

# A Collective Impact Framework in College Health and Wellness:

## The UCLA Healthy Campus Initiative

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### Introduction

The 'healthy campus' movement has taken off at university campuses across the country. University leaders recognize the integral role of healthy lifestyles in determining students' success in college and the potential for positively impacting lifetime habits. While each healthy campus initiative is unique, the structure and lessons learned can help inform efforts across the U.S. The American College Health Association and more recently the Partnership for a Healthier America's Healthier Campus Initiative have helped to provide standardized benchmarks and evaluation measures for the movement.

### The UCLA Healthy Campus Initiative

Now in its fifth year, the Healthy Campus Initiative (HCI) catalyzes and coordinates existing health-related efforts at UCLA; conducts original research to inform the development of new programs and directions; and supports and provides seed funding for innovative projects for 85,000 students, staff, and faculty. The HCI promotes a culture of living well through its five major content areas, called "pods": BEWell (built environment), BreatheWell (tobacco-free campus), EatWell (food and nutrition), MindWell (mind-brain health), MoveWell (movement and physical activity), and ResearchWell (research and evaluation).



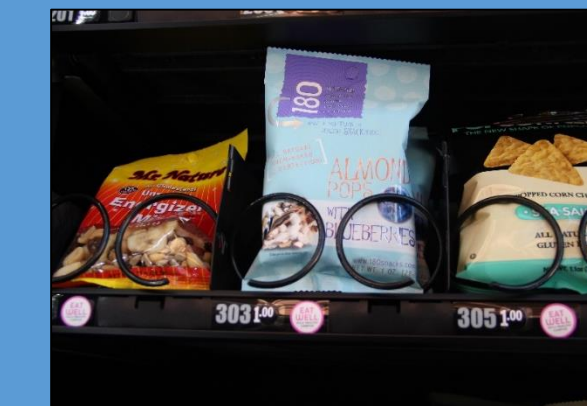
### Five Conditions for Collective Impact

Collective impact is achieved when a group of important stakeholders from different sectors commit to a common agenda to address broad, complex social challenges. In HCI, the sectors are campus units represented by students, staff, and faculty. To reach its ambitious goals, HCI embraces the five conditions Kania and Kramer (2011) identify for reaching successful collective impact.

### "Making the healthy choice the easy choice at UCLA"

#### 1. Share a common agenda

HCI unites the campus community around "making the healthy choice the easy choice." The first step to activating this agenda required defining "health" for our university community. We began by developing key themes rooted in UCLA's principles of community: fostering high-level wellness, encouraging personal responsibility, respecting diversity, striving to reduce inequalities in health, and being integrative.



#### 2. Provide a coordinating structure

With the support and vision of a philanthropist and the UCLA Chancellor and Vice Chancellor, HCI maintains a full-time director (associate vice provost) and administrative coordinator. We also provide stipends to pod leaders and graduate student researchers. These dedicated staff positions create the initiative's "backbone" and support collaboration across different campus units.



#### 3. Engage in mutually reinforcing activities

Rather than prescribing specific activities, HCI builds upon ongoing work and gives credit to those already engaged. Through asset mapping, regular pod meetings, and funding for projects, HCI demonstrates how collaboration through the initiative adds value to individual units, resulting in the whole being greater than the sum of its parts.



#### 4. Participate in continuous communication

Regular in-person pod and steering committee meetings help break down silos and infuse the HCI vision into day-to-day thinking and decision-making. Importantly, the steering committee is made up of executive-level leaders from each unit (e.g., Sustainability, Campus Life, Academic Senate) who prioritize attending these meetings.



#### 5. Agree on shared measurement systems

Agreeing on measurement systems allows HCI to determine campus priorities and evaluate specific programs and projects. In addition to identifying ongoing data collection, HCI supports original research to inform our efforts and inspire larger health-related research projects among faculty and students. Finally, all pods participate in evaluation through ResearchWell and produce annual progress reports, which are shared widely across the UCLA community.



### Ingredients for Success

- Operates out of the Chancellor's Office
- Embraces senior leadership, including participation in the Steering Committee
- Allows stakeholders to determine goals and priorities under a shared vision
- Aligns with the core values of the institution
- Engages faculty around "doing it well in our own backyard" and links a healthy campus to academic excellence
- Secures flexible, ongoing financial support
- Maintains a dedicated director with evolving strategies for engagement
- Defines clear roles and expectations
- Operates with the philosophy of "inclusive not exclusive"
- Provides flexible administrative support to respond to interdisciplinary project demands
- Identifies and mobilizes existing assets
- Acknowledges and works to address competing priorities
- Remains open to different strategies to meet common goals
- Facilitates opportunities for meaningful engagement at all levels
- Participates in ongoing in-person and web-based communication
- Identifies existing measurement systems, supports original research, and develops project-specific process and outcome measures
- Utilizes process evaluation to measure short-term impacts, including engagement

### Reference

Kania, J. and Kramer, M. (2011). Collective Impact. *Stanford Social Innovation Review*. 36-41.

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