

## Appendix 1.1 Examples of Community Engagement

### Contents:

- 1) Annual Report of CommUniverCity
- 2) Annual Report of Global Leadership Advancement Center

### See also

#### **Moss Landing Marine Laboratories**

Led by San José State, [Moss Landing Marine Laboratories](#) host and administer an interdisciplinary Master of Science Degree in Marine Science for a consortium of seven California State University campuses in northern and central California. The great wealth of nearby marine resources, the faculty emphasis on mentoring and teaching with integrated research, and the excellent facilities, staff, and marine operations contribute to make Moss Landing one of the best programs for a Master of Science in Marine Science in the United States.

#### **Mineta Transportation Institute**

In partnership with the SJSU College of Business, the [Mineta Transportation Institute](#) is a national University Transportation Center and a Center of Excellence specializing in policy studies related to surface transportation.

#### **NASA Ames Research Center**

San José State faculty members and programs have partnered with NASA's Ames Research Center for many years. Most recently, SJSU Associate Professor Natalie Batalha, as a member of NASA's Kepler mission, contributed to the discovery of the smallest planet ever identified outside of our solar system. Batalha is responsible for the selection of the more than 150,000 stars the spacecraft monitors and works closely with team members at Ames to identify viable planet candidates from Kepler photometry.

#### **Reid-Hillview Aviation Facility**

San Jose State University partners with Santa Clara County's Reid-Hillview Airport to train students for careers in aviation, airline maintenance, administration and technology. Graduates work in many aspects of the industry including flight, airport management, purchasing, marketing, quality control, technical management, and military aviation. The [Reid-Hillview Aviation Facility](#) includes a 5,000-square-foot hangar housing aircraft and engines used to teach students.

**Martin Luther King, Jr. Library, [University Scholar Series](#)**

[Packaging Sciences](#)

[Social Policy Research Institute](#)

[Steinbeck Center](#)



[CUCSJ.ORG](http://CUCSJ.ORG)

CommUniverCity San José is an academia-community-government partnership formed in 2005. Since inception, CommUniverCity has engaged over 12,000 students and 122 faculty from all San José State University colleges in service learning activities that address the community improvement priorities of highly diverse, low-income, largely immigrant neighborhoods surrounding our campus. In the past 8 years, students from over 40 departments and schools have generated more than 200,000 hours of community engaged service learning activities valued at \$4.2 million of in-kind benefits to our partner neighborhoods.

This unique place-based community partnership has generated interest for replication among a number of universities including UC Merced, CSU Fullerton, UC Riverside, San Francisco State University, Santa Clara University, and Seattle University. Moreover, the media and community development organizations have shown interest in our work, including the San José Mercury News designating CommUniverCity/SJSU as the “Best Civic Gift” of 2013, an article published in the L.A. Times and recognition by the Local Initiatives Support Corporation (LISC), which selected CommUniverCity from among 600 applicants nationwide for its annual community partnerships award.

### **CommUniverCity’s Evolution**

It all began in 2003 with a kernel of an idea fueled by a few SJSU faculty, students, and community leaders: to develop several grassroots projects. The successful city-university partnership to build San José’s Dr. Martin Luther King Jr. Library, the first library to be jointly managed by a city and university, led directly to the “Beyond MLK” partnership to implement other “town-gown” projects. That same year, the first service learning courses linking San José State students and the Five Wounds/Brookwood Terrace neighborhood were proposed and implemented. Two years later, we built on these and other achievements to create our guiding principles and an inclusive name: CommUniverCity.

This close partnership continues to this day, and 2013 marked an expansion of 5 new innovative programs and of our service area to better serve the communities with which we work. In 2013 alone, CommUniverCity engaged 9,601 residents and 1,569 students in 35,364 hours of community engaged learning.

## **Community Stewardship through Engaged Learning**

While the city of San José, with a population close to one million, is a center of great affluence and technological innovation, it is also characterized by vast economic inequality, and profound challenges with respect to poverty, unemployment, homelessness, gang violence, and low educational attainment.

Ultimately, CommUniverCity is about drawing on the region's dynamism, reigniting hope and creating a space where struggling neighborhood residents can work toward a shared vision. In the words of a long-time resident:

*“Our neighborhood had degraded to a blighted, fearful, crowded area with an air of hopelessness about it. CommUniverCity recruited residents from the entire demographic spectrum to plan our desired future. In practice, these activities turned into hope-building exercises. Excitement and joy filled our work as people tackled neighborhood issues together, in the process finding respect for each other, common ground, and a few skills they didn't know they had.”*

The essence of CommUniverCity's mission is strengthening the community's capacity to build vibrant, healthy, and engaged neighborhoods. Through more than 300 community-engaged projects, CommUniverCity has provided rich educational opportunities for SJSU students and residents of all ages, promoted a “college going” culture, and instilled a desire for life-long learning.

CommUniverCity's efforts have resulted in tangible, positive changes in the community in the past 5 years that include, among many others: 87% of the elementary school children tutored by SJSU Child and Adolescent Development students increasing their reading proficiency by one grade and 90% indicating that they are more confident in their reading ability; over 2,000 K-12 students encouraged to attend college, including SJSU among the universities of choice; over 5,000 children and their families encouraged to adopt environmentally friendly living practices; 30,000 pounds of surplus fresh produce harvested and distributed to more than 300 low-income families in the neighborhoods; 8 micro-businesses receiving consulting services from SJSU Marketing students to enable community members to gain financial independence and economic advancement; environmental and policy changes geared to expanding urban agriculture in the city of San José and in the State of California; over 30 at-risk youth mentored by SJSU Mexican American Studies students transitioning out of probation and into their home school; over 2,500 K-12 students engaged in STEM hands-on activities developed by SJSU Engineering and Science students; Justice Studies students cleared 500 legal records eligible for expungement for more than 150 low-income residents of the neighborhoods; and four urban village plans approved by City Council in November 2014, setting the framework for 66 additional urban villages to be developed for the City of San José Envision 2040 General Plan.

### **Key Elements of an Innovative, Powerful Partnership**

CommUniverCity's unique model brings together community, academic, and government entities in carefully nurtured partnerships that address neighborhood-identified needs. Our approach is the antithesis of the phenomenon in which researchers “parachute” into communities to conduct studies and leave again without sharing the results or otherwise improving daily life for residents. In marked contrast to this discredited approach, neighborhood residents are the essential nexus of CommUniverCity partnership. They are well integrated in our governance structure, comprising one-third of CommUniverCity's Steering Committee, including the position of co-chair. (University administrators and faculty and representatives of the City Manager's and District Supervisor's Office also help to guide the Steering Committee.) They identify neighborhood needs and provide volunteer power that fuels local projects and initiatives. A majority of our residents are immigrant, low-income, Latino families with limited access to social services, educational resources, and healthy food. Many speak only Spanish, adding language barriers and cultural differences that create an even greater need. These parents face challenges in guiding their children's education and finding role models for them as

they strive to become the first in their families to graduate from high school or attend college.

San José State University is located in the heart of downtown San José, in the midst of the neighborhoods we serve. SJSU is the sole public university in the greater San José area, and many local youth attend. They bring to CommUniverCity their lived experience in these neighborhoods and are highly motivated to use this expertise to make a difference. CommUniverCity staff and SJSU faculty work to connect students to opportunities to do just that. Faculty incorporate innovative community learning projects as part of their courses, such as having students: present an engineering project during a high school “science expo,” conduct a semester long neighborhood assessment, and plan the revitalization of a local park. As a result, students in these courses not only acquire a better understanding of the communities involved, but develop and use skills to address “real world” issues. This helps create an ever-expanding cadre of change agents – SJSU graduates who are prepared for a lifetime of civic engagement.

City Hall is just a stone’s throw away from the SJSU campus. This created a natural basis for partnership, which preceded CommUniverCity’s formal creation. The City of San José has become a frequent funder and crucial ally in navigating local politics and overcoming bureaucratic impediments to change on the ground. CommUniverCity has worked particularly closely with the City to advance its most urgent community priorities, including preventing youth from joining gangs. This partnership has only grown stronger over time, as reflected in increased funding commitment from the City.

### **Partners’ Investment and its Returns**

CommUniverCity has developed a genuinely inclusive multi-sector, community-university-civic partnership that is rarely found elsewhere, if at all. This partnership has created tremendous synergy by transcending the institutional and cultural silos that typically divide these worlds. Each partner has also made significant financial contributions to CommUniverCity’s annual budget, further demonstrating serious commitment. Partner neighborhoods have become living laboratories in which best practices and innovation from academia meld with the resources of local government and the energy and enthusiasm of residents and students to spark action that transforms reality. Working together, CommUniverCitans plant the seeds for community renewal, tend them, and help to harvest the yield for the benefit of all.

### **Making a Difference in our Community**

Serving as convener, facilitator, and implementer, CommUniverCity cultivates an urban ecosystem of projects that directly address community priorities such as **health and nutrition, restorative justice, and neighborhood revitalization**, among many others (more CommUniverCity projects are featured at [cucsjs.org](http://cucsjs.org)).

Through concerted efforts to build a **healthy community**, CommUniverCity is addressing troubling health concerns such as a rising obesity rate in the greater Santa Clara County (rising to 56% percent in 2010). CommUniverCity annually engages over 230 SJSU students from numerous departments and 900 neighborhood residents in sustainability, community health and local agriculture programs that include:

- Gardening and cooking classes for elementary-school-age youth, to help prevent childhood obesity,
- Community gardens in schools, community centers, and apartment complexes around San José, and
- Urban fruit picking program that coordinates volunteers to pick surplus fresh fruits from neighborhood trees in order to distribute more than 15,000 pounds of surplus fresh produce annually to families facing food insecurity. [The evolution of this program was profiled in a story in the LA Times \(Lee Romney, August 23, 2013\).](#)

In an effort to allow ex-offenders a chance to rebuild their lives and contribute to their communities, CommUniverCity supports **restorative justice** through the **Record Clearance Project (RCP)**. Volunteer attorneys, legal professionals and SJSU Justice Studies students work to expunge clients' criminal records, allowing them to enter the workforce for the first time or get a better job, and to apply for housing. RCP client Cheryl Lozano's story illustrates RCP's impact. Cheryl was a PCP addict at age 12, a teenage mother, and a high school dropout. In her 40s, she embarked on a transformation, gaining sobriety, graduating from community college, working part-time, and enrolling at SJSU. Her old convictions for drug-related offenses still threatened, however, to "arrest" her remarkable progress. For Cheryl, RCP was an "answered prayer" and expungement utterly "life-changing." She now serves as a role model and regularly speaks to community groups and inmates about expungement as she pursues her degree in sociology and a career in social work.

Among the more than 300 community-engaged projects led by CommUniverCity over the past eight years, the **Five Wounds Urban Village Plans** merit special attention because of their potential to **revitalize** the neighborhood and deeply re-energize grassroots leadership – citywide.

When our local transit authority unveiled plans to build a mega-parking structure on the site of a future Bay Area Rapid Transit (BART) station, the community was dismayed at having been left out of the decision-making process for a major development project. CommUniverCity served as a trusted convener, bringing together SJSU Urban and Regional Planning and Political Science students, and a broad spectrum of community residents to explore a collective vision for their future. This process helped to uncover the talents, imagination, and skills of those whose voices often go unheard. It was local high-school students who developed the idea for a "town square" next to the neighborhood's iconic Five Wounds Church. Their idea became the central organizing principle for the community's BART concept plan. Through this partnership, residents charted a new course, and continue to celebrate their new-found organizing power.

In November 2013, the Five Wounds Urban Village Plans were approved by the San José City Council and Planning Commission for adoption within the San José Envision 2040 General Plan. City planners and elected officials were so impressed with this participatory planning process that, in the words of City Councilman and current mayoral candidate Sam Liccardo, "the Five Wounds Village...will become a model for the rest of our region, as it becomes the first village plan incorporated into the new general plan for the City of San José."

### **CommUniverCity and SJSU's Learning Goals:**

CommUniverCity provides rich, meaningful community engaged learning (also known as service learning) opportunities to SJSU students from every college to develop and integrate their knowledge and skills while participating in applied community based projects in partnership with the neighborhoods surrounding our campus. CommUniverCity's brand of community engaged learning goes beyond connecting students with volunteer activities, and purposively fosters opportunities championed by faculty to address community-identified needs. The instructional strategies employed by faculty affiliated with CommUniverCity support student success by integrating within coursework field-based "experiential learning" with community partners, with the purpose of analyzing and solving real world problems. These instructional strategies include community engaged learning (also known as service learning), project-based learning, and participatory action research.

Thus, CommUniverCity has developed a robust community engagement framework for our students to achieve SJSU's learning objectives by participating in meaningful, well-structured opportunities to **integrate** and **apply knowledge**, develop **intellectual skills**, and take part in addressing local **social** issues through a multicultural perspective.

Community engaged learning provides students with opportunities to both apply what they are learning in real-world settings and reflect about their experience (Corporation for National Community Service, 2011; Kuh, 2008). Participation in community engaged learning classes has been demonstrated to increase undergraduates' leadership skills, academic achievement, and career development (Astin et al., 2000). Thus, community engaged learning is considered a high impact practice, meaning that it is associated with enhanced academic engagement, student learning, and college retention (Pascarella & Terenzini, 2005). A growing body of research suggests that students who are more academically engaged and socially involved in their colleges and communities are more likely to continue study until graduation (Tinto, 1993, Gallini & Moely, 2003).

CommUniverCity's projects develop a strong sense of civic responsibility among our students. Sixty-six (66%) of students participating in CommUniverCity-led projects have indicated in post-project surveys (Klaw, 2013) that the social impact of their work was the most rewarding aspect of their community engaged projects, modeling the idea that "giving something back to the community is an important college outcome, and that working with community partners is good preparation for citizenship, work, and life" (Kuh, High Impact Educational Practices, 2008).

### **Spartan Pride: Replication and Recognition**

CommUniverCity builds a solid reputation for SJSU as a steward for thriving communities in our region. Among our contributions to our university is recognition of our long-term commitment to improving the quality of life in downtown and the positive impact of our collective work by the San Jose Mercury News, honoring CommUniverCity/SJSU as the "Best Civic Gift of the Year" in 2013. Last year CommUniverCity was also named the "Environmental Organization of the Year" by the Santa Clara County League of Conservation Voters. As part of SJSU's Acceleration campaign, Garden to Table, a CommUniverCity-originated program, was highlighted as a point of pride for SJSU

The CommUniverCity model is applicable to other diverse, proud, and struggling communities around the country whose residents and anchor institutions are committed to developing such a partnership. CommUniverCity's power comes from its ability to navigate bureaucracy and overcome invisible, yet formidable barriers between the university, city government, and neighborhoods to promote the free exchange of ideas, create truly collaborative projects, and foster sustainable, hands-on solutions. CommUniverCity has generated interest in replicating its model from a number of public and private universities in California and beyond, including the University of California Merced, California State University Fullerton and Seattle University.

Participating faculty, students, and community members are routinely invited to present at academic and professional conferences (38 in total), inspiring enthusiasm and strong interest. Project leaders at CommUniverCity have also published book chapters and journal articles documenting and evaluating CommUniverCity and its impact, including "Building Community through Engaged Students" in the *Journal of Sustainability Education* and a chapter in *Civic Pedagogies in Higher Education: Teaching for Democracy in Europe, Canada and the U.S.*

Since its founding in 2005, CommUniverCity has received many prestigious awards, including three commendations by San José's Mayor and City Council, the Bold Steps for Children Award by Kids in Common and the Santa Clara County Children's Agenda, the Social Revitalization Award by Neighborhoods USA, and the annual community partnerships award (2011) by the Local Initiatives Support Corporation (from among 600 applicants nationwide). CommUniverCity is also particularly proud to be named 2013's "[Civic Gift](#)" by the San José Mercury News ([editorial, December 25, 2013](#)). It is our hope that these gifts and our partnership will continue to grow over time.



# CommUniverCity San José

a partnership for service, learning & empowerment

CommUniverCity is a collaboration with the Central San José community, San José State University and the City of San José.

In 2013, we

Organized **35,364** hours of volunteer labor, valued at **\$782,960**.



Collected over **10,000** pounds of produce, valued at **\$20,000**, and distributed them to over **150** families in need.



Earned the *Environmental Organization of the Year Award* by the Santa Clara County League of Conservation Voters.



**\$1 : \$2.9** return on investment for gleans.



Were featured in the *L.A. Times* with an article on *Growing Sustainably*, our urban agriculture program.

Were honored by the *San José Mercury News* as the year's best civic gift.



Engaged **1048** SJSU students in educational activities with **5,889** school children.



Engaged **99** Justice Studies students to clear the legal records of **35** clients, helping expunge **108** records through the *Record Clearance Program*.



In partnership with the community, developed **4** Urban Village plans that were approved by San José's City Council.

*Garden to Table* received an award from San José Mayor Chuck Reed and the San José City Council.



Since **2005**, CommUniverCity San José engaged **53,043** residents,

**12,363** SJSU students, **237** local government agency staff, and **1,693** corporate volunteers,

who have invested **204,336** hours of volunteer work, valued at **\$4.2** Million.



## Global Leadership Advancement Center

### NEWSLETTER

2013-2014 Academic Year

#### MESSAGE FROM THE EXECUTIVE DIRECTOR

I'd like to express my thanks to our Global-Leaders-in-Residence and GLAC staff for their continued successful efforts in producing the Social Innovation Leadership Forum 2014. This group also deserves commendation for several new initiatives -- the Freshmen Passport Program with its graduate Cohort Leader Program, the GLLab free-standing training modules, and the Advanced Graduate Certificate in Global Leadership. I'm especially grateful that they continued to maintain and grow GLAC programs while I was on sabbatical this year.

#### ANNOUNCING A NEW FALL PROGRAM -- Advanced Global Leadership Certificate Program

Drs. Gretchen Lester, Marlene Turner, and Joyce Osland proposed a new 3-course online or hybrid certificate program designed for graduate students from SJSU and elsewhere, HR practitioners, and global leaders from all sectors and locations. If the approval process continues as planned, the first course will be offered by Joyce Osland in Fall 2014.

#### THE THIRD ANNUAL SILICON VALLEY SOCIAL INNOVATION LEADERSHIP FORUM 2014

In partnership with HP, Step Up Silicon Valley, Cisco Systems, the San Francisco Bay Area Chapter of the Social Enterprise Alliance, the City of San Jose Housing Department, CommUniverCity, and the SJSU Center for Community Learning & Leadership, GLAC hosted the 3rd annual Social Innovation Leadership Forum (SILF) on April 25, 2014 at San Jose's City Hall.

This year's SILF reflected several leaps forward, due in large part to Bobbi Makani's leadership, an increased number of partners (from 11 last year to 27 this year), and the growing realization of SILF's potential. There were 278 participants in attendance from various sectors, a 12% increase over last year. With the help of the Terry Vahey, CIO of SJSU IT, and Cisco teams, we were able to increase our virtual impact by providing WebEx and Telepresence support for key sessions. The University of Notre Dame virtually presented their experiments to measure social impact, and the afternoon community innovation challenge on educational technology was led by a Cisco Sr. VP from Washington D.C. using telepresence. This year more universities took part --University of Notre Dame, Marquette University, Santa Clara University, Stanford University, University of San Francisco, and Mills College -- as did seven SJSU colleges and CIES.

The morning agenda panels and interactive sessions laid the groundwork for the afternoon Community Challenge in which participants brainstormed innovative solutions in two problem tracks: 1) homelessness and 2) using educational technology to make learning more accessible and engaging. Some groups are continuing to meet and attendees are invited to join the accompanying network, SVSILN.

Bobbi Makani, who served as Director of GLAC's Silicon Valley Social Innovation Initiative these past two years, led the core planning committee that does the heavy lifting for this event: Brad Maihack, Almaz Negash, Leslie Speer, John Swan, Dave Wilde, Derene Allen, Lindsay Sierra, and Nick Judge. John Swan of Green Global Village was especially helpful in recruiting facilitators and speakers. Almaz Negash of Step Up Silicon Valley and Catholic Charities played a large role in outreach and

promotion. The planning committee members also made significant contributions: Ray Bramson, Maria Haase, Michael Fallon, Dayana Salazar, and Antonio Aguilera, and Dean Steele also supported this event. Year by year and college by college, SJSU is becoming known for its role in advancing social innovation.

## NEW GLAC DEVELOPMENT & TRAINING PROGRAMS



*Passport Program Cohorts On Freshmen Launch Day 9/13*

### **New Freshman Passport Program**

The Global Leadership Advancement Center's (GLAC's) [Global Leadership Passport Program](#) was expanded and offered in Fall 2013 to all incoming COB freshmen. They were invited to a COB *Launch Day* that included a GLAC Passport Program orientation, GLLab teamwork module, and talks by global business leaders. The speakers were GLAC board members and Global Leaders-In-Residence Annette Finster-Busch (consultant), Nancy Long (Hitachi), and Dave Wilde (HP). Freshmen were formed into multicultural cohorts led by GLAC-trained graduate cohort leaders. Fall activities included global assessments, Leadership 101 GLLab training module, and Personal Development Plans to improve their global leadership skills. Spring activities included a February Cohort Challenge, Decoding Culture GLLab training module, and the Global Leader Speaker Series event featuring Charles Schwab.

An online system was customized to collect student learning reflections and track student involvement. Of the 330 freshmen who attended Launch Day, 224 (68%) are enrolled in the program, which represents 47% of all COB freshmen. Scaling up this program was a huge team effort by GLAC staff – Jeff Gaines, Jacquelyn Peterson, Joyce Osland, Marlene Turner, Stacy Wheeler, and Pamela Wells – aided by Tanvi Kothari, Carole Phipps, Malu Roldan, and last but not least, Global Leader-In-Residence Richard Sessions.

### **Cohort Challenge**

***The Global Leadership Passport Program Sends Students Scavenging For Global Knowledge And Skills***



**San Jose, CA, February 7, 2014**– GLAC held its first-ever global team scavenger hunt for freshmen participants in its Global Leadership Passport Program. Despite the rain, fifty freshmen raced across campus in teams chasing clues that lead them to the site of programs promoting global opportunities, cultural understanding, and student success. At each location, teams had to correctly answer a trivia question that tested their global knowledge before receiving a puzzle piece and their next clue. Winning teams were the first ones to return to home base and complete their puzzle.

This event was designed and led by graduate students (Passport Cohort Leaders) who help freshmen earn the stamps that prepare them for global work. The scavenger hunt targeted skill development in leadership, teamwork and global knowledge, while familiarizing students with campus resources.

**Passport Program Cohort Leaders:** Alka Bhatia, Dillon Chang, Berry Chiu, Darlene DaSilva, Owais Hashmi, Divya Karunanidhi, Amie Lam, Silma Lange, Feyon Lau, Hector Liang, Paolo Listana, Akshay Malagavi, Jason McClung, Dhruvi Mehta, Monir Monfared, Evgenia Nikandrova, Kiran Patel, Samina Patel, Jonathan Perez, Jose Seneris, Sadhana Yerravally.

## NEW PEOPLE



Colette Menzel, **Global Leader-In-Residence**

Colette Menzel, started sharing her project management expertise on GLAC's online system for tracking student participation in the Passport Program in summer 2013. She is also a frequent and popular guest speaker in Lucas College and Graduate School MIS courses.

Colette has extensive experience specializing in consumer internet and the development of products and services. She is currently the Director of the Project Management Office at one of the world's premier eCommerce development and consulting firms, Corra, based in New York City. In her role at Corra, she has been the driving force behind the strategic organization and execution of all projects, the design and implementation of the Corra Project Management Methodology & Process, and the design and analysis of Corra's strategic Business Intelligence dashboards for company forecasting and measurement. In addition, she has operated her own consulting firm for the past decade, ICDI Inc., and has assisted Fortune 1000 companies to execute their product platform and organizational management needs.

Colette is an active member of the Project Management Institute (PMI) and is certified as an Advanced Project Management Educator. She holds a Masters degree in Organizational Management and is in the final stages of a PhD in the same field..

## New Hires

**Silma Lange**, Research Assistant

**Bobbi Makani**, Social Innovation Director

**Carmen Pan**, Student Assistant

**Marlene Turner**, Interim Executive Director

**Jacquelyn Peterson**, Marketing and Programs Coordinator

Jacquelyn Peterson has been working for GLAC for 3 years now. She did such a wonderful job as Student Coordinator while studying at San Jose State University that she was hired full-time upon graduation in December, 2013.

## ONGOING DEVELOPMENT & TRAINING PROGRAMS

### German-US Global Leadership Lab at San Jose State University (SJSU) –Spring 2014

The [Global Leadership Laboratory](#) (GLLab) held a week-long session from March 10-14, 2014 with 16 SJSU MBA students and ten masters students from Leuphana University of Lüneburg, Germany. The German students were accompanied by Professors Juergen Deters and Volker Stief. Students were assessed, trained and tested on various global leadership skills by Professors Joyce Osland and Pam Wells. A highlight was a 4-hour assessment center simulation based on Daimler's competency model. The simulation was designed and taught by the German professors who have first-hand experience with assessment centers used by German companies..

The GLLab was observed by three professors from foreign universities: Dr. Nakiye Boyacigiller, Professor and former Dean at Sabancı University, GLAC Visiting Scholar, Dr. Seungwha Chung from Yonsei University in Korea, and Professor Masatsugu Fujii, Waseda University in Japan. Dr. Boyacigiller gave a presentation entitled "What Every Global Leader Should Know about Turkey," and Professor Fujii taught a case entitled "When Does Culture Matter?" Field trips to Google and the Computer History Museum were other high points in the week.

To provide the German visitors with an opportunity to see how Americans live, Naglee Park neighbors generously opened their homes to host the students. The week began with a welcome dinner for the German professors, students and their hosts at the Osland home.

### Gateway Workshop

The Fall 2013 Gateway Workshop, September 21, 2013, was attended by Passport Program students, Global Leadership Laboratory (GLLab) Associates and Passport Program Cohort Leaders. The workshop modules included: Understanding Global Leadership, Intercultural Effectiveness, and Communicating Across Cultures.

**Since its inception in Fall 2008, the GLLab has educated a total of 654 SJSU students, 33 Canadian EMBA students and 71 German masters**

## KNOWLEDGE CREATION AND DISSEMINATION

### Global Leader Speaker Series



Charles Schwab, Chairman of the Charles Schwab Corporation, philanthropist and author, was featured in our annual [Global Leader Speaker Series](#) on March 5, 2014. Mr. Schwab answered audience questions, moderated by Dean David Steele, concerning "The Role of Financial Services in the Global Economy" and his journey as a well-respected entrepreneur and innovator. Don Lucas, who with his wife Sally recently endowed the Lucas College and Graduate School of Business, presented Mr. Schwab with an award.



*Don Lucas, Charles Schwab,  
CoB Dean David Steele*

## 2013 Annual Research Symposium

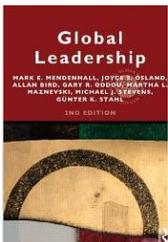
On August 8, 2013, GLAC co-sponsored the Advances in Global Leadership Symposium with the Institute for Simulation & Training at the University of Central Florida, under the leadership of Drs. Joyce Osland and Shawn Burke. This working symposium was attended by 45 invited scholars and doctoral students from various fields who read, critiqued and discussed draft chapters for the upcoming volume in the *Advances in Global Leadership* series. Volume 8, co-edited by Joyce Osland, Ming Li, and Ying Wang, is scheduled for publication by Emerald in June 2014.

## New Research

Since 2008, GLAC faculty has made 110 presentations and produced 46 publications. For a sample of new titles (see GLAC-affiliated faculty in bold):

- Osland, J.**, Oddou, G., Bird, A., & **Osland, A.** (2013) Exceptional Global Leadership as Cognitive Expertise In the Domain of Global Change. *European Journal of International Management*, 7(5): 517-534.
- Oddou, G., Szkudlarek, B., **Osland, J.**, Deller, J. & Blakeney, R. (2013) Repatriates as a Source of Competitive Advantage: How to Manage Knowledge Transfer. *Organizational Dynamics*, 42(4): 257-266.
- Vogelgesang Lester, G. R.**, Leroy, H., & Avolio, B. J. (2013). The mediating effects of leader integrity with transparency in communication and work engagement/performance. *The Leadership Quarterly*.
- Alexander, B. K., Arasaratnam, L. A., Avant-Mier, R., Durham, A., Flores, L., Leeds-Hurwitz, W., Mendoza, S. L., Oetzel, J., **Osland, J.**, Tsuda, Y., Yin, J., & Halualani, R. (2014) Our role as Intercultural Scholars, Practitioners and Activists and Teachers in Addressing These Key Intercultural Urgencies, Issues, and Challenges. *Journal of International and Intercultural Communication*, 7(1), 68-99.
- Vogelsang Lester, G.**, Clapp-Smith, R, & **Osland, J.** (2014). The Relationship Between Positive Psychological Capital and Global Mindset in the Context of Global Leadership. *Journal of Leadership and Organizational Studies*, 21(2) May: 165-178.

## Awards



*Global Leadership: Research, Practice and Development*, a book co-authored by Joyce Osland, won the Leadership Book Award for "Scholarship" from the University of San Diego. The book was recognized "for scholarly rigor and critical thought" at the International Leadership Association's 2013 Global Annual Meeting.

"The Context of Expert Global Leadership" by Joyce Osland, Allan Bird & Gary Oddou won the Outstanding Author Contribution Award Winner at the Literati Network Awards for Excellence 2013. This chapter appears in *Advances in Global Leadership*, vol. 7, 2012.

"Towards a Taxonomy of the Global Leadership Construct" by Sebastien Reiche. Allan Bird. Mark Mendenhall & Joyce Osland has been nominated for the **2014 Temple/Academy of International Business Best Paper Award** to be announced at the upcoming June conference.

## GLAC Best Global Leadership Research Award 2012

Dr. Paula Caligirui, Distinguished Professor of International Business and Strategy at Northeastern University, and Dr. Ibraiz Tarique, Associate Professor of Management at Pace University, won the "best article" award for "Dynamic Cross-Cultural Competencies and Global Leadership Effectiveness" in the *Journal of World Business*.

## 2014 Global Leadership Scholar-In-Residence

Seungwha Chung, Professor of Management in the School of Business and Director of the Center for Business and Government at Yonsei University, Seoul, Korea visited in March.

### Board Members

Annette Finsterbusch  
Colby Stuart  
David Steele  
Janet Bennett  
Jeremy King

John Baird  
John Picone  
Bradley Maihack  
Mary Calegari  
Richard Okumoto

### GLAC Staff



*Staff and Chuck Schwab*

**Joyce Osland**, Executive Director and Lucas Endowed Professor of Global Leadership  
**Marlene Turner**, Interim Executive Director  
**Jeff Gaines**, Assistant Director  
**Gretchen Lester**, Professor of Global Leadership  
**Stacy Wheeler**, Project Coordinator  
**Pamela Wells**, Passport Program Coordinator  
**Jacquelyn Peterson**, Marketing and Programs Coordinator  
**Carmen Pan**, Student Assistant  
**Silma Lange**, Research Assistant

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