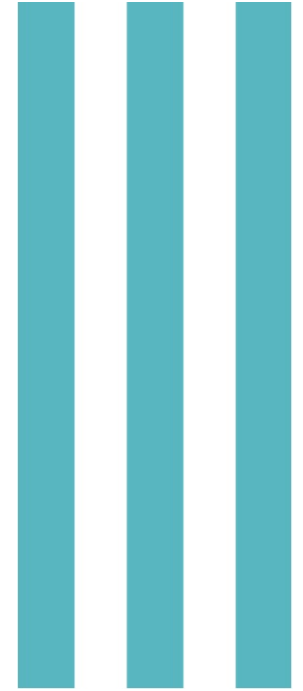


CI for Higher Ed Power Point

Collective Impact for Higher Education



David Song-Ruiter, Ph.D., Associate Vice Chancellor, Academic Programs, Innovation, and Faculty Excellence,
CSU Chancellor's Office

Nan Chen, Ph.D., Senior Project Coordinator, Erasing Equity Gaps via Collective Impact, UC San Diego

August 2-5th, 2026

NC1

Slide 1

NC1

The date needs to be updated

Chen, Nan, 2026-06-18T00:39:21.439

**What do you know
about food
(in)security in your
context?**

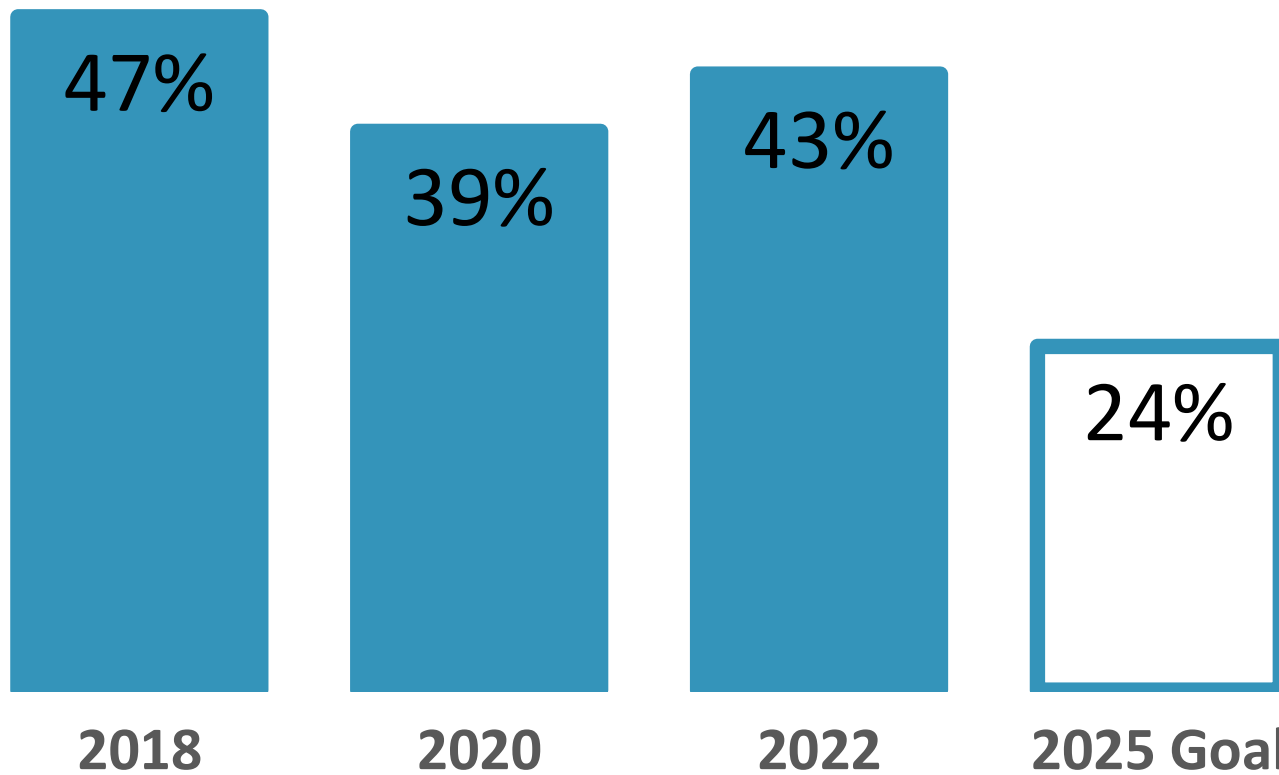


The CalFresh Story

An Effort to Strengthen Core Needs at UC San Diego



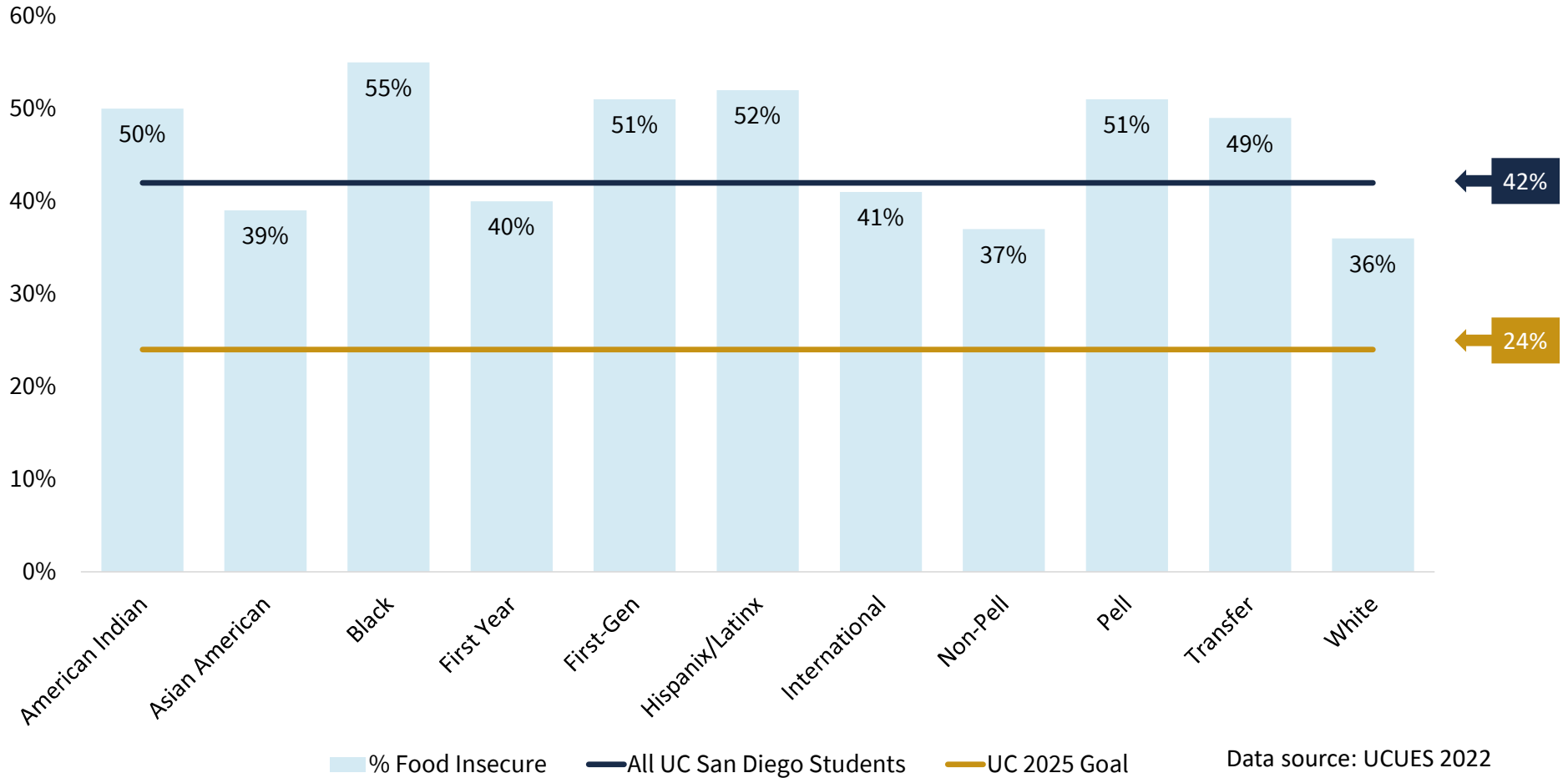
UC Undergraduate Food Insecurity



Data source: UCUES 2018-2022
UC Basic Needs Report 2024



Food Insecurity by Student Populations (2022)





CalFresh Communication Plan

Compared to the previous year:

18% increase in CalFresh applications
from UC San Diego students

1,590 more UC San Diego students
received CalFresh benefits

\$5.1M in added grocery support for our
students

Workgroup
for Student
Food
Security

Academic
Affairs

Institutional
Research

The Hub Basic
Needs Center

Wertheim
School of
Public
Health

Financial Aid
& Scholarship
Office

Center for
Community
Health

In partnership with the *Testing **Student-Driven Solutions** to Improve Food Security at UC San Diego* research team funded by the UCSC Center for Economic Justice and Action



What is Collective Impact

Collective impact is a framework that brings **all stakeholders and impacted parties together in a structured way to achieve social change**

Kania, J., & Kramer, M. (2011). Collective Impact. *Stanford Social Innovation Review*, 9(1), 36–41. <https://doi.org/10.48558/5900-KN19>

Kania, J., Williams, J., Schmitz, P., Brady, S., Kramer, M., & Juster, J. S. (2021). Centering Equity in Collective Impact. *Stanford Social Innovation Review*, 20(1), 38–45. <https://doi.org/10.48558/RN5M-CA77>

Slide 7

- RD1** do you think it might be good to provide a slide showing the two articles on Collective Impact? Or the front of the journal. SSIR deserves credit for forwarding this concept
Ruiter, David, 2026-06-13T21:44:35.208
- NC1 0** Please see the next slide as an alternative
Chen, Nan, 2026-06-15T15:48:22.568
- RD2** also, for our discussion, I wonder if we should have a few slides at the end showing the true scope of the effort at UCSD, so that audience can think more broadly. What do you think?
Ruiter, David, 2026-06-13T21:46:26.198
- NC2 0** Please see slide 12
Chen, Nan, 2026-06-15T15:58:13.327

What is Collective Impact

Collective impact is a framework that brings **all stakeholders and impacted parties together in a structured way to achieve social change**

Kania, J., & Kramer, M. (2011). Collective Impact. *Stanford Social Innovation Review*, 9(1), 36–41. <https://doi.org/10.48558/5900-KN19>

Kania, J., Williams, J., Schmitz, P., Brady, S., Kramer, M., & Juster, J. S. (2021). Centering Equity in Collective Impact. *Stanford Social Innovation Review*, 20(1), 38–45. <https://doi.org/10.48558/RN5M-CA77>



Slide 8

NC1

Alternative slide including a screenshot of the 2nd SSIR CI article

Chen, Nan, 2026-06-15T15:48:04.196

5 Conditions of Collective Impact



Common Agenda



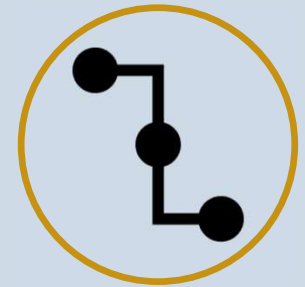
**Shared
Measurement**



**Mutually
Reinforcing
Activities**



**Continuous
Communication**



**Backbone
Organization**



Adapted from: [/https://collectiveimpactforum.org/what-is-collective-impact](https://collectiveimpactforum.org/what-is-collective-impact)

The CalFresh Example

Common Agenda	Maximize awareness/enrollment in CalFresh
Shared Measurement	CalFresh applications, approved applications; CF \$ for our students
Mutually Reinforcing Activities	Coordinated multiple messaging efforts to reach all key campus audiences (faculty, students, staff)
Continuous Communications	Consistent messages across campus; timely assessment and modifications to maximize student outreach
Backbone Support	Dedicated project management and coordination support

Collective Impact for Higher Education



WACUBO 2026

5 Conditions of Collective Impact

Common Agenda

- ☐ Core Needs
 - ☐ Academic & Career Support
 - ☐ Belongingness
 - ☐ Other
-

Shared Measurement

- Institutional Level
 - Mid Level
 - Ground Level
-

Mutually Reinforcing Activities

- 1.
 - 2.
 - 3.
-

Collective Impact for Higher Education

WACUBO 2026



5 Conditions of Collective Impact

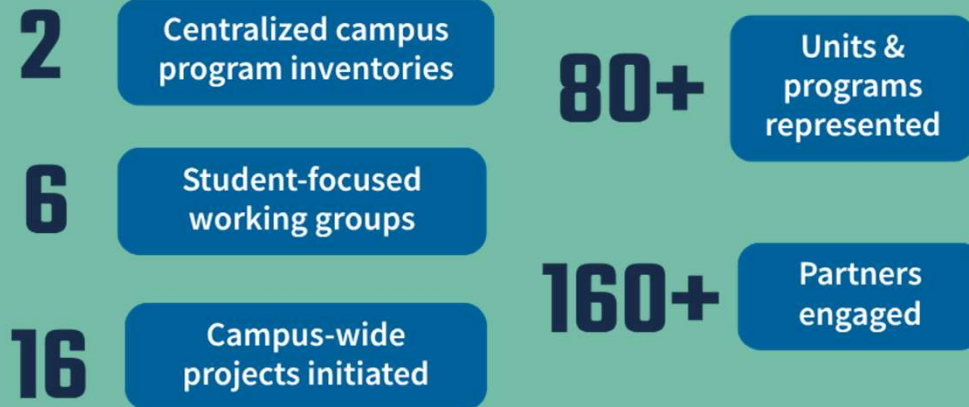
**Continuous
Communication**

**Backbone
Support**

David Song-Ruiter

Faculty Director, Teaching + Learning Commons | Associate Professor, Department of Theatre + Dance,
UC San Diego
druiter@ucsd.edu

Erasing Equity Gaps via Collective Impact



Thank you

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Nan Chen, Ph.D., nac004@ucsd.edu



CI for Higher Ed Handouts

Collective Impact for Higher Education

WACUBO 2026

5 Conditions of Collective Impact

Common Agenda

- ☐ Core Needs
 - ☐ Academic & Career Support
 - ☐ Belongingness
 - ☐ Other
-

Shared Measurement

- Institutional Level
 - Mid Level
 - Ground Level
-

Mutually Reinforcing Activities

- 1.
 - 2.
 - 3.
-

Collective Impact for Higher Education

WACUBO 2026

5 Conditions of Collective Impact

**Continuous
Communication**

**Backbone
Support**

David Song-Ruiter, Ph.D.

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druiter7@icloud.com