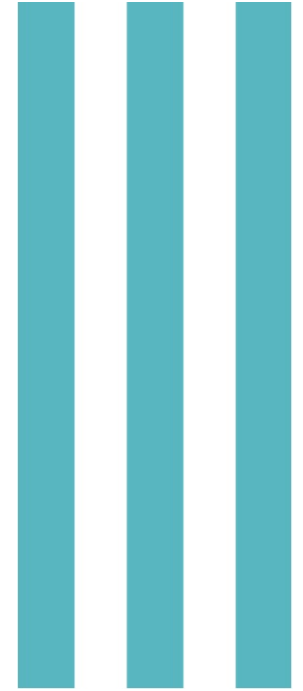


Assets, Leadership and Line of Sight Power
Point

Assets, Line of Sight, and Leadership



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

Maruth Figueroa, Ed.D., Assistant Vice Chancellor, Student Retention & Success, Organizational
Transformation, UC San Diego

August 2-5th, 2026

NC1

Slide 1

NC1

The date needs to be updated

Chen, Nan, 2026-06-18T00:39:04.995

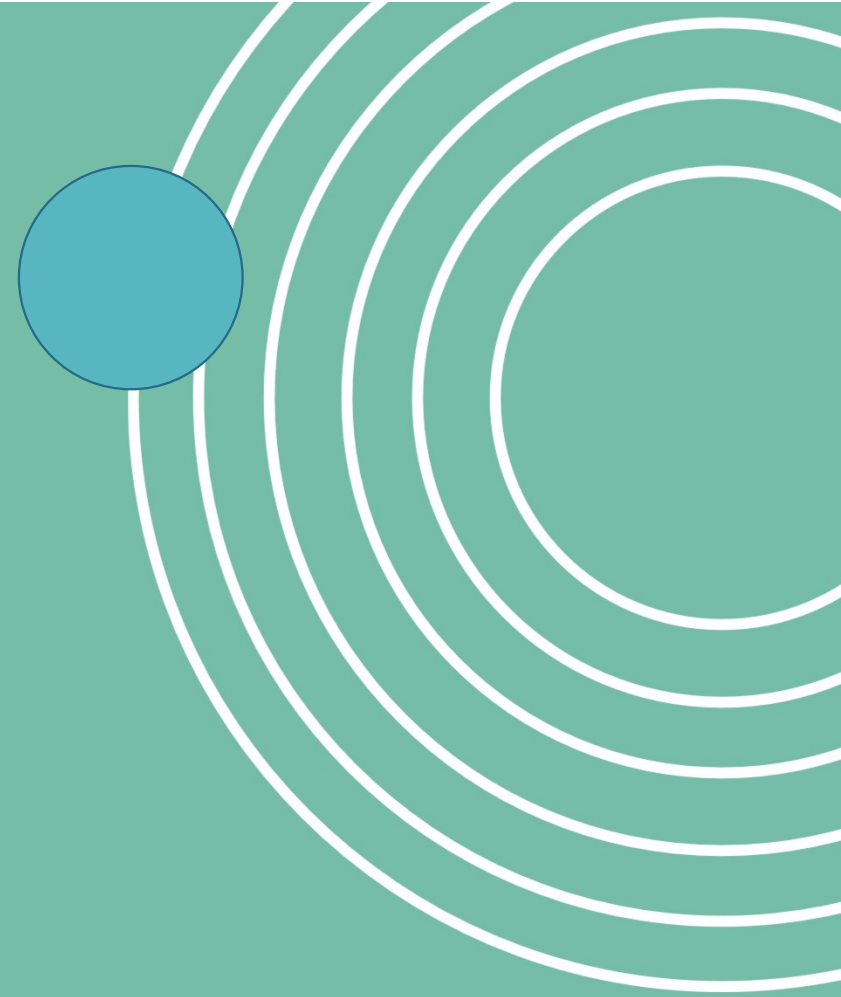
How To Cross the Mission Bay?



Wicked Problems

Wicked problems are complex challenges that defy straightforward solutions.

Rittel & Webber (1973)

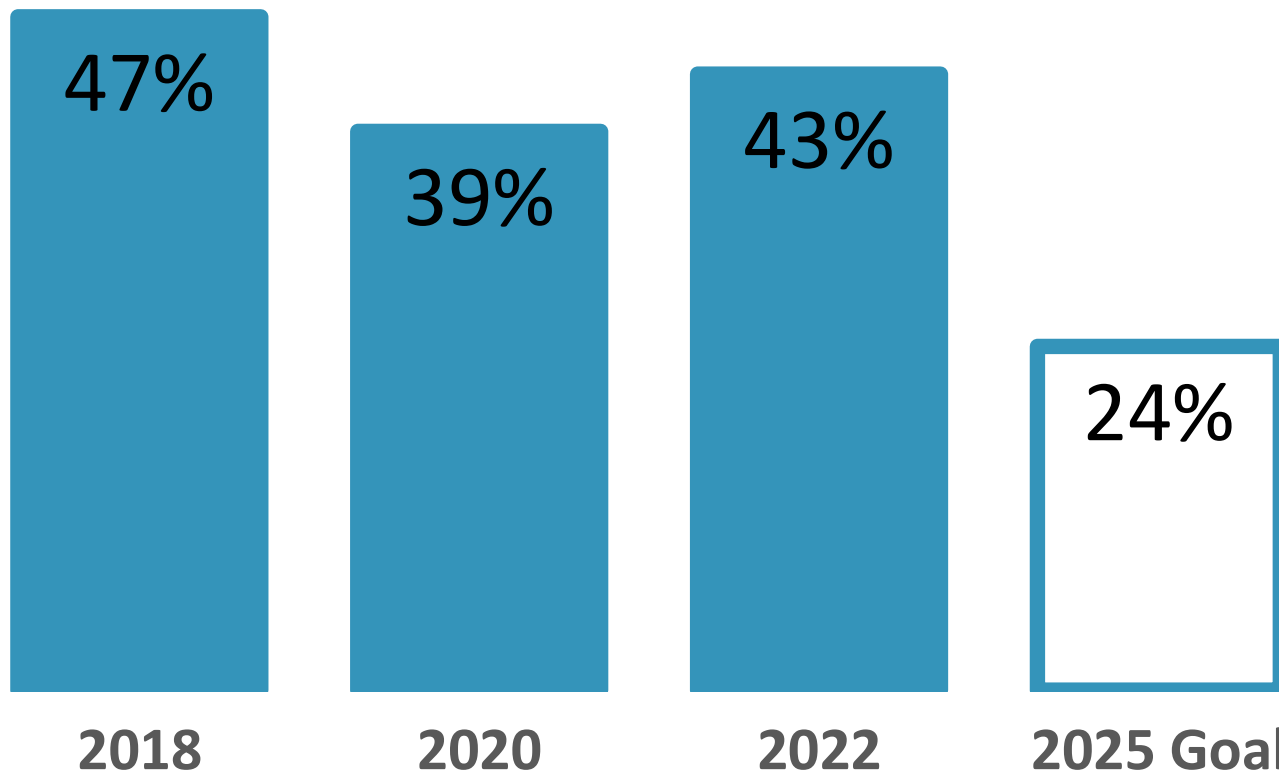


The CalFresh Story

A Wicked Problem: Food Insecurity



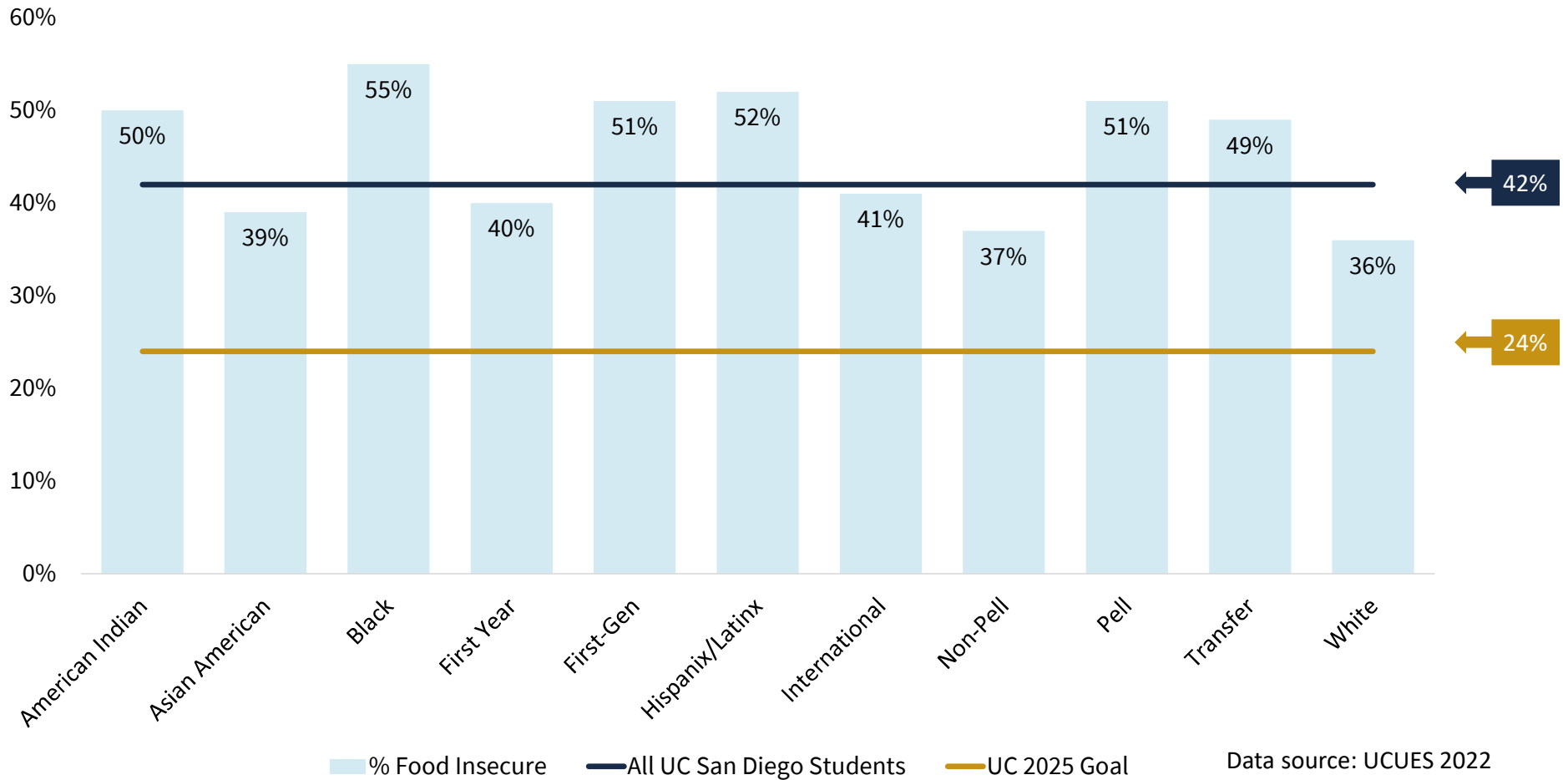
UC Undergraduate Food Insecurity



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

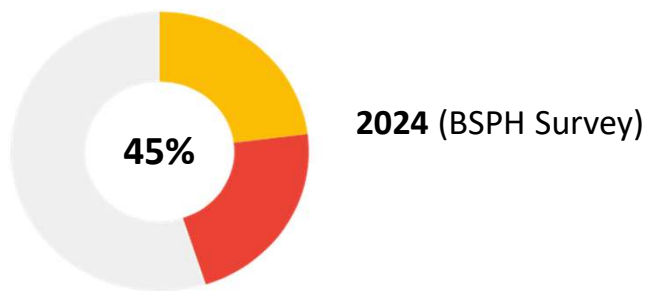
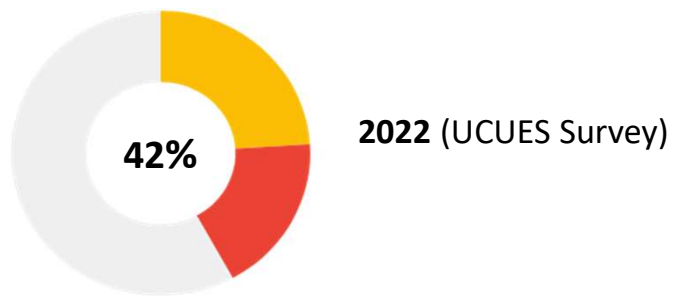


Food Insecurity by Student Populations (2022)

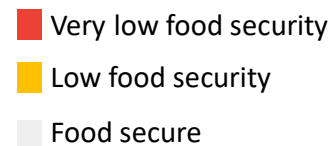
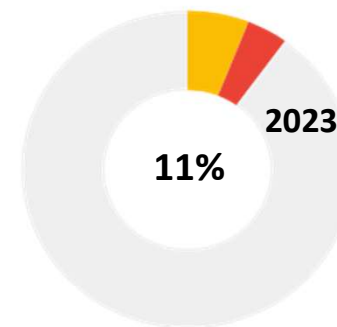


Rates of food insecurity at UCSD are 4 times higher than in the general California population

Food Insecurity at UCSD



Food Insecurity in California



Food Insecurity is Linked to



Lower academic performance



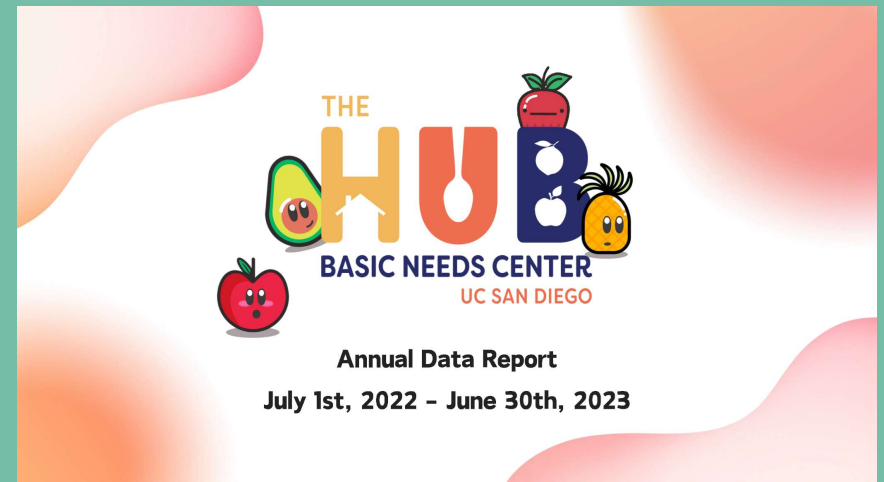
Increased likelihood of experiencing depressive symptoms, anxiety, and loneliness



Student feeling that they don't belong at UCSD, that they aren't valued as individuals at UCSD, and that they wouldn't choose to go to UCSD if they could do it over

Existing Efforts (Assets)

- CalFresh
- Triton Food Pantry
- Food Recovery Network
- Emergency Triton Cash
- Emergency Grocery Gift Cards
- Emergency Meal Assistance Program
- YES Food Program
- iTable Program
- \$5 Breakfast



Existing Efforts (Assets)

- **CalFresh – State of California**
- Triton Food Pantry – The Hub Basic Needs Center
- Food Recovery Network - The Hub Basic Needs Center
- Emergency Triton Cash - The Hub Basic Needs Center
- Emergency Grocery Gift Cards - The Hub Basic Needs Center
- Emergency Meal Assistance Program - The Hub Basic Needs Center
- YES Food Program – Undocumented Student Services
- iTable Program – International Services and Engagement Office
- \$5 Breakfast – Jacob School of Engineering



Slide 10

NC1

Alternative slide to include units providing the existing efforts

Chen, Nan, 2026-06-18T17:12:03.472

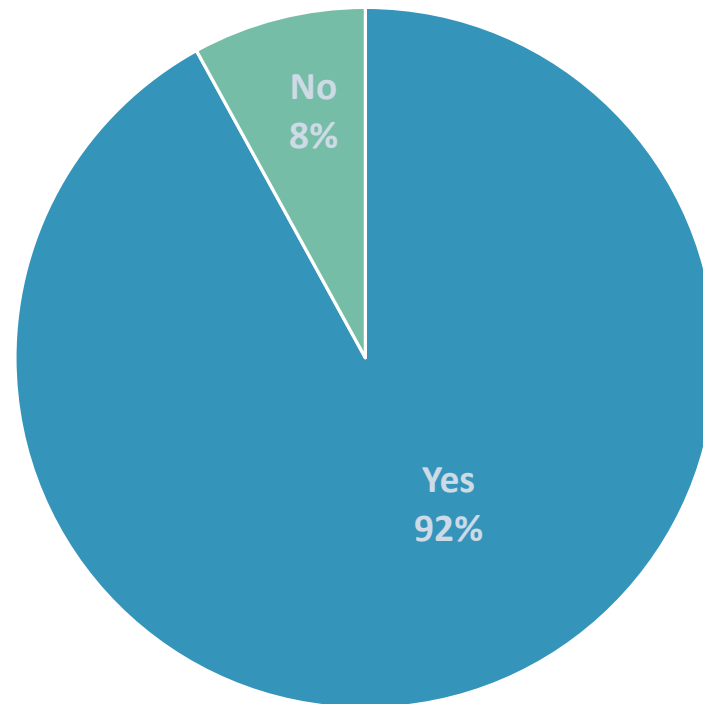
Less Than Half of the Eligible Students are Currently Receiving CalFresh Benefits



 46% eligible for CalFresh

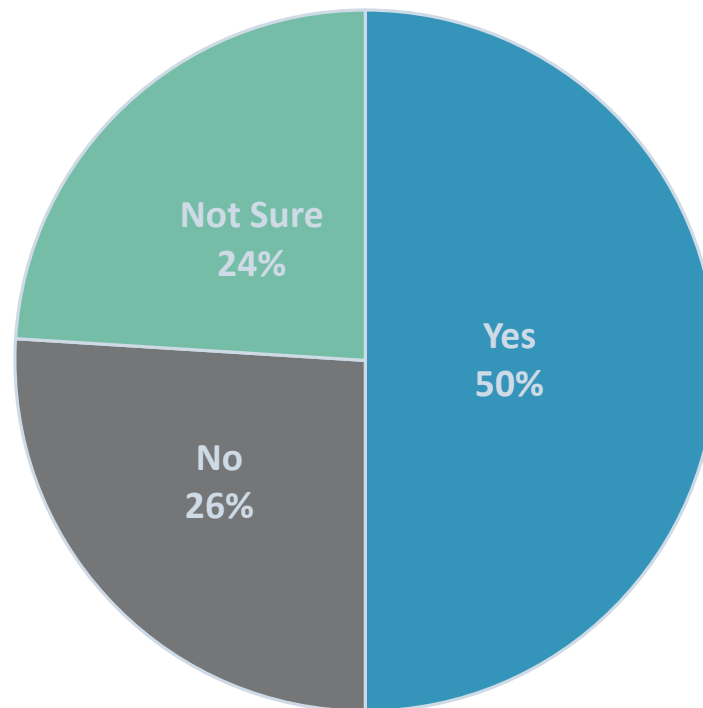
 47% of eligible students are enrolled in CalFresh (**21% overall**)

How many students had heard of CalFresh? (N=366)

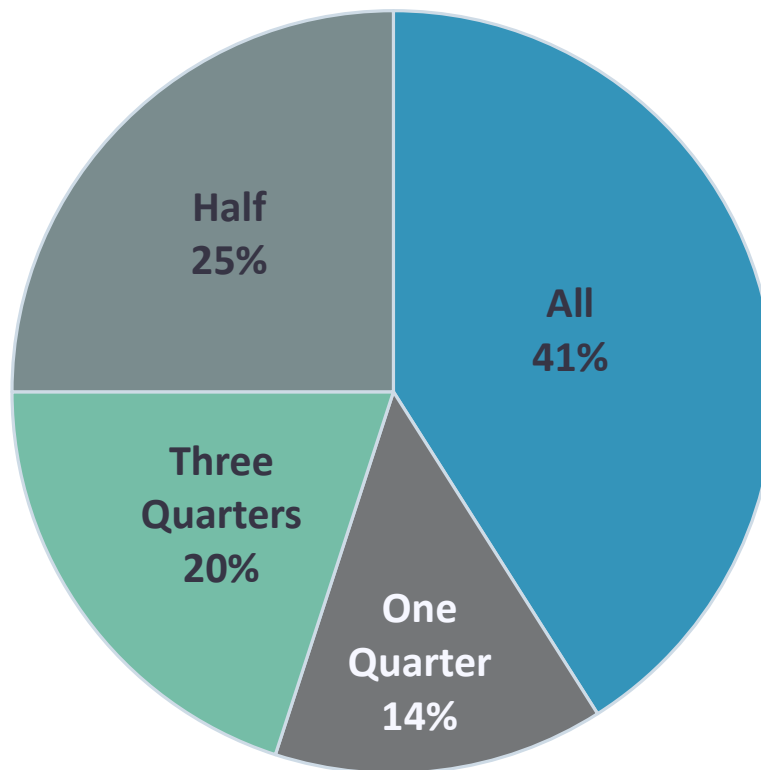


Students NOT enrolled in CalFresh Reported...

Whether they believed they were eligible for CalFresh:

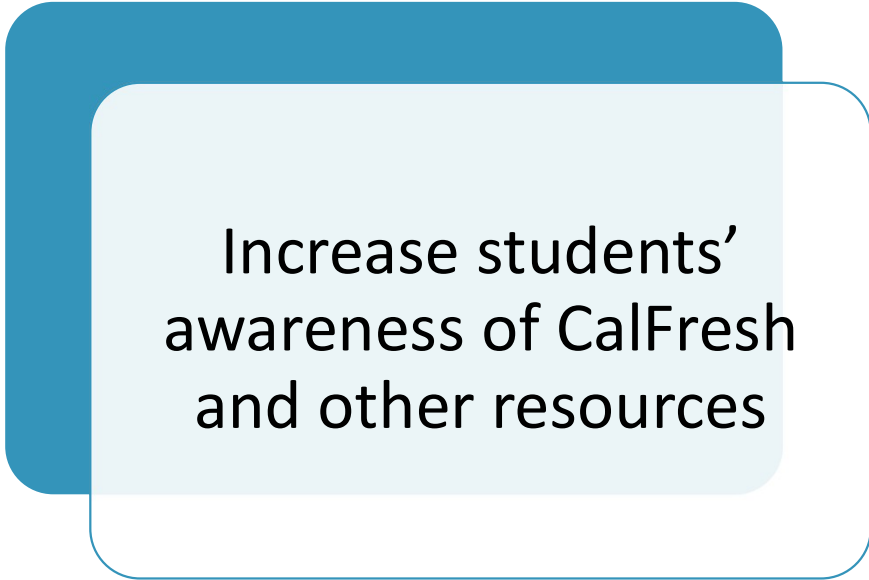


Students Enrolled in CalFresh Reported CalFresh Covers Portions of Grocery Needs



The portion of grocery needs covered by CalFresh

Recommendations

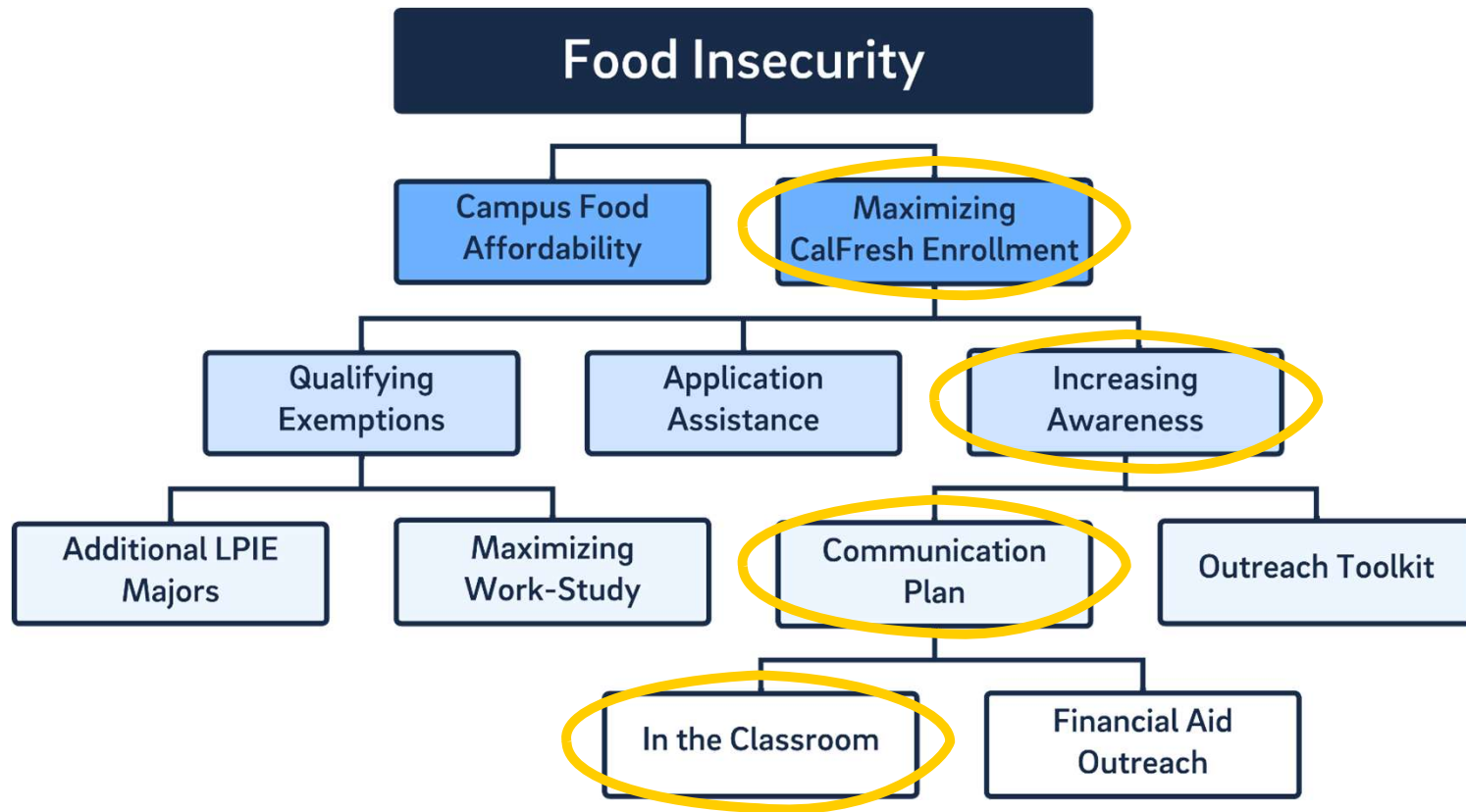
A recommendation box consisting of a dark blue rounded rectangle with a light blue rounded rectangle inside it, which is further enclosed by a thin blue border.

Increase students' awareness of CalFresh and other resources

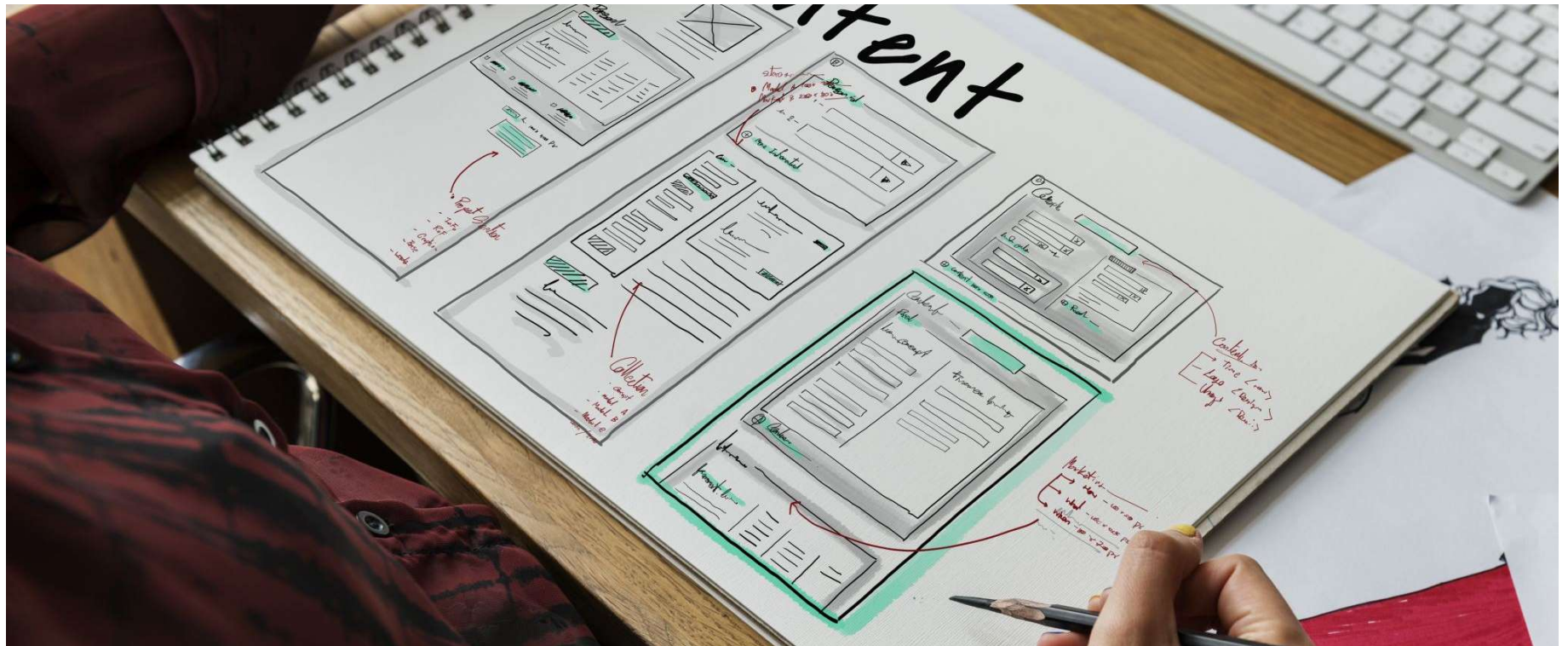
A recommendation box consisting of a dark blue rounded rectangle with a light blue rounded rectangle inside it, which is further enclosed by a thin blue border.

Remove barriers to accessing and utilizing CalFresh and other resources

Working Group Strategies - Line of Sight



Strategic Communications Plan



Strategic Communications Plan Audiences



Primary: Students



Secondary: Faculty and Staff



Tertiary: Remaining Campus Community – “Culture Change”

Our Impact





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

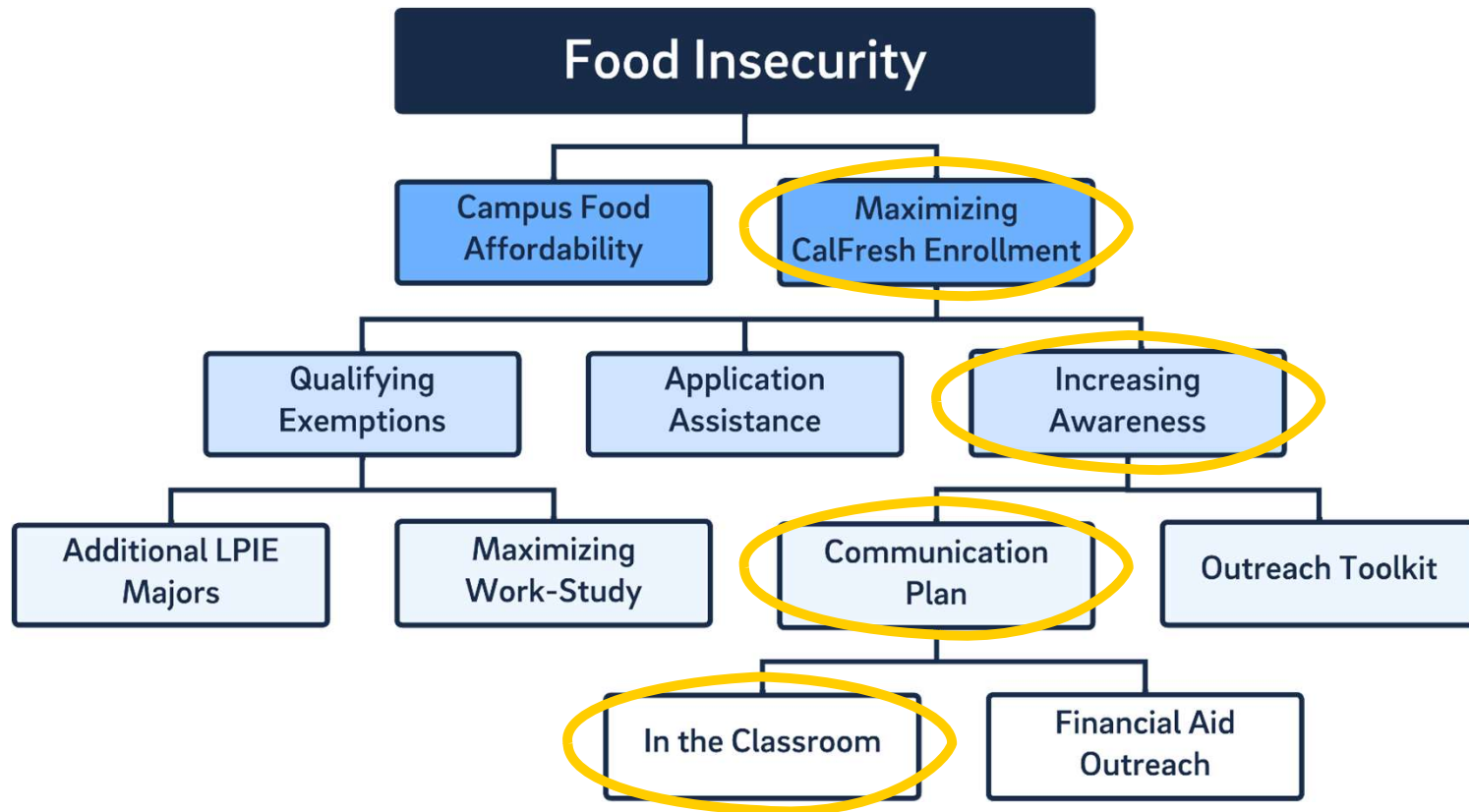
In partnership with the *Testing **Student-Driven Solutions** to Improve Food Security at UC San Diego* research team funded by the UCSC Center for Economic Justice and Action

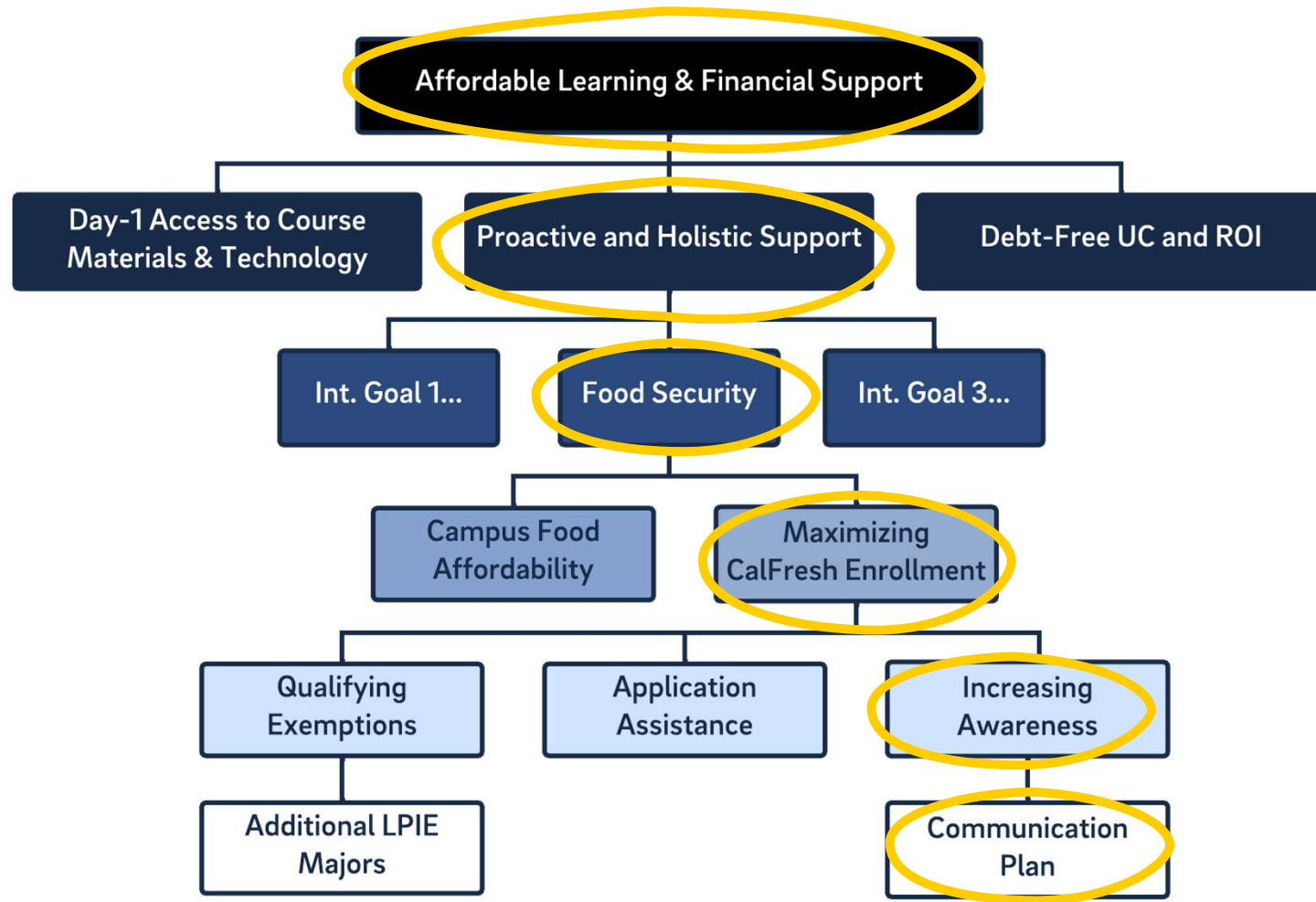


Line of Sight & Scope of Effort



Working Group Strategies - Line of Sight







Assets, Line of Sight, & Leadership

WACUBO 2026

Visualizing Success

Theme

Choose a wicked problem within your context

Thinking Big

5 minutes (individual work)

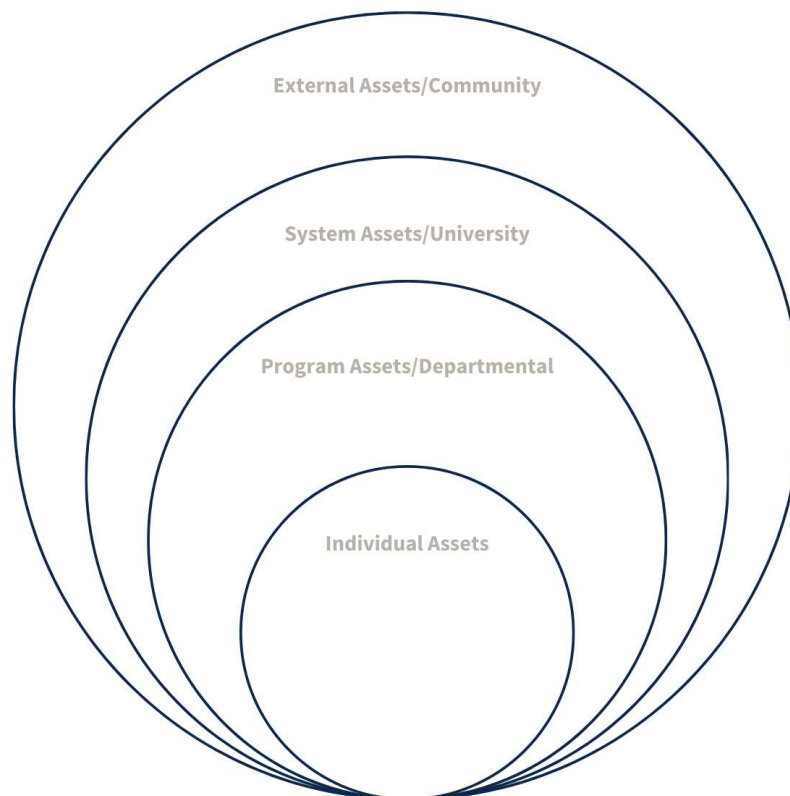
- Finish the prompt “wouldn’t it be fantastic if...” as many times as you can within 5 mins.
- Be idealistic. Be ambitious. Try to generate a wide range of ideas.
- Be sure to draw from your own experiences and spheres of influence.

Wouldn't it be fantastic if...

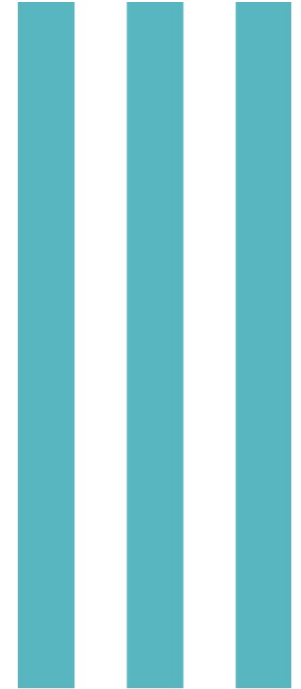
Mapping Asset

Theme

What are some of the assets that exist at each level below that you can leverage to advance your immediate and long-term goals?



Kretzman, J. & McKnight, J. (2004). Building Communities from the inside out: A Path toward Finding and Mobilizing a Community's Assets. Langara College.



Purpose What can we achieve by tackling the wicked problem	
Goal Areas Major umbrella categories relevant to the theme	
Intermediate Goals Long-term achievable outcomes within each Goal Area	
Objectives Specific and measurable sub-goals that directly contribute to the intermediate goals	
Action Areas Targets or categories of intervention	
Activities Specific, time-bound projects that fall under the Action Areas	
Action Step	



Thank you

David Song-Ruiter, Ph.D., druiter7@icloud.com

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

Maruth Figueroa, Ed.D., mafigueroa@ucsd.edu



Assets, Leadership and Line of
Sight Handout

Assets, Line of Sight, & Leadership

WACUBO 2026

Visualizing Success

Theme

Choose a wicked problem within your context

Thinking Big

5 minutes (individual work)

- Finish the prompt “wouldn’t it be fantastic if...” as many times as you can within 5 mins.
- Be idealistic. Be ambitious. Try to generate a wide range of ideas.
- Be sure to draw from your own experiences and spheres of influence.

Wouldn't it be fantastic if...

Group Sharing

5 minutes (group discussion)

Notes:

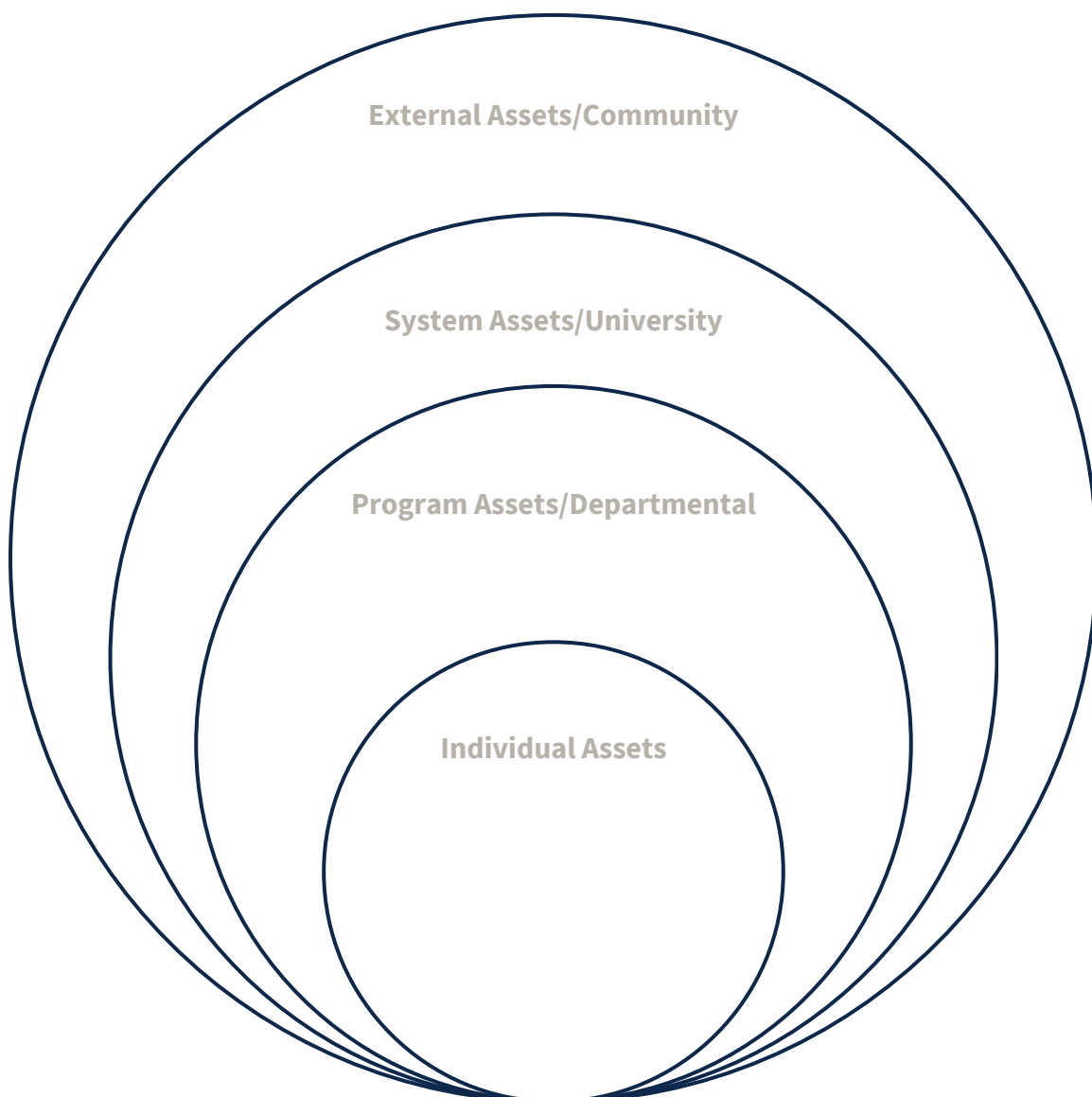
Assets, Line of Sight, & Leadership

WACUBO 2026

Mapping Asset

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Assets, Line of Sight, & Leadership

WACUBO 2026

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David Song-Ruiter, Ph.D.

Associate Vice Chancellor, Academic Programs, Innovation, and Faculty Excellence, CSU Chancellor's Office
 druiter7@icloud.com