

Collective Impact Spring Update

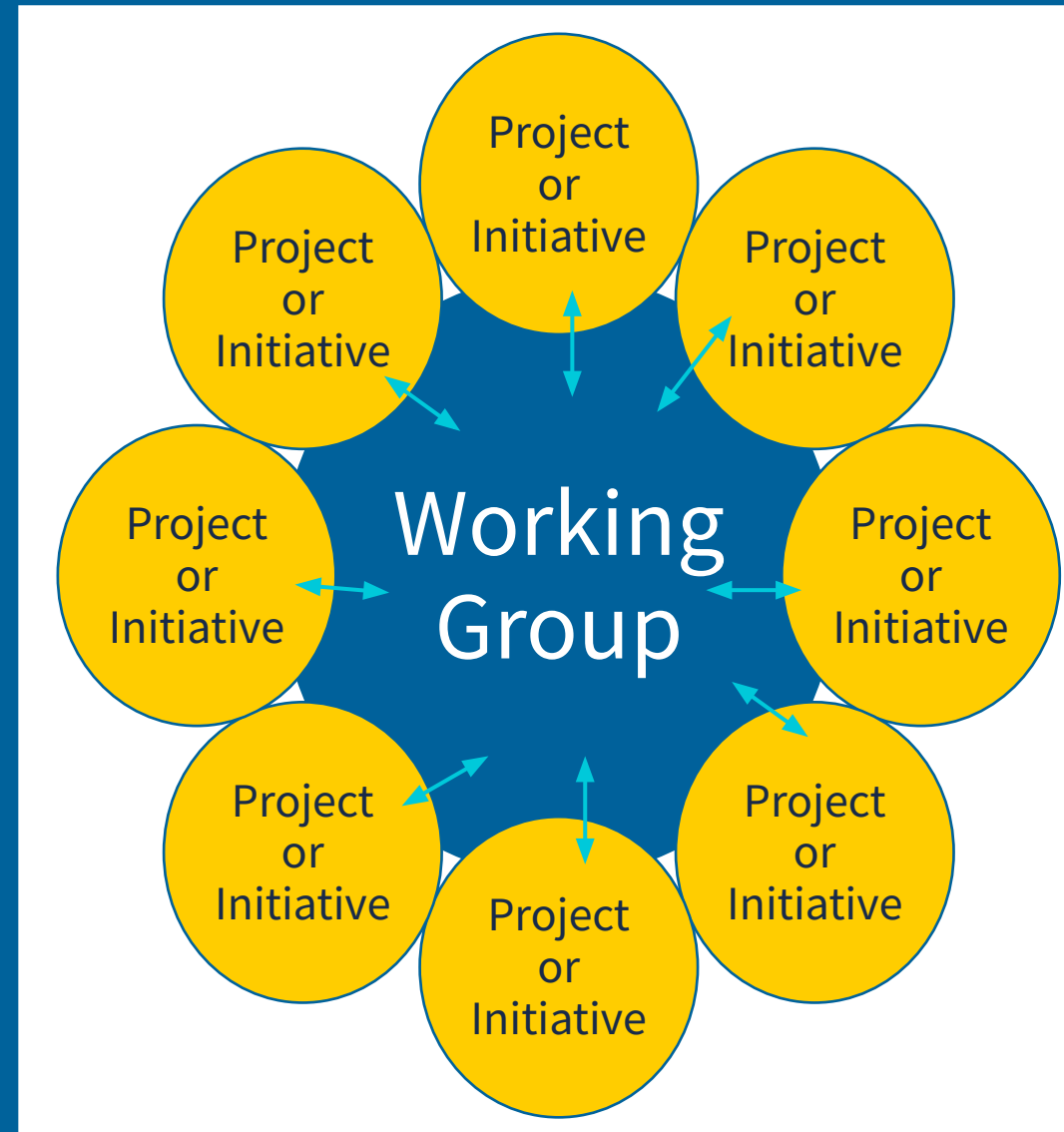
Executive Vice Chancellor
Elizabeth H. Simmons

May 18, 2023

UC San Diego

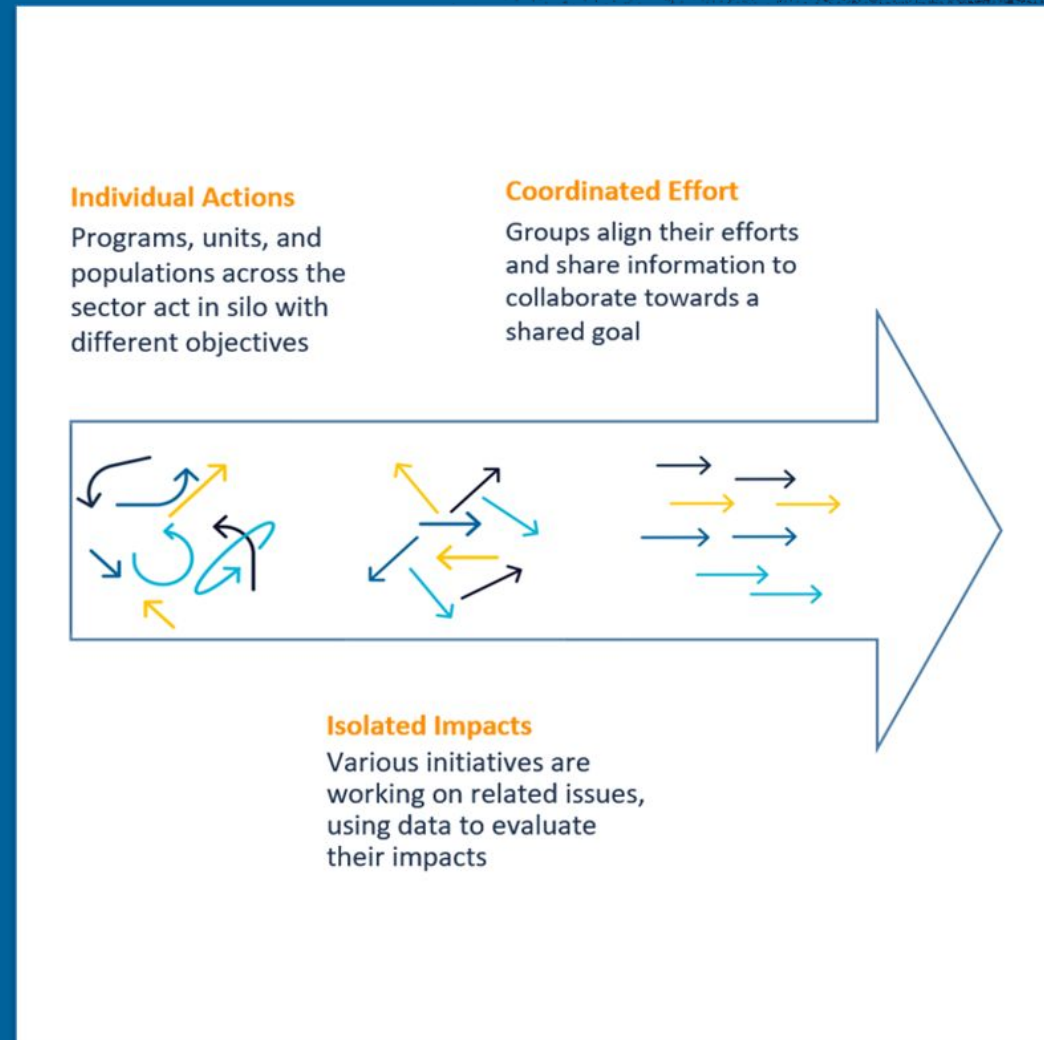
Agenda

- Updates from the EVC
- People Proposition
UC San Diego Human Resources
- Breakout Sessions
 - Collective Impact in the Higher Ed Landscape
 - How do Working Groups Work?
- Report Out on Highlights from Breakout Sessions
- Closing



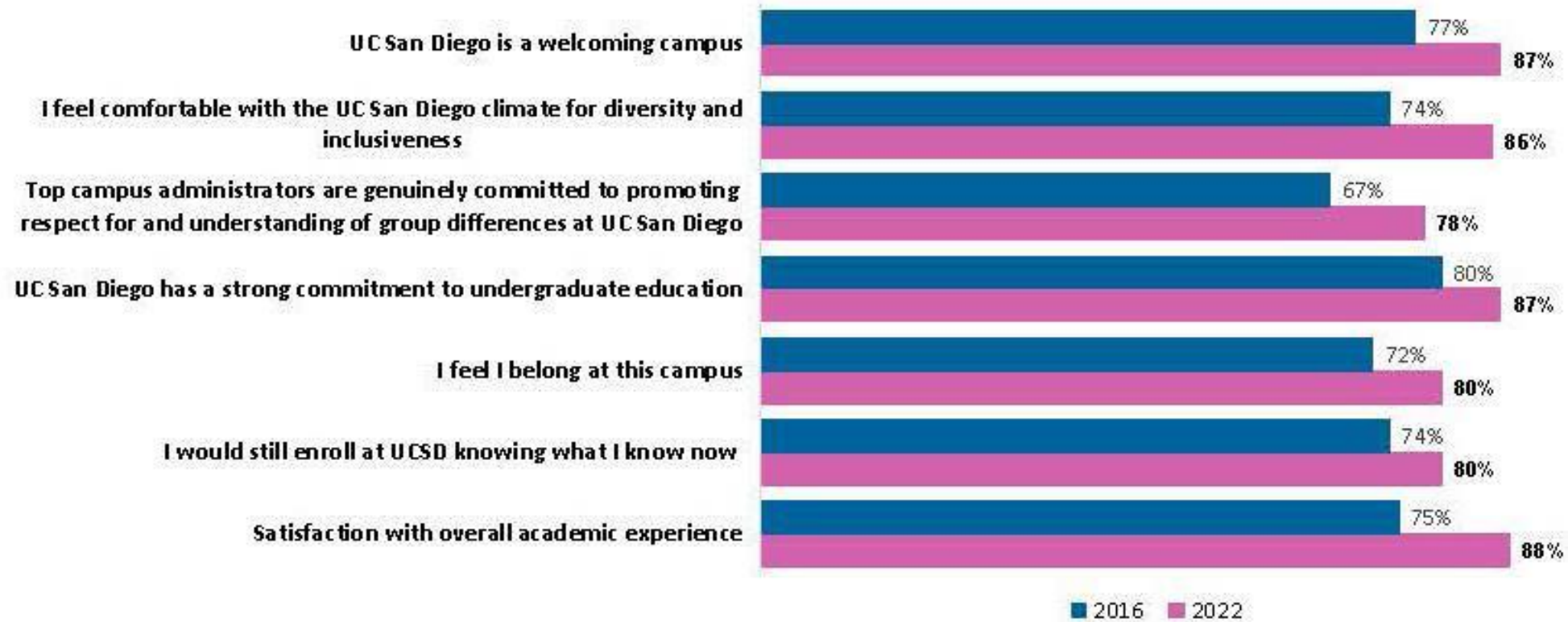
Why Are We Doing Collective Impact?

- In their 2020 report, our accreditor, WSCUC charged us to work in greater coordination and give evidence of doing so
 - Collective Impact is about learning together, aligning and integrating their individual actions for greater change
- The mid-term report for our 10-year period of accreditation is due in 2024



Collective Impact is Making a Difference

Student Experiences (UC Undergraduate Experience Survey)



How Do We Execute Collective Impact at UC San Diego?

- The process is different from others we are used to, and we are learning together how best to bring it to life
 - Intended to emphasize grassroots effort
 - No pre-set deadlines for completion
- As new initiatives or projects begin, they should connect with one or more Working Groups and with the CI Backbone
 - Initiatives/Projects retain their autonomy and integrity
 - Joining Working Group(s) and connecting with the CI Backbone gives the initiative or project access to resources, assessment assistance, and partners for mutually supportive activities
 - This allows the campus to retain a collective approach and stay informed



Working Groups are about Connection & Collaboration

- Working Groups are designed to help organize individual initiatives around collective goals, shared data, and common assessment tools
- Individual projects or initiatives do not lose their autonomy or focus by connecting with a Working Group
- Individuals on Working Groups are there to bring ideas, best practices, lessons learned, data and other knowledge into the service of the associated initiatives

Role of the Working Group Chairs

- **Lead the meetings**
- **Set the direction for the meetings and the group**
 - ensure that common goals, data, and assessment tools are being incorporated by the affiliated initiatives
 - encourage development of mutually reinforcing activities by pairs, trios etc. of initiatives
 - promote discussion of the common goals, data, assessments, activities so the initiatives affiliated with the working group keep learning from one another
- **Come to the EVC with ideas or proposals arising from the working group discussions**
 - share data and assessment outcomes
 - suggest areas for follow-up and/or investment by administration

Agenda

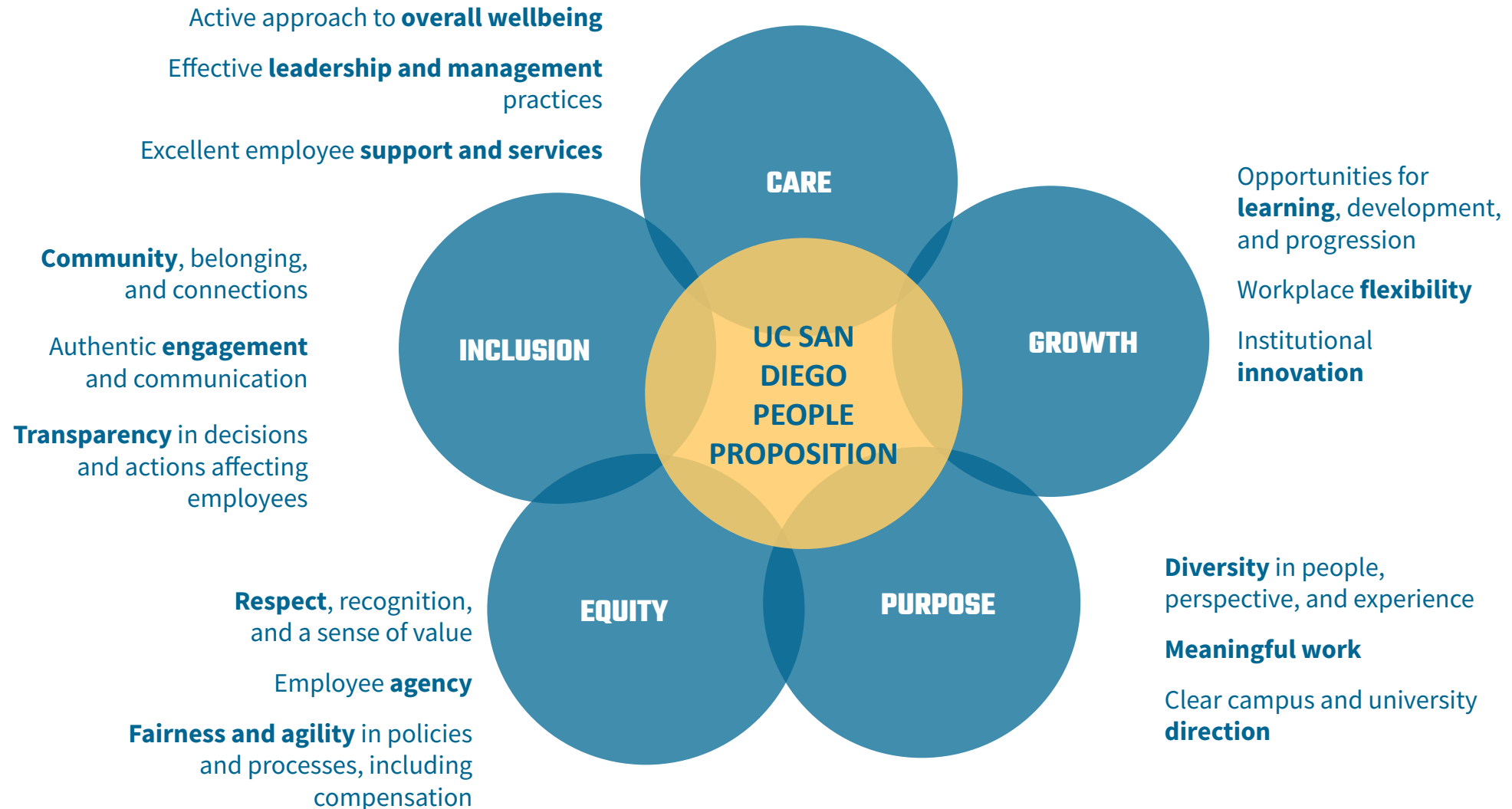
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Human Resources
People Proposition
Collective Impact

UC San Diego

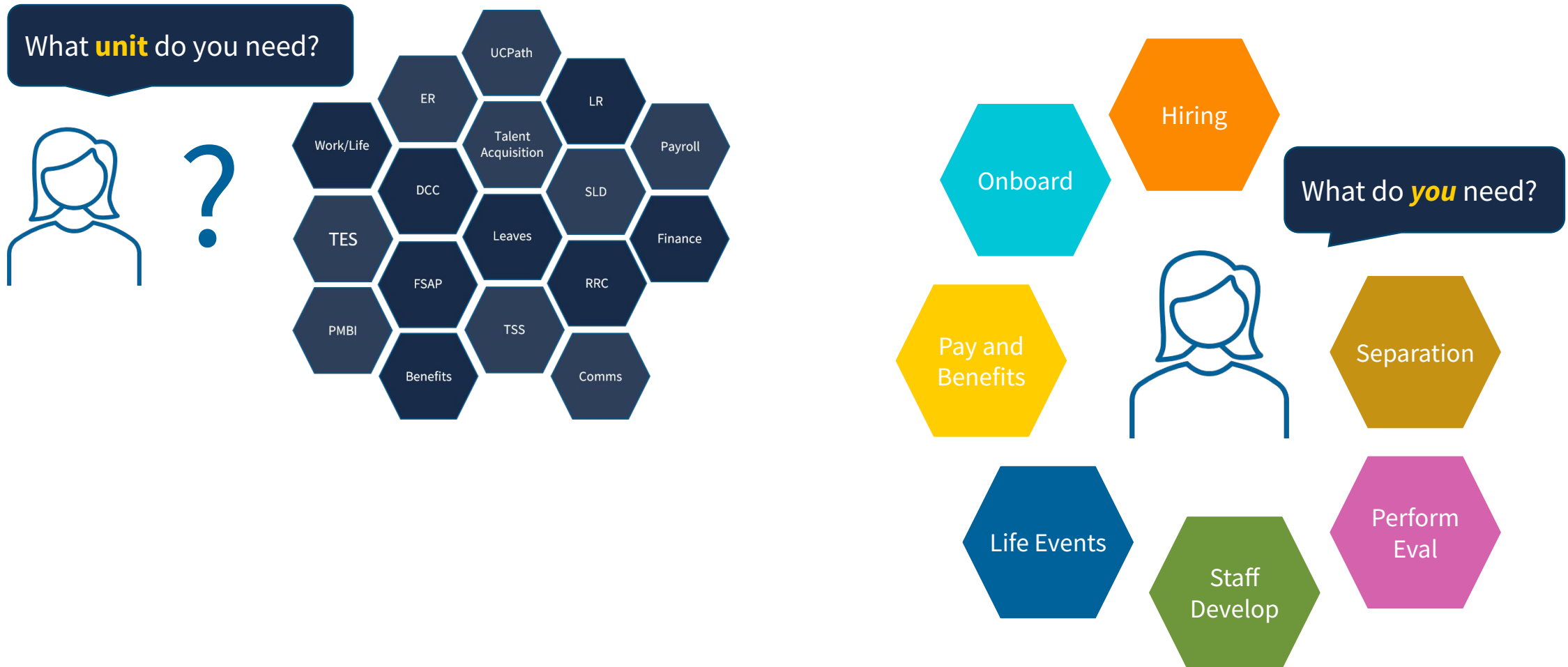
Our Commitment to Employees: People Proposition



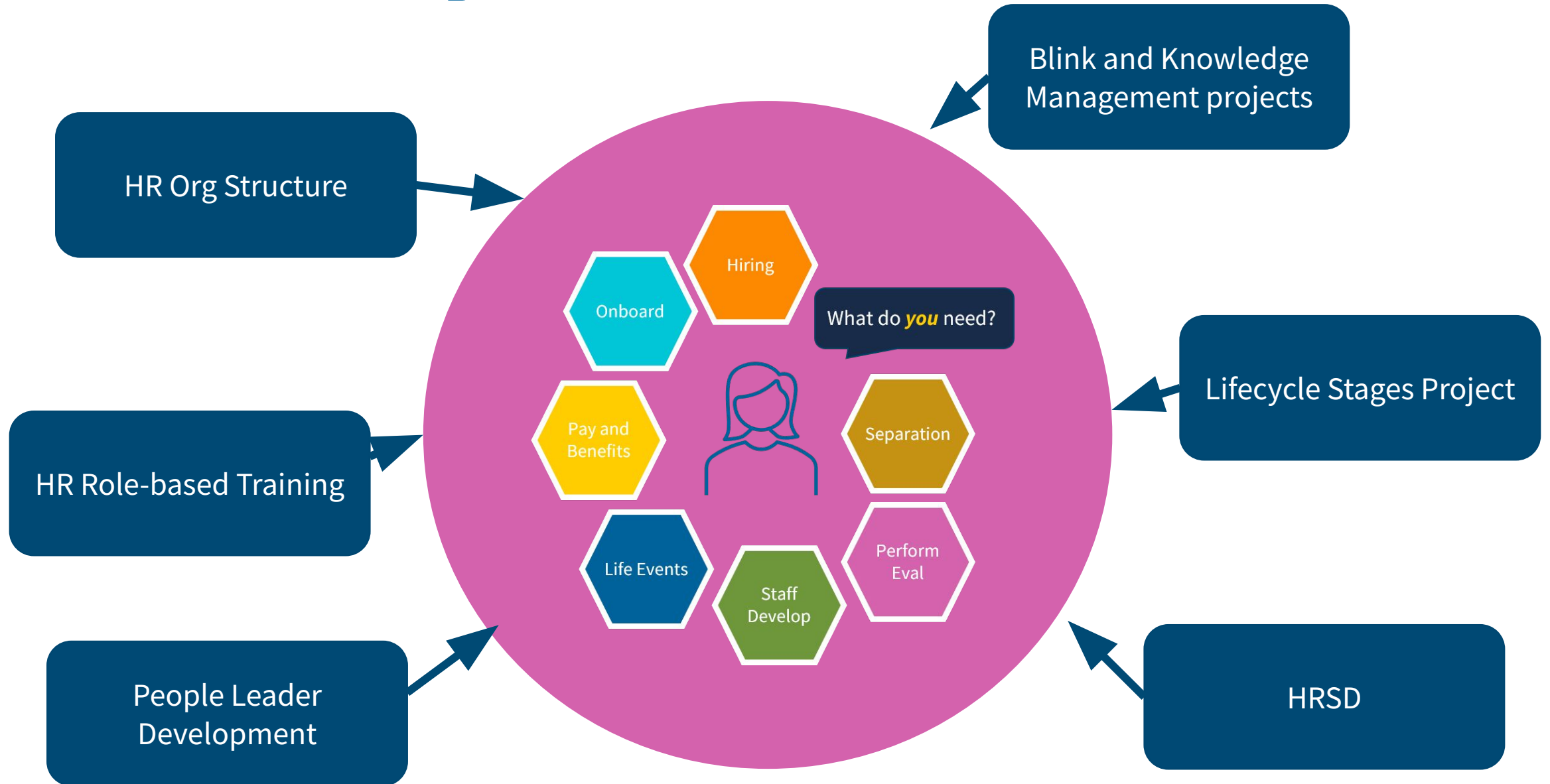
How This Work is Connected

People proposition	Campus accountabilities	HR platforms					
Care	Supporting the wellbeing of all our people						
Inclusion	Managing people effectively						
Equity	Creating and sustaining a positive culture Compensating people competitively and fairly	Campus organization design and development	Approach to talent and compensation	People data and analytics	Delivery of HR services	HR service model	Transformation of Campus HR
Purpose	Reinforcing the role of people in campus strategy Attracting and hiring great people						
Growth	Developing, promoting, and retaining our people						

An employee-centered orientation



How we are working toward it



EMPLOYEE

PEOPLE LEADER

Hiring

Find Posting
Apply
Interview

- Strategic Planning and Goal Setting
- Workforce Planning
- Job Description
- Screening Criteria

Onboarding

First Day
Orientation
First 1:1
Probationary
Period

- Coordinate Systems Access
- Onboarding Plan and Execution (30-60-90)
- On the Job Training
- 1:1 Meetings
- Probationary Period Review and Discussion
- Benefits NEO

Pay & Benefits

First paycheck
Benefits
Enrollment

- Ensure appointment is correct in UC Path
- Approve Timecard

Life Events

Family Changes
Life Events
Impacting Work

- Direct to Resources
- Role in the Interactive Accommodations and Leaves Processes

Staff Development

Training and mentoring
Development Opportunities
Milestones & Achievements
Promotions & Role Changes
Organizational Changes

- Developmental Planning and Opportunities
- Recognition
- Initiate Equity, Reclass, Promotion Conversations with HR
- Change Management
- Ensuring All Training Current Status
- Team Building
- Connecting to Training Resources for Systems and Process Changes
- Budgeting and Costs
- Communication in all directions

Performance

Performance
Management &
Evaluation

- Expectations & Goal Setting
- Work Direction
- Ensuring Compliance with Labor Laws and UCSD Policies
- Coaching
- Completing Performance Evaluation Processes
- Maintain Safety Standards
- Conflict Resolution
- Ensuring Access to Appropriate Tools & Resources

Separation

Separation
Retirement

- Succession Planning

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Breakout Sessions

To join a breakout room, locate the bottom toolbar on your Zoom window, click “More,” then click “Breakout Rooms.” Select your room and click “Join.”

How do Working Groups Work?

Facilitated by:

Sarah Nolan

Senior Research Analyst

Duyen Trang

Senior Research Analyst

Nan Chen

Collective Impact Project
Coordinator

The Origins of Collective Impact

Facilitated by:

Frank Silva

Associate Vice Chancellor and Chief
of Staff for Equity, Diversity, and
Inclusion

Georgia Kovacs

Associate Director of Research
Affairs, Division of Extended Studies

The Origins of Collective Impact

Frank Silva, Associate Vice Chancellor for EDI

Georgia Kovacs, Executive Director, Center for Research and Evaluation

May 18, 2023

UC San Diego

What is Collective Impact and Why are we Using It?

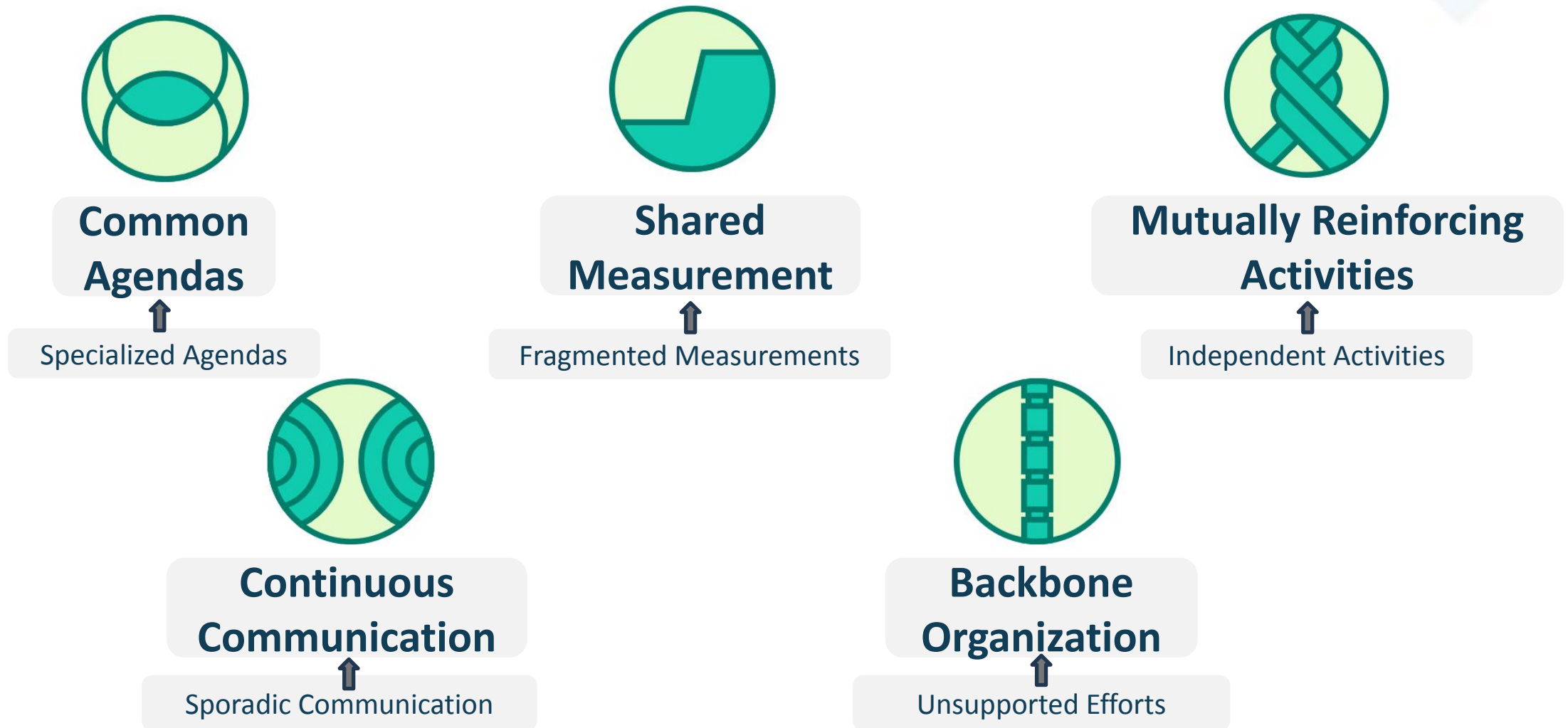
PRESENTATION OVERVIEW

- Origins of the Collective Impact framework
- Five Conditions for Collective Impact
- An Application of Collective Impact - USC
- Why is Collective Impact the right approach for UC San Diego?
- Collective Impact at UC San Diego, an Example
- Evidence that Collective Impact Works
- Q & A

The Origins of Collective Impact

- Concept of Collective Impact first appeared in a [2011 article in the *Stanford Social Innovation Review*](#)
 - Origins date back to 2004 article from Harvard's Kennedy School
 - Rooted in community activism, need to solve complex problems
 - Emphasis on letting people involved in a problem figure out solutions
- Community activists asked: “What is the single most important obstacle to social progress?”
 - **FRAGMENTATION OF EFFORT**
 - Too many players working alone to address social issues, without coordination of efforts
- FSG (a social impact org) developed CI framework from 2007-2010 to address complex issues

Five Conditions for Collective Impact



An Application of Collective Impact at USC

- <https://sites.usc.edu/studentwellbeing/shared-measures/>

Student wellbeing is a shared responsibility of all sectors of the institution. It is grounded in concepts of public health, which has social justice at its core. Public health is more than the aggregated sum of each individual's personal health; it is the outcome of a deep understanding of both population-level data and authentic community engagement. These are implemented through the health promotion process. Community defined shared measures are an essential foundation for that process.

To track progress, members of the student community and the participating partners of the Well-being Collective worked to identify 8 Key Performance Indicators (KPIs) to regularly report and share with the whole USC community. These KPIs are far from the only measures of progress. They represent essential common values and begin to measure movement towards the common agenda.

Student Wellbeing Key Performance Indicators

The following grid documents the 2018-2019 Baseline, Spring 2022 results and 2029/2030 targets of the eight Key Performance Indicators:

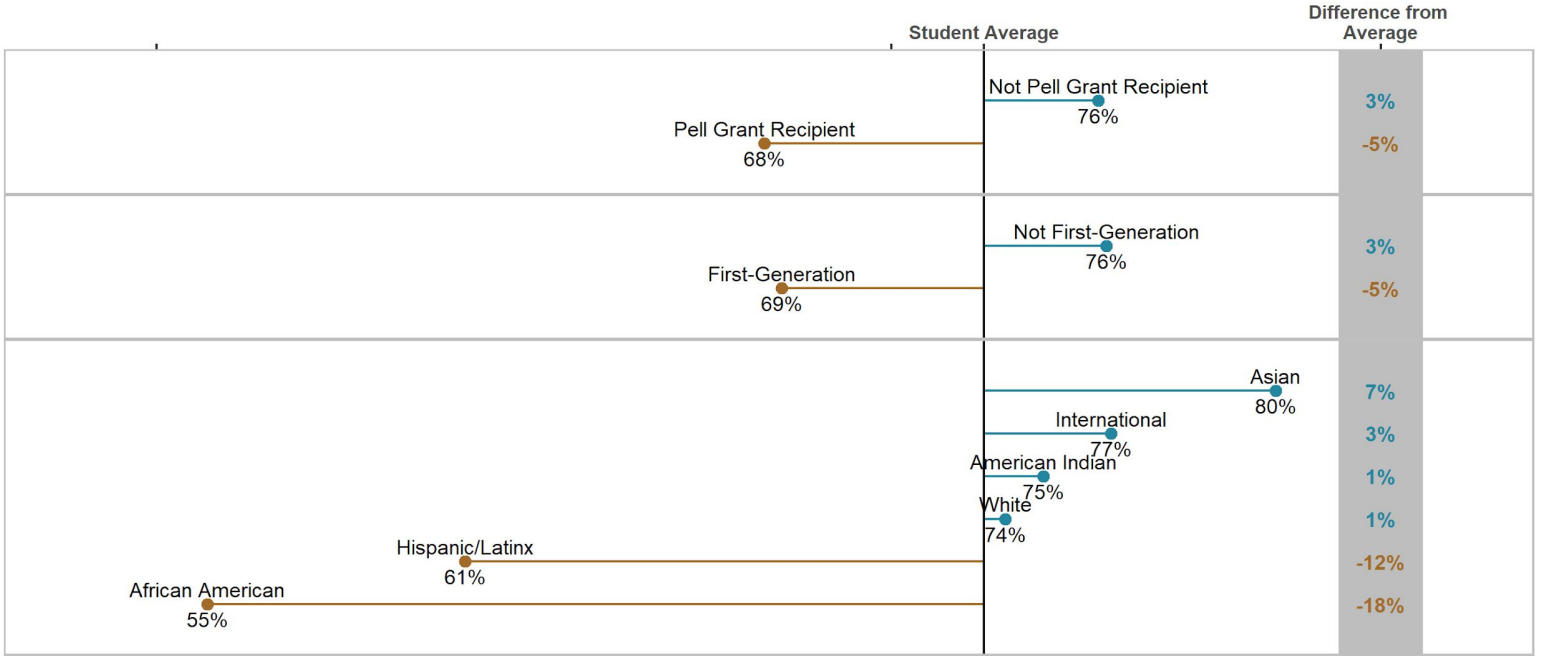
Key Performance Indicator	Description	2018-2019 Baseline	Spring 2022	Target 2029-2030
Positive Sense of Belonging	% of students who report positive sense of belonging.	43.1%	36.6%	47.8%
Fairness and Equity in classroom	% of all students who feel they are treated fairly and equitably in classrooms and classroom settings.	84.2%	82.7%	93.5%
Fairness and Equity out of classroom	% of all students who feel they are treated fairly and equitably in out-of-classroom university spaces.	79.6%	75.9%	88.4%

Why is Collective Impact the Right Approach for UC San Diego?

- Equity gaps are complex and persistent
- Many great programs and initiatives at UCSD to address inequities
 - Increased communication, collaboration on shared goals, and common data systems can amplify impact
 - Rapid University growth has yielded an increasingly complex system
- We have dedicated resources from the EVC to make Collective Impact at UC San Diego successful

Equity Gaps at UCSD: A Complex Challenge

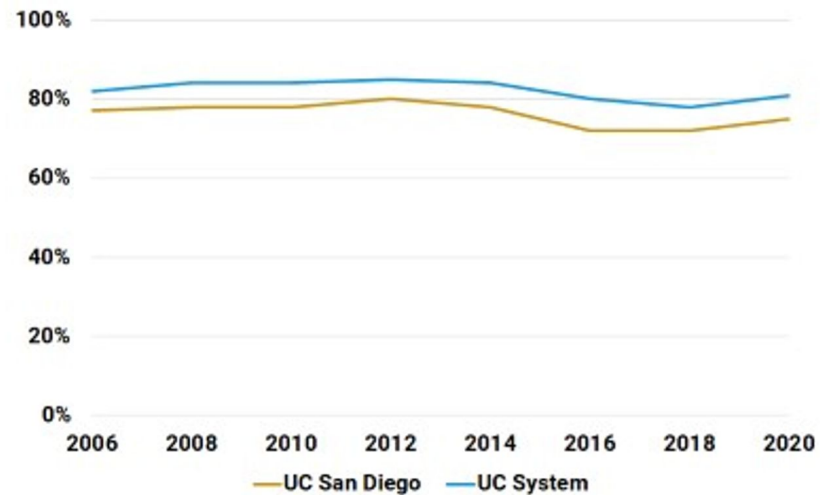
Graduation Rate First Time First Year,
Four Years or Less
UCSD FTFY 2018 Entry Cohort



Data Source: UCSD IR

Sense of Belonging at UC San Diego

There is a small but persistent gap in undergraduate student sense of belonging at **UC San Diego** compared across the **UC System** as a whole.

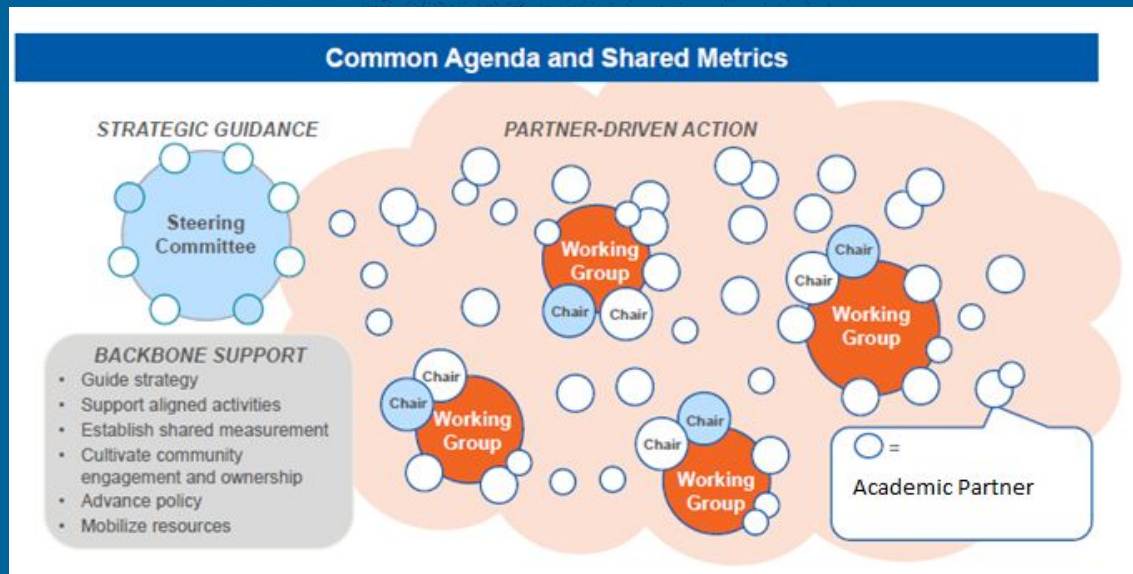


Institutional Research 2022

17

Collective Impact at UC San Diego: An Example

- Affordable Learning and Financial Support
- Learning about each other's programs
- Reviewing relevant data
- Discussing shared agenda and metrics



Program	Organization	Org Chart Position
Jacob's Scholar's	IDEA Center in Jacobs School of Engineering	Academic Affairs
Overnight Program for Admitted High School Students	IDEA Center in Jacobs School of Engineering	Academic Affairs
Summer Engineering Institute	IDEA Center in Jacobs School of Engineering	Academic Affairs
ChromeBook Lending	Library	Academic Affairs
Controlled Digital Lending	Library	Academic Affairs
Cancer Center Creating Scientists to Address Cancer Disparities // SUMMER SCIENCE ENRICHMENT PROGRAM	Moore's Cancer Center	Health System
Campus Partners High Touch Committee	Student Financial Solutions	Financial Offices

Evidence that Collective Impact Works

- Vibrant Communities Collective Impact
- Complex Problem: Poverty reduction stalled in Canada
- Goal: Reduce poverty
- Engagement: More than 50 Canadian communities and universities
- Impact:
 - Influenced 200K Canadians via increasing access to food, shelter, skills, income
 - Changed 53 policies to support poverty reduction
 - Engaged 4K partners
 - Mobilized \$23 million for poverty reduction
 - Learn more here:
<https://www.fsg.org/resource/vibrant-communities/#resource-downloads>

Q & A

Collective Impact Resources

- [Collective Impact at UC San Diego](#)
- [2011 article in the *Stanford Social Innovation Review*](#)
- [Collective Impact Forum](#)
- **Walzer, Norman, Liz Weaver, and Catherine McGuire. 2016. “Collective Impact Approaches and Community Development Issues.” *Community Development* 47(2):156–66. doi: 10.1080/15575330.2015.1133686.**

Center for Research & Evaluation

UC San Diego

EXTENDED STUDIES

Collective Impact Spring Update

05/18/2023



Quick Poll #1

What have you heard about Collective Impact at UCSD?

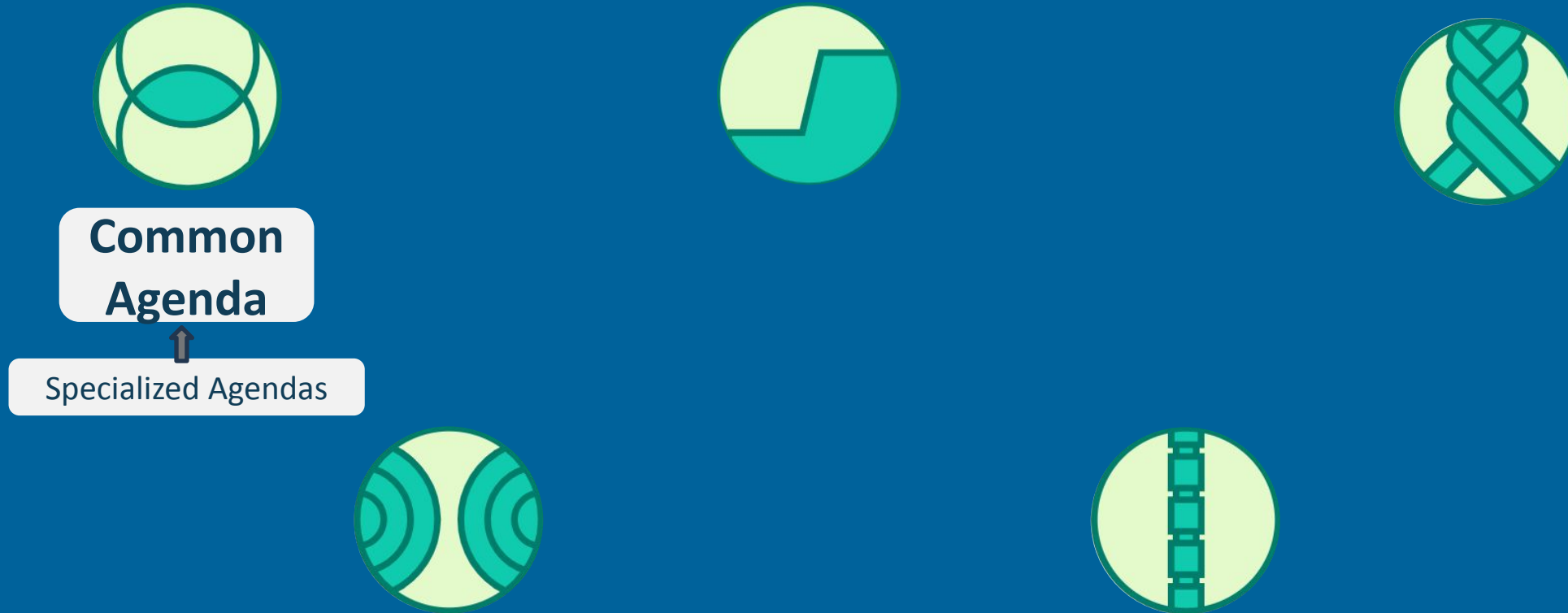
- I'm a working group member!
- I know someone who is a working group member
- I've heard the buzz around campus but not much more
- I've never heard of it

Collective Impact brings people together in a structured way to achieve social change

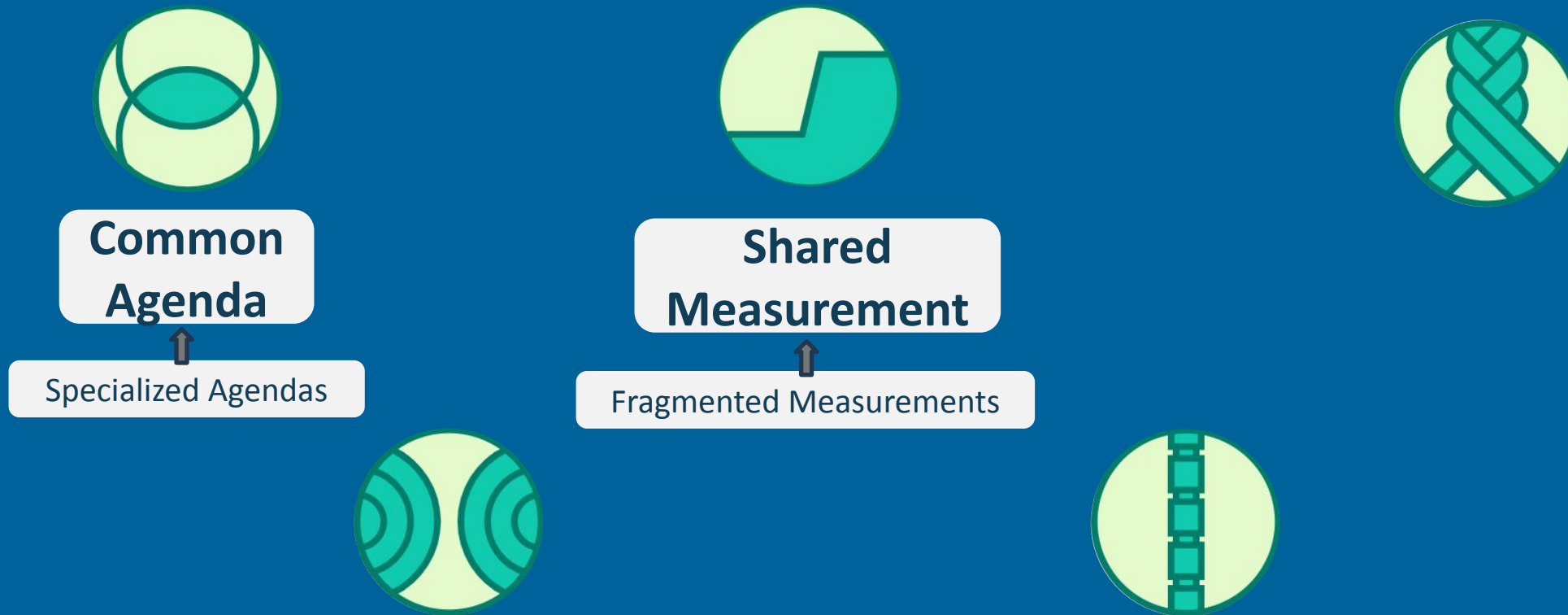
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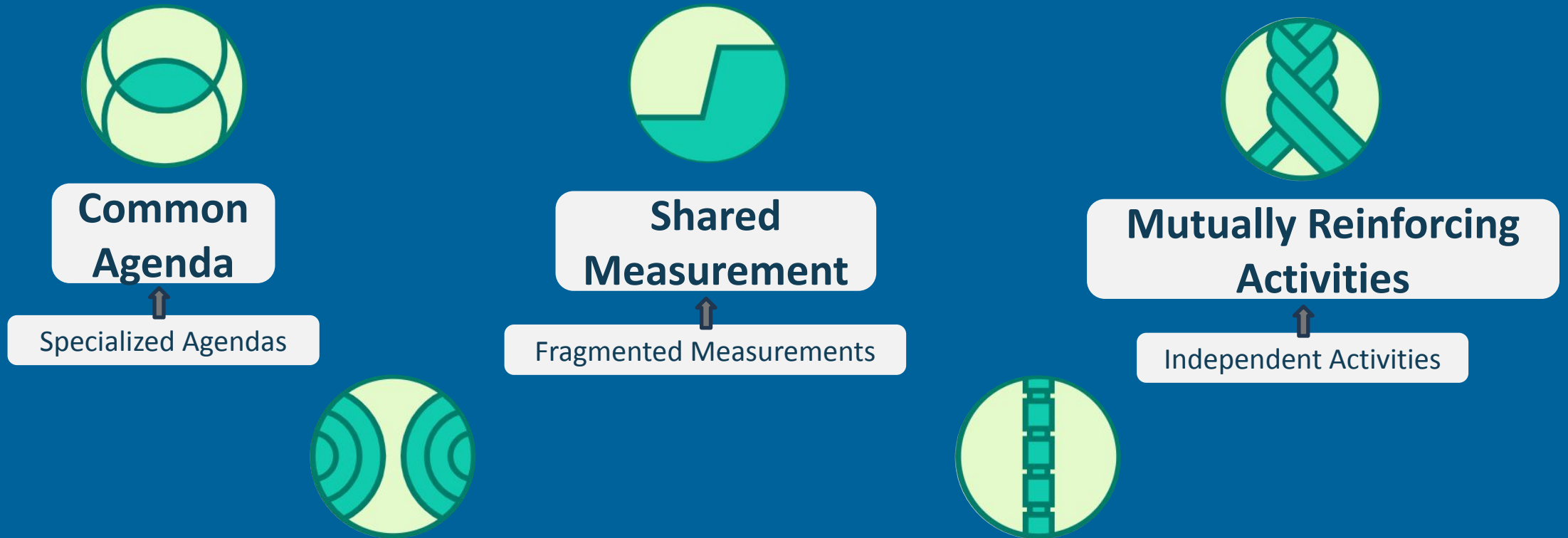
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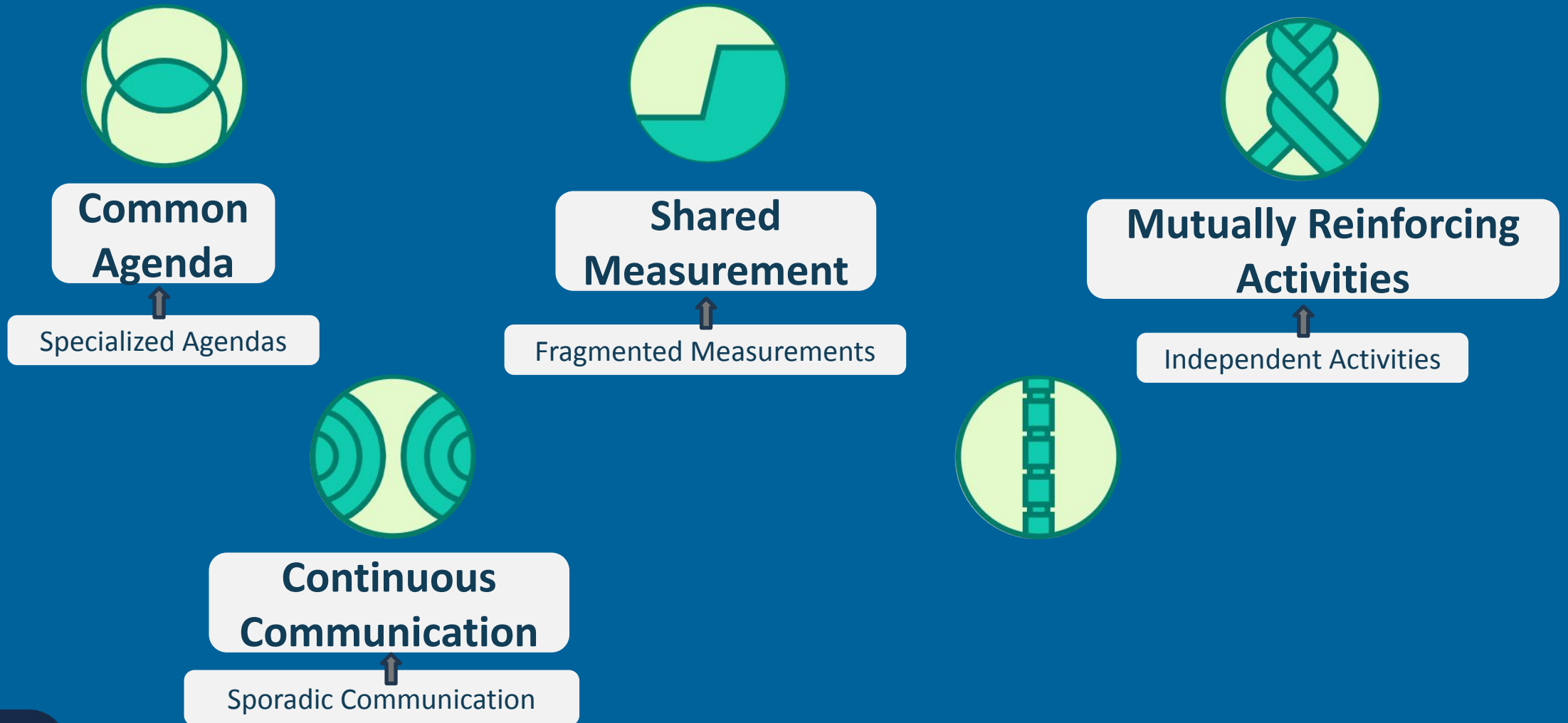
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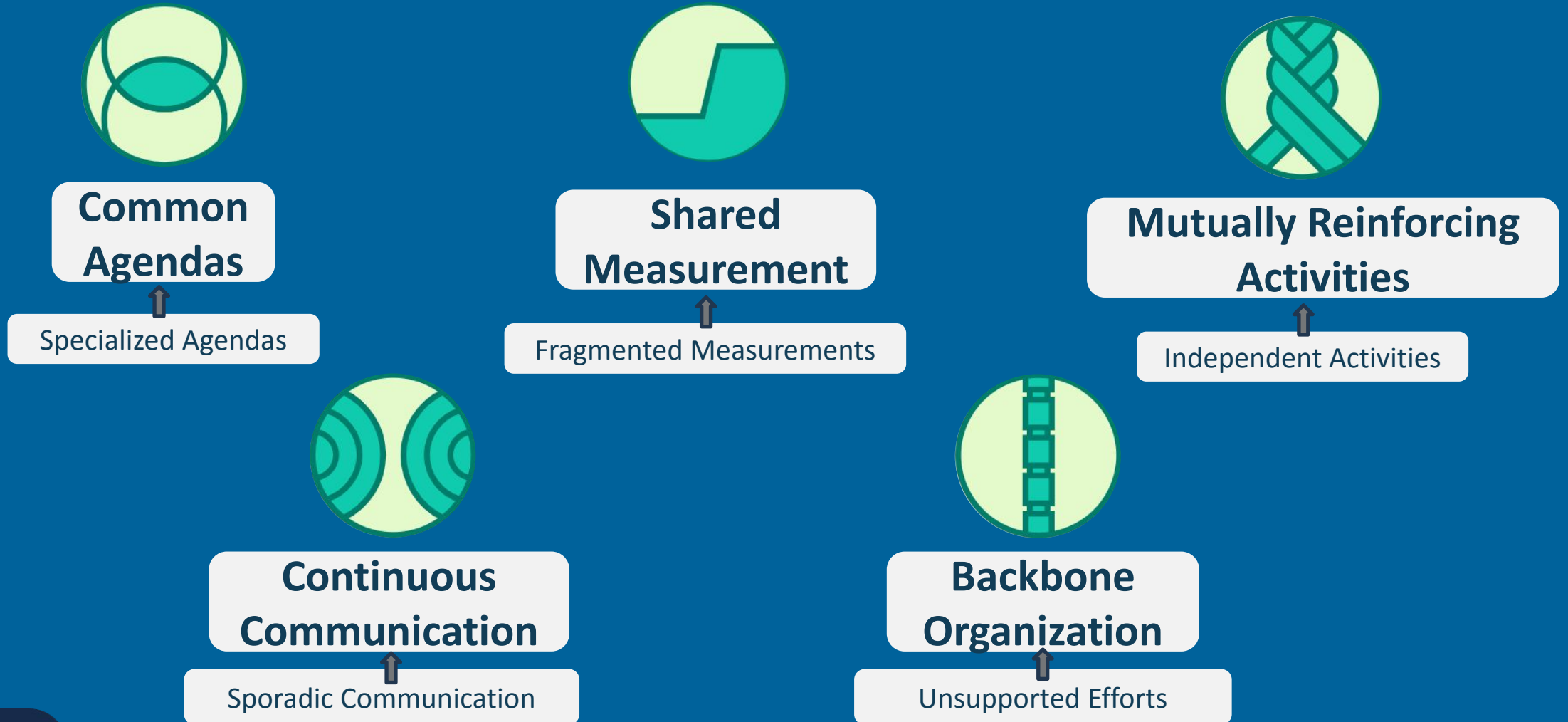
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Collective Impact brings people together in a structured way to achieve social change



Collective Impact brings people together in a structured way to achieve social change



A New Way of Working of Working Together

Traditional Committee

Top-level leadership



Agenda Setting

Collective Impact Work Group

Members

A New Way of Working of Working Together

Traditional Committee

Top-level leadership

Pre-set endpoint



Agenda Setting



Timeline

Collective Impact Work Group

Members

Long-term, evolving

A New Way of Working of Working Together

Traditional Committee

Top-level leadership

Pre-set endpoint

New, replicated, expanded work



Agenda Setting



Timeline



Action

Collective Impact Work Group

Members

Long-term, evolving

Change to how we work together

A New Way of Working of Working Together

Traditional Committee

Top-level leadership

Pre-set endpoint

New, replicated, expanded work

Formal Concluding Report



Agenda Setting



Timeline



Action



Communication

Collective Impact Work Group

Members

Long-term, evolving

Change to how we work together

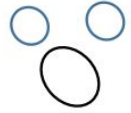
Continuous- internal and external

Erasing Equity Gaps Using Collective Impact

- Members set the agenda
- Habits of purposeful collaboration
- A new approach, not new work
- A space for conversation
 - Prevent duplication
 - Leverage shared expertise
 - Amplify existing effort

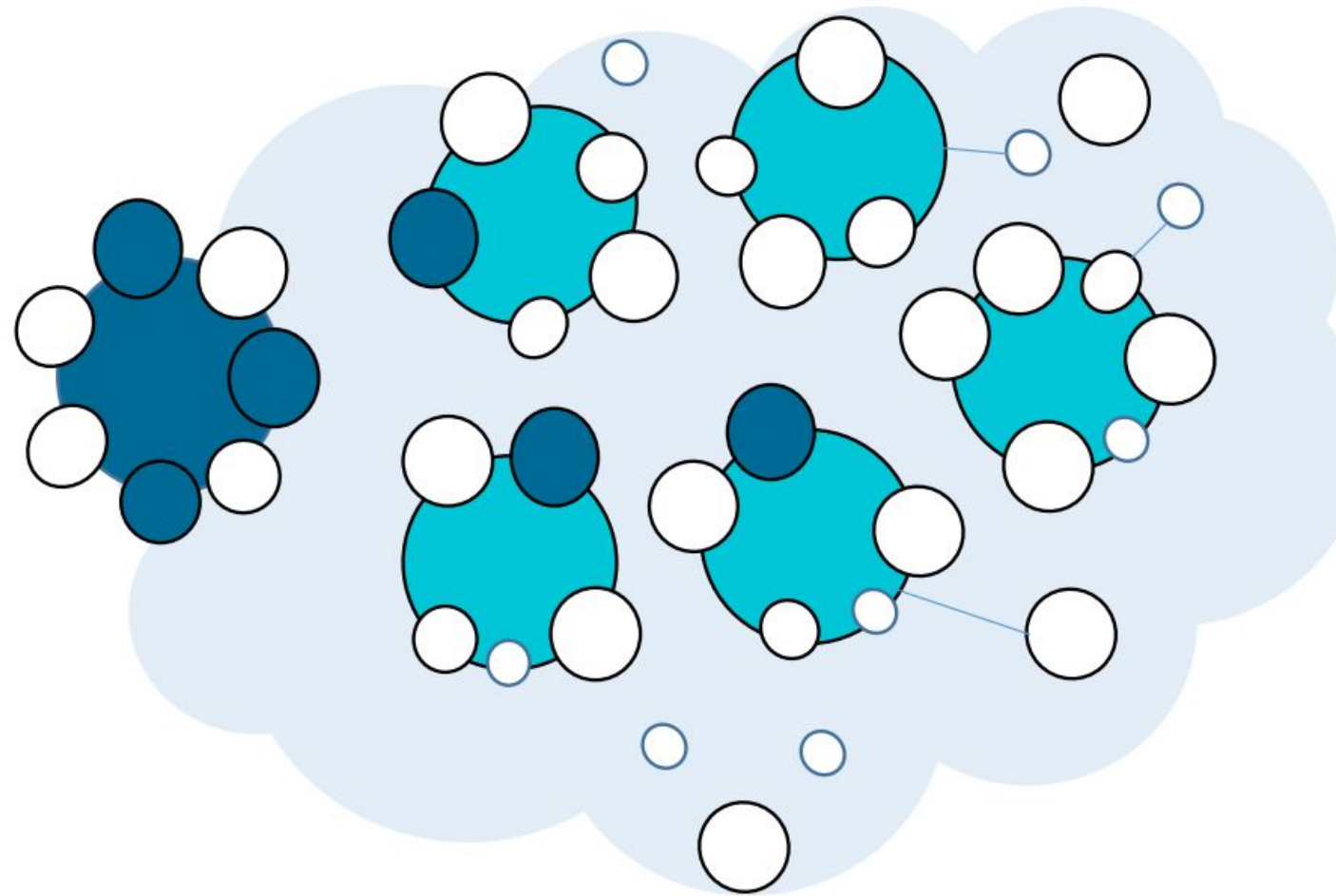


Collective Impact Structure at UCSD

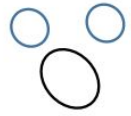


University partners

Individual units, service providers, initiatives or other stakeholders



Collective Impact Structure at UCSD



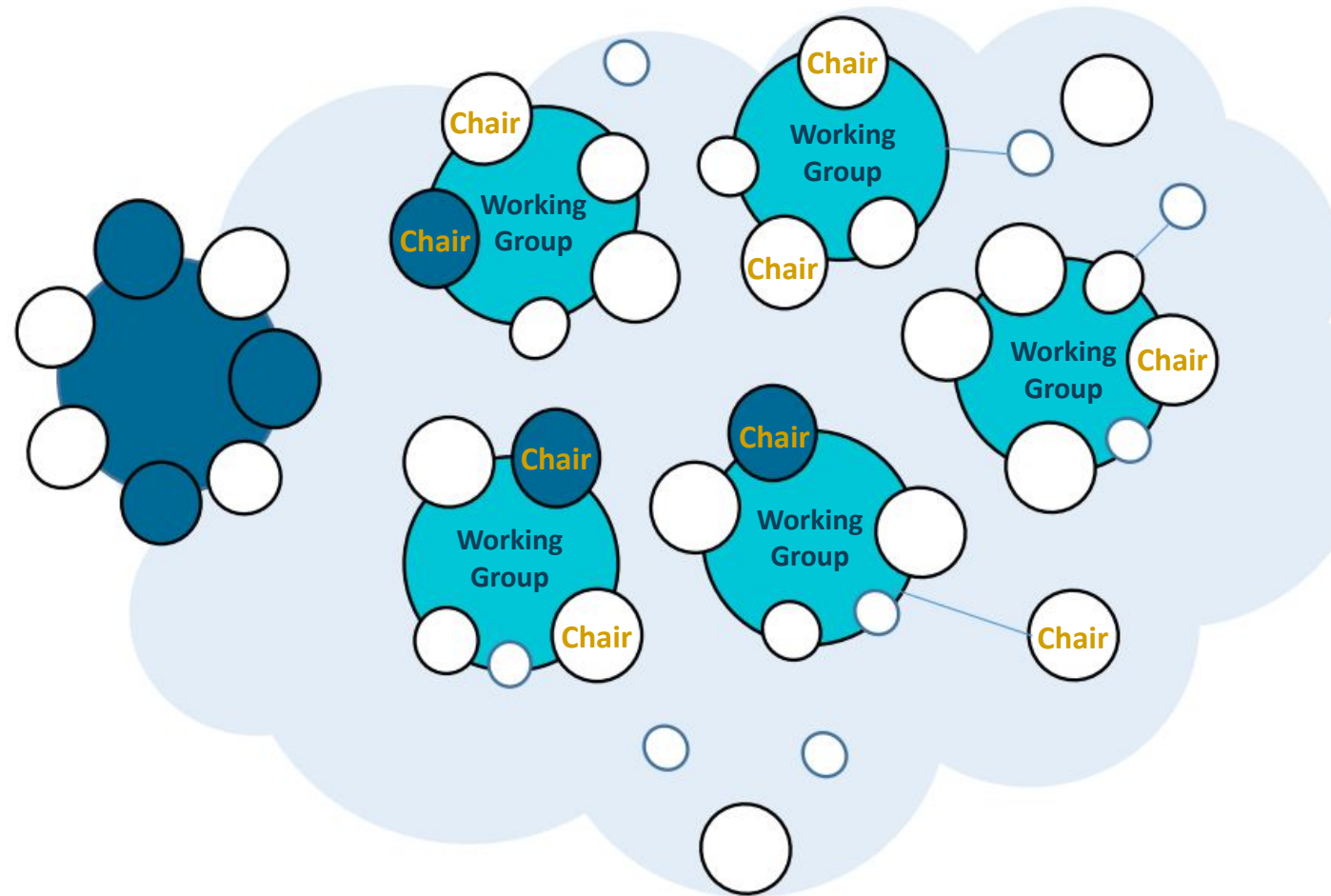
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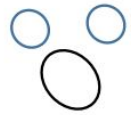


Working groups

Cross-sector partnerships targeting a particular element common agenda



Collective Impact Structure at UCSD



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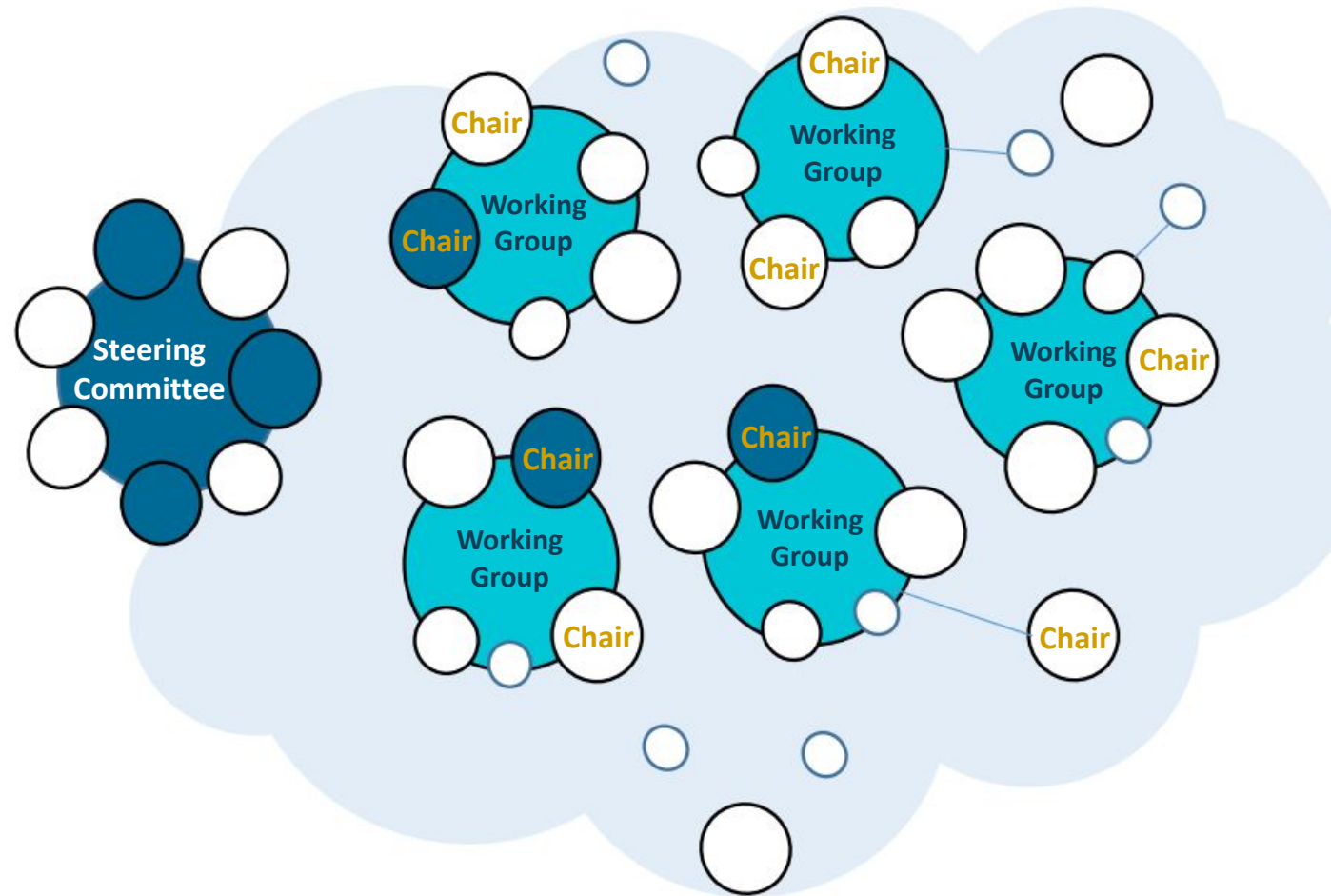
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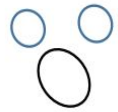


Steering committee

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



Collective Impact Structure at UCSD



University partners

Individual units, service providers, initiatives or other stakeholders



Working groups

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



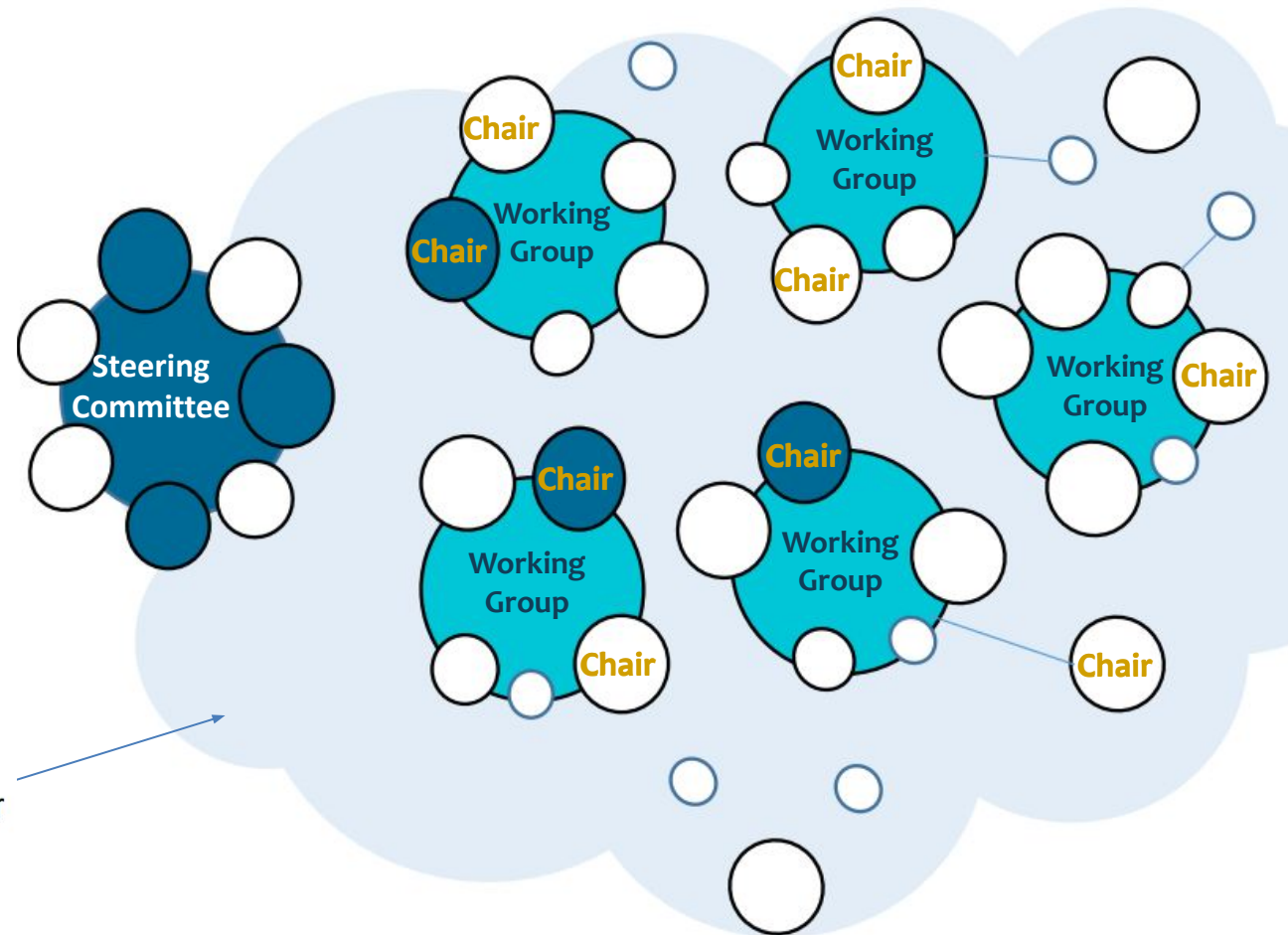
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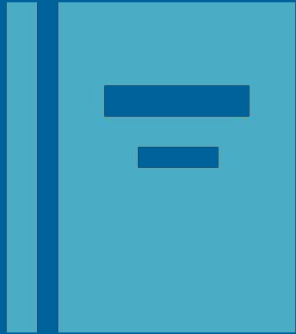


Backbone support

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



Thematic Working Groups – Students Themes



**Affordable Learning and
Financial Support**



Sense of Belonging



**Inclusive Instruction
and Engagement**



**Mentoring,
Coaching, and
Advising**



**Student Ready
Campus**



Health Promotion

Student Focused Working Groups



Affordable Learning and Financial Support

June 2022



Inclusive Instruction and Engagement

November 2022



Sense of Belonging

October 2022

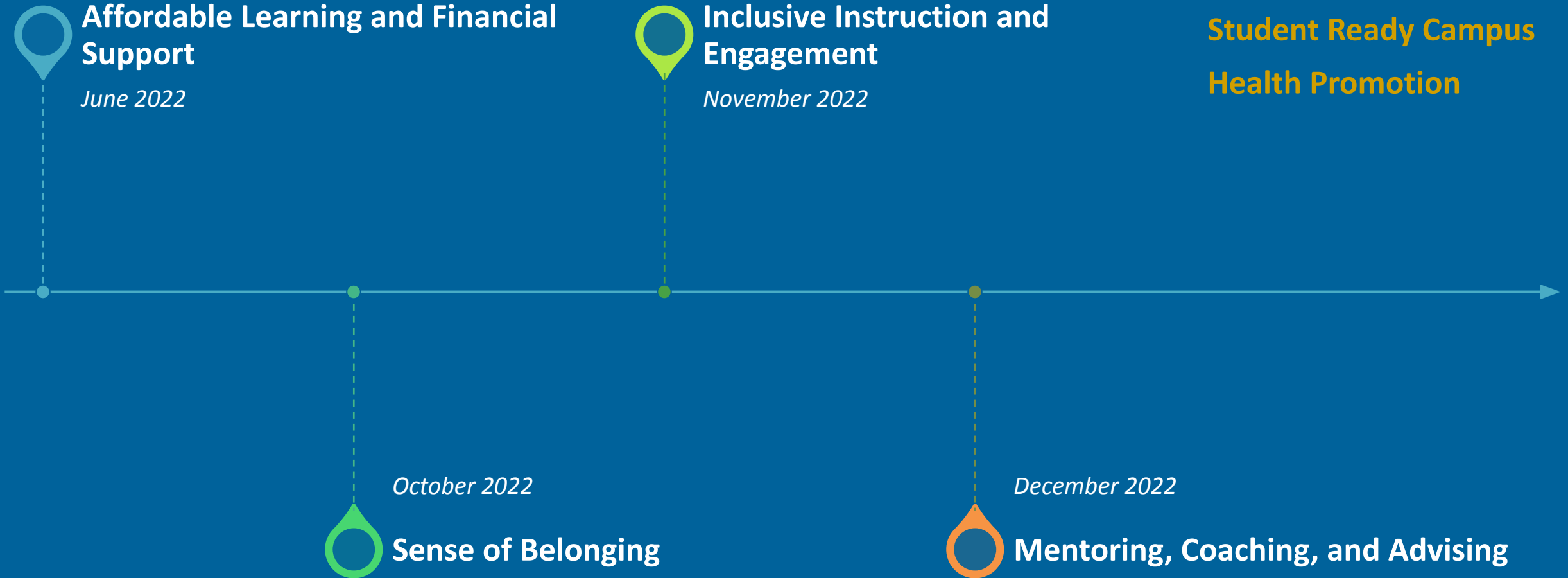


Mentoring, Coaching, and Advising

December 2022

Student Ready Campus
Health Promotion

Student Focused Working Groups



**Student Ready Campus
Health Promotion**

Student Focused Working Groups

Affordable Learning and Financial Support

June 2022



Inclusive Instruction and Engagement

November 2022



October 2022

Sense of Belonging



December 2022

Mentoring, Coaching, and Advising



Early Meetings



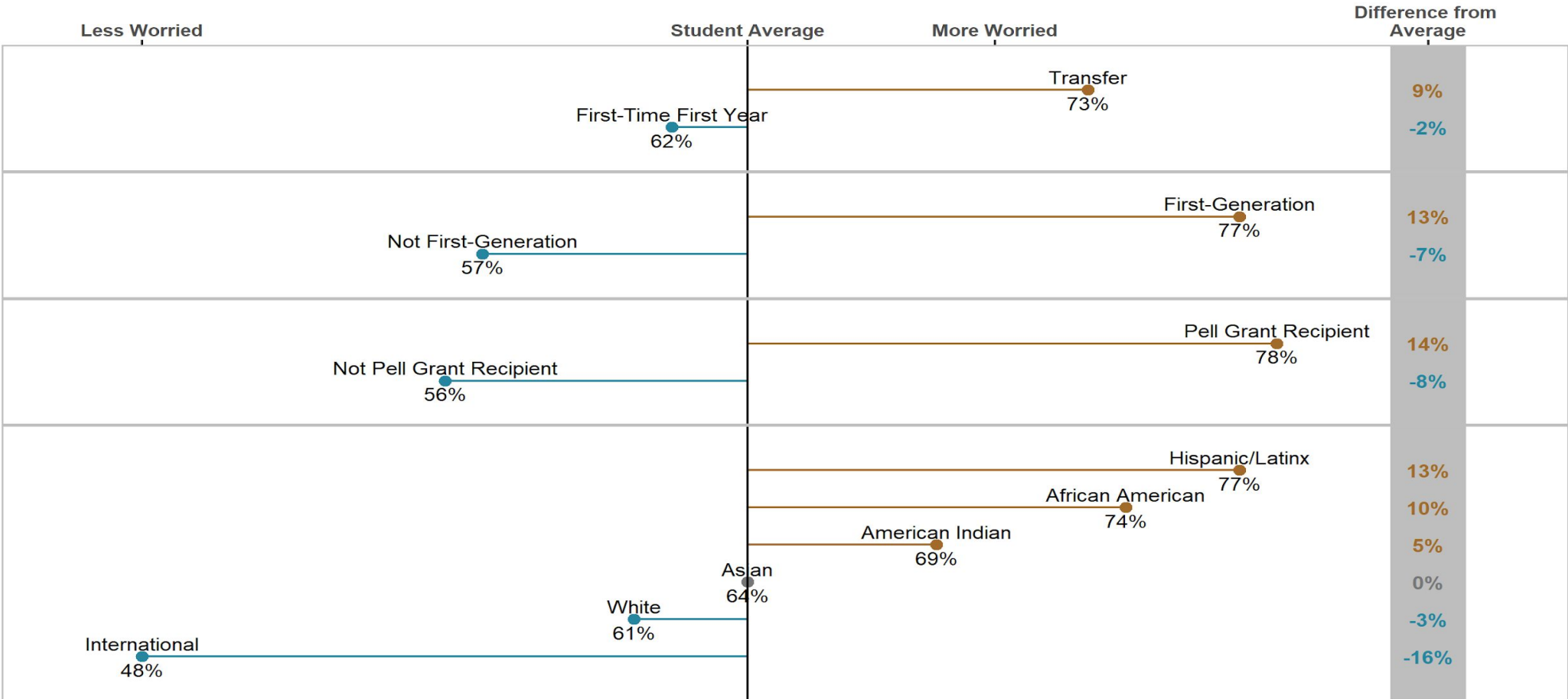
What do we know?



What are we already doing?

What Do We Know? UCSD-level Equity Gaps

I worried about my debt and financial circumstances
 Percent of respondents worried, somewhat often, often, or very often



Source: UCUES 2022, UC Infocenter

Recent Meetings: Zooming In on a Common Agenda



Strengths



Opportunities



Aspirations



Results

Zooming In – Some Opportunities from SOAR

Zooming In – Some Opportunities from SOAR



High-Impact
Learning
Experiences &
Barriers

Zooming In – Some Opportunities from SOAR



High-Impact
Learning
Experiences &
Barriers

More Collective/
Proactive
Approach to
Students
Experiencing
Difficulties

Zooming In – Some Opportunities from SOAR

**High-Impact
Learning
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**Better
Communication
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**Engaging
Faculty,
Instructors &
Academic Units
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Zooming In – Some Opportunities from SOAR

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**Patterns of Paid
Student Work**

Actively Exploring Ways Forward

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Incorporate Student Perspectives

- Bureaucratic meeting process
- Compensating student time
- Ensuring we make the most of prior student engagement efforts

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Maintain Zoomed In & Zoomed Out Perspectives

- Programmatic Complexity
- University Structural Change

Actively Exploring Ways Forward

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Maintain Zoomed In & Zoomed Out Perspectives

- Programmatic Complexity
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Keep University Community Informed

- University wide updates
- Updates to units on campus

COLLECTIVE IMPACT

Collective Impact is a collaborative approach to tackling complex challenges by bringing people together in a structured way to achieve major change.

LEARN ABOUT COLLECTIVE IMPACT

<https://collectiveimpact.ucsd.edu>

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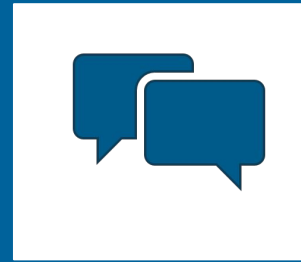
Current Progress



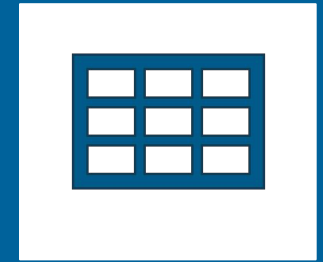
100+ Members



17 Formal
Meetings



60+ Interviews
with Members



292 Programs/
Efforts/Activities
Documented

Stronger, Together



Quick Poll #2

What holds you back from engaging in a Collective Impact work group?

What resources would be helpful to supporting your involvement in Collective Impact?

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THANK YOU FOR ATTENDING!

- For more information on Collective Impact, please visit our website: collectiveimpact.ucsd.edu