meeting/E-mail	Vancouver
	Healthy Workplaces Initiative Fund Sharing Event	Holding a 1.5 hour breakfast reception/event that provides an opportunity to staff awarded Healthy Workplaces Initiative Fund to present what they've done and how they've used the money. This would help share successes with others, and could have a conversation element around possibly linking in staff sustainability/wellbeing coordinators-- could be a kick-off event to showcase this staff wellbeing network.	Presentations, peer-to-peer learning	Building networks; sharing information; celebrating success; inspiring interest; increasing awareness	Health Promotion Team at HR	Fall 2015	- Also an opportunity to highlight other work being done by HR Health Promotion Team; possible wellbeing champions program	Event	Vancouver
	Employee Wellbeing Guide	Assist with the creation of a 'Employee Wellbeing Guide' (similar to USI's Employee Sustainability Guide) that will be used to share best practices/stories from the Healthy Workplaces Initiative Fund	Providing information on well-being in the workplace through the stories of others (similar to Thriving Faculty) in an easily accessible online format.	Sharing information; celebrating success; inspiring interest; communication alignment	Health Promotion Team at HR, USI/Campus and Community Planning	Fall 2015 or Winter 2016	- If using Healthy Workplace Fund initiative stories, may have to update guide every year or two to keep dissemination if fresh.	Online publication, e-mail	Vancouver
	Okanagan Student Engagement examples ***incomplete***								
	Open spaces technology								
	World Calls								

For more information, go to <http://www.openpacesworld.org>.

For more information, go to www.theworktalk.com

OST is an approach for holding meetings focused on a specific and important purpose or task – but beginning without any formal agenda, beyond the overall purpose or theme. Participants create the agenda themselves at the beginning of the session by sharing their most important issues in a “Mindspace of Ideas”, and self-organizing into groups related to those issues. OST is a simple, low-cost, and easy-to-use approach to creating vibrant systems, change, and inspiring creativity, and leadership among participants. World Calls enable groups of people to participate together in working rounds of dialogue with three or four others while at the same time remaining part of a single, larger, conversation. World Calls are held in person and online each other at people from between groups, cross-college, political, and/or across near and distant locations or issues that really matter in their life, work, or community.