

**BEYOND MLK:
A FRAMEWORK FOR
UNIVERSITY-CITY COLLABORATION**

WORKING DRAFT

June, 2004

Draft

Beyond MLK: A Framework for University-City Collaboration

Draft Working Document

Prepared by
City-SJSU Senior Professionals Team

Background

In March and May of 2004, a team of senior professional staff from the City of San Jose and San Jose State University met in retreat to discuss their shared interest in building a more robust, intentional City-University partnership.

This work was prompted by the phenomenal success of the new MLK joint library as well as San Jose's new Economic Development Strategy, which includes "Develop Strategic Partnerships with San Jose State University to Drive Innovation and Economic Impact" as one of four top-priority strategies. The team's work was aligned also with the University's vision of being a great metropolitan university, which was initiated during President Caret's tenure and will be advanced further with the leadership of incoming President Paul Yu.

The team's discussions were intended to frame and spark a broader conversation with City and University leadership/staff and community stakeholders, and to result ultimately in additional successful project collaborations.

The team was informed by the research work "Stewards of Place" authored by the American Society of State Colleges and Universities (ASSCU), which envisions a new level of university-city engagement and stewardship of metropolitan regions (www.ascuu.org).

The March and May retreat sessions represented the first time that executive leadership teams from the City and the University have met together to discuss shared aspirations and opportunities.

The resulting draft work product of this team, called *Beyond MLK: A Framework for University-City Collaboration*, provides a way of thinking about next-stage opportunities for partnership.

The draft document includes six sections:

- I. Shared Aspirations for City-SJSU Relationship
- II. Partnership Principles
- III. Process Guidelines

IV. Types of Collaborative Projects

V. Strategic Themes for City-University Collaboration

VI. Potential Next Steps

The intent is to review and refine the ideas in this draft document with leadership of the City and University, and with key staff and community stakeholders. The Framework should be viewed as a first step toward consciously creating a shared sense of opportunity and commitment to strategic collaboration between the University, City, and broader community.

Please see the final page of this document for a list of participants in the City-SJSU Senior Professionals Teams, and a list of Resource Documents.

Special thanks to Anderson-Brule Architects, Inc. for their invaluable facilitation expertise.

I. Shared Aspirations for City-SJSU Relationship

By collaborating together, the City and University will advance shared strategic priorities. These include:

1. Advance the long-term success and vitality of the University and City.
2. Raise the visibility, stature, and 'brand' recognition of "San Jose" nationally and internationally.
3. Improve the distinctive quality of life and competitiveness of San Jose by tapping all available assets and resources (including talent, financial resources).
4. Ensure outstanding learning and professional development opportunities for students and residents, including current and future City employees.
5. Create a seamless physical relationship between the University and City.
6. Leverage the physical proximity of the new City Hall to the University for mutual benefit.
7. Gain national recognition as an exemplary model of City-University partnership.

II. Partnership Principles

A successful partnership relationship between the University and City will be grounded in the following principles:

- a. Partners must make a long-term commitment to the partnership and to the other's success. This commitment must be made and sustained at the highest levels, *and* understood and acted on through the depth and breadth of both institutions.
- b. The partnership should provide mutual benefit. The specific benefits of individual partnering activities should 'balance out' over time.
- c. Leverage resources (physical, financial, human, programmatic) to create new possibilities for advancing goals.
- d. Ensure continuity of vision and direction, even as individual leaders come and go.
- e. Partners must view demonstrate respect and trust for each other, in words and actions. Trust must be built and preserved at both the individual and institutional levels.

- f. Recognize, and focus on, shared customers and constituencies. Engage with them as partners in our success.
- g. Be mindful of institutional differences (e.g., in culture, governance structure, processes, timeframes, “firewall” issues).
- h. Agree on a set of shared project priorities, and have a process for setting new ones over time.
- i. Tap into best practices knowledge nationally about effective city-university partnerships.
- j. Articulate a consistent, compelling message to the community about the University-City partnership.
- k. Ground the partnership in shared aspirations and values.
- l. Recognize the power of tangible, “built” projects for transformation and symbolism, but value intangible collaborative projects, as much as the tangible.
- m. Involve private sector and community leaders appropriately in the development and workings of a City-University partnership. Ensure that community and political legitimization occurs as potential ideas, action, and agendas are formulated.
- n. Experiment, break the paradigm, go to the next level, re-write the rules, be innovative and exemplary!

III. Process Guidelines

The University and City should agree on a set of Process Guidelines to help ensure successful collaborative projects. These guidelines stem from lessons learned from successful collaborative projects, such as the MLK Library, as well as from failures.

- a. Commit appropriately to the project; clearly communicate this commitment.
- b. Get the right people and entities on the project team.
- c. Check the historical “baggage” at the door. Gain insight from history, but do not allow history to be used strategically against the project.
- d. Reach out and engage key stakeholders--early--as a key to success.
- e. Be persistent and creative in solving problems that arise.

- f. Recognize that success may require personal sacrifice and the subordination of personal agendas.
- g. Work for cultural as well as operation integration of the team.
- h. Create timelines and 'exterior drivers' that generate disciplined progress and sense of urgency.
- i. Identify clear champions of the project's "political cause." Provide 'political victories' for both entities.
- j. Model the desired behavioral change, embody the potential of a strengthened University-City partnership.
- k. Be success oriented. Avoid 'killer phrases' (e.g., it can't be done).
- l. Frame the problem appropriately, then move on to seeking solutions and getting outcomes--do not just "admire the problem."
- m. Share responsibility for success, and hold each other accountable.
- n. Communicate and check-in continuously.
- o. For each project, after early exploration, design a project plan together that is sensitive to both organizations' internal dynamics, operations, and schedules. "Plan the work, then work the plan."

III. Types of Collaborative Projects

To advance shared goals, the SJSU-City team believes that will be important to encourage a broad range of collaborations *and* to identify a set of high-priority, high-visibility projects.

The team identified an extensive list of activities where the University and City have been working together already. These can be organized as seven main types of collaborations:

- *Advisory Relationships*—serving on each other’s boards, consultation, etc
- *Short-Term Collaborations*—events, workshops, sponsorships, etc.
- *Mutual Aid/Reciprocity Agreements*—such as public safety
- *Financial/Contractual Agreements*—such as for SJSU managing the City-funded incubators; City providing Business School with grant for new SBDC Center
- *Education/Research Collaboration*—internships, teaching, research, student projects
- *Joint Development Projects*—significant long-term projects of a physical nature affecting land use and buildings (e.g., closing San Carlos St., the MLK library)
- *Joint ‘Intangible’ Projects*—significant long-term projects of a more intangible nature (e.g., hosting International Symposium of Electronic Arts in ’06)

Some collaborative projects will have a scale, impact, and complexity that require clarity and commitment from the top-down, as well as the bottom-up, of both institutions. Other projects will happen naturally as entrepreneurial people from both institutions continue to initiate a broad range of collaborations.

IV. Strategic Themes for University-City Collaboration

The Team identified six strategic themes where University-City collaboration could be encouraged.

These six areas seem ripe for collaboration because they:

- advance high-priority, shared institutional goals
- leverage unique assets and resources of both institutions
- would have a catalytic, long-term impact
- stand a chance of success
- would increase our mutual stature, visibility, and ‘brand’ recognition
- are likely to resonate with stakeholders in the broader community
- have or could gain high-level political champions at both institutions
- could attract an ‘all-star’ staff team.

The section below describes each *Opportunity*, provides examples of *New Project Possibilities*, and identifies *Current Signs of Future Success*—steps the University and City have already taken to successfully move in the desired direction.

(Note: The Strategic Themes are meant to provide examples only. At this point, no specific collaborative projects have been selected.)

Physical Integration of University and Downtown

The Opportunity: Disperse appropriate University activities throughout the Downtown Core, creating a seamless integration of university, civic, business, and arts/culture activity in San Jose’s center. This will meet the University’s need for expansion space and will create a more differentiated urban university experience for students. It will advance the shared University-City interest in a vital Downtown core.

New Project Possibilities: Masterplan the “North of San Fernando” Corridor (between 4th and 10th) in anticipation of BART station; locate a Culinary Academy and International Food Court Downtown; Faculty/staff housing; site a Wellness and Recreation Center Downtown for use by students, faculty, and community; develop a re-use plan for San Jose Medical Center; locate SJSU services in neighborhoods; move ceramics/glass collection out of Industrial Arts Building and into a Downtown storefront; create a seamless wireless infrastructure between campus and Downtown; develop Downtown business/event marketing programs targeting new residents of campus village tower

Current Signs of Future Success: MLK Library, Re-location of more than 100,000 square feet of University facilities already outside the traditional campus boundaries, upcoming Fifth Street promenade linking University and new City Hall

South Campus Sports and Recreation

The Opportunity: Transform South Campus into vibrant sports and recreation complex for professional, collegiate, amateur athletes and students and residents. The University has the need to upgrade its intramural capacity and football stadium, and to secure and increase parking capacity, and control real estate. The City has the need and resources to increase sports field and recreation capacity for residents, and sees opportunity to retain/attract professional athletic teams.

New Project Possibilities: Develop Joint Masterplan for South Campus, Build/transform stadium for football and soccer; create soccer fields and jogging/walking paths; faculty/student housing.

Current Signs of Future Success: Initial work on South Campus Development Plan

San Jose Identity

The Opportunity: Work together, in partnership with other civic and business institutions, to raise the impression, recognition, and stature of San Jose nationally and internationally. San Jose's lack of a clear, consistent identity in the minds of national and international opinion shapers undermines a variety of City and University efforts, such as attracting airline service, attracting talent, garnering national influence, distinguishing San Jose from San Francisco and Oakland/Berkeley, and developing a vibrant arts culture. Unlike its other major competitors nationally, San Jose has never invested in developing a shared, clear brand identity that can be used by public, private, and civic organizations to position San Jose in the national/international marketplace.

New Project Possibilities: Develop a shared brand identity for San Jose (Note: a community brand identity is different than the taglines or logos of individual institutions); join together to build relationships with other innovation regions globally; partner on international missions

Current Signs of Future Success: global relationship-building already occurring independently by SJSU and the City

City Hall-University Joint/Programming

The Opportunity: Take advantage of the relocation of City Hall next to SJSU to develop specific learning and programmatic collaborations between the university, city government, and the community. The City has a need to develop current and future employees, and to access university expertise for civic projects. The University has a need to provide students with meaningful projects and internships.

New Project Possibilities: Joint Internship Office, Professional Development through SJSU for City staff; Public sector career exploration with City for SJSU students,

shared/exchanged space for City on SJSU Campus and in City Hall for SJSU; Office Integration—service learning MPA program; Transportation Laboratory; Family Camp as SJSU Student Enterprise Project; other Joint Programming

Current Signs of Future Success: extensive connections between the City’s workforce and SJSU

Arts, Culture, and Creative Community

The Opportunity: Tap the artistic expertise and talent at SJSU, and its alumni networks, to develop the artistic/creative community and arts/cultural activity and attractions in San Jose. The City’s stated goal is to “Evolve and Position Downtown San Jose as a Unique Cultural and Creative Center of Silicon Valley.” Achieving this goal will benefit SJSU’s competitive position. Distinctive, underutilized University assets include the School of Art and Design, the CADRE Center for New Media, the School of Music and Dance, and the Hospitality Management Program

New Project Possibilities: An Art Market where artists could create and sell their wares to locals and visitors; new visitor destination: International Center for Art and Technology; A Spartan-Keyes Arts District; SJSU Ceramics Workshop/Store in Downtown Retail Space; Using SJSU Core Campus as Outdoor Festival Location, Collaborating to increase programming at SJSU Event Center; a Downtown culinary school.

Current Signs of Future Success: Housing Developments underway in Spartan-Keyes, Jointly winning international competition to host the International Symposium of Electronic Arts in 2006

Innovation, Research, Employee Education

The Opportunity: Increase the capacity of SJSU to generate and share innovative research and education that benefit San Jose/Silicon Valley, through increased connectedness to employers and community. SJSU has a strong interest in increasing grant funding as a source of revenue, and strengthening the link between SJSU research/teaching of all kinds to regional needs. The City has a strong interest in diversifying the economy, continuously preparing workforce, and encouraging economic and social innovation.

New Project Possibilities: Joint pursuit of Federal grants; collaboration to grow the bioscience industry; research investments;

Current Signs of Future Success: SJSU Foundation role in managing four City incubators; new “Director of Business and Community Outreach” at SJSU; Extended Education Programs in the community; SVWIN-SJSU hospitality training initiative

V. Potential Next Steps

A potential timeline and activities to move beyond concept to broader dialogue and direction for implementation are included, below:

1. Week of May 31
Full team reviews draft and provides comments.
2. Week of June 7
Planning team finalizes draft document
3. Week of June 14, June 21
Review and discuss draft document with Mayor and Interim President/Incoming President
4. Month of July
 - a) Share Draft Document with City Council Members and Senior Leadership at University (Academic Senate Chair, Deans, President of Associated Students, President’s Staff)
 - b) Consider potential Rollout Strategy and broader Review Process
5. Month of September
Design Phase 2 – Initiating, driving, and recognizing collaborative projects

Resource Documents

1. City of San Jose, *Economic Development Strategy*, November 2003
<http://www.sjeconomy.com/publications/pressreleases.asp>
2. SS-FOO-2 Sense of the Senate Resolution: *Adopting Principles for Guiding the Consideration of a Partnering Arrangement for Facilities Development at SJSU*,
<http://www2.sjsu.edu/senate/resolve.htm>
3. American Association of State Colleges and Universities, *Stepping Forward as Stewards of Place*, May 2002, http://www.aascu.org/pdf/stewardsofplace_02.pdf
4. CEOs for Cities, *Leveraging Colleges and Universities for Urban Economic Revitalization: An Action Agenda*,
http://ceosforcities.org/research/2002/leveraging_colleges/index.html

SJSU-City “Beyond MLK” Team

Alfonso de Alba, Executive Director, Associated Students
Robert Ashton, Vice President for Advancement, SJSU
Del Borgsdorf, City Manager, City of San Jose
Marshall Goodman, Provost and Vice President for Academic Affairs, SJSU
Jim Helmer, Director, City of San Jose Department of Transportation
Sarah Hensley, Director, City of San Jose Department of Parks, Recreation, and Neighborhood Services
Jim Holgersson, Deputy City Manager, City of San Jose
Byron Kamp, Director of Governmental Relations, Office of the President, SJSU
Don Kassing, Vice President for Administration, SJSU
Paul Krutko, Director, City of San Jose Office of Economic Development
Harry Mavrogenes, Executive Director, San Jose Redevelopment Agency
Irene Miura, Executive Assistant to the President, SJSU
Monica Rascoe, Vice President for Student Affairs, SJSU
Janet Redding, Assistant to the President for Governmental and External Relations, SJSU
Kim Walesh, Assistant Director, City of San Jose Office of Economic Development
John Weis, Deputy Executive Director, San Jose Redevelopment Agency