NOVEMBER 2021



Recommendations to Increase Syracuse University Student Participation at the Barnes Center and its Services

Client:

The Barnes Center at the Arch (Syracuse University)

Account Executive

Campbell Ferrick

Assistant Account Executive

Anya Sywulak

Account Associates

Tessa Diserifino

Brooke Madigan

Contact information: Professor Jeongwon Yang – jyang97@syr.edu

Table of Contents

Executive Summary	2
Problem and Opportunity Statement.	3
SWOT Analysis	4
Key Publics	7
Research Objectives	8
Research Methodology	9
Research Results and Analysis	12
Recommendation	22
Appendices	24
References	66

I. EXECUTIVE SUMMARY

The Barnes Center at the Arch is a recreational facility at Syracuse University that offers a multitude of services and activities spanning from mental to physical health to the students of SU. Currently the center is unsure of why a higher number of students are not engaging in the many mental health wellness services offered at the Barnes Center.

BACT PR has used a variety of different research methods (Focus Group, Quantitative Social Listening, Qualitative Social Listening, Survey) that has allowed us to collect information relating to the lack of student engagement at the Barnes Center directly from Syracuse University students themselves. Research has allowed BACT PR to find answers from students as to why they either do or do not utilize Barnes and whether or not they have used, enjoyed, and continued to engage with the services Barnes offers. With this information we gained insight into exactly why student engagement has been lacking and what the Barnes Center might do to improve these numbers both in general and specific to different offered services.

BACT PR has crafted a proposal of how the Barnes Center could improve their communication strategies to increase the center's connection and engagement with students, as well as how the center could improve its services being offered to students so that more students will want to participate in what is being offered to them via the Barnes Center. BACT PR has recommended that the Barnes Center should first, hire more licensed professional mental health counselors, second, implement more diverse content on the @bewellsu Instagram that highlights more student stories, and finally, have more promotional events that highlight underutilized programs such as the mind spa and pet therapy. These recommendations will benefit the Barnes Center's social media presence and its relationship with the students of Syracuse University.

II. PROBLEM & OPPORTUNITY STATEMENT

The Syracuse University Barnes Center at the Arch is a multifaceted hub of health and wellness facilities at Syracuse University. Their main goal is to educate and support current students' mental and physical health while on campus. The team at the Barnes Center approaches health and wellness with a holistic model that caters to each student's personal wellness journey (Syracuse University, n.d.). They use this model to get students involved and engaged in the services, as well as allowing professionals to better meet the needs of their students.

Currently, the Barnes Center is struggling to understand why students are not utilizing its additional services, separate from the gym, that cater towards mental health (Qingyi Yu: Assistant Director of Health Analytics.) Barnes would benefit from knowing why some students are not utilizing the center, and whether or not their absence from the center is related to any sort of demographic. Without this knowledge the center is unable to tell if their services need improvement to further engagement and appeal to every student who may feel as though they need help or if there is another underlying reason as to why student engagement is not as high as they hope.

BACT PR will conduct both qualitative and quantitative primary and secondary research that will allow us to pinpoint where the lack of student engagement and the disconnect of communication via Barnes stems from. Additionally, we will gather a broader idea of what students want/what would make them feel welcomed to the center and make them more likely to utilize the services Barnes has to offer. Using this data, we will develop a communication strategy that hopes to increase overall engagement.

III. SWOT ANALYSIS

Strengths

- Location Because the Barnes Center is at the center of campus/especially close to the freshman dorm, Barnes has an advantage in appealing to students. Students are more likely to go somewhere that is convenient for them and Barnes has established itself as very convenient location-wise, and their presence is made further aware by this. (Syracuse University, n.d.).
- **Facilities** The Barnes Center has had state-of-the-art facilities since the center just recently opened (Hippensteel, 2019). These high-tech services and facilities allow the students to better enjoy their time there, feeling as though they are getting treated well by the school by being able to access the center at no cost since they are actively paying tuition. (Syracuse University, n.d.).
- Provides Student Jobs The number of student jobs made available by the Barnes Center is a major plus to the center establishing itself on campus. We believe this makes students feel more comfortable going to the Barnes Center as it creates yet another type of student community. Students are more inclined to go somewhere where their friends or themselves might work as it makes the Center a notable place for student activity. (Syracuse University, n.d.).
- Accessibility The Barnes Center is made available to all students on campus, with no requirements other than being an enrolled SU student. Having all kinds of students accessing the Barnes Center service with no restrictions encourages students to not be discouraged from going and accessing all the center has to offer. For example, the MindSpa is open to all students, regardless of mental health, all are encouraged to come. (Syracuse University, n.d.).

Weaknesses

- Lack of Social Presence Barnes Center's social media presence is very limited, being only on Instagram and Facebook (Barnes Center, n.d.), so many students are not seeing what they post online and are therefore unaware of their offerings.
 Freshmen, in particular, are unaware because they are new to campus and do not know to look at social media to learn about the Barnes Center.
- **Little Advertisement of Services** Even students who use the gym may not know about the other offerings at the center because there is minimal communication about it. Many students only read important emails for their classes so anything that is communicated that way from the Barnes Center may get overlooked. (Barnes Center, n.d.).

- **Cost of Services** Personal training, group fitness classes, etc. may be too expensive for some students who want to utilize those services. Because of this, their health or overall wellness may become sacrificed. (Barnes Center, n.d.).
- **Communication Lines** Contacting the Barnes Center is a lot more confusing than it should be, with students having to search up the number via google instead of knowing it or having easy access to it. (Syracuse University, n.d.).
- **Sign-Up Processes** The sign-up process for services is complicated to navigate, with students having to go to MySlice, and then go to their wellness portal, and then click around until they find something that resembles what they are looking for. (Barnes Center, n.d.).

Opportunities

- Campus partnerships- Partnering with more student organizations to host wellness events that encourage participation. There are around 300 student organizations at SU that could help advertise what The Barnes Center is offering. (Syracuse University, n.d.)
- Larger social media presence- Expand into other platforms that are growing such as TikTok and Twitter. These types of platforms are more common among those under the age of 30 (Anderson, n.d.). Student takeovers on various social media would highlight the services offered at The Barnes Center. This will also help with the campus outreach that The Barnes Center is looking for.
- Target more specialized groups of students- Attempt to get more male students involved in mental health resources. The students who are utilizing the mental health resources are mostly women. (Qingyi Yu: Assistant Director of Health Analytics) Strategizing ways to create a more comfortable space for minority students is something else we hope to make more accessible.
- Increase availability/accessibility of mental health counselors- Online appointment scheduling is a great opportunity for easy access to mental health resources as opposed to having to call to make your appointment. Overall, making the mental health program more user-friendly will benefit those students who might be struggling and need easy access to these resources.

Threats

- Other Gym Options: Upperclassmen students who live off-campus often have access to separate gym facilities. Apartments such as the 505 and Park Point use their 24 hours, state-of-the-art fitness centers as selling points on their websites to entice students to lease with them (The 505 on Walnut, n.d.) (Park Point, n.d.).

- Additionally, several dorm buildings on campus also feature smaller gym facilities that students can access with more convenience as they do not even have to leave the building (Syracuse University, n.d.).
- Mental Health Stigma: From focus group data collected by The Barnes Center (Qingyi Yu: Assistant Director of Health Analytics), they assessed that students often did not feel "sick enough" to visit amenities like the Mind Spa. The stigma surrounding mental health often stops students from visiting the resources that the school offers, even if they could benefit from it. According to the Clay Center for Young Healthy Minds, 73% of college students experience some kind of mental health crisis in college. (Schlozman, n.d.) A majority of students are currently suffering, but a majority are also not seeking help.
- Lack of Trust: Many students don't trust the counseling and health services to do a good job. The word-of-mouth reputation around campus is very poor. Students are dissuaded by long wait times and are sometimes offered a grad student instead of a counselor because of the lack of resources available. When students are suffering, they turn to outside mental health resources instead because of the reputation of The Barnes Center services. Students have even reported the online counseling services have made their anxiety worse. (Weiss, 2020)
- **Too Much Obligation:** The Health Hub is not always well received by students and they can feel badgered to participate by the students running it. Too much promotion may be hurting the cause, not helping it.

IV. KEY PUBLICS

Introduction

We have one key public that we are identifying. The focus will be under the umbrella of our publics being students (18-24), specifically looking at male and female students who don't use the mental health facilities offered at Barnes (18-24). We want to research why the number of male students not accessing the Barnes Center's mental health facilities is so high. We will also compare those findings to those for female students to evaluate how they are similar and different. So, we will profile undergraduate students with a plethora of characteristics. They might access the Barnes Center regularly or irregularly. They may or may not consider themselves stressed on a daily basis. They may consider themselves active on social media or limit themselves to just a few platforms. We think it is important to use students who have a wide range of characteristics in order to have an inclusive sample that is as representative of the SU undergrad population as possible. By examining these publics, we are aiming to achieve an understanding of student perception on the Barnes Center for those who do not use its services and why.

Key Public: SU Undergraduate Students Who Don't Access the Barnes Center Mental Health Facilities/Services

Within Syracuse University's undergraduate student population, females account for 53.7% while males account for 46.3% ("Syracuse University Census," Fall 2020). This group of students falls in the age range of 18-24 and lives in the campus area, regardless of where their home residence is. 45.4% of all undergraduate students are students of color, with 6.5% being Asian, 6.8% being Black or African American, and 10.2% being Hispanic or Latino. Over 8,000 students reside in on-campus housing while the remainder is in apartments or houses surrounding campus. All students, regardless of living location, year, gender, or something alike, have access to university internet and WiFi ("Syracuse University," 2021). That being said, according to personal conversations with SU undergraduate students who don't access the Barnes Center mental health facilities/services, this group tends to mainly receive and view information about the center via email or occasionally on social media. This group is more likely to prefer receiving information digitally because the percentage of males and females at this age who have shown to consume the majority of their info online is increasingly high ("99Firms," 2021). 73% of college students say they suffer from mental health issues so ensuring that the Barnes Center provides the resources necessary to combat any arising problems is vital ("The Zebra," 2021). In summary, these statistics tell us a lot about our key public. We understand that they come from a

variety of different backgrounds, experience being on campus in different ways and receive information in different manners.

V. RESEARCH OBJECTIVES

- 1. Identify which certain demographics are less inclined to visit/use the Barnes Center's mental health facilities/services.
- 2. Evaluate which programs are the most marketable to the school's male population through survey research.
- 3. Determine what social channels are best suited to communicate with students who are currently not utilizing the center.

VI. RESEARCH METHODOLOGY

Methodology: To meet our research objectives, we used a combination of qualitative and quantitative research methods. The focus group and the social listening facilitated by Social Studio fall under qualitative research, while our survey and content analysis are quantitative research methods. BACT believes that it is important to utilize both methods in order to gain the most beneficial insight into student perceptions and beliefs.

Research Method 1: Focus Group

Sampling Frame: In order to participate in this research an individual must be: An undergraduate student, aware of the Barnes Center, on campus this semester, have experienced the Barnes Center's facilities/programs during pre- and post-COVID times.

Rationale: A focus group allows us to get up-front, honest opinions from students about the Barnes Center by meeting in a face-to-face environment that encourages participants to keep the conversation flowing and build off of each other's responses. This allows us to understand specific student opinions that can help the Barnes Center evaluate which programs are most marketable to male students.

Execution:

Recruiting Method: Convenience sampling

Location: Zoom meeting

Length: 60 minutes

Incentive: None

· Number of Participants: 3

Data Analysis Method: Qualitative content analysis

Research Method 2: Quantitative Social Listening

Sampling Frame: All social media posts on Social Studio between October 2021 and October 2021 that relate to perceptions of Syracuse University's Barnes Center at the Arch and the negative or positive perceptions of its services and communications efforts.

Rationale: To help the Barnes Center increase student participation and make more students aware of their services, we have determined which phrases and keywords are being seen the most

across different social media platforms. This will help us to better understand how individuals feel about the Barnes Center and their communications efforts. This has allowed us to understand how the Barnes Center should best promote their services online in order to attract more students.

Execution:

- Location: Social Studio
- Number of Social Media Posts: 20 (equally divided between all Barnes Center social media accounts)
- Based on/Measurement: How many likes a post receives (meets like quota if likes are greater than 100)

Data Analysis Method: Quantitative content analysis

Research Method 3: Qualitative Social Listening

Sampling Frame: All social media posts on Social Studio between September 20, 2021 and October 20, 2021 that relate to perceptions of Syracuse University's Barnes Center at the Arch and the negative or positive perceptions of its services and communications efforts.

Rationale: To help the Barnes Center increase student participation and make more students aware of their services, we have determined general themes of what is being said about the Barnes Center across various social platforms to help us to gain a deeper understanding how individuals feel about the Barnes Center and how they communicate with students. This has allowed us to understand how the Barnes Center should best promote their services online in order to attract more students.

Execution:

Location: Social Studio Length: 10 Minutes

Number of Social Media Posts: 10

Data Analysis Method: qualitative content analysis

Research Method 4: Survey

Sampling Frame: In order to participate in this research an individual must be: An undergraduate student, aware of the Barnes Center, on campus this semester, have experienced the Barnes Center's facilities/programs during pre- and post-COVID times.

Rationale: A survey allows for us to reach more people, whilst getting more quantitative data through the process. A survey can be done at any time/is not restricted based on the students schedule. Possibility for less bias since we do not directly know the participants, and they may be more truthful and honest since the survey is anonymous and virtual. By collecting demographic data, we are able to determine which students are most and least likely to utilize the Barnes Center services, allowing us to have a more targeted approach to our promotional efforts.

Execution:

Recruiting Method: Convenience sampling

Location: Qualtrics
Length: 28 Questions

Incentive: None

· Number of Participants: 29 Respondents

Data Analysis Method: Qualtrics data analysis

VII. RESULTS AND ANALYSIS

a. Focus Group Data Analysis

Participants' Profile:

No.	First & Last Name	Age	Gender	Occupation	Contact Info	Briefly describe how you recruit this participant
1	Lamont Mason	21	Male	Student	lmmasonj@syr.edu	Friend of Tessa
2	Harrison Lund	20	Male	Student	hblund@syr.edu	Friend of Anya
3	Julia Thack	20	Female	Student	jsthack@syr.edu	Friend of Brooke

Focus Group Themes:

Theme 1: Grade Level Affecting Usage

The first theme that seemed to be constant among our focus group participants was that they utilized the Barnes Center during freshman year, and were aware of what was being offered, but have since stopped. We interpreted this as being a result of the students no longer living in campus dormitories/living further away from the Barnes Center, as well as a result of the gyms closing and then tightening restrictions after Covid-19.

"I used to go to Barnes to get away from my stress when I lived nearby,...,but I haven't gone back to Barnes since freshman year." **Julia Thack, 20**

"I used to go to the gym six days a week,...,but that was before covid." **Harrison Lund, 20**

Theme 2: Campus Mental Health Wellness

The second theme we identified from our focus group was the constant of the group participants not feeling as though they necessarily needed counseling from the Barnes Center. Our interpretation is that firstly, one of our participants expressed their distrust in the graduate

students' counseling abilities to help aid them and make them feel secure in their privacy. Secondly, two of our participants brought up the reason of not feeling like they have reached a point so far where they needed counseling and therefore do not utilize the service.

"I've never gone to any type of therapy, and almost did freshman year of college, but it seemed kinda daunting to go,...,I've thought about it but it makes me nervous." **Julia**Thack, 20

"Talking to grad students is a very vulnerable situation." **Lamont Mason, 21**"I've never needed to go there [Barnes] for anything or felt like I have." **Harrison Lund, 20**

Theme 3: Lack of Availability and Access

The third theme we identified was the students' annoyance with the lack of availability in appointments, or individuals to have health sessions with. Our participants expressed that with the amount of resources the Barnes Center has, the school should provide more competent and available people to consistently offer these services to students. According to our participants, the process of actually scheduling so far in advance (because of the lack of availability) for appointments seemed to be confusing and overall not worth the effort and wait time it takes to do so on the patient portal.

"I don't think that they're using their available resources efficiently and correctly." Lamont Mason, 21

"They have to strategize a little bit more to invest into it...really being efficient and optimizing all the resources they have." **Lamont Mason, 21**

"I feel like a lot of people feel like they can't use the resources as much as they might want to." Lamont Mason, 21

Interesting Case #1: Male students can, and do, care about mental health.

"I think about it a lot...communication has to be the biggest issue on how to deal with mental health." **Lamont Mason, 21**

This quotation is valuable because it demonstrates that male students care about their mental health. Although they may not be currently utilizing the services the Barnes Center offers, they are an important demographic to target further communication effort towards.

Interesting Case #2: The website is currently a more effective method of communication than social media.

"I think it's [Barnes Center social media] helpful but it wouldn't be my first instinct." "I would definitely go to the website." "I think it would be helpful in showing a student's experience." Julia Thack, 20

This quotation shows that students are not currently utilizing the Barnes Center social media, but do think it would be an effective way to communicate with the student population. Efforts to further develop social channels would help students connect more with the Barnes Center.

Interesting Case #3: Male students typically gravitate towards the recreation center as opposed to other offered services.

"If they brought the rowing machines back I would go...aside from that I haven't walked that far to go there." **Harrison Lund, 20**

This participant was very focused on specific gym equipment that was removed from the Barnes Center. This is a valuable quotation because it supports our claim that male students tend to utilize the recreation center more than other Barnes Center services and are often not as engaged with the mental health services that are offered.

b. Social Listening: Quantitative Analysis

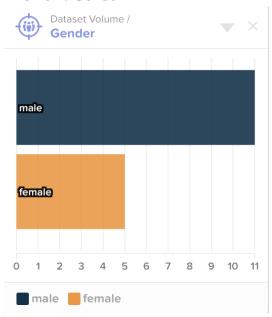




From the sentiment graph, it is clear that there is more positive sentiment than negative. From the 30-day period that was measured, there was just one negative post on October 5, 7 and 20. This negative sentiment makes up just 8% of the data. On the positive side, there were four on September 27, two on September 30, four on October 1, six on October 3, and lastly two on

October 17. This positive sentiment makes up 49% of the data. This graph shows that there is no clear pattern of positive or negative sentiment. It is not every day, every two days, or even every week. Each post is sporadically spread out which makes it difficult to understand people's general feelings towards the Barnes Center. 43% of the data is neutral. It is fair for us to assume that on these days where positive and negative sentiment was seen, the Barnes Center must have announced something that was well-received or poorly received by students that then led them to have the reaction they did. It is interesting that there is a 10-day break where no sentiment is found. We can assume that that means the Barnes Center did not announce anything worthy of a reaction or just did not announce anything period.

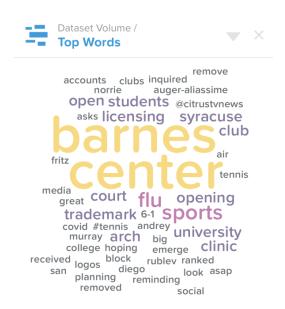
Theme 2: Gender



The gender graphs show that overall there is more of a male presence compared to female. During the 30-day period that the data was measured, about 65% of the social media users who posted about the Barnes Center were male. These findings suggest that the usage and interaction of social media is more prominent with males. It is interesting that the female participation on social media is so low because the Barnes Center typically sees women utilizing their services compared to men. This could be due to the fact that social media posts regarding the Barnes Center are largely centered around sports/games rather than facilities/services. These posts tend to have higher engagement from a male audience.

Theme 3: Word Patterns

The pattern of words most commonly used tells us a lot about what the Barnes Center can and should be focusing on in their social posts. There were a total of 252 words found in the 30-day period measured. Of that total, "center" was counted 29 times and "barnes" was counted 28 times, making them the most frequently used. Both words make up about 11% of the data each.



"Flu" and "sports" were both used seven times while "clinic" and "club" were both used six times. Nine of the remaining 45 words were used five times while 19 were used four times, and 16 were used three times. These findings imply that there is engagement with the Barnes Center directly, but less about the services it offers. It seems that students mostly know about the flu clinic and club sports, which are not necessarily the main offerings of the center and may not have high levels of awareness about other services.

c. Social Listening: Qualitative Analysis

Theme 1: Vaccinations

Flu vaccinations and throughout the past year, COVID vaccines are a large offering of the Barnes Center it is not surprising that this comes up multiple times in positive forms.

"SU encourages eligible people to receive COVID-19 booster shots." **Daily Orange** "I discuss what students can expect, what planning went into the clinic, and even get my flu vaccination on air!" **Nicole Aponte retweeted by Ricky Reports**

Theme 2: Social Issues

In a few of the social media posts it is seen that social issues regarding health are being brought to light. We see that students are making these connections about social issues, specifically regarding health to the Barnes Center.

"Reproductive healthcare should be more readily available to SU students." **Daily Orange**

"SU's 1st indigenous healer aims to create safe space for indigenous students." **Daily Orange**

Theme 3: Athletics

Club and intramural sports are closely related to the Barnes Center. Therefore, we can see connections between the two through various tweets.

"Syracuse University club sports received an email on Monday from the Barnes Center reminding the clubs to remove the "block S" and Otto from social media accounts."

Skylar Rivera retweeted by Andrew Topf

"...SU Trademark and Licensing inquired the Barnes Center about the accounts and asks that the logos be removed ASAP." **Ricky Reports**

Interesting Case #1:



This tweet seemed significant to us because David Bruen is the president of the Student Association. As a notable member of the Syracuse University student population, it would be interesting to further analyze how his mentioning of the Barnes Center influences other students' actions and if it would be useful to utilize more student "influencers" to promote Barnes Center services in the future.

Interesting Case #2:



This tweet illustrates students' lack of awareness of Barnes Center programs and services. Many students don't know what is offered or how to access it, so increasing knowledge and recognition is vital to getting students to be more engaged.

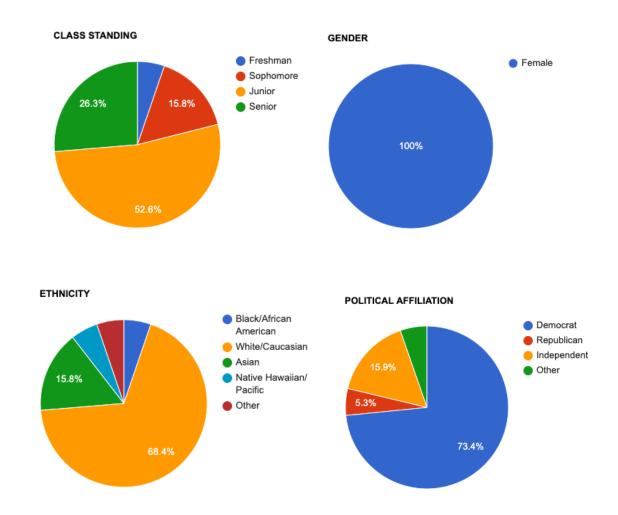
Interesting Case #3:



This tweet highlights some of the positive sentiment towards the Barnes Center seen on social platforms. Although engagement may be lower than desired, the Barnes Center is generally viewed in a favorable light. This is good news for further engagement, because there is no need to rebuild a positive reputation and focus can be around increasing engagement.

d. Survey Data Analysis

Sample Profile



A total of 27 undergraduate Syracuse University students participated in this survey. 26 of the participants had some idea or understanding of what the Barnes Center at the Arch is. Of the participants, 52.63% were juniors, 26.32% were seniors, 15.79% were sophomores and 5.26% were freshmen. All participants identified themselves as female. The racial diversity was 68.42% White/Caucasian, 15.79% Asian, 5.26% Black/African American, 5.26% Native Hawaiian/ Pacific Islander and 5.26% preferred not to say. There was also a common political affiliation of our participants. 73.68% identified themselves as Democrats. 15.79% said Independant, 5.26% said Republican and the final 5.26% preferred not to say.

Key Findings

How likely are you to use the following services? Rank these from (1) most likely to (5) least likely?

Esports Room	4.45
Mind Spa	3.77
Counseling Services	3.41
Pet Therapy	2.14
Gym/Recreation Center	1.23

In order to gain insight into what programs seemed appealing on name alone, we asked participants to rank order which services that would be most likely to use. We used the mean rank to compare the five services. Unsurprisingly, participants ranked the Gym/Recreation area as "most likely" most often, with 77.3% of respondents ranking it (1). The lowest ranked service was the ESports gaming room, with a mean rank of 4.45, and 63.6% of respondents ranking it (5).

Analysis of these results could help determine which programs are best to advertise, as students might be more likely to utilize services they ranked higher if there was more promotional effort surrounding them.

Which services have you utilized either currently or in the past? Check all that apply.

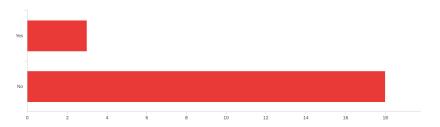
1	Pet Therapy	17.95%	7
2	Gym/Recreation Center	48.72%	19
3	Counseling Services	15.38%	6
4	Esports Room	2.56%	1
5	Mind Spa	10.26%	4
6	Other (specify)	5.13%	2
			39

To get a better idea of which programs/services are being utilized by students currently, we asked survey participants which services they were currently using. 48.72% of responses were for the gym/recreation center, matching up with our results from the previous question. The responses for the other programs were much lower, with only 2.56% of participants marking the

ESports gaming room. 5.13% of participants marked "other," with two written responses of outdoor recreation trips and the health center pharmacy.

These findings can be generalized to which programs might need more promotional content or better marketing efforts to get more students interested. Since the gym/recreation center was found to be utilized by almost half of our respondents, promotional efforts may be best used to raise awareness for programs such as the MindSpa and Esports gaming room.

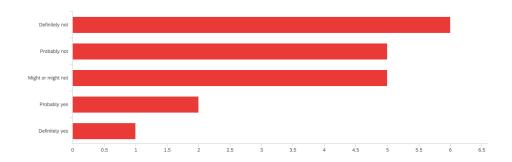
Do you follow any Barnes Center social media accounts?



To assess students' social interaction with the Barnes Center, research participants were asked if they follow any social media accounts linked to the Barnes Center. Almost 86% of participants checked "No." Of the two that answered "Yes," both interacted with the @bewellsu Instagram page.

This insight can be used to justify moving more resources into social media presence based on student's most used platforms.

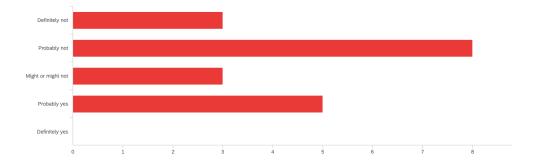
Do you feel as though the mental health services offered at Barnes are well spread out to attend to every student's needs?



To discern students' confidence in the Barnes Center's mental health services, we asked participants if they felt as though the mental health services were effective in meeting student needs. Of the 19 respondents, 31.6% said "Definitely not," marking a clear negative sentiment towards the counseling service's ability to meet the mental health needs of students. If we were to assign a number to each category of response (one being definitely not and five being definitely yes) and calculate a mean response value, it would be 2.32, which falls into the "probably not" category. This means that, on average, students do not feel like the Barnes Center mental health service is doing an adequate job of meeting students' needs.

Analysis of these results can help us get a barometer on student trust in mental health services at the Barnes Center so we have an understanding of how to increase engagement in these services by rebuilding that trust.

Do you feel comfortable talking with a graduate student as opposed to one of the mental health counselors?



To further elaborate on our focus group finding that student confidence in mental health services is low, we asked participants if they felt comfortable speaking with a graduate student instead of a licensed professional counselor. 47.9% responded in one of the "not" categories, and only 25% marked "probably yes." No participants marked "definitely yes." If we were to assign a number to each category of response (one being definitely not and five being definitely yes) and calculate a mean response value, it would be 2.53, which falls between "probably not" and "might or might not."

These findings show that the majority of students feel uncomfortable speaking to a graduate student. Similar to question seven, these results can help us get a general barometer of trust in the programs offered and see if the use of graduate students is more helpful or hurtful to student engagement overall.

VIII. RECOMMENDATIONS

Throughout the semester we have conducted qualitative and quantitative research with an online survey, focus groups, and a social listening analysis. Based on the information that we have gathered, our company, BACT PR, has three recommendations for our client, The Barnes Center at the Arch.

Recommendation 1: Hire more licensed professional mental health counselors.

Based on our focus group and survey data, we discovered that students feel uncertain utilizing the counseling services that the Barnes Center offers because they don't feel comfortable with the experiences they have had with this service. We discovered in our online survey that a majority of students answered some form of "no" when asked the question, "Do you feel as though the mental health services offered at Barnes are well spread out to attend to every student's needs?" Most students also answered the follow up question referring to comfortability with graduate students as some form of "no" as well. Our focus group participants also voiced that they felt uneasy with the idea of conducting counseling services with graduate students. From these findings, BACT PR suggests that the Barnes Center hires more professional mental health counselors. This will allow for SU students to feel more comfortable with going to counseling and it will avoid the pressures of speaking with a graduate student that might possibly be close in age with the students that are seeking help.

Recommendation 2: Implement more diverse content on the @bewellsu Instagram that highlights more student stories.

Based on the information that we have gathered from our survey and focus group data, we can see that students are highly unlikely to interact with the Barnes Center on their social media platforms. When asked the question, "Do you follow any Barnes Center social media accounts?" almost 86% of participants checked "No." Of the two that answered "yes" both interacted with the @bellwellsu Instagram page. Overall, most students don't currently engage with or are not aware of the Barnes Center on social media. From the data that we have collected, BACT PR recommends that our client implement more diverse content on the @bewellsu Instagram that highlights more student stories. For example, student takeovers are a great way to include SU students and also keep them engaged with the account. If students at SU can see someone similar to themselves on the Barnes social media it will make them more inclined to follow.

Recommendation 3: Have promotional events that highlight underutilized programs such as the mind spa and pet therapy.

Information gathered from our online survey concludes that students don't utilize or are not aware of the various services of the Barnes Center such as the MindSpa and Pet Therapy. In our survey we had participants rank their likelihood of using different Barnes Center services. Participants ranked MindSpa and Pet Therapy in the middle, meaning there is interest in those services, they just need to be more accessible. From this data, BACT PR recommends that our client conducts promotional events that highlight underutilized programs such as the MindSpa and Pet Therapy. Similar to the introduction that students are given to the Barnes Center freshman year, we suggest a similar program offered to upperclassmen who may have forgotten about the services that they were informed about freshman year. This would get upperclassmen students involved and utilizing services that might be overlooked or forgotten about.

IX. APPENDICES

Appendix A: Focus Group Field Notes

answer.

Welcome Welcome. Thank you for agreeing to participate in this focus group. M (2 minutes) is Campbell, and I will be the moderator for today's group discussion I would like to talk to you today about your attitudes and opinions about Barnes Center. The purpose of this focus group is to help the Barnes improve its communication and relationship with students to better und what they enjoy utilizing and what could be improved. I am going to ask you a few questions; I ask that only one person speal time. There are no right or wrong answers, but please do respect ea other's answers or opinions. I will be recording the discussion today because I don't want to miss a of your comments. I will treat your answers as confidential. We are on to use first names and last initials during the discussion but will not use in the study. We also ask that each of you respect the privacy of everyo the room and not share or repeat what is said here in any way that coul identify anyone in this room. Finally, this discussion is going to take about 80 minutes. If at any time want to stop, please let me know. Does anyone have any questions bef start? Ice Breaker [START VIDEO RECORDER NOW] (2 minutes) We will now ask each of you to go around and list your name, grade, a major, so we can get to know you a bit better. Thank you. I ask that you say your first name & last initial before givin

Opening	What services are you aware of at the Barnes Center and which of thos
Question	you utilize?
(3 minutes)	

Group
Discussion –

Let's talk about mental health in general.

Topic 1 (5 minutes)

When I say "mental health services," what is the first thing that comes mind?

Probe: why does this word/phrase come to mind?

How often would you say you think about mental health whether it be own or that of your friends on campus?

What mental health services are you aware of that the Barnes Center o

Do you trust the Barnes Center's mental health services?

Probe: why/why not?

How many of you have used the Barnes Center as a place to deal with health?

Probe: why/why not?

Have any of you utilized pet therapy and if so, can you describe your experience?

Do you think services like pet therapy or the gaming room are good refor students?

Probe: why/why not? What suggestions do you have?

What do you like to do in your free time?

What services do you use at the Barnes Center? How often?

What would you like to see from the Barnes Center?

What is most important to you, as students, that the Barnes Center doe

Group
Discussion –
Topic 2
(5 minutes)

Now, let's talk about communication from the Barnes Center.

Where do you find or hear about info from the Barnes Center? *Probe: How often do you receive that info about the Barnes Center?*

Would you be receptive to weekly emails from the Barnes Center on w they have to offer? Would you even read it?

Where do you like to get info from the school? Ex. email, friends, etc.

What social media platforms do each of you use regularly? *Probe: What do you use each social media platform for? Ex. news, see friends are doing, etc.*

Have you seen anything about the Barnes Center on social media? *Probe: if so, on what platforms?*

Do you find social media to be helpful in finding out information about Barnes Center?

On a scale from 1-10 how well do you think the Barnes Center utilizes social media channels? Please put it in the chat.

***put link in chat to holistic wellness model: https://www.instagram.currorpsf2JI5z/ ***

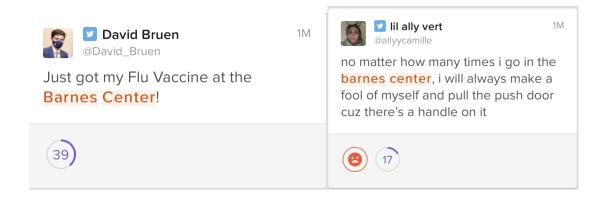
What are your thoughts on this holistic wellness model that the Barnes has come up with?

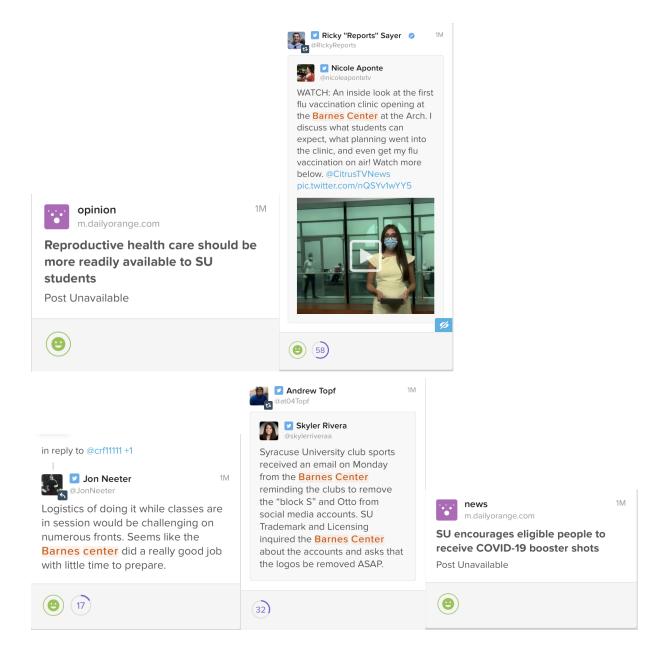
Have you ever seen it before?

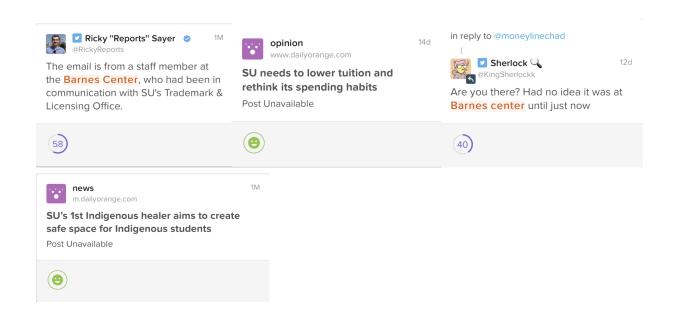
Do you think it's missing anything?

Final Thoughts	In closing, I would like to pose one last question.
(5 minutes)	What advice would you give to help The Barnes Center to reach more students?
Review and Wrap-up (2 minutes)	[Provide summary of discussion] Did I correctly summarize your comtoday's discussion?
	Thank you for coming today and sharing your opinions with me. I hop enjoyed the discussion.

Appendix B: Social Media Posts







Appendices C: Qualtrics Survey

SYRACUSE UNIVERSITY
Introduction
Hello, we are BACT Agency, and we are currently conducting a survey of Syracuse University undergraduate students regarding opinions on the Barnes Center. We'd like to ask you a few questions regarding several of the services and resources they offer. The survey should only take a few minutes. If you have any questions about this survey, feel free to contact our instructor, Prof. Jeongwon Yang (jyang97@syr.edu) We would like to thank you for participating in this survey.
By checking "yes" you agree to participate in this survey. Check "no" to end the survey now. Yes No
Pre-Test Questions
Are you an undergraduate student? Yes No
Do you know what the Barnes Center at the Arch is? Yes No

sic Questions					
How many services or resource	es have you used a	t the Barnes Cen	ter?		
How likely are you to use the fo	ollowing services?	Rank these from	(1) most likely to	o (5) least likely?	
Pet Therapy					
Gym/Recreation Center					
Counseling Services					
Esports Room					
Mind Spa					
Which services have you utilize	ed either currently	or in the past? C	neck all that app	lly.	
☐ Pet Therapy					
☐ Gym/Recreation Center☐ Counseling Services					
Esports Room					
☐ Mind Spa					
Other (specify)					
Rate your satisfaction with the service at Pet Therapy.					
	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
					,
Quality of service	0	0	0	0	0

	Somewhat Somewhat					
	Very Dissatisfied Dissatisfied Neutral Satisfied Very Sa					
Quality of service			0	0	0	
ate your satisfaction with	i the service at the Cou	nseling Center.				
	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	
Quality of service	0	\circ	\circ	\circ	\circ	
ate your satisfaction with	the service at the Esp	orts Gaming Roo	m.			
ato your outlonded with	the convice at the Lop		•••	0 1 1		
		Somewhat Dissatisfied	Neutral	Somewhat	Very Satisfied	
	Very Dissatisfied	Dissalished	ineutrai	Satisfied	very Salislieu	
Quality of service	Very Dissatisfied	Dissatisfied	O	Satisfied	Very Satisfied	
Quality of service	Very Dissatisfied			Satisfied	Very Satisfied	
Quality of service	Very Dissatisfied			Satisfied	very Satisfied	
	0	0		Satisfied	Very Salislied	
	0	d Spa.		0	very Satisfied	
	0	0		Somewhat Satisfied	Very Satisfied	
Quality of service ate your satisfaction with Quality of service	the service at the Mino	d Spa.	0	Somewhat	0	
ate your satisfaction with	the service at the Mino	d Spa. Somewhat Dissatisfied	Neutral	Somewhat	0	
ate your satisfaction with	the service at the Mino	d Spa. Somewhat Dissatisfied	Neutral	Somewhat	0	
ate your satisfaction with Quality of service	the service at the Mino	d Spa. Somewhat Dissatisfied	Neutral	Somewhat	0	
ate your satisfaction with Quality of service unication	Very Dissatisfied	d Spa. Somewhat Dissatisfied	Neutral	Somewhat	0	
ate your satisfaction with Quality of service	Very Dissatisfied	d Spa. Somewhat Dissatisfied	Neutral	Somewhat	0	
ate your satisfaction with Quality of service unication	Very Dissatisfied	d Spa. Somewhat Dissatisfied	Neutral	Somewhat	0	
ate your satisfaction with Quality of service unication /hat social channels are y	Very Dissatisfied	d Spa. Somewhat Dissatisfied	Neutral	Somewhat	0	

	nunication
١	What social channels are you most active on? (select all that apply)
	☐ Instragram
	Facebook
	☐ TikTok
	☐ Snapchat
	LinkedIn
	Other (please specify)
ľ	Do you follow any Barnes Center social media accounts?
	○ Yes
	○ No
	Please specify which Barnes Center social media platforms.
	How useful do you find the Barnes Center social media channels for obtaining information about the going-ons at Barnes?
	Not at all useful
	○ Slightly useful
	Moderately useful
	○ Very useful
	Extremely useful

al Health					
Have you used the counse	eling service at the Barn	es Center?			
Yes					
○ No					
Harry many times have you		41.1	-42		
How many times have you	used the counseling se	ervices this seme	ster?		
How many times have you	used the counseling se	ervices this seme	ster?		
How many times have you	used the counseling so	ervices this seme	ster?		
How many times have you	used the counseling so	ervices this seme	ster?		
How many times have you	used the counseling so	ervices this seme	ster?		
				ation confidenti	al.
		r to keep your Co	unseling inform	ation confidenti Trust a lot	
Please rate how much you	trust the Barnes center	r to keep your Co	unseling inform		
Please rate how much you	trust the Barnes center	r to keep your Co Trust a little	unseling inform Neutral	Trust a lot	
Please rate how much you	trust the Barnes center	r to keep your Co Trust a little	unseling inform Neutral	Trust a lot	
Please rate how much you Trust	Do not trust at all	r to keep your Co Trust a little	unseling inform Neutral	Trust a lot	Trust a great deal
Please rate how much you	Do not trust at all	r to keep your Co Trust a little	unseling inform Neutral	Trust a lot	Trust a great deal
Please rate how much you Trust Do you feel as though the need?	Do not trust at all	r to keep your Co Trust a little	unseling inform Neutral	Trust a lot	Trust a great deal
Please rate how much you Trust Do you feel as though the	Do not trust at all	r to keep your Co Trust a little	unseling inform Neutral	Trust a lot	Trust a great deal
Please rate how much you Trust Do you feel as though the need? Definitely not	Do not trust at all	r to keep your Co Trust a little	unseling inform Neutral	Trust a lot	Trust a great deal
Please rate how much you Trust Do you feel as though the need? Definitely not Probably not	Do not trust at all	r to keep your Co Trust a little	unseling inform Neutral	Trust a lot	Trust a great deal
Please rate how much you Trust Do you feel as though the need? Definitely not Probably not Might or might not	Do not trust at all	r to keep your Co Trust a little	unseling inform Neutral	Trust a lot	Trust a great deal

Do you feel comfortable talking with a graduate student as opposed to one of the mental health counsellors?
Oefinitely not
O Probably not
Might or might not
O Probably yes
Oefinitely yes
Demographic Information
How do you identify?
○ Female
○ Non-Binary
○ Male
Other (specify)
Prefer not to answer
What year of college are you currently in?
Freshman
Sophomore
Junior
○ Senior
Please specify your ethnicity.
○ Black/African-American
○ Latino/Hispanic
○ White/Caucasian
Asian
Native American
Nativa Hausijan/Dacifia Islandar

	college are you currently in?	
Freshmar		
Sophomo	re	
Junior		
Senior		
Please specif	y your ethnicity.	
○ Black/Afri	can-American	
Latino/His	panic	
○ White/Ca	ucasian	
Asian		
Native An	nerican	
Native Ha	waiian/Pacific Islander	
O Two or Mo	pre	
Other/Unl	xown (specify)	
Prefer not	to say	
Please select	which best describes your political affiliation.	
O Democrat		
Republica	n	
Independ	ent	
Other (sp	ecify)	

Appendix D: Qualtrics survey results

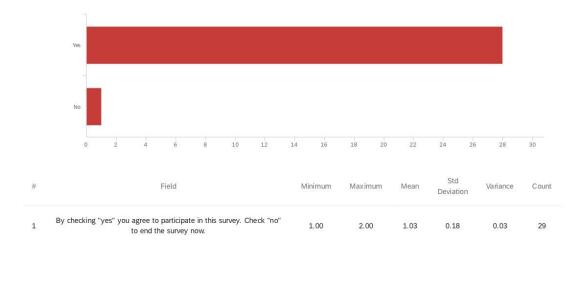
New Report

BACT

November 17, 2021 6:05 AM MST

 $\ensuremath{\mathsf{Q2}}$ - $\ensuremath{\mathsf{By}}$ checking "yes" you agree to participate in this survey. Check "no" to end the

survey now.



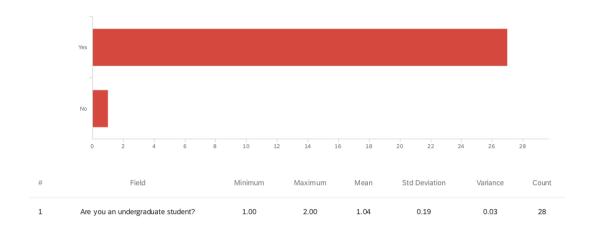
# Field	Choice Count
1 Yes	96.55% 28
2 No	3.45% 1

29

Showing rows 1 - 3 of 3

28

Q3 - Are you an undergraduate student?



#	Field	Choice Count
1	Yes	96.43% 27
2	No	3.57% 1

Showing rows 1 - 3 of 3

Q4 - Do you know what the Barnes Center at the Arch is?



#	Field	Choice Count	e t
1	Yes	96.30%	26
2	No	3.70%	1
			27

Showing rows 1 - 3 of 3

Q2 - How many services or resources have you used at the Barnes Center?

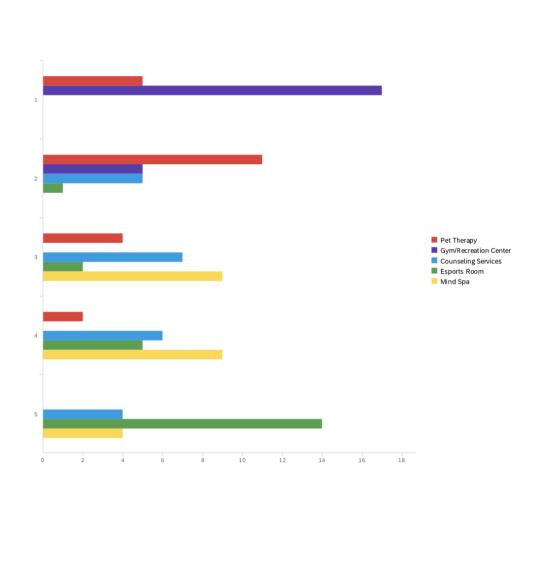
How many services or resources have you used at the Barnes Center?
2
3
2
3
1
2
2
2
3
gym
4
1
1
Mainly use the gym when I go
2
1
3
1
A few
None
lm
1

$\ensuremath{\mathsf{Q3}}$ - How likely are you to use the following services? Rank these from (1) most likely to

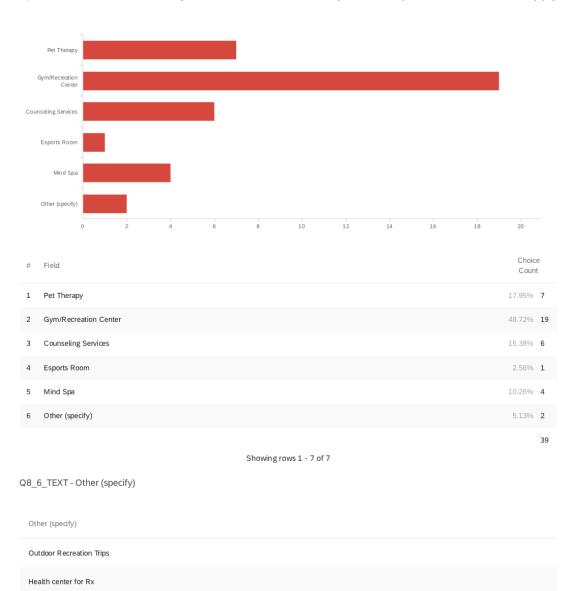
(5) least likely?

#	Field				Mean		Count
4		4.45		22			
5		Mino	i Spa		3.77		22
3		Counselin	g Services		3.41		22
1		Pet Th	nerapy		2.14		22
2		Gym/Recre	ation Center		1.23		22
#	Field	1	2	3	4	5	Total
1	Pet Therapy	22.73% 5	50.00% 11	18.18% 4	9.09% 2	0.00% 0	22
2	Gym/Recreation Center	77.27% 17	22.73% 5	0.00% 0	0.00% 0	0.00% 0	22
3	Counseling Services	0.00% 0	22.73% 5	31.82% 7	27.27% 6	18.18% 4	22
4	Esports Room	0.00% 0	4.55% 1	9.09% 2	22.73% 5	63.64% 14	22
5	Mind Spa	0.00% 0	0.00% 0	40.91% 9	40.91% 9	18.18% 4	22

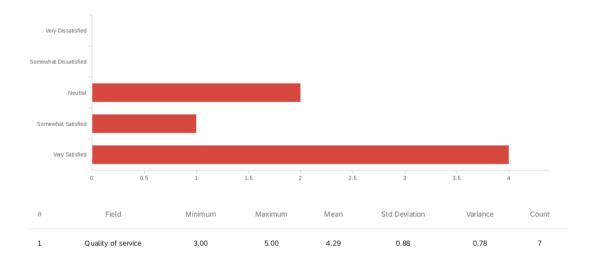
Showing rows 1 - 5 of 5



Q8 - Which services have you utilized either currently or in the past? Check all that apply.



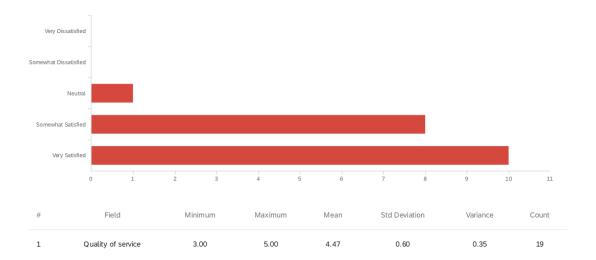
Q9 - Rate your satisfaction with the service at Pet Therapy.



#	Field	Choice	
1	Very Dissatisfied	0.00%	0
2	Somewhat Dissatisfied	0.00%	0
3	Neutral	28.57%	2
4	Somewhat Satisfied	14.29%	1
5	Very Satisfied	57.14%	4
			7

Showing rows 1 - 6 of 6

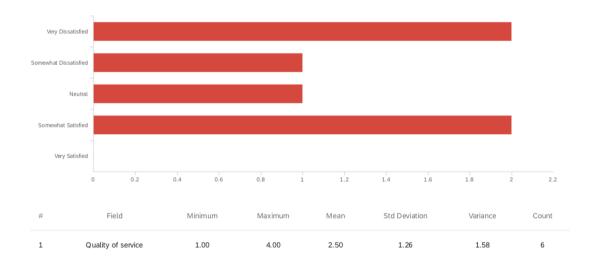
Q10 - Rate your satisfaction with the service at the Gym and Recreation Center.



#	Field	Choice	
1	Very Dissatisfied	0.00%	0
2	Somewhat Dissatisfied	0.00%	0
3	Neutral	5.26%	1
4	Somewhat Satisfied	42.11%	8
5	Very Satisfied	52.63%	10
			19
	Ch		

Showing rows 1 - 6 of 6

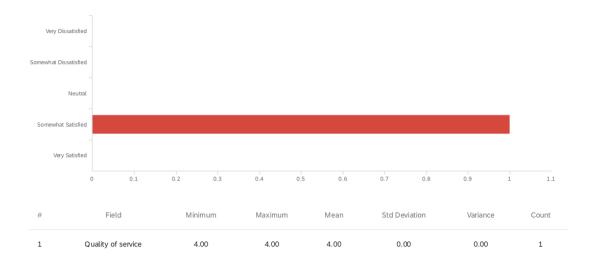
Q11 - Rate your satisfaction with the service at the Counseling Center.



1 Very Dissatisfied 33.33% 2 2 Somewhat Dissatisfied 16.67% 1 3 Neutral 16.67% 1 4 Somewhat Satisfied 33.33% 2 5 Very Satisfied 0.00% 0 6 6 6 6	#	Field	Choice Count	
3 Neutral 16.67% 1 4 Somewhat Satisfied 33.33% 2 5 Very Satisfied 0.00% 0	1	Very Dissatisfied	33.33%	2
4 Somewhat Satisfied 33.33% 2 5 Very Satisfied 0.00% 0	2	Somewhat Dissatisfied	16.67%	1
5 Very Satisfied 0.00% 0	3	Neutral	16.67%	1
	4	Somewhat Satisfied	33.33%	2
6	5	Very Satisfied	0.00%	0
				6

Showing rows 1 - 6 of 6

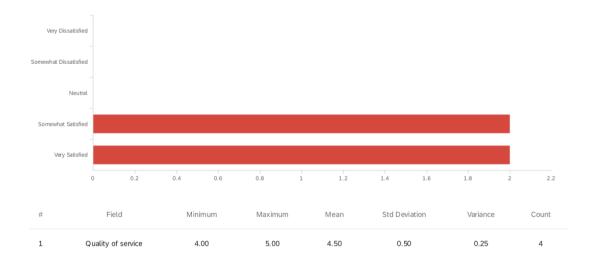
Q12 - Rate your satisfaction with the service at the Esports Gaming Room.



#	Field	Choice Count	
1	Very Dissatisfied	0.00%	0
2	Somewhat Dissatisfied	0.00%	0
3	Neutral	0.00%	0
4	Somewhat Satisfied	100.00%	1
5	Very Satisfied	0.00%	0
			1

Showing rows 1 - 6 of 6

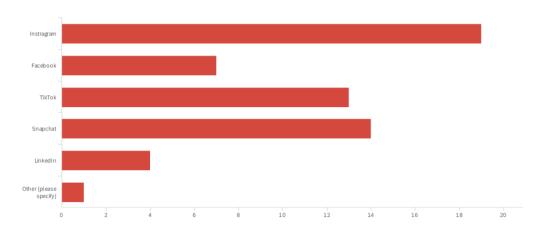
Q13 - Rate your satisfaction with the service at the Mind Spa.



#	Field	Choice Count	
1	Very Dissatisfied	0.00%	0
2	Somewhat Dissatisfied	0.00%	0
3	Neutral	0.00%	0
4	Somewhat Satisfied	50.00%	2
5	Very Satisfied	50.00%	2
			4
	Character and Cart C		

Showing rows 1 - 6 of 6

Q16 - What social channels are you most active on? (select all that apply)



#	Field	Coun	
1	Instragram	32.76%	19
2	Facebook	12.07%	7
3	TikTok	22.41%	13
4	Snapchat	24.14%	14
5	LinkedIn	6.90%	4
6	Other (please specify)	1.72%	1
			EO

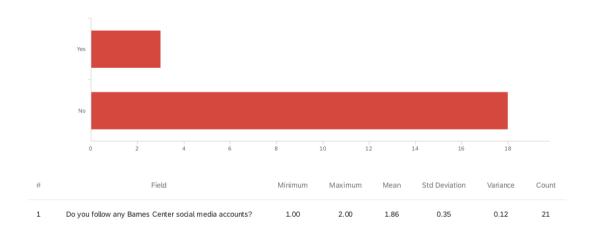
Showing rows 1 - 7 of 7

 ${\tt Q16_6_TEXT-Other}~({\tt please~specify})$

Other (please specify)

twitter

Q17 - Do you follow any Barnes Center social media accounts?



#	Field	Choice Count
1	Yes	14.29% 3
2	No	85.71% 18

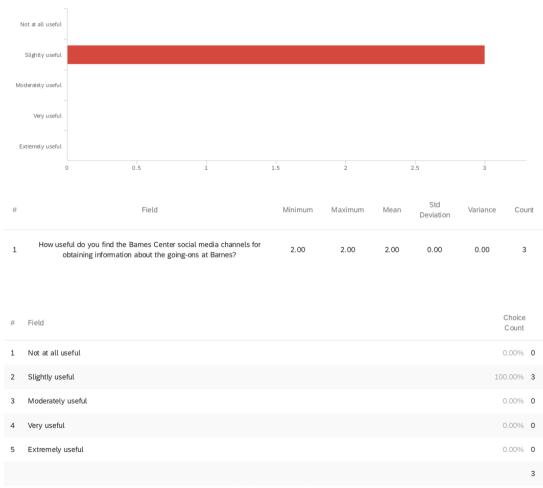
Showing rows 1 - 3 of 3

21

Q18 - Please specify which Barnes Center social media platforms.

	Please specify which Barnes Center social media platforms.
	bewellsu instagram
	cvdd
	instagram

Q19 - How useful do you find the Barnes Center social media channels for obtaining information about the going-ons at Barnes?



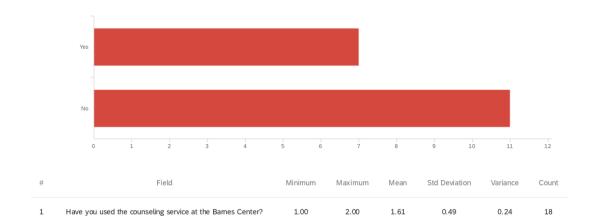
Showing rows 1 - 6 of 6

Q20 - How many times a week do you interact with social media channels for Barnes?

How many times a week do you interact with social media channels for Barnes	
1	
df	

18

Q28 - Have you used the counseling service at the Barnes Center?



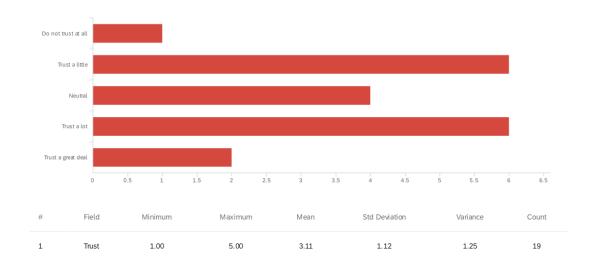
#	Field	Choice Count
1	Yes	38.89% 7
2	No	61.11% 11

Showing rows 1 - 3 of 3

Q2 - How many times have you used the counseling services this semester?

How many times have you used the counseling services this semester?
2
0
0
0
0
0
0
none
0
0
Once
3
0
0
None
0
None
dfvdfv

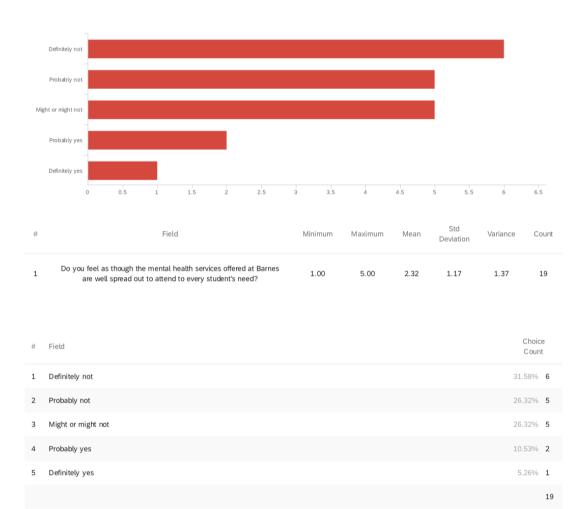
Q6 - Please rate how much you trust the Barnes center to keep your Counseling information confidential.



1 Do not trust at all 5.26% 1 2 Trust a little 31.58% 6 3 Neutral 21.05% 4 4 Trust a lot 31.58% 6 5 Trust a great deal 10.53% 2 19	#	Field	Choic	
3 Neutral 21.05% 4 4 Trust a lot 31.58% 6 5 Trust a great deal 10.53% 2	1	Do not trust at all	5.26%	1
4 Trust a lot 31.58% 6 5 Trust a great deal 10.53% 2	2	Trust a little	31.58%	6
5 Trust a great deal 10.53% 2	3	Neutral	21.05%	4
	4	Trust a lot	31.58%	6
19	5	Trust a great deal	10.53%	2
				19

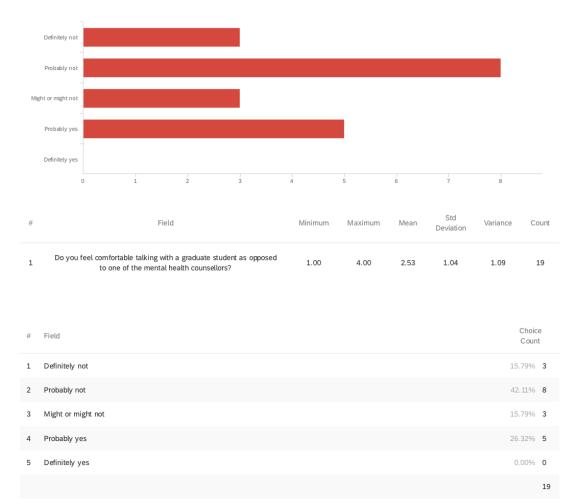
Showing rows 1 - 6 of 6

Q7 - Do you feel as though the mental health services offered at Barnes are well spread out to attend to every student's need?



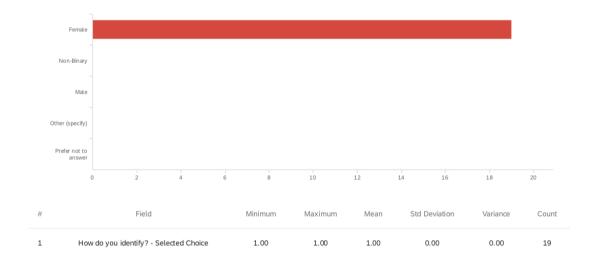
Showing rows 1 - 6 of 6

Q8 - Do you feel comfortable talking with a graduate student as opposed to one of the mental health counsellors?



Showing rows 1 - 6 of 6

Q11 - How do you identify?

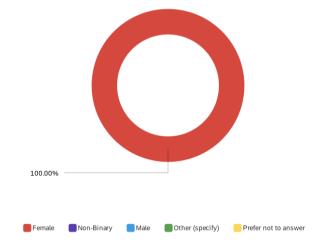


#	Field	Choice C	ount
1	Female	100.00%	19
2	Non-Binary	0.00%	0
3	Male	0.00%	0
4	Other (specify)	0.00%	0
5	Prefer not to answer	0.00%	0
			19

Showing rows 1 - 6 of 6

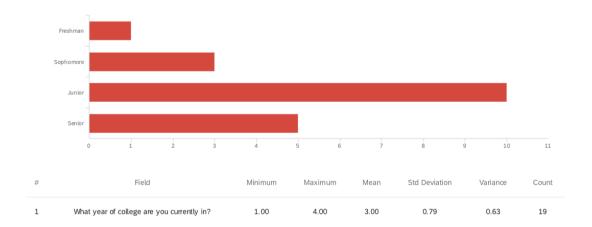
Q11_4_TEXT - Other (specify)

Other (specify)



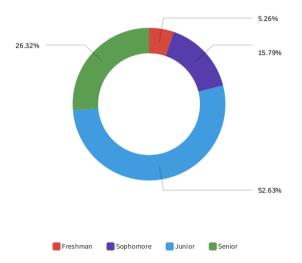
19

Q12 - What year of college are you currently in?

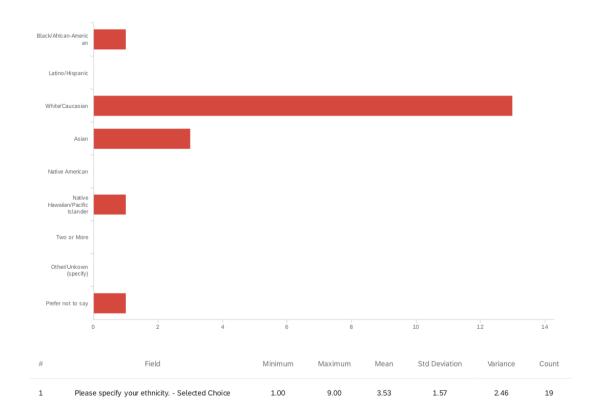


#	Field	Choice	
1	Freshman	5.26%	1
2	Sophomore	15.79%	3
3	Junior	52.63%	10
4	Senior	26.32%	5

Showing rows 1 - 5 of 5



Q13 - Please specify your ethnicity.

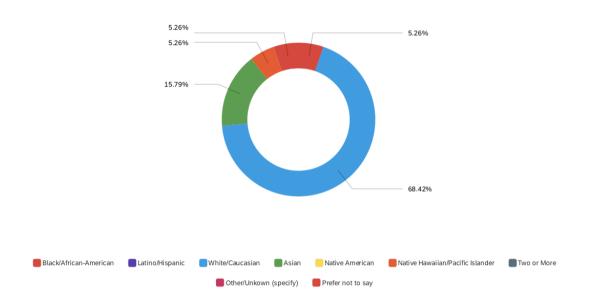


#	Field	Choic Coun	
1	Black/African-American	5.26%	1
2	Latino/Hispanic	0.00%	0
3	White/Caucasian	68.42%	13
4	Asian	15.79%	3
5	Native American	0.00%	0
6	Native Hawaiian/Pacific Islander	5.26%	1
7	Two or More	0.00%	0
8	Other/Unkown (specify)	0.00%	0

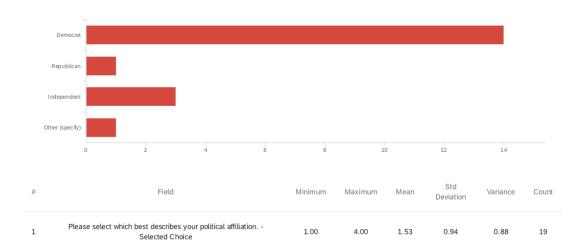


Q13_8_TEXT - Other/Unkown (specify)

Other/Unkown (specify)



Q14 - Please select which best describes your political affiliation.

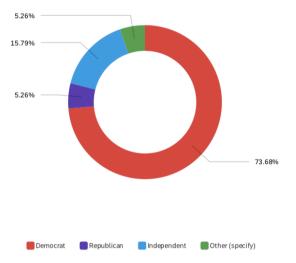


#	Field	Choice Count	
1	Democrat	73.68%	14
2	Republican	5.26%	1
3	Independent	15.79%	3
4	Other (specify)	5.26%	1
			19

Showing rows 1 - 5 of 5

Q14_4_TEXT - Other (specify)

Other (specify)



References

- The 505 on Walnut. (n.d.). *Features*. The 505 on Walnut.the505onwalnut.com/the-505-on-walnut-syracuse-ny/features
- Anderson, M. (n.d.). *Social Media Use in 2021*. Pew Research Center. https://www.pewresearch.org/internet/2021/04/07/social-media-use-in-2021
- Hippensteel, C. (2019, September 14). *SU officially opens Barnes Center at The Arch*.

 The Daily Orange. http://dailyorange.com/2019/09/su-officially-opens-barnes-center-arch/
- Parkpoint. (n.d.). *Amenities*. Park Point. https://www.americancampus.com/student-apartments/ny/syracuse/park-point-syracuse#amenities
- Schlozman, S. (n.d.). *The College Mental Health Crisis: A Call for Cultural Change Part 2*. The Clay Center for Young Healthy Minds. https://www.mghclaycenter.org/parenting-concerns/college-mental-health-crisis-call-cultural-change-part-2/
- Syracuse University. (n.d.). *How to Get to Us*. Barnes Center at the Arch. https://ese.syr.edu/bewell/how-to-get-to-us/
- Syracuse University. (n.d.). *Crowley Family MindSpa*. Barnes Center at the Arch. https://ese.syr.edu/bewell/mindspa/
- Syracuse University. (n.d.). *Facilities and Hours*. Barnes Center at the Arch. https://ese.syr.edu/bewell/barnes-center-at-the-arch/
- Syracuse University. (n.d.). *Residence Halls*. Housing, Meal Plan, and I.D. Card Services. https://housingmealplans.syr.edu/residential-facilities/residence-halls/

- Syracuse University. (n.d.). *Student Employment*. Barnes Center at the Arch. https://ese.syr.edu/bewell/student-employment/
- Syracuse University. (n.d.). *Student Organizations*. Syracuse University. https://www.syracuse.edu/life/groups-activities/student-organizations/
- Weiss, A. (2020, September 30). Students seek out mental health services, miss in-person therapy. *Daily Orange*. https://dailyorange.com/2020/09/students-seek-mental-health-services-miss-person-therapy/
- Yu, Q. (n.d.). *Barnes Center at the Arch* [Assistant Director of Health Analytics]. Syracuse, New York.