

Purpose of Ancillary Unit

The Central Valley Educational Leadership Institute (CVELI) recognizes its commitment to the students and educators of the Central Valley. The Central Valley Educational Leadership Institute (CVELI), along with partners in the educational and business communities, is designed to:

- Initiate and implement systemic change;
- Improve program quality in educational communities; and
- Provide equal access to learning for all students.

The aim of CVELI is to bring best leadership practices to all aspects of the education system in the San Joaquin Valley in order to eliminate the achievement gap and raise the performance of all learners.

Administrative Housing of Ancillary Unit

CVELI is housed administratively within the Kremen School of Education and Human Development.

CVELI is led by two co-directors. During the 2012-13 school year, these positions were held by Walt Buster, Ed.D. and Virginia Boris, Ed.D. This spring Walt Buster retired from his position as co-director and Marc Johnson, former superintendent of Sanger Unified School District was appointed to the position of interim co-director. The co-directors assign responsibilities to the staff. The staff includes:

Program Coordinator	Marcy Masumoto	65% contract
Administrative Assistant	Margo Miner	15 hours/week
Administrative Assistant	Brooke Lindblad	50% contract

Associate Staff

Fresno State faculty and distinguished Valley educators serve in program specific consultant roles. Program specific responsibilities are assigned by the two co-directors and/or program coordinator. Listed below are the CVLI Associates and the programs in which they serve.

Associate	Program	Role
Sharon Brown-Welty, Ed.D. Dean of Graduate Studies Fresno State	REAL	Program Coordinator and Presenter
	Middle Leaders Program	Presenter/Coach
Linda Hauser, Ed.D. ERA	Middle Leaders Program Rural Schools Network	Presenter/Coach District Coach

Kremen SOEHD Fresno State	Instructional Rounds District Consultant	Trainer Consultant for Riverdale USD and Corcoran USD
Nancy Akhavan, Ed.D. ERA Kremen SOEHD Fresno State	Rural Schools Network Instructional Rounds District Consultant	District Coach Trainer Consultant for Caruthers USD
Don Wise, Ed.D. ERA Kremen SOEHD Fresno State	Rural Schools Network Instructional Rounds	District Coach Trainer
Elaine Cash Retired Superintendent	Rural Schools Network	District Coach
Dale Drew Retired Superintendent	Rural Schools Network	District Coach
Mark Ford Retired Superintendent	Rural Schools Network	District Coach

CVELI Partners

Agency	Relationship
<i>Partner School Districts</i>	
Fresno County Office of Education	Partners in a variety of CVELI programs including Exemplary Practices Conference Sponsoring partner of CVELI's Rural Schools Network
Arvin USD	CVELI Rural Schools Network, member
Burrel Union School District	CVELI Rural Schools Network, member
Caruthers USD	CVELI Rural Schools Network, member Contracted Consultant Services
Central USD	Middle Leaders Program
Clovis USD	Middle Leaders Program
Coalinga-Huron USD	CVELI Rural Schools Network, member
Corcoran USD	CVELI Rural Schools Network, member
Di Giorgio Elementary	
Firebaugh-Las Deltas USD	CVELI Rural Schools Network, member
Fowler USD	CVELI Rural Schools Network, member
Fresno USD	Middle Leaders Program
Kings Canyon USD	Middle Leaders Program
Kingsburg Elementary Charter	CVELI Rural Schools Network, member
Kingsbury Union School District	CVELI Rural Schools Network, member
Lamont Elementary	CVELI Rural Schools Network, member
Le Grand Elementary	CVELI Rural Schools Network, member
Le Grand High School District	CVELI Rural Schools Network, member
Lemoore Elementary School District	Middle Leaders Program
Mendota USD	CVELI Rural Schools Network, member
Monroe USD	CVELI Rural Schools Network, member

Orange Center Elementary	CVELI Rural Schools Network, member
Planada Elementary	CVELI Rural Schools Network, member
Reef Sunset USD	CVELI Rural Schools Network, member
Riverdale USD	CVELI Rural Schools Network, member Middle Leaders Program Contracted Consultant Services
Sanger USD	Middle Leaders Program
Vineland School District	CVELI Rural Schools Network, member
Washington Colony Elementary	CVELI Rural Schools Network, member
<i>Colleges and Universities</i>	
Fresno State University	REAL Partner
CSU, Bakersfield	REAL Partner
CSU, Northridge	REAL Partner
State Center Community College	CCLASS Partner EPC Sponsor
Fresno Pacific University	CVELI's Exemplary Practices Conference, Sponsor
<i>Private Partners</i>	
Cowell Foundation	Instructional Rounds Program Sponsor
Lozano Smith, Attorneys At Law	CVELI Rural Schools Network Program Sponsor
California Endowment	CVELI Rural Schools Network Program Sponsor for Kern and Merced Counties
Apple, Inc.	Sponsored technology workshop for superintendents and district leaders

Major Accomplishments 2012 – 2013

Program Participants Served	Accomplishments	Evaluation
Middle Leaders Program 64 participants drawn from seven participating districts	<ol style="list-style-type: none"> 1. Launched second cohort 2. Doubled previous number of participants 3. Expanded from 4 to 7 districts 	At the end of each of 5 sessions, participants completed evaluations. Participants found the programs to be relevant to their current work, practical and valuable to their personal growth as a leader. Formal survey of participants in progress.
Rural Schools Network 20 Participating Superintendents 30 Other district leaders 90 Participants in CCSS Workshops	<ol style="list-style-type: none"> 1. Engaged schools in Fresno, Kings, Kern and Merced Counties 2. Regional meetings were held in participating rural districts 	Participating superintendents completed customer satisfaction survey. All superintendents were interviewed. Data were compiled. Participants

	3. Offered two free Common Core Workshops to member districts. Each workshop was fully enrolled with 45 participants	reported that they benefited from participation in the network and appreciated the support system provided. 90% of members renewed their participation and three new districts have enrolled for 2013-2014 school year.
Exemplary Practices Conference (EPC) Total Attendance: 370	1. Drew Pre-k through 16 educational leaders 2. Keynote addresses by Richard Elmore and Yong Zhao	Formal evaluation data gathered and synthesized. Data used to design EPC 2013-14
Lori Cook Workshop Total Attendance: 178	1. Co-sponsored with Clovis USD 2. Presented leadership training on Math Common Core State Standards	Formal evaluation data gathered and synthesized. Speaker and program were very strong. Overall rating 4.5 of 5.
Lisa Carter Workshop Total Attendance: 283	1. Co-sponsored with Clovis USD 2. Presented leadership training on Common Core State Standards lesson design	Formal evaluation data gathered and synthesized. Overall rating 3.5 of 5.
Restorative Justice Summit Total Attendance: 145	1. Sponsored by California Endowment 2. Featured Fresno USD 3. Set stage for future events on Restorative Justice	Informal feedback was positive as gathered through participants' comments.
Project REAL 30 participants drawn from 3 CSU campuses	1. Completed second cohort	Formally evaluated and strongly praised by all participants
Instructional Rounds	None	Fee for service: \$1200 per day
Consultant Contracts	1. Nancy Akhavan worked with Caruthers USD on instructional practices in literacy 2. Linda Hauser worked with Riverdale USD on the infusion of writing across the curriculum.	Fee for service: \$1,000 per day

Source of Funding

Program	Supporting Organizations	Fee for Services
Middle Leaders Program	None	Participating districts pay \$900 per year per participant
Rural Schools Network	Fresno County Office of Education \$12,500 California Endowment \$23,700	Participant fee K-12 Superintendent \$1250 K-8 Superintendent \$500 Other leaders \$200 Most district paid no fees this year because of the support of sponsors
Exemplary Practices Conference (EPC)	SCCC sponsored keynote speakers FCOE provides support services at no charge	Basic participant fee: \$150 Reduced fee for large groups: \$125/ participant CSU faculty and students: \$75/ participant
Lori Cook Workshop (2 days)	None	Participant fee: \$400 Reduced fee for CUSD sponsorship: \$150/ participant
Lisa Carter Workshop	Clovis USD: \$4,000	Participant fee: \$150
Restorative Justice Summit	California Endowment: \$25,000	No charge to participants
Project REAL	None	Participating CSU's paid: \$1,000 per participant

Revenues for Services

Program	Revenue	Expenses	Balance
Middle Leaders Program	\$57,600.00	\$10,483*	\$40,366.62
Rural Schools Network	\$42,900.00	\$51,750.00*	(\$8,760.00)
Exemplary Practices Conference (EPC)	\$42,150.00	\$22,436.74*	\$19,713.26
Lori Cook Workshop (2 days)	\$19,965.00	12,363.00*	\$7,602.00
Lisa Carter Workshop	\$52,250	\$33,646.71*	\$18,603.29
Restorative Justice Summit	\$25,000.00	\$8,759.23*	\$16,240.77
Project REAL	\$30,000	\$10,530.40	\$19,469.40

*Expenses do not include CVELI staff salaries

Other revenues

- Lozano Smith - annual donation of \$25,000 to underwrite CVELI's services to Valley schools
- Wells Fargo- annual donation of \$50,000 pledged for the next five year; funds will be used to underwrite the Rural Network

Space and Equipment Utilization

CVELI is housed on the fourth floor of the Kremen SOEHD Building in room 499 and a small office space. CVELI has used the following University facilities for events: Smittcamp House, Residence Dining Hall, Vintage Room, and Room 360, Kremen SOEHD. The Exemplary Practices Conference was held at the Clovis Memorial District Building, Clovis, CA. Some meetings of the Rural Schools Network are held in member school districts including Firebaugh-Las Deltas USD, Coalinga-Huron USD and Reef-Sunset USD.

Goals and Objectives 2013 – 2014

The following strategic organizational goals were established through a strategic planning process in 2007. CVELI will undergo a new strategic planning process in association with our organizational transition to the John Welty Center for Educational Policy and Leadership. Following the organizational goals are specific program goals for the 2013-14 school year.

LEADERSHIP EXCELLENCE FOCUS

Develop and sustain high performing educational leaders in the Central Valley.

Goal 1: Be a recognized expert on leadership best practices.

Goal 2: Develop and empower work with and for a network of educational leaders including, but not limited to, superintendents, trustees, principals, teacher leaders, and community members.

Goal 3: Continue to nurture strategic partnerships with like-minded organizations committed to CVELI's mission.

Goal 4: Establish a premiere institute (CVELI) for leaders dedicated to improving academic achievement in the Central Valley.

Goal 5: Plan the transition from CVELI to the John Welty Center for Educational Policy and Leadership. Establish the organizational foundation for the Welty Center by establishing an advisory board and entering into a strategic planning process.

STAKEHOLDER AND MARKET FOCUS

Instill a regional sense of urgency and awareness about the need to strengthen educational leaders to affect systemic change in the San Joaquin Valley.

Goal 1: Build an expanding network of relationships with school district, community college districts and universities across the San Joaquin Valley.

Goal 2: Build a meaningful partnership with regional civic and public organizations to raise awareness of goals.

Goal 3: Consult with and support the work of the eight county offices of education in the region and work closely with the superintendents.

Goal 4: Ensure the continuance of the connection to the PreK-12 Work Group agenda for the Governor's California Partnership for the San Joaquin Valley, Central California.

PRODUCT AND SERVICES FOCUS

Identify, develop, and deliver transformational services, products, and resources in collaboration with strategic partners and networks.

Goal 1: Determine and create a portfolio of products including, but not limited to seminars, workshops, workshops, seminars, consulting, and research.

Goal 2: Collaborate with strategic partners to conduct relevant research to inform educational leadership and to disseminate best practices.

Goal 3: Expand outreach to potential clients.

STRATEGIC PARTNERSHIPS AND FINANCIAL FOCUS

Develop an ongoing, sustainable resource-base to fund improvement through strategic public/private partnerships

Goal 1: Work closely with the CSU Fresno fundraising professionals to develop individual, corporate, and grant funding to advance the work of CVELI.

Goal 2: Develop strategic partnerships with local districts and other institutions of higher education to apply for and secure grant funds.

Goal 3: Write grants to secure funding for CVELI projects.

PROGRAMS GOALS FOR 2013-14

During the 2013-2014 school year CVELI will

1. Rural Schools Network: Continue to build CVELI's Rural Schools Network by adding new members, responding to member needs, and implementing a partnership with Zero-Divide.
2. Middle Leaders Program: Support Cohort 2 year 2, training; work with area superintendents to recruit Cohort 3 and revise/update programmatic offerings.
3. Lindsay USD Leadership Training: CVELI will provide leadership training and executive coaching for leaders in Lindsay USD.
4. Internal Coherence: CVELI will enter into a partnership with SERP and Clovis USD to implement Leadership Team PD in building collective efficacy under the guidance of Dr. Richard Elmore. Fresno doctoral students and faculty will have opportunities to conduct research. A long term goal will be for CVELI to be an official trainer in Internal Coherence.
5. Conferences: CVELI will host three major conferences—Exemplary Practices Conference (October 17, 2013), Rick and Becky Du Four (January 22-23, 2014) and Formative Assessment Event (March, 2014).
6. REAL and CCLASS: CVELI will continue to serve the leadership development needs of community colleges and university through REAL and CCLASS.
7. Organizational Development: The CVELI team will work with the administration to organize an Advisory Board, initiate a strategic planning process, develop an operations plan, and improve communications and the use of technology.
8. Resource Development: CVELI will continue to work with Kremen's resource development team to expand support for the work of CVELI and the future Welty Center for Educational Policy and Leadership.

Request for Renewal of the Unit

It is requested that CVELI be renewed.

Appendix

A. The unit's financial statement is prepared by the California State University, Fresno Foundation and is monitored by Brooke Lindblad.