Introduction: Sallie Mae Employee Wellbeing Initiative – A Building Better Communities Project

Sallie Mae

Goal: Sallie Mae is in the initial stages of developing an employee wellbeing initiative. The work represented in this document can help to facilitate the development of a culturally appropriate employee wellness strategic plan.

Fisher Institute for Wellness and Gerontology

Goal: Students learn best when they have the opportunity to engage in real world opportunities that will allow them to experience first-hand how strategize around improving health and productivity in a workplace setting.

Key skills for class:

- Collaboration
- Co-Production
- Strategic Planning
- Situation/Context Analysis
- Data Collection for Decision Making
- Project Management
- Communication

The information presented here includes:

- Slides from the initial discussion
- A listing of the GOAL, OBJECTIVES, and TACTICS for each module (co-created with Sallie Mae Wellness Champions)
- A copy of the initial employee interest survey
- The poster used in the Building Better Communities Showcase
- A copy of the final presentation poster
- Copies of each of the reports (1 for each module) that were distributed to the Wellness Champions

Key highlights:

- The initial 5 modules for this initiative include:
  - Self-Watch: An overarching, monthly theme for wellness programming
  - Building a Corporate Community: A plan that focuses on support teams and group opportunities for change
  - The YUM Factor: A plan for healthier eating both at work and outside the work environment
  - Fitness Incorporate: A plan to increase the use of the onsite fitness facility
  - Sallie Mae Cares: A plan to enhance volunteer efforts
Employee survey results:

- 97% reported that they were trying to make a **Personal Lifestyle Change**

- Top items identified
  - Taking healthy breaks from my work
  - Eating wisely/more healthfully
  - Healthier living practices/self-care
  - Participating in a walking/activity club
  - Expanding fitness room offerings
  - Stress management/relaxation
  - Social/support groups
  - Learning time management skills
  - Volunteering/giving back
  - Safety and ergonomic issues
  - Finding support to quit smoking
  - Managing personal finances

- Suggestions for increasing participation included
  - Participating as a group
  - Participating as part of a team

- Current health status (self-rated)
  - 20% very good/good
  - 44% good
  - 26% fair/poor

- Sallie Mae Champions set aside time in very busy schedules to meet with Ball State students on a weekly basis during the last part of the semester. These meetings were critical to successfully co-producing the strategies and tactics and provided an amazing learning opportunity for students.

- Serving as project managers, Ball State students encouraged group discussions related to the current context at Sallie Mae that would likely not have taken place had this joint venture not occurred.

- As Sallie Mae continues forward with their Employee Wellness Initiative, additional support from faculty facilitated student work would be beneficial in helping reach goals. All groups requested continued support from Ball State students.

- Real world, immersive experiences are key in developing future professionals. Finding the right fit between community partners and class projects is important to the success of the project. Also, developing opportunities for students to become involved in community-based projects that are not semester-driven may be helpful.

- Communication issues and project set-backs are part of all efforts. Developing trusted relationships takes time and is key in moving forward. Ideally, a related project that builds on the success of this effort will be part of a future class.
INITIAL AGENDA

- Introduction in the Initiative
  - Sallie Mae Company Introduction and Employee Wellbeing Focus
  - BSU Focus
- Employee Interest Survey results
- Introduction to the Draft Logic Model
- Module Discussion (Choosing 5 Modules)
- Closing/Next Steps

HAVE YOU RECENTLY CONSIDERED MAKING A PERSONAL LIFESTYLE CHANGE TO TRY TO IMPROVE YOUR HEALTH AND WELLBEING...

RATE YOUR INTEREST IN THE FOLLOWING OFFERINGS:

<table>
<thead>
<tr>
<th>#</th>
<th>Question</th>
<th>Little/No Interest</th>
<th>Somewhat Interested</th>
<th>Very Interested</th>
<th>Response</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Taking healthy breaks from my work</td>
<td>4</td>
<td>34</td>
<td>96</td>
<td>134</td>
<td>2.69</td>
</tr>
<tr>
<td>2</td>
<td>Eating wisely/more healthfully</td>
<td>8</td>
<td>94</td>
<td>6</td>
<td>134</td>
<td>2.07</td>
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<tr>
<td>3</td>
<td>Healthier living practices/better self-care</td>
<td>8</td>
<td>40</td>
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<td>2.50</td>
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<tr>
<td>4</td>
<td>Expanding onsite fitness room offerings</td>
<td>11</td>
<td>49</td>
<td>72</td>
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<tr>
<td>5</td>
<td>Stress management/relaxation</td>
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<td>44</td>
<td>73</td>
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<td>2.42</td>
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<tr>
<td>6</td>
<td>Participating in a walking/activity club</td>
<td>20</td>
<td>41</td>
<td>73</td>
<td>133</td>
<td>2.39</td>
</tr>
<tr>
<td>7</td>
<td>Social/support groups</td>
<td>24</td>
<td>39</td>
<td>64</td>
<td>132</td>
<td>2.18</td>
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<tr>
<td>8</td>
<td>Learning time management skills</td>
<td>36</td>
<td>48</td>
<td>46</td>
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<td>9</td>
<td>Volunteering/giving back</td>
<td>35</td>
<td>54</td>
<td>44</td>
<td>133</td>
<td>2.07</td>
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<tr>
<td>10</td>
<td>Safety and ergonomic measures</td>
<td>40</td>
<td>40</td>
<td>36</td>
<td>131</td>
<td>1.80</td>
</tr>
<tr>
<td>11</td>
<td>Finding support to quit smoking</td>
<td>108</td>
<td>11</td>
<td>12</td>
<td>133</td>
<td>1.27</td>
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<tr>
<td>12</td>
<td>Managing personal finances</td>
<td>5</td>
<td>4</td>
<td>23</td>
<td>131</td>
<td>1.80</td>
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OVERALL, I WOULD CURRENTLY RATE MY HEALTH AS:

<table>
<thead>
<tr>
<th>#</th>
<th>Question</th>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Total</th>
<th>Response</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>I was able to participate as part of a group</td>
<td>3</td>
<td>1</td>
<td>6</td>
<td>9</td>
<td>8</td>
<td>133</td>
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<td>2.23</td>
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<tr>
<td>2</td>
<td>I was part of a competitive team</td>
<td>35</td>
<td>43</td>
<td>34</td>
<td>10</td>
<td>5</td>
<td>133</td>
<td>35</td>
<td>2.35</td>
</tr>
<tr>
<td>3</td>
<td>I received an award or price for completing the activity</td>
<td>27</td>
<td>41</td>
<td>38</td>
<td>16</td>
<td>11</td>
<td>133</td>
<td>27</td>
<td>2.57</td>
</tr>
<tr>
<td>4</td>
<td>I received recognition for my healthy accomplishments</td>
<td>19</td>
<td>42</td>
<td>48</td>
<td>17</td>
<td>12</td>
<td>133</td>
<td>19</td>
<td>2.15</td>
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</table>
INITIAL LOGIC MODEL
Sallie Mae Employee Wellness Strategic Plan
Objectives, Goals, and Tactics

Initial 5 Modules:

- Self-Watch: An overarching, monthly theme for wellness programming
- Building a Corporate Community: A plan that focuses on support teams and group opportunities for change
- The YUM Factor: A plan for healthier eating both at work and outside the work environment
- Fitness Incorporate: A plan to increase the use of the onsite fitness facility
- Sallie Mae Cares: A plan to enhance volunteer efforts
**Self-Watch**

The mission of Self-Watch is to create a supportive environment that elicits a positive shift in healthy living and self-care for Sallie Mae employees so employees have an opportunity to be healthier and more productive.

**Objectives and Goals**

**Objective 1: Positively impact employees’ lifestyle or self-care practices as a result of being exposed to new ideas through monthly healthy living tips.**

- Goal: 80% of employees will place a health living tip they plan to utilize into a drop box in the break room.

**Objective 2: Help employees develop a common understanding of the month’s healthy tip.**

- Goal: 50% of the 10 randomly selected employees will report knowledge of the month’s healthy tip.

**Objective 3: Help employees develop an improved understanding of the community resources presented each month and how to utilize those resources.**

- Goal: 50% of the randomly selected employees will report knowledge of the resources related to the month’s health tip.

**Tactics**

- Distribute Self-Watch Newsletter with healthy living and self-care techniques.
- Develop a Drop Box and Reward System to encourage employees to report their health tip.
- Hang posters to add additional support for the messages distributed in each newsletter.
- Identify new topics for the following year (December).
Building a Corporate Community

The mission of the social activities pillar is to encourage, support, and foster staff to have positive connections with co-workers and will advance a culture that promotes health and social well-being.

Objectives and Goals

Objective 1: Organize social activities to strengthen relationships among Sallie Mae employees and promote a feeling of belonging.

- Goal: By December 2013, three employees from each subdivision will participate in social programs provided by Sallie Mae.
- Goal: Participation in the social programs will positively impact the work climate at Sallie Mae.

Objective 2: Organize social activities to serve as an outlet for work related stress.

- Goal: After participating in Walk Across America and Sallie Mae Bowling Nights employees will self-report improved stress levels.

Tactics

- Direct marketing (print and email), t-shirt incentives, pedometer incentives, free products, seminars, lunch and learn, and posters around the office and in the café.
- Walker Tracker program will help employees look forward to coming to work to see improvement and personal relationships will be seen around the office.
- Evaluation of participation and colleague interactions.
The YUM Factor

The mission of the YUM Factor is to offer the employees at Sallie Mae tools and resources that will motivate and lead employees to eat healthier food on a day-to-day basis both at work and at home.

Objectives and Goals

**Objective 1: Increase employee knowledge of healthy eating choices.**
- Goal: After providing short educational seminars once per month for a year, 25 participants will know at least two reasons why eating healthy would be a benefit to their own life.

**Objective 2: Promote the idea that healthy foods taste good.**
- Goal: After one year of providing taste samples of good tasting healthy food, 25 participants will believe that healthy food can and does taste good.

**Objective 3: Increase the number of healthy eating choices made by employees.**
- Goal: After each month of allowing employees to taste a healthy food item, the cafe will see an increase of 10% in the taste-tested item.

Tactics

- Monthly Yum Factor Seminars
- Yum Factor Tastings
- Yum Factor Recipes
- Yum Factor Information Sheets
The mission of the fitness initiative is to encourage Sallie Mae employees to use the onsite fitness facility for short breaks as well as for regular exercise.

Objectives and Goals

Objective 1: Increase employee knowledge of the potential benefits of the workout facility.

- Goal: Employees who are currently not using the workout facility will be able to give one reason why using the facility could benefit them by the end of 2013.

Objective 2: Improve employee’s attitude toward using the fitness facility.

- Goal: Increase the number of employees who believe using the fitness facility is a good idea and is measurable for them by the end of 2013.

Objective 3: Have more employees use the onsite fitness facility.

- Goal: Increase the average number of employees who sign in at the facility from 26 to 55 per day by the end of 2013.

Tactics

- Develop flyers for bathrooms, break rooms, emails, and surrounding work areas
- Present lunch and learns, seminars, and short videos on exercise topics
- Share “Success Stories”
- Send e-mail tips
Sallie Mae Cares

The mission of Sallie Mae Cares is to immerse employees into the community through volunteering by encouraging employees to provide their time and efforts to better their local neighborhoods.

Objectives and Goals

**Objective 1: Encourage employees to volunteer their time and talents in the community.**

- Goal: Have 25 employees volunteer in the first year of this program.
- Goal: Add 20 employees to the program each year.

**Objective 2: Increase employee awareness of the “Leaders in Education” program.**

- Goal: Have 3 employees utilize 4 hours of paid volunteering per month, each month, for the first year. Increase by 2 each month for each following year.

**Objective 3: Increase employee awareness of opportunities for volunteering in the community.**

- Goal: Have a database of at least 5 opportunities for the first year. Add 2 opportunities each following year.
- Goal: Have 2 “in house” opportunities for the first year. Add 2 opportunities each following year.
- Goal: Have every participant obtain proper documentation before the volunteer experience, allowing the site to sign off on their time spent.

Tactics

- Host an annual volunteer fair to spark interest among employees.
- Include testimonies and bright spots for active volunteers in the quarterly newsletter and on volunteer board.
- Make and post flyers for “Leaders in Education” program.
- Emphasize the 4 paid hours for their volunteer time.
- Survey employees for charity interests every January.
- Provide forms to document volunteer activities on Volunteer Board.
We want to support your efforts to stay healthy by identifying opportunities that will allow you to make healthier choices while at work, and we need your input! Starting in October, we will be working with Ball State students to develop an Employee Wellbeing Strategic Plan. Please take a few minutes to share your initial thoughts about this with us! We will use the information you provide here to select our initial focus areas, and we will be back in touch with you in late October to get more specific information to help us finalize plans and to assess your interest in becoming more involved!

Answering these questions is voluntary and should take you less than 5 minutes.

**Have you recently considered making a personal lifestyle change to try to improve your health and wellbeing?**
- Yes, during the past 6 months I have thought about making a change
- Yes, for almost a year I have thought about making a change
- No, I have not thought about making a change during the past 12 months

**What was the change you considered making?**

**Rate your interest in the following offerings:**

<table>
<thead>
<tr>
<th>Offering</th>
<th>Little to No Interest</th>
<th>Somewhat Interested</th>
<th>Very Interested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eating wisely/more healthfully</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participating in a walking/activity club</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having safety and ergonomic issues addressed</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Offering</th>
<th>Little to No Interest</th>
<th>Somewhat Interested</th>
<th>Very Interested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expanding the onsite fitness room offerings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taking healthy breaks from my work</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finding support to quit smoking</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rate your interest in the following offerings:
<table>
<thead>
<tr>
<th>Little to No Interest</th>
<th>Somewhat Interested</th>
<th>Very Interested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteering for a community organization/giving back to my community</td>
<td></td>
<td></td>
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<tr>
<td>Practicing stress management/relaxation techniques</td>
<td></td>
<td></td>
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<tr>
<td>Learning time management skills</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Rate your interest in the following offerings:**

<table>
<thead>
<tr>
<th>Little to No Interest</th>
<th>Somewhat Interested</th>
<th>Very Interested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participating in social/support groups (Weight Watchers at Work, Parenting Groups, Home Repair Teams, Adventure Tour Groups, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning about healthier living practices and taking better care of myself</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Please respond to the following statements.**

I would be more likely to participate in the activities offered if:

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I received recognition for my healthy accomplishments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I received a cash award or prize for completing the activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I was able to participate as part of a group</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>I was part of a competitive team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Overall, I would currently rate my health as:**

- Excellent
- Very Good
- Good
- Fair
- Poor
Is there anything else you would like us to consider during this planning phase?
Building a Healthier Muncie – One Company at a Time

Sallie Mae
- Committed to improving the health and wellbeing of employees
- Increasing workforce by 200 employees
- Expanding physical space of overall building and the onsite fitness center
- Considering hiring a full-time wellness coordinator

Ball State/Fisher Institute (Wellness Management)
- Varied undergraduate backgrounds among student cohort
- Learning by doing - Co-produce a strategic plan to guide employee wellbeing practices
- Identifying opportunities for continued partnerships

Fitness Incorporated
Encourage Sallie Mae employees to use the onsite fitness facility for short breaks as well as for regular exercise

YUM Factor
Offer employees tools and resources to encourage them to eat healthier food both at work and at home.

Self-Watch
Create a supportive environment that elicits a positive shift in healthy living and self-care so employees have an opportunity to be healthier and more productive

Building a Corporate Community
Encourage, support, and foster positive connections among co-workers to help advance a culture that promotes health and social well-being

Sallie Mae Cares
Immerse employees into the community through volunteering by encouraging employees to provide their time and efforts to better their local neighborhoods
PRESENTATION OUTLINE

- Initial Planning
  - Employee Survey
  - Module/Champion Selection
- Strategic Plan Development
  - Self-Watch
  - Building a Corporate Community
  - The YUM Factor
  - Fitness Incorporated
  - Sallie Mae Cares
- Next Steps

LOGIC MODEL

INTERESTS SURVEY

97% reported that they were trying to make a Personal Lifestyle Change

- Top Items
  - Taking healthy breaks from my work
  - Eating wisely/more healthfully
  - Healthier living practices/self-care
  - Expanding fitness room offerings
  - Stress management/relaxation
  - Participating in a walking/activity club
  - Social/support groups
  - Learning time management skills
  - Volunteering/giving back
  - Safety and ergonomic issues
  - Finding support to quit smoking
  - Managing personal finances

- Increase participation by: Participating as a group; Participating as a team

Current health status (self-rated):
- 20% very good/good
- 44% good
- 26% fair/poor

Each plan will have:
- Background/Introduction
- Situational Analysis/SWOT
- Audience Analysis
- Objectives and Goals
- Tactics
- Logic Model
- One Page Project Manager
- Budget
**MODULE SELECTION**

- Self-Watch
- Building a Corporate Community
- The YUM Factor
- Fitness Incorporated
- Sallie Mae Cares

**INTRODUCTION**

**Mission**

The mission of Self-Watch is to create a supportive environment that elicits a positive shift in healthy living and self-care for Sallie Mae employees so employees have an opportunity to be healthier and more productive.

**Purpose**

The purpose of Self-Watch is to establish a framework to guide healthier employee practices.

**OBJECTIVES AND GOALS**

**Objective 1:** Positively impact employees’ lifestyle or self-care practices as a result of being exposed to new ideas through monthly healthy living tips.

- **Goal:** 80% of employees will place a health living tip they plan to utilize into a drop box in the break room.

**Objective 2:** Help employees develop a common understanding of the month’s healthy tip.

- **Goal:** 50% of the 10 randomly selected employees will report knowledge of the month’s healthy tip.

**Objective 3:** Help employees develop an improved understanding of the community resources presented each month and how to utilize those resources.

- **Goal:** 50% of the randomly selected employees will report knowledge of the resources related to the month’s health tip.

**TACTICS**

- Distribute Self-Watch Newsletter with healthy living and self-care techniques.
- Develop a Drop Box and Reward System to encourage employees to report their health tip.
- Hang posters to add additional support for the messages distributed in each newsletter.
- Identify new topics for the following year (December).

**MONTHLY CALENDAR**

- **January:** Financial Wellbeing/Goal Setting
- **February:** Paying it forward/emotionally connecting with others
- **March:** Disease Prevention/Preventive Health Services
- **April:** Volunteering
- **May:** Sleep/Healthy Breaks
- **June:** Vacationing/Stayingcationing
- **July:** Active Living
- **August:** Positive Work Environment
- **September:** Stress Management
- **October:** Self-Care/Flu Shots
- **November:** Avoiding burnout at work/managing energy
- **December:** Time Management
INTRODUCTION

Mission
The mission of the social activities pillar is to encourage, support, and foster staff to have positive connections with co-workers and will advance a culture that promotes health and social well-being.

Vision
The vision for the social activities pillar is to have Sallie Mae employees engaged in social activities that promote personal wellness and a progressive work environment.

OBJECTIVES AND GOALS

Objective 1: Organize social activities to strengthen relationships among Sallie Mae employees and promote a feeling of belonging.
  • Goal: By December 2013, three employees from each subdivision will participate in social programs provided by Sallie Mae.
  • Goal: Participation in the social programs will positively impact the work climate at Sallie Mae.

Objective 2: Organize social activities to serve as an outlet for work related stress.
  • Goal: After participating in Walk Across America and Sallie Mae Bowling Nights employees will self report improved stress levels.

TACTICS

• Direct marketing (print and email), t-shirt incentives, pedometer incentives, free products, seminars, lunch and learn, and posters around the office and in the café.
• Walker Tracker program will help employees look forward to coming to work to see improvement and personal relationships will be seen around the office.
• Evaluation of participation and colleague interactions.

WALKER TRACKER

Sallie Mae Champions:
• Clarice Gary
• Carey Foss
Ball State Students:
• Amanda McBride-Rapp
• Brighid Courtney

Sallie Mae Champions:
• Audrey Clevenger
Ball State Students:
• Regina Martin
• Emily Wert
INTRODUCTION

Mission
The mission of the YUM Factor is to offer the employees at Sallie Mae tools and resources that will motivate and lead employees to eat healthier food on a day-to-day basis both at work and at home.

Vision
The vision for the YUM Factor is to help employees change their perception from healthy food tastes bad to healthy food tastes good.

OBJECTIVES AND GOALS

Objective 1: Increase employee knowledge of healthy eating choices.
Goal: After providing short educational seminars once per month for a year, 25 participants will know at least two reasons why eating healthy would be a benefit to their own life.

Objective 2: Promote the idea that healthy foods taste good.
Goal: After one year of providing taste samples of good tasting healthy food, 25 participants will believe that healthy food can and does taste good.

Objective 3: Increase the number of healthy eating choices made by employees.
Goal: After each month of allowing employees to taste a healthy food item, the cafe will see an increase of 10% in the taste-tested item.

TACTICS

• Monthly Yum Factor Seminars
• Yum Factor Tastings
• Yum Factor Recipes
• Yum Factor Information Sheets

CAST YOUR YUM FACTOR VOTE!

Join us for a YUM FACTOR Taste Testing Event and vote to have the healthy dish offered in the cafe.

Chicken Salsa Chili
Date: Tuesday January 22
Time: 11:30am

Sallie Mae Champions:
• Keri Stephenson

Ball State Students:
• Amy McLaughly
• Shauna Sadler

INTRODUCTION

Mission
The mission of the fitness initiative is to encourage Sallie Mae employees to use the onsite fitness facility for short breaks as well as for regular exercise.

Vision:
The vision for this module is for Sallie Mae to have a vibrant and active onsite fitness facility.
SURVEY RESULTS

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<tr>
<th>Count</th>
<th>Percent</th>
<th>Description</th>
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<tbody>
<tr>
<td>9</td>
<td>75%</td>
<td>Individuals who reported they do not currently use the workout facility</td>
</tr>
<tr>
<td>7</td>
<td>58%</td>
<td>Individuals who reported time restraints as their main barrier for not using the facility</td>
</tr>
<tr>
<td>6</td>
<td>50%</td>
<td>Individuals who do not currently use the workout facility and do not plan to use it</td>
</tr>
<tr>
<td>4</td>
<td>33%</td>
<td>Individuals who reported that they wanted the workout facility to be larger</td>
</tr>
<tr>
<td>3</td>
<td>25%</td>
<td>Individuals who plan on using the workout facility, but do not currently use it</td>
</tr>
<tr>
<td>3</td>
<td>25%</td>
<td>Individuals who currently do use the workout facility</td>
</tr>
<tr>
<td>2</td>
<td>16%</td>
<td>Individuals who reported that the onsite workout facility is too small</td>
</tr>
</tbody>
</table>

OBJECTIVES AND GOALS

Objective 1: Increase employee knowledge of the potential benefits of the workout facility.
- Goal: Employees who are currently not using the workout facility will be able to give one reason why using the facility could benefit them by the end of 2013.

Objective 2: Improve employee’s attitude toward using the fitness facility.
- Goal: Increase the number of employees who believe using the fitness facility is a good idea and is measurable for them by the end of 2013.

Objective 3: Have more employees use the onsite fitness facility.
- Goal: Increase the average number of employees who sign in at the facility from 26 to 55 per day by the end of 2013.

TACTICS

- Develop flyers for bathrooms, break rooms, emails, and surrounding work areas
- Present lunch and learns, seminars, and short videos on exercise topics
- Share “Success Stories”
- Send e-mail tips

SAMPLE PRODUCTS

Sallie Mae Champions:
- Allison Richards
- Janet Wright
- Brenda Lloyd

Ball State Students:
- Jessica Edenfield
- Rachel Keister

INTRODUCTION

Mission
The mission of Sallie Mae Cares is to immerse employees into the community through volunteering by encouraging employees to provide their time and efforts to better their local neighborhoods.

Purpose
The purpose of Sallie Mae Cares is to increase the total time employees are donating to local charities and organizations.
OBJECTIVES AND GOALS

Objective 1: Encourage employees to volunteer their time and talents in the community.
  - Goal: Have 25 employees volunteer in the first year of this program.
  - Goal: Add 20 employees to the program each year.

Objective 2: Increase employee awareness of the “Leaders in Education” program.
  - Goal: Have 3 employees utilize 4 hours of paid volunteering per month, each month, for the first year. Increase by 2 each month for each following year.

Objective 3: Increase employee awareness of opportunities for volunteering in the community.
  - Goal: Have a database of at least 5 opportunities for the first year. Add 2 opportunities each following year.
  - Goal: Have 2 “in house” opportunities for the first year. Add 2 opportunities each following year.
  - Goal: Have every participant obtain proper documentation before the volunteer experience, allowing the site to sign off on their time spent.

TACTICS

- Host an annual volunteer fair to spark interest among employees.
- Include testimonials and bright spots for active volunteers in the quarterly newsletter and on volunteer board.
- Make and post flyers for “Leaders in Education” program.
- Emphasize the 4 paid hours for their volunteer time.
- Survey employees for charity interests every January.
- Provide forms to document volunteer activities on Volunteer Board.

VOLUNTEER FAIR

Survey Employees in January
  - Interests
  - Previous experience
Kick off
Organizations from Community
Set up booths during work

NEXT STEPS

- Deliver 2013 plan (Wellness Champions)
- Consider conducting research to monitor participation and productivity
- Work with health plan broker to utilize their resources when planning for 2014
- Apply for “Achieve Well” certification

INTERESTS SURVEY

- 97% reported that they were trying to make a Personal lifestyle change
- Top Items:
  - Taking healthy breaks from my work
  - Eating healthfully
  - Healthier living practices/self-care
  - Exercise/staying fit
  - Stress management
  - Participating in a walking/fitness club
- Increase participation by:
  - Participating alone
  - Participating as a group
- Current health status (self-rated):
  - 20% very good/good
  - 44% good
  - 26% fair/poor
- Social support groups
- Learning time management skills
- Volunteering/giving back
- Safety and ergonomic issues
- Finding support to quit smoking
- Managing personal finances
SALLIE MAE WORKSITE WELLNESS PROGRAM

Self-Watch

Derek O’Neal
Tyson Whitcomb
Ball State University

Genny Johnson
Ryan Painter
Sallie Mae Management
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Executive Summary

Employee health and wellbeing is continually moving to forefront of every employer’s mind because healthier employees lead to better work environments and more successful results. Although various companies are currently exercising many methods of improving health, we chose to focus on healthy living and self-care practices and created the Self-Watch monthly newsletter.

By co-producing this comprehensive initiative, we hope to create a supportive environment that elicits a positive shift in attitude toward a healthier lifestyle. By shifting the attitude, we believe that Sallie Mae employees will not only begin to utilize self-care tactics and healthy living tips, but also become healthier, happier, and more productive as a result.

In order to identify the needs and interest of these employees, Sallie Mae Champions, Genny Johnson and Ryan Painter, collaborated with Derek O’Neal and Jane Ellery Ph.D. and held a two focus groups. The results of the focus group helped defined what Sallie Mae employees would find beneficial to include in the monthly newsletter Self-Watch. Despite the stressful nature of the job at Sallie Mae, we believe that if employees take the tips from Self-Watch and apply them to their lives, they will be happier, healthier and more productive.

In our plan we addressed three main objectives that we wanted to focus on:

1. Sallie Mae employees will positively change one lifestyle or self-care practice as a result of being exposed to new ideas through monthly healthy living tips.
2. Sallie Mae employees will share a common understanding of the month’s healthy tip.
3. Sallie Mae employees will better understand the community resources presented each month through the newsletter.

Through various goals and tactics, we hope to achieve these objectives by December 2013. We have created a total budget of $2,400 that can be broken down into $200 per month. A small part of this budget accounts for printing newsletters and posters. A large portion of the budget is for door prizes.
Our goal for this business plan is to enable Sallie Mae to make the best program possible for the employees. Through our format, we hope that you can follow this plan to create an environment that is conducive to health and wellbeing, which will help the Sallie Mae employees become happier, healthier and more productive.

Mission and Vision

Mission

Create a supportive environment that elicits a positive shift in healthy living and self-care for Sallie Mae Employees so that the employees are healthier and more productive.

Vision

Sallie Mae employees are healthier, happier, and more productive
Background

Situation Statement

Sallie Mae is a local company in Delaware County that has taken the initiative to contact Ball State University’s Building Better Communities as a partner in which Sallie Mae hopes to increase their employee’s wellbeing through a worksite wellness program. Sallie Mae believes that working with the Fisher Institute for Wellness and Gerontology will help improve the functionality of their employees. Sallie Mae is looking to add over 200 new hires to their staff within the year.

Sallie Mae has a unique environment in that it consists of one open room. The company is established under the regulations of a performance-based model. This means that the more money employees collect for the company the more income that the employees earn. Employees are allowed to take a one-hour lunch and two fifteen-minute breaks to be taken at their leisure. However, employees tend to not take the fifteen-minute breaks because they are away from their desk; which, in return means that they are not making money. Overall, employees spend about eight hours a day at a desk.

The Sallie Mae View President and Human Resource Manager are both extremely excited to expand the Exercise/Fitness Facilities. In this expansion a new aerobics room will be established as well as more exercise equipment. The projected date that the construction will be finished is July 2013. The company also wants to take use of the Cardinal Greenway in some way to become more active while at work.

Sallie Mae, with the help of the Fisher Institute for Wellness and Gerontology, has come up with 5 key areas that will be help improve the wellbeing and quality of life for employees. The overall areas of focus include: healthy eating, fitness center opportunities, social and activity clubs, volunteering, and healthy living and self-care. Using the five key areas students and staff will work together to create behaviors that support healthier lifestyles. Sallie Mae would also like to see results that include: happier employees, increased employee productivity, and enhanced lifestyles for employees.

Healthy living and self-care is a segment in the five key areas that Sallie Mae has selected to include in a worksite wellness program. Through healthy living and self-care Sallie Mae wants to enrich the lives of employees through a monthly health focus based on the results from group discussions and suggestions from the National Health Observances calendar.
Best Practices

Scientific literature suggests that it is in Sallie Mae’s best interest to implement a comprehensive wellness initiative. Not only will employees feel and perform better but also Sallie Mae will improve on healthcare spending and absenteeism by lowering costs in the process. Judd Allen outlines the economic benefits of a wellness program from his book *Wellness Leadership (2008)*, page 30 and are as follows:

- **Lowered absenteeism.** It is estimated that just over half of illnesses are the result of lifestyle. For example, smokers are more likely to get colds, and overweight people are more likely to have back and knee problems.
- **Reduced medical costs.** A side benefit of less illness is the ability to reduce the need for medical care. With medical costs skyrocketing, the best way to save is to lower the demand.
- **Improved productivity.** It is hard to work when you have a headache, back pain or some other ailment. Healthy lifestyle practices prevent such distracting aches and pains. Positive practices such as exercise also enhance alertness and other forms of work readiness.
- **Lower turnover.** Replacing sick and dying employees is costly. Training replacement workers can be very expensive. Employees’ premature retirement can also adversely impact customer relationships.
- **Social Support.** Most people stick with wellness activities that maintain positive relationships with social support.

If Sallie Mae can effectively implement practices that support and motivate employees, they should experience success in the form of lower health care costs and happier, healthier, and more loyal employees.
Target Audience

Throughout our efforts, we focused on all Sallie Mae employees. We are marketing to each individual employee in order to sustain a program that will elicit positive changes in lifestyle choices.

Age

- Predominately young adults (20-30)
- Adults (30-40)
- Middle aged (40+)

Gender

- Male and Female

Race

- Mostly Caucasian

Work Information

- Most earn between 30-70K per year
- Most employees only have one job
- Most live within Delaware County
- Varying employment length

Education

- Varying degrees (Ranging from high school to college)
- Varying knowledge about technology

Children

- Most employees have children
- Fair amount of single parents
Target Audience Profiles

After examining these characteristics, we formulated three hypothetical audience profiles.

Harold

Harold is a single male in his mid twenties. He enjoys working out and making sure he is eating well. Harold also enjoys keeping up to date on healthy living tips. When Harold found out Sallie Mae would be offering a monthly newsletter on healthy living and self-care, he was ecstatic. Harold told all of his friends about the program and how it would benefit each individual.

Susan

Susan is a married female who is in her mid thirties. Susan wants to learn about healthy living and self-care but feels overwhelmed. Susan would be very interested in learning about healthy living tips if she were to be given a newsletter that was easy to follow. Susan is an employee given the tools necessary to achieve healthy living would be successful because she has a drive and desire to change.

Garrett

Garret is a single male in his late forties. Garret was not excited to learn about Sallie Mae’s worksite wellness program. He believes he is already in shape and does not want to make any changes in his life. Garret knows that he could do better in taking care of himself, but he thinks it is a waste of time. He said that health problems run in his family so he is just going to do whatever he wants because he knows he will develop a problem no matter what. Garret is the type of individual who is difficult to get through to. However, if Garret would open his mind up to the idea of healthy living he might realize that many diseases are preventable.
Strategy

Objective 1

Behavior Objective

1. Sallie Mae employees will positively change one lifestyle or self-care practice as a result of being exposed to new ideas through monthly healthy living tips.
   a. Employees will learn how to change self-care practice and lifestyle choices by reading over Self-Watch.
   b. Self-Watch will be distributed via e-mail to all Sallie Mae Employees.

1. Goal: 80% of employees will place a healthy living tip they plan to utilize into a drop box in the break room.
Strategy

Objective 2

Knowledge Objective

1. Sallie Mae employees will share a common understanding of the month’s healthy tip.
   
a. Goal: 50% of Sallie Mae employees will report knowledge of the month’s healthy tip.
   
b. At the end of each month ask 10 random employees what that month’s healthy tip was. 50% of employees should be able to discuss the newsletter.
Strategy

Objective 3

Sallie Mae employees will better understand the community resources presented each month through the newsletter.

a. Through the monthly newsletter, Self-Watch, employees will learn about healthy living and self-care techniques.

b. Sallie Mae employees will learn how to utilize community resources through the monthly newsletter, Self-Watch.

50% of the employees will report knowledge of the resources related to month’s health tip.
**Program:** Sallie Mae Self-Care Logic Model

**Situation:** Sallie Mae has committed to a employee wellness program for the Muncie, Indiana location. The wellness program has been broken down into five categories. Sallie Mae has reached out to the Fisher Institute to help design an employee wellness program.

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSU Students (Fisher Institute)</td>
<td>Identification of Wellness Champions</td>
<td>Sallie Mae Champions</td>
<td></td>
</tr>
<tr>
<td>BSU Faculty and Staff (Fisher Institute and Building Better Communities)</td>
<td>Definition of terms to develop a common language</td>
<td>Sallie Mae Employees</td>
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<tr>
<td>Sallie Mae Champions</td>
<td>Develop Healthy Living Month Topics</td>
<td>BSU Faculty and Staff</td>
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<tr>
<td>Sallie Mae Employees</td>
<td>SWAT data collection and analysis</td>
<td>BSU Students</td>
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<td></td>
<td>Focus group for self-watch</td>
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<td></td>
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<tr>
<td></td>
<td>Classroom based learning activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Regular contact among team members (1 x/week)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Assumptions:** Employees who are engaged and well informed of the Self-Watch initiative will be more likely to develop positive lifestyle changes. Adding on to the building will not change the wellness initiatives.

**External Factors:** Sallie Mae Corporate Wellness Programs. Wellbeing related initiatives are less recognized than risk reduction/disease management efforts. Employees are less likely to incorporate healthy living strategies.

<table>
<thead>
<tr>
<th>Short</th>
<th>Outcomes – Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trusted relationships are developed between Sallie Mae, BSU Students, and BSU Faculty and Staff</td>
<td>Situation analysis report provides a view of the current situation related to wellness programming at Sallie Mae</td>
</tr>
<tr>
<td>Months are developed</td>
<td>Wellness champions feel supported as they work to develop and deliver their module</td>
</tr>
<tr>
<td>Wellness Champions are assigned and developed</td>
<td>BSU students developed new knowledge and skills in a real-world setting</td>
</tr>
<tr>
<td>Sallie Mae Employees feel important because they are allowed to voice their opinions</td>
<td></td>
</tr>
<tr>
<td>BSU students feel confident to work with Sallie Mae champions</td>
<td></td>
</tr>
</tbody>
</table>

**Long:**
- A co-produced (BSU students, Sallie Mae champions, and Sallie Mae Employees), tailored strategic plan that can be used to guide wellness practice for Sallie Mae employees
- Ball State students who are prepared to repeat this type of process with other organizations
- Happier, healthier, and productive employees
- Starting point for community delivery of wellness services
MARKETING MIX

Product

Self-Watch

Price

Self-Watch is free for all current Sallie Mae employees. Sallie Mae will electronically distribute Self-Watch through E-Mail. Sallie Mae has a budget of 200 dollars per month to spend on two door prizes, printing 10 paper copies of the monthly newsletter, and printing one poster.

Promotion

Self-Watch will be promoted through E-Mail, word of mouth, fliers, posters, and hard copy distributions in the break room.
**SWOT ANALYSIS GRAPH**

### Strengths
- Employees want to change their lifestyles and habits.
- Open space/layout
- Competitive environment
- Committed management

### Weaknesses
- Employees do not necessarily take breaks.
- High rate of employee turnover
- Unhealthy incentives
- Pay for performance structure

### Opportunities
- Working with the Fisher Institute for Wellness and Gerontology to develop a healthy living and self-care program.
- Access to Cardinal Greenway
- Working with Building Better Communities
- Growing Worksite

### Threats
- Corporate Disapproval
- No healthy choice restaurants near the facilities
- The changes of legislation on student loans.
- External job market
- Disapproval from employees.

### Assumptions:

In this partnership we will assume the following:

- The management team will be supportive of the initiatives taken.
- The employees will be excited to join and take an active role in changing behaviors for the better.
- The culture is open to new types of wellness initiatives being introduced.
- The champions will be willing to be active in meeting with Fisher Institute students.
SWOT ANALYSIS EXPLANATION

Strengths
1. Employees want to change their lifestyles and habits. Wanting to make a change is positive because employees are willing to make the changes to live a healthier life.
2. Sallie Mae has an open space/layout. Having an open layout is beneficial because employees can see another making changes and engage with one another on how to incorporate the monthly tips.
3. Competitive environment. Sallie Mae has an extremely competitive environment and this will help people achieve wellness goals. Employees will see someone is doing very well and then will want to step up their game.
4. Committed management. A management team that is on board will not only be beneficial for the solicitation of the program but the management team will also act as leaders and motivators.

Weaknesses
1. Employees do not necessarily take breaks. Self-Watch focuses a lot on implementing healthy breaks throughout the workday. Many of the tips focus on maintaining a healthy lifestyle at the worksite. Employees would have to start implementing breaks.
2. High rate of employee turnover. Because the job is stressful, many employees decide to quit. This can be difficult during the program because Self-Watch is a yearlong program that allows employees to grow in wellness.
3. Unhealthy incentives. Sallie Mae offers many incentives to employees, such as candy and pop. These are unhealthy and counteract the reason for healthy living and self-care practices.
4. Pay for performance structure. The pay for performance can cause a lot of stress for employees. Many employees will skip breaks and take shorter lunches in order to earn more money.
SWOT ANALYSIS EXPLANATION

Opportunities
1. Working with the Fisher Institute for Wellness and Gerontology to develop a healthy living and self-care program. When Sallie Mae sought after the Fisher Institute, students were then able to apply skills learned in classes, to a real life experience.
2. Access to Cardinal Greenway. The greenway will allow for employees to take healthy breaks outside in a safe setting.
3. Working with Building Better Communities (BBC). Working with the BBC will allow Sallie Mae to be shown throughout the community as a worksite that cares for employees.
4. Growing Worksite. Once individuals see that Sallie Mae has developed a wellness program that is based off what employees recommended, individuals will seek out Sallie Mae as an employer.

Threats
1. Corporate disapproval. Sallie Mae Corporate already has a wellness initiative and might want the Muncie location to use only the corporate approved program.
2. No healthy choice restaurants near the facilities. Employees do not have healthy options to eat at near the facility. This can be harmful because employees will eat non-healthy meals.
3. The changes of legislation regarding student loans. If legislation changes on the amount of money students are able to receive, employment might fall at Sallie Mae.
4. External job market. The job market outside of Sallie Mae might offer better incentives to switch employers.
5. Disapproval from employees. Employees might not think they need to make changes in lifestyle and might believe that they are already healthy. Some employees might be overwhelmed thinking about making lifestyle changes.
## Budget

<table>
<thead>
<tr>
<th>Item</th>
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<th>Units/Month</th>
<th>Monthly Cost</th>
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<td>Self-Watch Hard Copies</td>
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<td>Door Prize 1</td>
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<td>$50.00</td>
<td>$600.00</td>
</tr>
<tr>
<td>Door Prize 2</td>
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<td>$25.00</td>
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</tr>
<tr>
<td><strong>Total Cost</strong></td>
<td></td>
<td></td>
<td><strong>$95.50</strong></td>
<td><strong>$1,146.00</strong></td>
</tr>
</tbody>
</table>

Sallie Mae established a budget of 200 dollars to spend each month on posters and prizes. Each month, Sallie Mae will come under budget at around $95.50. The printer paper estimate was reached from an estimate at FedEx Kinkos. The poster was also derived from FedEx Kinkos. The 4 posters will be put up each month in the break room, hallway, employee entrance and on the call floor. The Sallie Mae Self-Care champions will select the door prizes. The first door prize will be around 50 dollars and the second door prize will be around 25 dollars. The champions can increase the amount of money spent each month on door prizes because there is extra money in the budget.
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APPENDIX A

Self-Watch

Financial and Goal Setting

January 2013
Financial Planning and Goal Setting

When we think of wellness, we tend to focus on the physical aspect of well being, such as good health. But the fact is that for most of us, financial wellness is crucial to our overall level of wellness and plays a large contributing part in our health and well being all the way around.

“A big part of financial freedom is having your heart and mind free from worry about the what-ifs of life.” - Suze Orman
Financial Wellness Tips

Recognize the reality of the role money plays in your life! Not having enough money to pay bills and buy the basic necessities can be exceedingly stressful. Stress kills! There are a host of illnesses that are a direct result of stress; so understanding that failure to manage your money can literally make you sick is critical to every aspect of your wellness.

Limit debt! There are some things that most of us will not have enough disposable cash to outright buy and must therefore go into debt for; such as a new car or house. But don't get carried away with credit and spend money like a drunken sailor. Be judicious in your use of credit cards and loans. It’s easy to get into debt and hard to get out! What does excessive debts you can’t pay lead to? You guessed it: more stress.

Want what you have instead of trying to have what you want! Forget trying to keep up with the Joneses. They're probably developing ulcers and battling insomnia every night due to the mountain of debts they've incurred in the process of seeming affluent, anyway. Money is nothing but a tool to help you get the things you need. The things you truly want like love, good health and happiness aren’t for sale and if you were as rich as Donald Trump, you still wouldn’t be able to buy those things!

Have a budget! It is impossible to stress too soundly the importance of having a financial budget. A good, well planned budget will give you a track to run on and help you live within your means while keeping up with expenses and furnishing a birds eye view of where your money goes. Without this, you may end up in the red by the end of the month and have no idea whatsoever what happened to your money. It’s like carrying all of your money around in a leaky bucket and not realizing it’s disappearing through the holes. So, work at making a great budget and stick to it!
Financial wellness is an intricate balance of the mental, spiritual and physical aspects of money. This unique combination is an ideal to strive towards in our dealings with money. Financial wellness is having an understanding of your financial situation and taking care of it in such a way that you are prepared for financial changes. Maintaining that balance consists of being comfortable with where your money comes from and where it is going.
APPENDIX B

Self-Watch

Paying it Forward

February 2013
1. Be attentive wherever you are for opportunities to help someone. Perhaps you have an elderly or disabled neighbor who is too proud to ask for help with their yard work or maybe you're in a restaurant and see someone who looks like they could use some kind stranger to pay for their meal. You can change people's attitudes about the world through your unobtrusive acts of kindness.

2. Do something nice for someone you don't know (or don't know very well). It should be something significant, and not for a person from whom you expect a good deed -- or anything at all, for that matter -- in return.

3. Spread the word. If the person thanks you and wants to “repay” you (that is, pay it “back”), let them know that what you'd really like is for them to pay it “forward,” you'd like them to do something nice for three people they don't know and ask those three people to do the same. The idea is to consciously increase the goodness in the world.

4. Pay it forward. When you notice that somebody has done something nice for you, make a note in your mind to practice three acts of kindness towards other people.

Just remember when someone does something nice for you, that you should do something nice for someone else.

If we consciously spread goodness towards other beings we will feel better about ourselves.

If you see someone else do something nice for another individual make a positive comment on what you saw.

It is so important that we treat others with dignity and respect.

Remember, others are watching you and it is important to do good deeds for others.
APPENDIX C

Self-Watch

Disease Prevention

March 2013
Healthy Living Tips

1. Make sure you have a yearly physical with a doctor you trust.
   a. Physicals can help prevent future health problems.
   b. Getting a physical can save you money in the long run! A problem can be fixed before it gets too bad.

2. Go over your health benefits with your HR manager. It’s very important to know what your insurance policy covers.

3. If you do not have insurance; there are many options in your local community. You can visit Open Door where a multitude of services are offered and possibly at a reduced price.

4. If you show any symptoms make sure you to the doctor. Your doctor can discuss many options for preventative health care.

5. Make sure you are eating plenty of fruits and vegetables. Eating a diet rich in fruits and veggies may help prevent cancer and other chronic diseases.

6. Exercise. Get out and move for at least 30 minutes. Take up biking or yoga. Exercise options are endless!
APPENDIX D

Self-Watch Volunteer

April 2013
Benefits of Volunteering

1. Volunteering is about giving your own time; using your talents and skills as a way to enhance the community! You can achieve a feeling of accomplishment and satisfaction.

2. Increase your chances of getting hired! It is said that 73% of employers will hire someone who often volunteers.

3. Volunteering can give a sense of escape from everyday mundane tasks. You can give a few hours a week and you could find out that you have a new hobby because of it.

4. Volunteering is a brilliant way to get life experience. You will experience the real world through hands on work.

5. You are making a difference in the community and country by volunteering.

6. When we work together to help the community we:
   a. Solve problems
   b. Strengthen communities
   c. Improve lives
   d. Connect to others
   e. Transform your own life

Tips on How to Become a Volunteer

1. Utilize the volunteering program at Sallie Mae.
2. Volunteer for issues that are important to you.
3. Volunteer where your talents can be used.
4. Go to www.volunteer.gov to find a place to volunteer.
5. If the program you volunteered for isn’t what you thought it would be; talk to someone about it and see about making it better.
APPENDIX E

Self-Watch

Healthy Sleeping Patterns

May 2013
Seven Tips to Better Sleep

1. Stick to sleep schedule. Go to bed at the same time every night, even on the weekends and days off. It will reinforce your sleeping schedule if you go to bed at the same time and wake up at the same time.

2. Pay attention to what you eat and drink. Don’t go to bed either hungry or stuffed. Your discomfort might keep you from sleeping well. Also, limit the amount you drink before bed to prevent disruptive trips to the bathroom. Nicotine, caffeine, and alcohol deserve caution too; they can cause someone to stay awake longer.

3. Create a bedtime ritual. Do the same things before bed every night. Take a warm shower, wash your face, brush your teeth, go to the restroom, or do some nighttime stretches.

4. Get comfortable. Create a room that is ideal for sleeping. Make sure you are sleeping in a cool, dark, and quiet room. This creates such an ideal, relaxing room. Make sure you have a nice mattress and pillow as well!

5. Limit daytime naps. Long daytime naps can interfere with nighttime sleep. If you choose to nap limit yourself to about 10-30 minutes and make it during midafternoon if you can.

6. Include physical activity in your daily routine. Regular physical activity can promote better sleep, helping you to fall asleep faster and to enjoy deeper sleep. Timing is important make sure you don’t exercise right before bed; you might be too energized to sleep!

7. Manage stress! When you have too much to do and too much to think about your sleep is likely to suffer! Consider healthy ways to manage your stress levels! Try yoga or even meditation. Just take a few deep breaths. You will feel so much better!

Stretches to Help You Sleep

1. Spine Twists
   a. Get on your knees and hands and bend your back up and down. This helps relax the back, neck, and abdominals.

2. Bridge Pose
   a. Lie on the floor with your back flat against the floor, knees up and your sides, palms facing up. Press into your heels and use your abdominals to raise you forward.

3. Seated Side Bend
   a. Sit cross-legged on the floor, placing your right hand on the floor, lean to the right and stretch your arm over your head. This Repeat the stretch on the other side.
APPENDIX F

Self-Watch

Vacationing (Staycations)

June 2013
Tips for a Great Staycation

Sometimes it is great to just get out and enjoy a city that is close to you! Luckily enough, you have Indianapolis! Indianapolis is a great city and with these helpful hints you can make a staycation the most memorable vacation ever.

1. Enjoy your hotel. Unlike a regular vacation where you might not know the city you are staying in, Indianapolis might be familiar! You can actually stay in your hotel and relax! Sleep in and order a nutritious breakfast.

2. Utilize the skywalks. It’s not always sunny with a high of 75 in Indy. Make sure you use the skywalks, which are located in downtown Indy. The skywalks connect to many of the hotels as well as the mall.

3. Go somewhere you have never been before. Explore the city and see what Indy has to offer to you! For example, go to Fountain Square and explore the area! Many taxi companies have deals that get you anywhere downtown for $5!

4. Be a tourist! Explore Indy like you have never been there before! Go to the visitor’s center and get some information about what to do.

5. Make a budget, a realistic one, and stick to it! It is important that you can have fun and enjoy your time away from home without spending an arm and a leg.

6. Plan your meals. If you really want to watch what you spend, pack your own lunches! Take a picnic in the park and bring your own healthy food that is budget friendly!

7. Make a backup plan just in case of inclement weather! We never know what the weather will be like and it is important that you have a second option ready for the day.

8. Stay at home! You don’t have to go out of state or even out of Muncie! Stay home and enjoy spending time alone or with family! Take time to read a book or just relax in the back yard!

Things to do in Muncie!

1. Visit Minnetrista
2. National Model Aviation Museum
3. Cardinal Greenway
4. Muncie Symphony
5. Muncie Civic Theatre
6. Emens Auditorium
7. Ball State Art Museum
8. Prairie Creek Reservoir
9. Downtown Muncie
10. Muncie Parks
Active Living Tips
1. Walk whenever possible! Walk, bike, or take the bus instead of driving whenever you can.
   a. Walk your children or grandkids to school.
   b. Take the stairs instead of an elevator.
   c. Go for a half-hour walk instead of watching TV
   d. Park farther from the store and walk.

2. Move more in your home.
   a. Spend time doing yard work
   b. Make home repairs
   c. Take up a weekend project

3. Live actively
   a. Choose an activity that fits into your daily life.
   b. Utilize the gym at Sallie Mae
   c. Join an exercise group
   d. Pace the sidelines at an athletic event instead of sitting

Tips to Restart the Exercise Habit (and how to keep it)
1. Don’t break the habit. Keep up with an exercise routine!
2. Commit for 30 days. Go to the gym or workout for at least 30 days. It will become a habit and you will love how you feel after working out.
3. Get a buddy. It is easier to exercise when you have a friend to hold you to it.
4. Schedule. Make sure you have an opening that you can commit to exercise.
5. Start small. Work small and slowly increase what you are doing. You want to create a habit not break one. It is important to lean into fitness programs.
6. Go for yourself! You have to want to make a change in your life for it to occur.

Fitness Class Ideas
1. Yoga
2. Pilates
3. Boxing
4. Zumba
5. YMCA of Muncie
6. Anytime Fitness
7. Cardinal Greenways
8. Biking
9. Walking around your neighborhood
10. Softball League
APPENDIX H

Self-Watch

Positive Work Environment

August 2013
Ten Ways to Create a Positive Work Environment

1. Encourage trust. If you want to create a positive work environment trust is vital! Trust should be the foundation of a positive and healthy work site. When people can trust you, they will be more inclined to be loyal as an employee.

2. Demonstrate positive communication. This might seem obvious but it’s not. Listening to what coworkers have to say shows them that they can be open and that you respect them.

3. Encourage everyone to be the best they can be. Maintaining high expectations and extending positive constructive criticism will help everyone rise to goals.

4. Find ways to create team spirit. Unity amongst coworkers allows everyone in the team to feel as if they belong and are valued. When everyone feels like they belong and are valued tardiness decreases. Let everyone know that they are important and their role is vital for the job.

5. Offer recognition and appreciation. Whenever you see someone do something great; tell him or her!

6. Offer credit and be responsible. When things go well at your organization always extend credit to your staff and coworkers! Let them know they are doing well! When things don’t go so well, try to motivate everyone to do a little better.

7. Be accessible. Have an open door policy and be willing to listen to everyone.

8. Encouraging physical environment. Make sure your workspace is neat and tidy. Have little knick-knacks on your desk.

9. Offer staff evaluations! Let people drop off a little note about how well someone is doing!

10. Don’t leave out fun! Welcome celebrations! Acknowledge someone’s birthday. You don’t have to bake a cake, but just say happy birthday!

Ways to create a positive workspace.

1. Create a gratitude jar! Drop off something you saw someone do that was above and beyond.

2. Personalize your workspace

3. Put up fun signs

4. Make the break room user friendly

5. Create a humor board that has work appropriate jokes.

6. Put up fun quotes

7. Distribute brain teasers

8. Give out healthy snacks

9. Give out compliments to coworkers

10. Show compassion and stand up for people being bullied.
APPENDIX I

Self-Watch

Stress Management

September 2013
Stress Management

All of us experience stress, but far too many of us are content to live with it, push it aside, hold it in, and eventually succumb to the ugly consequences. Not all stress is bad though! Some stress is actually healthy and keep us striving to reach new goals and make our lives worthwhile and even exciting. But, when your emotions are and health is compromised it is time to hit the brakes and plot out a new course. Ready to feel better fast? Follow these step by step instructions for navigating those every day bumps in the road. You will be able to get rid of unnecessary sources of anxiety and develop a healthier relationship with those you cannot avoid.

"Sometimes it seems your ever-increasing list of things to do can leave you feeling totally undone."
~Susan Mitchell and Catherine Christie
## It’s Not Just in Your Head

You don’t need a doctor to tell you that anxiety can have a negative effect on your health. But do you really know the toll that long-term stress can take?

Stress is the body’s reaction to something that exceeds its resources. When we perceive something as harmful, our brain triggers hormones such as cortisol, which flood the body and contribute to various physical responses.

Here are several ways stress can affect different aspects of your health and how you can protect yourself against them.

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<th>Lack of Sleep</th>
<th>Weakened Immune System</th>
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<td>Anxiety is one of the main causes of insomnia and sleep disruption. When you think about something stressful while lying in bed it’s harder to fall asleep. As this progresses the brain and body dread bedtime.</td>
<td>We've all experienced the nasty cold that comes after a deadline -- a reminder that psychological stress can weaken defenses and make us more susceptible to germs. It can also slow our recovery from illnesses.</td>
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<th>High Blood Pressure</th>
<th>Aches and Pains</th>
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<td>Stress and anxiety stimulate your nervous system to raise levels of hormones like adrenaline and cortisol, which narrow blood vessels and therefore increase your risk of developing hypertension. Only about a third of people with hypertension (blood pressure higher than 140/90) know they have it! It is important to get your blood pressure checked.</td>
<td>Millions of us work at desks every day, and our bodies pay the price. From stiff necks and tension headaches to throbbing backs this can result from staring at a computer screen for hours on end- and when you are stressed about your job, you’re less likely to take frequent breaks and more likely to overdo it.</td>
</tr>
</tbody>
</table>
Hands, Wrists, and Fingers

Strained muscles, tendinitis, and repetitive-stress injuries caused by too much typing and mouse-clicking can plague wrists, hands, and fingers.

Solution: Finger Stretch
What it does: Stretches the palm and fingers; helps to relieve compression in the hands, wrists, and fingers.

How to do it: Extend the right arm in front of you at shoulder height and put your palm up as if making the "stop" signal. Gently pull all five fingers of the right hand back toward the torso with your left hand. Inhale for a count of five, then exhale for a count of five; take a total of five breaths. Switch sides and repeat.

Solution: Wrist Roll
What it does: Puts the muscles and connective tissue through a full range of motion, helping to correct imbalances caused by holding your wrist in one position for an extended time; lubricates the wrist joint.

How to do it: Extend both arms at shoulder height, make fists, and slowly make circles with your wrists for a count of 10. Change direction and roll wrists for another count of 10.

Neck

Hunching over your desk or leaning to one side in your office chair moves your head out of alignment with your spine. "Your neck and shoulder muscles have to work overtime to support the weight of your head," says Orr, when your vertebrae were designed to do that job without the muscles assisting. This stress results in muscle strain and chronic tension.

Solution: Head Hang
What it does: Stretches muscles on all sides of the neck; gently opens the chest and the front of the shoulders, encouraging deeper breathing, which in turn promotes relaxation as it revitalizes the body.

How to do it: Sit tall in your chair. Drop your right ear toward your right shoulder; inhale for a count of five, then exhale for a count of five. Stay for five breaths, allowing your head to relax into the pull of gravity. Now rotate your head forward so your chin drops toward your chest, and repeat the breathing exercise. Rotate your head left; repeat the breathing exercise. Rotate your head back to center; after a few breaths, lift up your chin and face forward.
Proven Stress Reducers

1. Get up fifteen minutes earlier in the morning. The inevitable morning mishaps will be less stressful.

2. Prepare for the morning in the evening before. Set the breakfast table. Make lunches. Put out the clothes you plan to wear.

3. Don't rely on your memory. Write down appointment times, when to pick up prescriptions, library book due dates, etc.

4. For every one thing that goes bad there are probably 10 or 50 blessings! Count them!

5. Unplug your phone. Try meditation or just sitting and relaxing. You have healthy break options. Take them!

6. Organize! A place for everything and everything in its place. Losing things is very stressful!

7. Take many stretch breaks when you sit all day long.

8. Take a bath or shower to relieve tension! You can even add in aromatherapy oils!


10. Learn to live one day at a time.

“The palest ink is better than the more retentive memory.” – Old Chinese Proverb
APPENDIX J

Self-Watch

Self-Care

October 2013
Self Care Tips
1. Get a massage
2. Get a flu shot. It’s better not to get sick!
3. Take a shower daily! When you shower, you feel better about yourself.
5. Eat healthy meals. Think about what you put into your body, if you feel slow after you eat don’t eat that. Eat things that will help you feel great and optimal.
6. Have a little snack. Eat an apple.
7. Wear comfortable clothes.
8. Take a warm bath. Soaking in the tub can help reduce stress and make you feel rejuvenated.
9. Pick up a new hobby. Pick up something that nurtures your soul. Do a craft or pick up reading.
10. Watch a funny movie. Laughter is the best medicine. It will help you loosen up.
11. Write in a journal. It is important to let out your emotions. Writing them down can be so relieving.
12. Take a walk. It’s great to just get out into the outdoors.
13. Do yoga. Yoga is a mind, body, and spirit practice. You will feel centered and at ease. Plus, you’ll be more flexible.
14. Listen to relaxing music. Sometimes it is great to just listen to your favorite music.
15. Do a detoxification cleanse. If you feel lethargic try doing a whole body detox cleanse. You will feel great afterwards.
16. Remove clutter! Take a day to organize your space. Throw away things you don’t need anymore or donate some old clothes.
17. Burn aromatherapy candles. Use scent therapy to help you feel more relaxed or energized.
18. Go on a date! Spend quality time with someone.
19. Show appreciation.
20. Use the Sallie Mae gym!

Personal Hygiene Tips
1. Shower daily. Taking a nice warm shower will make you feel energized for work!
2. Limit fragrances. If you use scented soap or shampoos try to limit competing fragrances. Some people are sensitive to scents.
3. Wear clean clothes! Nothing beats wearing something that smells fresh.
4. Brush your teeth three times a day. It is important to take care of your teeth, plus you’ll have fresh breath! Make sure to brush after you eat to remove food particles! You don’t want cavities.
5. Keep your nails trimmed and clean. Wash your hands daily, especially after going to the restroom.
6. Prevent food odor by dusting with baby powder.
APPENDIX K

Self-Watch

How to Not Experience Burnout

November 2013
Tips on How to Not Experience Burnout at Work

1. Start the day with a relaxing ritual. Rather than jumping out of bed as soon as you wake up, try spending time meditating, writing in a journal, or doing something that inspires you.

2. Set boundaries. Don’t overextend yourself at work. Learn to say no when it is needed. You can’t do everything and it will eventually start to cause stress. If you need help ask for it.

3. Fill the break room with puzzles. Puzzles will help take your mind off the stress.

4. Grab a stress ball. Any time you feel like you are overwhelmed squeeze the ball a few times.

5. Create a stress free zone at home and work. Designate the break room as stress free or a spare bedroom as a stress free zone.

6. Bring flowers to work. Sometimes it can help just to focus on the beauty of a single flower.

7. Evaluate your job responsibilities. Sometimes you might be doing more and that can cause stress.

8. Vary your work routine.

9. Take mental breaks throughout the day. You are allowed breaks make sure to use them!

10. Get plenty of sleep the night before. Try to aim for at least 7-8 hours.

11. Take some time off of work.

12. Be creative at work.

13. Ask for help! If you really need help, your boss will be able to find someone to help you.

Recovering from Burnout

1. Slow down. Take some time to just relax. Make sure to take advantage of your healthy breaks.

2. Get support. Talk to a friend or a coworker about what is going on. It helps to discuss your situation.

3. Reevaluate your goals and priorities. Make sure you are able to attain your goals. Don’t set expectations that are too high.

4. Recognize that you have losses. You can’t do everything, sometimes it is important to say, “I know I cannot accomplish this and I need someone to help me.”
APPENDIX L

Self-Watch

Time Management

December 2013
Tips on Managing Day-to-Day Life

1. Make a list of things that need to be accomplished at the beginning of the week.
2. Prioritize what needs to be done first.
3. Delegate responsibilities. If you feel overwhelmed ask for help.
4. Check your list at the end of the day to see what you have accomplished.
5. Keep your list in a notebook or on a computer.
6. Family first. Make sure you spend time with your family.
7. Balance work and life. Try to keep them separate.
8. Try to get at least 8 hours of sleep each night. You will be able to do so much more if you are well rested.
9. Try to get all of your errands grouped together then do them by category.
10. Figure out where you are wasting your time. Try to spend more time being productive.
11. Make a routine and stick to it!
12. Make a time limit for accomplishing goals.
13. Organize your desk. It is easier to find things when they are in the right place.
14. Take your time. Don’t try to rush through everything. Slow and steady wins the race.

All great achievements require time. - Maya Angelou

The time for action is now. It's never too late to do something. - Antoine de Saint-Exupery

It is a mistake to look too far ahead. Only one link of the chain of destiny can be handled at a time. - Winston Churchill
APPENDIX M

Self-Care Slide Show
Flu
Sallie Mae
Self-Watch
Flu Prevention
What is the Flu?

- The flu is a highly contagious respiratory infection caused by the influenza viruses.
- Typically enters body through, mouth, nose, or eyes.
- When someone with the flu coughs or sneezes, the virus then becomes airborne and can be inhaled by anyone nearby.
Cold or Flu?

### Flu
- Abrupt onset
- Fever that lasts 3-4 days
- Fairly Common to have chills
- Usually fatigued or weak
- Sometimes sneezing, stuffy nose, sore throat
- Common to have chest discomfort, cough can be severe
- Headache is common

### Cold
- Gradual onset
- Rare to have fever
- Slight body aches
- Uncommon to have chills
- Common to have stuffy nose, sneezing, and sore throat
- Mild to moderate chest discomfort
- Hacking cough
Flu Symptoms

FACTS

F: Fever, 100 degrees or greater
A: Aches, sudden, unexplained
C: Chills, unexplained
T: Tiredness, sudden and extreme
S: Sudden Onset, severe, come on without warning
Emergency Warning Signs in Adults

- Difficulty breathing or shortness of breath
- Pain or pressure in the chest or abdomen
- Sudden dizziness
- Confusion
- Severe or persistent vomiting
Emergency Warning Signs in Children

- Fast breathing or trouble breathing
- Bluish skin color
- Not drinking enough fluids
- Not waking up or interacting
- Being so irritable that the child does not want to be held.
- Flu like symptoms improve but return with a fever or worse cough
- Fever with a rash
Treatment Options

- Only prescription antivirals may help make your illness milder or help you feel better faster
- Prevent flu with flu vaccines and good hygiene
- Ease Flu Symptoms: OTC alternatives, Alternative Medicine
Flu Prevention Tips

- Wash hands,
- The flu virus can spread by direct contact such as shaking hands. It is important to wash hands frequently
- Cover sneezes and coughs
- Cover your nose or mouth with a tissue. Cough into your elbow that way you do not spread germs.
There are two types of flu vaccines:

- The flu shot is an inactivated vaccine given with a needle.
- The nasal spray vaccine is a weakened vaccine.

Scientists make a different vaccine each year because the strains change from year to year.
APPENDIX N

One Page Project Manager
Project Leader: Genny Johnson and Ryan Painter

Project: Self-Watch

Project Objective: Create a supportive environment that elicits a positive shift in healthy living and self-care for Sallie Mae employees so that the employees are healthier and more productive.

Major Tasks

1. Identify healthy tips
2. Add healthy tip jar to exercise room
3. Place posters in break room and employee entrance
4. Distribute Self-Watch electronically to employees
5. Print off 10 paper copies of self watch
6. Place 5 copies of Self-Watch in breakroom
7. Place a copy of Self-Watch at 5 different managers’ desk
8. Inform employees about the healthy tip jar
9. Select a 50 dollar door prize
10. Select a 25 dollar door prize
11. Draw 2 employee names out of the healthy tip jar
12. Select 10 random employees and ask what that month’s Self-Watch was about
13. Hold focus group on what employees would like in the 2014 Self-Watch

Objectives

- Employees will positively change lifestyles
- Better knowledge of community resources
- Common understanding of wellness tip

Summary & Forecast

Self-Watch is scheduled to start on January 1, 2013 and will be completed on December 31, 2013.

There is a monthly budget of 200 dollars.

The program is designed to help Sallie Mae employees make a positive shift into a healthy living style and self-care practices.
SALLIE MAE WELLNESS INITIATIVE

Building a Corporate Community

Amanda McBride-Rapp and Brighid Courtney
Ball State University
# Sallie Mae Wellness Initiative

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EXECUTIVE SUMMARY

Some say that those that play together work better together. However, the demanding atmosphere of Sallie Mae’s 25 million customer base and over $173 billion dollar student loan portfolio, keep their employees busy at work to say the least. The environment of the Delaware County Sallie Mae office is a large open room where all employees are working individually, usually on the phone for around nine hours a day. With the sedentary setting the job creates, with employers in conversation with clients via technology, there isn’t much time to get to know the other 700 employees that surround them in person.

The social pillar of the Sallie Mae Wellness Initiative was co-produced by Wellness Champions, Clarice Gary and Carey Foss, alongside graduate assistants Amanda McBride-Rapp and Brighid Courtney from Ball State’s Fisher Institute for Wellness and Gerontology. This business plan aims to bring Sallie Mae employee’s together on a more social level and incorporate healthy social activities at the work campus. Goals of the project include: building more community interaction between employees, offering activities as outlets for work related stress, and to increase healthy physical and social activities offered to current employees. Through our project, we will create a stronger Sallie Mae community where employees pursue various social activities with their peers.
MISSION AND VISION

Mission:

The social activities pillar of Sallie Mae’s wellness initiatives will encourage, support, and foster staff to have positive connections with co-workers and will advance a culture that promotes health and social well-being.

Vision:

To engage Sallie Mae employees in social activities that promotes personal wellness and a progressive work environment.
BACKGROUND

Situation Statement

Sallie Mae is a local company in Delaware County who took the initiative to reach out to Ball State’s Building Better Communities as a partner in hopes to increase their employee wellbeing initiatives. Sallie Mae consists of a $173 billion dollar student loan portfolio that includes over 25 million customers. With their employee turnover rates reducing from 129% to 30% over the last few years they are looking to expand their 700 member staff by adding around 200 new hires.

The environment at Sallie Mae currently consists of one open room. The company operates under a “performance based” model. Hence, the more money they collect for Sallie Mae, the more income they receive. Employees are allowed one hour for lunch and two fifteen minute breaks to be took at their leisure. However, this time away from the employee’s sedimentary desk are hardly embraced due to pressures of meeting money collection quotas. As a result the employees spend roughly eight hours daily seated at their desk.

Moving forward with the help of the Fisher Institute for Wellness and Gerontology, Sallie Mae hopes to use the results of an employee interest survey to highlight five key initiatives specific to improving the employees of the Muncie location's wellbeing and heighten their overall life quality. Using these five focus areas, students and staff will work together to capitalize on behaviors that support healthier lifestyles. Sallie Mae would like to see results that include the following: happier employees, enhance the lives of their employees outside of a paycheck, and supplement employee wants and needs to increase performance and overall employee satisfaction.

Through social activity's we hope to optimize the Sallie Mae employee’s wellbeing. We hope to encourage positive involvement both inside and outside of the facility, while creating healthy and happy relationships. The final goal of these social activities will be seen through an increase in participation, and will create a positive working environment.

Problem Statement

Delaware County employees at Sallie Mae are, on average, not having many social interactions or even conversations with their co-workers outside of their pod
authorities. Also, staff members are rarely utilizing resources offered by the company such as insurance incentive health programs, the fitness facility, or the break room café.

However, after completing a survey created by Amanda and Brighid, distributed by Carey, numerous (77) employees stated they would be interested in taking advantage of free health and wellness programs offered by the company that would promote the socialization of co-workers, a healthy lifestyle and a progressive work environment. The highest feedback came with great interest in a Walk Across America program as well as a work bowling night at the local bowling alley. Together we discussed the results of the survey and moved into our business plan to integrate these activities into the Sallie Mae environment and help reach our social pillar goals.

Best Practices

Americans averages approximately 47 hours a week, which is over 160 hours more than the average 20 years ago. This creates balance issues between creating a healthy and diverse work and personal life. Corporate wellness programs, including social initiatives, can be the key to maintaining that balance.

According to Infinite Wellness Solutions, corporate wellness is an investment in your workers, the corporation’s most valuable asset. Employees are more likely to remain with a company that appreciates them and has extra to offer outside of the work load. In addition to adding to employee morale, corporate wellness activities can lower turnover, attract high quality future employees, increase company reputation in the community, reduce absenteeism and enhance job performance.
TARGET AUDIENCE

Sallie Mae hopes to incorporate various types of people in their social endeavors. The following are demographics that fit most employees that work at the Muncie location:

Age: 18+
Gender: M and F
Race: n/a
Health Practices: All activity levels
Education: High School Diploma and above

The following three examples are target audiences to which Sallie Mae hopes to attract to their Walk Across America and Bowling social activities:

Sedentary Steve

Steve is thirty two years old; he works full time and has lived in Delaware County his entire life. He recently celebrated his 7 year marriage anniversary to his lovely wife with whom he lives, and they do not have any children. Steve received a high school diploma and took a few courses in college but did not receive a college degree.

Steve lives a very routine lifestyle: he wakes up early, goes to work, and when the work day is over he heads back to his house where he enjoys an evening meal with his wife and they might also enjoy leisure time together. Steve lives an extremely sedentary lifestyle between work and home. Exercise is rare within his surrounding environment. Currently, Steve is concerned with meeting life's needs that he is unable to focus on living a satisfying life. He is just trying to survive.

He is often quick to commit to trendy activities, but rarely sees them through. He will begin a project and then completely lose interest in the task at hand as his attention is drawn to something new. Steve would be classified as an experiencer. He is only interested in immediate results, and prefers simplicity and easy.
Balanced Beth

Beth recently turned 40 years old. She is happily married and lives with her husband and their three children. She has a college degree. Beth is an innovator, she is busy, successful, and takes charge. She has high self-esteem, and although she is extremely busy, Beth is always able to balance being a mother, a wife, taking care of a home, and her career. Beth cares about the well-being of herself and her family. She is a balance seeker. Beth is knowledgeable about nutrition and exercise, yet she is often so busy that she forgets to take time out of the day to meet her own needs. Beth would be considered a believer. She values tradition, and follows established routines that help her family operate. She belongs to many social groups; she volunteers at her children's school, and belongs to the local church group.

Fun Frank

Frank is a recent graduate at the age of 22. He is living with his parents and working full time at Sallie Mae. He is responsible and values knowledge and order. His biggest asset is his ability to think. He goes to the gym 2-3 times a week, and often spends his leisure time playing video games. Frank would be considered a stiver, as he is trendy and fun loving. He enjoys time social time and loves to be the center of attention; however he is lacking a social group to belong to. He has always been motivated by achievement, regardless of if that meant winning a baseball game or getting an A in a challenging class. He has many talents and is extremely skillful. Frank is self-sufficient, motivated, and committed, he always see projects through once he has started them.
STRATEGY

Objective #1:

*To increase social activity among Sallie Mae employees, and promote a feeling of belonging.*

**Goal:** By December 2013, three employees from each subdivision will participate in social programs provided by Sallie Mae.

**Tactics:** Direct marketing (print and email), t-shirt incentives, pedometer incentives, free products, seminars, lunch and learn, and posters around the office and in the café.

**Goal:** Participation in the social programs will positively impact the work climate at Sallie Mae.

**Tactics:** Walker Tracker program will help employees look forward to coming to work to see improvement and personal relationships will be seen around the office.

Objective #2:

*To serve as an outlet for work related stress.*

**Goal:** After participating in Walk Across America and Sallie Mae Bowling Nights employees will self-report improved stress levels.

**Tactics:** Evaluation of participation and colleague interactions.
# Swot Analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
| - Employees have expressed interest in improving their personal wellbeing though a change of behavior.  
- The proposed programs will allow for the Sallie Mae employees to move and socialize with one another, getting away from an otherwise sedentary job.  
- The open environment created by the building will promote employee involvement as well as help to endorse programs as employees watch and learn from one another.  
- Sallie Mae provides many resources that will be beneficial throughout this initiative such as management and funding.  
- The upper level staff is supportive and dedicated to helping create a behavior change with in their corporation.  
- The competitive atmosphere embedded within the Sallie Mae culture will help promote employee participation.  
- As a result of the positive relationships formed during these programs we plan to see an increase in work flow.  
- The programs offered will be engaging way to support and practice healthier behavior.  
- The programs offered will demonstrate engaging ways to practice healthier behavior. | - The sidewalk surrounding the Sallie Mae campus is only wide enough for one individual to walk around at a time, it does not support working out in a group.  
- Sallie Mae operates on call based incentives; a pay for performance structure. Employees often skip breaks and do not make an effort to be away from their specific task.  
- Employees experience stress induced by meeting the performance requirements, this is accompanied by high burnout rates.  
- The employees spend proximately eight hours a day at their desk, most live an extremely sedentary lifestyle.  
- The employees may not have the self-efficacy to make a behavior change.  
- The job has demonstrated extremely high employee turnover rates.  
- Employee many not be willing to spend their external leisure time participating in workplace activities.  
- Participation in wellness initiatives may act as a distraction from the task at hand.  
- The sustainability of the initiative by Sallie Mae, because BSU student will not have a hand in seeing this project though. |

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
</table>
| - Working with BSU students, allowing both student and employee to learn an explore employee wellness.  
- Corporate headquarters will take notice of the positive initiative.  
- The corporate culture supports the wellness initiatives being implemented.  
- Delaware County supports and offers many resources that can benefit the wellbeing of employees, there are many accessible community wellness resources in the Muncie area.  
- The growing site as well as growing workforce will allow for a positive shift in corporate culture.  
- Sallie Mae has a positive structure for implementing social activities. | - Resistance to Change.  
- Time available to implement as well as carry out the programs.  
- Funding.  
- Alternative programs that employees are already participating in such as the YMCA Corporate Challenge and Silver Sneakers.  
- The Weather permitting participants to be active both indoors and outdoors.  
- Rules, guidelines, and regulations found in the Affordable Healthcare Act.  
- The corporate community approving and supporting the wellness initiative of the local Sallie Mae chapter. |
<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Participation</th>
<th>Outputs</th>
<th>Outcomes -- Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money</td>
<td>- Interest Survey</td>
<td>- Sallie Mae Delaware County Employees</td>
<td>- Participation &amp; interest in getting to know co-workers</td>
<td>- Walk Across America by reaching goal landmarks</td>
</tr>
<tr>
<td>Time</td>
<td>- Lunch n Learn: providing information</td>
<td>- Sallie Mae Corporate Management</td>
<td>- Increased walking habits</td>
<td>- Outlet for work related stress</td>
</tr>
<tr>
<td>Materials</td>
<td>- Walk Across America Program</td>
<td>- BSU Students</td>
<td>- Learn benefits of movement</td>
<td>- Sustain company Program</td>
</tr>
<tr>
<td>Technology</td>
<td>- Destination Party</td>
<td>- Walk Tracker</td>
<td>- Attendance at Bowling nights</td>
<td>- Companionship create between co-workers</td>
</tr>
<tr>
<td>- Computer</td>
<td>- Bowling at Clancy’s Village Bowl</td>
<td>- Champions</td>
<td>-</td>
<td>- Positive, more close knit work environment at Sallie Mae</td>
</tr>
<tr>
<td>- Software</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Pedometer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Emails</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Visual Aids</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Map</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Company Partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Clancy Village Bowl</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Walker Tracker</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Assumptions**
- Sallie Mae employees want to participate in social activities with co-workers
- Employees have time to participate
- Employees will acknowledge marketing materials
- There will be attendance in the Clancy Village Bowling nights and Walk Across America program

**External Factors**
- Employees prior commitments interfere with availability to participate in social programming
- Lack of interest in walking and bowling
- The level of accessibility and use of the Walk Across America software
MARKETING MIX

Product I
Walk Across America: Company Walking Challenge

Price I
Program will be free for all current Sallie Mae employees. Sallie Mae will purchase Walker Tracker software program, pedometers for each participant, visual representation around the office area, incentives and marketing material. More info on price is laid out on the budget section.

Place I
The program will be held at Sallie Mae’s Delaware County office location at North Superior Drive, Muncie, Indiana. Participants will engage in walking exercises both in and outside of this campus location.

Promotion I
Walk Across America will be promoted and maintained through the following social marketing strategies:

- Informational lunch and learn on campus: provide specific information regarding program requirements and rewards.

- Kick off party: First day celebration to kick start the Walk Across America corporate challenge. Will serve as a meeting place for employees to start developing social interactions.

- Marketing posters and flyers: visual representation of new program offered to employees and spark local interest.

- T-shirt incentive: Sallie Mae will purchase t-shirts for first 25 participants in hopes to generate larger program numbers.

- Pedometers: will be worn by participants with Sallie Mae Walk Across America logo printed on them.

- Weekly Newsletter: email sent to all employees showing success testimonials.

- Destination celebrations: achievement gathering
Product II

*Bowling with Sallie Mae*

Price II
General rate provided by Clancy’s Village Bowl located in Muncie will be $15 per lane (including 5 employees per lane and free shoe rental with over 25 bowlers) at a discounted rate.

Place II
Quarterly Bowling with Sallie Mae events will take place inside Clancy’s Village Bowl located at 4805 North Wheeling Avenue, Muncie, IN 47304.

Promotion II
Bowling with Sallie Mae will be promoted through the use of electronic invitations.
# Social Marketing Budget

## Walk Across America Challenge

<table>
<thead>
<tr>
<th>ITEM</th>
<th>UNIT COST</th>
<th>NUMBER OF UNITS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walker Tracker Program Set Up Fee</td>
<td>$250</td>
<td>1</td>
<td>$250</td>
</tr>
<tr>
<td>Walker Tracker Individual Fee</td>
<td>$20</td>
<td>40</td>
<td>$800</td>
</tr>
<tr>
<td>Omron HJ-320 Pedometers</td>
<td>$14.95</td>
<td>40</td>
<td>$598</td>
</tr>
<tr>
<td>Marketing Flyers</td>
<td>$10</td>
<td>10</td>
<td>$100</td>
</tr>
<tr>
<td>T-shirts</td>
<td>$8</td>
<td>40</td>
<td>$320</td>
</tr>
<tr>
<td>Map Visual</td>
<td>$400</td>
<td>1</td>
<td>$400</td>
</tr>
<tr>
<td>Kick-off Party Food</td>
<td>$250</td>
<td>1</td>
<td>$250</td>
</tr>
<tr>
<td>Destination Celebration Food</td>
<td>$200</td>
<td>1</td>
<td>$200</td>
</tr>
</tbody>
</table>

Total Expenditure: **$2918.00.00 for entire program**

## Sallie Mae Bowling Night

<table>
<thead>
<tr>
<th>ITEM</th>
<th>UNIT COST</th>
<th>NUMBER OF UNITS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lane Rental Fee (5 people): 2 Hours</td>
<td>$30</td>
<td>8</td>
<td>$240</td>
</tr>
<tr>
<td>Shoe Rental Fee</td>
<td>$0</td>
<td>40</td>
<td>0</td>
</tr>
</tbody>
</table>

Total Expenditure: **$240 per quarterly bowl**
## Project: Building a Corporate Community

### Project Objective:
To increase social activity among Sallie Mae employees, promote a feeling of belonging and an environment to reduce work related stress.

### Major Tasks

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Start Date</th>
<th>End Date</th>
<th>Owner</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget approval for employee Walk Across America Program</td>
<td>Jul '13</td>
<td>Oct '13</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Launch Party for Walk Across America interested participants</td>
<td>Aug '13</td>
<td>Oct '13</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Set out marketing flyers for Walk Across America Program</td>
<td>Sep '13</td>
<td>Oct '13</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Purchase Walker Tracker program and pedometers</td>
<td>Oct '13</td>
<td>Nov '13</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Set up United States map for visual viewing</td>
<td>Nov '13</td>
<td>Dec '13</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Purchase Walk Across America Incentive T-shirts</td>
<td>Dec '13</td>
<td>Jan '14</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Reminder and update email to Walk Across America Participants</td>
<td>Jan '14</td>
<td>Feb '14</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Recruit new Walk Across America participants</td>
<td>Feb '14</td>
<td>Mar '14</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Purchase food for Destination Celebrations</td>
<td>Mar '14</td>
<td>Apr '14</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Set up dates for Sallie Mae bowling nights at Clancys</td>
<td>Apr '14</td>
<td>May '14</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Purchase lane rentals for employees</td>
<td>May '14</td>
<td>Jun '14</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Encourage participates to walk and social during breaks</td>
<td>Jun '14</td>
<td>Jul '14</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Sallie Mae expansion</td>
<td>Jul '14</td>
<td>Aug '14</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Motivating participants</td>
<td>Aug '14</td>
<td>Sep '14</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Employee interest in walking and bowling</td>
<td>Sep '14</td>
<td>Oct '14</td>
<td>A</td>
<td>B</td>
</tr>
</tbody>
</table>

### Project Completed By: December 31st, 2013

### Objectives

- **Target Dates**
  - Dec '12
  - Jan '13
  - Feb '13
  - Mar '13
  - Apr '13
  - May '13
  - Jun '13
  - Jul '13
  - Aug '13
  - Sep '13
  - Oct '13
  - Nov '13

### Costs

- **Capital**
  - 0
  - 0

- **Expenses**
  - 870
  - 2,048
  - 2,500

- **Other**
  - 1,000

Sallie Mae employees will participate in social activities including: Walk Across America Challenge and the quarterly Bowling Night. By participating they will help create a work environment that promotes healthy social interactions, companionship between employees and an outlet for work related stress. After one year, goals include increased participation so programs can sustain themselves.
REFERENCES


APPENDIX

Walker Tracker Program

A WORRY-FREE WALKING PROGRAM
FOR CORPORATIONS AND ORGANIZATIONS

WHAT WE DO
Walker Tracker has helped tens of thousands of employees across the country and throughout the world change their lifestyle and improve their wellness and fitness. Activity challenges have been proven to:

INCREASES
• employee retention
• productivity

DECREASES
• healthcare costs
• absenteeism

Long-term programs build daily activity into your company culture. Single challenge events are the ultimate kick-off to your wellness program.

ALL WALKER TRACKER CHALLENGES INCLUDE:
✓ Custom portal and map
✓ Data reporting and analysis
✓ Flexible team sizes and organization
✓ Robust communication tools
✓ Engaging social platform
✓ Multiple activities (not just walking)
✓ A skilled and dedicated support staff to help with registration, set-up, and communication

“This is a great service. Our employees have given us nothing but praise for running this program, and have bragged about everything from how many steps they walked today to weight loss to stress reduction. Walker Tracker has been a huge help in making our wellness program a success.”
— Kemper Insurance

Be Healthy. Love Life.
What is Walker Tracker?

• A configurable software template for corporate activity and wellness programs

• Groups/Teams - great team-building features

• Competitions - multiple levels enable participation by all

• Make it a game! Points and Levels encourage people to progress and provide fair framework for incentive awards

• Statistics: detailed information about participation and the success of the program

• Control: administrators have extensive controls to customize Walker Tracker to their particular corporate culture.

• Program data belongs to users and client
Executive Sponsorship

Walk the talk....

Communicate wellness as a core company value

Marketing campaigns to promote wellness

Execs need to articulate the importance of wellness to the company's bottom line.

Simple Employee Registration Process

Welcome to the Bank of the West “Move it and Lose it” Fitness Challenge Website!

Welcome!
The “Move it and Lose it” Challenge is an eight-week, team-based challenge where you and your team colleagues will walk, run, bike and move your way through the major European sites of our parent company, BNP Paribas.

Instead of tracking your steps, this time you can convert a long list of activities into steps – and each step will move you and your team along our virtual map and closer to the finish line.

So what are you waiting for? Sign up today!

Custom registration fields let you track the data you need (e.g. location, job category, etc.)
Team structures that map to the organization:

- Company Headquarters
  - Company Divisions
    - Separate Portal
      - Team One
      - Team Two
      - Team Three
    - Multiple Small teams
- Company Divisions
  - Separate Portal
    - Team One
    - Team Two
    - Team Three
  - Multiple Small teams

Pick your route...

Competitions make fitness fun and promote a culture of wellness.

Participate can challenge each other too!
The YUM Factor

Sallie Mae Employee Wellness Campaign focused on Eating Wisely

Regina L. Martin and Emily A. Wert
Ball State University

Audrey Clevenger
Sallie Mae Wellness Champion
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Background

Wellness has become a catch phrase today, but what does it mean? Charles B. Corbin of Arizona State University defines wellness as, “a multidirectional state of being describing the existing a positive health in an individual as exemplified by quality of life and a sense of well-being” (Definition of Wellness, 2012).

Professional organizations within the field of wellness management, such as the National Wellness Institute (2012), organize wellness into the following six dimensions:

- Physical - maintaining a healthy body through exercise, healthy eating, and general self-care
- Occupational - deals with ways our job affects our wellness
- Social - the balance between the individual needs and the needs of others
- Intellectual - critical thinking, logic, and making good decisions
- Spiritual - searching for those questions with an open-mind
- Emotional - maintaining awareness and acceptance of personal feelings

As a part of the Sallie Mae Employee Wellness Initiative, we are tasked with focusing on the physical dimension of wellness, specifically eating wisely. According to the Centers for Disease Control and Prevention (2011), eating well and having good nutrition has a number health benefits including; lowering the risk of heart disease, stroke, some cancers, diabetes, and osteoporosis. A healthy diet also promotes weight management and reduces the risk of obesity. The goal of a worksite healthy eating initiative is to educate employees about making healthy food choices, introducing employees to more nutritious meal options, and promoting the consumption of fruits, vegetables, whole grains, and other healthy foods.
Situation Statement

The Muncie, Indiana location of Sallie Mae employs approximately 700 workers with an expected expansion of an additional 200 workers. Management at the location is looking to implement health and wellness initiatives in order to support and encourage healthy lifestyles amongst their employees. The employees have been surveyed and have voiced their desire to have a wellness program as well. Sallie Mae has asked for outside help to accomplish these goals as they will require several culture changes that they are unsure how to make themselves.

Audrey Clevenger, the EatingWisely Pillar Champion, has identified a need to educate employees about how to eat healthy at home and with their families as well as a need to change people’s perception of what it means to eat healthy. Currently, the Sallie Mae office has a café serving food for breakfast and lunch daily. Many employees eat at the café on a regular basis. Having an onsite café provides Sallie Mae the opportunity to offer healthy food to employees.
### SWOT

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- There is strong internal support from upper management for wellness initiatives.</td>
<td>- The compensation structure within Sallie Mae is pay for performance which could hinder participation during the work day in a wellness program.</td>
</tr>
<tr>
<td>- They have completed a survey and there is documented interest from the staff</td>
<td>- The nature of the business results in fairly high turnover which could make it difficult to sustain a long-term wellness initiative or to see long-term change over time amongst employees.</td>
</tr>
<tr>
<td>- In addition to the interest shown on the survey, employees have specifically asked for wellness initiatives</td>
<td>- The structure of the business does not allow for extended breaks away from desks and limits options for group wellness initiatives during the work day.</td>
</tr>
<tr>
<td>- The office space is an open environment that would foster team work and the spread of a common purpose</td>
<td>- The nature of the business results in high stress and a clear focus on quantity of results produced.</td>
</tr>
<tr>
<td>- The nature of the business fosters a competitive environment that could be beneficial in promoting participation in a wellness program</td>
<td>- The culture of the company currently has a strong focus on food and snacks (not necessarily of a healthy nature) as a “treat” or “reward” for working hard and meeting numbers and for social events. Employees have learned to enjoy this perk and also come to expect it making change possibly a challenge.</td>
</tr>
<tr>
<td>- The office building is looking to grow in the number of employees and in infrastructure that could lead to new strengths supporting wellness such as a possible full time wellness person on staff.</td>
<td>- The office building may not have the infrastructure needed to support many wellness initiatives, such as the skinny sidewalk around the outside.</td>
</tr>
<tr>
<td>- Audrey is on board and passionate about the EatingWisely pillar</td>
<td>- There is no one point person within Sallie Mae that will oversee the wellness initiatives.</td>
</tr>
<tr>
<td>- Sallie Mae is providing a budget for creating and implementing an EatingWisely initiative</td>
<td>- Those individuals that are participating in the wellness program now are doing so on a voluntary basis which means they could voluntarily stop participating at any point.</td>
</tr>
<tr>
<td>- Identified goal of wanting to change the perception that eating healthy tastes bad</td>
<td>- Cafe has limited space, resources, and materials for food preparation.</td>
</tr>
<tr>
<td>- Identified goals of wanting to help employees eat healthy not only at work but at home as well</td>
<td>- It is not Audrey’s full time job or number 1 priority to see the EatingWisely initiative through to the end.</td>
</tr>
<tr>
<td>- There is space within the lunch room to set up a taste testing event</td>
<td></td>
</tr>
<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>- Sallie Mae has reached out to Ball State and Building Better Communities for assistance and will be provided with their guidance and support in developing a wellness initiative.</td>
<td>- For every healthy option with Muncie and the surrounding communities, there are a number of unhealthy options faced by the employees of Sallie Mae.</td>
</tr>
<tr>
<td>- The Cardinal GreenWay, a place for exercise and social activities, is right outside their door.</td>
<td>- Sallie Mae’s headquarters is on board with wellness, but also could stand in the way of what the Muncie location would like to do because they ultimately have control.</td>
</tr>
<tr>
<td>- Muncie, is full of a number of different resources available to Sallie Mae and its employees to encourage healthy behaviors and a healthy business culture.</td>
<td>- Health Care Reform is looming and no one knows what impact provisions of the law will have on companies, their health plans, and their wellness programs.</td>
</tr>
<tr>
<td>- Worksite Wellness is “hot” industry right now and there are lots of resources locally and nationally to help a company design, implement and evaluate a program.</td>
<td>- The U.S. Economy is still feeling the effects of the recession which impacts how Sallie Mae can collect on loans, how many loans are taken out, and the entire industry that Sallie Mae is within. This can impact the stress of employees and their willingness to focus on things other than their specific job while at work.</td>
</tr>
<tr>
<td>- Because worksite wellness is a “hot” topic right now, there are a number of companies implementing program from which Sallie Mae can learn.</td>
<td>- All food from the cafe is from an outside vendor with potentially limited options.</td>
</tr>
<tr>
<td>- Muncie has a worksite wellness networking group that meets regularly and can become a valuable resource for Sallie Mae.</td>
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</tr>
<tr>
<td>- Sallie Mae headquarters supports the idea of worksite wellness and is administering program across the entire company from which the Muncie location can build upon.</td>
<td></td>
</tr>
<tr>
<td>- The outside food vendor and catering service is a large company that may be able to offer ideas and suggestions for healthy food tastings and menu options and will be willing to work with Sallie Mae on this initiative</td>
<td></td>
</tr>
<tr>
<td>- Gina has a background in and extensive knowledge of food prep and the catering industry</td>
<td></td>
</tr>
<tr>
<td>- Emily has a background in and past experience in developing healthy eating initiatives at worksites</td>
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</tr>
</tbody>
</table>
Assumptions

We assume...

• Those employees that stated an interest in wellness, are truly interested and will take part in the wellness initiatives.
• The majority of those employees that didn’t complete the interest survey will be interested in a wellness program once it is offered and will participate in it.
• The wellness initiative developed and offered will fit the needs and interests of the employees as well as the needs of the managers and Sallie Mae as a whole.
• The individuals participating in the development of the program will participate fully through implementation of the program
• Once the semester is complete and they are no longer working with Ball State, Sallie Mae will continue to offer wellness and implement the program designed.
• The Sallie Mae headquarters will not discredit what is developed and push other priorities
• The employees will participate in the taste testing events
• The employees are interested in trying out healthy foods, making healthy foods at home, and eating healthy options at the cafe.
• That once an employee tastes something they like, they will order it at the cafe instead of an unhealthy option and/or make it at home for themselves and their families.
Target Audience

Below are three profiles of target audience members that we will try to reach with the Yum Factor program at Sallie Mae.

Lunchroom Laura
Laura is a 20 something single female that lives in the Muncie community. She is a college graduate and works full time for Sallie Mae. She is a young healthy individual but doesn’t focus specifically on nutrition or physical activity. She purchases her lunch in the Sallie Mae lunchroom on average three out of the five work days during the week. She does not choose any one particular dish at the lunchroom and is open to trying any new items that might be offered.

Ready For Change Charlie
Charlie is in his early 30’s and engaged to be married. He works full time at Sallie Mae. In college he was a fit football player, but since graduating, he has gained weight due to lack of exercise and poor nutrition. Dissatisfied with his physical appearance and motivated by his upcoming nuptials, he has started focusing on getting to the gym and choosing healthier food options.

Home Cook Helen
Helen is in her late 40’s, been married for 15 years, and has two school aged children. Her husband works full time and has a lengthy commute. She also works full time, but she gets home before her husband from work each night. She is regularly charged with cooking dinner for the family. She enjoys testing out new recipes and exploring cooking websites, magazines and books. She walks with the other women in her neighborhood on the weekends, but is slightly overweight. She could benefit from having access to healthier recipes not only for her own health, but also the health of her family.
Mission and Vision

Vision:

The vision of The Yum Factor program is to have a worksite where employees are encouraged to make healthy choices and feel supported as they work towards personal wellbeing goals.

Mission:

The mission of The Yum Factor program is to offer the employees at Sallie Mae tools and resources that will motivate and lead employees to eat healthier food on a day-to-day basis both at work and at home.
Objectives, Goals & Tactics

**Objective #1: to increase employee knowledge of healthy eating choices.**

**Goal:**
After providing short educational seminars once per month for a year, 25 participants will know at least two reasons why eating healthy would be a benefit to their own life.

**Tactics:**
Monthly Yum Factor Seminars: Each month, in conjunction with the taste testing event, offer all employees a 15-20 minute educational seminar highlighting an eating wisely topic that ties into and builds upon the other wellness programs happening at Sallie Mae. Distribute a short survey via survey monkey to seminar participants to gain feedback on the Yum Factor program, including questions that provide a measurement for an increase in their knowledge around healthy eating.

**Objective #2: to promote the idea that healthy foods taste good.**

**Goal:**
After one year of providing taste samples of good tasting healthy food, 25 participants will believe that healthy food can and does taste good.

**Tactics:**
Yum Factor Tastings: Each month, offer a taste-testing event highlighting a healthy food for all employees to attend. After the tasting, allow employees to vote as to whether or not the healthy food item tasted should be offered at the Cafe. If the majority of the votes are cast for the healthy food to be offered, the Cafe will place the “Yum Factor” food on the menu for the remainder of the month.

Yum Factor Surveys: Distribute a short questionnaire via survey monkey to seminar participants in order to gain feedback on the Yum Factor program. The questionnaire will include questions that provide a measurement for a change in their beliefs around the taste of healthy food.

**Objective #3: to increase the number of healthy eating choices made by employees.**

**Goal:**
After each month of allowing employees to taste a healthy food item, the cafe will see an increase of 10% in the taste-tested item.

**Tactics:**
Yum Factor Tastings: Each month, offer a taste-testing event highlighting a healthy food for all employees to attend. After the tasting, allow employees to vote as to whether or not the healthy food item tasted should be offered at the Cafe. If the majority of the votes
are cast for the healthy food to be offered, the Café will place the “Yum Factor” food on the menu for the remainder of the month.

Yum Factor Recipes: With each taste testing, provide employees with a recipe card for the tasted item. The recipe card will also include cooking tips and substitution ideas pertaining to the recipe.

Yum Factor Information Sheets: supply employees with one-page handouts containing tips and recommendations building upon the information that was provided during the Yum Factor seminars.
# Logic Model

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outputs</th>
<th>Immediate-</th>
<th>Mid-term</th>
<th>Long-term</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Outcomes</td>
<td>Outcomes</td>
<td>Outcomes</td>
</tr>
<tr>
<td>- personnel to prep, serve and clean up the taste testings</td>
<td>- provide employees with monthly taste testings of a healthy snack, lunch and/or dinner item in the break room</td>
<td>- employees discover healthy foods that they like or don’t like</td>
<td>- employees recreate the tested healthy item at home for themselves and their families</td>
<td>- employees change their perception from healthy = bad tasting to healthy = good tasting.</td>
</tr>
<tr>
<td>- monetary funds to purchase food items and service supplies</td>
<td>- provide employees with monthly taste testings of a healthy snack, lunch and/or dinner item in the break room</td>
<td>- employees learn about new ways of cooking healthy foods from the recipe cards</td>
<td>- employees eat the healthy items on the cafe menu more often than the non-healthy items</td>
<td>- employees cook healthy foods at home more often for themselves and their families than unhealthy foods</td>
</tr>
<tr>
<td>- personnel and cafe staff to create each months taste test idea and recipe</td>
<td>- provide a printed out recipe card with cooking tips and substitution options for each healthy food item</td>
<td>- employees take healthy recipes home with them</td>
<td>- employees become involved in choosing what is offered at the cafe</td>
<td>- the cafe offers more healthy items than non healthy items due to employee demand</td>
</tr>
<tr>
<td>- printed recipes for all employees</td>
<td>- sponsor a YUM factor voting box to have the healthy lunch items added to the menu in the cafe (each person gets a token, more than 50% of the tokens say yes to any item, then it is added to the menu in the cafe for the month)</td>
<td>- employees become involved in choosing what is offered at the cafe</td>
<td>- management gains knowledge of what employees want offered at the cafe</td>
<td></td>
</tr>
<tr>
<td>- communication materials to promote the taste testing each month</td>
<td>- At the end of 6 months, offer a voting box to bring back any of the healthy items from the past 6 months.</td>
<td>- employees change their perception from healthy = bad tasting to healthy = good tasting.</td>
<td></td>
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<tr>
<td>- cooperation and support from the cafe staff and catering company</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- tokens and voting boxes</td>
<td></td>
<td></td>
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<tr>
<td>- tracking at the cafe of purchases made on voted items</td>
<td></td>
<td></td>
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<tr>
<td>- a logo design to label the items on the cafe menu as a Yum Factor item</td>
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</tbody>
</table>

Ultimate Outcome=
- employees would adopt healthier eating habits at work and at home.
One-Page Project Manager

A one-page project manager sheet has been included in Appendix G. This sheet outlines the steps to be taken each month in order to administer the Yum Factor program.
# Budget

<table>
<thead>
<tr>
<th>Monthly Budget Items</th>
<th>Estimated Cost (in dollars) per month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and Supplies for Tasting</td>
<td>$100.00</td>
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<tr>
<td>Space</td>
<td>$0.00</td>
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<tr>
<td>Poster Printing (20 @ 1.5)</td>
<td>$30.00</td>
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<tr>
<td>Handout Printing (100 @ .05)</td>
<td>$5.00</td>
</tr>
<tr>
<td>Recipe Card Printing (100 @ .05)</td>
<td>$5.00</td>
</tr>
<tr>
<td>Chef Dan Volunteer Hours</td>
<td></td>
</tr>
<tr>
<td>Food Prep (2hrs @ 19.00/hr)</td>
<td>$38.00</td>
</tr>
<tr>
<td>Audrey Volunteer Hours</td>
<td></td>
</tr>
<tr>
<td>Promotion (1hr @ 19.00/hr)</td>
<td>$19.00</td>
</tr>
<tr>
<td>Prep for Seminar (1hr @ 19.00/hr)</td>
<td>$19.00</td>
</tr>
<tr>
<td>Wrap up/counting votes/final email (.5hrs @ 19.00/hr)</td>
<td>$9.50</td>
</tr>
</tbody>
</table>

**Total/Month** $225.50  
**Total/Year** $2,706.00

<table>
<thead>
<tr>
<th>Additional Budget Items (3X/year)</th>
<th>Estimated Cost (in dollars) per trimester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Survey Monkey Questionnaire</td>
<td>$0.00</td>
</tr>
<tr>
<td>Audrey Volunteer Hours</td>
<td></td>
</tr>
<tr>
<td>Survey Administration (1hr @19.00/hr)</td>
<td>$19.00</td>
</tr>
</tbody>
</table>

**Total/Trimester** $19.00  
**Total/Year** $57.00

**Total Estimated Yearly Cost** $2763.00
References


Appendix A: Yum Factor Logo
Appendix B: Yum Factor Program Year Long Calendar

January
- Taste Testing Recipe: Zucchini and Bell Pepper Frittata
- Educational Topic: Eating On A Budget
- Educational Handout: Eating Better On A Budget
- Additional Information For Reference:
  - [http://www.choosemyplate.gov/healthy-eating-on-budget.html](http://www.choosemyplate.gov/healthy-eating-on-budget.html)

February
- Taste Testing Recipe: Blackened Chicken with Spicy Caribbean Black Beans
- Educational Topic: Connecting with others
- Educational Handout: Eating Together For Health And Fitness
- Additional information For Reference:

March
- Taste Testing Recipe: TBD
- Educational Topic: Eating Vegetables
- Educational Handout: Eating Vegetables the Healthy “Weigh”
- Additional information For Reference:
  - [http://www.cdc.gov/nutrition/everyone/fruitsvegetables/index.html](http://www.cdc.gov/nutrition/everyone/fruitsvegetables/index.html)

**April**
- Taste Testing Recipe: Arroz con Pollo
- Educational Topic: Eating on the Go
- Educational Handout: Eating Fast Foods the Healthy “Weigh”
- Additional information For Reference:
  - http://health.state.ga.us/pdfs/familyhealth/nutrition/Get_Smart_on_the_Go.pdf

**May**
- Taste Testing Recipe: Flavored Waters
- Educational Topic: Caffeine
- Educational Handout: Caffeine
- Additional Information For Reference:
  - http://www.sleepfoundation.org/article/sleep-topics/caffeine-and-sleep

**June**
- Taste Testing Recipe: Breakfast Bean and Cheese Pie
- Educational Topic: Vacationing
- Educational Handout:
  - http://wellnessproposals.com/pdfs/nutrition_handouts_1/eat_well_road_trips.pdf
- Additional Information For Reference:
July

- Taste Testing Recipe: Grilled Chicken and Ziti Salad
- Educational Topic: Active Living
- Educational Handout: Eat Well to Stay Motivated and Energized
- Additional Information For Reference:
  - http://www.eatingwell.com/blogs/health_blog/the_best_fitness_foods_what_to_eat_before_during_and_after_a_workout
  - http://www.eatright.org/Public/content.aspx?id=7055#.UKGdAkKrjzI

August

- Taste Testing Recipe: Coriander-Honey Baked Chicken with Potatoes New England
- Educational Topic: Snacking at Work
- Educational Handout: Tasty Tips for Smarter Snacking
- Additional Information For Reference:
  - http://www.webmd.com/diet/features/easy-healthy-workplace-snacks
  - http://www.wellnessproposals.com/pdfs/nutrition_handouts_1/eating_well_anytime.pdf

September

- Taste Testing Recipe: Creole Chicken And Shrimp with Linguini
- Educational Topic: Stress Management / Parenting
- Educational Handout: Nutrition & Stress AND No More Food Fights

- Additional Information For Reference:
  - http://www.webmd.com/diet/ss/slideshow-diet-for-stress-management
  - http://pbskids.org/games/healthyeating.html

**October**
- Taste Testing Recipe: Blueberry Whole Wheat Pancakes with Eggs Idaho
- Educational Topic: Food Labels
- Educational Handout: Get Smart - Get the Facts on Food Labels
  - http://www.wellnessproposals.com/nutrition/nutrition_fact_sheets/get_smart_facts_on_food_labels.pdf
- Additional Information For Reference:

**November**
- Taste Testing Recipe: Jerk Pork with Green Beans and Walnuts
- Educational Topic: Slowing down to feel better
- Educational Handout: Slowing Down to Eat (and Feel) Better
- Additional Information For Reference:

**December**
➢ Taste Testing Recipe: Vegetable Lasagna

➢ Educational Topic: Healthy Holiday Eating

➢ Educational Handout: Ten Tasty Ways to Color Your Holidays Healthy
  ▪  http://www.wellnessproposals.com/pdfs/nutrition_handouts_1/color_your_holidays.pdf

➢ Additional Information For Reference:
  ▪  http://www.webmd.com/diet/healthy-holiday-eating-10/holiday-foods-diet

**General Resources**

➢ WebMD - http://www.webmd.com

➢ Eat Right Academy of Nutrition and Dietetics - http://www.eatright.org


➢ Eat Smart Workbook North Carolina Worksite Wellness Resources - http://www.eatsmartmovemorenc.com/Worksites/Toolkit/WsTk_EatSmart.html
Appendix C: Monthly Handouts
10 tips
Nutrition Education Series

eating better on a budget

10 tips to help you stretch your food dollars

Get the most for your food budget! There are many ways to save money on the foods that you eat. The three main steps are planning before you shop, purchasing the items at the best price, and preparing meals that stretch your food dollars.

1 plan, plan, plan!
Before you head to the grocery store, plan your meals for the week. Include meals like stews, casseroles, or stir-fries, which “stretch” expensive items into more portions. Check to see what foods you already have and make a list for what you need to buy.

2 get the best price
Check the local newspaper, online, and at the store for sales and coupons. Ask about a loyalty card for extra savings at stores where you shop. Look for specials or sales on meat and seafood—often the most expensive items on your list.

3 compare and contrast
Locate the “Unit Price” on the shelf directly below the product. Use it to compare different brands and different sizes of the same brand to determine which is more economical.

4 buy in bulk
It is almost always cheaper to buy foods in bulk. Smart choices are family packs of chicken, steak, or fish and larger bags of potatoes and frozen vegetables. Before you shop, remember to check if you have enough freezer space.

5 buy in season
Buying fruits and vegetables in season can lower the cost and add to the freshness! If you are not going to use them all right away, buy some that still need time to ripen.

6 convenience costs... go back to the basics
Convenience foods like frozen dinners, pre-cut vegetables, and instant rice, oatmeal, or grits will cost you more than if you were to make them from scratch. Take the time to prepare your own—and save!

7 easy on your wallet
Certain foods are typically low-cost options all year round. Try beans for a less expensive protein food. For vegetables, buy carrots, greens, or potatoes. As for fruits, apples and bananas are good choices.

8 cook once...eat all week!
Prepare a large batch of favorite recipes on your day off (double or triple the recipe). Freeze in individual containers. Use them throughout the week and you won’t have to spend money on take-out meals.

9 get your creative juices flowing
Spice up your leftovers—use them in new ways. For example, try leftover chicken in a stir-fry or over a garden salad, or to make chicken chili. Remember, throwing away food is throwing away your money!

10 eating out
Restaurants can be expensive. Save money by getting the early bird special, going out for lunch instead of dinner, or looking for “2 for 1” deals. Stick to water instead of ordering other beverages, which add to the bill.

Go to www.ChooseMyPlate.gov for more information.
Eating Together for Health and Fitness

Sometimes very simple changes can make a big difference. Increasing the meals that your family eats together can make a big difference in your health, happiness and even your finances. No time to make a meal? No problem; family dinners are easier than you think.

WHY eat together as a family?
- Families save time, money and hassle.
- Children learn skills, values and traditions.
- Children have fewer behavior problems.
- Children do better in school and on tests.
- Children and adults get the nutrients they need.
- Everyone treasures mealtime memories.

HOW can YOU do dinner quickly and easily?
- Plan a weekly menu: Make it simple or make it detailed. The key is to have a plan for shopping and cooking. Involve the whole family for less stress for any one person.
- Cook once, eat twice: Cut down dramatically on your prep time. Cook and freeze larger batches of key ingredients, like ground beef for tacos and spaghetti sauce.
- Keep the cupboard stocked: Pack your pantry (and freezer) with staples like canned beans, tuna and fruit; pasta, rice and baking mixes; and frozen vegetables.
- Use the sandwich advantage: Nothing is quicker than a sandwich - breakfast (toaster waffles), lunch (whole grain bread) or dinner (pita pocket or tortilla wrap).

WHAT foods make a perfect family dinner?
- Grains: High-energy carbohydrates, especially whole grains, have a place on every dinner table. A bread machine (with a timer) can serve it up hot right on schedule.
- Meat, fish, poultry, and beans: High-quality proteins provide “muscle” for healthy meals. Do a combo, like beef and beans in chili, for an extra fiber boost!
- Vegetables and fruit: Any meal is perfect for produce. Pack one-third to one-half of your plate with a colorful bonanza of fresh, frozen or canned fruits and vegetables.
- Dairy: A glass of cold, refreshing milk (1% or less) is the beverage of choice for healthy families. Cheese, cottage cheese and yogurt are other tasty calcium sources.
Eating Vegetables the Healthy "Weigh"

Are you one of the millions of Americans suffering from a serious vegetable deficit?
Everyone knows that veggies are healthy, but do you know how good for you they really are?
Here are six good reasons to follow your mom’s advice and eat your vegetables!

1. **Eat VEGGIES to maintain a healthy weight**
   As a group, vegetables are low in calories and virtually fat-free. (Avocados, technically a fruit, are the only real exception.) Increasing your vegetable intake is the easy, tasty way to cut back on calories, maximize nutrients and protect your health - all at the same time.

2. **Eat VEGGIES to protect your heart**
   Vegetables are packed with the nutrients that can reduce your risk of heart disease - like folic acid (spinach, asparagus, and Romaine lettuce), antioxidants (tomatoes, sweet potatoes and peppers) and fiber (corn, peas and legumes - dried beans and peas).

3. **Eat VEGGIES to fight cancer**
   High vegetable intakes have been shown to reduce the risk of almost all types of cancer. Two potent cancer fighters are cruciferous vegetables (broccoli, cabbage, cauliflower and Brussels sprouts) and those high in lycopene (tomatoes, red peppers and red fruits).

4. **Eat VEGGIES to preserve your vision**
   Vegetables do more than help you see in the dark. High intakes of produce rich in lutein and zeaxanthin (dark green vegetables like broccoli, spinach, kale and collard greens) help prevent macular degeneration, the most common cause of blindness in older people.

5. **Eat VEGGIES to save your skin.**
   Vitamin C (found in tomatoes, peppers, potatoes, broccoli and cabbage) has long been known as a super nutrient for maintaining collagen and connective tissue under the skin. Some preliminary studies also suggest that vegetable lovers may be less prone to wrinkles.

6. **Eat VEGGIES to build strong bones**
   It takes a whole cast of nutrients to build strong bones - and vegetables are great sources of several essential ones. Bone up with vitamin K (spinach and broccoli), potassium (potatoes and mushrooms) and magnesium (spinach, limas, and black-eyed peas).
Eating Fast Foods the Healthy "Weigh"

Fast food has become the American way of eating. While there is no doubt that fast food is cheap and satisfying, it is also loaded with fat and sugar! Whether you’re driving-thru or sitting-down, these six smart tips can help you eat conveniently - and healthfully too!!

1. **Say NO thanks to combo meals**
   Buying a combo or “value” meal may seem like a real deal, but it’s often a nutrition disaster. The fast food chain makes more money - and you lose control of your choices. It’s easy to get what you really want - just say “no” whenever they offer you a combo.

2. **SWAP super-size for smart-size**
   Order a regular burger, fries and drink at Burger King® and you get 700 calories, 24 fat grams and about 10 teaspoons of sugar. That’s a serious savings over a Whopper® with king-sized fries and drink at 1,730 calories, 46 fat grams and 27 teaspoons of sugar.

3. **SHARE a biggie size with friends or family**
   There is a smart way to make gigantic portions work for you - share them! By splitting one large portion, you can save money, while cutting calories and fat. Wendy’s Great Biggie® fries have 250 less calories (530 calories) than two medium fries (780 calories).

4. **SAVE money and calories with kiddie meals**
   With kiddie meals, you get reasonable portions of your favorite fast foods - and a fun toy too!! Still feel hungry after a Happy Meal® at McDonald’s? Order a yogurt parfait - or better yet, bring a piece of fresh fruit for the ride back to work or school.

5. **SUBSTITUTE power drinks for soft drinks**
   A 44-ounce soft drink has about 450 calories and ¼ cup of sugar (with no nutritional value). Skip the liquid candy - and enjoy the power of milk (with protein, calcium and vitamins); orange juice (with vitamin C and folic acid); or refreshing, calorie-free water.

6. **SWITCH to the healthful options**
   Several national chains offer tasty, healthier options, like Quizno’s® and Subway® low-fat sandwiches on whole-grain breads. Many have grilled chicken salads and sandwiches. Some local or regional restaurants specialize in healthful choices, like burritos or wraps.
CAFFEINE
is a plant product
commonly found in:
• coffee beans
• tea
• soft drinks
• cocoa
• chocolate.

CAFFEINE
is also found
in some
prescription
& over-the-
counter drugs,
including
cold, allergy &
pain relievers.

HOW CAFFEINE AFFECTS THE BODY
Caffeine acts as a stimulant by exerting an effect on the
central nervous system. The effects of caffeine on the
body may begin as early as 15 minutes after ingesting
and last up to six hours.

POSITIVE EFFECTS
When consumed in moderate doses* caffeine can help
people feel temporarily more alert and less sleepy.
Most individuals consuming moderate amounts will
experience few, if any, negative side effects.

SIDE EFFECTS
While consuming moderate amounts of caffeine does
not seem to have long-term detrimental effects, con-
ssuming larger amounts of caffeine on a regular basis
(1000 mg or about ten 6 oz cups of coffee a day) may
be linked to conception problems, increased episodes
of heartburn and changes in bowel habits.

Too much caffeine may lead to sleep deprivation and
a tendency to disregard the normal warning signals
that the body is tired and needs rest. Caffeine does
not replenish energy or prevent emotional fatigue;
food and sleep are the only remedies for these. When
normal sleeping patterns are continually disrupted,
mood depression may occur. Too much caffeine may
also lead to anxiety-related feelings such as excessive
nervousness, sweating and tremors.

People who take medications for depression, anxiety or
insomnia, high blood pressure, other heart problems,
chronic stomach upset or kidney disease should avoid
caffeine until discussing the matter with a clinician. If
you want to avoid some of the annoying side effects
of caffeinated beverages (e.g., jitters or sleeplessness),
switching to decaffeinated drinks may help.

Contrary to popular belief, drinking coffee
will not help someone who has consumed
too much alcohol become sober.
EFFECTS OF QUITTING
People who stop drinking caffeinated drinks may notice several side effects, especially if they are used to consuming large amounts of caffeine. Some symptoms of caffeine withdrawal include headaches, irritability, nervousness, nausea, constipation and muscular-tension. These symptoms usually appear about 12-24 hours after someone has stopped consuming caffeine and usually last about one week. It is recommended that you gradually decrease your caffeine intake to avoid withdrawal symptoms.

CAFFEINE DURING PREGNANCY
Some studies show an association between high doses of caffeine and an increased rate of miscarriages, premature deliveries or low birth weights. However, complicating factors such as smoking and alcohol use were not accounted for in these studies. In high doses, caffeine can affect fetal breathing and heart rate. If you are pregnant, or planning to become pregnant, consider your options (e.g. eliminating caffeine or limiting intake to 200-300 mg per day). Discuss these options with your clinician.

IS CAFFEINE ADDICTIVE?
The definitive answer is still unknown.

CAFFEINE CONTENTS
limit intake to 200-300 mg per day

CHOCOLATE
- Cocoa beverage (6 oz) 4 mg
- Chocolate flavored syrup (2 tbsp) 5 mg
- Chocolate milk (8 oz) 8 mg
- Milk chocolate (1 oz) 7 mg
- Semi-sweet chocolate (1 oz) 18 mg
- Unsweetened chocolate (1 oz) 25 mg

COFFEE*
- Brewed (6 oz) 100 mg
- Instant (1 rounded tsp) 57 mg
- Brewed decaffeinated (6 oz cup) 3 mg
- Instant decaffeinated (1 rounded tsp) 2 mg
- Cappuccino (4 oz) 100 mg
- Espresso (2 oz) 100 mg
- Latte (single) 50 mg
- Mocha (single) 55 mg

OTHER BEVERAGES (12 oz servings)
- Coca-Cola (regular & diet) 46 mg
- Dr. Pepper (regular & sugar-free) 40 mg
- Mello Yello 52 mg
- Mountain Dew 54 mg
- Pepsi-Cola, (regular & diet) 38 mg
- Red Bull (8.2 oz) 80 mg
- 5-hour Energy 138 mg
- Monster Energy 160 mg

TEA (5 oz cup)
- Brewed, green or black U.S. brands (3 minutes) 40 mg
- Brewed, imported brands 60 mg
- Instant (1 tsp) 30 mg
- Iced (8 oz) 25 mg
- Decaffeinated 5 mg

NON-PRESCRIPTION DRUGS**
Caffeine Tablets
- No-Doz 100 mg
- Vivarin 200 mg
- Pain Relievers (per tablet) 32 mg
- Anacin 65 mg
- Excedrin 60 mg
- Midol (maximum strength) 60 mg

For additional info on caffeine content in food and beverages: www.energyfiend.com/the-caffeine-database

* Caffeine content of coffee varies depending on type of bean, quantity used, how finely ground the beans are and the brewing time.
** Not all non-prescription drugs are included. Read labels carefully!
Three Tasty Ways to Eat Well on Road Trips

1. **Bring food with you**
The best way to have control over food is always to bring your own. Whether it's a simple bag of snacks or a fully stocked cooler, bringing your own food saves money and time and improves your nutrition. Here are some of the tastiest ways to eat well while driving down the highway.

   - **Feast on nature's fast food – fruits and vegetables**
     Fresh fruits, like apples, bananas and pears, are an obvious choice; so are bite-size vegetables like baby carrots, celery sticks and grape tomatoes. Dried fruits, like cranberries, plums and mangoes, are another deliciously sweet option.

   - **Put some protein power into your tank**
     Many car snacks (candy, chips and pop) are pure fat and sugar. Adding protein to your fuel mixture will help you feel more satisfied, so you can go longer before the munchies strike again. Slices of meat and cheese, in sandwiches or solo, are great ways to get protein.

2. **Stock up at a supermarket**
For the best value and variety, make pit stops at a local grocery instead of a fast food restaurant or convenience store. Many supermarkets are only a few blocks from the highway, so shopping can be quick and efficient. Produce stands and farmer's markets can also be nutrition bonanzas!

   - **Dine at the deli counter**
     Today's deli options are usually extensive and delicious. With careful selection, they can also be nutritious. Choose mixed vegetable salads like coleslaw, broccoli or three-bean, and ask the server to drain off as much of the liquid dressing as possible.

   - **Snack at the salad bar**
     A quick trip around a well-stocked salad bar can offer much more than a salad. Fill a container with sliced fruit like watermelon, honeydew or cantaloupe. Refresh your vegetable selection with broccoli and cauliflower florets, along with low-fat dressing for dipping.

3. **Choose wisely at the gas station**
Believe it or not, you can even find some decent food and beverage choices at a truck stop or convenience store. Skip the candy bars and snacks at the counter (designed for impulse buying) and check out the possibilities in the snack aisle and beverage cases.

   - **Cool off with water, juice or milk**
     Soft drinks are not your only alternative these days. Choose bottled water (plain, sparkling or flavored), juice (100% fruit juices like ruby red grapefruit, orange or grape), or milk (reduced fat in plain, chocolate, vanilla, strawberry or banana!).

   - **Go nuts in the snack aisle.**
     Nuts and seeds are probably your best bet in most snack aisles. Remember to downsize your portion size. Super-sized bags may tempt you to eat more when the drive gets boring. Buy a small bag or take out a reasonable amount and put the rest out of sight (and out of mind).
Eat Well to Stay Motivated and Energized

DO YOU HAVE TROUBLE EXERCISING at noon or after work even though you’re truly committed to exercise and it’s the only time you have to work out?

Do you feel so exhausted that you just can’t face the gym?

Your diet—rather than simple sloth—may be the problem. If you tend to skip meals in an attempt to save calories, you may be robbing yourself of important fuel for your workout. While skipping meals may temporarily make your stomach feel flatter, doing so can also leave you feeling tired, irritable and unfocused. Then, you’ll be tempted to forego your noontime workout, or go home, eat and stretch out on the couch in front of the TV after work.

If, however, you follow some simple, sensible dietary practices throughout your day, you’ll get that workout done. And rather than feeling light-headed and exhausted afterward, you’ll be energized and refreshed.

Stay with Feel-good Foods

One key to staying motivated to exercise is to keep the amount of sugar in your blood—and thus, your energy level—stable to prevent ups and downs. You can best do that by eating a series of small meals throughout the day—as many as five or six—that are composed of complex carbohydrates, such as whole grain breads, beans and other vegetables, whole grain crackers and fruit. If you plan ahead and make time for grocery shopping, you can easily pack some simple meals and snacks to take to work with you.

Eating complex carbohydrates helps keep your blood sugar stable because they are digested and absorbed slowly into the blood and don’t require your pancreas to produce much insulin. Refined carbohydrates, such as potato chips, doughnuts and cookies, are absorbed very quickly and trigger the pancreas to produce large amounts of insulin. So, while they may give you an initial boost, your energy will drop off quickly, and your mood will follow.

The amount of sugar in your blood is also related to the amount of serotonin in your brain. Serotonin is an important chemical called a neurotransmitter that helps to regulate mood. If your level of serotonin is where it should be, you’ll have a sense of well-being and confidence—and feel ready to tackle the treadmill. Should it drop, you may feel tired and depressed. If you often experience a craving for carbs, this may be your brain’s way of telling you it needs more serotonin.

You’ll keep your motivation to exercise if you:

- Have a glass of juice to boost your energy before a morning workout.
- Eat a breakfast that includes whole grains and fruit or fruit juice.
- Eat small, frequent small meals and snacks during the day to maintain your blood sugar.
- Make sure to have a light, healthy snack an hour before your noon or after-work workout.
- Stay hydrated, keeping a water bottle at your desk at work.
- Limit—or eliminate—the amount of caffeine in your diet.

Cut the Caffeine

What about caffeine? Good question. Many athletes rely on caffeine for the initial kick it can provide. Remember, though, that caffeine can also affect the amount of insulin, and thus, sugar, in your blood. Further, it can cause dehydration, which can also sap your energy.

While drinking a caffeinated beverage may help get you to the gym, within an hour you may feel tired and too lightheaded to complete your workout, or to do it well.

If you plan to engage in running or other highly vigorous activity, remember that some forms of caffeine, coffee in particular, can lead to mild gastronomical distress, as can some bulky foods. So, you’d be wise to limit the amount of coffee, tea and soda that you drink for a number of reasons.

Suppose you’re an early bird, and your best time to work out is in the morning before you go to work. For quick energy, drink some juice upon rising and avoid coffee. Once you’ve completed your workout, have a more solid breakfast of whole-wheat cereal or toast and fruit to fuel your concentration for the morning’s work. If you work out and eat too lightly, chances are you’ll get “the drowsies” by 2 p.m., if not sooner.

Keep in mind that finding the right combination of food and drink to energize your workout—whatever time of day you choose—may take some experimenting. It all depends upon your individual tastes and your metabolism. With a little patience, an open mind and a little creativity, you’ll determine which foods suit you best.
Tasty Tips for Smarter Snacking

1. Check your HUNGER level
   - Are you actually hungry? Or are you tired? Bored? Lonely? Happy? Or did you just see a food commercial on TV? If you aren’t hungry, skip the snack until you are.

2. Check your FLUID level
   - Are you thirsty rather than hungry? Since it’s easy to confuse the signals for hunger and thirst, try drinking a refreshing glass of water before you dig into a snack.

3. Check PORTION SIZES
   - Most super-sized snacks are loaded with fat, sugar and calories. If you want a sweet or salty treat, start with a small size or share a biggie size with a friend.

4. Check food labels and FACTS
   - What you don’t know can come as a surprise to your waistline! 300+ calories in a nutrition bar?! 400+ calories in a latte?! 600+ calories in a fancy cinnamon bun?!

5. Pay ATTENTION to your snack
   - It’s easy to overeat (and still not feel satisfied) if you eat while driving, reading or watching TV. Slow down and enjoy your snack; you’ll eat less and enjoy it more.

6. Pay attention to PROTEIN
   - Many snack foods are low in protein, as well as high in sugar and fat. Foods with protein (meat, dairy, nuts and soy) provide more nutrients and have longer staying power.

7. Grab some NUTS
   - A small handful of nuts (about an ounce) can satisfy your craving for something salty and provide some super nutrition (vitamins, minerals and protein) at the same time.

8. Grab some VEGETABLES
   - Nature’s fast food makes an excellent on-the-run snack. Keep sliced vegetables ready to go in the fridge and fill up a small bag whenever you head out the door.

9. Grab some FRUIT
   - Feeling like something sweet and flavorful? Fresh, dried or canned - fruit is a luscious treat anytime of day. Keep several single-serving fruit choices at home and the office.

10. Grab a POWER DRINK
    - Soft drinks offer little except excess calories and caffeine! Looking for some liquid energy? Try low-fat or fat-free milk, and build some beautiful bones and teeth too!
Nutrition and Stress

“The stress response of the body is somewhat like an airplane readying for take-off. Virtually all systems (e.g., the heart and blood vessels, the immune system, the lungs, the digestive system, the sensory organs, and brain) are modified to meet the perceived danger.” Not all stress is bad. Research suggests that some stress is good and healthy.

<table>
<thead>
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<th>Stress Quiz</th>
<th>Manage Your Stress: Simple ways to Ease Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ask yourself the following questions to see if you might have eating habits that are affected by your stress level.</td>
<td>1. Eating a healthy and well balanced food plan: Eating healthy foods and drinking plenty of water is a good way to combat stress. Including more fruits and vegetables in your diet helps nourish your body with B vitamins and minerals to deal with stress. Alcohol and food abuse may seem to reduce stress, but it actually adds to it.</td>
</tr>
<tr>
<td>1. Question: Do you feel like you have to skip breakfast or other meals because you do not have time? Answer: Yes / No</td>
<td>2. Exercise component is essential: Choose non-competitive exercise and set reasonable goals. Aerobic exercise has been shown to release endorphins (natural substances that help you feel better and maintain a positive attitude).</td>
</tr>
<tr>
<td>2. Question: Do you depend on caffeine to keep you awake in the morning, and at other times of the day, when you are feeling low in energy? Answer: Yes/No</td>
<td>3. Study and practice relaxation techniques. Relax every day. Choose from a variety of different techniques. Combine opposites; a time for deep relaxation and a time for aerobic exercise is a sure way to protect your body from the effects of stress.</td>
</tr>
<tr>
<td>3. Question: Are you starving when you get home from a busy day of classes and other activities? Answer: Yes/No</td>
<td>4. Reduce stressors (cause of stress). Identify your stressors and manage them effectively and on time. Effective time-management skills involve asking for help when appropriate, setting priorities, pacing yourself, and taking time out for yourself.</td>
</tr>
<tr>
<td>4. Question: When you eat under stress, do you only choose foods that are high in salt, simple sugars, and/or fat? Answer: Yes/No</td>
<td>5. Assert yourself. You do not have to meet others’ expectations or demands. It’s okay to say “No.” Remember, being assertive allows you to stand up for your rights and beliefs while respecting those of others.</td>
</tr>
<tr>
<td>5. Question: Have you gained or lost weight recently due to stress eating? Answer: Yes/No</td>
<td>6. If you smoke, get some help to stop. Aside from health risks of cigarettes, nicotine acts as a stimulant and can cause more stress symptoms.</td>
</tr>
<tr>
<td>If you answered, “yes” to any of these questions, your stress level may affect your diet and your health. The following helpful hints may help you manage stress, and make better food choices.</td>
<td>7. Take responsibility. Control what you can and leave behind what you cannot control.</td>
</tr>
<tr>
<td></td>
<td>8. Examine your values and live by them. The more your actions reflect your beliefs, the better you will feel, no matter how busy your life is. Use your values when choosing your activities.</td>
</tr>
<tr>
<td></td>
<td>9. Set realistic goals and expectations. It’s okay, and healthy, to realize you cannot be 100% successful all the time.</td>
</tr>
<tr>
<td></td>
<td>10. Wait 15 or 30 minutes when you have stress-related cravings. Sometimes we confuse hunger, fatigue and thirst. Drink some water and take a break first and then re-evaluate if you are truly hungry.</td>
</tr>
</tbody>
</table>
NUTRITION & STRESS

Lifestyle Recommendations:
• Reduce stress
• Drink half your body weight in ounces of pure water
• Daily walking in fresh air whenever possible (for at least 20 minutes)
• Yoga/relaxation exercises
• Massage as often as possible
• Avoid smoking
• Aromatherapy (jasmine, geranium, and ylang ylang)

Dietary Recommendations:
• Reduce/eliminate caffeine and alcohol
• Eat small frequent meals every 3-4 hours that include protein
• Eat at least one fruit and/or vegetable at every meal or snack
• Drink plenty of water

Food sources that combat fatigue:
Iron: liver, oysters, clams, fortified cereals/grain, prune juice, dried apricots, soybean nuts, legumes, spinach, potato with skin, peas, molasses (blackstrap), oatmeal, sunflower seeds, cashews
Folate: broccoli, brussels sprouts, dark leafy greens, asparagus, sweet potato, orange juice, legumes, soybeans, wheat germ, eggs
B12: animal protein, beef, oysters, clams, crab, tuna, cheese, eggs, milk, yogurt, liver
Magnesium: legumes, tofu, buckwheat, wheat germ, cornmeal, oatmeal, brown rice, spinach, shrimp

Protein: meat, chicken, fish, turkey, milk, eggs, soy, beans, legumes
Vitamin C: peppers, citrus fruits, tomatoes, kiwi, broccoli, papaya, brussels sprouts, green leafy vegetables
B1: pork, peas, tofu, peanuts, sunflower/sesame seeds, oatmeal, barley

Nutrients affected by stress:
Calcium: works with magnesium to transmit nerve impulses; stress-induced depletes calcium; take with magnesium at bedtime can help cut stress; found in milk, yogurt, dairy, broccoli, dark leafy greens, legumes, soymilk, fortified orange juice, almonds
Magnesium: see above
B Vitamins (B2, Pantothenic Acid): milk, yogurt, cottage cheese, broccoli, Brussels sprouts, dark leafy greens, beef, pork, liver, chicken, eggs, salmon, peas, corn, lentils
Chromium: brewers yeast, liver, meats, oysters, seafood, whole grains, bran cereals, mushrooms, asparagus, prunes, raisins, potato, nuts, cheese
Vitamin A (beta carotene): dark leafy greens, carrots, cantaloupe, sweet potato, papaya, apricots, hubbard squash, mango

Office of Health Education & Promotion
UNH Health Services
(603) 862-3823
www.unh.edu/health-services
Become a smart shopper by reading food labels to find out more about the foods you eat! Here’s why it’s smart to check out the Nutrition Facts found on most food labels:

- Find out which foods are good sources of fiber, calcium, iron, and vitamin C
- Compare similar foods to find out which one is lower in fat and calories
- Search for low-sodium foods
- Look for foods that are low in saturated fat and trans fats

Use this guide to help you make healthy food choices that meet your nutritional goals.

A Quick Guide to Reading the Nutrition Facts Label

Start with the Serving Size
- Look here for both the serving size (the amount for one serving), and the number of servings in the package.
- Remember to check your portion size to the serving size listed on the label. If the label serving size is one cup, and you eat two cups, you are getting twice the calories, fat and other nutrients listed on the label.

Check Out the Total Calories and Fat
Find out how many calories are in a single serving and the number of calories from fat. It’s smart to cut back on calories and fat if you are watching your weight!

Let the Percent Daily Values Be Your Guide:
Use percent Daily Values (DV) to help you evaluate how a particular food fits into your daily meal plan:
- Daily Values are average levels of nutrients for a person eating 2,000 calories a day. A food item with a 5% DV means 5% of the amount of fat that a person consuming 2,000 calories a day would eat.
- Remember percent DV are for the entire day not just for one meal or snack.
- You may need more or less than 2,000 calories per day. For some nutrients you may need more or less than 100% DV.

The High and Low of Daily Values
- 5 percent or less is low – try to aim low in total fat, saturated fat, cholesterol, and sodium
- 20 percent or more is high – try to aim high in vitamins, minerals and fiber

Limit Fat, Cholesterol and Sodium
Eating less of these nutrients may help reduce your risk for heart disease, high blood pressure and cancer:
- Total fat includes saturated, polyunsaturated and monounsaturated fat. Limit to 100% DV or less per day.
- Saturated fat and trans fat are linked to an increased risk of heart disease.
- Sodium – high levels can add up to high blood pressure.
- Remember to aim low for % DV of these nutrients!

Get Enough Vitamins, Minerals and Fiber
- Eat more fiber, vitamins A and C, calcium, and iron to maintain good health and help reduce your risk of certain health problems such as osteoporosis and anemia.
Choose more fruits and vegetables to get more of these nutrients.

Remember to aim high for % DV of these nutrients!

**Additional Nutrients**

**Protein** – Most Americans get more protein than they need, so a % Daily Value is not required on the label. Choose moderate portions of lean meat, poultry, fish, eggs, low-fat milk, yogurt and cheese, plus beans, peanut butter and nuts.

**Carbohydrates** – There are three types of carbohydrates—sugars, starches and fiber. Select whole-grain breads, cereals, rice and pasta plus fruits and vegetables.

**Sugars** – Simple carbohydrates or sugars occur naturally in foods such as fruit juice (fructose), or come from refined sources such as table sugar (sucrose) or corn syrup.

**Daily Values Foot Note**

This is a reference chart that applies to healthy people eating either 2,000 calories a day or 2,500 calories, and shows the daily maximum amounts for total fat, saturated fat, cholesterol and sodium.

**Check the Ingredient List**

Foods with more than one ingredient must have an ingredient list on the label. Ingredients are listed in descending order by weight. Those in the largest amounts are listed first. Effective January 2006, manufacturers are required to clearly state if food products contain any ingredients that contain protein derived from the eight major allergenic foods. These foods are milk, eggs, fish, crustacean shellfish, tree nuts, peanuts, wheat and soybeans.

**What Health Claims on Food Labels Really Mean**

Ever wonder about the difference between reduced fat and low fat? Or does “light” on a label really mean no fat? FDA has strict guidelines on how these food label terms can be used. Here are some of the most common claims seen on food packages and what they mean:

- **Low calorie** – Less than 40 calories per serving.
- **Low cholesterol** – Less than 20 mg of cholesterol and 2 gm or less of saturated fat per serving.
- **Reduced** – 25% less of the specified nutrient or calories than the usual product.
- **Good source of** – Provides at least 10% of the DV of a particular vitamin or nutrient per serving.
- **Calorie free** – Less than 5 calories per serving.
- **Fat free / sugar free** – Less than ½ gram of fat or sugar per serving.
- **Low sodium** – Less than 140 mg of sodium per serving.
- **High in** – Provides 20% or more of the Daily Value of a specified nutrient per serving.
- **High fiber** – 5 or more grams of fiber per serving.
- **Lean (meat, poultry, seafood)** – 10 grams of fat or less, 4½ grams of saturated fat, and less than 95 mg cholesterol per 3 ounce serving.
- **Light** – ⅓ fewer calories or ⅔ the fat of the usual food.
- **Healthy** – Decreased fat, saturated fat, sodium, and cholesterol and at least 10% of the DV of vitamins A, C, iron, protein, calcium, and fiber.

FDA also sets standards for health-related claims on food labels in order to help consumers identify foods that are rich in nutrients and may help to reduce their risk for certain diseases. For example, health claims may highlight the link between calcium and osteoporosis, fiber and calcium, heart disease and fat or high blood pressure and sodium.
Slowing Down to Eat (and Feel) Better

Slow Food is an international movement that started in Italy in the 1980’s. It promotes some very important concepts about “how” to eat, like the “protection of the right to taste” and the belief that meals are meant to be enjoyed rather than simply swallowed. Here are some easy, and healthful ways to slow down and eat better.

Eat when you are sitting at a table
It’s hard to feel satisfied when you quickly eat a bowl of ice cream while standing in front of the refrigerator or toss down a burger and fries while driving down the highway. It’s also easy to eat more than your body wants. Eating while sitting at the table allows you to focus on the food in front of you for both pleasure and nutritional value.

Prepare more meals for your family
Home cooked meals are generally lower in cost and higher in nutrients and you control the portion size. Think you have no time to cook? Just switch a few minutes of your evening TV time to “assembling” a meal from healthy convenience foods, like whole wheat rolls, microwave chicken breast, frozen vegetables and salad-in-a-bag.

Eat when you are hungry
This is a tough one since we are surrounded 24/7 by tempting foods and the ads that tempt us to buy them. It is important to keep in mind, however, because when we eat in the absence of hunger, we tend to eat guiltily and quickly. This usually means high-sugar, high-fat snack foods in larger amounts than we might otherwise eat.

Savor whatever you are eating
Taste is the number-one reason why we eat. When we eat quickly, there is no time for our taste buds and sense of smell to get maximum flavors and pleasure from food. By eating slowly and paying attention, we get greater satisfaction from all meals and snacks. And, remember, it takes 20 minutes for your brain to “hear” that you are full!

Eat only what you really enjoy.
Although this may seem obvious, it really isn’t. We often eat something just because “it’s there.” Ever eat the last fruit-filled chocolates in the box, when all your favorites were gone? Or how about the last cookie on the tray, even when you don’t really like raisins or oatmeal? Eating food you don’t like is a waste of calories and enjoyment!

Take a stroll before or after a meal
When it comes to health and fitness, nutrition and physical activity go hand-in-hand. Physical activity helps your appetite and hunger signals operate normally. It’s really all about healthy self-care. If you move your body regularly, you’ll also want to fuel yourself healthfully instead of eating willy-nilly whatever happens to be available.

For more information about the Slow Food philosophy and activities visit:
- Slow Food USA® at: http://www.slowfoodusa.org
- Slow Food International® at: http://www.slowfood.com
Ten Tasty Ways to Color Your Holidays Healthy

Fruits and vegetables are the perfect holiday foods. As nature’s vitamin pills, they are packed with nutrients that help fight winter’s colds and infections. As nature’s fast foods, they are perfect to eat on-the-run during the hectic holiday season. As nature’s bountiful rainbow, they can brighten any festive table. Unfortunately, only 1 in 4 American adults gets the minimum 5 to 9 daily servings of fruits and veggies for optimal health. Here are ten tasty ways that you can change that and enjoy all the colors of holiday health.

1. **RED:** Slice a red pepper onto a holiday pizza dinner. Sprinkle dried cranberries into a spinach salad. Stir tomato sauce and diced tomatoes into heart-warming chili.

2. **GREEN:** Toss a festive salad with baby spinach leaves and lettuce in every shade of green: Romaine lettuce, Boston lettuce, Bibb lettuce and butter lettuce.

3. **WHITE:** Use a cookie cutter to create turnip, rutabaga or jicama stars for a seasonal vegetable tray. Grab a banana for dashboard or desktop dining opportunities.

4. **GOLD:** Mash Yukon gold potatoes with light sour cream for a favorite holiday comfort food. Bake acorn or winter squash with a little olive oil and brown sugar.

5. **YELLOW:** Sauté summer squash and/or yellow peppers into a zesty vegetable medley. Serve canned pineapple slices as a garnish or a naturally sweet dessert.

6. **ORANGE:** Pour orange juice (calcium-fortified) into a morning juice glass. Peel an orange for a refreshing snack. Stir a can of mandarin oranges into a fruit salad.

7. **PINK:** Enjoy half a pink grapefruit morning, noon or night. Pour pink grapefruit juice into some apple juice for a layered “mocktail” in sunset hues.

8. **BLUE:** Sprinkle fresh blueberries into a bowl of cereal. Add dried blueberries into a healthy snack mix. Stir frozen or canned blueberries into vanilla or blueberry yogurt.

9. **PURPLE:** Put fresh plums or dried plums (lemon, orange or cherry flavored prunes) into a brown bag lunch. Include eggplant in a spicy Asian stir-fry.

10. **Eat the color way – every day!** For optimal health, keep your eye on the prize: 5 to 9 servings of colorful fruits and vegetables every day of the year.

National Nutrition Month® - March 2004
Adapted by the NC NET Program from Eat Right Montana materials
Appendix D: Yum Factor Poster Template
CAST YOUR YUM FACTOR VOTE!

Join us for a YUM FACTOR Taste Testing Event and vote to have the healthy dish offered in the café.

{INSERT RECIPE TITLE HERE}

Date:

Time:

Prior to the taste testing we will have a Quick Tips Talk on

{INSERT TALK TOPIC HERE}
Appendix E: Yum Factor Recipe Card Template
[INSERT RECIPE TITLE HERE]

- Ingredients

- Preparation

- Tips and Substitutions
Appendix F: Employee Survey
Eating Wisely Survey

1) How many times per week do you eat at the café within the Sallie Mae office?
   a) Never
   b) 1-2 times per week
   c) 3-4 times per week
   d) 5 or more times per week

2) Identify the two most common items you purchase at the café?
   a) ____________________________________________
   b) ____________________________________________

3) How many times per week do you make a healthy meal at home?
   a) Never
   b) 1-2 times per week
   c) 3-4 times per week
   d) 5 or more times per week

4) Do you believe that healthy foods can taste as good as non-healthy foods?
   a) Yes
   b) No

5) Identify two reasons why eating healthier foods would be a benefit to your life.
   a) ____________________________________________
   b) ____________________________________________

Thank you for participating in this survey. The answers are completely confidential and will only be used to plan for future eating wisely wellness campaigns.
## Appendix G: One-Page Project Manger

### Project Leader: Audrey Clevenger | Project: Yum Factor

**Project Objective:** To get employees more engaged in eating healthier

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<th>Major Tasks</th>
<th>Owner / Priority</th>
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<td>1</td>
<td>seminar prep</td>
<td>X</td>
</tr>
<tr>
<td>2</td>
<td>make poster</td>
<td>X</td>
</tr>
<tr>
<td>3</td>
<td>handouts</td>
<td>X</td>
</tr>
<tr>
<td>4</td>
<td>make food for testing</td>
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<tr>
<td>5</td>
<td>count votes</td>
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</tr>
<tr>
<td>6</td>
<td>survey in Jan-July-Dec</td>
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</tr>
<tr>
<td>7</td>
<td>hold seminar</td>
<td>X</td>
</tr>
<tr>
<td>8</td>
<td>hang posters</td>
<td>X</td>
</tr>
<tr>
<td>9</td>
<td>print recipe cards</td>
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<tr>
<td>10</td>
<td>decide recipes for next month</td>
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<tr>
<td>11</td>
<td>order food and supplies</td>
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</tr>
<tr>
<td>12</td>
<td>hold tasting</td>
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</tr>
<tr>
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<tr>
<td>14</td>
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</tbody>
</table>

### # People working on the project:

- January: Chef, Audrey
- February: Chef, Audrey
- March: Chef, Audrey
- April: Chef, Audrey
- May: Chef, Audrey
- June: Chef, Audrey
- July: Chef, Audrey
- August: Chef, Audrey
- September: Chef, Audrey
- October: Chef, Audrey
- November: Chef, Audrey
- December: Chef, Audrey

#### Owner / Priority:

- X: High Priority
- #: Medium Priority

#### Objectives:

**Objective #1:** To increase employee knowledge of healthy eating choices.

**Goal:** After providing short educational seminars once per month for a year, X number of participants will know at least two reasons why eating healthy would be a benefit to their own life.

**Objective #2:** To promote the idea that healthy foods taste good.

**Goal:** After one year of providing taste samples of good tasting healthy food, 30% of participants will believe that healthy food can and does taste good.

**Objective #3:** To increase the number of healthy eating choices made by employees.

**Goal:** After each month of allowing employees to taste a healthy food item, the cafe will see an increase of 10% in the taste tested item.
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EXECUTIVE SUMMARY

Employee health and wellbeing is continually moving to the top of importance of most employers’ list because it has been shown that a healthier employee leads to a more productive employee. There are many different ways to improve the health of employees in the work place; however we were assigned to focus on exercise in Sallie Mae’s current onsite workout facility.

The coproduction of this comprehensive exercise initiative is created to increase the awareness and knowledge of the tools and outcomes each employee has based off exercise. Once the awareness and knowledge factors are introduced to the employee it is our goal to not only see the Sallie Mae employees in the onsite workout facility but to see that the employee knows how to exercise on a regular basis on their own. These goals will allow the employees to become healthier, happier, and more productive.

In order to identify the current use of the workout facility, Keri Stephenson, a Unit Collections Manager at Sallie Mae, created a login sheet inside the workout facility. Once the results were compiled, a survey was produced to assess the restraints and the needs of the current workout facility.

In our plan we addressed three main objectives the fitness center should focus on:

1. Increase the individual’s knowledge regarding the potential benefits of the work out facility
2. To improve employee’s attitude toward using the fitness facility
3. To have more employee use the onsite fitness facility

Through various goals and tactics, we hope to achieve these objectives by December 2013. We have created this business plan with a minimal amount of money to allow for Sallie Mae to implement with ease, the budget that was created for the fitness facility and was priced at $1656.00 for the year 2013.

Our main goal for this business plan is to allow for the best fitness program possible to Sallie Mae employees. Through the layout of our business plan, we hope that you can follow this plan to create an environment for health and wellbeing. Through out these efforts we hope that it will also allow for a healthier, happier, and more productive employee at Sallie Mae.
MISSION AND VISION

Mission

The mission of the fitness initiative is to encourage Sallie Mae employees to use the onsite fitness facility for short breaks as well as for regular exercise.

Vision

The initiative is to have a vibrant and active fitness facility.
BACKGROUND

Situation Statement

Sallie Mae is a seven hundred employee company that is going to be increasing to a nine hundred employee company. Currently the fitness center is not utilized, and Sallie Mae wants to increase employee awareness and motivation to use the fitness center. Due to the open and friendly environment created at Sallie Mae the future expansion of the fitness center will accommodate for a similar environment. If we can increase motivation and encouragement between employees there will be more use of the fitness center.

<table>
<thead>
<tr>
<th>Table 1: Fitness Facility Survey Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2013</td>
</tr>
<tr>
<td>Number of Surveys Returned: 12</td>
</tr>
<tr>
<td>Count</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>9</td>
</tr>
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<td>6</td>
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<tr>
<td>7</td>
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<tr>
<td>2</td>
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<tr>
<td>4</td>
</tr>
</tbody>
</table>

Problem Statement

Sallie Mae’s current problem in regards to physical fitness is that they have a fitness facility onsite and readily available for employees, and it is not being utilized to its full potential. During the early stages of meeting with our wellness champion we were able to gather information from employees through a questionnaire to help us understand current barriers, and also created a tally system in the fitness facility to gauge the average use per day. We also became aware of an expansion planned to happen in the near future. After learning this initial background information we certainly saw a need to increase the current use of Sallie Mae’s fitness facility.

Sallie Mae employees are fully aware that the fitness facility exists however, they are not cognizant of the benefits of incorporating fitness into their sedentary work style. The idea of breaking up their work day with a 10-15 minute workout seems infeasible. Besides not knowing exactly what do with limited time on their breaks, employees also need to become more motivated to use the fitness facility with a group of fellow employees or work-related friends. The idea of developing a strong social support system to exercise will allow for more accountability in using the fitness facility. Overall, the Sallie Mae work environment must foster an environment that is constantly reminding there employees the convenience of having a fitness facility at their fingertips.
Best Practices

When implementing an employee fitness program it is important to consider best practices. Motivating employees to use an on-site fitness facility is not an easy task for most employers, but there are simple steps one can take in order to create a more active work environment.

It is important to target those individuals who are currently aware of the fitness facility but choose not to use it because they don’t feel confident in their knowledge of how to exercise properly. Individuals also may feel their time restraints during breaks are a strong barrier. It is also important to highlight benefits of exercising along with other solutions individuals can make to incorporate exercise into their routine at work.

To ensure success with the fitness facility initiative it is essential to practice the following:

- Provide employees with quick and convenient work-outs
- Partner with experts in the field to provide seminars and lunch and learns
- Equip employees with knowledge of how to properly use the equipment in the fitness facility
- Continue to track employee use of the fitness facility
- Provide employees with tips and benefits towards the onsite fitness facility
- Show employee success stories and motivational pieces of using the fitness facility
TARGET AUDIENCE PROFILES

Frank

Frank is a 45 year old male who was diagnosed with Diabetes two years ago and has not seen a change in his physical health since that. Frank shows some interest in improving his physical health but hasn’t made the initiative. He currently leads a sedentary life both at home and work.

Sarah

Sarah is a 30 year old female that has a moderately active lifestyle, although she wishes to become more active. She has some restraints because she is a single mom with three children. Sarah currently uses the work out facility at Sallie Mae occasionally with a group of co-workers. She wants to be a better example for her kids and would like to begin utilizing the fitness center regularly.

Lyla

Lyla is a 23 year old female and leads a very active lifestyle. She is part of the group fitness classes at the YMCA and enjoys being part of a group when she exercises because of the socialization. As a college student, and working nights, her group fitness classes don’t always fit into her schedule. She would like to become a part of group fitness classes in a work setting. This will help her use her time more wisely and get her work out in at a decent time of day.
1. **Knowledge Objective**: Increase the individual’s knowledge regarding the potential benefits of the work out facility

   **Goal**: Employees at Sallie Mae who are currently not using the work out facility will be able to give one reason why using the facility could benefit them by the end of 2013.

   **Tactics**:
   
   i. Disease Prevention: In March, make flyers for bathrooms, break rooms, emails, and surrounding work areas with tips and reasons on why exercise can prevent disease
   
   ii. Sleep/Healthy Breaks: In May, offer two lunch and learns. The first on how fitness can provide better sleep at night and the second on “How to make the most of your break at work” i.e. quick 10 min workout ideas
   
   iii. Self Care: In October, hold a seminar on “How to better understand a biometric screening” i.e. explanations for proper cholesterol levels
   
   iv. Vacationing: In June, create “Did you know flyers” Different tips for keeping to your exercise routine while on vacation.

2. **Belief Objective**: To improve employee’s attitude toward using the fitness facility.

   **Goal**: To increase the number of employees who believe using the fitness facility is a good idea and is measurable for them by the end of 2013.

   **Tactics**:
   
   i. Goal Setting: In January, display Sallie Mae success stories of how goal setting has improved their quality of living.
   
   ii. Paying it forward/emotionally connecting with others: In February, show a 5 min video on how a social support group from exercise has improved someone’s support system and provided healthy friendships.
   
   iii. Positive Work Environment: In August, provide a success story of co-workers fostering friendships and easing tension from work together as they motivate each other.
   
   iv. Managing day-to-day living: In December, Sallie Mae will send tips on how exercise is a natural way to get more energy. These tips will show employees how exercise can bring them more energy to finish their day-to-day tasks.

3. **Behavior Objective**: To have more employees use the onsite fitness facility.

   **Goal**: Increase the average number of employees who sign in to the facility from 26 to 55 per day by the end of 2013.

   **Tactics**:
   
   i. Active Living: In July, Conduct a lunch and learn “Learn how to keep an exercise log.” This will promote fitting exercise into your routine and make “active living” a part of your life.
   
   ii. Stress Management: In September, Sallie Mae will provide a hands-on seminar in the fitness facility, Ways to Cope with Stress through Exercise. Sallie Mae
will allow for individuals to perform exercises shown during seminar and will give the exercises to employees their own use.

iii. Burn-out at work: In November, Get your mind off work when exercising! Provide flyers of fun ways to find the music you love and create "exercise music mixes" to escape from thinking about work during your exercise.

**LOGIC MODEL**

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outputs</th>
<th>Participation</th>
<th>Short</th>
<th>Medium</th>
<th>Long</th>
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</thead>
<tbody>
<tr>
<td>BSU Students</td>
<td>One on One questionnaire with employees on lunch break</td>
<td>BSU Wellness Students</td>
<td>BSU Students support the Sallie Mae Wellness Champions to develop and deliver strategic plan</td>
<td>BSU Students develop new knowledge and skills for a real world setting</td>
<td>Expansion of the fitness facility Group Fitness Classes Healthier, Happier and more Productive Employees Co-produced tailored strategic plan used to guide Sallie Mae employees in the onsite fitness facility</td>
</tr>
<tr>
<td>Sallie Mae Wellness Champions</td>
<td>Put sign-in sheet in fitness center to gauge current use</td>
<td>Sallie Mae Wellness Champions</td>
<td>Sallie Mae employees are motivated to participate in the fitness facility activities because they were part of development</td>
<td>Sallie Mae employees are motivated to participate in the fitness facility activities because they were part of development</td>
<td>Sallie Mae employees are motivated to participate in the fitness facility activities because they were part of development</td>
</tr>
<tr>
<td>Sallie Mae Employees</td>
<td>Communications of monthly health topics via email, break room, and surrounding work areas</td>
<td>Sallie Mae Employees</td>
<td>Tactics are identified</td>
<td>BSU students and Sallie Mae employees fitness facility use</td>
<td>BSU students and Sallie Mae employees fitness facility use</td>
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<tr>
<td></td>
<td>Lunch &amp; Learns and seminars on monthly health topics</td>
<td></td>
<td>Identify the current situation of the Sallie Mae employees fitness facility use</td>
<td>BSU students work with Sallie Mae champion to produce fitness module</td>
<td>BSU students work with Sallie Mae champion to produce fitness module</td>
</tr>
<tr>
<td></td>
<td>Software to track fitness facility usage</td>
<td></td>
<td>BSU students work with Sallie Mae champion to produce fitness module</td>
<td>BSU students work with Sallie Mae champion to produce fitness module</td>
<td>BSU students work with Sallie Mae champion to produce fitness module</td>
</tr>
</tbody>
</table>
### Project Objective: To increase the utilization of the on-site fitness facility among eligible employees

**Project Leader:** Ken Stephenson

**Project Coordinator:** Fitness Incorporated

#### Timeline:

<table>
<thead>
<tr>
<th>Month</th>
<th>December '13</th>
<th>November '13</th>
<th>October '13</th>
<th>September '13</th>
<th>August '13</th>
<th>July '13</th>
<th>June '13</th>
<th>May '13</th>
<th>April '13</th>
<th>March '13</th>
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<tr>
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<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

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#### Summary & Forecast

- **Goals:**
  - Increase awareness and use of the fitness facility
  - Engage employees in fitness-related activities

- **Objectives:**
  - Increase the usage of the fitness facility
  - Promote fitness awareness

#### Challenges:

1. Limited visibility
2. Lack of participation
3. Insufficient resources

#### Milestones:

- **Week 1:** Kickoff meeting
- **Week 2:** Awareness campaign launch
- **Week 3:** Fitness challenge
- **Week 4:** Social event

---

#### Project Team:

- **Project Manager:** John Smith
- **Coordinators:** Fitness Incorporated
- **Members:** Employee A, Employee B, Employee C

---

#### Reporting:

- Weekly progress updates
- Bi-monthly review sessions
- Quarterly summary reports

---

#### Contact Information:

- John Smith (Project Manager)
- Fitness Incorporated (Coordinator)

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#### Support:

- Fitness equipment
- Training sessions
- Educational materials

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#### Notes:

- All employees eligible for the program
- Participation encouraged but voluntary

---

#### Evaluation:

- Employee feedback
- Utilization data
- Participant satisfaction survey
SWOT ANALYSIS

**Strengths:**
1. Sallie Mae has identified that their fitness center isn’t utilized, and are willing to take the steps toward a change.
2. The resources to implement these changes Sallie Mae fitness center wants to make are readily available and up to date.

**Weakness:**
1. Employee breaks are not long enough
2. Overtime hours are set up to prevent the employees to participate in health and well-being programs.

**Opportunities:**
1. Working with Ball State University students to provide an outside perspective based off Sallie Mae’s needs.
2. Sallie Mae of Muncie, not being the corporate office, can give the opportunity to the corporate office to implement a wellness program to all Sallie Mae offices.

**Threats:**
1. Government policies could inhibit Sallie Mae from changing the culture of the company.
2. If the Ball State University students are not familiar with the environment of Sallie Mae, the wellness program will not be successful.

**Assumptions:**
1. Wellness “champions” or leaders will stay in contact with BSU students, whether its email, phone, or meetings
2. Funds will be significant to implement any programs we provide.
3. The BSU students will be given ample amount of time to implement an appropriate program.
BUDGET

The only cost that was identified for the budget was copies that need to be printed and placed throughout the onsite work out facility. All prices are budgeted for one year.

<table>
<thead>
<tr>
<th>Type of Print</th>
<th>Amount of Prints</th>
<th>Price of One Print</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>Poster Prints at Kinkos</td>
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<td>22.00</td>
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<tr>
<td>Flyers Printed In House</td>
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<tr>
<td>Hands Outs Printed In house</td>
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</table>

Total Yearly Amount of Prints $1,656.00

12 MONTH AWARENESS MONTHS

January: Financial/Goal Setting
February: Paying it forward/ emotionally connecting with others
March: Disease Prevention
April: Volunteer
May: Sleep/Healthy Breaks/Rest Periods
June: Vacationing (Staycations as well)
July: Active Living
August: Positive Work Environment
September: Stress Management
October: Self-Care/ Flu Shots
November: How to not experience burnout at work
December: Managing day to day living
REFERENCES

Eat Smart Move More North Carolina


APPENDICIES
12 Fun Ways to Enjoy Active Vacation Time

The goal of most vacations is to rest, relax and rejuvenate. Wherever you are vacationing this year, make sure to plan plenty of time for outdoor activities. Being more active is a wonderful way to reduce your stress, improve your mood and enhance your fitness level at the same time. The best physical activities are those that combine moving outside with having a good time. Fun and fitness are the ideal combo for family vacations!

1. **Dig into some sand**: Build sand castles, splash in the waves or see how many different seashells you can collect.

2. **Discover a local tourist site**: Sometimes we forget about places that are close to home. Make a list of local sites you’ve forgotten to visit.

3. **Explore a historical site**: Battlefields, monuments and memorials are all interesting and educational places to explore.

4. **Hunt for unusual activities**: Many places have unique, fun ways to be active – like four-person, pedal powered surreys or boats to rent.

5. **Investigate a riverbank**: Rivers are the obvious place to fish and paddle. Many also have walking and biking paths along their banks.

6. **Learn about birds or wildlife**: Take a walk with a birder or a hike with a wildlife ranger. Get active and learn about the world around you.

7. **Search online for outdoor fun**: Go online before your vacation to learn about local playgrounds, parks, paths, and other places to be active.

8. **Seek active competitions**: Walking, running, biking or combo races can be serious vacation fun whether you are at home or away.

9. **Survey the world from a hill**: Climbing to the top of a hill (large or small) lets you see the world from a new, active perspective.

10. **Toss a Frisbee**: Frisbees are fantastic – for tossing at a highway rest stop or for an active game of golf (Frisbee Golf) at a park.

11. **Walk around a museum**: Many museums now have cool stuff outside too. Check out opportunities to use your ticket for even more fun.

12. **Wander around a meadow**: The path to fitness doesn’t have to be a straight line. Enjoy wandering in a mountain meadow or at a local park.
12 Easy Ways to Enjoy Fitness at Work

There are some serious benefits to increasing your physical activity at work. Even brief bursts of activity, like a 10-minute walk, can improve your concentration, creativity and performance (especially on detailed tasks). If your employer has a worksite wellness program, take advantage of fitness classes and activities. If not, create your own fitness program with four simple pieces of equipment: a comfortable pair of shoes, a pedometer, a set of light hand weights and a resistance band (like a Dynaband®).

1. **Wear a pedometer at work:** Since every step counts, wearing a pedometer is wonderful motivator to walk more during your workday.

2. **Walk around the office:** There’s no need to sit still while you talk on the phone or think. Pacing and fidgeting are physical activity.

3. **Walk around the building:** Sometimes a face-to-face talk is the best way to communicate (and it gets you up and moving around).

4. **Walk up (and down) stairs:** If you have a choice, always take the stairs. If you have stairs, take as many trips up and down as possible.

5. **Walk around the block:** Got a coffee break? Got a few free minutes? Take a walk outside and get some fresh air (and extra steps).

6. **Walk and talk:** Need to discuss something with a co-worker? A walking meeting can be more productive and healthier too!

7. **Lift weights while you talk:** Keep a weight near the telephone; pick it up when you get a call and pump your arms while you talk.

8. **Take a weight break:** Feeling tired and bogged down? Take 5-10 minutes to lift your hand weights and get your blood flowing.

9. **Work your abs:** You can strengthen tummy muscles while sitting in a chair. Sit straight, tighten muscles and release. Repeat.

10. **Stretch your arms and legs:** Stuck at your desk? Use a resistance band for a 5-10 minute stretch. Your mind and body will be more flexible.

11. **Stretch your stress away:** Tension in your shoulders, neck and back is easy to release with standing stretches and a resistance band.

12. **Check your pedometer:** How many steps do you take during a typical workday? Any ideas for adding a few more steps here or there?
12 Ways to Create an Active Lifestyle

1. **Forget the fads:** Like diets, exercise fads come and go. When you think about a new workout, ask yourself: Is this something I really enjoy doing?

2. **Be realistic:** Any activity has to fit into your schedule and lifestyle. If you don’t belong to a gym or if you hate running, it’s time to look for some new activities.

3. **Make a commitment:** Write down some important reasons for being more active. Share a written or verbal promise to be more physically active with your friends or family.

4. **Start slow:** Making drastic changes can be a recipe for failure. Small changes can make a big difference, if they last. Pick one change, like walking more, and make it a habit.

5. **Be consistent:** The human body responds well to consistency. For example, if you decide to walk more, make walking part of your daily routine – rather than an occasional activity.

6. **Stick with it:** Research suggests that it takes about 21 days for a behavior to become habit. If you want to start walking more, make a plan to walk 30 minutes a day for 21 days!

7. **Be flexible:** Life is full of surprises and some times plans need to change. If you can’t get out in the morning, fit a 30-minute walk into a lunch break or go out after dinner.

8. **Be creative:** Make a list of all the possible ways to fit a 30-minute walk into your life – like walking a dog, walking with a friend, walking to the store, or walking around the mall.

9. **Make a list of options:** It’s always good to have options, like indoor ideas when it’s cold. Make a list of all the ways you like to move, so you’ll always have a fun option.

10. **Plan for activity:** There is always too much to do in our busy lives. Make room for fitness in yours by putting activity on your schedule.

11. **Forgive yourself:** If you miss a day of activity, it’s no big deal. Just put on your shoes and get your walk in today! The goal is at least 30 minutes of activity, at least 5 days a week.

12. **Congratulate yourself:** Becoming more active can be tough. Just think how long you’ve been sitting around. Give yourself a big pat on the back for any increases in physical activity.
Five Fun Ways to Stay Fit on Road Trips

1. Walk around a rest stop
   - Many rest stops are in scenic places. Even when the scenery is boring, there are plenty of people to watch. Instead of jumping back into the car after your bathroom break, take ten minutes to stretch your legs. If you have a dog, that’s a great reason for both of you to walk around the perimeter a couple of times. No dog? No problem! Take a couple of laps by yourself or with your travel companions. Remember, every step counts!

2. Explore a roadside attraction
   - America’s highways are lined with interesting and bizarre places to explore, from historical markers to giant sculptures of bears and lumberjacks. On your next trip, plan to take a couple of 30-minute breaks to discover something new along your route. Physical activity helps drivers feel more alert and makes kids less restless. And, who knows, you might create a wonderful family memory along the way!

3. Play in a park
   - City parks, county parks, state parks, national parks, slides, swings, climbing structures, swimming pools, sandy beaches, nature trails, guided walks and more -- there are unlimited options for active fun in parks and recreation areas across the country. Many are free and most of the others have reasonable admission fees. All you have to do is get out of the car and walk, run, stretch, swing, roll, climb or paddle your way to fitness.

4. Carry fitness “equipment” in your car
   - Bikes, canoes and rafts are great ways to fit your fitness in as you travel. However, sports equipment doesn’t need to be big, heavy or expensive in order to be fun and healthy. A bat and baseball, a Frisbee or a boomerang are all small, portable and cheap ways to have fun anywhere. A quick game of catch or Frisbee can be played by everyone, anywhere -- from a rest stop to an empty schoolyard.

5. Try some Commuter Aerobics™
   - If you’d like a bit more “serious” car-based workout, check out Commuter Aerobics™ by Cinder at www.commuteaerobics.com. You can read about her specially-designed exercises, including a rest stop series, online or order an audiotape with background music for $10. The idea is to practice proper posture and strengthen various muscle groups while driving and following Cinder’s safety guidelines at all times.
Workouts on the Web

Measurements

It is impossible to know what kind of progress you are making unless you first take some measurements first. The most common ways to measure for weight management are body weight, circumferences, and body fat percentage.

**Body weight**
- Don’t weigh yourself everyday-if you use the scale everyday, you can become frustrated by the slow change that happens in such a short time.
- Weigh yourself at the same time of day. Our body weight changes throughout the day, so for consistency use the scale at the same time.

**Circumferences**
Measuring the same location with the same cloth measuring tape will help you see what progress you are making, even when the scale doesn’t show much of a difference. For consistency, always use the right side of the body.
- Arm—Measure halfway between the bony part of the shoulder and the elbow
- Waist—Measure just above the belly button, or at the same height as the top of the hip bones
- Thigh—Measure halfway between the bony part of the hip and the knee joint
- Calf—Measure the thickest part of the calf, roughly halfway between the knee and the ankle.

Pull the cloth measuring tape tight enough to measure, but don’t overtighten. If the tape is pushing the skin in, it is too tight.

**Body fat percentage**
There are a number of ways to measure body fat, many tests can be done at a local gym or physician’s office. Some body fat tests include:
- Underwater weighing—one of the most accurate, this test has you weighed underwater while resting in a special scale. Universities and specialized fitness centers have this test.
- Calipers—one of the most common tests, you can find this test at most gyms. This test uses a small device that lightly pinches a section of skin and fat on the arm, waist, and thigh for its measurement.
- Bio-electrical impedance—A test that is much more common, it also isn’t as accurate as the other methods. It is much less personal and faster to perform. You can find this test in many gyms and even certain types of scales use this method. In this test, you either hold or stand on a small device that sends a safe, small electrical pulse that you cannot feel through your body to determine fat %.

**Disclaimer:**
Exercise is not without its risks and this or any other exercise program may result in injury. To reduce the risk of injury in your case, consult your doctor before beginning this exercise program. The advice presented is in no way intended as a substitute for medical consultation. KUTV and the Utah Department of Health disclaim any liability from and in connection with this program. As with any exercise program, If at any point during your workout you begin to feel faint, dizzy, or have physical discomfort, you should stop immediately and consult a physician.
Ten Ways to “Take 10” for Healthy Holidays

Holidays are stressful. Too much food, too much alcohol, too much shopping, too many parties, too many people and even too much fun. It can all add up to feeling exhausted, overwhelmed and completely stressed out. Fortunately, we can change our reactions to the pressures of the season and keep our brains and our bodies healthy. Here are ten easy ways to take 10 minutes to “de-stress” in the midst of the usual holiday commotion.

1. **Take a break:** 10 minutes is all it takes. A small break can make a big difference in your attitude. Regular relaxation can also help fight off colds and other infections.

2. **Take a walk:** Moving for 10 minutes can help you maintain a healthy weight and a healthy attitude. Take three 10-minute walks and your heart will get the benefits too!

3. **Take a nap:** A good night’s sleep is essential for good health, especially when your days are beyond busy. A 10-minute daytime nap can also help boost energy levels.

4. **Take a bath:** With or without bubbles, running water is relaxing. A 10-minute bath (or shower) can soothe tired muscles and release holiday tensions.

5. **Take a call:** It does make a difference to “reach out and touch someone.” Connect with a special friend or family member for 10 minutes by phone or in person.

6. **Take a dog break:** Fresh air is good for humans and animals. Take 10 minutes to throw a few balls and bring some sunshine into your life and the dog’s life.

7. **Take a child break:** Children have the right attitude toward holidays — wonder and joy. Just 10 minutes with a child can help revive anyone’s sagging spirits.

8. **Take a book break:** A good book can give you a healthy rest from the holiday hubbub. Put all your lists aside for 10 minutes and curl up with a book and a cup of tea.

9. **Take a snack break:** Stress often leads to overeating. Sit down for 10 minutes and eat a nutrient-rich snack, like fruit and cheese, half a sandwich or a handful of nuts.

10. **Take a music break:** Holiday songs, carols and hymns are a lovely way to take a break, to relax or even to dance. Try a 10-minute sing-a-long as a stress reliever.
Keeping track of what you do each week

Make copies of the forms on the next page to write down your goals and track your activities each week. There are examples below.

The first form is for aerobic activities. The second form is for strengthening activities. Be active your way by choosing activities you enjoy!

**Tracking works!**

“I made a copy of the tracking forms and keep them handy to fill out each day. Know what? When I fill out the forms—it’s easier to reach my weekly goal.”

**Example:** My aerobic activities this week

My goal is to do aerobic activities for a total of ___2___ hours and ___30___ minutes this week.

<table>
<thead>
<tr>
<th>What I did</th>
<th>Effort</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
<th>Sat</th>
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This is the total number of hours or minutes I did these activities this week: ___2___ hours and ___30___ min

**Example:** My strengthening activities this week

My goal is to do strengthening activities for a total of ___2___ days this week.

<table>
<thead>
<tr>
<th>What I did</th>
<th>When I did it</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
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This is the total number of days I did these activities this week: ___2___ days
Be active your way by choosing activities you enjoy!

My aerobic activities this week
My goal is to do aerobic activities for a total of ________ hours and ______ minutes this week.

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This is the total number of hours or minutes I did these activities this week:

My strengthening activities this week
My goal is to do strengthening activities for a total of ________ days this week.

<table>
<thead>
<tr>
<th>What I did</th>
<th>When I did it</th>
<th>Mon</th>
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This is the total number of days I did these activities this week:

For more information, visit www.healthfinder.gov/getactive

Be Active, Healthy, and Happy!
The Seven Cs of Successful Change
Taking charge of your health and your life

Many of us want to make changes in our habits. Sometimes it’s a New Year’s resolution; sometimes it’s advice from the doctor. Sometimes it’s just a desire to be stronger or have more energy. We want to eat better and be more active, but we don’t always know how to make the necessary changes. Taking some time to consider these seven “Cs” of change may help you understand how to get from where you are now to where you want to be.

1. **Caring** enough to treat your body really well.
   Caring about yourself is essential for making any behavior change. Self-care is not selfish - it is what we have to do in order to stop doing one thing and start doing another. Taking good care of yourself also helps you be in better shape to take care of those around you.

2. **Choice** to take small steps in a new direction.
   Change is all about making choices. It is making the choice to do one thing (like taking a walk) rather than another (like watching TV). It doesn’t mean that you have to give up all television programs. It just means that sometimes you make the choice to be more active.

3. **Creativity** to find a variety of food and fitness options.
   The world is filled with stressful situations that can get in the way of our plans to eat well or to be active. The key is to stay calm and to brainstorm a variety of possible solutions. If you are out of fresh produce, you can still enjoy some canned fruit or frozen vegetables.

4. **Courage** for new adventures and everyday challenges.
   There is no way around it. It takes courage to make a change. There are many ways to find the courage you need. You can discuss your struggles with friends or family; read inspiring stories about people who have made difficult changes; or find strength in faith and prayer.

5. **Comfort** through tough times with relaxation (or even pampering).
   Change is hard work and can be stressful even when it is a positive change. When you are trying to do things differently, you need to rest and recharge your internal batteries. Take time to read a book, to take a nap, to play with the kids or just to do nothing for a while.

6. **Confidence** to take risks and to make normal mistakes.
   Optimistic people are generally healthier than pessimistic people. Being confident that you can make positive changes is at least half the battle. Sometimes it helps to make a list of all the changes you have already made, like eating more whole grains or drinking less soda.

7. **Celebration** of the progress toward a strong and healthy you.
   Rewards and celebrations are an important part of successful change (think about why we celebrate graduations or job promotions). Give yourself plenty of pats on the back just for moving a step closer to your goal. Gold stars on the calendar aren’t just for kids anymore!
Let Go

THE STRESS

RELAXATION RESPONSE
The following is a simple, brief activity that can be used to allow the physical changes of a stress reaction to subside and return to a non-stress state.

1. Sit (or lie) in a comfortable position in a quiet environment with eyes closed.
2. Begin with your feet and relax each muscle group moving up to the head—calf, thigh, waist, stomach, arms, chest, neck, face, and forehead.
3. Breathe in through your nose gently pushing your stomach out.
4. Breathe out through your mouth and let your stomach relax.
5. Continue for 10-20 minutes. Open your eyes as need to check time, but do not set a time.
6. When finished, open your eyes but remain seated for a couple of minutes.

PROGRESSIVE RELAXATION
The following is a physical activity that can be used for releasing muscle tension triggered as a response to stress.

1. Lie flat on a soft surface or floor with your eyes closed and knees bent.
2. Beginning with your right foot, press foot firmly to the floor for five seconds, relax for five seconds; repeat with the left foot.
3. Straighten legs out and press back of lower right leg firmly to the floor for five seconds, relax for five seconds, repeat with left leg.
4. Press each of the following areas firmly to the floor for 5 seconds, relax for five seconds (one at a time):
   • Back of thighs and buttocks
   • Lower back and shoulder blades
   • Arms
   • Back of head
5. Breathe normally as you press and relax.
YOGA: Fitness for the Whole Body

Yoga is an ancient system of personal development encompassing mind, body and spirit. It is now embraced by modern science and by millions of Americans. Yoga can benefit anybody, from babies to seniors, and can be adapted for any body, from pregnant women to hardcore athletes. Take a class and see why yoga is often called the “fountain of life.”

1. YOGA for strength

Building or rebuilding - muscle strength is just one of the many reasons to do yoga. The wide variety of yoga poses helps strengthen muscles in all areas of your body. Yoga can be especially helpful in strengthening back muscles - and reducing lower back problems.

2. YOGA for flexibility

When people think “yoga,” they often picture extraordinary flexibility - bodies twisted into amazing postures. Fortunately, you don’t have to be naturally flexible to do yoga. With yoga’s gentle pace, your body can become flexible and strong at the same time.

3. YOGA for balance

Yoga teaches balance in body and mind, both essential for overall health in hectic times. Good physical balance reduces the risk of injuries and life-threatening falls, especially for older people. Mental balance helps us survive the natural ups and downs of daily life.

4. YOGA for energy

Yoga is an energizing activity - both physically and mentally. Yoga poses stimulate the flow of oxygen into the lungs and the flow of blood throughout the body. Traditionally, yoga classes also include a relaxation pose - time to breathe deeply and rest completely.

5. YOGA for stress reduction

Numerous studies confirm that people who do yoga feel less stressed generally - and are better able to handle highly stressful situations. Yoga enhances your ability to concentrate (by paying attention to your breathing) - and to clear your mind of extraneous thoughts.

6. YOGA for every body

A wide spectrum of yoga classes are available in this country. Some have a spiritual emphasis and include teaching about Eastern philosophy. Others focus on the health and fitness aspects of yoga. The key is to find a class or video that fits you and your lifestyle.
Being Active - at Lunchtime!!

Many people find that noontime is the perfect time to fit fitness into their day. Lunchtime provides a natural break in the day. It is also a time when some people have a bit more flexibility. Many fitness centers offer classes specially designed for mid-day activity.

WHY be active at lunchtime?
- RE-ENERGIZE your brain for afternoon work or school.
- WAKE UP your body for afternoon and evening fun.
- STRETCH OUT your muscles after sitting all morning.
- TAKE A WELL-DESERVED BREAK!!

WHAT activities fit best into lunchtime?

Any physical activity can fit into the middle of the day. It’s just a question of what works for your schedule, location and budget. Health clubs are great, plus they offer showers!
- **Aerobic activities**: Most clubs and gyms offer a menu of heart-pumping classes designed to firm, tone and burn off extra calories and stress.
- **Balance activities**: Yoga, Tai Chi and swim classes can relax and energize at the same time. Experiment with several options to find what suits you best.
- **Fun activities**: Focus on fun and you’ll be much more likely to stick with activity over the long run. Dancing? Kite flying? Swinging at the playground?

HOW can I fit fitness into my lunchtime?

No gym, no money, no time to shower - walking works wonders too!
- **Walk to and from lunch**: Instead of automatically jumping into your car, think about a 15-minute walk (each way) to a local restaurant. In under an hour, you can eat a leisurely lunch and get 30 minutes of physical activity. What a healthy deal!
- **Walk (or run) errands**: Keep a pair of walking shoes in your office or car. When you have a long list of things to do, walk to at least some of them. Bad weather? No problem! Head to the mall and use those walking shoes to shop for sales!
- **Walk with friends or colleagues**: Walking groups offer a long list of benefits. Walk with colleagues and get some additional work done while you walk and talk. Walk with friends or neighbors and stay connected to the important things in life!
Being Active - ANYWHERE!!
Being physically active is much easier than you thought possible. There's no need to join an expensive health club or to spend hours doing exercises you hate. You don't even have to change your clothes!! Best of all, you can get fit ANYWHERE - ANYTIME of day!

WHY make physical activity part of your day?
- **ENJOY** the pleasure that comes from getting stronger and healthier.
- **BOOST** your brainpower and your energy levels all day long.
- **IMPROVE** your strength and endurance (both physical and mental).
- **ENHANCE** your natural good looks from the inside out.
- **PROTECT** yourself from the pain of heart disease, cancer and osteoporosis.

WHAT activities are the healthiest choices?
For overall health, your best bet is to enjoy a wide variety of physical activities. Just follow the 30-10-5 rule: at least 30 minutes of physical activity a day, at least 10 minutes at a time, at least 5 days a week. For best results, give your body what it deserves.
- **Fun activities** - because they are the ones that you'll stick with!
- **Aerobic activities** - that get your heart pumping, like brisk walking or dancing.
- **Body-shaping activities** - to maintain muscles, like lifting weights or groceries.
- **Stretching activities** - for flexibility and tone, like water aerobics or gardening.
- **Balance activities** - to strengthen bones and prevent falls, like yoga or bike riding.

HOW can I make activity part of every day?
With a few simple guidelines, you can make physical activity an integral part of your day even with a hectic schedule. Look for all the easy ways to fit fitness into your life.
- **Play more:** Feel like a kid again by skating, swinging, playing ball or flying a kite.
- **Use leg power:** Walk the dog; walk to the store; walk around the mall; just walk.
- **Hide the remote:** Change the channels the old-fashioned way - by getting up.
- **Practice inefficiency:** Make multiple trips on the stairs or to the car for groceries.
- **Pick up the pace:** Use a longer stride when you walk - everywhere, all the time.
Ten Ways to Fit Fitness into Every Day

1. Put on some comfortable shoes
   - Feet were made for walking. With comfortable shoes on yours, you’ll be ready to fit more walking into your life: at least 30 minutes a day, at least 10 minutes at a time.

2. Put on a pedometer
   - These tiny step-counters are rapidly becoming today’s most important piece of fitness equipment. While there is no “magic” number of steps, 10,000 per day is a great goal.

3. Put on some music
   - Hate to exercise? How about dancing? Your favorite tunes - softly on headphones or loudly in the living room - can help you pick up the pace and enjoy moving more.

4. Use your legs – instead of the telephone
   - Need to talk with a co-worker down the hall or a neighbor across the street? Hang up the phone and take a short walk to have your talk. Remember, every step counts!

5. Use your legs – instead of the elevator
   - Need to go upstairs or downstairs? Forget the crowded elevator or the slow escalator! The stairs are an easy (and free!) way to build beautiful, strong leg muscles.

6. Use your legs – instead of the car
   - For short errands, walking can be as fast (or even faster) than driving, waiting and parking. Plan to park in one place and walk to several different stores.

7. Fidget more
   - The experts say it’s true - fidgeting burns calories. Forget about sitting still at your desk - wiggle, squirm, standup, sit down, move around as much as you can.

8. Lift more
   - One easy way to pump up arm muscles is to keep a set of weights (5 to 10 pounds) at your desk, near the TV or under the couch. Lift while you talk, watch or read.

9. Stretch more
   - A few good stretches can help relax your body and your mind. You can stretch while working at a computer, watching TV or even driving a car. Just reach out and stretch.

10. Play more.
    - Bounce a ball, fly a kite, swing on a swing, chase a child. There is no end to the fun when you play at getting fit. Need some playful ideas? Just ask your favorite kid!!!
Ten Steps to Moving at Work

1. Walk with a colleague, walk with a client
   - Invite a co-worker to join you for a walking break, meeting or appointment. Walking and talking can open up new conversation topics and create strong bonds.

2. Choose a fitness friend
   - Being accountable to someone else often makes it easier to fit fitness in. Set up specific times to walk together or to try out new activities like a yoga class.

3. Sit up straight
   - Sound too simple? Actually, sitting up straight and tightening your stomach muscles can make a big difference in your posture (and it helps prevent back pain too!).

4. Walk while you wait
   - Waiting for the train or the bus? Walk around the station or up and down the block. Waiting for an appointment? Stroll down the hall or around your office.

5. Stretch your body (and your mind)
   - A few good stretches can help relax your body and clear your mind. You can stretch while working at a computer, while talking on phone or just for the fun of it!

6. Reward yourself with an activity break
   - Take an activity break whenever you can. After working diligently at your desk, take 5-10 minutes to hand-deliver a file, set up a meeting in person or walk to the copier.

7. Plan a regular walking route
   - Some people love a routine. Map out a regular route (or routes) inside and/or outside, so you can get up and get moving, without having to think about it at all.

8. Use your legs for errands
   - Need to go to the bank, the post office, the dentist or the hairdresser? Need to deliver some papers to a colleague? Use your legs to walk (or bike) there and back.

9. Become a “stair master”
   - Think you need a fancy machine for your backside? Think again! Build beautiful legs and thighs for free. Just take the stairs (up and down) whenever you can.

10. Explore your workplace options
    - Do you always use the same restroom, the same water fountain and the same route to your office? Enjoy a few extra steps by using facilities that are farther away!
12 EASY WAYS to Enjoy Activity at WORK!

1. WEAR A PEDOMETER AT WORK. Since every step counts, wearing a pedometer is wonderful motivator to move more during your workday.

2. WALK AROUND THE OFFICE. There’s no need to sit still while you talk on the phone or think. Pacing and fidgeting are physical activity.

3. WALK AROUND THE BUILDING. Sometimes a face-to-face talk is the best way to communicate (and it gets you up and moving around).

4. WALK UP (AND DOWN) THE STAIRS. If you have a choice, always take the stairs. If you have stairs, take as many trips up and down as possible.

5. WALK AROUND THE BLOCK. Got a coffee break? Got a few free minutes? Take a walk outside and get some fresh air (and extra steps).

6. WALK AND TALK. Need to discuss something with a co-worker? A walking meeting can be more productive and healthier too!

7. LIFT WEIGHTS WHILE YOU TALK. Keep a weight near the telephone; pick it up when you get a call and pump your arms while you talk.

8. TAKE A WEIGHT BREAK. Feeling tired and bogged down? Take five minutes to lift your hand weights and get your blood flowing.

9. WORK YOUR ABS. You can strengthen tummy muscles while sitting in a chair. Sit straight, tighten muscles and release. Repeat.

10. STRETCH YOUR ARMS AND LEGS. Stuck at your desk? Use a resistance band for a five minute stretch. Your mind and body will be more flexible.

11. STRETCH YOUR STRESS AWAY. Tension in your shoulders, neck and back is easy to release with standing stretches and a resistance band.

12. CHECK YOUR PEDOMETER. How many steps do you take during a typical workday? Any ideas for adding a few more steps here or there?
Everyday STRETCHES

With all stretches: No bouncing, remember to breathe, hold each stretch for about 30-60 seconds, and stretch to a point you feel tight but not painful.

### Chest Stretch
- Stand tall, feet slightly wider than shoulder-width apart, knees slightly bent.
- Hold your arms out to the side parallel with the ground and the palms facing forward.
- Stretch the arms back as far as possible.
- You should feel the stretch across your chest.

### Biceps Stretch
- Stand tall, feet slightly wider than shoulder-width apart, knees slightly bent.
- Hold your arms out to the side parallel with the ground and the palms facing forward.
- Rotate the hands so the palms face to the rear.
- Stretch the arms back as far as possible.
- You should feel the stretch across your chest and in the biceps.

### Upper Back Stretch
- Stand tall, feet slightly wider than shoulder-width apart, knees slightly bent.
- Interlock your fingers and push your hands as far away from your chest as possible, allowing your upper back to relax.
- You should feel the stretch between your shoulder blades.

### Shoulder Stretch
- Stand tall, feet slightly wider than shoulder-width apart, knees slightly bent.
- Place your right arm, parallel with the ground across the front of your chest.
- Bend the left arm up and use the left forearm to ease the right arm closer to your chest.
- You should feel the stretch in the shoulder.
- Repeat with the other arm.

### Shoulder and Triceps Stretch
- Stand tall, feet slightly wider than shoulder-width apart, knees slightly bent.
- Place both hands above your head and then slide both your hands down the middle of your spine.
- You should feel the stretch in the shoulders and the triceps.

### Calf Stretch
- Stand tall with one leg in front of the other, hands flat and at shoulder height against a wall.
- Ease your back leg further away from the wall, keeping it straight and press the heel firmly into the floor.
- You should feel the stretch in the calf of the rear leg.
- Repeat with the other leg.

### Side Bends
- Stand tall, feet slightly wider than shoulder-width apart, knees slightly bent, hands resting on the hips.
- Bend slowly to one side, come back to the vertical position and then bend to the other side.
- Do not lean forward or backwards.
- You should feel the stretch on your sides.

### Adductor Stretch
- Stand tall with your feet approximately two shoulder widths apart.
- Bend the right leg and lower the body.
- Keep your back straight and use arms to balance.
- You should feel the stretch in the left leg adductor.
- Repeat with left leg.

### Hip and Thigh Stretch
- Stand tall with your feet approximately two shoulder widths apart.
- Turn the feet and face to the right.
- Bend the right leg so that the right thigh is parallel with the ground and right lower leg is vertical.
- Gradually lower the body.
- Keep your back straight and use your arms to balance.
- You should feel the stretch along the front of the left thigh and along the hamstrings of the right leg.
- Repeat by turning and facing to the left.

### Quadriceps Stretch
- Stand tall with feet comfortably apart.
- Grab hold of a stationary object for balance with one hand.
- Use the opposite hand to grasp the leg around the ankle.
- Lift it towards your buttocks.
- Repeat with the other leg.
Why Move More?

There are some serious benefits to moving more and increasing your daily physical activity at work. Moderate amounts of physical activity can greatly improve health and quality of life.

1. Nervous System
   - Improves concentration, creativity and performance
   - Reduces stress, anxiety and frustration

2. Bones
   - Strengthens bones and improves muscle strength and endurance
   - Makes joints more flexible allowing for easier movement
   - Reduces back pain by improving flexibility and posture
   - Reduces the risk of osteoporosis and fractures

3. Heart
   - Reduces the risk of developing heart disease and stroke

4. Blood
   - Improves blood circulation to all body parts
   - Helps to lower bad (LDL) cholesterol and raise good (HDL) cholesterol
   - Helps to lower high blood pressure and prevent high blood pressure from occurring

5. Digestive System
   - Helps control appetite
   - Improves digestion and waste removal

6. Lungs
   - Slows the rate of decline in lung function
   - Improves body’s ability to use oxygen

7. Others
   - Reduces the risk of developing diabetes and some cancers
   - Helps to maintain a healthy body weight
   - Improves self-image and sense of well-being
   - Improves the immune system
   - Helps to sleep well and feel more rested
“You don’t stop playing because you grow old because you stop playing.”

—Ben Franklin
“Most Americans know more about how to earn a living than about how to live.”

—Thomas Jefferson
“It’s never too late to begin!”

—Paffenbarger, 1993
2013

Sallie Mae Cares

Ball State Graduate Students:
Jessica Edenfield & Rachel Keistler

Sallie Mae Champions:
Allison Richards, Janet Wright, & Brenda Lloyd
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Background and Summary:

Wellness initiatives are becoming more prominent in today’s organizations around the world. Wellness programs tend to have a stigma of “walking clubs” only and have been dismissed in the past. Because of this changing mindset, there is becoming a need for wellness professionals in the workforce to develop worksite wellness programs.

Sallie Mae approached Dr. Jane Ellery’s Wellness Programming for Health and Productivity Management graduate class at Ball State University to assist in co-producing a Wellness Initiative at the Muncie, IN call center. By using students to assist in the development of this program, both parties were able to mutually benefit from the experience. The students were able to gain professional experience in designing a wellness initiative and Sallie Mae was able to create an environment for their employees to better their wellbeing.

To start developing the wellness program, Sallie Mae first surveyed their employees to see what sections of wellness were desired. The survey indicated five different areas the employees were interested in changing. The areas were volunteering, self-care, social, eating habits, and physical wellness.

Sallie Mae worked with few organizations in the community for volunteering when they approached Ball State. They employees were looking for more and different ways to give their time to their communities. Volunteering personal time to another person, organization or cause has its many benefits. Volunteering can help the volunteer learn or develop new skills, immerse themselves in their community, learn motivation and a sense of achievement. Volunteering can allow employees involved to explore new interests or hobbies and explore the community around them.

Through discussion of the needs of Sallie Mae and their employees, there were three objectives created. These objectives, goals and tactics to achieve the wellness program are discussed in this business plan.
**Purpose Statement:**

Sallie Mae wants to increase the total time employees are donating to local charities and organizations.

**Mission Statement:**

The mission of Sallie Mae Cares is to immerse employees into the community through volunteering by encouraging employees to provide their time and efforts to better their local neighborhoods.

**Objectives:**

Employees volunteer their time and talents in the community.
Employees are aware of the “Leaders in Education” program.
Employees are aware of opportunities for volunteering in the community.

**Goals:**

Have 25 employees volunteer in the first year of this program.
Add 20 employees to the program each year.
Have 3 employees utilize 4 hours of paid volunteering per month, each month, for the first year.
Increase by 2 each month for each following year.
Have a database of at least 5 opportunities for the first year. Add 2 opportunities each following year.
Have 2 “in house” opportunities for the first year. Add 2 opportunities each following year.
Have every participant obtain proper documentation before the volunteer experience, allowing the site to sign off on their time spent.

**Tactics:**

Sallie Mae will host volunteer fair to spark interest in employees.
Include testimonies and bright spots for active volunteers in the quarterly newsletter and volunteer board.
Make and post flyers for “Leaders in Education” program.
Emphasize the 4 paid hours for their volunteer time.
Champions will survey employees for charity interests every January.
Provide forms on Volunteer Board.
Situation Statement:

Sallie Mae currently offers a unique “Leaders in Education” program. Employees are allotted up to four paid hours each month to volunteer for a non-profit education based organization or program. The employer has seen low participation from the employees. Sallie Mae is active in donating monetarily but is looking to become more physically involved in the organizations. They are looking to immerse their employees into the community and build a relationship with non-profit organizations. Sallie wants to be viewed as a company that gives back.

Assumptions:

- Funding will be available to makes the necessary changes.
- The corporate office will be supportive of the Muncie branch implementing a different wellness program other the original.
- Management will approve the initiatives created by each champion and their team.
- After approval, the company will provide a culture that will allow employees to take part in the wellness program.
- Upper management will be encouraging
- Upper management will lead by example
- The program will be maintained
- Outcomes will be evaluated
- Surveys will be conducted throughout the process
- The competitive environment will encourage participation
- Employees are willing to share progress and goals
- Employees will receive recognition
S.W.O.T. Analysis:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tr>
<td>- Management willing to invest time and money in to a better program</td>
<td>- The company has high turnover rates</td>
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<tr>
<td>- Employees have expressed a want for change</td>
<td>- This is a performance based position and employees may not utilize breaks</td>
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<tr>
<td>- Open space layout of the facility encourages participation</td>
<td>- Employees are encouraged to work overtime</td>
</tr>
<tr>
<td>- The work environment has an established competitive culture</td>
<td>- Long hours of work</td>
</tr>
<tr>
<td>- Employees thrive with incentives</td>
<td>- Employees may feel unappreciated</td>
</tr>
<tr>
<td>- The layout of the office is ideal for spreading the word about the new</td>
<td>- Lack of education</td>
</tr>
<tr>
<td>program</td>
<td>- Lack of accessible information on locations</td>
</tr>
<tr>
<td>- Friendly work environment</td>
<td>- No continued education on volunteering</td>
</tr>
<tr>
<td>- Passionate leaders</td>
<td>- Apply for donation money (75% education, 25% non-education)</td>
</tr>
<tr>
<td>- 4 hours paid each month</td>
<td></td>
</tr>
<tr>
<td>- Strong relationship with certain charities</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Reached out to Fisher Institute</td>
<td>- Unstable economy</td>
</tr>
<tr>
<td>- Community resources</td>
<td>- Corporate disapproval</td>
</tr>
<tr>
<td>- Partnership with Ball State and Building Better Communities</td>
<td>- The holidays may be a distraction</td>
</tr>
<tr>
<td>- Company is expanding</td>
<td>- Employees may feel pressured to work more during the holidays to afford gifts</td>
</tr>
<tr>
<td>- Education system in Muncie</td>
<td>- Single parent family dynamics</td>
</tr>
<tr>
<td></td>
<td>- Lack of encouragement from family members</td>
</tr>
</tbody>
</table>
## Sallie Mae Cares Logic Model

### Inputs
- BSU Students (Fisher Institute)
- BSU Faculty and Staff (Fisher Institute and Building Better Communities)
- Sallie Mae Wellness Champions
- Sallie Mae Employees
- Community Partners

### Activities

<table>
<thead>
<tr>
<th>Behavior Objective:</th>
<th>Sallie Mae Champions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sallie Mae Employees</td>
</tr>
<tr>
<td></td>
<td>BSU Faculty and Staff</td>
</tr>
<tr>
<td></td>
<td>BSU Students</td>
</tr>
<tr>
<td></td>
<td>Community Partners</td>
</tr>
</tbody>
</table>

#### “Leaders in Education” Objective:
- Make and post flyers for program in office.
- Emphasize 4 paid hours of service.

#### “Aware of Opportunities” Objective:
- Survey employees for charity interests every January.
- Provide forms to be used on bulletin board.

### Outputs

<table>
<thead>
<tr>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sallie Mae Champions</td>
</tr>
<tr>
<td>Sallie Mae Employees</td>
</tr>
<tr>
<td>BSU Faculty and Staff</td>
</tr>
<tr>
<td>BSU Students</td>
</tr>
<tr>
<td>Community Partners</td>
</tr>
</tbody>
</table>

### Outcomes -- Impact

#### Short
- Management:
  - Employees are aware of the “Leaders in Education” program.
  - Employees are aware of opportunities for volunteering in the community.

#### Medium
- Management:
  - Community partners seek out Sallie Mae employees as volunteers.
  - Employees:
    - Change motivation for volunteering from extrinsic to intrinsic.

#### Long
- Management:
  - Establish personal partnerships with their local community.
  - Employees:
    - Volunteering is done without materialistic incentives or corporate organization of events.

### Assumptions
- Increased participation due to expansion
- Employees will find an organization they are passionate about
- Organizations will be accepting of Sallie Mae’s employees

### External Factors
- Family dynamics as distraction
- Corporate disapproval
- Corporate Procedures already in place
Target Audience Segment Profiles

Nancy Non-Volunteer

Nancy is in her mid-thirties. She is a mother and a wife to a family that she loves. She spends all day at her job, and wants to see her family when she is off work. She spends her weekends attending her children’s sporting events and helping with schoolwork. Her evenings are spent running errands, cooking and cleaning for her family. She would love to give back to her community but feels she never has enough time outside of her responsibilities.

Edna Educator

Edna is a single woman in her mid-forties. She loves children but has never been blessed with her own. She values the education and mentors she had a child and wants to instill that in the children of her community. She is looking for ways to fulfill that need in her life.

Gilbert Giver

Gilbert is in his late twenties has recently graduated from college. He was very involved in his fraternity’s community service and has continued with some of the charities on his own. His coworkers are unaware of his contributions to the community. Gilbert is humble about his charity work, but would like to involve his coworkers.
Volgistics Software

Volgistics is an online tool for tracking, recruiting, and coordinating volunteers. Volgistics is accessible from any internet-connected computer. Due to its being an online database, there is no software needed to install on computers, nor updates needed for the database. Volgistics is purchased on a monthly basis and the cost is based on the amount of volunteers entered in to the database. This is preferable for our small beginning amount of volunteers, but it can easily grow as the participants and company expand.
## Sallie Mae Cares 2013 Budget

**Annual Expenses**

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incentive T-shirts</td>
<td>50 t-shirts in a variety of sizes and colors at $7.25 each</td>
<td>$362.50</td>
</tr>
<tr>
<td>Incentive Gift Cards</td>
<td>$10 and $25 gift cards for completion of designated volunteer hours</td>
<td>$225.00</td>
</tr>
<tr>
<td>Tracking Software</td>
<td>Volgistics at $23 a month is used to track all volunteer hours</td>
<td>$276.00</td>
</tr>
<tr>
<td>Staff</td>
<td>average 10 hours a month for staff to manage the program at *$18.04 per hour</td>
<td>$2,164.80</td>
</tr>
<tr>
<td>Marketing</td>
<td>$50 for paper, ink, and other print materials used for displays and information</td>
<td>$50.00</td>
</tr>
</tbody>
</table>

**Hourly Contributions**

<table>
<thead>
<tr>
<th>Hours</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>200 hours</td>
<td>200 hours volunteered in the community at a rate of *$18.04 per hour</td>
<td>$3,608.00</td>
</tr>
</tbody>
</table>

*The value of volunteer time is based on the average hourly earnings of all production and non-supervisory workers on private non-farm payrolls as determined by the Bureau of Labor Statistics. Independent Sector takes this figure and increases it by 12 percent to estimate for fringe benefits.*
# Sallie Mae Volunteer Contacts

<table>
<thead>
<tr>
<th>Organization</th>
<th>Contact Person</th>
<th>Contact Information</th>
<th>Activities Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buley Center</td>
<td>Dennis Trammell</td>
<td><a href="mailto:buleycenter@gmail.com">buleycenter@gmail.com</a></td>
<td>afterschool programming when BSU students are on breaks; snack planning</td>
</tr>
<tr>
<td>Muncie Public Library</td>
<td>Susan Fisher</td>
<td>765-741-7336 <a href="mailto:sfisher@munpl.org">sfisher@munpl.org</a></td>
<td>clerical, marketing, working in the gardens, shelving, technical, admin., etc.</td>
</tr>
<tr>
<td>Boys &amp; Girls Club</td>
<td>Bill Greene</td>
<td>765-282-4461 <a href="mailto:bgreene@bgmuncie.org">bgreene@bgmuncie.org</a></td>
<td>Please contact</td>
</tr>
<tr>
<td>Cornerstone Arts</td>
<td>Sarah Anderson</td>
<td><a href="mailto:sanderson@cornerstonearts.org">sanderson@cornerstonearts.org</a></td>
<td>able to be tailored for each group organization; teaching assistants</td>
</tr>
<tr>
<td>Head Start</td>
<td>Charlotte Peak</td>
<td><a href="mailto:cpeak@transitionresources.org">cpeak@transitionresources.org</a></td>
<td>Please contact</td>
</tr>
<tr>
<td>Habitat for Humanity</td>
<td>Natalie Proudfoot</td>
<td>765-286-5739 <a href="mailto:nproudfoot@munciehabitat.org">nproudfoot@munciehabitat.org</a></td>
<td>rehabilitating existing homes in the community</td>
</tr>
<tr>
<td>Backpack Attack</td>
<td>Kay Walker</td>
<td>765-760-0405</td>
<td>bundle school supplies</td>
</tr>
</tbody>
</table>
Sallie Mae Cares

Immersing employees into the community through volunteering

Write a 1-line or 2-line benefit headline here

Elaboration: Add a brief introduction that stresses the importance of this topic, and how reading about it can help your prospects and customers achieve

SUMMARY

Sum up the main points covered in this issue, or use this space to insert:

- Client testimonials
- Invitations to readers to visit your Web site

Continue discussing the importance of the main topic. Explain how clients and prospects will benefit from the advice you are offering. Limit the introduction to two paragraphs.

Subhead for first major point
Replace the subhead placeholder above with a keyword or two that introduces the first idea that you want to discuss. Avoid multilne subheads.

In the following paragraphs, discuss the implications, characteristics, or actions introduced by the headline.

Keep your sentences and paragraphs as short as possible. Limit paragraphs to three sentences and seven lines.

At the end of each column, text will automatically flow to the top of the next column or to the top of the first column on the back page. You can adjust the length of the column to allow more or less text to flow from one column to another.

Subhead for second major point
After you have finished discussing the first point, move on to the next point. Replace the subhead placeholder with one or two keywords that introduce the next idea that you want to discuss.

Text formatting
To format a subhead or paragraph:

- Click anywhere in the paragraph that you have just written.
- Select a style from the Style menu on the Formatting toolbar.