



8 Questions Your Board Expects You to Answer About Student Care Investments

Preparing for a board conversation about student care can feel like a different kind of challenge. You understand the need, and you can see the demand. You know where students and staff are feeling the strain.

But now you need to channel that into a case your board can evaluate and act on.

Don't worry! You don't have to do this alone. We've been helping people just like you prepare to make your case for investing in student well-being.

HOW TO USE THIS CHECKLIST

We've compiled a checklist of questions you're likely to get from campus leadership, board members, and other leaders, as well as tips for ensuring you answer those questions in a thoughtful and compelling way.

It offers you a clear way to step into the conversation your board is already having. One focused on risk, outcomes, and institutional impact.

Whether you're preparing a request for a new investment or pressure testing how you present results from an existing investment, this checklist ensures you're prepared.

Think of this as a guide you can return to before every board, cabinet, or budget discussion. A way to make sure your story is complete before you walk into the room.



1. Are we solving a real institutional risk?



Why it matters:

Boards respond to risk, not just need. It's not that your leadership doesn't care about student well-being, it's that they have to look at it through the lens of risk vs. outcomes.

Show them the real problems you aim to solve and why they're important right now.

What to show:

- ✓ Demand trends for care
- ✓ Wait times and unmet need
- ✓ After-hours or crisis support gaps
- ✓ Staff capacity constraints
- ✓ Institutional risks tied to inaction

Key message: This is not a service enhancement. It is risk management tied to student safety, reputation, and retention.

2. What happens if we do nothing?



Why it matters:

A board case needs a cost of inaction. Similar to the question above, your board needs to understand that there's significant risk to your campus if nothing changes. Again, we're not just talking about the risks to your students. Staff burnout, student stop-outs, and your school's reputation are all important factors.

What to show:

- ✓ Escalating demand vs. limited capacity
- ✓ Delayed access consequences
- ✓ Attrition risk tied to disengagement
- ✓ Pressure on counseling staff
- ✓ Competitive disadvantage if peers offer more support

Key message: Doing nothing carries operational, financial, and reputational cost.



3. Will students actually get better?



Why it matters:

Boards want outcomes, not activity. You need to show that your student well-being partner goes beyond reporting whether your solution is used to demonstrating how that use is improving student outcomes. Because student wellness directly impacts the health of your campus.

What to show:

- ✓ Clinical improvement over time
- ✓ Symptom reduction
- ✓ Remission or stabilization rates
- ✓ Follow-up and continuity of care
- ✓ Outcomes for higher-acuity students

Key message: More appointments alone are not enough; the board needs proof that care changes outcomes.

4. Does this protect retention, persistence, and academic success?



Why it matters:

This is where care becomes strategic. When care works, students stay. And for many boards, that's the ultimate measure of success. When students stay enrolled, revenue is steady, graduation rates are higher, and your campus thrives.

What to show:

- ✓ Retention lift or persistence indicators
- ✓ Student-reported impact on staying enrolled
- ✓ Student-reported impact on academic performance
- ✓ Withdrawal avoidance stories or data
- ✓ Modeled enrollment/revenue preservation

Key message: Student care is tied to institutional stability, not just student satisfaction.



5. Is this financially responsible?



Why it matters:

Boards need stewardship and return. While it might feel strange to break down something as important as student well-being to return on investment, your board is responsible for your school's financial health. They need to see the real financial impact of a true student wellness partner.

What to show:

- ✓ Cost per student or covered population
- ✓ Cost compared to attrition risk
- ✓ Revenue preserved through retention impact
- ✓ Cost avoidance from crisis events or staffing strain
- ✓ Budget predictability and scalability

Key message: This is a measurable investment with a defensible financial case.

6. Are we expanding access without overloading staff?



Why it matters:

Boards care about system performance. If one of the key reasons you want to invest in a virtual care partner is to ease the burden on your existing wellness staff, your board needs to see that it works as advertised. If your solution doesn't expand access to quality care while giving staff more room to breathe, it's probably not worth the investment.

What to show:

- ✓ Time to first appointment
- ✓ Percentage seen within target windows
- ✓ After-hours usage
- ✓ Break-period and remote access coverage
- ✓ Effect on counseling center capacity and staff strain

Key message: The model should improve access while protecting campus teams.



7. Are we serving the students who most need support?



Why it matters:

Boards increasingly expect evidence of equity. Access to care doesn't always mean equity of care. Your board wants to see how your proposed solution ensures that care isn't just available to everyone but also meets them where they are, in a way that's meaningful and engaging, no matter their identity.

What to show:

- ✓ Utilization across student demographics
- ✓ Reach among historically underserved populations
- ✓ Support for online, graduate, and off-campus learners
- ✓ Language access and provider diversity
- ✓ Known equity gaps and corrective actions

Key message: Equity must be demonstrated, not implied.

8. How will we measure accountability and report results?



Why it matters:

Boards want oversight, not a black-box vendor relationship. Is your virtual care solution a true partner every step of the way, or is it more of a "set-it-and-forget-it" situation? You need to show that your partner is invested in your school's success, how that success is measured, and how it's reported.

What to show:

- ✓ Success metrics and targets
- ✓ Reporting cadence
- ✓ Dashboard visibility
- ✓ Governance and oversight model
- ✓ Partnership roles across student affairs, counseling, finance, and leadership

Key message: This is a managed institutional investment with clear ownership.

FINAL READINESS CHECK

Before you present, take a step back and look at the full picture. Your board is not evaluating a program. They are evaluating a decision. That decision needs to be rooted in providing real care with consistent, measurable outcomes.

Ultimately, your choice of virtual care partner can have a massive impact on your campus community, student retention, student well-being, and your school's financial security. They want to know they've chosen wisely.

They need to know:

- ✓ The risk facing your institution
- ✓ What changes with this investment
- ✓ How it affects retention and financial stability
- ✓ How you will measure results over time
- ✓ What action you are asking them to take



If those answers are clear, your case is ready. If any of them feel uncertain, this checklist shows you where to focus before the meeting.

You don't need to have every detail. Instead, you need to tell a story your board can follow and stand behind.

That is what builds confidence.



And remember, we're always here to help!

Schedule a call today to learn how TimelyCare partners with schools just like yours to improve student well-being while protecting your reputation and bottom line and easing the burden on your existing staff.

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