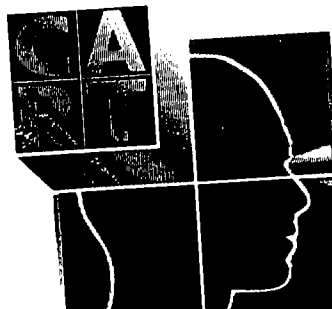




**CENTER  
FOR  
ADVANCED  
RESEARCH  
AND  
TECHNOLOGY**



**JOINT POWERS  
AGREEMENT BETWEEN**

Clovis Unified School District and  
Fresno Unified School District

**Pat Wright**  
**Chief Executive Officer**

2555 Clovis Avenue  
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Telephone: (559) 291-0120  
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A Joint Powers project of  
Clovis Unified School District  
Fresno Unified School District

## **VISION**

The Center for Advanced Research and Technology will be a national model for secondary education and provide motivation for students/adults to be better learners by creating education relevant to the workplace. Students will seek further post-secondary education/training and will constitute a highly skilled technology workforce that will create more technology based businesses which will foster economic growth and generate capital for future investments.

## **MISSION**

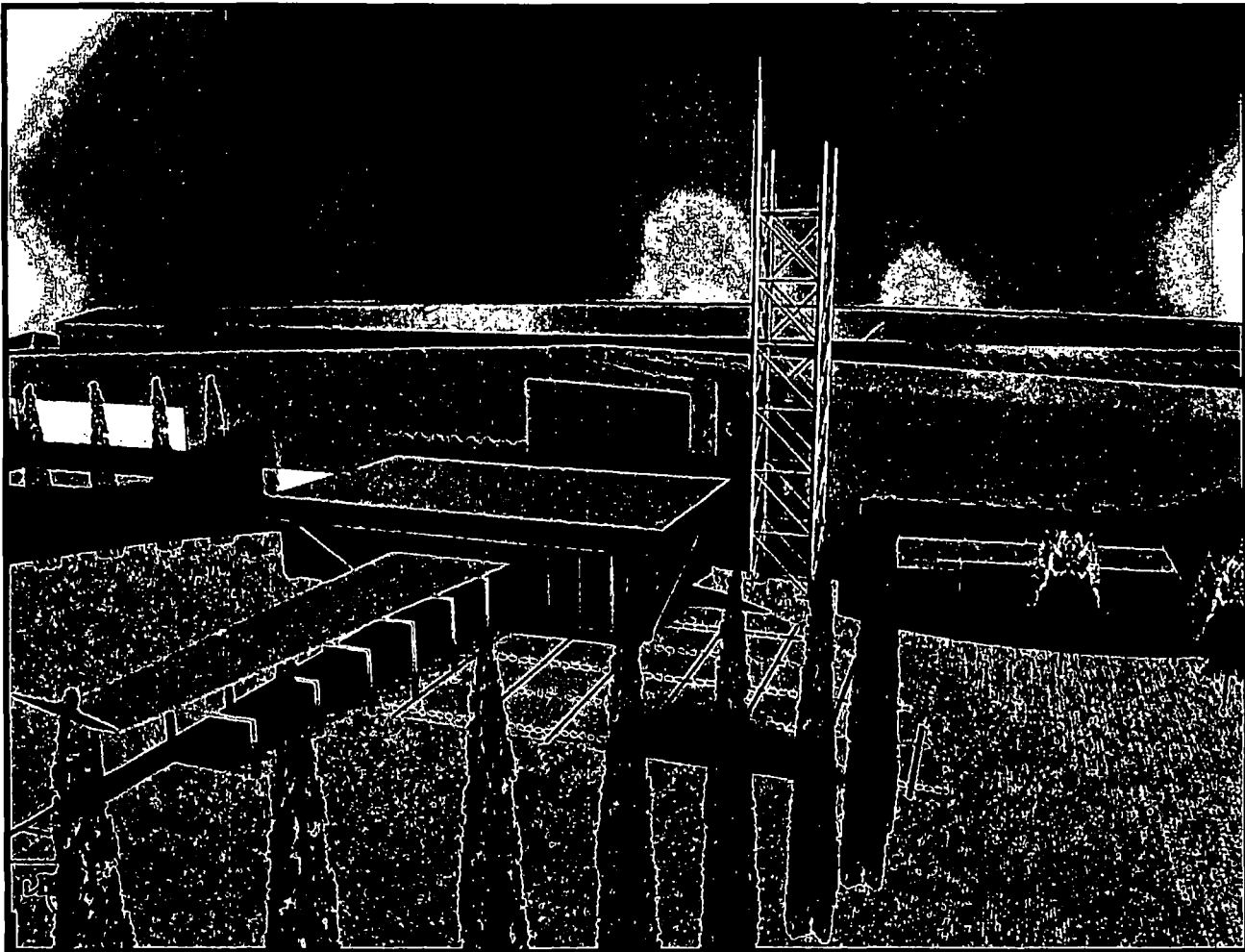
In partnership with education, business and community agencies the Center for Advanced Research and Technology will educate students/adults in a cross curricular, project-based environment that is academically rigorous and facilitated through a business based instructional model.

## **GOALS**

- Provide opportunities for students to acquire entry-level technological positions, industry standard certification, and/or university admission
- Establish collaborative partnerships with local, state, national and global businesses, private and public organizations, and higher education to
  - empower the Center for Advanced Research and Technology to offer coursework that is responsive to challenges in business/industry
  - provide the Center for Advanced Research and Technology with the fiscal capability to provide sophisticated technology environments that are consistent with industry standards
- Establish curriculum that infuses core academic standards into business and industry projects creating a seamless transition between school and the world of work
- Recruit, hire and develop personnel with the vision, skills and knowledge to enable the Center for Advanced Research and Technology to achieve it's mission
- Provide educational experiences in emerging technology areas which offer premiere employment and business opportunities for graduates



A Joint Powers project of  
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Fresno Unified School District

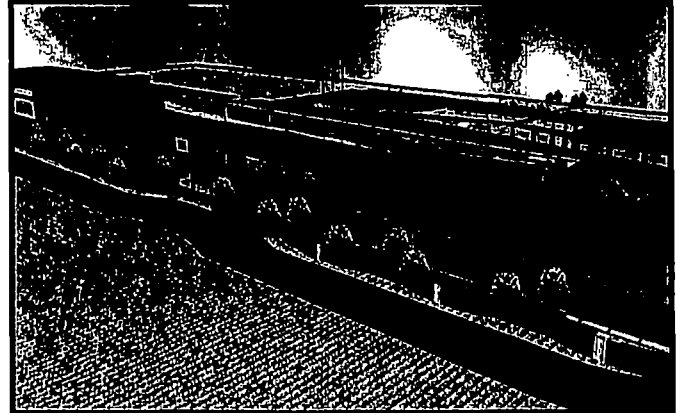
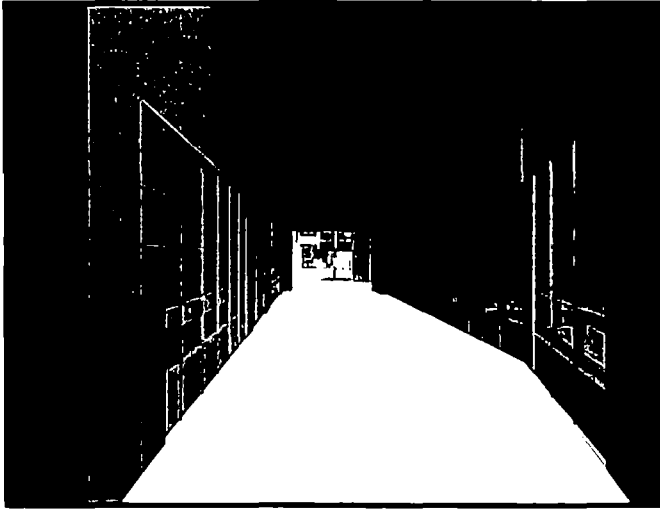


The Center for Advanced Research and Technology (CART) is a regional center that provides a project based, interdisciplinary learning experience in an environment that emphasizes new and emerging technologies.

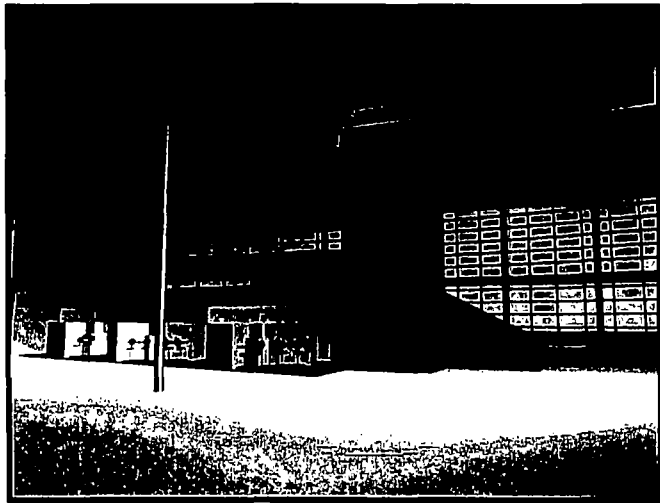
Scheduled to open in September 2000



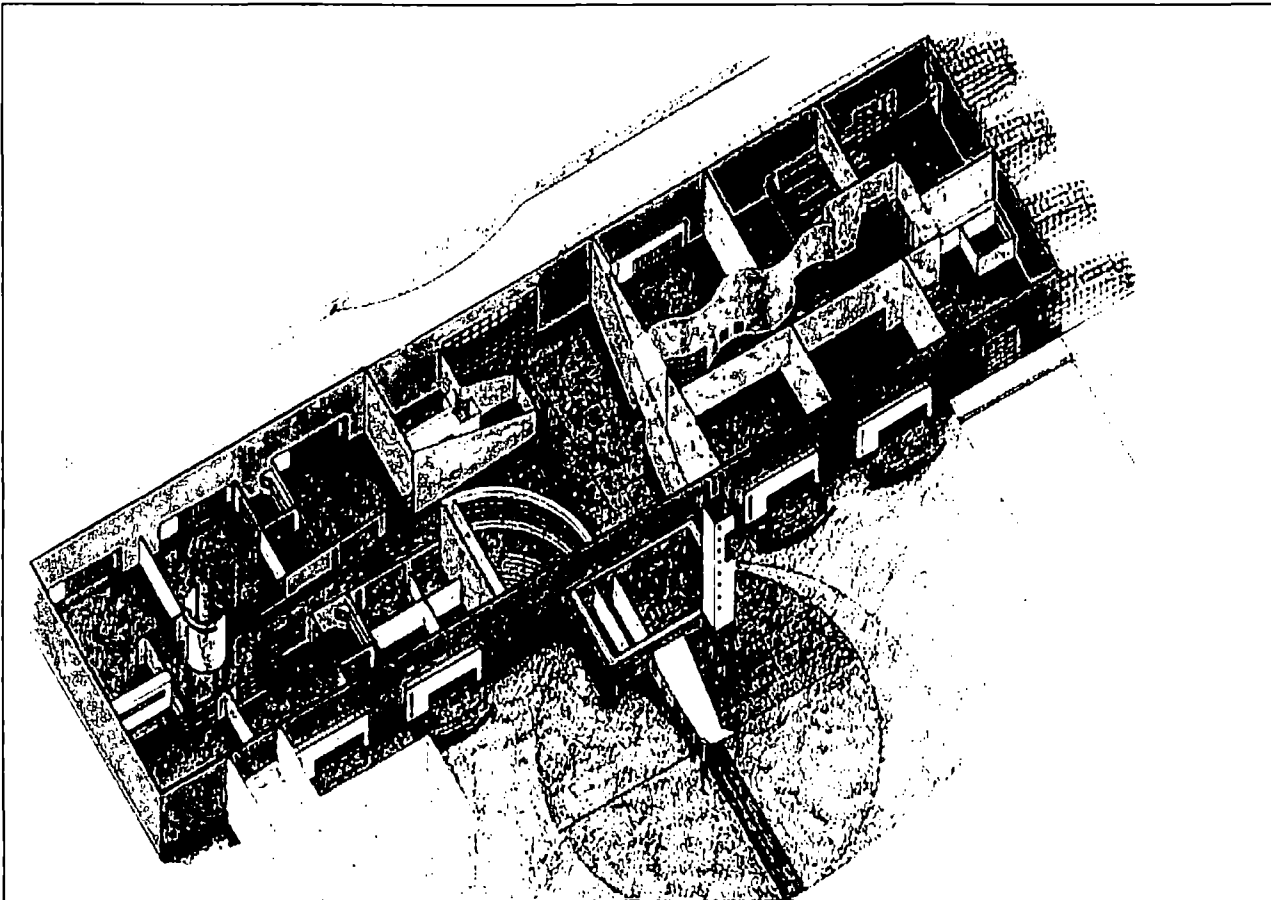
A Joint Powers project of  
Clovis Unified School District  
Fresno Unified School District



- **Agricultural Technology**
- **Biomedical Technology**
- **Chemical Technology**
- **Design / Engineering Technology**
- **Environmental Technology**
- **Financial Technology**
- **Information Technology**
- **Logistics & Spatial Technology**
- **Manufacturing Technology**
- **Multimedia Technology**
- **Telecommunications Technology**



Eleven Laboratory Suites that provide an environment responsive to industry needs and changes will offer specialized experiences to high school students and adults. Business Advisory Committees for each lab area will collaborate with educators to provide curriculum that is relevant to the workplace and accepted for college entrance.



### **Features**

- 18.83 acres
- 53,000 sq. ft. Instructional Space
- 30,000 sq. ft. Office Space
- 11 Laboratory Suites
- Amphitheater Seats 150
- Gallery Area
- Common Use Reference Labs

### **Agency Partnerships**

- Central Valley Business Incubator
- Entrepreneurial Training Program
- State Center Community College District
- California State University, Fresno
- Fresno County Office of Education
- University of California, Merced

## FROM PRINCIPLES TO PRACTICE: MAKING THE LEARNING HAPPEN AT CART



The Center for Advanced Research and Technology (CART) is the most comprehensive, state-of-the-art education reform effort at the secondary level to date. The CART combines rigorous academics with technical, design, process, entrepreneurial, and critical thinking skills. The 80,000 square foot CART facility, designed to emulate a high performance business environment, is organized around four career clusters – professional sciences, engineering, advanced communication and global economics. Within each cluster are several career-specific laboratories in which students complete industry-based projects and receive academic credit for advanced science, math, English and technology.

| Career Cluster           | Laboratories                                                                                                                                                             |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional Sciences:   | <ul style="list-style-type: none"> <li>• Biotechnology</li> <li>• Environmental Technology</li> <li>• Agriculture Technology</li> </ul>                                  |
| Engineering:             | <ul style="list-style-type: none"> <li>• Chemical Technology</li> <li>• Engineering/Design Technology</li> </ul>                                                         |
| Advanced Communications: | <ul style="list-style-type: none"> <li>• Multimedia &amp; Graphic Design Technology</li> <li>• Telecommunication Technology</li> <li>• Information Technology</li> </ul> |
| Global Economics:        | <ul style="list-style-type: none"> <li>• Financial Technology</li> <li>• Product Development</li> <li>• Retail &amp; Marketing Technology</li> </ul>                     |

Eleventh and twelfth grade students from the Clovis and Fresno Unified School Districts are bused to CART where they attend half-day classes in one or more of the laboratories taught by teams of instructors from both education and business. The partnership between the school districts is a unique opportunity to make systemic change in education and positively influence the future of all students in the San Joaquin Valley, a rapidly expanding economic area for high-tech business and agricultural firms.

### The CART Concept: A Career Launching Pad

The CART provides a state-of-the-art research and technology facility where students design and complete projects in collaboration with partners from the local, national, and international business community. Through learning plans, individualized attention, and a coordinated sequence of projects, CART students explore the variety of ways they can achieve their career goals. Working with business partners, teachers, and parents, students design a program of study that qualifies them to pursue the post-secondary path of their choice – from entry-level positions to industry certification to university admission. With the knowledge, skills, and support they receive, students leave CART ready to launch their careers.

### CART DESIGN PRINCIPLES

#### **Intellectual Mission:**

- Individual learning plans
- Mastery of rigorous content
- Mastery of essential skills – (such as research, analysis, and experimentation)

#### **Personalization:**

- School is a collaboration between adults, students, and the community
- Students have a sense of ownership in the school and share responsibility for its successful functioning

#### **Adult World Immersion:**

- Workforce and economic development demands are the underpinning of coursework
- Business partners, students, and teachers serve as experts, consultants, and instructors

#### **Career Launching Pad:**

- Students explore interests in real world settings
- Multiple entry-points to post-secondary career paths
- High academic and industry-standard benchmarks for performance

#### **Community-wide Stakeholders:**

- Parents
- Local, national, and international businesses
- Regional post-secondary institutions and universities
- Chambers of Commerce and Business Councils
- Local and state governments
- Workforce and economic development agencies

## FROM PRINCIPLES TO PRACTICE: MAKING THE LEARNING HAPPEN AT CART

### **Julian's Projects**

*When Julian entered CART he didn't have an interest in a specific career. However, through his first projects and conversations with his teachers, business mentors, and parents, he discovered a strong interest in healthcare. At the end of his junior year, Julian chose an internship at a private hospital working in the hematology lab where he applied chemistry, biology, and math concepts to assist technicians in the sorting and analysis of blood samples.*

*In his senior year, Julian refocused his work on an issue that adversely affects his community – unequal access to quality healthcare. After his experience in a private hospital, Julian recognized that many technological amenities are not available to public clinics. His senior year he worked with community healthcare providers and biomedical engineering firms to identify and analyze the most critical technological gaps. Heart disease surfaced as the leading health crisis in the community and local clinics complained of not having access to state-of-the-art heart monitors. As his senior capstone project Julian worked with a biomedical firm to help design an inexpensive, portable EKG machine that would meet the demand for higher quality care in the community.*

*During his senior year, Julian began working toward certification as a licensed vocational nurse. His long-term goal is to become a biomedical engineer but he believes that a few years working in the direct service of people will help him become a better designer of medical products.*

### **Project-based Learning: Standards, Rigor and Relevance at CART**

CART uses long-term, community-based projects to engage students in complex, real-world issues that have meaning to both them and the business community. Through projects, students achieve simultaneous outcomes by acquiring essential academic knowledge (*science, math, English, technology, and finance*), practicing essential skills (*research, analysis, critical and creative thinking, communication, customer services, and project management*), and developing essential values (*mutual respect of ideas, understanding the strength of diversity, mastering workplace competencies, and taking responsibility for one's own learning*). All students are expected to achieve results through a combination of high expectations, perseverance, and personalized support from adults – business partners, teachers and parents – who serve as mentors, collaborators, advocates, experts and assessors. The CART team, students and adults alike, comprise a community of scholars.

### **The Design Process: Critical Thinking Through Problem Solving**

CART students use a multi-step design process to solve real-world problems and demonstrate mastery of skills by producing projects and products. The design process emphasizes rigorous, relevant, scientific-based research that requires students to:

- Identify and define a problem in industry or the community
- Research and analyze necessary information
- Determine industry-based criteria for successful solutions
- Design and choose likely solutions
- Implement their plans
- Evaluate outcomes based on industry standards
- Share results with business mentors, teachers, and parents

The design process is non-linear; students continuously raise questions, challenge assumptions, and consider new perspectives in order to reflect on, reevaluate, and refine their ideas. As they proceed through the design process students ask themselves and others questions, such as: Does my project meet rigorous scientific standards? How does my project benefit others? How can the best solutions be tested and compared? What alternatives have not been considered? As project designers and implementers, CART students learn and practice research, critical thinking, analysis, synthesis, and evaluation skills. They become self-directed learners capable of fine tuning their entrepreneurial, communication, and project management talents.



# FROM PRINCIPLES TO PRACTICE: MAKING THE LEARNING HAPPEN AT CART

## BUILDING PARTNERSHIPS

### From Generalist to Specialist: Using Projects to Focus Interests

Through a sequence of increasingly complex projects – four during their junior year and three during their senior year – CART students explore several of the 11 laboratories and gradually hone their interests.

Over the course of two years, students establish a common understanding of CART, build a general knowledge of a career cluster, and develop industry-recognized skills and expertise.

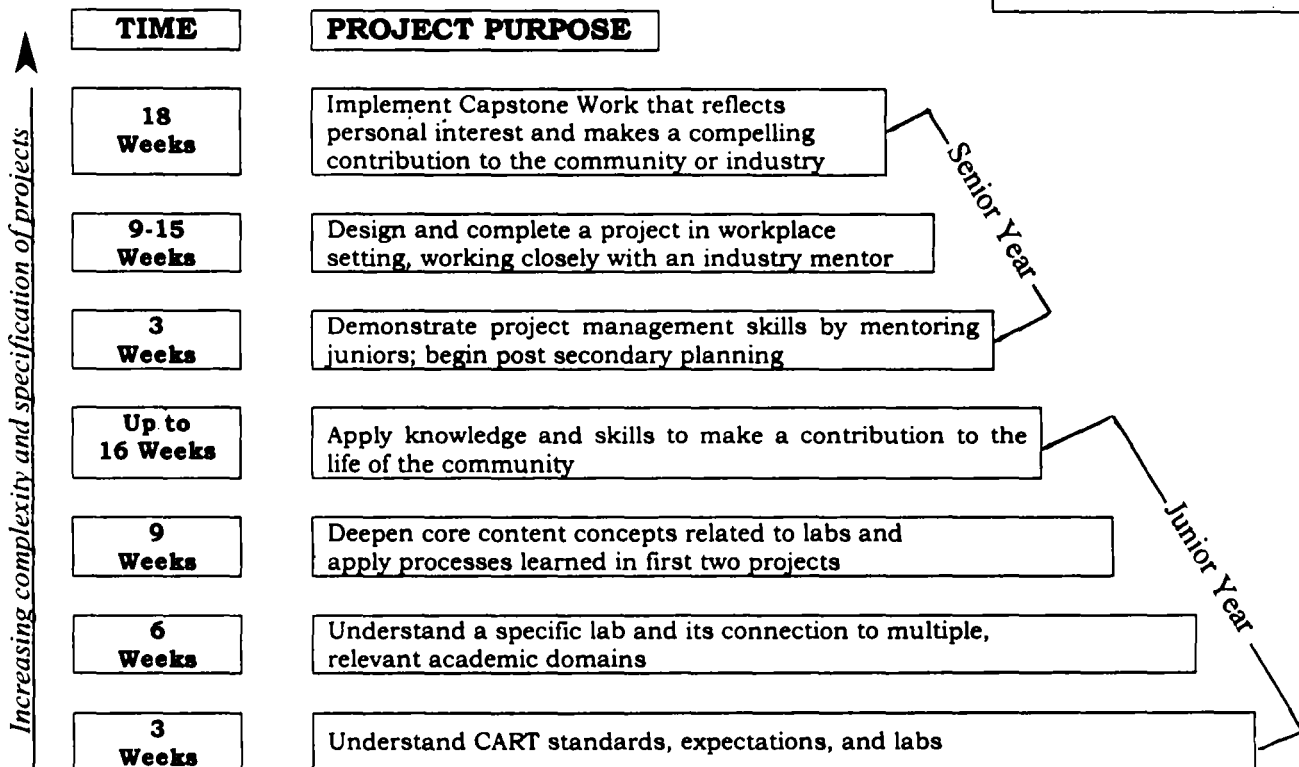
Projects and individualized learning plans combine mastery of academic skills with industry-specific knowledge, providing students both a broad knowledge base and a specialized skill set that reflect their interests and goals for the future.

#### Some Key Partners Include

- Lawrence Livermore Labs, Microsoft, Pacific Bell, A T & T Wireless, P. G. & E., and dozens of other national and local businesses that support the activities of CART's eleven laboratories
- Fresno County Office of Education, State Center Community College District, California State University, Fresno, the University of California, and other local, regional, and national agencies

#### National Affiliations:

- Chosen as a national model for the National Association of Secondary School Principals (NASSP)
- Member of Jobs for the Future's Connected Learning Communities Network



## FROM PRINCIPLES TO PRACTICE: MAKING THE LEARNING HAPPEN AT CART

### REVISITING TEACHING & LEARNING

#### ***New Roles for Teachers:***

*Teachers collaborate with business partners on the design, delivery, and assessment of instruction. They expand their traditional classroom role to become modelers, designers, collaborators, managers, researchers, facilitators, assessors – and above all, learners.*

#### ***New Roles for Students:***

*Students use personal interests, real world demands, and academic curricula to become designers, project managers, entrepreneurs, researchers, advisors, teachers, and independent, self-directed learners.*

#### ***New Roles for Families:***

*Families are active participants in CART – collaborating with their students and teachers and business partners to design individualized learning plans. Through classes and projects geared to adults, parents can engage in their own ongoing learning at CART.*

#### **FOR MORE INFORMATION CONTACT:**

CENTER FOR ADVANCED RESEARCH AND TECHNOLOGY  
(CART)  
2555 Clovis Avenue  
Clovis, CA 93612  
Call: (559) 291-0120  
FAX: (559) 291-0160  
e-mail: [achute@cart.org](mailto:achute@cart.org)

#### **All Together Now: Partnerships with Business and Higher Education**

A major component of the CART vision is active partnerships with business and industry and higher education. Leaders from business and industry are involved with CART at all levels – providing leadership and fiscal support, consulting on instructional design, and collaborating as instructors and mentors. Through the laboratories and the Central Valley Business Incubator and the resources of the Entrepreneurial Training program (*which are housed at CART*) students and businesses realize mutual benefits by participating in research and development that enhances learning and directly contributes to community interests. CART partnerships with post-secondary institutions provide articulation between secondary and higher education curricula. Through these partnerships, CART students can conduct projects that combine lab classes with courses at the community college or university level, on-line courses, and other certification programs and options.

#### **The Bigger Picture: The CART Community**

CART assumes a shift in expectations for staff, students, and families. All members of the CART community – students, faculty, administrators, and parents – teach *and* learn. Effort, talent, and enthusiasm are expected from everyone. This fundamental principle is reflected in performance policies for students and teachers. Three grades are given at CART: “A,” “B” and “Not Yet.”

Students are held to the highest academic and industry standards – either their work meets those standards or it doesn’t. Teachers’ success at CART is determined by the ability of their students to demonstrate their knowledge and skills. Student work is regularly critiqued by members of the business community, CART staff and parents. Through this on-going public accountability, teachers receive continuous feedback on ways they can improve and expand their work as facilitators, managers, assessors, and modelers.

Finally, the success of CART is based on the diversity of its community – the diversity of experience, opinions, expertise, and perspectives of students, business partners, teachers, and parents. All members of the community are called on to share and comment on ideas, work, and practices. The strength of CART is the way in which it asks each person to learn from and teach one another.

# Congressional Record

RECOGNIZING CART  
**HON. GEORGE RADANOVICH**  
OF CALIFORNIA  
IN THE HOUSE OF REPRESENTATIVES  
*Wednesday, June 16, 1999*

Mr. RADANOVICH. Mr. Speaker, I rise today to recognize the Center for Advanced Research and Technology (CART) for their efforts in developing anew model for high school education. CART is a joint project of the Fresno and Clovis Unified School Districts in California.

CART is a collaborative effort between these diverse school districts to develop a new model for high school education. Fresno Unified shares the challenges of urban districts, poverty, gang violence and diversity. Clovis Unified is an affluent district, serving a student population that is college bound. By creating the Center for Advanced Research and Technology the Fresno and Clovis school districts are committed to changing the way high school curriculum is designed and delivered.

In the wake of tragedies at Columbine High School in Denver, and Heritage High School in Conyers, GA, our entire nation has focused their energy on determining why these tragedies occurred. We must look at our nation's high schools. High school graduates must be better prepared to compete for jobs, ready to move on to higher education and able to function in an increasingly technological society. High school education must be restructured to meet the present and future needs of students. Students need and require more and different instruction in science, mathematics and English, coupled with the emerging tools of technology.

The Fresno and Clovis school districts are addressing the need to revamp our nation's high schools. These districts have resolved to commit the resources, share the decision-making, and leverage the assets of both communities to fundamentally change the way the high school curriculum is designed and delivered. The goal is to restructure the high school experience in a way that will contribute to the academic success and ultimately the success in the life of all students.

CART is moving forward as they celebrate a groundbreaking ceremony for this project in Fresno. The Center for Advanced Research and Technology represents the nation's largest, most comprehensive high school reform effort to date. CART is focused specifically on the high school program for eleventh and twelfth grade students. The Fresno and Clovis school districts are partnering with business and industry to create a real-world, real work environment.

CART's long-term, community-based projects will engage students in complex, real world issues that have meaning to the students and to the participating community partners. Through these projects, students achieve simultaneous outcomes by acquiring essential academic knowledge, practicing essential skills, and developing essential values.

A major component of the CART vision is active partnerships with business and industry, and higher education. Leaders from business and industry are involved with CART at all levels providing leadership and fiscal support, consulting on instructional design, and collaborating as instructors and mentors.

Mr. Speaker, the Center for Advanced Research and Technology represents a commitment from the Fresno and Clovis School Districts, the business and education community, parents and students to restructure a high school to provide real world academic and business centered programs designed to contribute to the academic success and ultimately the success in the lives of all students. I urge my colleagues to wish CART continued success in their effort toward better education.

# Editorial

## A graduate with a guarantee

CART school innovations set an example for collaboration the entire world can learn from.

About 2,000 Valley students will hit the equivalent of the educational lottery next year at this time when the student body is selected for the Center for Advanced Research and Technology, a high school unlike anything this country has ever seen.

This is not high-tech high. Those gadget-heavy institutions are popping up all over America and despite millions poured into technology, they are failing dismally at moving the needle of accomplishment in the traditional areas we use to measure learning: test scores, dropout rates, attendance.

This institution is different. The center is a collaboration among the Fresno and Clovis unified school districts, the Central Valley Business Incubator, the Entrepreneurial Training Program, the State Center Community College District, California State University, Fresno, the Fresno County Office of Education and the University of California at Merced. It is also getting help from the Fresno Business Council.

David "Pat" Wright not the principal but the chief executive officer had a blunt reaction when he was considering the job here and saw all the groups that were going to be required to cooperate. "Yea, right."

We understand. That is pretty much the reaction from most of us when education gurus go off on their next fad diet, always promising education with "more flavor, less filling."

But Wright, Clovis Superintendent Walter Buster and Fresno Unified Superintendent Carlos Garcia are sophisticated educators who don't really have a lot of interest in spending precious money testing out some graduate student's doctoral dissertation. All three men have seen behind the educational curtain and they realize that big learning gains will be made here only with radical new thinking about how students absorb and apply that information to the real world. The rest of the team is equally committed to real change.

Even the language and culture of CART is different. There are not classrooms, but technology laboratories including environmental, agricultural, chemical and financial and telecommunications.

Students will work on real-world projects with businesses. The finance students, for instance, will run their own bank branch. Grades will be A, B, "not yet" and "maybe never." Forget those dreaded nine-week report cards. The CEO will be apprised of each person's performance on a daily basis.

There will be no bake sales for CART. Microsoft has already taken notice to the tune of \$1.2 million; PacBell is investing \$125,000 cash and \$125,000 in in-kind services. There is ample opportunity for the Valley's corporate community to take on this challenge.

And CART graduates will come with guarantees. Teens who graduate from CART are guaranteed success in their next step jobs or college, or they can return for more training free.



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And CART graduates will come with guarantees. Teens who graduate from CART are guaranteed success in their next step jobs or college, or they can return for more training free. This school, designed to supplement classes in the last two years of high school, is a welcome development for average students, who have so long been undeserved in education. Millions are poured into research for the "gifted," "talented," "at-risk" and "special needs" students, leaving a big swath in the middle ignored by comparison. For most of the highest-level students, there probably won't be time for CART because their schedules are already packed full of Advanced Placement courses.

CART will be most appealing to the student for whom a textbook is not enough, for that student who really needs to understand why algebra is worth her time, for that restless guy who learns best by doing. That's superb.

The best contribution for CART, if it is as successful as we expect, will be the example it will set for all public policy in the Valley. This demonstrates that there are visionaries among us who can help us accomplish good here that the global community can learn from.

A lot of very impressive and promising things are going on here. We have the brain-power to meet our own challenges.

Already Wright has spoken about CART to an international meeting of the National Association of Secondary School Principals in Helsinki, Finland. Even though the school is still a year away from opening, the NASSP has given the project a rare endorsement.

Any time you are feeling a little insecure about the potential for greatness in the Valley, drive out to Clovis and Santa Ana avenues where the laboratories are being built or better yet,

sign onto their Web site at [www.cart.org](http://www.cart.org) and get a virtual tour. Watch the future under construction.

# Fresno, Clovis districts map innovative road to first-of-'ts-k'nd research, technology center in western United States; look for 1999 opening

**A** center of study unlike any other west of the Rocky Mountains is in the conceptual stage now and on the fast track to becoming a reality by October 1999, serving students in the 11th and 12th grades in both Fresno Unified School District and Clovis Unified School District.

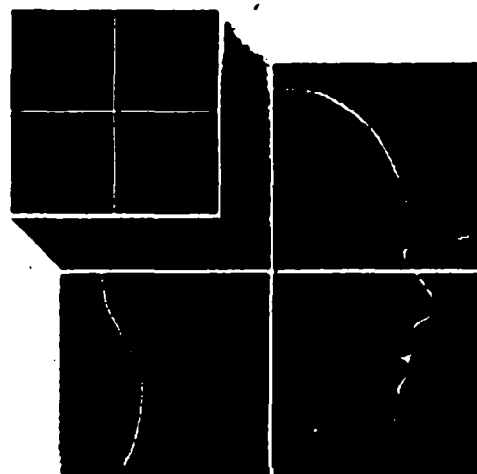
The Center for Advanced Research and Technology (CART) will be housed in the Grunfos Pumps manufacturing plant at 2555 Clovis Avenue. The property was purchased and the two school districts have formed a Joint Powers Agreement Board to govern the new Center.

Originally conceived by Clovis Unified, both school districts collaborated to design a school where students could attend classes for half a day engaged in projects applying high technology, math and science principles.

The Center itself will not look like a typical high school. Students, bused from their respective schools, will enter the immense facility where a mall lined with laboratories on either side will await the student interested in the world of finance, telecommunications, multimedia technology, chemical technology, manufacturing, engineering/design, logistics and spatial technology, agricultural technology, environmental science, biomedical study or information systems.

There will a 300-seat amphitheater for presentations or programs.

It is at this Center where the student



## CENTER FOR ADVANCED RESEARCH AND TECHNOLOGY

with an appetite for discovery will learn to run experiments or tackle a project requiring a teamwork approach to solution, not unlike the workplace they will enter a few years down the line.

Envision a learning environment with no desks, where curriculum is cross-disciplinary and "informational commons" will offer electronic libraries and access to the Internet. Students will complete their projects using more than one laboratory, and 12th graders may even find themselves working with a mentor business off-site.

The Center for Advanced Research and Technology will offer courses designed by both teachers and business people. Teacher teams will be responsible for each lab.

The local business community has embraced the concept and is actively

involved in its development. A Business Incubator will be housed at the Center where entrepreneurs can apply for office space and support staff assistance as they launch their new enterprise.

The Fresno Business Council, a body of chief executive officers of 100 businesses in the metropolitan Fresno-Clovis area, is represented on the JPA Board and plays an active role in the CART development.

Critical to its success will be the corporate sponsorship of the labs housed at the Center. Sponsorships will be available to companies committed to education through innovative approaches that could even involve loaning staff to serve as specialists in the labs.

The Center will be based on a business model, headed by a chief executive officer and staffed by educators. A princi-

pal will oversee instruction and there will be two vice principals representing both school districts. Teaching staff will be drawn from both districts, although openings could be filled by educators not affiliated with either district. The chief executive officer will be responsible for overall management of the Center as well as for attracting corporate sponsorships.

The Center is also expected to serve adults during non-traditional school hours and the State Center Community College District will share in the use of the facilities.

The Center for Advanced Research and Technology is designed to prepare students with training and skills demanded in the job marketplace today, particularly those involving ever-changing technology and emerging industries.

The Joint Powers Agreement Board is chaired by Richard Johanson, representing the Fresno Business Council. Other members are Richard Lake, CUSD Board member; Manuel Nufiez, FUSD Board member; Pierre Sicard, Business Incubator; Jerry Cook, Grunfos Pumps; Walter Buster, Clovis Unified School District superintendent, and Carlos A. Garcia, superintendent of Fresno Unified School District.

The vision of the Center describes the program as being "a national model for secondary education...to provide motivation for students/adults to be better learners by creating education relevant to the workplace."

# CART's High Tec Education Model to Play Key Role in Valley's Future

**By Pat Wright**

**Chief Executive Officer  
Center for Advanced Research  
and Technology**

The Center for Advanced Research and Technology (CART) is the largest, most comprehensive high school education reform project in the United States. Eleven high-tech laboratories are being constructed to provide career-focused education and training to over 2,000 high school juniors and seniors from thirteen high schools in the Fresno and Clovis Unified School Districts. Through a partnership agreement with State Center Community College, an additional 2,000 adults will utilize the facility in the evenings. This combination of the last two years of high school with the first two years of post-secondary education provides a new perspective to a "four year education."

CART is a collaborative initiative between the Fresno and Clovis Unified School Districts. Each district has committed in excess of \$20 million dollars to acquire an old water pump manufacturing plant and renovate it into a state-of-the-art high tech facility. A primary goal of the project is to narrow the gap between the classroom and the real world. Fresno's economic future, and the overall health of the community, depends upon its ability to educate and train a workforce capable of supporting existing industry and attracting new, high-tech jobs to the area.

An unemployment rate twice that of the U.S. average coupled with an accelerating birth rate has brought a sense of urgency to the community that has resulted in a strategy to combine education reform with economic development.

The two school districts have partnered with business and industry in creating a real-world, real-work program with its foundation solidly rooted in science, mathematics, English and technology. Business and industry

partners representing a cross section of the community both geographically and demographically are in support of the project. These partners have agreed to assist in the development of a project-based curriculum that integrates rigorous academic standards with real-world applications. The result will provide students with a good answer to perhaps one of the most often asked questions in high school, "Why do I have to learn this stuff?"

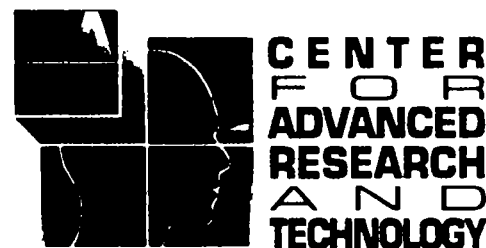
CART itself is organized on a business model. A Joint Powers Authority Board comprised of business and community leaders, as well as the superintendents of each district, governs CART. Reflecting a new paradigm, CART is led by a Chief Executive Officer (CEO), a Chief Operating Officer (COO), a Dean of Curriculum and Instruction, and a team of instructors representing the best of the academic and private sectors.

CART's business model for instruction is interdisciplinary and project-based. The initiative is based on extensive research that indicates students learn best when

they are actively involved in their education. Active, participatory learning, directly related to real-world applications, will provide the motivation and incentive needed by a significant percentage of students who have been underachievers.

CART's focus is on technology and the role technology currently plays in careers. There is also a focus on identifying future technology-related careers and ensuring that students in the Fresno community are equipped with the skills necessary to obtain entry into careers with income potential sufficient to overcome the present economic gap.

*For further information, please contact Pat Wright, Chief Executive Officer, [pwright@cart.org](mailto:pwright@cart.org), [www.cart.org](http://www.cart.org).*



## Bringing UC to the Valley

**CONTINUED FROM PAGE 20**

The most important single element of Merced's Valley communications strategy is the completion of the CalREN-2<sup>1</sup> network: by laying a permanent North-South communications superhighway through the Central Valley for education and research. At least in initial form, this vital link will be in place within the next two years, earlier if we are successful.

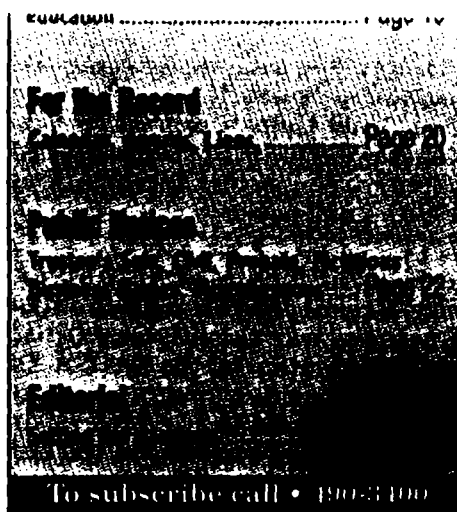
Of course, it's one thing to build the superhighway, another to have in place a network of access roads and vital services required to reach where you're going from home.<sup>2</sup> In conjunction with its push for CalREN-2, UC Merced is a strong advocate for a broad set of commercial communication networks and services needed to attract industry

and support economic growth of all kinds. While it cannot (and should not) provide the spectrum of commercial communication services needed to achieve this vision, UC Merced sees itself as a catalyst for broad change and development in the Valley.

Questions and comments may be sent to [ron.orcutt@ucop.edu](mailto:ron.orcutt@ucop.edu)

*The CalREN-2 statewide network is a project of CENIC, the not-for-profit Corporation for Education Network Initiatives in California. CENIC membership includes the UC and CSU systems, Intel, Stanford, and USC. Details on CENIC and the CalREN-2 Project can be found at [www.cenic.org](http://www.cenic.org).*

*There was a period of time when it was difficult to travel along Interstate 5. Many motorists complained as they ran out of gas.*



# rebound in midst of lawsuit

By Doreen Oken

Staff Writer

A lawsuit over a copy machine may not be the undoing of the Reedley Chamber of Commerce, but it certainly hasn't bolstered the financially strapped nonprofit.

Serving a community of nearly 20,000 residents and more than 200 members, the struggling chamber recently lost its director and is attempting to rebound from dire financial straits.

Back in November 1997, the chamber sought help from the city of Reedley, which partly funds the chamber's annual budget of \$70,000. The city responded by awarding a lump sum of \$11,666.

Since then, the chamber's board of directors has worked to balance the budget and return the nonprofit organization to solvency. A business plan was developed late last year and the chamber voted to dump most of its fund-raising efforts to concentrate

on delivering services to members and boosting Reedley's economic development.

All that effort seemed to be working — that is, until the chamber was served with a civil law suit in January.

The suit stems from an agreement concerning a state-of-the-art copy machine. The chamber contracted with Select Business Systems for the machine in December 1997. The contract included the copier and a service agreement that totaled nearly \$600 per month, a fee the struggling chamber evidently

See Reedley, page 17

# CART rolls out latest plans, starts construction for new facility next week

By Michele D'Ambrosio

Staff Writer

A clearly defined path is emerging for CART, the developing technology school set to transform Valley high school students into competent work force candidates.

CART, an acronym for the Center for Advanced Research and Technology, will start construction on its cutting-edge facility in Clovis next week. The center has been billed as unpar-



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AND  
TECHNOLOGY**

alleled and innovative, and its developing model is stirring more curiosity

as it nears the opening date of September 2000.

As it stands, the center is expected to include 11 laboratories with concentrations in four career clusters:

- professional sciences
- engineering
- advanced communications

- global economics

The center's approach to education

will differ from traditional teaching models in that it will foster a business-like atmosphere where students gain hands-on experience, including the operation of retail store and a bank.

"Our goal is to actually open a bank in the financial industry laboratory," said CART chief executive Pat Wright. "In addition to assuming responsibility

See CART, page 17

# SkyWest grounded in South Valley with airport reconstruction project

By Michele D'Ambrosio

Staff Writer

Visalia Municipal Airport's only commercial carrier, SkyWest Airlines, will discontinue flights for part of the summer as a result of reconstruction at the airport.

While SkyWest officials say they were surprised that the airport will shut down its runway for the eight-

week project instead of working in increments, an airport executive said there was no other way. Reconstruction of the runway is necessary because an overlay placed in 1984 was later determined to expand and contract differently than the underlying asphalt, causing cracks and peaks, said Mario Cifuentes, airport operations special-

ist. Visalia Municipal Airport is primarily a hub for private and cargo aircraft, but Cifuentes said only SkyWest Airlines will be effected by the reconstruction.

SkyWest determined that its Brasilia planes could not safely use the airport's runway alternative — a taxiway that cargo carriers will use. SkyWest planes are

larger than the cargo carriers.

That means travelers scheduled for flights from May 17 to July 9 will need to make other arrangements. Although officials haven't figured out how many people will be impacted, SkyWest typically boards about 800 passengers a month in Visalia.

See SkyWest, page 21

## Conference

Continued from page 1

produces more than \$800 billion in goods and services annually, making it the seventh largest economy in the world and the prime hemispheric "gateway" for trade in the United States, according to the secretary.

"How can we stay competitive in

the global marketplace well into the 21st century? What can we expect for Central Valley exports?" Hatamiya asked.

He will address those issues at the conference.

Joining Hatamiya will be Cherie C. Watte, of the California Department of Food and Agriculture, and Luis Ma. R. Calingo, a professor of international management at the Monterey Institute of International

Studies. Other topics for the conference will include:

- Agricultural exports — international feast or famine
- A business survival guide to the Asian crisis
- The future of Latin America
- The big emerging markets

Local business leaders and entrepreneurs are encouraged to attend, particularly those in exporting, air freight, economic development, agriculture, manu-

facturers and food processors.

Conference participants will have an opportunity to network, to develop new business ideas and to identify new business leads, according to event planners.

The conference is scheduled for 8 a.m. to 4 p.m. and registration is \$59 in advance. For further information, contact event sponsor Fresno City College Export Center at 323-4689.

— Staff Report

## CART

Continued from page 1

for the profitable operation of a bank, the students will be preparing marketing plans to go to schools to encourage students to conduct business with the bank. It will be a real bank. Our goal here is not just to have a partner with a bank sign in place and monopoly money."

The partnerships Wright anticipates with business go well beyond the plans for the bank lab. Another lab will be nurtured by a partnership with a shopping center and will help train students in retail merchandising and marketing.

CART has been modeled after a number of school-to-career programs and endeavors to narrow the gap between academic skills and industry standards. Business already has taken a role in providing in-kind contributions and other donations, as well as direct input in the development of the curriculum.

Wright said there is legitimate concern about student's preparedness for the "real world." CART's partnerships with business are expected to bring relevancy to the curriculum and "in essence, answer the most often asked question by America's high school junior and seniors: 'Why do I have to learn this stuff?'" he said.

In fact, Wright is so certain that CART students will graduate as com-

petent, well-trained employees in their respective areas, that he's guaranteeing they'll add value to their employers' business from the first day. "We intend to offer a money back guarantee," he said. "If [graduates] do not add value, CART will take them back and train them at our own expense."

CART is an approximately \$16 million facility which is being largely financed by a zero-interest bond. It is expected to serve 2,000 high school juniors and seniors during the day and another 2,000 adult students in the late afternoon and evening. "It's by far the largest and most comprehensive project in the country," Wright said.

The adult students expected to use

CART will be from the State Center Community College District, which oversees several local campuses including Fresno City College.

"The expectation is that we will establish a connected curriculum patterned along the school-to-career model," said Richard "Dick" Giese, vice chancellor of external operations for SCCCD. "High school students could take a high school program, graduate and step into a community college program that was coordinated with the high school program so that they would not necessarily have to repeat some of the entry level courses."

Giese said the SCCCD would continue to meet with CART facilitators in an effort to continue to clarify objectives before the center opens next year.

## Reedley

Continued from page 1

could not afford.

Chuck Carson, then the chamber's executive director, signed the contract for the copier. Carson says he signed the lease agreement at the direction of then chamber board officers Bob Lowery, Fred Hall and Kelly Hohenbrink.

Lowery, president of Kings River

acting under the board's directions and "had nothing to do with the copier being returned." He said that because the case was in litigation he would not comment further, and neither would Russ Hose, the attorney representing the chamber in the case.

Select Business delivered the copier to the chamber in December 1997 and picked it up in July 1998 after the chamber had defaulted on its lease agreement, said Select president Todd Mumma. Mumma also said that his company had lost as much as \$5,000

legal name is Robert Hodgson. The application for right to attach includes both Hodgson and the Reedley Chamber of Commerce.

As if that wasn't enough on the chamber's plate, the chamber has also experienced high turnover in management.

Last fall, the chamber hired a new permanent executive director, Cheryl Lingo, who resigned the post as of April 30. She cited her desire to pursue her own business venture in marketing as the reason for leaving.

The new board president is

actually pays for its rent altogether.

The City of Reedley, which helps fund the chamber, has scheduled a meeting with the group's board for later this month to assess the situation and review goals and performance, according to Reedley Mayor Joe Rhodes.

The special city council meeting will include both the Reedley Chamber and the Reedley Downtown Association, which also receives city funding. Rhodes said Deborah Nankivell, executive director of the Fresno Business Council, will facili-



# The Wright stuff

## New CEO sees national recognition for CART

By Earl Wright  
CUSD Today

Pat Wright said he has been given a blank sheet of paper to create a national model for preparing youngsters for the 21<sup>st</sup> century.

"Now that is true (educational) reform," he said.

Wright, 44, was introduced in July as the CEO of the Center for Advanced Research and Technology, a joint project of the Clovis and Fresno unified school districts that will welcome its first students in the year 2000. The center will feature a business-like setting with 11 laboratory environments where eleventh and twelfth grade students from both school districts will work on projects designed by the business community.

"There are 100,000 students in the two districts," Wright said. "That's a fairly large blip on the radar screen."

While the Clovis Unified School District, from the outset, designed the CART curriculum with rigorous academic concepts and competencies, Wright said the ultimate goal is very simple.

"At the end of each day we want to be able to answer that question that every student asks, 'Why do we have to do this stuff?'"

They're doing "this stuff" to learn the skills necessary to be an active and productive part of the Valley's work force in the next century.

With his chiseled features and slight Southern drawl, one might figure Wright would feel at ease walking the sidelines of Lamonia Stadium while coaching one of the district's powerhouse football teams. That's not too far from the truth. The former University of Tennessee-Chattanooga linebacker began his career in education as a football coach.

"I had a great experience as a student and athlete," he said. "Some of the people I admired most were coaches who could teach. I had a football coach who was a very bright person who valued education."

"I've had some tremendous role models." Wright majored in English and was serious about his studies. "People there made it very clear there was a university before there was a football program."

Coming from what he calls the "tents and tambourines" South, Wright said he wanted to give back to his community so teaching and coaching was a natural.

"But the more I taught the more I became convinced that the customer (student) had



CUSD Today photo

New CART CEO Pat Wright meets the public and gives his vision for the Center for Advanced Research and Technology.

changed. In the best case scenario, brand new textbooks were 7 years out of date. This was for students whose primary motivation was Nintendo and MTV."

About the time Wright was earning his masters and specialty degrees, he became firmly convinced that technology was the obvious direction for him and for education. As he climbed the ladder in Carrollton (Georgia) City Schools, finally becoming a principal, he said he asked himself the age-old educators' question, "What do we expect kids to know and how do we know they know it?"

He was shocked by the revelation. "When I applied that question to Carrollton, I discovered we hadn't changed in 50 years."

He said he decided it was time for change, but Carrollton is in the poor, rural South. It didn't have much money in the bank and little prospect of finding any cash locally. Wright knew there was a lot of grant money floating around nationally so he decided to go after a share. He sat down at his keyboard and wrote 145 grant requests.

In baseball terms, Wright said he had a terrible batting average, landing only two grants, but the ones he launched were "a home run and a triple." Tele-Communications Inc. and IBM, two of the nation's technology heavyweights, decided to invest \$1.6 million in Carrollton.

In 5 years Wright used that financial infusion to reinvent education in Carrollton. "We used an entrepreneurial approach. We

looked at the students as our customers and installed a method of quality control while still teaching them what we expected them to know. We made some fairly broad technological changes but we still used the common barometers — drop-out rates, attendance and test scores."

Wright decided the investment in education in Carrollton should be written as a business plan.

"At that time the cost to educate a child in Georgia was \$5,300 a year. We had a dropout rate of 24 percent. (For a business), that was an exorbitant loss."

Wright decided it was not smart business to acquire money from the private sector while suffering huge internal losses, so he set out to recapture those losses. In a short period, due to the new opportunities available in Carrollton, Wright said the dropout rate declined to 3 percent, "and since 1990 has remained under 3 percent."

"As I look back at the Carrollton project, the \$1.6 million has been recaptured three times," Wright said.

Wright's success did not go unnoticed by Denver-based TCI, and in 1991 the company made him an offer that would allow him to take his Carrollton model national. He jumped at the chance.

He established 10 sites in all varieties of settings — rural, urban, and suburban — modifying the Carrollton model slightly to fit the setting.

"Each case had a very clear barometer to

measure success," he said, "and in each case, the needle moved. There was a substantial return on investment."

Wright said during his eight years at TCI he learned one great truth: "The greatest challenge to our education system is teacher training and support. During the last 10 years the teachers who are out there learning new teaching styles are doing it on their own."

His final project for TCI was to design and build a teacher training and professional development center. The center grew to serve schools in 49 states and was so successful that a second was opened.

Wright believes his transition to CART will be seamless. "I always have the most exciting job in the world," he said. While the comment was meant to be light conversation, his eyes were deadly serious.

"The issues for me have always been pretty much the same," he said. "What are people doing now? What's working? Where are we frustrated?"

"I've been around the block enough to know it takes a true commitment. It takes a capital commitment and it takes partnerships."

"But it's a two-way street. We expect to add value to our partners."

Wright, who has been commuting between his District of Columbia home and Clovis, said he plans to be located here permanently by September. While the students are not scheduled to arrive at CART for another two years, Wright said there is much work to be done and he's anxious to begin.

## Foundation for Clovis Schools moves fund-raiser to November

By Linda A. West  
CUSD Today

The Foundation for Clovis Schools is redesigning its largest

Holiday Tree Auction  
and  
Guardian Awards  
November 22

Reception at which teacher grants are presented. Recipients will be recognized to give donors the opportunity to see first hand where their support is invested.



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## Companies look to CART for future tech workers

By Jonathan Franks

Staff Writer

The Center for Advanced Research and Technology (CART) is coming to a 53,000-square-foot warehouse near you — and it's going to revolutionize the way Fresno and Clovis high school students learn.

It isn't a vocational school, but it will prepare young people for jobs in the high-tech sector.

It isn't a school for gifted children, but it's certain to attract its share of future Ivy Leaguers.

It isn't a continuation school, but kids who are turned off by the standard academic fare may find themselves turned on by CART's project-based, hands-on learning environment.

See CART, page 29



See page 5 for more on CART

## CART

Continued from page 1

"I think this project is so exciting it'll wind up on the cover of Time," said former Grundfos Pumps Corp. president Jerry Cook, who serves on CART's Joint Powers Authority Board. "It'll be a great catalyst for attracting new industry to the area."

The joint powers agreement represents a unique alliance between Fresno and Clovis unified school districts. Other backers include state and community colleges, local business organizations and some of the Valley's largest employers.

The new high-tech high school will be housed in the old Grundfos Pumps warehouse in Clovis, an arrangement Cook and several other CART stewards have been working on for about two years. If all goes as planned, its doors will open to students in early 2000.

Current blueprints call for 11 learning "laboratories" covering virtually every high-tech trade from aerospace system design to water quality management. An estimated 1500-2300 students will use CART's state-of-the-art equipment each school day.

CART boosters hope most of this stuff will be donated by sponsoring businesses.

Local companies are already eyeing the project as a good source of tech-savvy trainees — a scarce commodity, given the Valley's agriculture-based labor environment.

"There are limited hiring opportunities available locally in health care (technology)," said David Connor, senior vice president and chief financial officer at Saint Agnes Medical Center, which CART lists as a business partner.

CART graduates will make good recruits for technical jobs, Connor predicts, noting that the program will benefit all Central Valley health care providers.

SAMC spokeswoman Kelly Sanchez said the hospital recently donated \$25,000 to CART and hopes to sponsor an internship there.

PG&E, another CART benefactor and business partner, would love to see more students trained in technology-based math and science, said cus-

tomor service director Michael Savage.

But the entire area stands to benefit from CART, Savage said, which meshes perfectly with PG&E's traditional role as donor to community programs. "What really sets CART apart is that it's a truly regional effort," he said.

According to CART administrator Don Ulrich, a vice principal with Clovis Unified School District, the program will work in concert with normal course work so kids can still take classes in humanities, languages and the arts at their home high schools and participate in extra-curricular school activities.

When up and running, CART will offer two or three sessions per school day, each one lasting about three hours. "The idea here is we motivate students by showing them the world of work and how it relates to education," Ulrich said.

Cook said acceptance at the new school will not be automatic. Students will have to apply for admis-

Fresno professor Timothy M. Stearns, who holds the Edward M. Reighard Chair in Entrepreneurship at CSUF and works closely with the Central Valley Business Incubator, said there's a certain "elegance" to having these outfits under the same roof.

Once young people are exposed to the entrepreneurial process, their enthusiasm builds rapidly, he said. "They tend to start seeing things through a different lens, instead of just saying, 'Gee, where can I get a job?'"

Sterns runs a program that teaches young people drawn from 21 area high schools to write their own business plans, and he says he's excited at the prospect of working with CART kids.

Obviously, CART's effectiveness as a learning resource rests on its acceptance by students themselves. If few wish to attend — or if the program attracts more than its share of goof-offs — it won't be the dazzling success everybody's predicting.

As for self-esteem, computers provide a sense of power and capability in most kids, giving them a positive sense of themselves.

"The project as it's described should lead to very high levels of motivation," Evans-Schilling said.

Asked if critics might fault the program for de-emphasizing books, she said the on-line, high-tech world these students will enter does in fact encourage strong verbal skills. "They're obviously going to be doing a lot of reading in their labs," she said.

Gifted children should thrive, given the program's independent, business-based model, she said. "Getting them started and getting out of the way is the best way to educate them."

Kids who are struggling in school can also thrive when exposed to the high-tech world, she said — as long as they're given all the help and encouragement they need in the early learning stages.

Citing a non-reader she knows who eventually became a high-paid computer consultant, Evans-Schilling said, "When a child starts having success in one area, there's a halo effect, and they start to do well in areas we haven't even explored."

According to administrator Ulrich, CART is breaking new ground. Only one other high technology-based secondary school — New Technology High School in Napa — operates west of the Rockies, he said, and it's built around a different model.

JoAnne Miller, New Technology High's spokeswoman, confirmed this. Students attend full-time, she said, and steep themselves in general computer lore, rather than choose from a variety of industries.

All learning is accomplished through computer applications and the Internet, she said. By way of example, she cited a recent project on World War I propaganda, in which students produced a multi-media CD-ROM.

New Technology High's students are happy with the curriculum, it would seem. During Miller's conversation with The Business Journal, a noisy group of students entered her office. Asked what young people thought of the school, she simply relayed the question to them.

"We love it!" chorused several students.

"We don't even want to go home!" hollered another.

*"Once young people are exposed to the entrepreneurial process, their enthusiasm builds rapidly. They tend to start seeing things through a different lens, instead of just saying, 'Gee, where can I get a job?'"*

— Timothy M. Stearns

sion, though the screening process has yet to be devised.

"This isn't a trade or vocational school like the automotive or metal shops they had when I was in high school," said Cook. "It will be a privilege for kids to be accepted here. We'll have the whole spectrum of young people, all the way from those who want to work right after graduation to those who want to end up at Stanford or Harvard."

The inspiring nature of CART's curriculum — and its partnerships with the Entrepreneurial Training Center and Business Incubator, which are also located at Grundfos — may spark some of the more creative graduates to start their own high-tech businesses, Cook said.

California State University,

But one education expert says there's every indication CART will be a hit with young people.

Deanna Evans-Schilling, a professor of education at CSUF and a nationally-known expert in student motivation and gifted children's programs, said kids are generally enthusiastic about using computers.

Three powerful human needs are met when project-based course work is done on computers, she said: psychological safety, "love needs" and self-esteem.

The ability to spell-check or calculate automatically makes children feel more secure about their work and frees them to be more creative, she said, while collaborating on projects fulfills their need for love by encouraging teamwork and friendship.

# CART receives \$250,000 gift from Pacific Bell

By Jenny McGill

Independent Staff Writer

A \$250,000 donation will be used to design a telecommunications laboratory and install state-of-the-art equipment at the Center for Advanced Research and Technology.

The Pacific Bell Foundation awarded CART \$125,000 and an equal amount in in-kind donations for the new school's operations. Pacific Bell employees will not only design the laboratory and develop the curriculum for the laboratory, but also lecture and mentor students.

"We will be combining academic standards with business-industry standards," said Pat Wright, CART chief executive officer.

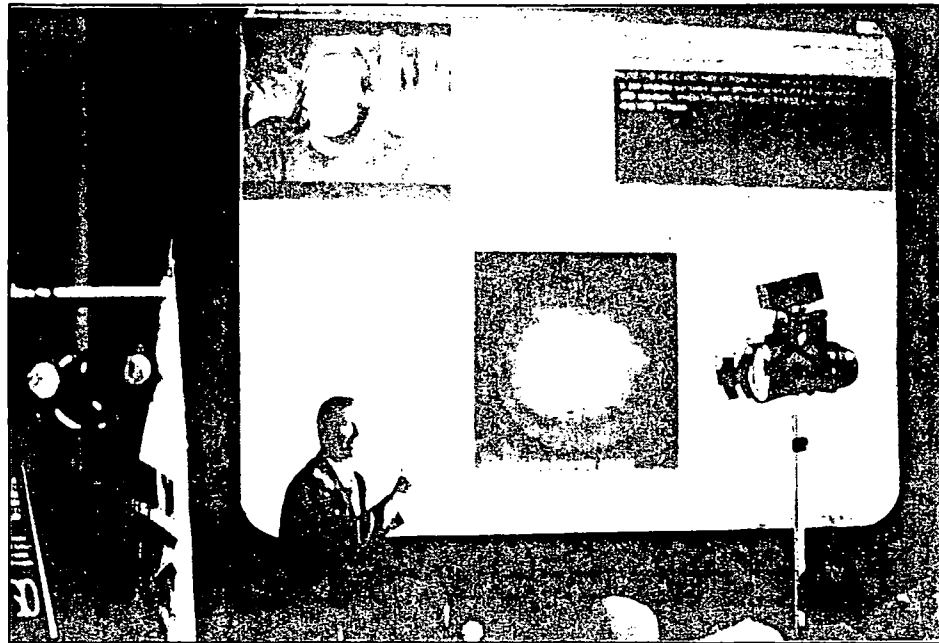
CART, a joint project of the Clovis and Fresno unified school districts, is administered by a joint power board with representatives of each school district, the business sector and the community.

The school, located in the former Grundfos Pump buildings on Clovis Avenue, will open in September 2000 with 11th- and 12th-grade students from Clovis and Fresno.

The school will have 11 technology laboratories focused on different technology areas. The students will have the opportunity to train in the laboratories using a real work force curriculum designed by educators and the business community.

The school has been named a national model for secondary education by the National Association of Secondary School Principals.

"Pacific Bell has pledged to serve and support the people and communities in which it operates, and they've made good on that pledge," Wright said. "This donation embodies the spirit of Pacific Bell and its employees, and the funding will go a long way to-



During a recent renovation groundbreaking ceremony, Pat Wright, chief executive officer of the Center for Advanced Research and Technology, demonstrates how students will be able to get current information from the Internet rather than looking at old photos in a textbook.

ward making CART a success."

Pacific Bell representatives said the company has a history of supporting community organizations.

"This donation will help make it possible to teach students about the latest advancements in telecommunications technology, so they are better equipped to enter the work force or attend college - whatever their preference," said Eric Johnson, Pacific Bell external affairs executive director. "Pacific Bell is committed to local

communities like Fresno and Clovis where our own employees live and work, and where our children go to school."

While the telecommunications laboratory will offer communications training, other labs will focus on agriculture, biomedical, chemical, engineering and design, information, environment, finances, logistics, manufacturing and multimedia and marketing.

CART students will work on projects designed by local, national

and international businesses. The laboratories will not only allow students to become acquainted with the business sector but also how to apply other subject areas to their work in the laboratories. CART students will be qualified for entry-level technological jobs, and they will be industry-standard certified for university or college admission when they have graduated.

Pacific Bell has joined the Foundation for Clovis Schools, the Lawrence Livermore National Laboratory, AT&T Wireless and Microsoft in donating to CART. Other major national companies have pledged money and in-kind donations, but their offers have not been officially announced, Wright said.

"It is an exciting and challenging time," Wright said, in explaining the ongoing work to secure money and materials for the new school. He said that businesses "seem to like the approach we have taken" in the design of the school.

7-1-98

# Microsoft grants \$1.2 million to new high-technology school

BY GIGI HANNA

THE FRESNO BEE

Microsoft has donated \$1.2 million to a high-technology program for high school students, Fresno and Clovis school officials announced Tuesday at a joint news conference.

The Center for Advanced Research and Technology, scheduled to open in 2000, will use the money to train students for the job market, said David "Pat" Wright, the director of CART.

In his first public appearance as chief executive officer of the high-tech school, Wright told a group of about 50 business people and educators that the money will help keep the school's programs up to date.

"If it works now, it's already obsolete," Wright said.

Microsoft and CART will work together to ensure that students are equipped with advanced technological skills and practical experiences that will help them in the business world. The grant includes software, training and support services.

CART will serve up to 1,400 Clovis and Fresno 11th- and 12th-grade students. The students will work on projects designed by the business community to challenge them with rigorous academic concepts.

The center will consist of 11 "working laboratories," where students will focus

on disciplines including biotechnology, manufacturing technology, agriculture, transportation and environmental technology. It will feature computers and digital communication equipment.

"Microsoft is stepping forward today to say, 'We believe in this project, we believe in the Central Valley,'" said Chuck Dietrick, general manager of the company's Northern California district.

Clovis Unified officials began meeting with Microsoft officials two years ago about participating in a different district program when they piqued the interest of a Microsoft employee, now based in Seattle, who had been raised in the Central Valley.

"They need a trained work force, one with a strong work ethic and strong basic skills," said Walter Buster, superintendent for Clovis Unified.

"This gives them the kind of workers they need. It is also good for us because it ensures that Fresno and Clovis students get the very best. 'I've rarely seen people in private enterprise so dedicated to education,' Buster said.

"I think it's long overdue," agreed Carlos Garcia, Fresno Unified superintendent. "We need to be more customer oriented. The customer is the student, and it's also the business community."

Officials also announced that PacBell donated \$10,000 to CART.

# Student projects impressed visitors from Washington, D.C.

The representatives of the National Association of Secondary School Principals, visiting Clovis last month to name the Center for Advanced Research and Technology a national model for the future of education, were truly enthusiastic when they met some of the students involved in 21<sup>st</sup> century projects.

The visitors from Washington, D.C. were appreciative during the student presentations and asked detailed questions about each project.

CART, which will open its doors to students a year from now, is a joint project of Clovis and Fresno unified school districts and other educational institutions in the Central Valley. The students from Clovis, Buchanan and



**Earl Wright**  
Publisher

Edison high schools demonstrated their projects in environmental science, medicine, entrepreneurship and engineering.

Thomas Koerner, executive director of NASSP, told the students that they are on the cutting edge of what education will be in the future. Rob-

ert Mahaffey, director of communications for the organization, said he would be getting the word out about CART across the country.

Local business leaders who attended the presentations were equally amazed. One turned to a colleague and said, "It wasn't like this when I was in high school."

I think that's the point. If the expectations of bright students are not limited, there's no telling what they can do. It's going to be an exciting new century.



Students of the yet-to-be-named central Clovis school will have a unique opportunity. They will be able

to watch their new school being built.

Normally when a new school is built it is completed before students are drawn from surrounding schools to fill it. In the case of the central Clovis school, the student body will be formed and housed in the temporary buildings of Clovis Primary School while the new school is being built.

Robert Hansen, who has been named principal of the new school, said he will take special pleasure in charting the progress of the new school with the student body before they move into it in the fall of 2000.



The pre-Christmas snow in Fresno and Clovis was an every-30-years

event, except for those of us old enough to remember the 1960s. It actually snowed hard enough twice in that decade to blanket the ground.

The first time was in the winter of 1962 when numerous schools closed throughout the Valley for a "snow day." Officials deemed it too dangerous for the school buses to travel their normal routes.

Even though classes were cancelled, I remember most of the kids who lived in town showed up at school to build snowmen and throw snowballs.

Earl Wright is publisher of CUSD Today. He can be contacted at 299-2140 or by e-mail at [cusdtod@sirius.com](mailto:cusdtod@sirius.com).

Clovis Independent  
Aug. 7, 1998

## CART ready to hire leaders to take it into 2000

By Jeff Garza

McClatchy News Service

A time frame has been set for the selection of a principal and 11 team leaders to guide the Center for Advanced Research and Technology into the next century, announced CART board members at a meeting Aug. 4.

Pat Wright, the recently hired chief executive officer of CART, said he is about to initiate a search for the ideal candidates -- individuals with the knowledge and experience necessary in creating a vibrant non-traditional learning environment.

Wright also announced at the board meeting his intention to change the title of the position of principal, to chief operating officer, which he believes better reflects the scope of that administrator's duties.

"The chief operating officer has two primary sets of duties. The first is to oversee development of the curriculum. The second is to manage the day-to-day operation of the facilities," Wright said.

Although he would like to have the chief operating officer position filled within the next 60 days, Wright is prepared to let the search go on until October, if it means finding the perfect candidate.

"I would like to move as quickly and as prudently as possible to find the right candidate," he said.

CART is the brainchild of both Clovis and Fresno unified school districts. Its board members are made up of CUSD, FUSD and Fresno Business Council board members.

The educational center will house up to 2,000 high school juniors and seniors who will study within 11 business and technology laboratories, such as biomedical technology and engineering.

Wright intends to visit many CART-like programs around the nation in an effort to find the most qualified chief operating officer.

The first non-operational semester in the 1999-2000 school year will be spent recruiting and then hiring team leaders. They will then use the spring semester to become acquainted with CART and its curriculum.

"I'm looking at bringing them on for a portion of the day during the spring semester, writing project-based curriculum and discussing where to go from there," he said.

The school's laboratories will combine business and industry projects with academic work. Students will receive workplace training through interaction with the business community. CART will be open to college students for evening classes.

"When I was a high school principal in Georgia we used to survey our students," Wright said. "Typically they'd ask, 'Why do we have to learn this stuff?' I think there is an absence of relevance in high school curriculum."

Wright said CART's curriculum will be designed to have a greater relevance to the needs of Fresno's and Clovis' business communities. "Part of the curriculum might focus on manufacturing jobs in today's world,

for instance."

Each of the 11 team leaders being recruited will be responsible for overseeing a particular laboratory.

"The team leaders will act as a sort of department chair," said Walt Buster, CART board member and superintendent of Clovis Unified. "The team leaders will be

specialists who understand the curriculum and the needs of the work world -- that takes talented individuals."

The CART center is located in the old Grundfos Pumps building on Clovis Avenue south of Shaw Avenue. It is scheduled to open to students in January 2000.