

CREATIVITY AND INNOVATION FOR EFFECTIVENESS (CAIFE)

In an effort to harness and embrace a lasting institutional culture of innovation and creativity, Fresno State in fall 2014 launched the pilot program CAIFE – Creativity and Innovation for Effectiveness. The program blends individual development with focused efforts to enhance organizational effectiveness.

The pilot included three distinct phases. First, the Bold Ideas Challenge was President Castro’s call for bold ideas designed to improve services to students, boost teaching or learning, or fix inefficient processes. By the end of the challenge period, 157 ideas were submitted; of these, more than 100 were sent directly to departments for assessment. Twelve ideas were selected and assigned to teams for review and implementation and four winners each received a \$1,500 cash award for their ideas.

Second, CAIFE teams were formed to study and potentially implement the final 12 ideas. Led by a facilitator and an executive sponsor from the Cabinet, team members participated in a series of professional development workshops designated to expand their capabilities to manage change, process improvement methodologies, think innovatively and innovate. Participants in the CAIFE teams each received \$1,800.

Third, the 12 project teams – together with 61 other posters – were presented at the inaugural President’s Showcase of Excellence, a two-hour event celebrating campus-wide success stories of innovation and best practices.

OPPORTUNITIES AND SOLUTIONS

Bold Ideas Challenge 2 will kick off in early 2016 with the President’s Showcase of Excellence, where ideas and other projects will be featured. CAIFE project teams will begin work on projects for AY 2016/17. This schedule is based on the results of the 2015/16 project and the desire of the CAIFE members to explore their work in greater depth.

QUANTIFICATION AND RESULTS

Employee onboarding process	Sustainability Institute
State & Foundation forms	Bulldog TAGS (enhanced ID cards)
Student travel apps & claims	Community Leadership Conference
Fresno Mobile app	Student social network
International transfer credit evaluation	“Solution Finder” peer Q&A system
Walking trails	Community Building crowdsourcing project

MILESTONES

- Ongoing**
 - Deployment of recommendations

- Jun 2015**
 - Presentations to Cabinet

- May 2015**
 - President’s Showcase of Excellence

- Apr 2015**
 - Change management training

- Feb 2015**
 - Innovation and design training

- Jan 2015**
 - Launched 12 CAIFE teams

IMPACT AND BENEFIT

Five teams are implementing recommendations, one team has completed implementation and 69 employees have been trained in change process improvement and innovation techniques.

LESSONS LEARNED

- 1 We could benefit from a more formalized crowdsourcing methodology for selecting which Bold Ideas move forward to CAIFE projects.
- 2 More research is required to determine whether cash benefits should be awarded for individuals who submit Bold Ideas, and for CAIFE team participants.
- 3 Fresno State must develop a way to include past CAIFE participants in future projects and to continue their professional development.
- 4 Many Bold Ideas were routed to their respective vice presidents for evaluation and potential implementation. A number of Bold Ideas were implemented, but a formal process should be developed to track their success.

PROJECT TEAM

Twelve CAIFE teams were created. Each one included 4-6 employees. The total breakdown was:

37 Staff members
22 MPPs
10 Faculty members
1 Student