

Erasing
Opportunity
Gaps
*via Collective
Impact*



Winter 2022

Summer 2022

Framework for UC San Diego

Vision & Mission

UC San Diego to work collectively and coherently in becoming an inclusive student-centered, research-focused, service-oriented university.

- Scale up the size, connectivity, and impact of our research collaborations
- Be as proudly innovative in education as we are in scholarship
- Empower every Triton to succeed – undergraduates, graduate students, staff, and faculty

Why now?

Many areas across UC San Diego have successfully developed innovative solutions that reach different groups of Tritons

- Our experiences during the pandemic with Return-to-Learn have demonstrated the power of concerted action to amplify the effect of individual efforts
- External reviews have also identified greater collaboration as a significant opportunity for improvement
- Gov. Newsom's budget proposal provides five years of annual funding increases with a major caveat - universities must demonstrate progress closing opportunity gaps

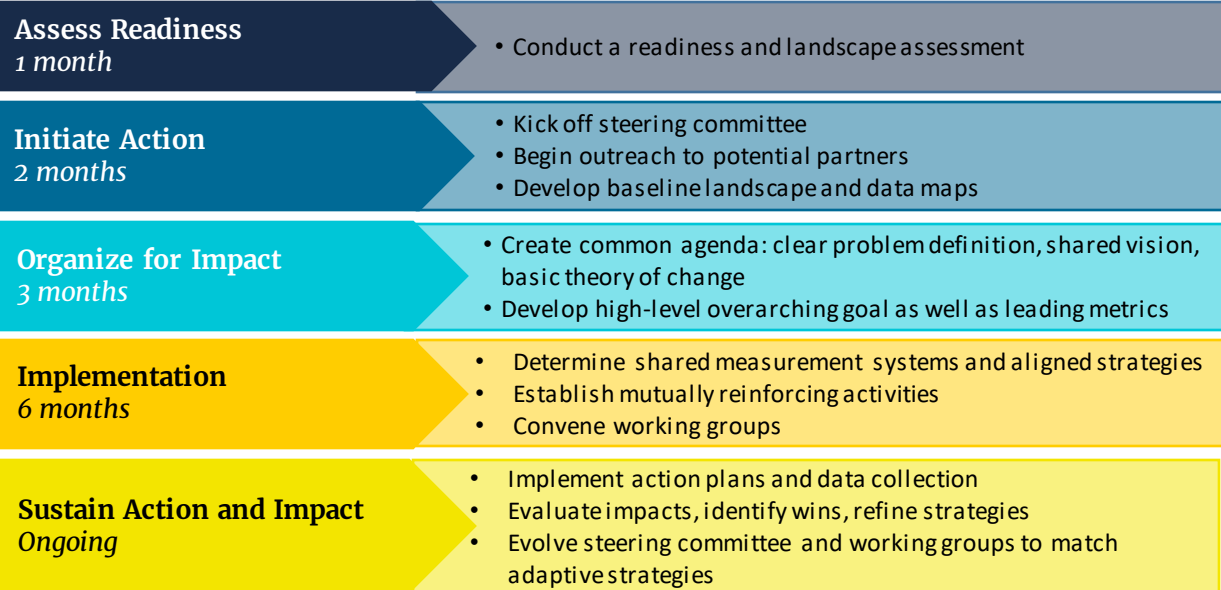
Unifying our many efforts to make members of the university community feel informed, valued and empowered to do their best

Adopting a Collective Approach

For comprehensive solutions to the complex issues facing our university community, we must:

- Create connections between partners, initiatives, and programs
- Combine our expertise
- Leverage our collective efforts

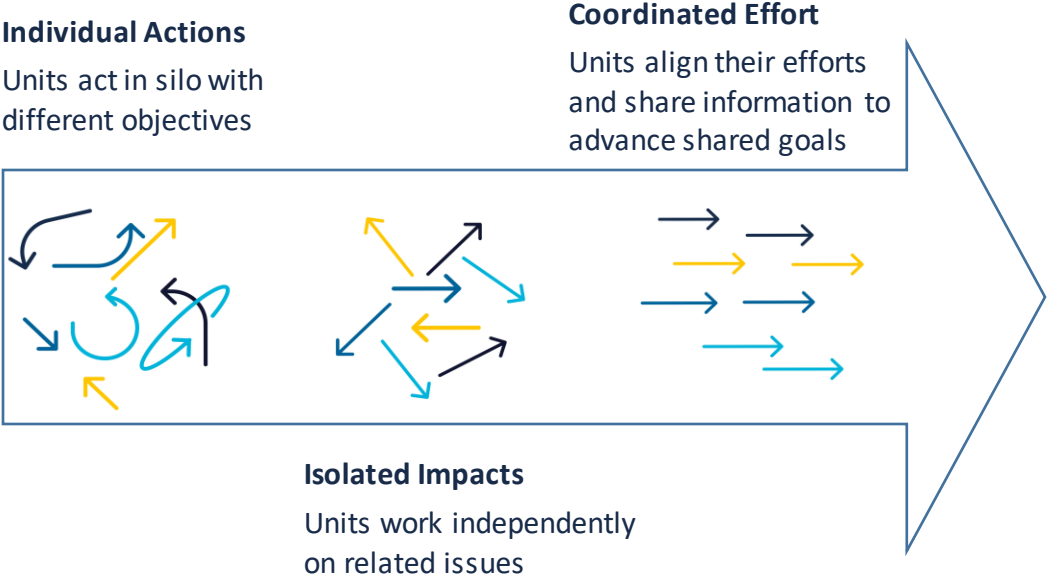
Timeline/Phases



What is collective impact?

A collaborative approach to tackling complex challenges - a framework for leveraging complementary efforts to advance individual actions and achieve transformative change

Isolated vs. Collective Impact



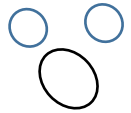
Tackling complex challenges involves addressing their multiple causes and interdependent solutions; the power of collective impact stems from the collaboration of complementary activities as part of an overarching plan.

Five key conditions

Common agenda	Shared vision for change, including a common understanding of the problem and a joint approach to solving it
Shared measurement	Collecting data and monitoring outcomes consistently supports alignment across activities
Mutually reinforcing activities	Stakeholders coordinate efforts through a mutually reinforcing plan of action.
Continuous communication	Structured and open communication is critical to building partnerships, supporting mutual objectives, and advancing strategic action
Backbone support	Administrative support to guide the strategic plan, organize partner actions, facilitate communication and shared measurement systems, etc.

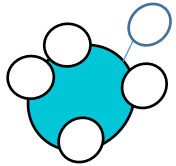
Action Network

Developing a network infrastructure provides opportunities for partners to connect and engage, building capacity for greater efficiency and impact



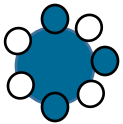
University partners

Individual units, service providers, initiatives or other stakeholders



Working groups

Cross-sector partnerships targeting a particular element of the common agenda



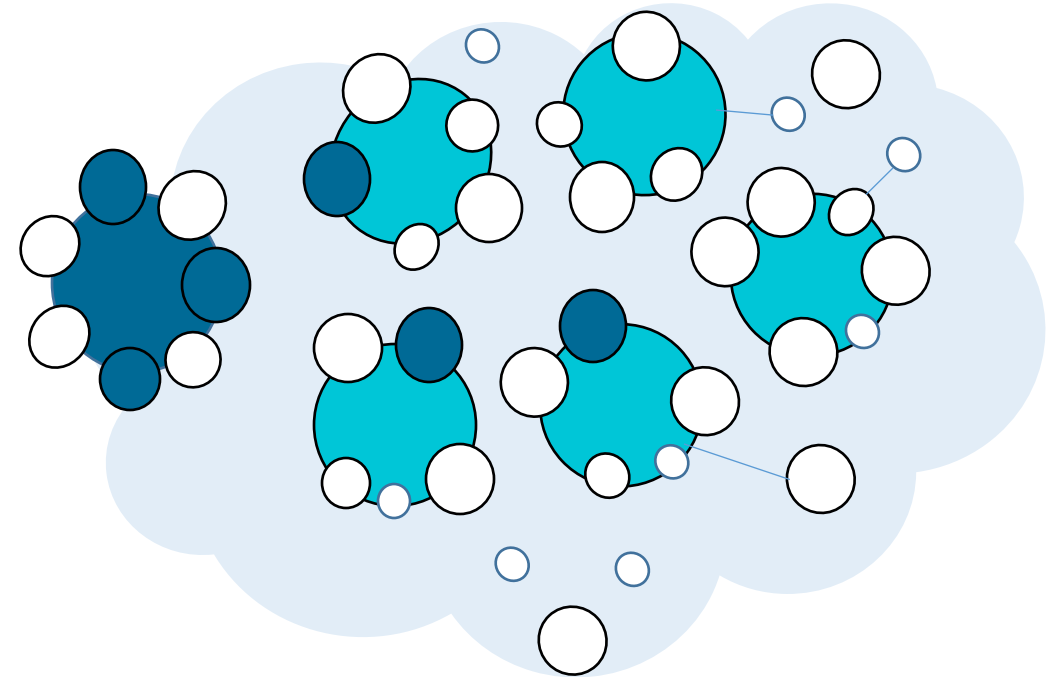
Steering committee

Provides strategic oversight and plays an important role bringing key stakeholders into the network



Backbone support

Fulfills the roles of facilitator, project manager, and data manager for the overarching collective impact initiative.



Collaborative links form across the network, forging new connections among workgroups and partners, as well as administrative support services or resources

Getting Started

Steps individual units can use to effectively collaborate with new partners and develop plans for transformative impact

» Plug into network

- Join existing efforts to partner, rather than work in silos
- Reaching across boundaries to engage university partners – innovation comes from seeing a system from different points of view
- Grow capabilities of the entire network

» Build Action Plans

- Description of the problem informed by research and data
- A clear goal for desired change
- Portfolio of key strategies that will advance large-scale change
- Approach to evaluation and assessment

» Convene Working Groups

- Groups lead execution of their particular strategies, identifying resources needed, coordinating activities among working group members and relevant partners, and monitoring data to measure progress.

» Sustain Action & Impact

- Test strategies, develop action plans, implement best practices
- Monitor and improve; measure progress, reflect on results, apply learning to future efforts and continuously refine strategies
- Scale and spread success; make aligned action commitments, champion effective strategies across units, develop new collaborative partnerships

Tritons bringing it together

» Commitment

- Actively participate and advance collective impact approach
- Resolve to augment your idea, program, initiative through collective impact approach

» Coordination

- Actively participate and advance collective impact approach
- Resolve to augment your idea, program, initiative through collective impact approach

» Collaboration

- Reaching across boundaries to engage university partners – innovation comes from seeing a system from different points of view
- Administer your unique effort in partnership with coordinated activities

Administrative backbone and resources available to support units interested in joining the collective impact initiative

» Communication

- Ask questions, reach out to related initiatives, and ask your partners about expanding your networks
- Support continuous improvement through information sharing

Who to contact

- Let us know what you're working on! Contact collectiveimpact@ucsd.edu
- The Steering Committee can connect you to related initiatives and provide to logistical support your collective impact effort, including Institutional Research and Extended Studies
 - Connect to university partners working in related areas
 - Assistance with data collection and program evaluations to measure impact
 - Meeting and working group facilitation
- Visit collectiveimpact.ucsd.edu to learn more