

Creativity and Innovation for Effectiveness (CAIFE)

Institution: California State University, Fresno

Problem/challenge: Fresno State has been implementing successful lean projects across administrative and academic units for nearly a decade. Our challenge was to move from individual projects to a sustainable culture of innovation and improvement. In Fall 2014, we launched a pilot program, "Creativity and Innovation for Effectiveness" (CAIFE). CAIFE was designed to engage faculty, staff and administrators in the process of institutional transformation in order to harness and embrace a lasting culture of innovation and creativity. The program blends individual development with focused efforts to enhance organizational effectiveness. The pilot included three distinct phases: 1. Bold Idea Challenge - an all campus call from the President for ideas to improve services to students, teaching or learning innovations or ways to fix an inefficient process. 2. Implementation of ideas coupled with Professional Development focused on innovation, process improvement and change management. 3. Showcase of Excellence

Solution/intervention: The "Bold Ideas Challenge" involved a call from the President to faculty and staff to submit Bold Ideas to improve services to students, teaching or learning or fix an inefficient process. At the close of the challenge, 157 ideas were submitted. Over 100 were sent directly to departments for assessment and potential implementation. Twelve (12) ideas were selected and assigned to teams for review and possible implementation. CAIFE teams were formed to assess and potentially implement 12 of the bold ideas. As a part of the CAIFE process, team members (faculty, staff and administration) participated in a series of professional development workshops designed to expand their capacity in managing change, process improvement methodologies and innovative thinking and innovation. Participants received \$1,800 stipend. Each team was assigned a facilitator and executive sponsor from the Cabinet. Finally, our first Showcase of Excellence was held to recognize all examples of innovation and improvement. The 12 project teams along with 61 other posters presented at the 2-hour, inaugural, President's Showcase of Excellence. This event was a celebration of success stories, innovation and best practices.

Key words: innovation, improvement, change

Contact: Kathleen Scott, kscott@csufresno.edu

Further information: <http://www.fresnostate.edu/adminserv/learning/caife/>