# From Crisis to Coordination:
Building a Campus-Wide Essential Needs Hub to Anchor Student Belonging and Success

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**Temple University**

**Division of Student Affairs**
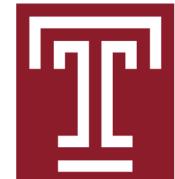
Our Time Together

- **Welcome!**

- **Basic Needs Support as Essential to Student Success**

- **The Temple Dilemma**

- **A Paradigm Shift**

- **Becoming "The Best Landlord at Temple"**

- **Realizing Temple's Opportunity**

- **Prioritizing Essential Needs in Any Context**

- **Questions & Discussion**
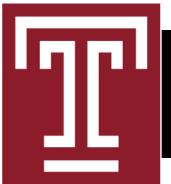
It all began with a pair of shoes.

Basic Needs Support as Essential to Student Success

# How do you define student basic needs?

The Hope Center for Student Basic Needs

Three in five college students do not have enough to eat or a stable place to live; millions of students experience basic needs insecurity, including a lack of access to adequate housing, food, health care and mental health services, child care, internet connectivity, and transportation.

Basic needs security is a social determinant of health and the lack of it hampers postsecondary student success, inhibits social mobility, and deepens inequities.
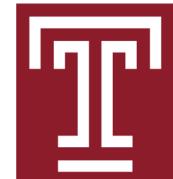
Maslow's Heirarchy

Physiological and safety needs must be met before learning can occur.

Self-actualization
desire to become the most that one can be

Esteem
respect, self-esteem, status, recognition, strength, freedom

Love and belonging
friendship, intimacy, family, sense of connection

Safety needs
personal security, employment, resources, health, property

Physiological needs
air, water, food, shelter, sleep, clothing, reproduction
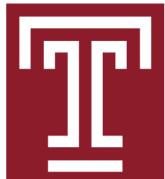
Direct Impacts

Basic needs insecurity directly impacts:

- Student engagement and sense of belonging

- Course completion rates

- GPA and academic performance

- Persistence and retention

- Time to degree

- Economic and social mobility

- Community contributions

- Generational Wealth
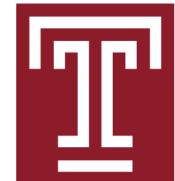
2023 - 2024 Hope Center Survey on Student Basic Needs
(74,350 students at 91 institutions)

59% of students experience at least one form of basic needs insecurity related to food or housing
- **41%** of students experience food insecurity
- **48%** of students experience housing insecurity
- **14%** of student experience homelessness

Needs insecurity is most prevalent among **structurally marginalized student populations** to include part-time students, Pell recipients, first-generation, Black and Indigenous students, those with disabilities, former foster youth, and system-impacted students.
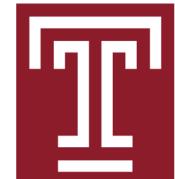
National Context

65% reported being unaware of available supports; 51% of students experiencing at least one type of insecurity did not receive any public benefits.

79% of student survey respondents who had previously stopped out of college and re-enrolled identified basic needs insecurity as the primary reason for departure.

In **2025**, we saw national challenges exacerbating access to basic needs to include soaring food costs, blocks to SNAP benefits, and defunding of federal and state programs.

What are you seeing as primary basic needs challenges at your institution?

What is your institution currently doing to support basic needs?

The Temple Dilemma
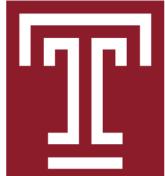
Real Success is Temple Made

Founded in 1884 by Russell Conwell, Temple University is an urban, public, research institution located in North Philadelphia. Conwell's vision was to create superior educational opportunities for academically talented and highly motivated students, regardless of their backgrounds or means. That commitment remains today.

- **87% of undergraduates receive financial aid,**

- **Nearly 50% receive Pell**

- **60%+ students of color**

- **40%+ first-generation**

30,530
Total enrollment
Fall 2023

21,942
Undergraduates

8,588
Graduates

64%
of Temple students
are PA residents

1,925
International students
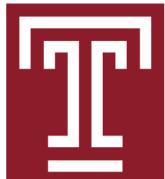
Temple Context

In 2024, a survey of Temple students reported:

- **36%** experienced housing insecurity in the past year

- **7%** experienced homelessness in the past year

- **36%** experienced food insecurity in the past 30 days

Staff were supporting this data with qualitative evidence of unhoused students and transportation challenges preventing attendance.
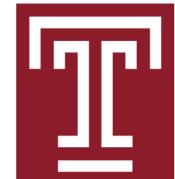
Temple Context

Temple faculty and staff reported significant increases in:

- **Cherry Pantry visitation** (500+ students per week; 50-80% increases in Fall 2025)

- **Requests for disability accommodations** (60% increase)

- **Appointments through Tuttleman Counseling Services and Student Health**

- **Emergency Aid** requests

- **Financial holds** on student accounts (over 500 additional holds year over year)

- **Case manager** workloads
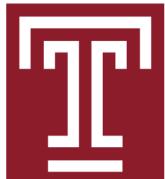
Temple Context

Institutional changes and enrollment declines over the last 10 years continue to plague institution and has driven hasty, rather than strategic, decisions.

New leadership in many areas, including the arrival of President Fry in late 2024, alongside many faculty/staff with long tenures.

Temple's structure creates an internally competitive environment that doesn't always serve the greater good ideally.

The Temple student looks different today and has different needs that require innovative approaches. The institution is still recovering from COVID and other Temple-specific changes/events. The institution has to become nimble enough to meet student needs.

There is a belief that Temple is at a "turning point" and this is the right moment to advance significant change and to do so in support of student needs.

A Paradigm Shift
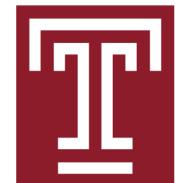
Realizing the Cost of Ignoring Basic Needs

Student Departure: Lost tuition revenue, student debt without degree

Academic Struggle: Diminished performance, extended time to degree, departure

Mental Health Crisis: Increased demand on counseling, emergency response

Missed Mission: We fail to fulfill our commitment to students and our community
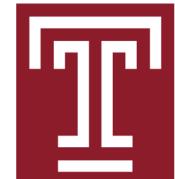
From Fragmentation to Collaboration

Our silos perpetuated fragmentation:

- Students navigating 8-12 different offices to access support
- Duplicative applications and documentation
- Disjointed tracking if students actually received help
- Services unaware of what others are providing
- Wasting time, resources, and talent
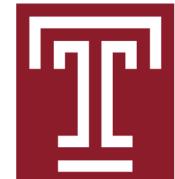
Ethos of Care

From charity response ➡️ to **institutional strategy**

From fragmented services ➡️ to **coordinated care with dignity**

From peripheral concern ➡️ to **educational mission**
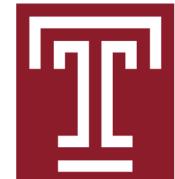
Framework

Building upon Maslow, we adopted the Social Determinants of Health framework to drive decision-making on offerings.

BLACKSTONE

STARBUCKS

0A002
LOUNGE
761.39

INFO
DESK

GMC

CORRIDOR

TELECOM

CHERRY PANTRY

**Current
Cherry
Pantry**

0.1

0.2

0.3

0.4

0.5

**Institutional
Commitment:**

**28,000 sq ft of
space made
accessible to
the Division of
Student
Affairs**

**Temple Bookstore
Departure**

STORAGE

STAIRS

TELECOM

STAIRS
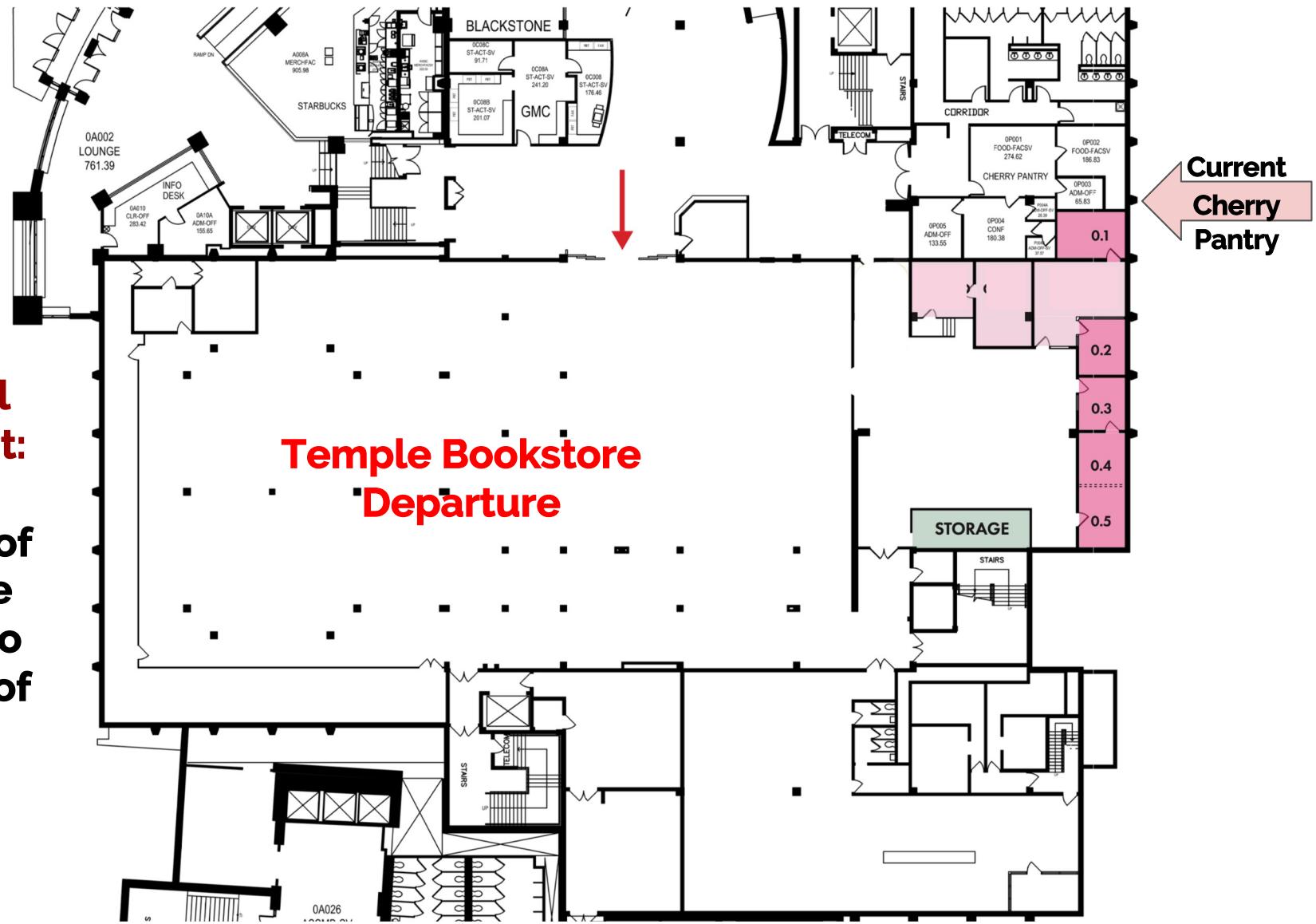
Becoming
"The Best Landlord at Temple"
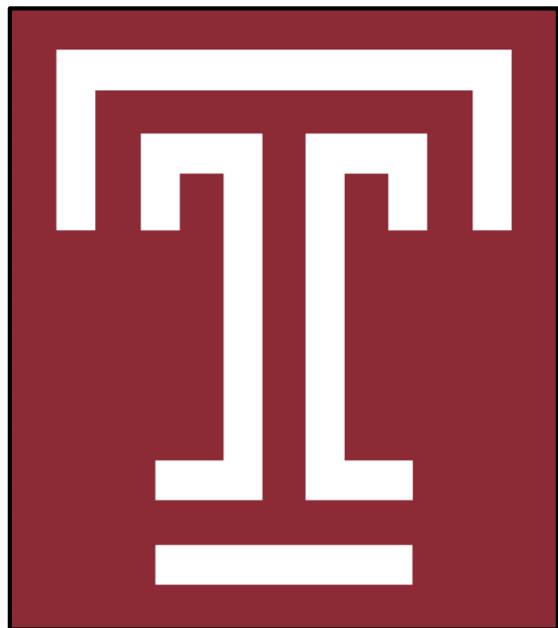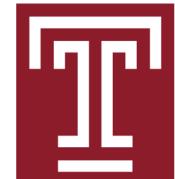
What Currently Exists

Through our own research and recommendations from The Hope Center, we examined community colleges and four-year institutions who had demonstrated a commitment to basic needs.

What we found:

- More websites than physical spaces
- Often connected to Dean of Students; student-driven efforts
- Food pantries, career clothing, and emergency aid prevalent
- Links to local, state, federal benefits but little support
- Lack of coordinated care and case management
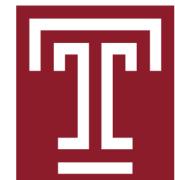
Interviews

- Bursar
- Health & Wellness
- Tuttleman Counseling
- IDEAL
- Enrollment Management
- Student Financial Services
- Student Success Center
- University Career Services
- Office of Sustainability
- College of Public Health
- Dean of Students
- Gittis Student Center Staff
- Student Affairs Strategic Planning Committee

- Institutional Advancement
- Alumni Relations
- Corporate & Foundation Relations
- Institutional Research & Assessment
- Academic Resource Center
- Temple Athletics
- Disability Resources & Services
- The Hope Center
- Cherry Pantry
- Off-Campus Life
- CARE Case Managers
- Strategic Communications
- Capital Planning

- CPH Social Services Annex
- President's Cabinet + Senior Staff
- Vice Provost for Academic Affairs
- Dean, Graduate School
- Dean, Medical School
- Interim Dean, Klein College
- Center for Health Justice and Bioethics
- Dean, Charles Library + Staff

Student Focus Groups
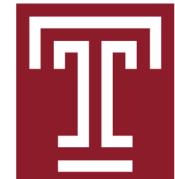
Colleague Recommendations

Priority/Permanent

- Access to local/state/federal programs (Single Stop)

- Expanded Food Pantry Concept
  - Hygiene/Pharmacy Concept Within
  - School/Office Supply Concept Within
  - Culturally-responsive food/hygiene partnership
  - Pregnancy, nursing mother, early childhood
  - Dedicated nutrition resources
  - Information on local food resources, Slack channel for event food pick up, etc.

- Emergency Housing, Off-Campus Housing & Tenant Rights Support

- Legal Aid Services

- Centralized Emergency Aid
  - Plus resources on college/school/department aid programs

- Transportation Resources

- Technology & Internet Resources/Loaner Program

- On-Site Social Worker/Mental Health Support

- Student-Parent Resources

- Student Financial Services

- Student Employment

- Centralized "Catch All" Resource Team
  - Trained students who know about the expanse of resources
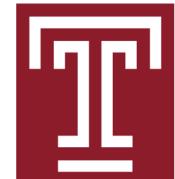
Colleague Recommendations

Important Considerations

- Dedicated Mental Health Space

- Satellite Resilience Resource Center
  Massage chairs, biofeedback, etc.

- Wellness Swing Space
  - Kitchen for nutrition events/demonstrations; perhaps built in to the pantry
  - Space for immunization clinics, vending machines

- Temple Thrift Partnership
  - Permanent space for rotating clothing items (coats, hats, gloves in winter)

- "Lender Library" Space:
  - Rental of one-time use items (cooking supplies)

Opportunities & Partnerships

- Expansive Programming Space
  - IDEAL Shop Talk Series (hair cuts)
  - University Career Services - The Wardrobe partnership, Peer Career Advising Team
  - Recovery program meetings
  - DRS student programs/organizations
  - Timely needs (events tied to academic year deadlines, FAFSA, etc)
  - Academic program/college partnerships
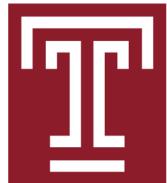
So much good was already happening at Temple.

Our intent was not to take over but to become the coordinating body that dismantled silos, better utilized resources, and served students with dignity and care so they may realize success.

The president became our immediate champion.

Realizing Temple's Opportunity
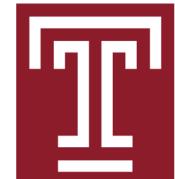
Understanding What's Possible

- **Vetting the Recommendations**

- **Cultivating Support from Institutional Leadership**

- **Meeting with Planning & Capital Projects**

- **Meeting with Key Campus Office to Invite Partnership**

- **Examining Local & State Partnerships**

- **Determining a Fundraising Strategy**

- **Establishing our Team**
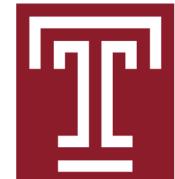
Multi-Phased Approach

In a desire to not allow valuable student service space to sit unutilized, we adopted a phased approach:

- **Phase One: Transition Space (Opened October 2025)**

- **Phase Two: Permanent Space (Summer 2026)**

- **Phase Three: Final Pantry Construction & Relocation (Fall 2026)**

Transition Space
Opened October 2025

Cherry Pantry remained open in adjacent space

Under Construction

MAIN

SECONDARY

X

CHECK-IN & RECEPTION

LARGE PRGRAMMING SPACE - FLEX 50
1,350 SQ FT

4 CUBES

SWING SPACE OR OPEN CONF

Copy/Storage

KITCHENETTE

STORAGE

BLACKSTONE

STARBUCKS

GMC

0C08C
ST-ACT-SV
91.71

0C08A
ST-ACT-SV
241.20

0C08
ST-ACT-SV
176.46

0C08B
ST-ACT-SV
201.07

A008A
MERCHFAC
905.98

RAMP DN

0A002
LOUNGE
761.39

INFO DESK

0A010
CLR-OFF
283.42

0A10A
ADM-OFF
155.65

STAIRS

TELECOM

CORRIDOR

0P001
FOOD-FACSV
274.62

0P002
FOOD-FACSV
186.83

CHERRY PANTRY

0P003
ADM-OFF
65.83

0P005
ADM-OFF
133.55

0P004
CONF
180.38

STORAGE

HYBRID OFFICE

CONF

SHARED OFFICE
FOR 2-4

PRIVATE OFFICE 1

PRIVATE OFFICE 2

PRIVATE OFFICE 3

PRIVATE OFFICE 4

STAIRS

STAIRS

TELECOM

0A026

Transition Space

- **Provided Services**
  - **Case Management**
    - Absence Notifications
    - Crisis Response
    - Drop In Support
    - Support for return to campus
  - **Benefits Enrollment**
    - Local, state, federal
  - Emergency Aid
  - Transportation Vouchers
  - Technology Loaners
  - **Off-campus Living resources**
    - Rent subsidy program
  - Connection to "Best Nest" properties
  - Resource & support coordination to city & university offices
  - Legal aid

- **Hub Classroom (50 seat)**

- **Barnett/Irvine Cherry Pantry**

- **Hygiene Vending Machine**

- **Nursing Pod**

- **Programming Partnerships**

- **Student Organization Hosting**

Temple's new Christopher and Julie Barnett Essential Needs Hub launches its first phase

"The Christopher and Julie Barnett Essential Needs Hub represents a transformational step for Temple," said Jodi Bailey Accavallo, vice president for student affairs. "By creating a coordinated system, we remove barriers before they derail a student's journey. The hub is a visible commitment to our mission of access and excellence and ensures that every student, regardless of circumstance, can fully engage in their education and thrive here.

"Offering this hub affirms that Temple not only educates students in the classroom, but also supports their whole lives, aligning with our goals of retention, success and belonging," she added.
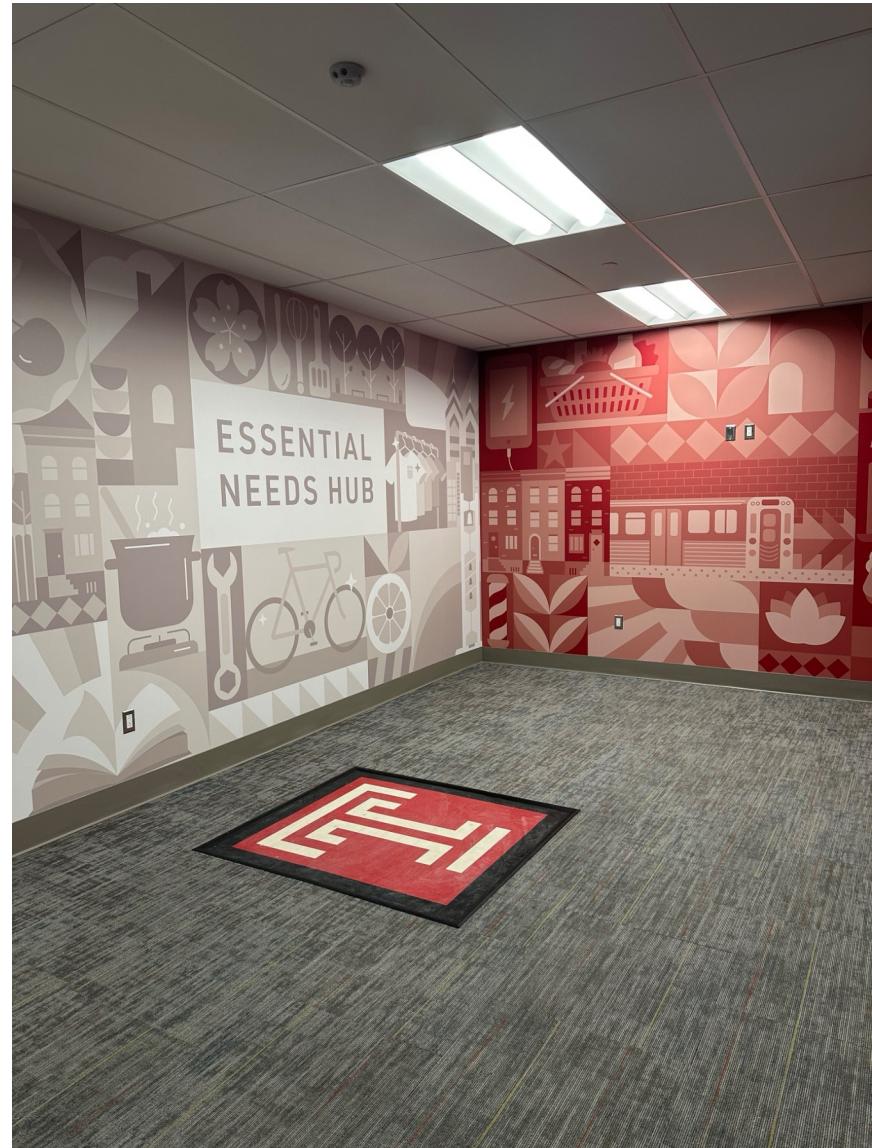
Transition Space Entrance

All students who work in the Essential Needs Hub obtain the Certified Peer Educator designation.

Transition Phase Administrative Suite

50 Seat Classroom During Transition Opening
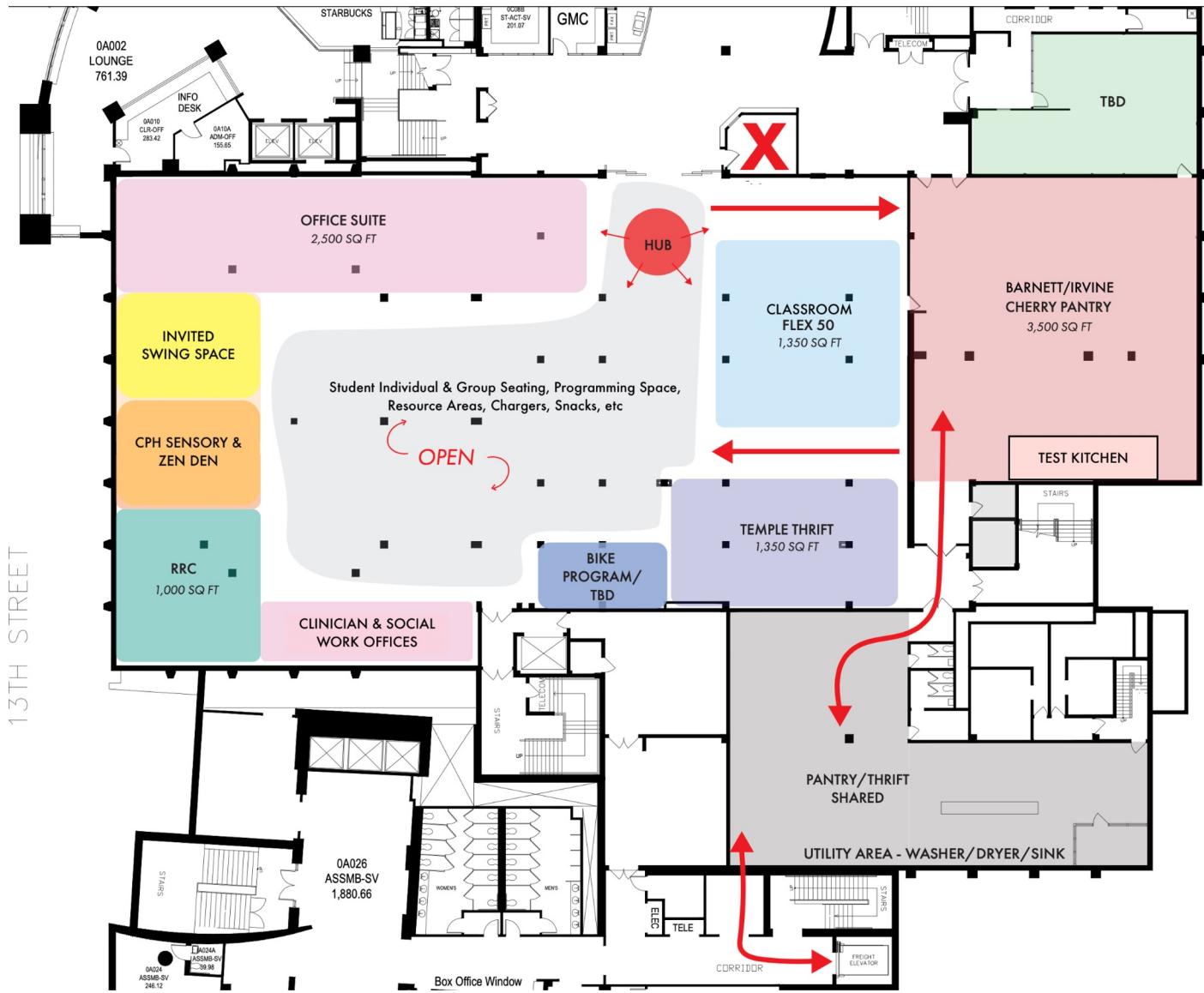
Permanent Phase

Construction Underway

Open Fall 2026

Permanent Hub

- **Front Desk**
  - EAB Navigate Intake
  - Certified Peer Educator Staffing

- **Administrative Suite**
  - Case Management
  - Crisis Response
  - Social Work Interns
  - Disability Resources Support
  - Emergency Aid Access
  - Transportation Vouchers
  - Technology Loaners
  - Legal Aid

- **Community Benefits Navigation**
  - Local, state, and federal benefits enrollment

- **Off Campus Living**
  - Rent subsidy program
  - Connection to Best Nest Properties
  - Tenant Rights Support

- **Barnett/Irvine Cherry Pantry**
  - Produce, dry goods, frozen items
  - Culturally responsive items
  - Hygiene and pharmaceuticals
  - Household items & school supplies
  - Programming for meal preparation, budgeting, etc.
  - Student-led hydroponic garden

- **Temple Thrift**
  - Boutique concept
  - Collection through residence halls and local community
  - Seasonal features
    - Winter coats, hats, gloves
    - Career preparation
    - Academic regalia

- **Fixer Space**
  - Bicycle refurbishment center
  - Clothing mending
  - Life skills programming

Permanent Hub

- **Partnerships Space**
    - **Co-working concept**
    - **Rotation by campus partners**
    - **Determined by need/demand/deadlines**

- **Resilience Resource Center**
    - **On site counseling clinicians**
    - **Massage chairs**
    - **Art & Light Therapy**
    - **Biometric Feedback**
    - **Mental Health Programming**

- **Zen Den Decompression**
    - **Low stimulation wellness space for reset and relaxation**

- **Sensory Room**
    - **Professionally designed space by autism experts**

- **Technology & Learning Commons**
    - **Central space within the Hub**
    - **Multi-modal seating; outlets**
    - **Access to water and snacks**
    - **Programming space**
    - **Laptop loaners**

- **Classroom Spaces**
    - **50 seat classroom**
    - **15 seat programming space**

Permanent Hub

- **Programming Examples**
  - Intentional Curriculum
    - Personal Finance
    - Health & Wellness
    - Temple Resources
  - Campus Partnerships
    - Hair cuts
    - Tax Preparation
    - Immunization Clinics
    - Career Readiness
  - Academic Connections
    - First-year Seminar Courses
    - Supply Chain Management Courses

- **Student Organization Partnerships**
  - Priority access to resources for mission-aligned student organizations
    - First-generation
    - Student-Parents
    - Veterans
    - Transfer Students
    - Identity-based Orgs

- **24/7 Access**
  - Hygiene Vending Machine
  - Nursing Pod
  - Amazon Lockers

ADD NEW TEST FITS & IMAGES

Will receive these during week of January 20th and will update.

OFFICE 88 SF
OFFICE 92 SF
OFFICE 92 SF
OFFICE 92 SF
OFFICE 92 SF
OFFICE 92 SF
OFFICE 92 SF
OFFICE 144 SF
TV
CONFERENCE 283 SF
ADMIN SUITE

OFFICE 88 SF
OFFICE 89 SF
COPY/PRINT 89 SF
(4) 6x8 WORKSTATIONS
OFFICE 97 SF
OFFICE 97 SF
SUPPLY 9 SF
LAPTOP KIOSK

WHITE BOARD
FLEXIBLE SEATING
TV CART
SWING SPACE 526 SF
BOOTH SEATING
BOOTH SEATING

BAG DROP
ENTRY 61 SF
CHECK-IN KIOSK
(4) 6x8 WORKSTATIONS
TV
LOUNGE SEATING AREA
BUILT-IN UPHOLSTERED BENCH

SENSORY 234 SF
BAG DROP
ZEN DEN 184 SF
LEARNING COMMONS 5589 SF
FLEXIBLE SEATING ARRANGEMENT AREA

BOOK SHELF
ART SPACE
SUPPLIES
READING NOOK
MEDITATION SPACE
RRC 553 SF
BAG DROP

HIGH-BACK CHAIRS WITH TABLET ARM
(4) DESKS
HIGH-BACK CHAIRS WITH TABLE

MESSAGE CHAIRS
CHECK-IN KIOSK
COFFEE STATION 55 SF

IDF 21 SF
CORRIDOR 115 SF
SUPPLY 35 SF
SUPPLIES 9 SF
SUPPLIES 9 SF
REF.

OFFICE 92 SF
OFFICE 92 SF
OFFICE 124 SF
OFFICE
OFFICE 92 SF
OFFICE 92 SF
STAFF LOUNGE 166 SF

BUILT-IN HIGH-TOP TABLE

BREAK-OUT AREA 498 SF
EMERGENCY EXIT ONLY
STUDENT DESKS

FLEX 50 CLASSROOM 1375 SF
TV
TV
TV
TV
HUB

CHERRY PANTRY 3473 SF
TIERED SHELVING
TABLE
TABLE
TABLE
TABLE
POINT OF SALE
POINT OF SALE
BAGGING COUNTER

REACH-IN REF.
REACH-IN REF.
REF. GRAB & GO
REF.
DISPLAY CASE
TEST KITCHEN
FLIP-UP COUNTER
MIC

BASKETS
TIERED SHELVING

MIRROR
HANGER RACK
DISPLAY
DISPLAY
MIRROR
SHELVING
SHELVING
SHELVING
MIRROR
SHELVING
SHELVING
BENCH
SHELVING
SHELVING
SHOES
MIRROR
MIRROR
LAYOUT TABLE
(2) CLOTHES RACKS
THRIFT STORE 1232 SF
BAG DROP
POINT OF SALE
HANGER RACK
HIGH-BACK CHAIRS WITH TABLET ARM
FITTING ROOM
CHECK-IN

CLASSROOM STORAGE 109 SF
SUPPLY 61 SF
CORRIDOR 277 SF
JANITOR 58 SF
CHERRY PANTRY OFFICE 84 SF

STORAGE CABINETS
REFURB CENTER 772 SF
WHITE BOARD
HIGH-TOP TABLE
CART
WHITE BOARD
HIGH-TOP TABLE
WHITE BOARD
8' SHELVING
SHELVING CART

BIKE PROGRAM STORAGE 306 SF
(12) PALLETS
SHARED STORAGE 2130 SF
PALLET JACK

TABLE
BIO-DIGESTER
WASHERS
DRYERS
LAYOUT TABLES
MOBILE HANGER RACKS

8' SHELVING
8' SHELVING
8' SHELVING
8' SHELVING
8' SHELVING
8' SHELVING
8' SHELVING
8' SHELVING
RECYCLE
RECYCLE
RECYCLE
RECYCLE
RECYCLE
CART
PALLET JACK
CART
CART
8' SHELVING
8' SHELVING
8' SHELVING
8' SHELVING
8' SHELVING

Cherry Pantry Kitchen

Concept Rendering - Essential Needs Hub

Temple University
Student Affairs

The Christopher and Julie Barnett
Essential Needs Hub

The Christopher and Julie Barnett
Essential Needs Hub

Temple
University
Student Affairs

Prioritizing Essential Needs in Any Context

Not every institutional will have the space, resource, staffing, or support to create what Temple has the immense privilege to offer...

However, there are many ways to elevate essential needs work in your own communities regardless of context.

Investigate

- **Institutional data is critical in understanding student needs.**
  - If the data you need doesn't exist, find ways for collection.
  - Pulse surveys provide quick feedback that tells an important story.

- **Complete a landscape analysis of existing efforts**

- **Center student voice**
  - Essential needs are not the same at every institution or across every student population
  - Listen to a wide variety of students through multiple mediums

- **Study national models + peer/aspirational institutions**
  - What works for the specific needs of your students?
  - What's feasible for your institution to offer?

Institutional Strategy

- **Clearly articulate:**
  - the return on investment of this work for your institution
  - Alignment with mission, vision, and strategic priorities

- **Position your president/chancellor as a champion for essential needs**
  - When appropriate, do the same with governing boards.

- **Rally senior administrators and academic leadership for a coordinated model of support**

- **Engage Institutional Advancement in the conversation from the beginning.**

Prioritize Partnerships

- **Faculty are key in essential needs work. Provide tools and resources to foster access to resources through classroom engagement.**

- **Cross-divisional partnerships are key**
  - **Find subject matter experts in social work, health promotions, education, etc.**
  - **Invite classes with aligned topics to engage, research, etc.**
  - **Bring existing efforts into the mix rather than duplicating**

- **Connect with local, state, and federal resources**

Integrate Case Management

- Carefully select technology systems and implement proactive processes for tracking student need and being responsive while prioritizing dignity.

- Elevate institutional and community expertise. Case managers, behavioral responders, counselors, clinicians, social workers, health promoters, etc are often in our spaces. Provide internships for students to learn.

- Tie this work to the institutional enrollment management strategy. Financial holds, residence hall challenges, academic issues are often tied to essential needs.

Tell the Story...On Repeat

- **Regardless what you build or offer, if students don't know about it, it doesn't matter.**

- **Give faculty the exact information you want shared.**

- **Engage communications colleagues.**

- **Draft four strategies for communication:**
  - **For students (both prospective and current)**
  - **For faculty/staff**
  - **For the broader community and alumni**
  - **For philanthropists**

Assess & Evaluate…On Repeat

- **Prioritize assessment practices from onset of work**

- **Determine what institutional data can be used as benchmarks**

- **Automate as many hidden data collections as possible**
  - **Questions during intake or exit**
  - **Tracking access into/out of spaces**
  - **Examining inventory trends for what students are seeking**

- **At the right time, seek external evaluation as it is helpful in fundraising.**

Useful Resources

Core Features of College Basic Needs Support

Core Feature of Basic Needs Support	Description of Feature
Comprehensive basic needs supports	Promising college basic needs approaches include a variety of different supports to address range of needs students face, such as nutritional support, housing support, transportation support, and emergency aid.
Dedicated basic needs support staff and partnerships	Promising college basic needs approaches are supported by dedicated staff with the time and expertise needed to support students. Internal and external partnerships are also essential to supporting promising basic needs approaches.
Broad outreach efforts	Promising college basic needs approaches include broad outreach efforts through a variety of channels to ensure student awareness of the supports available to them.
Streamlined intake and case management	Promising college basic needs approaches minimize administrative processes and eligibility requirements to make services as accessible as possible to students. Proactive, ongoing follow-up (i.e., case management) is also valuable in helping students to navigate and access supports.
Institutional culture that prioritizes basic needs	Promising college basic needs approaches are typically found in colleges that have institutional cultures were student well-being is prioritized. This includes strong leadership support, sustained funding, and broad buy-in and support from faculty and staff.
Data-informed practices	Promising college basic needs approaches leverage data leverage data to assess student needs, target services, identify areas for program improvement, and assess the effectiveness of various supports.

Useful Resources

Council for the Advancement of Standards in Higher Education

Student Basic Needs Standards & Self-Assessment Guide

Questions & Discussion

Thank You!

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Division of Student Affairs