



ANNUAL REPORT 2017-2018



The Maddy Institute
California State University, Fresno

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A NOTE FROM THE DIRECTOR



Attached is the Annual Report of the Maddy Institute as is required for all ancillary units.

The Institute has contributed to the overall mission of the University through policy analysis, civic engagement and leadership training by engaging, preparing and inspiring a new generation of governmental, non-profit, business and civic leaders.

The Institute's work is focused in three key areas: Government Leadership and Policy Analysis and Citizen Participation.

Our work in the area of **Government Leadership** involves preparing the next generation of political and governmental leaders. We have recruited students who have graduated from Valley high schools and attending California State University campuses in Fresno, Bakersfield and Stanislaus, Cal Poly San Luis Obispo, as well as UC Berkeley, UC Davis, UC Merced and UCLA. Our programs include:

- Wonderful Public Service Graduate Fellowship Program
This \$56,000 Fellowship annually funds up to three Valley students to attend the nation's best graduate programs in public policy, public administration or regional and urban planning with the requirement that, after graduation, they return to the Valley to apply what they have learned.
- Cong. Jim Costa Washington, D.C. Legislative Intern Scholar Program
This program funds two to four scholar interns in legislative offices in Washington, D.C every summer.
- Sen. Bob Beverly Sacramento Legislative Intern Scholar Program
This program funds two to four scholar interns in legislative offices in Sacramento every summer.
- Valley Legislative Intern Scholar Program
Annually, this program funds approximately 30 scholar interns in legislative offices throughout the year in the San Joaquin Valley.

Our work in the area of **Policy Analysis** involves providing research to elected officials, public managers and citizens that is a non-partisan, interdisciplinary and fact-driven analysis of the issues. Our programs in this area include:

- Maddy Report: Weekly half-hour public affairs television program that airs on ABC30 in Fresno, Charter Communications in Southern California and on the California Channel statewide.

- *El Informe Maddy*: Weekly half-hour public affairs television program that airs on UniMas in Fresno—also content provider for *Conexion*, Univision's weekly statewide public affairs program
- *Maddy Daily*: Daily award-winning free e-newsletter that chronicles politics and policy in the San Joaquin Valley. Currently, *The Maddy Daily* has over 11,000 subscribers.
- *Maddy Report – Valley Views Edition*: Weekly hour long public affairs radio program that airs on Newstalk 580/105.9 KMJ

Our work in the area of **Citizen Participation** involves engaging citizens of all ages and inspiring them to follow Senator Maddy's example of active citizen participation.

- *Maddy Associates*: The Maddy Associates provide financial support the Institute and host luncheons featuring a diverse array of distinguished state and national speakers to discuss topics of importance to our region, state and nation. Modeled after the Commonwealth Club of California, the Maddy Associates program has been designed to be the key public affairs forum to for Central California – a place where community leaders and those concerned about our region can learn and debate issues of public concern.
- *Citizenship Academy*: As part of the New Immigrant Network, we assist in the civic integration of new citizens, including hosting an annual naturalization ceremony.

Our goal in future years is to maintain and enhance these efforts. In sum, we will continue to work toward our goal of being the most comprehensive public affairs institute in the CSU system and an asset to our region.

Enclosure



Mark J. Keppler
Kenneth L. Maddy Professor of Public Affairs

THE KENNETH L. MADDY INSTITUTE

Introduction

The Kenneth L. Maddy Institute at California State University, Fresno was established to honor the legacy of one of California's most principled and effective legislative leaders of the last half of the 20th century by engaging, preparing and inspiring a new generation of governmental leaders for the 21st century.

The Maddy Institute is located at the California State University Foundation building, Fresno at 4910 N. Chestnut Ave, OF 43.

The Institute's work is focused in three key areas: Civic Engagement, Government Leadership and Policy Analysis.

Mission

To inspire citizen participation, elevate government performance, provide non-partisan analysis and assist in providing solutions for public policy issues important to the region, state and nation.

Objectives

The Maddy Institute seeks to carry on the spirit of bipartisanship, effectiveness and commitment to the public good that Sen. Ken Maddy exemplified.

- Intern scholarships for university students in public service positions
- Graduate fellowships for Valley students to attend top universities
- Programs and activities that encourage civic engagement
- Forums featuring current and former elected officials, as well as other public policy experts
- Multi-media outreach efforts on public policy issues, particularly those that impact California

GOVERNANCE HISTORY

State Senator Charles Poochigian introduced SB733 in the California legislature, which created the Kenneth L. Maddy Institute. The law called for the Institute to be directed by the Kenneth L. Maddy Professor of Public Administration at California State University, Fresno, under the direction of the Dean of the College of Social Sciences. University President John D. Welty appointed Dr. Harold Haak, former President of California State University, Fresno as the first Kenneth L. Maddy Professor. Dr. Haak served from 2000 to 2001. President Welty also appointed an Advisory Board, composed of civic and business leaders in the community.



The University adopted a charter for the Institute in 2000, establishing an Executive Committee, composed of full-time faculty members in the Public Administration Program, the Dean, the Maddy Professor and the Chairman of the Advisory Board. During the period of 2001 through 2002, former Fresno City Mayor Daniel K. Whitehurst served as the Kenneth L. Maddy Professor.

In January 2003, the Institute was reorganized. Under the new structure, the Institute continued to be housed within the College of Social Sciences and an Executive Director position was created to assume the responsibilities of the Executive Committee. Jeanette Ishii was appointed as the new Executive Director, with accountability to the Dean of the College. The duties of the Maddy Professor were

modified to free the position from administrative duties and define the role as an adjunct professor. In April, former Senator Jim Costa was appointed to serve as the new Kenneth L. Maddy Professor. The Advisory Board continued to function as appointed by the President of the University.

In September 2003, the Governor signed SB 452, authored by Senator Charles Poochigian. Effective January 1, 2004, the legislation requires the Maddy Institute be administered by the President of California State University, Fresno, and organized as a nonprofit organization governed by a board of trustees. The bill provides that an Executive Director be responsible for implementing the Institute's mission and supervising its daily operations. Instruction at the Institute would be provided primarily by California State University, Fresno. It deleted the requirement that the Institute and its curriculum be directed by the Kenneth L. Maddy Professor of Public Administration, under the Direction of the Dean of College of Social Sciences.

Prof. Mark Keppler was appointed the Institute's Executive Director and the Kenneth L. Maddy Professor of Public Affairs on June 1, 2004.

Chairpersons of the Board:

1999 – 2010: Don Jackson,

2011 – 2012: Dave Cogdill

2013 – 2014: Juan Arambula

2015 – 2018: Larry Martin

Melissa Poole Frank was selected as the new Chairperson of the Board on May 11. Her term runs to 2021.

UNIT FINANCIAL STATEMENT AND FUNDING

Please see attachment for the financial statement

The original legislation established a \$1 million endowment for the Maddy Institute. The earnings of the endowment are transferred to the Institute for annual operations. In addition, Senator Jim Costa raised \$284,000 to create an endowment for a student internship program. Other sources of funds include: support from the University; donations; proceeds from fundraising events and conferences; and revenues from grants and contracts.

The Institute's strategic plan is to spend five percent of the State Endowment and the Costa endowment each year. The State Endowment funds that are pulled are used each year to stabilize cash flow. As of May 31, the amounts in each account are:

- State Endowment: 701,203.42 (compared to \$729,088.19 last year).
- Costa Endowment: \$274,964 (compared to \$264,415 last year).

BOARD OF DIRECTORS

Chairman: Melissa Poole Frank

Vice-Chairman: Angela Vega-Hiyama

Treasurer/CFO: Don Maddy

Secretary: Joseph Castro

Board Members: Christine Bedell, Susan Benham, Jim Coleman, Cong. Jim Costa, John Harris, Paul Hurley, Don Jackson, Larry Martin, Hilda Cantu-Montoy, Sal Russo, Ian Wieland, Chris Woolf, Debbie Young and Lynette Zelezny.

Changes made to the Board in 2017-2018:

- Melissa Poole Frank became the new Chairman of the Board
- Angela Vega-Hiyama became the new Vice Chairman of the Board
- Don Maddy became the new Treasurer/CFO
- Lynne Ashbeck, Henry Barkett, Sen. Tom Berryhill, Joan Conway and Bill Lyles left the Board of Directors
- Ian Wieland was added to the Board

Staffing

The Executive Director, a Program Coordinator, and student assistants support the Kenneth L. Maddy Institute. The Institute also benefits by volunteer support from the Board and community.

No changes made to the Staffing during 2017-2018.

2017-2018 PROGRAMS AND ACTIVITIES

Civic Engagement

- Maddy Associate events organized in 2017-2018:
 - Candidate for Governor John Chiang
 - Candidate for Governor Delaine Eastin
 - Candidate for Governor Antonio Villaraigosa
 - Candidate for Governor John Cox
 - Candidate for Governor Amanda Renteria
 - A conversation with a CSU Fresno Project Rebound Alumni: changing trajectories and reducing recidivism through education

Each event was attended by an average of 35-50 guests and 2-4 current Legislative Interns from Fresno State, CSU Stanislaus and/or UC Merced.

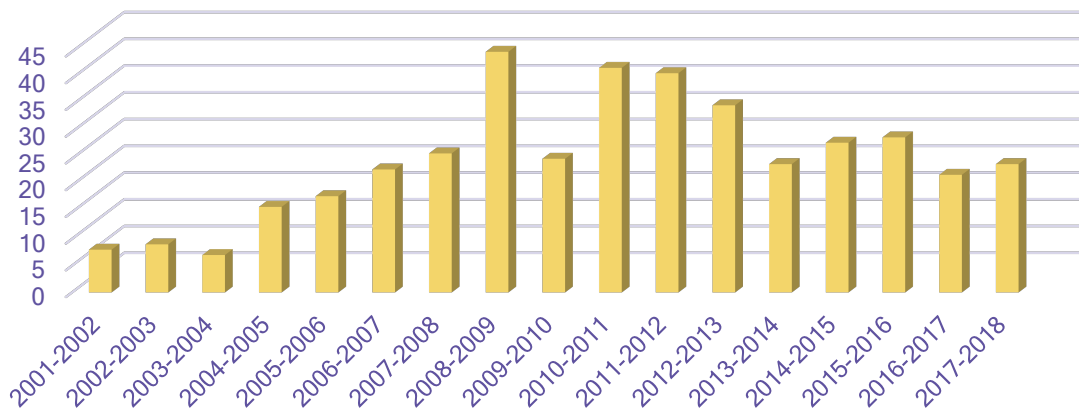
- *Citizenship Academy*: The Maddy Institute has hosted the Citizenship Academy, part of a community-wide program to assist in the civic, social and economic integration of documented immigrants. Specifically, the Citizenship Academy hosts a special Naturalization Ceremony on June 20th at the Clovis Veterans Memorial District in conjunction with U.S. Citizenship and Immigration Services and the Central Valley Network for Integrating New Americans (one of five networks sponsored nationwide under a White House/Department of Education Initiative). This year, U.S. Citizenship and Immigration Services requested for the event to be postponed until the Fall of 2018.



Government Leadership

- During the 2017-2018 academic year, the *Maddy Legislative Intern Scholar* program:
 - Received 171 applications (compared to 160 applications last year). 7% increase on applications overall.
 - Awarded 24 scholarships (compared to 22 scholarships last year).
 - Expanded the programs at the following office:
 - U.S. Senator Kamala Harris (Fresno)
 - The Institute, through its Legislative Intern Program, awarded \$44,750 in scholarships to students in FY 2017-2018 (compared to \$54,250 last year). It's worth mentioned that during this fiscal year they weren't any placements for the Bob Beverly Sacramento Legislative Intern Program.

Number of Legislative Scholar Interns by Academic Year



Wonderful Fellowship

On January 14, 2015, The Maddy Institute and the Resnick Foundation entered into a charitable agreement to award two Wonderful Public Graduate Service Fellowships. Now on its fourth year, Maddy and the Foundation has awarded their 7th and 8th fellowship and named Jenna Chilingerman and Antony V. Lopez as 2018 Wonderful Public Service Graduate Fellows.

Other fellow recipients include:

Alumni

- Kristine Williams – UC Berkeley – Graduated May 2017 – Master of City Planning. Current Job: Program Officer for Central Valley Enterprise Community Partners.
- Edgar Garcia – UC Irvine – Graduated June 2018 – Master of Public Policy. Current job: Analyst with the City Manager's Office with the City of Modesto
- Gilbert Felix – USC – Graduated May 2018 - Master of Public Policy. Current Job: Political Director, T.J. Cox For Congress Campaign
-

Current Fellows – Class of 2017:

- Nanki Bhullar - UCLA – Second Yr - Masters in both Social Work & Public Health
- Irene Calimlim – UC Berkeley – Third Yr (Second Yr. as Wonderful Fellow - Masters in City & Regional Planning, as well as a Masters in Public Health & City.
- Randy Villegas - UC Santa Cruz – Second Yr - Ph.D. Politics

New Fellows – Class of 2018:



Jenna Chilingerman is pursuing a Master's in Community and Regional Planning, with a specialization in Community Development and certificate in Nonprofit Management from the University of Oregon. Jenna received her B.A. in Political Science from University of California, Los Angeles in 2013, where she also minored in Civic Engagement.

In July 2014, Jenna chose to return to the San Joaquin Valley after working for a series of nonprofits in Cleveland and Washington, D.C. She served as Program Manager for the Office of Community and Economic Development at Fresno State for nearly three years where she managed the Community and

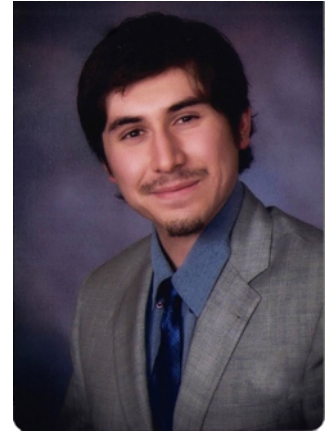
Regional Planning Center, as well as the San Joaquin Valley Housing Collaborative.

In February 2017, Jenna joined the Downtown Fresno Partnership as a Program Manager to support economic development and community engagement within

Fresno's central business district, while serving as the Executive Director of the organization's nonprofit entity, Downtown Fresno Foundation.

After graduate school, Jenna plans to return to the San Joaquin Valley to further her career in place-based community and economic development. She's particularly passionate about "place making" and "public space activation" and would like to do her part in facilitating better public space, design, and use to promote greater economic development in Valley communities.

Antony V. López is pursuing a Master of Public Administration within the Sol Price School of Public Policy at the University of Southern California. He was born in the San Joaquin Central Valley and raised in both Avenal, CA, and Huejuquilla El Alto, Jalisco México. In 2014, he graduated from Georgetown University, majoring in Women's & Gender Studies while also completing a double minor in Portuguese and Psychology. During his time at Georgetown, Antony dedicated himself to serving the Latino community on campus, striving to foster unity and personal growth for fellow Hoyas.



In March 2017, Antony returned to Avenal to serve as the City's Associate Planner, overseeing the Avenal Technology & Training Center, where the City is spurring economic development through courses in web coding and entrepreneurship. Antony is also actively involved with the community as a Rotarian and as a Board Member of the Avenal Historical Society & Museum.

In the fall, he plans to attend the USC Price School of Public Policy to pursue a Master in Public Administration. Upon graduation, Antony plans to return to Avenal and apply what he has learned to help make Avenal a Valley leader in economic development and quality of life.

Policy Analysis

- Maddy Report: Weekly half-hour public affairs television program researched, written and hosted by the Executive Director and taped at the California Channel in Sacramento and [Community Media Center for Fresno and Clovis](#) (CMAC) in Fresno. Previously, this program was a production of KSEE 24 and Valley Public Television and aired on those stations. Since the Spring of 2014, the production has been done in house and the program has been airing on ABC30 – KFSN since it has the largest market share of any English-language tv station in the Valley. The program also airs up by Charter Communications in Southern California (Santa Barbara to San Diego) since the Spring of 2015. The Cal Channel continues to broadcast episodes state-wide four to six days a week (depending on when legislative sessions are being televised). We produced 28 programs (our goal is 26) all of them edited at the MCJ Department at California State University, Fresno employing 2-4 students each

semester. Industry rating services report that the program has approximately 13,000 viewers per week on KFSN. It is also available on YouTube.

This season included the following shows:

- 701: Candidate for Governor: John Chiang
 - 702: California's Top Ten
 - 703: Little Hoover Commission Report: What's So Special About Special Districts?
 - 704: 2018 Race for Governor: State Treasurer John Cox
 - 705: California Supreme Court: Special Taxes Are Special
 - 706: California's Educational Reforms: Are They Making the Grade?
 - 707: Immigration: Dreaming in a Sanctuary State
 - 708: Voting in California: No Longer Coming to a Neighborhood By You
 - 709: New State Transportation Tax: Pay Me Now or Pay Me Later
 - 710: State Auditory to UC: UC Path on the Wrong Path
 - 711: Gov's Twin Tunnels Project: Planning Snafus?
 - 712: Candidate for Governor: Antonio Villaraigosa
 - 713: Candidate for Governor: Delaine Eastin
 - 714: Is California Prepared for the Next Emergency?
 - 715: Out of District Charter Schools: Does "Out of Sight" mean "Out of Mind"?
 - 716: 2017: The Year That Was
 - 717: 2018: The Political Forecast
 - 718: Governor Brown's Last Budget: Caution Despite Surplus
 - 719: Reducing Recidivism: Do Prisoner Rehabilitation Programs Actually Work?
 - 720: Fighting Fire with Fire: Rethinking Forest Management
 - 721: California's Concealed Carry Permits: The Wild West of Permitting?
 - 722: The Road Ahead for Zero-Emission Vehicles in California
 - 723: To Catch a Thief: Workers Comp Fraud
 - 724: Candidate for Governor: Amanda Renteria
 - 725: Saving for a Rainy Day: Preparing for the Next Recession
 - 726: Public Employee Union Dues: "Fair Share" v. "Free Speech"
- *El Informe Maddy*: Weekly half-hour public affairs Spanish-language television program. Prof. Keppler is the Managing Editor and Program Coordinator Maria Jeans is the host. We try to cover the same topics as those we cover on *The Maddy Report*. Like *The Maddy Report*, this program is primarily taped at the California Channel studios in Sacramento. We handle the production in-house. The program airs on Unimas – KTFF-DT Fresno. Our goal is to eventually produce 26 programs a year, we produced 20 shows this year. Industry rating services report that the program has approximately 1,308 viewers per week on KFTV. It is also available on YouTube.

This season included the following shows:

- 701: California's Top Ten
 - 702: Opportunities for New Businesses in the Valley
 - 703: Immigration: Dreaming in a Sanctuary State
 - 704: Findings on DMV Handicap Permits and a New Law
 - 705: Taxes and Supreme Court
 - 706: 2018 Race for Governor: Former LA Mayor Antonio Villaraigosa
 - 706: New State Transportation Tax: Pay Me Now or Pay Me Later
 - 707: Gov's Twin Tunnels Project: Planning Snafus?
 - 708: State Auditor To UC: UC Path on the Wrong Path
 - 709: State Auditor Report on Charter Schools
 - 710: 2017: The Year That Was
 - 711: Higher Education and Path in California
 - 712: Voters Rights
 - 713: 2018: The Political Forecast
 - 714: Governor's Brown's Last Budget: Caution Despite Surplus
 - 715: Concealed Weapons Permits
 - 716: Workers Comp Fraud
 - 717: 2018 Race for Governor: Amanda Renteria
 - 718: Fighting Fire with Fire: Rethinking forest management
- *Maddy Report – Valley Views*: Weekly one hour public affairs radio program on KMJ. Also, available as a podcast through iTunes. We taped 28 original programs (our goal was 26). Industry rating services report that the program has approximately 7,000 listeners each week.

This season included the following shows:

- 701: Gubernatorial Candidate John Chiang and California's Future
- 702: Most Influential Leaders in California and the Valley
- 703: Special Districts: Relevant or Redundant?
- 704: Race for Gov: Two Candidates
- 705: Prop 13: The Case of the Voter-Initiated Special Tax
- 706: Are Valley Schools Closing the Achievement Gap?
- 707: The Immigration Debate: Valley Perspectives
- 708: State and Valley Participation: We Can All Do Better
- 709: SB 1: What It Means for California Highways and Local Byways
- 710: Government Waste: Who You Gonna Call?
- 712: Gubernatorial Candidate Antonio Villaraigosa & Cal Facts
- 711: Is There a Water Fix for the Valley?
- 713: Gubernatorial Candidate Delaine Eastin & The Price of Education
- 714: Natural Disasters & Emergencies: Is the Valley Prepared?
- 716: State Politics: The Year Past & The Year Ahead
- 718: Proposed State Budget: Implications for the Valley
- 719: Project Rebound: Breaking the Cycle of Crime

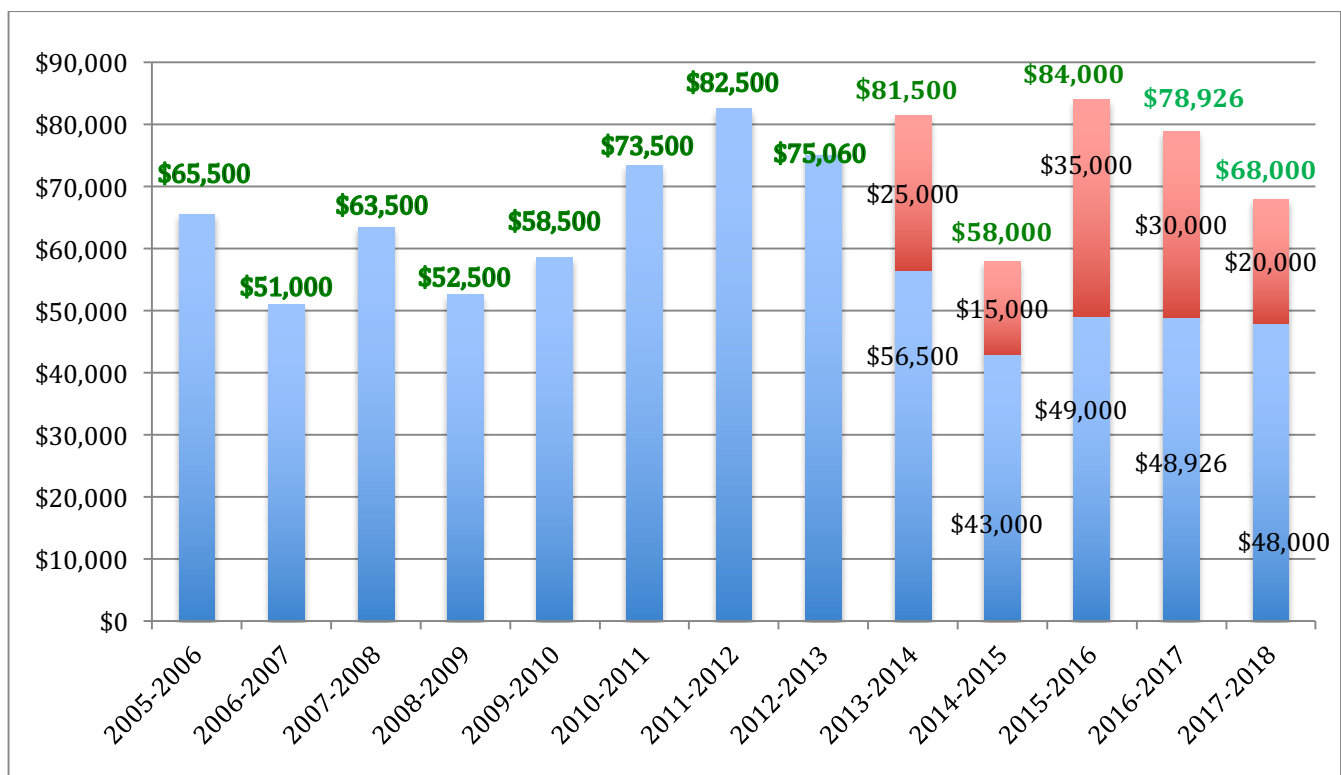
- 720: How Prepared is California for Natural Disaster, Generally and Forest Fires, in Particular?
 - 721: Concealed Carry Permits: Are Valley Standards the De Facto State Standards?
 - 722: Climate Change and Electric Vehicles: Public Action and Private Markets
 - 723: Prosecuting Workers Comp Fraud in the Valley
 - 724: One California: Immigration and Gubernatorial Candidate Amanda Renteria
 - 725: State Budget & Rainy Day Fund: Too Much, Too Little, or Just Right?
 - 726: Will Public Employees in the Valley Get a Fair Share After "Fair Share"?
- *Maddy Daily*: Daily e-newsletter that chronicles politics and policy in the San Joaquin Valley. Subscribership is 11,296 subscribers (Last year = 11,887).

FUNDRAISING

We have developed two key fundraising sources: (a) the Maddy Associates/Maddy Report sponsorships and (b) the annual Bob Beverly “Big Five” Fundraiser in Sacramento.

- The Maddy Associate/Maddy Report Sponsorships: In FY 2017-2018, the Institute secured \$78,926 in total Maddy Associate donations (\$48,000), Maddy Report sponsorships (\$20,000) as well as additional donations in the amount of \$25,615 (We received \$25,000 donation from one donor). A large portion of the Maddy Associate donations fund the *Maddy Legislative Intern Scholarship Program*. (Note: We have bifurcated the contributions from the Maddy Associates (in blue) and those who sponsored the Maddy Report (in red). We have segregated the amounts to more clearly show the growth in each.)

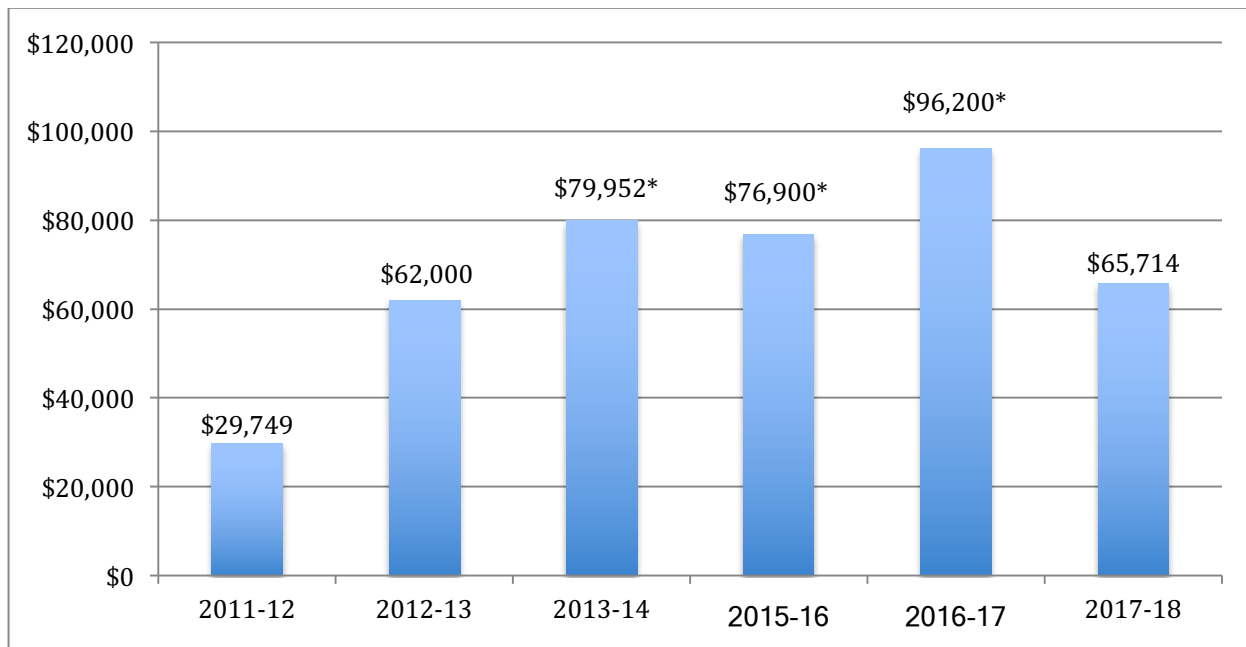
Maddy Associate Donations and Maddy Report Sponsorships by Year:



- The Bob Beverly “Big Five” Sacramento Fundraiser: In 2011, we held a fundraiser in honor of Sen. Ken Maddy’s good friend, Sen. Bob Beverly who had recently passed away. This fundraiser was going to be a one-time event to help fund our internships at the State Capitol each summer and after four successive years decided to do an annual event which support the Maddy Institute programs and the summer internship in Sacramento.



Sen. Bob Beverly “Big Five” Sacramento Legislative Intern Fundraiser by Year:



(* = We received \$25,000 donation from one donor in 2013, 2014 and 2015)

EFFECTIVENESS AND IMPACT

The Kenneth L. Maddy Institute at California State University, Fresno was established to honor the legacy of one of California's most principled and effective legislative leaders by engaging, preparing and inspiring a new generation of governmental, non-profit, business and civic leaders which effectiveness can be reflected in the success of our alumni thru the years.

In the words of these Maddy Interns and California Fresno State Alumni:

"The Maddy Institute provided me with an experience to last a lifetime. If it wasn't for this opportunity I would not have the career path I do today, and for that I am truly grateful."

Elizabeth Brown - Program Supervisor at California Olive Committee
Maddy Institute Intern Fall of 2015 at the Fresno office of Congressman Jim Costa
and in the Summer of 2016 at his office in Washington D.C.

"The Maddy Internship gave me practical work experience that tied into my studies of Public Administration and Business. Working with local legislative leaders provided a foundation for me in government that I use day in and day out as a member of the Tulare County Board of Supervisors."

Kuyler Crocker - Tulare County Board Supervisor
Maddy Legislative Intern Spring of 2007 in the Fresno office of Congressman Devin Nunes

"During my Maddy internship I learned a lot about politics and policy during my internships. But I think I learned even more about how to be professional and how to succeed in my career."

Simon Header - Assistant Professor, West Virginia University
Maddy Legislative Intern Spring 2005 in the Fresno office of U.S. Senator Barbara Boxer
and Summer of 2006 in the D.C. office of U.S. Rep. Dennis Cardoza.

"The breadth of knowledge and skills I gained through my experience with the Maddy Institute have been instrumental throughout my professional life. Being able to connect with Central Valley leaders and understand complex policy issues from multiple perspectives has served me extremely well as I've worked on policy that impacts all of California. I am truly honored to have learned from some amazing mentors, gaining valuable insight into myself and personal goals, while interning with the offices of U.S. Senator Barbara Boxer and Assemblymember Juan Arambula."

Adam Horn - Legislative Consultant, Office of Assemblymember Jim Frazier
Maddy Legislative Intern Spring 2006 in the Fresno office of Assemblymember Juan Arambula in 2006 and Fall 2007 in the Fresno office of Senator Barbara Boxer.

"Interning at Congressman Costa's office through the Maddy Institute was one of the highlights of my college career. I gained invaluable insight into the workings of a public office and had the opportunity to work with incredible people doing great, meaningful work. I would not be where I am today without this experience and I am grateful to the Maddy Institute for providing students like me that once in a lifetime opportunity."

Meghan Macaulay - Peace Corps Volunteer in Cameroon
Maddy Institute Intern Spring 2015 in the Fresno office of Congressman Jim Costa

"Looking back, I would say that the internship was a pivotal point between my education and my career. I not only learned important office skills and made real connections in the community, but I also worked on Senator Florez' air quality legislation that still feels important today. I also gained a unique perspective on how our government works, and sometimes doesn't. It has informed so much of how I work now in my career, and also my view of politics as a citizen."

Amanda Whitten - Partner at Bryant Whitten LLP
Maddy Institute Intern Spring of 2003 in the Fresno office of Senator Dean Flores

2018-2019 GOALS AND OBJECTIVES

- Have 28 legislative interns
- Have 2 additional graduate fellows
- Improve our selectivity for both our intern and fellow programs
- Strengthen the Maddy Interns and Fellows Alumni programs
- Continue to produce the *Maddy Report*, *El Informe Maddy* and *The Maddy Report-Valley Views Edition* and the *Maddy Daily*.
- Have at least 4 Maddy Associate events
- Continue the Sacramento Fundraiser
- Commemorate the 20th years anniversary of the establishment of the institute by a unanimous vote of the California Legislature in honor of Senator Kenneth L. Maddy on September 1999.

OTHER ACTIVITIES

Administration

Space and equipment utilization:

Offices: 1
3 Student work stations.

It should be noted that our office space was provided by the University and is now provided by the Foundation.

Finally, there has been no change in equipment utilization. The MI utilizes one printer, three phones and four computers one each for the Executive Director (provided by Craig School of Business) and Program Coordinator and 2 desktops for students.