



# Redefining Town and Gown

Pacific redefines  
its strategic role  
in the community.

BY JOANNA CORMAN



An important part of President Pamela A. Eibeck's Listening Campaign during her first year in office focused on the University's community involvement and regional impact. During six "Beyond Our Gates... Into the Community" forums, she heard from local leaders and regional experts about community concerns and needs. This information became the foundation of the University's new, collaborative, strategic approach to community partnership.

When Pamela A. Eibeck became Pacific's 24<sup>th</sup> president in 2009, she launched "Beyond Our Gates... Into the Community," as part of a multipronged listening campaign. The series of six community forums aimed at finding out how the University can work most effectively with the city and San Joaquin County to help address the region's most pressing challenges.

Beyond Our Gates is unprecedented in the University's history, says Ted Leland, vice president for external relations and a key Beyond Our Gates organizer. Community involvement has been a matter of individual heroes, he says, with faculty, staff and students taking their own initiatives to perform community service.

"Pam Eibeck has changed that equation to say that as part of the mission of the institution and the culture of our learning community, we're going to reach out to Stockton," Leland says.

The University has often battled the perception in the community that it is aloof, a place where outsiders get educated before returning home and where many local high school students feel they could never afford the tuition. "That's why Beyond Our Gates has been so powerful, because people see it as a change," he says.

With community leaders in attendance, Eibeck kicked off Beyond Our Gates in December 2009 with poignant symbolism, at the historic Smith Gate entrance to campus on Pacific Avenue. From January to May, the University held six town hall-style forums addressing topics crucial to the region's health. The forums covered health care, the economy, energy and the environment, education, diversity, and arts and culture.



*Six presidential community forums on health, education, diversity, the economy, energy and the environment, and arts and culture were part of a multipronged listening campaign this past year.*

University presidents often get involved in the community, "but usually that is focused on community elites with the purpose of fundraising," says Robert Benedetti, professor of political science and executive director of the Harold S. Jacoby Center for Public Service and Civic Leadership, which organized Beyond Our Gates.

"Her focus was much broader, was open to the public and the purpose was partnerships. That's bold," Benedetti says.

Community leaders, outside experts and other members of the public contributed ideas to University leaders in the six forums. Steering committees made up of community members and Pacific faculty and staff formulated recommendations for President Eibeck from the 108 ideas that emerged through the forums. The ideas were then evaluated based on their potential community impact and how well they complement the

University's mission. In November, Eibeck announced the results to a standing-room-only crowd. Pacific, she said, would begin with five initiatives and would focus its efforts on K-12 education. It would launch new collaborative programs while continuing existing outreaches.

"I was delighted by the strong attendance at the 'Celebrate Our Shared Future' event," Eibeck says. "The University and the community really came together. There was tremendous energy and enthusiasm in the room."

Partnering beyond the campus gates is expected to benefit both the University and the community. Pacific students



*Stockton Mayor Ann Johnston joined President Pamela Eibeck December 2010 at the University gates for the kickoff celebration of Beyond Our Gates ... Into the Community.*

Stockton Mayor Ann Johnston says many of the city's problems are related to its low education levels. In 2009, the high school graduation rate for Stockton Unified School

and faculty can expect increased opportunities for internships and research. Collaborating with the community also can serve as a recruiting tool for faculty, staff and students.

District was 65 percent, compared with 78.6 percent statewide. According to the U.S. Census Bureau, only 17.6 percent of adults age 25 and older have bachelor's or graduate degrees, compared with 27.5 percent nationwide.

Stockton's low education level and high crime rate make it hard to attract quality businesses, Johnston says. The city of nearly 300,000 has one of the highest foreclosure rates in the nation, according to RealtyTrac. It hasn't helped that Forbes magazine named Stockton "most miserable city" in 2009 and 2011.

"If we had a better-educated workforce, we'd have lower crime rates," Johnston says. "We would be attracting far better jobs to the area."

Johnston is grateful for a chance to collaborate. "We don't have money as a city to help schools out, but we can help facilitate the partnerships," she says.

## The five strategic initiatives:

### Improve K-12 College Readiness

The focus on improving K-12 education — called the "Tomorrow Project" — aims to boost local high school graduation and college attendance rates and ensure that students are successful in college. The program will expose children and teens to college, help build their academic skills and raise money for Pacific

scholarships. Both new and existing University educational outreach programs will be organized under one umbrella, all coordinated by Pacific's Gladys L. Benerd School of Education.

The Tomorrow Project's centerpiece will be a series of academies held after school, on Saturdays and during the summer for K-12 students. The first three academies, planned for this summer and fall, will focus on math and music. Additional academies will be faculty-driven and will launch as funding becomes available, possibly one or two a year.

"There is certainly a buzz on campus about the Tomorrow Project," Eibeck says. "Our community's young people, teachers and schools deserve to have our energy and passion directed at improving college readiness. We are all very excited to see this initiative grow and develop."

The University wants to address the "learning loss" disadvantaged children often experience over the summer, says Lynn Beck, dean of the School of Education. She cites a Johns Hopkins University study that found that low-income children lose several months of learning over the summer, while their middle-class and wealthy counterparts maintain or increase their learning during this period.

"If this continues a couple of years, you lose a whole year's worth of learning," Beck says.

The Tomorrow Project has substantial outside support. Gary Dei Rossi, deputy superintendent of the San Joaquin County Office of Education, agreed to be a member of its advisory board. He says programs that introduce Stockton-area families to college are vital to getting families invested in applying. Carl Toliver, superintendent of the Stockton Unified School District and a Tomorrow Project advisory board



*Each week, Pacific students mentor children in grades K-3 in reading and literacy activities through the Book Buddies program.*

# Pipeline to a Better Tomorrow



*Tomorrow Project academies such as Pacific Academia de Matemáticas will help to strengthen K-12 education.*

How do you get children excited about subjects like math and science? How do you get them to finish high school and go on to college? How do you prepare them for college success? Two academies being developed and enhanced through the Tomorrow Project are meant to do just that.

One existing program that will be incorporated into the Tomorrow Project is the José Valdes Math Institute, which Pacific has hosted since 2009. The Institute, which receives some federal funding, was started in 1988 by José Valdes.

Valdes was a math teacher in the San Jose schools who wanted to help minority students improve their math skills and increase their numbers in advanced high school math classes.

Renamed the Pacific Academia de Matemáticas, the program brings middle and high school students, whose parents are migrant

agricultural workers, to Pacific each summer to study math. It will enroll about 150 teens this summer.

Regent José Hernandez '85 is teaming up with his alma mater to help launch a second Tomorrow Project math academy. Through his Reaching for the Stars Foundation, he will partner with Pacific to run Reach for the Stars Academy. The summer on-campus academy is based on the highly successful Texas Prefreshman Engineering Program (TexPREP), which gives middle and high school students intense training in math, science, engineering and technology.

The academy will likely begin with 40 sixth graders, who are expected to attend for the next four to five years. By February, about \$40,000 had already been raised from Hernandez' foundation, Regent Tom Zuckerman and the Cordes Foundation.

Pacific became aware of TexPREP through Hernandez, who encouraged President Pamela Eibeck to consider it. A TexPREP representative also visited Pacific to share details of the program.

The program's goal is to get students to test at proficient and advanced levels in math, a predictor of overall achievement in college, says Lynn Beck, dean of the Gladys L. Benerd School of Education. The hope is to attract an increasing number of young people to science, math, technology or engineering, careers that are projected to experience significant job growth.

"We said it looked like a great match for our community," recalls Beck. "If we have funding, interest and community partners, we said, 'Let's do it.'"

member, says his administrators and teachers are positive about it.

"We're willing to roll up our sleeves and work together to make our community a better community," Toliver says.

Stockton Unified students face many challenges, he says. Nearly three-quarters of the district's 37,000 students are socio-economically disadvantaged. About one-third are English language learners. Only 16.6 percent meet the requirements to attend a California public university.

The Tomorrow Project also will raise money for Pacific student scholarships, including the Community Involvement Program (CIP), which gives financial need-based tuition and housing scholarships to local, first-generation low-income college students. More than 1,000 students have graduated from CIP since its inception in 1969, most of whom live and work in and around San Joaquin County.

## Make business decisions with the community in mind

During the forums, it became apparent how much the local business community would value the University doing more to hire local vendors, says Pat Cavanaugh, vice president for business and finance. Pacific always has been committed to choosing local vendors, but its policy was "de facto," Cavanaugh says. In the new policy, "local" is defined as San Joaquin, Sacramento and San Francisco Counties, where each of Pacific's three campuses are located. It also states that 25 percent of hired vendors should be local. "That doesn't set a ceiling as much as a floor," Cavanaugh says. The new policy also gives consideration to hiring minority- and women-owned businesses.

The University also established an \$80,000 fund to subsidize room rentals for nonprofit community groups. It

has also reduced tuition by 36 percent for the evening degree program in the Center for Professional and Continuing Education, which allows local working



*All incoming freshmen (more than 1,000 students) participate in community service projects in San Joaquin County and Northern California during Welcome Week as part of MOVE (Mountain, Ocean, Valley Experience).*

## Pacific's Economic Impact

- 80% of Stockton campus employees live in San Joaquin County
- Direct Pacific-related expenditures in California totaled \$326 million in 2008.
- These expenditures produce a total of \$736 million in sales in the California economy and support nearly 5,000 California jobs.
- Pacific is the second-largest private employer in San Joaquin County and is one of the five largest employers in the county overall.
- More than 125,000 people attend athletics, arts and cultural events at the Stockton campus each year.
- Registered community service by undergraduates at the Stockton campus alone exceeds 15,000 hours each year.
- Pacific's clinics provide health, legal, educational and other services to more than 14,000 people each year.
- More than 23,000 people participate in continuing education initiatives: youth and children's camps, professional development and lifelong learning programs for senior citizens.
- Pacific alumni account for approximately one in 10 of all individuals in San Joaquin County with a bachelor's degree.

View Pacific's full economic impact report at [www.Forecast.Pacific.edu](http://www.Forecast.Pacific.edu)

adults to earn a bachelor's degree in organizational behavior.

### Continue current programming

Through Beyond Our Gates, the University has committed to continuing existing community partnerships and doing a better job promoting them. The Center for Community Involvement, for example, coordinates thousands of hours of volunteer service for Pacific students in tutoring, mentoring and other areas. Other community partnerships include a program that encourages high school juniors to pursue becoming math and science teachers, as well as sports and music camps and dental and health clinics. A complete list of community partnerships can be found at [BeyondOurGates.org](http://BeyondOurGates.org).

### Keep the dialogue going

The initial six forums mark the beginning of Pacific's systematic collaboration with the community. Eibeck has pledged to continue the forums twice yearly. She also formed a Community Advisory

*Through programs like "Give Kids A Smile," Pacific students, faculty and alumni provide thousands of hours of free and low-cost health care and dental services and health education.*



*Pacific Athletics offers a wide range of sports skills and social camps and clinics for thousands of young people each year.*

Council, composed of a cross section of local leaders, to discuss how the University and community can best partner.

### Remember the good ideas

There were too many ideas for Pacific to tackle all at once. Pacific's External Relations division will keep track of the ideas that didn't make the final list as well as new ones. Those who would like to get involved or submit an idea can email Ted Leland: [tleland@pacific.edu](mailto:tleland@pacific.edu).

Theatre arts major Josh Chipponeri '11, who was in charge of student participation in organizing the forums, says the five initiatives show the University's commitment to living out its mission statement.

"That they exist and they are supported and branded by University of the Pacific, from the students to the Office of the President, I think that is something that very strongly gives this community hope," he says.

Learn more at [www.BeyondOurGates.org](http://www.BeyondOurGates.org)



# Instruments of Change

Taking inspiration from Venezuela's highly successful El Sistema, a national system of youth orchestras, Harmony Stockton will provide music education for underprivileged and at-risk children to help them improve academic performance and build self-esteem and community pride.

In early 2010, Conservatory of Music Dean Giulio Ongaro traveled to Venezuela with a team from the University at the invitation of Alberto Yanez '73. The team observed the work of El Sistema, a government-funded program aimed at eradicating poverty through music education. It teaches poor children, from toddlers to teens, how to play in an orchestra.

Students begin with singing and rhythm games and learn to play small percussion instruments before graduating to orchestral instruments. On a visit to a neighborhood site to watch children play, Ongaro was impressed with their pride and enthusiasm.

"You could almost feel the difference it was making for those kids," he says. "When I came back, I wanted to know how we could do something like this here, how we could use some of the same principles."

The Stockton Symphony was a natural partner. The arts organization and the University have had a long and close relationship, says Jane Kenworthy, the symphony's CEO and executive director. She has been interested in providing music lessons to underprivileged Stockton children because of cuts to public school music programs.

Ongaro's visit, which coincided with the beginning of the Beyond Our Gates initiative, was timed perfectly. United Way announced in November that it would provide seed money, allowing Harmony Stockton to launch. The music academy, one of the key components of the Tomorrow Project, is expected to start in the fall.

"An intensive academic program like this can improve a child's self-esteem, productivity and sense of responsibility," says Andy Prokop, president and CEO of United Way of San Joaquin County. He says Harmony Stockton is the ideal project for his organization. The nonprofit committed \$35,000 a year for at least five years but is willing to donate up to \$50,000 a year if the program can raise the same amount.

Founders hope the students' involvement in the orchestra will build confidence and help them avoid gangs, drugs and crime. Research indicates that studying music can enhance academic performance. The ultimate goal is to improve the city's high school graduation rate and prepare students for success in college and beyond.



**"I think this is something that can make us all proud."**

**— Peter Jaffe,  
Stockton Symphony**

"We just had to be a part of it," Prokop says.

Retired economist José Abreu started El Sistema in Venezuela in 1975; it serves about 300,000 children each year. The program has had a measurable effect on school dropout and crime rates, Ongaro says.

"An important thing to understand about El Sistema is that it's not a training system for professional musicians," Ongaro says. "That's almost a side effect of it. It's a system to change the lives of kids in underprivileged communities."

Harmony Stockton will start with about 75 Stockton third through fifth graders, with progressive grades added as funding expands. It will be launched initially in one or more elementary schools, most likely in South Stockton. After-school instruction by professional musicians and music educators will take place four or five days a week. Organizers say the program is designed to enhance existing school music programs already in place and not meant to replace them.

Programs such as this provide Stockton a chance to emerge from the shadow of its negative image, says Peter Jaffe, the symphony's music director and conductor.

"I think this is something that can make us all proud," Jaffe says.