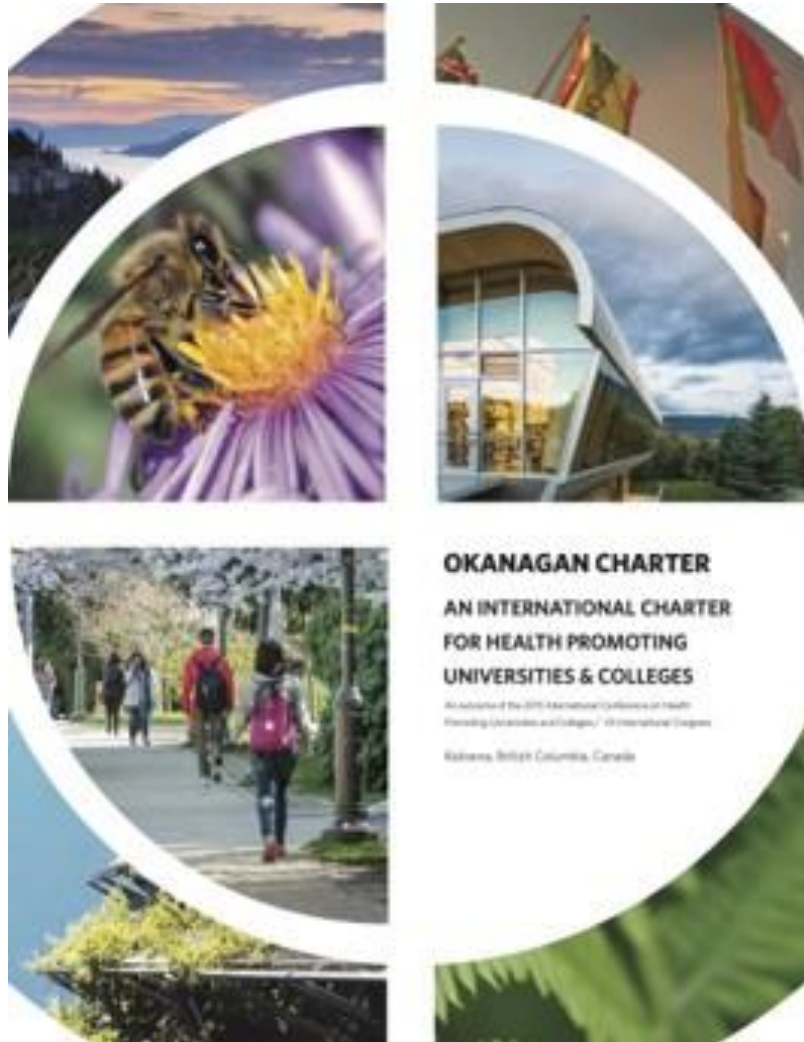# UCI
Comprehensive Wellbeing Initiative (CWI)

2022-23 Annual Report:
Charter Adopted by UCI on September 1, 2021

(Document updated in July, 2023: updates from 2021-22 Annual Report are highlighted in red)

Purpose: The UCI Comprehensive Wellbeing Initiative is a comprehensive and multi-disciplinary approach to creating a campus-wide culture of wellbeing. It is also a systems level approach that considers the intersections of people (students, faculty and staff), place (the UCI campus community, including the medical campus and all satellite/associated properties), and planet (the built environment and our natural resources). The initiative is guided and grounded by the Okanagan Charter: An International Charter for Health Promoting Universities & Colleges.

It should also be made clear, that this initiative is building upon a wealth of work and efforts that are already being done to make UCI a leader in health and wellbeing. In the following paragraphs, it will be made clear that UCI is already well on its way to being a national and global model for being a health promoting university, and this initiative will simply galvanize and codify those efforts. The initiative is being built around four key pillars: Diversity, Equity, and Inclusion; The Built Environment; Sustainability; Creating a Culture of Wellbeing.

In the spring of 2022, the CWI Core Leadership Team (described below) adopted the following definitions as common and consistent language to be used in relation to this initiative moving forward. This common language and accepted definitions will help us differentiate these terms as we continue to explain to the campus what this initiative is about all about. The Okanagan Charter and this Comprehensive Wellbeing Initiative looks to move beyond the typical health and wellness efforts of a campus (focusing on individual human behavior), and focus more on the wellbeing of a health promoting campus (systems level strategies, using a settings approach on a college/university campus).

Health and Wellness will be considered terms that reference an individual's human behavior or status, which is most commonly accepted and understood when using these terms. The World Health Organization defines these terms as follows:

Health: Health is a complete state of physical, mental, and social well-being and not merely the absence of disease or infirmity (disorder or frailty).
- *World Health Organization Constitution (1946)*

Wellness: Wellness is an active process of becoming aware of and making choices towards a healthy and fulfilling life. ... Wellness is a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity.
- *World Health Organization Glossary of Terms (2006)*

Wellbeing, in the context of this initiative, is considered the ability and capacity of all beings (humans, wildlife, plants/landscapes) to thrive and flourish in the many ecosystems that make up our community and environment. It also considers the intersectionality and contributions of those ecosystems to creating a culture of and capacity for wellbeing. The World Health Organization now defines wellbeing as follows:

FOUNDATIONS OF WELLBEING *(from the Geneva Charter: World Health Organization, 2022)*
Wellbeing societies provide the foundations for all members of current and future generations to thrive on a healthy planet, no matter where they live. Such societies apply bold policies and transformative approaches that are underpinned by:

- A positive vision of health that integrates physical, mental, spiritual and social well-being.
- The principles of human rights, social and environmental justice, solidarity, gender and inter-generational equity, and peace.
- A commitment to sustainable low-carbon development grounded in reciprocity and respect among humans and making peace with Nature.
- New indicators of success, beyond gross domestic product, that take account of human and planetary wellbeing and lead to new priorities for public spending.
- The focus of health promotion on empowerment, inclusivity, equity, and meaningful participation.

Oversight: *Since dedicated funding and resources for a true backbone organization are unlikely at this time for UCI, we have moved away from the Collective Impact Model (J. Kania and M. Kramer, 2011), and will instead use the Community of Practice Model (E. and B. Wenger-Trayner, 1998) to guide this initiative.* The following Core Leadership Team will provide guidance and oversight for this initiative. While oversight is the responsibility of this group, the work will be done with the collaborative effort of many other people, academic departments, campus units and resources.

CWI Core Leadership Team:

- Doug Everhart, Director of the Center for Student Wellness & Health Promotion
- *Rodrigo Lazo, Interim Vice Chancellor of Equity, Diversity and Inclusion*
- *Matt Deines, Principal Physical Planner for Campus Planning & Sustainability*
- Rachel Harvey, Sustainability Program Manager for Student Housing
- Marcelle Hayashida, Associate Vice Chancellor of Wellness, Health & Counseling Services
- Tom Andriola, Vice Chancellor for Information, Technology and Data
- Bernadette Boden-Albala, Founding Dean of the Program in Public Health
- *Sheri Ledbetter, Director of Internal & Critical Communications for Strategic Communications*

Background and Development of Pillars: The four pillars/themes selected were an intentional decision to highlight key systems level priorities that contribute to the mission of a health promoting university and a comprehensive culture of wellbeing.

Pillar 1 - Diversity, Equity and Inclusion:

There is plenty of research to support the idea that for any community to thrive, all members of that community must feel valued and supported. We have all experienced a year where a bright light has been shown on social injustice in our world and society. Vice Chancellor Haynes called anti-black racism an existential threat to the University's mission. Vice Chancellor Goldstein called recent antisemitism a threat to public health. The recent rise in violence against our Asian American/Pacific Islander communities has also been highlighted as a significant concern. On top of all that, the pandemic also taught us more about health disparities and the disproportionate impact on communities of color. As a Minority Serving Institution (MSI), Hispanic Serving

Institution (HSI), Asian American Native American Pacific Islander Serving Institution (AANAPISI), and an institution that values and stands behind our commitment to diversity, equity and inclusion, we are well-positioned to address these issues and concerns. Things like the Black Thriving Initiative, the Office of Inclusive Excellence Certificate Program, and Dr. Judy Wu's early stages of development for a Center for the Study of Liberation, Anti-Racism and Belonging (C-LAB) are all examples of systems level, cross-disciplinary approaches to these complex issues. Through this Comprehensive Wellbeing Initiative (CWI), we can build upon the foundational work of these programs and contribute to a campus culture of wellbeing.

> *Pillar 1 Leadership Team:*
> *Rodrigo Lazo, Interim Vice Chancellor of Equity, Diversity & Inclusion*
> *Miguel Hernandez, Associate Dean of Students in Student Life & Leadership*

Pillar 2 - The Built Environment:

One of the key and unique components of the Okanagan Charter, is the intentional value put on acknowledging and respecting the planet and land our campuses occupy and operate upon. Understanding the intersectional needs of people, place and planet is one of its core values. As a land grand institution and one that was gifted the land the campus is built on, it is wholly appropriate that we value the stewardship of that land. Plenty of research supports that being in and connected to nature and the natural environment supports mental health (New York Times article). That's why things like the UCI Naturescape project are so important, as we look to preserve and make the most of our natural landscapes and honor the natural resources that our campus sits on. There is also intentionality to connecting our campus trails to local and regional trails and resources. On top of the natural landscape, we make intentional decisions, like using Leadership in Energy and Environmental Design (LEED) Standards, bringing natural light and other environmental strategies into the building designs the campus employs. Projects like the Engineering Plaza, which used to be filled with large concrete tree planters, where not many people hung out. Now it is a thriving "outdoor patio" with comfortable patio furniture and shade umbrellas, creating a vibrant and attractive area, as students, faculty and staff seek more useable outdoor spaces to gather and study. These efforts show a commitment and understanding to connecting our people (students, faculty and staff) to our place (UCI) and our planet, for social and emotional wellbeing. Even when indoors, the LEED Standards design concepts, with lots of windows, exterior stairwells and use of natural light help people feel like they are outdoors and connected to nature. This is all an intentional effort to support the intersectional wellbeing of our campus, and demonstrate the value of and commitment to a culture of wellbeing.

> *Pillar 2 Leadership Team*
> *Matt Deines, Senior Planner for Campus Physical & Environmental Planning*
> *Carrie Metzgar, Sustainability & Planning Analyst*
> *Kelly Brennan, Project Manager (Samueli Institute for Integrative Medicine)*

Pillar 3 - Sustainability:

Again, the Okanagan Charter places high importance on valuing and preserving our planet and its natural resources. So, sustainability efforts are highly valued. Once again, UCI is well-positioned in this area already. In fact, Representative Katie Porter, was just on campus (and in the news) to highlight UCI's efforts on sustainability and climate. From a fleet of electric Anteater Expresses buses, to non-gas landscape equipment in housing, to our record as one of the nation's premier "Cool Schools" according to Sierra Magazine, UC as a system and UCI specifically are already global leaders in climate research and strategy. During the UCI Physical Sciences Earth Day Event ("The Future of Energy and the Environment"), faculty speakers/researchers stated the need for the general public to have a better understanding of and support for climate change efforts. While there is so much more that could be highlighted here, I think UCI's record and reputation speaks for itself in this area, and the sustainability efforts are one of the many success stories that positions us very well as a health promoting university on a systems level already.

> *Pillar 3 Leadership Team*
> *Rachel Harvey, Sustainability Program Manager for Campus Housing*
> *Carrie Metzgar, Sustainability & Planning Analyst*

Pillar 4 – A Culture of Health & Wellbeing

While this might be the most obvious pillar for a health and wellbeing initiative, and we certainly have plenty of programs and services to support this pillar, it might also be the area where there is the most opportunity and promise. UCI has an outstanding Employee Wellness Program, headed by Dyan Hall. There is also an entire cluster of departments in Student Affairs, committed to health and wellness for students, led by AVC Dr. Marcelle Hayashida. Most importantly, our world-class UCI Health and the newly formed College of Health Sciences, including a new School of Public Health provides a formidable academic opportunity for this initiative, especially as it concerns research, assessment, and evaluation efforts. While programs and services are, and will always be, an important part of health and wellbeing efforts, the Okanagan Charter is specifically focused on health promotion strategy and practice, on a systems level, that contributes to a culture of wellbeing. That's what sets this initiative apart from other health and wellbeing initiatives. We want to bring a multi-disciplinary, intersectional and systems level approach to this work. That means bringing the existing programs and services, people and units, together in an intentional way to demonstrate the campus' commitment to health and wellbeing as an institutional value. Can student and employee efforts be intentionally designed and implemented to demonstrate a common commitment and value for health and wellbeing across all populations of the campus community? Can the numerous campus committees and task forces related to health and wellbeing efforts (student, faculty, and staff) be charged, resourced, and tasked with coming together on common goals, metrics and outcomes for wellbeing? Can institutional values for health and wellbeing be created and demonstrated through

policy initiatives (i.e. the new online meeting default limits and recommendations)? Again, while a great deal of good work is being done, it is often being done in siloed efforts and with limited success. This initiative is an opportunity to bring it all together in an intentional and meaningful way.

> *Pillar 4 Leadership Team*
> *Marcelle Hayashida, Associate Vice Chancellor of Wellness, Health & Counseling Services*
> *Doug Everhart, Director of Student Wellness & Health Promotion*
> *Dyan Hall, Engagement & Wellness Specialist for Human Resources*
> *Anju Hurria, Chief Wellness Officer (Samueli Institute for Integrative Medicine)*
> *Theresa Duong, Pedagogical Wellness Specialist for the Vice Provost for Teaching & Learning*

Pillar 5 – KPI's & Metrics

After official adoption of the Charter on September 1, 2021, Vice Chancellor of Information, Technology and Data, Tom Andriola, asked to take a leadership role with the initiative to help with development of goals, measures, metrics and key performance indicators (KPI's). We added this as a fifth pillar and put VC Andriola and Dean Boden-Albala in charge of this pillar.

> *Pillar 5 Leadership Team*
> *Tom Andriola, Vice Chancellor of Information, Technology & Data*
> *Bernadette Boden-Albala, Dean of the Program in Public Health*

Key Performance Indicators (KPI's): With wellbeing as the common goal, the Key Performance Indicators will also fall into our four pillars: Diversity, Equity and Inclusion; the Built Environment; Sustainability; and A Culture of Health & Wellbeing. The Backbone Organization will work with and involve the appropriate campus partners and stakeholders. Each pillar will develop its own set of goals, strategies and metrics to monitor and evaluate success each year. While much of this work is still to be done, here are a few initial thoughts, ideas and examples:

Pillar 1 - Diversity, Equity and Inclusion:

- The diversity of our students, faculty and staff will be monitored and evaluated against desired demographics and metrics.
- Diversity of campus leadership (VC/AVC, Dean/Assistant Dean, etc.) to ensure diversity of role models in leadership positions.
- Participation in the Office of Inclusive Excellence Certificate Program, encouraging broad participation by students, faculty, and staff.
- Participation in programs like the Black Thriving Initiative

Pillar 2 - The Built Environment:

- Grow the number and percentage of our campus buildings that are LEED (Leadership in Energy and Environmental Design) Certified, and possibly move towards WELL Certification as well.

- The continued development and implementation of the Naturescape Initiative
- Continue working with appropriate resources to develop and appropriately acknowledge the land UCI exists and operates upon.

Pillar 3 - Sustainability:

- Continue with and grow metrics that have earned the campus awards and recognition for sustainability (i.e. Sierra Magazine Cool School rankings)
- Continue movement to more sustainable vehicles (i.e. electric buses) and equipment (non-gas landscape equipment).
- Continue efforts and movement toward UC Carbon Neutrality goals

Pillar 4 - A Culture of Health & Wellbeing:

- Enhance the role and voice of health/wellness related committees and task forces to make sure they are resourced, empowered and well-represented. Also ask/require that they prepare and submit annual reports that are read and utilized for contribution towards campus health/wellness related goals/metrics.
- Develop common definitions and understanding of health and wellbeing, so that appropriate metrics can be established and measured.
- Use existing, as well as new, initiatives to create a culture of health and wellbeing that demonstrates a campus commitment (i.e. Healthy Beverage Initiative for accessibility to water sources, Healthy Vending Initiative for accessibility to healthier beverages and snacks; enhanced Lactation Stations on campus; etc.)

July, 2022 update: Each pillar has developed a draft set of goals/metrics/KPI's and once formalized, they will be added to this document.

Town Hall Meeting: With more and more people hearing about the Comprehensive Wellbeing Initiative and the adoption of the Okanagan Charter on campus, the Core Leadership Team made it a priority to organize and sponsor a campuswide Town Hall. This Town Hall meeting would serve as an opportunity to announce the initiative and share what has happened since the official adoption on September 1, 2021. The Town Hall would feature an overview of the whole initiative, and then an update on the work and goals of each Pillar. A key faculty member was also identified for each Pillar to share the academic research and initiatives that back and support the work of each Pillar. The Town Hall was strategically scheduled during Earth Week, and took place on Wednesday, April 19th in the Pacific Ballroom of the Student Center. Since the campus has been operating in a hybrid model, we also broadcast the Town Hall online for those who wanted to view virtually instead of in-person. This also allowed us to broadcast to campuses across the country who wanted to view live. The event was also recorded and posted on the new website (see below) for viewing later. 60 people attended in-person, and another 150+ (from more than 30 campuses) attended virtually.

New website: Given the plans for the Town Hall (above), the Core Leadership Team felt it was necessary to get a website developed quickly for people to find out more information about the Comprehensive Wellbeing Initiative and what it was all about. That way when the marketing

for the Town Hall went out, there would be a place for people to gather more knowledge and information about the initiative. A temporary site was quickly developed using the campus' "sites" platform. The home page features and overview of the initiative and out key definitions; There are also pages for each of the Pillars; and there is a page that outlines the leadership structure and information on how to get involved. The new website can be found at https://HealthPromotingUniversity.uci.edu. A new permanent site is currently being developed and will launch in the fall.

Other Campus Involvement: involvement and support are being sought from the following campus departments and partners, as the long-term work will require comprehensive and multi-disciplinary efforts.

> *Academic Schools/Departments (all):*

- College of Health Sciences
  (Public Health, Medicine, Nursing, Pharmacy & Pharmaceutical Sciences, Samueli Institute for Integrative Medicine)
- School of the Arts
- School of Biological Sciences
- School of Business
- School of Education
- School of Engineering
- School of Humanities
- School of Informatics & Computer Science
- School of Law
- School of Physical Sciences
- School of Social Ecology
- School of Social Sciences

> *Campus Departments/Units:*

- Office of Inclusive Excellence
- Student Affairs Division (All Clusters)
- Campus Physical & Environmental Planning
- Housing and Sustainability
- HR/Wellness
- ASUCI/AGS
- Faculty/Staff Affinity Groups
- Student Organizations
- Intercollegiate Athletics

Summary of work done in 2022-23:

- *Changed our guiding framework from Collective Impact Model to Community of Practice Model (following the example of Cornell University)*
- *Replaced several people on the Core and Pillar Leadership Teams, due to departures of V.C. Doulas Haynes, Joseph Morales, and Richard Demerjian.*

- *Added Sheri Ledbetter from Strategic Communications to Core Leadership Team, to add an important voice of marketing and communications.*
- *Developed a new Health Promoting University website for the CWI*
  - *https://HealthPromotingUniversity.uci.edu*
- *Hosted our first Town Hall meeting to formally announce the initiative to the campus.*