

Please submit completed campus Implementation and Budget Plan between June 1, 2017 and September 1, 2017, to your HCN Co-Chair campus liaison to receive next phase funding distribution.

Campus	UC Santa Barbara
Campus Lead	Mike Miller, Assistant Vice Chancellor for Enrollment Services (Interim), Mike.Miller@sa.ucsb.edu (Chair) and Katie Maynard, Sustainability Coordinator, kcmaynard@ucsb.edu (Staff to HCN at UCSB)

Global Food Initiative’s Healthy Campus Network Vision Statement

To make UC the healthiest place to work, learn and live.

Purpose

Creating an organizational structure that is also connected systemwide, and engages key campus stakeholders who lead food, health or wellbeing related work, the HCN aims “to make UC the healthiest place to work, learn and live.” This document serves as a template to capture information related to the development of the Healthy Campus Network (HCN) implementation and budget plans. The Plan is to include the campus Mission Statement, overarching strategic goals, proposed milestones, roles and responsibilities, outcomes, and evaluation tools and metrics for measuring success. The GFI HCN Co-Chairs will discuss the campus implementation and budget plan template with each HCN Campus Lead to ensure campuses are clear on intent and requested information.

Healthy Campus Network’s Guiding Principles

1. The initiative is nimble in design to respond to each UC campus and healthsystem priorities.
2. The campus leadership emanates from the Chancellor/CEO’s office.
3. Strengths and assets of the UC student, staff and faculty community are identified and leveraged to build upon for each campus.
4. The approach is inclusive with regular communication across campus and systemwide, and aligns with each campus’ strategic plan and vision as guided by the UC mission of research, education and public service.

Healthy Campus Network General Outcomes

Listed below are four general outcomes for the HCN initiative to make UC the healthiest place to work, learn and live. These outcomes reflect implementation objectives with measurable impacts reported on a campus and a systemwide basis. These outcomes should be embodied in the campus Implementation and Budget Plan.

1. HCN identifies and maps existing campus health, nutrition and wellbeing assets.
2. UC students, staff and faculty are actively educated about nutrition, health and wellbeing and are aware of the campus resources that are available.
3. Campus HCN infrastructure includes communications and interaction between campus groups to enhance health and wellbeing across the campus and systemwide.
4. An institutionalized HCN campus plan that is both holistic and inclusive of health and wellbeing programs and populations within the campus community.

Roles and Responsibilities:

Below are the abbreviated details of systemwide support HCN efforts. This will serve to inform campus working groups and project coordination and management leaders across the University.

Role	Project Member	Responsibilities
Executive Lead	Seth Grossman, UC Office of the President	<ul style="list-style-type: none"> Approves program, content, and budget
GFI Program Manager	Gale Sheean-Remotto, UC Office of the President	<ul style="list-style-type: none"> Coordinates and supports Executive Lead and GFI HCN Co-Chairs as needed Acts as liaison between Executive Lead and GFI HCN Co-Chairs Works with GFI communications team as needed for systemwide communications related to HCN Works with GFI HCN Co-Chairs to manage systemwide program milestones
GFI Healthy Campus Network Co-Chairs	Dr. Wendy Slusser, UCLA Dr. Laura Schmidt, UCSF Trish Ratto, UCB Julie Chobdee, UCR Dr. Michael Goldstein, UCLA	<ul style="list-style-type: none"> Provide leadership and oversight for all campus coordination and implementation; reports to Program Manager Work/consult with UCOP on systemwide engagement actions Work with HCN Campus Lead at each location, including site visits if needed with HCN Steering Committees Plan and coordinate systemwide HCN committee meetings and monthly calls with HCN Campus Leads Coordinate annual reporting process across locations and deliver an overall project report to UCOP Coordinate research efforts across campuses and health systems and engage relevant UC researchers in advising and evaluating HCN initiatives Provide subject matter expertise and guidance for locations to support the HCN development and implementation Serve as a resource, clearinghouse, and point of contact for all HCN related activities Represent HCN at UC-wide and other national conferences or meetings Provide 1:1 consultation with each location as a campus liaison
HCN Campus Lead	Mike Miller Katie Maynard	<ul style="list-style-type: none"> Serve as appointed lead(s) through your Chancellor’s Office Work with HCN Campus Steering Committee to identify and communicate priorities Develop and implement action plan and activities for HCN Convene campus Steering Committee and ensure HCN efforts are inclusive of campus/community stakeholders Participate in semi-annual in-person system-wide meetings and strategizing on collective systemwide goals Participate on regular calls with GFI HCN Co-Chair Provide requested ongoing reporting of campus progress to GFI HCN Co-Chairs Contribute to UC systemwide projects and activities related to the GFI HCN Host monthly campus steering committee meetings as a two-way communication for progress and campus updates Submit campus Implementation and Budget Plan no later than September 1, 2017 and act as point of contact for funding distribution

Role	Project Member	Responsibilities
HCN Campus Steering Committee	Selected by location leadership	<ul style="list-style-type: none"> ● Work with HCN Campus Lead to identify or create a HCN Vision Statement and Mission Statement, and overall strategic goals to incorporate into the location’s HCN plan ● Develop and implement actions and activities: <ul style="list-style-type: none"> ○ Build and/or identify an existing nimble local network through asset mapping and mobilization strategies, regularly engaging with key stakeholders and welcoming all interested faculty, staff and students, including community organizations and their members. ○ Develop and/or identify existing priority areas to promote health and wellbeing; develop and/or identify existing goals and objectives and short and long-term strategies to address these areas. ○ Develop and/or identify existing action plans for short-term (1 year) and long-term priorities. ○ Regularly report progress to HCN Campus Lead through defined mechanisms. ○ Attend and participate in local HCN meetings and monthly calls to work collaboratively across the system. ● Collaborate to identify on an UC-wide goal to work on together in addition to their location specific goal(s).
HCN Campus Work Groups	Additional work streams and/or groups as needed to build the coordinated infrastructure	<ul style="list-style-type: none"> ● Provides subject matter expertise, contributions to implementation plan, and guidance to the initiative, as well as engagement and role modeling health with the campus community. ● Based on evaluation metrics identified by the HCN Campus Lead, campuses will provide ongoing updates to HCN Campus Lead demonstrating progress towards milestones.

Healthy Campus Network Location Vision and Mission Statement

The UCSB Healthy Campus Network Steering Committee will promote a wellness movement to make our campus the healthiest in America to work, learn, and live. UCSB HCN will provide coordination and publicity to healthy campus programs currently in place while innovating new solutions. We will consider all aspects of the environmental, financial, physical, professional, social, emotional, psychological, and cultural wellness of our community members in order to initiate and sustain continual improvements in campus health.

Overarching Healthy Campus Network Location Strategic Goals

UCSB established seven sub-committees representing different components of our overall strategy. These include: Emotional and Psychological Health, Environmental Health, Financial Health, Physical Health, Professional and Academic Health, Social and Cultural Health, and the Longevity Sub-Committee. We developed overarching missions for each of these sub-committees and those are:

- **Emotional and Psychological Health:** To ensure that the campus physical environment, policies, and resources support optimal emotional/psychological for students, staff, and faculty.
- **Environmental Health:** To promote a healthy campus environment that supports students, staff, and faculty learning, working and living on all campus properties.
- **Financial Health:** To increase financial literacy and financial health related education across the campus for staff, faculty, and students.
- **Physical Health:** To create a culture on the UCSB campus such that healthy living is a central part of daily life for staff, faculty, and students. The Physical Health Sub-committee will focus on food choices, physical activity, and overall fitness.
- **Professional and Academic Health:** To support a community of thriving faculty, staff, and student Gauchos who are engaged in their professions, careers, and academics. We will do this by utilizing and reinvigorating existing resources and programming ideas, and creating new ones where needed.
- **Social and Cultural Health:** To enhance connection to others, belonging, and sense of community in order to promote the sustained well-being of students, faculty, and staff. By promoting public social spaces, supporting cultural diversity awareness, and strengthening communication the subcommittee strives to make UCSB the healthiest place to work, learn, and live.
- **Longevity:** To sustain and grow the work of the Healthy Campus Network after the sunseting of the UC GFI.

Campus Implementation and Budget Plan

The HCN Campus plan is to include the following Collective Impact Conditions (Objectives):

1. Share a Common Agenda and Provide a Coordinating Structure
2. Engage in mutually reinforcing activities and participate in continuous communication
3. Agree on evaluation systems and Campus Reports
4. Systemwide Coordination
5. Systemwide Reporting

The table below lists the five plan objectives and recommended corresponding activities that are consistent with the HCN Plan. The activities and strategies represent examples of how to implement the objective. Your campus may have additional objectives with different activities and strategies to meet your campus HCN vision. For each strategy and action step your campus will address

between now and 2018, please indicate the measurement/evaluation tool, or method that will be leveraged to gauge the impact of the item, the desired outcome and the campus lead for that item. In addition to the items noted in the table, each campus *should strive towards* accomplishing the following:

1. Prioritize engagement and communication of the HCN across the campus
2. Create and operationalize a central resource where campus information, networks, resources, and services are centralized and accessible, e.g., a web page or posted asset map and possibly include links or contact information
3. Establish a structure for evaluating and reporting qualitative and quantitative data demonstrating progress towards campus goals
4. A strategy or proposed approach to institutionalize the identified health and wellbeing resources for HCN campus program continuity

Note there are additional spaces provided at the end of the table to record campus GFI HCN action items that will be addressed following the 18-month project period that are not reflected in any other areas of the table.

Once the HCN Campus Lead and Steering Committee is created on the campus, the HCN team should collectively develop an Implementation and Budget Plan. It is recommended to engage many stakeholders across the campus for input on activities and strategies. Below is a sample Implementation and Budget Plan is **due on September 1, 2017 to your GFI HCN Co-Chair 1:1 liaison.**

SAMPLE IMPLEMENTATION PLAN BASED ON COLLECTIVE IMPACT CONDITIONS						
ID#	Objectives (Collective Impact Conditions)	Activities	Strategy	Measurement/Evaluation (eg. meetings, process , asset map)	Campus Lead	Outcomes
1	Share a Common Agenda and Provide a Coordinating Structure	1.A: HCN Steering Committee conduct or identify an asset map that has identified individual, organizational and policy strengths and resources supporting wellbeing on campus and defines ways to connect and mobilize existing programs and resources. Example: GFI programs such as Food Security, Food Literacy.	1.A: Mobilize a network and Inventory of existing programs resources, and services that can roll-up under HCN and meet monthly with HCN Steering Committee	108 programs were identified. See map in outcomes. Steering Committee is meeting on average twice a month in addition to subcommittee meetings.	Katie Maynard	Asset map created: https://drive.google.com/open?id=1mOeSQLhDB2P6tEoNW Bfc_LB1Cq4ZRAIRCiurijlNc0 We are planning to fund a student intern to help us work on the policy section in Fall 2017.

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ID#	Objectives (Collective Impact Conditions)	Activities	Strategy	Measurement/Evaluation (eg. meetings, process , asset map)	Campus Lead	Outcomes
		1.B: Develop subcommittees as needed reflecting on priorities identified by campus HCN steering committee.	1.B: Formalize cross-HCN subcommittees and governance structure and establish clear roles and processes to facilitate progress. 1.C: Subcommittees meet on a regular basis to develop the action plan for identified priority areas of local HCN	93 stakeholders joined at least one of the HCN subcommittees. Each subcommittee is currently developing an action plan and meet 1-3 times per month.	Katie Maynard	Subcommittee membership: https://docs.google.com/spreadsheets/d/1b7jUTAOFvYjJD3K708-M2p3wCoKj_f9nnoBhNa6f5Pk/edit?usp=sharing
		1.C: HCN Campus Lead works with HCN Subcommittee Leads to identify location priorities and program/project/and or policy objectives, working collaboratively on the development and/or identification of an existing plan.	1.C: An actionable plan that engages all stakeholders is shared and subcommittee leads ensure steering committee remains informed.	All of the subcommittees are led by a member of the Steering Committee to ensure continuity between the groups.	Sub-Committee Chairs: Emotional and Psychological Health: Sharleen O'Brien (Health & Wellness) Environmental Health: Mo Lovegreen (Sustainability), Ginnie Thomas (Housing, Dining, and Auxiliary Enterprises – HDAE), and Shannon Hinrichs (Environmental Health & Safety) Financial Health: Tracey Nguyen (Associated Students) Physical Health: Betsy Reynolds-Malear (Student Health) Professional and Academic Health: Erica Losada (Staff Assembly)	We drafted initial action plans for each sub-committee and also created a combined document with all of the goals. Many of the goals will need further feasibility assessments and vetting before being finalized. Draft goals are available on our website (if you click on the name of any sub-committee: http://food.ucsb.edu/about/committees/HCNSteeringComm) You can also see a PDF of all the goals combined here: https://drive.google.com/open?id=0B8M9CLuwn3HDTIIN2dQTmZhU2M

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					Social and Cultural Health: Jeff Huskey (Recreation) Longevity: Mike Miller (Enrollment Services)	
2	Engage in mutually reinforcing activities; Participate in continuous communication	2.A: Mid - and long-term planning by identifying and connecting existing programs and resources (asset mapping and mobilization) and coordination of existing organizational capacities.	2.A: An actionable plan that includes milestones, timelines, identified evaluation tools; informs budget and resource needs	<p>All of the goals are divided into short term (2018), mid term (2020), long term (2025) and visionary (2050) goals.</p> <p>Committees were asked to develop metrics, strategies, target audiences, and outcomes for their goals</p> <p>We set aside funding for a researcher to help with the evaluation plan. Due to this some subcommittees are waiting for the research team to start before doing too much work on metrics and evaluation tools.</p>	Katie Maynard (coordination) & Sub-Committee Chairs	<p>Draft goals are available on our website (if you click on the name of any sub-committee: http://food.ucsb.edu/about/committees/HCNSteeringComm) You can also see a PDF of all the goals combined here: https://drive.google.com/open?id=0B8M9CLuwn3HDTIIN2dQTmZhU2M</p> <p>More detailed action plans with draft metrics, audiences, etc. for each committee can be found here: https://drive.google.com/open?id=0B8v9U2NKYxTnZ09ON2JDNU6VHM</p>

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ID#	Objectives (Collective Impact Conditions)	Activities	Strategy	Measurement/Evaluation (eg. meetings, process , asset map)	Campus Lead	Outcomes
		2.B: Build program, policies, courses and research based on the asset map and mobilization.	2.B: Classes, programs, policies and activities that leverage existing resources catalyzed by HCN seed funding to support student, faculty and staff wellbeing and meet key location priorities.	<p>Call for Proposals sent out broadly across the campus. Those proposing funding were asked to review asset map before proposing new projects. Sub-committees reviewed projects and advised steering committee. Steering committee developed final budget.</p> <p>Please also see the sub-committee goals for a number of classes, programs, policies, and activities which will be promoted/developed by the subcommittees but that did not require funding from HCN this year.</p>	<p>Leads were identified for each project:</p> <ul style="list-style-type: none"> • Take the Stairs!: Mo Lovegreen • Fit squad: Brenda Lear • Know your Numbers!: Ginnie Thomas • Tobacco Cessation: Michael Takahara • UCSB Greenhouse and Garden Project: Frank Kinnaman • Campus Farm: Adory Khandaker • Food for Thought Lunch Series: Melissa Fontaine • Home Cooking: Culinary Cultural Exchange: Chryss Yost • Expanding Food, Nutrition, and Basic Skills workshops to staff and faculty: John Lazarus • Wellness for all: capturing video (Focus on Learn at Lunch): Ginnie Thomas • Online Campus Community 	Budget developed see below.

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					<p>via OrgSync: Cynthia Seneriz</p> <ul style="list-style-type: none"> • Sense of Belonging: Wendy Cordova and Viviana Marsano • Gaucho Mentor Connection (GMC) Program: Erica Losada • Reducing Food Insecurity for UC Employees; A Food Policy Intern: Katie Maynard • Healthy Campus Network Forums: Katie Maynard • Healthy Progress: Assessing UCSB's Efforts to Make Our Campus the Healthiest Place to Live, Work, and Learn: Heather Hodges <p>HCN Coordinator, a Student Intern to help with Committee Staffing. Student has not yet been hired but the internship job description has been posted. This intern will report to Katie Maynard.</p>	

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ID#	Objectives (Collective Impact Conditions)	Activities	Strategy	Measurement/Evaluation (eg. meetings, process , asset map)	Campus Lead	Outcomes
		<p>2.C: Create a multi-prong branding and communications plan to reach the entire campus community through multiple channels to communicate the available HCN resources</p>	<p>2.C: Comprehensive and continuous communications plan that promotes HCN and identified campus priority areas.</p>	<p>A set of communications projects were selected to be a part of the 17-18 budget. Please see outcomes for the list.</p> <p>In addition the following short term communications priorities were established:</p> <ul style="list-style-type: none"> • Centralize information about existing resources within websites already available. • Create a quarterly wellness newsletter. • Establish wellness ambassadors in each department. • Create a central wellness calendar. 	<p>Student Intern funded to become HCN Coordinator and support Katie Maynard in coordination and communications of HCN at UCSB.</p> <p>The new Take the Stairs Student Coordinator will also assist with communications efforts for both the statewide campaign and more broadly.</p>	<p>Communication Projects include those that:</p> <ul style="list-style-type: none"> • Focus on specific efforts/actions (Take the Stairs Campaign and Tobacco Cessation) • Promote networking and idea sharing (Food for Thought Lunch Series, OrgCync, Sense of Belonging, Gaucho Mentor Connection, and Forums) • Share best practices and information (Know Your Numbers!, Home Cooking, and Food, Nutrition, and Basic Skills) • Document the work that we do (Wellness for All; Capturing Video and Healthy Progress).

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ID#	Objectives (Collective Impact Conditions)	Activities	Strategy	Measurement/Evaluation (eg. meetings, process , asset map)	Campus Lead	Outcomes
		2.D: Hold a HCN celebration or kick off in 2018.	2.D: Collaborate in planning and participating in a systemwide launch celebration	<p>We are awaiting direction from the statewide steering committee on this. We look forward to participating.</p> <p>We will also be hosting quarterly forums for the Healthy Campus Network and the Fall forum will act as our local kick-off celebration.</p>	Katie Maynard	
		2.E: Identify at least one GFI project on your campus to work together and help it grow.	2.E: Work with GFI leaders on campus to help support, grow and build awareness about a GFI project (s)	<p>GFI Fellow, Hannah Thomas Pullen will be working on increasing healthy snacking options on campus.</p> <p>GFI Fellow, Gabe Runte will be working on the Edible Campus Program.</p>	<p>The Physical Health subcommittee will work closely with Hannah Thomas Pullen, who will also joint the committee in Fall 2017.</p> <p>An Edible Campus Program rep will join the Physical Health subcommittee. Edible Campus Program’s Campsu Farm was also funded by the Healthy Campus Network.</p>	

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				<p>GFI Ambassador Emily Hall will be engaging students in GFI broadly and that will include engagement in HCN.</p> <p>There is a great deal of overlap between the goals of the Financial Health and the Physical Health subcommittees with the Food Security Goals of the Food Security Taskforce. Those groups are coordinating closely.</p> <p>Katie Maynard staffs both the Food Security Taskforce and the Healthy Campus Network.</p>	<p>The new take the stairs student coordinator will also be working broadly on communications and will coordinate with GFI Ambassador Emily Hall.</p> <p>Melissa Fontaine, Food Security Coordinator is on the Physical Health subcommittee and consults with the Chair of the Financial Health subcommittee.</p>	
		2.F: Develop or strengthen at least one physically visible project on your campus such as a student, staff or faculty	2.F: Work with campus program directors or project leads on ways to collaborate and strengthen an existing project that visible	5 Physically visible projects were selected (see outcomes for list)	<p>Leads for each physically visible project:</p> <ul style="list-style-type: none"> Take the Stairs!: Mo Lovegreen. Mo is also now working closely with the Art 	<p>We selected several projects to fund which will be physically visible, including:</p> <ul style="list-style-type: none"> Take the Stairs! Know Your Numbers! A

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		garden or student nap or socializing space.	represents the work HCN is supporting	Each subcommittee was also asked to consider which of their goals would relate to the Physical or Built Environment. These can be found on the subcommittee goal sheets. In particular, the social/cultural health and emotional/psychological health subcommittees are working on setting up mindfulness and social public spaces on campus.	Department. <ul style="list-style-type: none"> • Know Your Numbers!: Ginnie Thomas • Tobacco Cessation Resources & Policy Promotion: Michael Takahara • UCSB Greenhouse and Garden Project: Frank Kinnaman • Campus Farm: Adory Khandaker Subcommittee Chairs (see 1C)	health kiosk <ul style="list-style-type: none"> • Tobacco Cessation Resources & Policy Promotion • UCSB Greenhouse and Garden Project, renovation to an education space • Launching of a Campus Farm
		2.G: A long term actionable campus plan for continuation of the HCN that outlines how funding will be sustained for the coordinating structure and its role to support innovation	2.G: Identify sustainable strategies, develop budget, and identify potential funds and fund sources to ensure efforts to support ongoing available resources to ensure the healthy choice is the easy choice for students, staff and faculty.	Each group proposing a project for HCN funding was asked to share their strategies for extending their projects.	Longevity Committee, Chaired by Mike Miller	We established the Longevity Committee to develop a long term plan which we hope to have in place by Spring 2018. Please also see the draft goals of the longevity committee here: http://food.ucsb.edu/about/committees/healthy-campus-network-steering-committee/longevity
		2.H: Cross-campus collaborations and sharing of	2.H: Plan for networking HCN program and implementation plans	UCSB sent a full delegation of 5 people to	Mike Miller and Katie Maynard	We are committed to sending a delegation or representative

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		best practices, expertise, and successes.	amongst locations (i.e., bi-annual meetings to discuss progress and share best practices, lessons learned, implementation plans) 2.H: Plan and support system wide HCN conference as a catalyst to the launch of the HCN featuring the “brain trust” of UC researchers, health educators and professionals, working on issues pertaining to food, environment, health and wellbeing 2.J: Participation in systemwide HCN celebration launch in June 2018	the June 2017 meeting and 2 people have participated on all conference calls to date. 2H. and 2J We look forward to learning more and participating.		to each statewide meeting. For the June 2018, we intentionally sent a delegation that included students, staff, and faculty.
3	Agree on evaluation systems and Campus Reports	3.A: Discuss and identify quantitative and qualitative metrics and develop a method to capture and regularly report on metrics.	3.A: A quarterly report shared with the GFI HCN Co-Chairs and rolls up into a single systemwide report	We funded a research team to develop metrics and evaluate our program: The proposal was called “Healthy Progress: Assessing UCSB’s Efforts to Make Our Campus the Healthiest Place to Live, Work, and Learn”	Evaluation: Heather Hodges and Lisa Leombruni Reporting: Katie Maynard	We have met all reporting deadlines to date and have planned for upcoming deadlines. Sub-committees identified draft metrics and we funded a research team to take a deeper dive into helping us hone our metrics and data collection processes.

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		3.B: Document lessons learned during asset mapping and plan development.	3.B: Share lessons learned with GFI HCN Co-Chairs for broader systemwide knowledge share		Katie Maynard	We shared our google spreadsheets that were used for the asset map and goal setting of local subcommittees statewide. The goal matrix was used as one possible model for other campuses.
4	Systemwide Coordination	4.A: GFI HCN Subcommittee Co-Chairs hold planning meetings with locations.	4.A: Facilitate planning and implementation work sessions with HCN Subcommittee Lead and HCN Steering Committee		Katie Maynard	We hope that Wendy Slusser will be able to visit us in the Fall.
		4.B: GFI HCN Subcommittee provide 1:1 coaching support and location meetings as needed.	4.B: Meet with locations to support identifying areas of priority and actionable steps to address		Katie Maynard	We have stayed in close communication with our Subcommittee point person: Wendy Slusser. She has shared advice and we send her progress updates.
		4.C: Establish systemwide communication tools for locations and external audiences.	4.C: Provide information systemwide on HCN efforts and accomplishments		Katie Maynard	We have shared some of our best practices through sending materials to Gale and Wendy and through the sharepoint.

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		4.D: Collaborate on a systemwide goal with HCN Subcommittee members.	4.D: A defined goal that has been created from location input and refined by GFI HCN Co-Chairs		Mo Lovegreen	<p>We are very excited about the Take the Stairs/Stairwell campaign. Locally, this will be lead by the Environmental Health Sub-Committee: http://food.ucsb.edu/about/committees/HCNSteeringCommittee/environmentalhealth and in particular, by Mo Lovegreen.</p> <p>Mo has been working closely with Art Professor, Dr. Jane Mulfinger on a joint class in Fall 2017 where art students will redesign stairwells. We allocated \$12k from our budget in addition to the funding dedicated specifically for the campaign. We have also already posted an announcement for the internship.</p>
		4.E: Identify systemwide programs and GFI work to be included in asset maps.	4.E: Increased holistic review to ensure a tie-in of current systemwide programs and GFI work as part of asset map	We compared the projects that we have selected for funding with	Katie Maynard	

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				the GFI projects statewide.		
5	Systemwide Reporting	5.A: Identify tool for reporting of qualitative and quantitative metrics.	5.A: A systemwide report with all activities rolled-up to share with Executive lead, Program Manager, and GFI leadership			We are committed to meet all reporting deadlines.
		5.B: Methodology for collecting and communicating lessons learned.	5.B: Share across the UC system through the HCN Subcommittee Members			We are committed to sharing our best practices.

Long-term action items (post 18-month program)

UCSB's HCN developed twelve pages of goals. Please see the attached action plan. Rather than repeating all of those here, we summarized our mid and long-term goals by combining some together and focusing on core themes.

ID#	Objectives	Activities	Strategies	Measurement/Evaluation	Campus Lead	Outcomes
2F	Create and promote spaces to encourage social/cultural and emotional/psychological health	Identify areas where more spaces like this are needed. Develop a plan and identify funding to create such spaces.	Encourage collaboration across the sub-committees and other potential stakeholders on campus. Connect to campus goals around encouraging use of underutilized outdoor spaces.	Number of spaces and use of space	Sharleen O'Brien and Jeff Huskey	Less stress and anxiety due to staff taking mindfulness breaks. More social cohesion due to use of gathering spaces.
2B	Expand health and wellness programming for staff and faculty.	Develop an expansion plan and raise funds.	Identify which departments can support staff/faculty programming and which could if the right funding was available.	# of programs offered to staff and faculty.	Sub-committee chairs with fundraising led by K. Maynard	Staff and faculty feel well supported and regularly engage in wellness programming.
2B	Expand emotional and psychological wellness programming across the board.	Mental health conference. Collaborations with existing service providers. Fundraising for new programs.	Raise awareness about the importance of emotional and psychological wellness (especially sleep and stress)	We plan to work closely with the evaluation research team to develop survey tools to assess this.	Sharleen O'Brien	Increased emotional and psychological wellness.
2C	Develop a phone app to highlight health and wellness resources	Identify a platform and content managers. Raise funds to launch.	Assess the feasibility of whether this could be done in conjunction with UCSB Guides (through Guidebook) or would have to be its own app. The website content we will develop this year will lay the groundwork for this.	Number of people that use the app once launched. Increased participation in services highlighted.	Katie Maynard and the HCN student coordinator	Increased awareness of existing programming.
2B	Increase health and wellness programming for people of all abilities	Expand services and programs for people with differing abilities.	Have conversations with both service providers such as Disabled Students Program and student organizations such as Commission on Disability Equality to better understand the needs.	We are still early enough in the conversations that we are not sure what the metrics are yet. Our first goal is to understand the needs.	HCN Student Coordinator. Also there was interest from the Physical Health sub-committee.	Increased engagement of people with differing abilities.

2B and 2E	Develop a plan for increasing healthier food choices on campus and decreasing less health options.	Better understand why certain foods are offered and what challenges might prevent changes. Research what other UC campuses and peer institutions have done. Come to a better consensus on campus as to what constitutes as "healthy" food.	Our focus in the next year will be better understanding best practices and the research available. In the long term, we hope to build broader campus buy-in as to new ways of approaching our campus food system.	The initial metric will be whether we have built broad buy-in across campus. In future years, we would expect to see an increase in healthy food sales/consumption and a decrease in unhealthy food sales/consumption.	Physical Health subcommittee will take the lead, but this is a topic of interest to several subcommittees.	A shared vision across all food services and the campus community as to where we want to move our food system over time.
2B	Increase housing options (financial health) for staff and faculty	Increase on campus housing especially for staff. Partner with local organizations to seek a way to create a housing cooperative for staff. Survey staff to better understanding housing needs.	UCSB's LRDP already commits to building a significant number of new housing units for staff and faculty. We hope to support this effort and also potential identify additional ways to build on this commitment.	Increased number of units available to staff.	Tracey Nguyen, Financial Health sub-committee	Staff are more easily retained because they can find local housing.
2B	Employees are incentivized and actively encouraged to participate in health and wellness programs.	Explore feasibility of ways through flexible schedules, work release time, incentives, or other strategies to encourage employees to participate in wellness programs.	There are many ideas about how to approach this and we need to spend time evaluating the options in order to make the best recommendation to the campus.	Increase number of employees participating in wellness programs.	Katie Maynard, HCN Steering Committee. This is also a topic of interest to several subcommittees.	Employees feel supported to participate in health and wellness programs.
2B and 2E	Students are offered more workshops and services on managing loan debt.	Promote existing programs. Expand programs and tools to support students taking on loans. Increase requirements for students taking on loans to attend workshops.	Increase student knowledge of strategies for managing loans and making good choices about loans.	Increased student confidence in managing loans.	Tracey Nguyen, Financial Health Subcommittee	Students are better prepared to manage loan debt.
2B	Offer more health and wellness program at times and in locations that match staff schedules especially for staff that	Determine what hours employees work (especially employees who do not have standard 8am-5pm desk jobs).	Consider hosting programs at the beginning or end of shifts outside of the 8am-5pm timeslot, especially programs that might include food. Consider hosting more workshops at staff focused	Diversity of staff engaged in health and wellness programs.	This was a common theme among subcommittees and each	Staff in jobs that require them to work outside of the standard 8am-5pm window will feel more engaged in the university.

	work outside of the standard 8am-5pm.	Link shift times to available programs and determine which employees are missing out on opportunities to engage in health and wellness programming.	facilities such as the facilities learning center.		subcommittee is being asked to be thoughtful about scheduling their events. The HCN student coordinator can help with the broad assessment of gaps.	
2B	Expand bilingual professional development opportunities for staff and faculty.	Fundraising to hire translators. Build a culture where it is expected that translation be offered at professional development opportunities.	Start by focusing on programming that is also set at times and in locations of employees with limited English skills.	# of workshops offered bilingually	Jeff Huskey (Social and Cultural) and Erica Losada (Professional and Academic)	Employees with limited English skills will be more engaged in the University and will advance more in their careers. The university will act as a role model in the effort to create a more bilingual society.
2B	Staff have a better understanding of their career track and how to advance within the University	Expand career focused workshops. Develop career counseling services much like career services offers for students. Expand professional development fund pools.	Review staff engagement surveys to understand where current gaps are. Identify alternate funding sources to build this program. Continue to support mentorship models like Gaucho Mentor Connection	# of programs offered. Responses on the staff engagement survey.	Erica Losada, Professional and Academic Subcommittee	Staff advance within the university and stay with the university longer.
2B and 2C	Employee engagement in the university increased over time	Develop shared identity through new employee orientation. Launch a I love UCSB Campaign.	Employee engagement is a high priority for Human Resources and there is also a committee on Staff engagement. HCN could accomplish a lot by aligning with these groups.	There is an employee engagement survey sent out on a regular basis that measures employee engagement. We would use this measure and compare with past results.	Erica Losada, Professional and Academic Subcommittee	Increase staff retention.

2G	Find long term homes for each successful pilot program.	Develop relationships with departments that could potentially be hosts in future years. Identify gaps, and cultivate new potential partners.	Align HCN goals with departmental and campus goals.	# of programs that start in hcn and find a home department.	Katie Maynard, Longevity Subcommittee	HCN develops a track record of effectively institutionalizing new programs.
2G	Develop a sustainable long term funding structure for the HCN.	Develop a partnership with the development office. Identify potential donors and grants. Explore alternative business models.	Focus on a broad fundraising strategy and apply to many different foundations and agencies. Apply for new funding at every opportunity. Collaborate with statewide leads where system wide opportunities arise.	Amount of funding raised and diversity of funders.	Katie Maynard, Longevity Subcommittee	Efforts launched through HCN are able to continue over time.
2G	Health and Wellness objectives institutionalized into job descriptions.	Annual evaluations for supervisors, managers, and directors include questions pertaining to "how do you support your employees' levels of wellness" and "how are you making your workplace safer?" Integrate requirements of wellness ambassadors into job descriptions.	Develop relationships with high level administration throughout the HCN. Demonstrate that health and wellness activities are tied to the core mission of the university. Launch a successful wellness ambassadors program.	# of people who have health and wellness in their job descriptions.	Katie Maynard, Longevity Subcommittee	Individuals are encouraged by their supervisors to engage in health and wellness. Accountability to health and wellness built into jobs.

Campus-Identified Challenges

Please list any campus-level challenges, issues, and risks to achieving your action items above as well as how you plan to address or mitigate. Please advise how the GFI HCN Co-Chairs and UCOP support team can assist your group in addressing noted challenges.

In aspects of the UC Global Food Initiative that have focused on student programs, there have been many different departments that we could partner with on long-term programming. In starting to look at programs for staff and faculty, there are only a small number of departments with funding/programs that could potentially support staff and faculty specifically. We will need to be creative about identifying structures/sources for long term support.

Funding and Resource Budget Outline

Please include a clear budget outline for the \$155,000 provided by GFI and UCOP for the 18-month project. Note that the \$155,000 is to be used specifically for building the infrastructure for the HCN as outlined in the December 13th letter from President Napolitano. In addition, identify any other campus-based matching resources to leverage your impact between now and June 2018. Please include any campus matching funds during the 18-month project and beyond (separate from UCOP funding) that will be used to support the HCN development (pending and/or confirmed) and program continuity.

ID#	Description: Note which numbered action items listed above is supported by this funding	Amount Used From \$155,000	If applicable, identify additional, matching funding amount & funding source, allocated beyond UCOP funding.	Additional/Matching Funds description, longevity (one time, repeats x times, ongoing, etc), and amount.
1	Take the Stairs! (2B, 2C, 2F, 4D?)	\$12,000	Funding Amount: \$0 Funding Source: N/A	Combination of physical changes to the staircases that will last over time and one year of promotion.
2	Fit squad (2B)	\$16,000	Funding Amount: \$20,000 Funding Source: Recreation	Recreation has a plan to build an alternate business model that can replace this funding in 2018-2019
3	Know your Numbers! (2C, 2F)	\$7,213.86	Funding Amount: \$0 Funding Source: N/A	One time infrastructure cost
4	Tobacco Cessation Resources & Policy Promotion near Library (2C, 2F)	\$3,590	Funding Amount: \$5,000 annually Funding Source: Call it Quits program at UCSB	One time infrastructure cost and some timely promotion in line with recent policy changes
5	UCSB Greenhouse and Garden Project Infrastructure and Maintenance (2E, 2F)	\$6,000	Funding Amount: \$19,000 Funding Source: Pending (This funding covers phase one of the project and they are fundraising for the remainder.)	One time infrastructure cost
6	Campus Farm, Edible Campus Program (2E, 2F)	\$13,888.89	Funding Amount: \$184,747.40 Funding Source: Various on and off campus donors	One time infrastructure cost
7	Food for Thought Lunch Series (2B, 2C)	\$3,000	Funding Amount: \$0 Funding Source: N/A	3 events which will catalyze dialogue on campus.

8	Home Cooking: Culinary Cultural Exchange (2B, 2C)	\$1,530	Funding Amount: \$0 Funding Source: N/A	3 events which will catalyze dialogue within the community of international students.
9	Expanding Food, Nutrition, and Basic Skills workshops to staff and faculty (2B, 2C, 2E)	\$9,287	Funding Amount: \$23,649 Funding Source: Food Security Taskforce at UCSB (GFI)	12 events. Meant to be a pilot to show to external donors the value of funding this in the future.
10	Wellness for all: capturing video (Focus on Learn at Lunch) (2B, 2C)	\$2,692.50	Funding Amount: \$0 Funding Source: N/A	One time video cost. Videos will have value for several years.
11	Online Campus Community via OrgSync (2B, 2C)	\$3,440	Funding Amount: \$0 Funding Source: N/A	There are several groups on campus that are advocating for this system and it is likely that it will find a home if the pilot is successful.
12	Sense of Belonging: creating and maintaining an inclusive campus ecology for underrepresented ethnic, racial, biracial, and multicultural staff and faculty (2B, 2C)	\$6,466.67	Funding Amount: \$0 Funding Source: N/A	Meant to be a pilot to show to external donors the value of funding this in the future. 8-12 workshops
13	Gaicho Mentor Connection (GMC) Program (2B, 2C)	\$2,532.57	Funding Amount: \$0 Funding Source: N/A	Pilot to show to external donors the value of funding this in the future.
14	Reducing Food Insecurity for UC Employees; A Food Policy Intern (2B, 2E)	\$5,596.40	Funding Amount: \$11,200 Funding Source: Food Security Taskforce at UCSB (GFI)	The Food Security Taskforce at UCSB (GFI) is supporting interns to look at Food Security within students. The HCN funding is being used to build on that and expand to staff.
15	Healthy Campus Network Forums (2B, 2C)	\$3,168.75	Funding Amount: \$0 Funding Source: N/A	3 events which will catalyze dialogue on campus.
16	Healthy Progress: Assessing UCSB's Efforts to Make Our Campus the Healthiest Place to Live, Work, and Learn (3A)	\$36,189	Funding Amount: \$? Funding Source: Seeking match on GSHIP and fees from Dean	One time evaluation. Data will be used to encourage potential donors and existing programs to support these efforts in the long term.
17	HCN Coordinator, a Student Intern to help with Committee Staffing (All action items, helping us to coordinate across the board)	\$7,404.36	Funding Amount: \$50,000 Funding Source: Sustainability and Food Security Taskforce	The match here is the staff time from the Sustainability Office that manages HCN. We do not ask for any reimbursement for our professional staff on HCN.

18	Healthy Cleaning for a Healthy Campus (2B)	\$15,000	Funding Amount: \$15,000 Funding Source: Matched by private company working on cleaning products (pending)	One time research need.
	Total	\$155,000		