

CALIFORNIA STATE UNIVERSITY, FRESNO
DIVISION OF ACADEMIC AFFAIRS
PLAN FOR EXCELLENCE III – STRATEGIC PLAN REPORTING

GOAL 5 — ENGAGING WITH THE REGION

The campus will continue as the community's center for scholarly, statistical and applied research through the much-expanded Henry Madden Library and as home of regionally focused centers and institutes. The campus will showcase a Division I athletic program that seeks national recognition for athletic and academic performance, host a diverse range of arts and cultural events, and set an example of innovative environmental responsibility. Students, faculty and staff will be directly connected to the region through service-learning, community-based research, professional service and other forms of civic and community engagement.

The Corporation for National and Community Service honored California State University, Fresno with the 2008 “Presidential Award for General Community Service.” Fresno State was one of only three colleges and universities to earn this distinction, out of a total of 635 institutions from around the nation who applied. The Honor Roll’s “Presidential Award” is the highest federal recognition a school can achieve for its commitment to service-learning and engagement. In 2007-08, over 10,500 members of the university community were involved in some type of university-organized service. They provided in excess of 667,000 hours of service with an estimated economic impact of nearly \$16 million. Some specific examples include:

- 3,500 students at the Craig School of Business have contributed in excess of 52,000 hours of service-learning time through MKTG 100S in the last eight years. These hours have been valued at more than \$1.7 million. This year, Marketing 100S students began developing a marketing promotional plan for an on-campus blood and bone marrow drive. A record setting 847 donors generously gave 607 units of blood and 161 people registered for the National Bone Marrow Donor Registry.
- ISDS department students develop information systems for local businesses and organizations in the Practicum course, and students in some sections of IS 130 do IS Audits of local companies as course projects
- The Craig Internship Program placed 250 interns with local businesses.
- CVHPI provided 12 summer internships
- Twelve Construction Management students took active roles in the Extreme Makeover Home Edition Fresno project
- PE students enrolled in KINES 144 are providing instructional and developmentally appropriate physical education lessons to local elementary schools associated with their service-learning assignment.

The new library launched its first exhibit—a combined show of Table Mountain Rancheria baskets and Ansel Adams photos. In the future, it will feature exhibits reflecting the diversity of the community and will collect materials related to the history and politics of the region. It will provide free access to scholars in the region, share resources with other libraries, and partner with campus and community groups to spotlight their achievements in new exhibit spaces. The library will be a center for community engagement and will host many different organizations, meetings, events, etc.

Centers and Institutes continue to impact the region with such activities as:

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- Development of an eco-friendly fruit peeler that can save up to 80% of the water used in standard peeling of fruit during processing (Center for Food and Nutrition Research)
- Providing corporate training for Pelco, Community Medical Centers, and Accelerator On-Line among others; hosting on-site training for the Agricultural Lending Institute (ALI); provided small business development through the Central California Small Business Development Center; and working with many non-profit agencies such as Fresno County Economic Opportunities Commission, the Fresno Center for New Americans, the Fresno Area Hispanic Chamber of Commerce, Fresno West Coalition for Economic Development, Fresno Empowerment Zone Board, Fresno County Economic Development Corporation. (University Business Center)
- Providing health policy analysis and health services research illuminating SJV issues; developing a national health care reform proposal; studying the effects of wood-burning restrictions on air pollution and health (Central Valley Health Policy Institute)
- Conducting a survey, *Voices of the Valley: Residents Speak of Children* surveying 1200 families (Central California Children's Institute)
- Providing 1,198 therapy sessions to 729 individuals, children, and families. Sixty-nine percent of families served had incomes under \$29,000. Rehabilitation Counseling
- Serving over 5,000 students, teachers and administrators (since 1998) through school-based peer mediation programs in which children are trained to resolve naturally-occurring conflicts themselves. In 2008-2009, 5480 service hours were given to local public schools. (Mediator Mentors Project)
- Sponsoring and/or supporting 38 programs, serving 409 distinct participants for a total of 21,051 program contact hours developing mathematics content, pedagogy and leadership. (San Joaquin Valley Mathematics Project)
- Providing leadership training for school districts and community colleges. (CVELI)
- Preparing the first climate impact assessment for Fresno (The Institute of Climate Change, Oceans and Atmosphere).
- Conducting a survey in seven counties on Latino Financial Literacy (The Center for Economic Research and Education of Central California)
- Producing and recording short essays for KVPR (89.3 FM--Valley Public Radio) under the banner, "The Moral Is...". (Bonner Center for Character Education)
- Serving 17 children with Autism Spectrum Disorders (Central California Autism Center)

Art and Culture

- Conley Gallery exhibited nine art shows
- The mariachi band, jazz ensemble, bands, choirs, and the newly revived university orchestra all have brought increased community visibility to the department's curricular programs. Concerts by ensembles and individual students have been performed to sold-out houses.
- On the tenth anniversary of the death of pastor Vicar General of the Diocese of Fresno, Dr. Robert Maldonado delivered the Sergio P. Negro Memorial Lecture on "Saint Paul in the 21st Century" to the Saint Paul Newman Center in Fresno.

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- The Ethics Center offered a series of eight lectures to engage the region, including: Ethics and the Economy; Usury, Debt Bondage and Payday Loans; Quit Blaming the Victim!; Academic Integrity at Fresno State; Food and the Politics of Scarcity; The Myth of Religious War; Cesar Chavez and Nonviolence; God, Darwin, and the Culture Wars; and Ancient Philosophy and the ‘New Atheists’
- Theatre Arts performances included *Slaughter of the Innocents*, *Shiloh Rules*, *The Piano Lesson*, and Tucker Smallwood’s one-man show *Return to Eden*. *The Tales of Jemima Puddleduck* was performed for thousands of Valley children in their elementary schools.
- The University Dance Theatre was featured in the Community Dance Festival in October and six students were guest artists in the professional dance concert, Altered Modalities’ spring dance concert “No Regrets”.
- The Cesar Chavez Conference on March 20 and 21, 2009 featured nationally known speakers
- This year saw the completion and installation in the rotunda (Science 2) of a donated sculpture by Dr. R. Haas, Professor Emeritus of Biology.
- Over 25,000 schoolchildren from the Fresno area attended the Downing Planetarium's programs last year.
- Central Valley Café Scientifique series (established 2007) is a forum to foster dialogue among scientists, community members and students and was held at various places in the community.

Environmental responsibility

- The University Agricultural laboratory composts farm by-products, campus landscape and food service waste
- The Department of Linguistics has committed itself to a paper-less environment. It is now conducting all official business electronically and its decided action has become the model for other College and campus entities such as the College’s Council of Chairs, the College of Arts and Humanities Technology Committee, and the Associate Dean’s Council.
- Students learn about and experience a variety of outdoor recreation activities that promote the responsible use of the environment in RLS 80 (Lifelong Learning in the Natural Environment).
- A Social Work faculty member is organizing an environmental justice group comprised of locally based organizations and advocacy groups.
- CalStateTEACH uses videotapes for observation of teaching for faculty and student discussion to reduce travel time and expense, and plans to research if this substitution affects the overall quality of the preparation. It also uses Skype for faculty conference calls in lieu of some faculty meetings as a means of reducing travel and other expenses.
- A major intercollegiate, collaborative, innovative and environmentally-responsible activity initiated this year is Institute of Climate Change, Oceans, and Atmosphere (ICOA). The ICOA is intended is to foster interdisciplinary research and teaching in areas of climate change, oceanography, and atmospheric science. The ICOA is housed in

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the College of Science and Mathematics but has founding faculty members in the College of Social Sciences, College of Agricultural Science and Technology, College of Health and Human Services and the Lyles College of Engineering. ICOA is in full partnership with the Fresno Green Team to make Fresno a sustainable city by the year 2025.

- Faculty researchers are recycling tilapia waste water to grow consumable produce (aquaponics) and recycle the cleaned water from the plants back into the tilapia tanks; and producing organic pellets to replace class 1 toxins used to control pests in aquaculture.
- Faculty are using a PDF annotator and then returning the graded homework with comments via email; installing an eco-font on printers saving about 25% on toner.
- PLSCI 157 students helped community volunteers and California Fish & Game clear 3 tons of invasive species plants from the San Joaquin River.
- A faculty member and students from a Master of Public Administration program have been working over several semesters with Fresno City and County governments, the Fresno Irrigation Control District and Fresno Unified School District establishing an outdoor environmental studies area near Wawona Middle School.
- Faculty from the College of Science and Math have initiated a community bird watching group to gather data for his reconciliation ecology program; have been working closely with the Central Sierra Watershed Committee on the Fresno River Watershed assessment project; and are working under a contract via the Sierra Resources Conservation District.

New Service Learning courses

- Art Education proposed a new service-learning course titled “Community Art.”
- All of Ben Boone’s music theory classes have service-learning components.
- Dietetics Interns, supervised by Mollie Smith, have engaged in marketing research and planning for products in the Rue and Gwen Gibson Farm Market.
- Human Resource Management 159 students work on HR projects that benefit the Community Food Bank.
- LEE 180T “Introduction to Literacy Tutoring” and LEE 180T “Tutoring Reading and Writing” – 3 units are service learning courses
- CI 241 “Teaching for Equity and Justice in the Multicultural Classroom” is being modified to include a substantial service-learning component
- Students in Math 149 with help from an instructor - are: (1) working with the Math League at Hoover High School, leading problem solving sessions on various topics; (2) leading problem solving sessions on campus, and (3) observing and teaching lessons in a few local high schools and middle schools.
- Computer Science 152S – Software Engineering involves student teams in the design and implementation of specialized software for a specific nonprofit client.
- Industrial Technology 12 – Basic Automotive Systems students repair and rehabilitate donated vehicles to provide low-income individuals with reliable and affordable transportation, while at the same time helping to raise funds for a local nonprofit.

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Faculty and staff service

- Management faculty serve on Boards of Directors for local organizations.
- A group of HRM faculty worked on a project for the Community Food Bank this summer conducting job analyses, revising job descriptions, and developing performance management and compensation systems for the food bank management team.
- Communicative Disorders and Deaf Studies faculty are volunteering to tutor parents of autistic children on effective methods of communication supervising two stroke groups, and play a significant role in the Silent Sleigh Christmas Program for deaf children.
- Kinesiology faculty collaborated with the Department of Athletics and several local Dentists to conduct a program called Team Smile in which local Dentists and Dental Hygenists provide free dental care for low-income kids in the area, and then the kids go to the Fresno State football game.
- PE students and Liberal Studies students enrolled in KINES 152 are providing instruction in after school programs in four Southwest Fresno elementary schools as part of a growing partnership between the Kinesiology Department and these schools to continue a program which was previously funded/supported by First Five.
- Social Work faculty members participate on Community Boards, Commissions, Editorial Boards, Organizational Advisory Boards, appointed member of governmental committees, and as members of professional leadership groups.
- The Central Valley Science Project faculty work with schools and agencies in the community to increase student achievement in science education.
- Dr. Zechman (Biology) chairs the executive board- Valley Arts and Science Academy.
- Dr. Jim Prince served on the National Research Council's grant review panel for citrus greening disease
- Dr. Frank created "Science Day", and hosted 300 students at 15 regional high schools for a day of hands-on science. He provided demonstrations of 'explosive' chemistry experiments and introduced students to key faculty in different science departments.
- Dr. Person (Chemistry) served as Vice Chair, Fresno Bicycle Pedestrian Advisory Committee and is a member of the Board of Directors, Fresno County Bicycle Coalition.
- Dr. Peter van de Water was active in the San Joaquin River parkway and Conservation Trust.

New forms of Civic and Community Engagement.

- Interior Design partnered with Habitat for Humanity.
- Philosophy faculty coordinated the Multifaith Scholar Weekend course.
- CDDS added Fresno VA Hospital and Children's Hospital Central California as practicum sites for graduate students
- School Counseling in conjunction with the Central Valley Higher Education Consortium opened the College Place: an innovative program located in the Manchester Center to assist young adults to earn their GED, learn the A-G requirements, finish high school, enroll in college, and apply for scholarships and grants.

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- Over five hundred Teaching Fellows are engaged in educating the community in seventy five schools providing tutoring, large and small group instruction, homework assistance, enrichment and physical activities.

Submitted by:

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Human Investment Initiative

Refresh, Clarify & Explain Theory of Change

Picking up where I left off and teeing off of Mike's comments...

The Implementation Plan was first released about a year ago. It says "preliminary version" on every page because we knew each step we took we would learn new things, discover more assets and find new partners.

That being said, there are only a few changes from the original document. We also have decided where to begin, who to engage, and how to move forward in our first geography.

To bring you current, I want to quickly run through the 9 key strategies in the plan.

1. Wider Adherence to the Community Values

In 1993, there was no civic sector--a place for stewards to work together. The community was made up of single and self interests vying for power and resources. While many had tried, we did not know how to collaborate. The Community Values have been the inspiration, magnet and glue that have brought a growing network of people together to transform our community. The FBC board goes over a value every meeting to keep them top of mind. We will ask all the CBO's involved in the HII to endorse then and do the same. Many public and nonprofit organizations have already done so.

2. Implementation of the Holistic Comer School Model

As FUSD is using similar approaches, the formal Comer models are not the focus of the HII. Instead, we are using the framework of the six developmental pathways to craft multi-disciplinary training for professionals deployed in neighborhoods. The idea is that as more adults take responsibility for life long learning along all six pathways, they will be the role models children will emulate and it will strengthen our collaborative skills. Last week we had a workshop at Fresno Pacific to focus on the psychological pathway. People from a variety of institutions were there.

3 & 4. Increased Investment of the Neighborhood Resource Centers

We are still committed to the "hubs and portals" approach to insure neighborhood access to resources, information and relationships, but we are

learning that the NRC's may not become the central hub in some areas. The libraries, a family resource center, a community center...each neighborhood is different. As you saw on the tour yesterday, our first target area in SW Fresno has new assets coming online. We will work with residents and others to customize the approaches in those neighborhoods. The City of Fresno, CBO's and others have had or are planning to have focus groups with residents to make sure proposed place based changes reflect their desires and are not imposed from the outside.

5. Creation of a Governance Structure to Link, Align and Leverage Resources.

We have learned that the governance and execution of a plan based upon collaboration is an art, not a science. Without authority, leadership is about inspiration not control. Unless the leadership and the top staff are focused only on results, not particular organizations or pathways, the effort can get bogged down in conflicts of interest. When the plan was originally written, we thought the Interagency might be a place to house the governance. As this body is not structurally set up for action, we decided to focus on the primary actors needed to launch. We will build a governance team based upon the leadership of the key implementation partners—FUSD, EOC, FBC, and the City of Fresno. As the effort evolves, more partners will be included to advise the initiative.

As we learned through the RJI, it is essential that staff leaders serve the whole and are not employed or a fiduciary for one of the partners. We were fortunate that Dr. Welty, president of Fresno State offered an institute as staff lead and the FBC's mission is stewardship of the whole. We will replicate this approach--freestanding staff--although they will most likely be housed within one of the primary partners as a way to leverage resources.

As an intentional learning community, we have developed what I call "The Fresno Bookshelf." One of the latest recommendations is "Leading Through Conflict: How Successful Leaders Transform Differences Into Opportunities" by Mark Gerzon. The RJI was hard. The HII is harder. Steve Covey said of Gerzon's book, "As the world becomes more complicated, interdependent and conflicted, the need for mediating leadership increases exponentially. Gerson's tools and guidelines are immensely practical for developing the needed mind-set and skill set to transform defensive energy into creative, collaborative energy that seeks a higher, third alternative for the good of the whole."

6. Increased Support for Interpreting Services and English Acquisition

You will hear more about this piece during The Bridge presentation. Suffice it to say that the language challenge permeates all that we do. Every sector, discipline and culture has its own language. Add to that, nearly 100 languages and dialects spoken in Fresno, and we must always remember to factor this challenge into our plans.

7 & 9. Organize Assets in Functional Focus Areas/Systemic Transformation

Mental health is a major, systemic challenge in our community. The current systems are highly dysfunctional and underfunded, many of the mentally ill are in a revolving door that takes them from the streets to the jail.

Sustainable housing is unavailable, we lack professionals along the continuum of expertise, and there is tremendous denial about the causes and realities of addiction. Dr. Alan Pierrot agreed to lead this cluster and representatives from hospitals, unions, developers, practitioners and academia have come together to serve. Later Dr. Ahles, a psychiatrist from the University of California, SF in Fresno will talk about this cluster and one of the projects supported by this group.

8. Multi-Disciplinary Training for Professionals, Students and Volunteers

Our goal is to keep building a shared language by using the Community Values, Comer's pathways and the Fresno Bookshelf. We intend to provide shared training for professionals working together in specific geographies so that they can build relationships and leverage resources. The workshop last week included staff from Community Hospital, the City of Fresno, Fresno Unified and CBO's. We are developing some ideas with our educational institutions for a curriculum that could be used at multiple organizations.

All of these strategies provide a vertically integrated package. We know we must focus in the neighborhoods to create environments where people can thrive and insure that those with special needs have access to resources. We know we must "link, align and leverage" the systems that were built to address the symptoms of poverty in order to focus more resources on prevention and early intervention. And, we know we must work together as a community to change the policies and funding approaches at the local, state and federal levels that allowed and, in some cases, caused poverty to concentrate in our community.

Evolution of Fresno State's Role as a "Regional Change Agent"

- "Fresno Area Collaborative Regional Initiative" launched September 2001 to *"Improve the region's competitiveness in the knowledge-based economy"*
- CRI task forces: Innovative Culture, Preparation of Knowledge Workers, Technology Infrastructure, Human Investment, Collaborative Land Use and Transportation Planning *Wentworth Wood*
- January 2004 – Launch of the Regional Jobs Initiative
- September 2005 – Launch of the California Partnership for the San Joaquin Valley

Additional University-Led Collaboratives

- **Economic Development/Industry Partnerships**
 - Innovation and entrepreneurship center
 - Water tech center
 - Food processing center (in development)
 - Advanced manufacturing center (in development)
 - Supply chain management center (in development)
 - Construction industry “center of excellence” (in development)
 - Numerous agri-business centers
 - General small business support programs

X = Original Participant
 Red = New Participant or
 Function

Economic Development Sphere Responsibility Matrix - 2007

| Participating Organization | Industry Cluster Enhancement | Innovation & Entrepreneurship | Business Retention & Expansion | Business Attraction | Capital Formation | Regional Outreach | Regional Branding | |
|------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------|-------------------|-------------------|-------------------|--|
| EDC | X | | Lead | Lead | | Co-Lead | X | |
| FBC | X | | | | | | | |
| Industry Cluster Leaders | Co-Lead | X | X | | | | | |
| Lyles Center | X | Co-Lead | | X | X | X | | |
| CVBI + WET Incubators | X | Co-Lead | X | X | X | X | | |
| OCED-CSUF | Co-Lead | X | | | X | | | |
| Chamber(s) | | | X | X | | X | X | |
| City of Fresno | | | X | X | | | | |
| City of Clovis | X | | X | X | | | | |
| Fresno County | | | X | X | | Co-Lead | X | |
| Madera County | | | X | X | | X | X | |
| Rural Cities & Organizations | | | X | X | | X | X | |
| WIB | X | | X | X | | X | | |
| Educational Institutions | X | X | X | X | | X | | |
| Central Valley Fund | | | X | X | X | | | |
| PCV | X | | X | | X | | | |
| BDog Fund, etc. | | | | | X | | | |
| SJV Partnership | X | X | | X | X | | | |
| ED Peer Group | X | | X | X | | | | |

X = Original Participant

Red = New participant or Function

Green = Proposed new role or Function

Economic Development Sphere Responsibility Matrix – Proposed

| Participating Organization | Industry Cluster Enhancement | Innovation & Entrepreneurship | Business Retention & Expansion | Business Attraction | Capital Formation | Regional Outreach | Regional Branding | Inter-Sphere Coordination |
|-------------------------------|------------------------------|-------------------------------|--------------------------------|---------------------|-------------------|-------------------|-------------------|---------------------------|
| EDC | X | X | Lead | Lead | X | Co-Lead | Co-Lead | X |
| FBC | X | | | | | | | Co-Lead |
| Industry Cluster Leaders | Co-Lead | X | X | X | | | | X |
| Lyles Center | X | Co-Lead | X | X | Co-Lead | X | | X |
| CVBI + WET & Rural Incubators | X | Co-Lead | X | X | Co-Lead | X | | X |
| OCED-CSUF | Co-Lead | X | | | X | | | X |
| Chamber(s) | X | | X | X | | X | Co-Lead | X |
| City of Fresno | X | | X | X | | | | X |
| City of Clovis | X | | X | X | | | | X |
| Fresno County | X | | X | X | | Co-Lead | X | X |
| Madera County | X | | X | X | | X | X | X |
| Rural Cities & Organizations | X | | X | X | | X | X | X |
| WIB | X | | X | X | | X | | X |
| Educational Institutions | X | X | X | X | | X | | X |
| Central Valley Fund | X | | X | X | X | | | |
| PCV | X | | X | | X | | | |
| BDog Fund, etc. | X | | | | X | | | |
| SJV Partnership | X | X | | X | X | | | X |
| ED Peer Group | X | | X | X | | | | Co-Lead |

Additional University-Led Collaboratives

- **Health and Human Services** – Health policy institute
- **Education** – Education leadership institute and nearly a dozen additional programs
- **Arts and Culture** – Cultural heritage institute and numerous performing arts programs
- **Public Policy and Civic Leadership** – Maddy Institute

Lessons Learned

- **Money** – Must use an entrepreneurial, boot-strap approach (focus on serving the region first, building the institution second) -- Public Support
- **Politics** – Avoiding the “political fray” with the Community Values of the Fresno Region
- **Leadership** – It starts at the top
- **Staff** – Need right combination of executive staff and faculty involvement
- **Coordination** – Constantly working on improving campus coordination through efforts like Making Place Matter and strategic planning processes

