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FIELDING
Graduate University

Institute for Social Innovation

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A Note from Dean Charles McClintock



As a leader in an emerging field, Fielding is proud to host the 4th annual International Conference on Positive Aging in Los Angeles on

December 7-10, 2010. In these pages, you will read more about our distinguished guest speakers and conference activities. This issue also highlights the Institute's activity in dialogue and community engagement. Finally, with new courses in aging, change process, health care leadership, and sustainability, ISI continues to advance our mission of social innovation.



What is the Institute for Social Innovation?

The Institute for Social Innovation (ISI) supports the creation of social capital by strengthening the capacity of individuals and organizations to address societal problems. ISI is organized into three program areas: **frontiers in research**, **leadership for change**, and **organizational development**.

Frontiers in Research

Knowledge that **blends** multidisciplinary theory and professional practice

Leadership for Change

Professional development that **sustains** social change

Organizational Development

Action that **builds** more effective organizations

ISI to Host 4th Annual International Conference on Positive Aging

Exploring Positive Aging: Designing Practice and Advancing Knowledge December 7-10, 2010

The Fourth Annual International Conference on Positive Aging will be a highly interactive gathering of diverse leaders who are shaping a dynamic future for older adults throughout the world.

"It's been said that the best way to predict the future is to create it, and that is what this conference begins to do. Positive aging is the future we want to create."—Harry R. Moody, Director of Academic Affairs, AARP

The conference will be hosted by the Institute for Social Innovation at Fielding Graduate University and held at the California Endowment, Center for Nonprofit Management, in Los Angeles, California. The conference will commence with activities presented by Life Planning Network. Plenary sessions are offered in creativity, wellness, community, and life transitions. The conference will feature presentations on aging and ageism, caregiving, civic engagement, community, creativity, dialogue, diversity, entrepreneurship,

generativity, global & transcultural contexts, housing, intergenerational issues, lifelong learning, life transitions, public policy, services, spirituality, sustainability, wellness, workplace issues, and work in the second half of life. The conference will end with a half-day session sponsored by Civic Ventures and ENCORE careers. This conference also offers a series of activities called *Active Arts*. Designed to facilitate dialogue about creative expression and aging, examples of *Active Arts* offerings include music, dance, art, and poetry.



This conference will celebrate contributions that are innovative, experiential, and involve active engagement in supporting greater understanding of what it means to age well.

An international community of academics, students, coaches, health care professionals, life planning consultants, social workers, creative artists, practitioners, policy makers, senior living community educators, lifelong learning program developers, encore career employers, volunteer and advocacy organizations, and entrepreneurs will be coming

together at the conference to shape the future of positive aging.

For information, <http://www.positiveaging.fielding.edu/>

STAY TUNED!

Positive Aging Certificate and Online Continuing Education Courses to Launch in 2011

We're pleased to announce the development of Continuing Education Courses in Positive Aging that will be launched in 2011. Offerings will include two-week online courses on Life Transitions and webinars on emerging research and developments in the field.

The Positive Aging short courses will allow you to discover ways to work effectively with older adults entering retirement, to develop a network of contacts for sharing program ideas and developing strategies, and learn about model programs and effective practices.

For more information, please contact Katrina Rogers at krogers@fielding.edu or 805.898.2924.

Plenary Speakers: 4th Annual International Conference on Positive Aging Conference



**Professor George Vaillant,
Co-Director, The Study of Adult
Development**

Dr. Vaillant is Professor of Psychiatry at Harvard Medical School and the Department of Psychiatry, Brigham and Women's Hospital. Dr. Vaillant has spent his research career charting adult development and the recovery process of schizophrenia, heroin addiction, alcoholism, and personality disorder. He has spent the last 35 years as Director of the Study of Adult Development at the Harvard University Health Service. The study has prospectively charted the lives of 824 men and women for over 60 years. His published works include *Adaptation to Life*, 1977, *The Wisdom of the Ego*, 1993, and *The Natural History of Alcoholism-Revisited*, 1995. His summary of the lives of men and women from adolescence to age 80, *Aging Well*, was published by Little, Brown in 2002.

Dr. Vaillant is Fielding's 2005 Outstanding Scholar on Creative Longevity & Wisdom. He will be speaking on his latest research.



**Ms. W. June Simmons, CEO, Partners
in Care Foundation**

Nationally recognized for her leadership in the administration of health care organizations, W. June Simmons is a visionary in developing innovative approaches to health care delivery in the 21st century. Throughout her distinguished career, she has been instrumental in creating, funding and operating forward-looking health and social services research and programs. As founding President and CEO of Partners in Care Foundation, Ms. Simmons strongly believes that healthcare and social delivery of services need to change, especially in community and home settings. She takes an active role in developing initiatives and pro-active programs which meet the mutual needs of patient populations, providers, and health care delivery networks to encourage cost-effective, patient-friendly integration of care from hospital to home and community. Under her leadership, Partners has grown ten-fold since its establishment in 1998 and has been awarded many major grants to investigate and evaluate new models of health care and social service delivery, including those in managed care.



**Ms. Nancy Anderson, CEO, Work With
Passion**

Nancy Anderson is a career and life consultant based in the San Francisco Bay Area and the author of the bestselling career guide, *Work with Passion: How to Do What You Love for a Living*. She was a Regents Scholar at the University of California, Riverside where she graduated magna cum laude with an interdisciplinary degree in English and Political Science. Following graduation in 1976, she co-founded two career counseling firms, and then established her private practice. Nancy has hosted her own radio program on KGO in San Francisco and has spoken to numerous civic and professional groups about the importance of finding the right niche in work.



Keynote Speaker: Marc Freedman, CEO, Civic Ventures



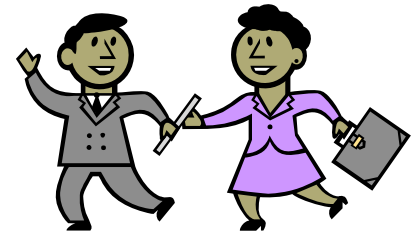
Marc Freedman

Marc Freedman is the founder and CEO of *Civic Ventures*, a think tank and R&D organization helping society achieve the greatest return on experience. He spearheaded creation of the Experience Corps, now America's largest nonprofit national service program engaging Boomers, and The Purpose Prize, which annually provides five \$100,000 prizes and five

\$50,000 prizes to social entrepreneurs in the second half of life. Freedman was described by *The New York Times* as "the voice of aging baby boomers who are eschewing retirement for... meaningful and sustaining work later in life," while *The Wall Street Journal* states: "In the past decade, Mr. Freedman has emerged as a leading voice in discussions nationwide about the changing face of retirement." He is author of *Encore: Finding Work That Matters in the Second Half of Life*; *Prime Time: How Baby Boomers Will Revolutionize Retirement and Transform America*; and *The Kindness of Strangers*. His new book, *Shift*, about midlife and the transition of the boomer generation to a new stage of life, will be published in January 2011.

Recognized by *Fast Company* in 2007, 2008 and 2009 as one of the nation's

leading social entrepreneurs, Freedman is widely published and quoted in the national media and has been honored with numerous awards and fellowships, including an Ashoka Senior Fellowship. Civic Ventures and Freedman received the 2010 Skoll Award in Social Entrepreneurship at Oxford University in April 2010. Freedman is a high honors graduate of Swarthmore College with an MBA from Yale University and was a Visiting Fellow of Kings College, University of London.



Plenary Speakers: Ardie Bryant, Professional Dancer

Born March 20, 1929 in Dallas, Texas, Bryant has been recognized for his decades of achievements as a multigenerational tap instructor and faculty member of the Osher Lifelong Learning Program. With nearly seven decades of dance experience, Bryant has been honored with numerous awards, including the "Tradition in Tap Series" in New York City in 2008, "Legend of Los Angeles" by the St. Barnabas Senior Services, and in 2006 was named a Los Angeles Cultural Treasure and Ambassador of Tap for the city of Los Angeles by the Los Angeles Cultural Affairs

Department. Bryant has history working with legendary jazz artists such as Duke Ellington, Nat "King" Cole, Dizzy Gillespie, and Charlie Parker, not to mention his mentorship with Bill "Bojangles" Robinson. In 2004, Bryant paid homage to Duke Ellington during a "Sacred Music" concert at the Walt Disney Concert Hall. Bryant finds new techniques into his tap history curriculum effective. He uses diverse methods in his lectures and shares early roots of tap culture with students.



Ardie Bryant

Active Arts Featured Speakers: Tippi Hedren and Kathy Kohner Zuckerman



Tippi Hedren, actress, conservationist, and humanitarian

Tippi Hedren (born January 19, 1930) is an American actress and former fashion model with a career spanning six decades. She is primarily known for her roles in two Alfred Hitchcock films, *The Birds* and *Marnie*, and her extensive efforts in animal rescue at Shambala preserve, an 80-acre wildlife habitat which she founded in 1983. Hedren is the mother of actress Melanie Griffith, and they share credits on several productions, notably *Pacific Heights* (1990).

Tippi has devoted much time and effort to charitable causes: she is a volunteer International Relief Coordinator for "Food for the Hungry." She has traveled worldwide to set up relief programs following earthquakes, hurricanes, famine, and war, and is the founder of The Roar Foundation. Onscreen, she continues to work in films, theater, and TV. Her performance as Melanie Daniels in *The Birds* is ranked #86 on Premiere Magazine's 100 Greatest Movie Characters of All Time. Tippi's contributions to world cinema have been honored with Life Achievement awards in France at the Beauvais Film Festival; in Spain, by the Fundacion

Municipal De Cine; and as a "woman of vision" by Women in Film and Video in the United States. She received the Presidential medal for her work in film from Hofstra University.



Tippi Hedren, 1963

At the end of shooting *Mister Kingstreet's War* (1973), Tippi discovered that the big cats used in the production had no place to go and would likely languish in small cages. This prompted her to obtain a parcel of land on her own to establish a home with a natural setting for retired big cats. She named it Shambala and it exists to this day.



Kathy Kohner ("Gidget") gets ready for a day at the Malibu beach in 1956 after loading her 8 1/2 foot, 22 pound board in the car.



Kathy Kohner Zuckerman, co-author, "Gidget," and surfer

Kathy Kohner Zuckerman (born January 19, 1941) was the real life inspiration for the fictional character of Franzie (nicknamed Gidget) from the 1957 novel, *Gidget: The LITTLE Girl with BIG Ideas*, written by her father Frederick Kohner. Kathy Kohner spent much of her childhood on the beaches of Malibu. She started surfing at the age of 15, sometimes trading her peanut butter and radish sandwiches for chances to ride the waves. She hung out with such influential surfers as Miki Dora, Mickey Munoz, Dewey Weber, Tom Morey, and Nat Young. Based on Kathy's journal of her trips to Malibu, which her father discovered and read, *Gidget* sold over 500,000 copies and was translated into Japanese, Spanish, and Yiddish, among other languages. In 1959, Columbia Pictures, where Frederick Kohner had been a screenwriter, adapted the novel into a film starring Sandra Dee. Two other *Gidget* films were made, as well as a 1965 television series starring Sally Field and several television movies. Kathy still surfs annually to benefit a cancer charity. She was named No. 7 in *Surfer Magazine's* Most Influential Surfers.

Active Arts: John Fitzgerald, Drum Circle Facilitator



John Fitzgerald

John Fitzgerald is the Manager of Recreational Music Activities for Remo Inc., and is also a freelance percussionist in Los Angeles. Creating valuable partnerships with individuals and organizations who share the common vision of music as a tool for wellness, education, and a better life

is central to the Remo mission and a primary aspect of John's work. John received a BFA in performance from the California Institute of Arts in 1978 and has studied and performed classical European, Nigerian, Indonesian, South Indian, Brazilian, Afro-Cuban, pop, and jazz music. He has also developed and taught programs for the Mark Taper Forum, the Los Angeles Philharmonic Association, and the Los Angeles Opera in-school programs and composed and performed for numerous theatrical productions. He has trained with Village Music Circles/Arthur Hull and is a graduate of the HealthRHYTHMS protocol

training. Since 1998 he has facilitated drum circles in the US and abroad. Facilitation with a wide range of populations for the purpose of celebration, empowerment, team cohesion, and community building are central to John's interests and passions. Since 1957, Remo Inc., has created instruments for adults and children and is among the largest manufacturers of percussion instruments in the world. As advocate and supporter for the use of music for life enhancement, Remo's mission is to create more opportunities for music-making in all populations.

Community, Creativity, Transitions & Wellness: Conference Themes

Community

Community is much more than a place. It's a state of mind, a shared vision, a common fate. Community is not only where we live, but how we act toward each other throughout the seasons of life. The community theme at this conference takes a deep look into the essence of community and what makes a place "the" place for you and others in the future. Our vision of "the good life" dictates "where" we live and "how" we live. We not only occupy a home, we also occupy a total eco-system—climate, neighbors, politics, passions and services. All of these aspects interact with our values and influence whether or not our place is an inspiring and nourishing place that allows us to express the fullness of our being.

Creativity

Creativity is a new paradigm for aging that articulates the idea of seeing older people for their potential rather

than their problems. In later life, creativity strengthens morale, enhances physical health and enriches relationships. Creative engagement also constitutes the greatest legacy older people can leave their children, grandchildren, and society as a whole. Older people have functioned historically as keepers of culture who pass on the history and values of a community to the next generation. Therefore, creativity develops culture; and, culture builds and sustains community life through the positive engagement of older people in the arts.

Transitions

Although transitions are a constant in life, the post-midlife transitions bring special challenges and opportunities, not least because they have been largely ignored until recently. Moreover, transitions into and throughout the second half of life involve major shifts in identity, roles, and status as well as intensified

questions relating to meaning, purpose, and legacy. Our underlying assumption is that people dealing with these transitions can benefit from both the expanding research in this area and the experience of professionals offering life planning services to those of us in our third age

Wellness

Wellness is a lifelong pursuit of health and positive well-being. Its multiple dimensions include the physical, psychological, social and spiritual, which are ideally integrated to provide both a sense of personal continuity and resilience to adapt to a changing environment. Wellness relates strongly to personal purpose, concepts of quality of life, realistic expectations, and relationships to others and to nature. Wellness can be encouraged through physical exercise, disease prevention (and treatment), health narratives, social engagement, the practice of the humanities, and culture change.

Linda L. Putnam, PhD, Guest Presenter at Fielding's National Session Framing and Dialogic Communication: Building on Barnett Pearce's Legacy

Santa Barbara, January 2011



Linda L. Putnam, PhD

Linda L. Putnam is a professor of communication at the University of California at Santa Barbara. She received her MA from the University of Wisconsin and her PhD from the University of Minnesota. Her work on social construction has infused her interests in negotiation and organizational conflict, discourse analysis in organizations, and gender in organizations. She has used transformative approaches to investigate labor negotiations and multiparty environmental conflict. Her recent publications include *Organizational Communication: Major Works* (2006); *The Sage Handbook of Organizational Discourse* (2004); and *The New Handbook of Organizational Communication* (2001).

A researcher in communication and conflict management, Dr. Putnam will speak about her recent work on framing and environmental/organizational conflicts. Her work draws from the potential of communication to transform critical moments and chart new paths for social relationships. Integrating and extending Barnett Pearce's work on episodes, framing, and the afterlife of conversations, she will employ case examples and analyses of environmental and labor conflicts to demonstrate the nuances of framing and the potential it holds to promote dialogue and transform conflict.

She is a past president of three professional societies—the International Communication Association, the International Association for Conflict Management, and the Council of Communication Associations. She was elected an at-large member of the Academy of Management Board of Governors and has served as the Chair of the Organizational Communication divisions for the National Communication Association and the International Communication Association. Her professional service also includes being associate editor for *Human Relations* (2001-2006) and *Organization* (2001-2007), membership on editorial boards for eight journals, coeditor of four handbooks, and guest editor (or coeditor) of six special issues.

Dr. Putnam teaches courses on communication and conflict management, negotiation, gender and

organizations, qualitative methods, and discourse analysis in organizations. She has won teaching awards, including the AMOCO and college level awards at Texas A&M University and Purdue University.

“Framing and Dialogic Communication: Building on Barnett Pearce's Legacy”

**Linda L. Putnam, PhD
Thursday, January 13, 2011,
7:30-9:00pm**

The lecture is open to the public. Events take place at The Fess Parker's Doubletree Resort at 633 East Cabrillo Boulevard, Santa Barbara, CA. For more information, please contact Katrina Rogers at kr Rogers@fielding.edu.

The Transformative Power of Dialogue: Festschrift for Barnett Pearce



Barnett Pearce
Professor Emeritus

On Thursday, January 13 and Friday, January 14, 2011 at Fielding's national session, colleagues will gather in honor of Barnett Pearce, Professor Emeritus, and the impact of his work, particularly our understanding of the ways in which we make social worlds. We have designed an ongoing dialogue with an open structure that will allow for fruitful and engaging conversation by all. Colleagues who have committed to participate include: Frank Barrett, Stan Deetz, John Lannamann, Stephen Littlejohn, Sheila McNamee, and Linda Putnam. This seminar seeks to deepen our understanding of dialogue and communications theory.

In the 1970s, Barnett and his colleagues introduced the theory of the coordinated communication of meaning (CMM) to the field and in 1980 published the landmark treatise "Communication, Action and Meaning" with his cotheorist and coauthor Vernon Cronen. As Barnett and his colleagues

continuously refined and expanded CMM over the decades, generations of new scholars have been introduced to his work, and each refinement has impacted their work in diverse ways.

In addition to his many journal articles and presentations, Barnett is best known for *Communication and the Human Condition* (1989), *Moral Conflict: When Social Worlds Collide* (1997), and *Making Social Worlds: A Communication Perspective* (2007). In all of his work, he has taught all of us how theory grows from practice and how practice develops from theory. These lessons are especially apparent in Barnett's study of systemic family therapy, conflict processes, and dialogue.

Barnett has influenced the lives and work of numerous students in his long teaching career at the University of North Dakota, the University of Massachusetts, Loyola University, and Fielding Graduate University. Not only has he taught students ways of thinking and acting, but he has learned from them as well. CMM, as well as the ideas it has spawned, is a living tradition precisely because Barnett's work is practice-based and his style has always been collaborative. His students and colleagues can say that they are part of this long line of work.

If you would like information on attending, please email Katrina Rogers at krogers@fielding.edu.

Ande Diaz (HOD 09) and Stephan Hiroshi Gilchrist's article "Dialogue on Campus: An Overview of Promising Practices," argues that higher education institutions are recognizing the value of dialogue in engaging diverse perspectives and experiences while providing the necessary skills and knowledge for students to become effective citizens. Colleges and universities are incorporating the theory and practice of dialogue across different dimensions of the curriculum, co-curriculum, pedagogy, and administration and governance. Examples include nationwide intergroup dialogue programs, community standards processes in residence halls, and institution-wide decision making on curricula. Seen as a whole, these and other examples provide a vision for a comprehensive approach to integrating dialogue on campuses. This article was published in the *Journal of Public Deliberation*, "Deliberative Democracy in Higher Education," Vol. 6, Issue 1, 2010, ed. by Nancy Thomas and Martin Carcasson.



Ande Diaz, ISI Scholar & Dean Charles McClintock

Dialogue, Deliberation & Public Engagement



Dr. Anita Perez Ferguson

Welcome to **Anita Perez Ferguson (HOD 10)**, who is leading the Dialogue, Deliberation & Public Engagement (DDPE) program. Anita is a graduate of Fielding with many years of expertise in the field of dialogue as it relates to community engagement. She is also a graduate of DDPE and has a keen interest bringing dialogic practices to the corporate, non-profit, and government sectors.

In addition to leading several community projects for ISI and representing our work at Kettering Foundation meetings, Anita is the past president of the National Women's Political Caucus (NWPC) in Washington DC. One of her books, *A Passion for Politics*, recounts the political pathway for women moving from grassroots community leadership to national and international policy making. Prior to joining

NWPC, Anita served as White House Liaison to the U.S. Department of Transportation, and National Director of Training and Education at the Democratic National Committee. She has provided leadership and political skills training to women in the United States, Latin America, Africa, Asia and Europe. Her other public service positions include Planning Commissioner, Affirmative Action Commissioner and Chair of the Ethnic Advisory Board for Education in California.

In the DDPE certificate, mid-career professionals from around the world learn how to improve dialogue in their communities and organizations as a way to strengthen democracy. The goal of this educational experience is to enable practitioners to create useful dialogue that contributes to greater participation in decision making and public policy. An important component of this goal is to increase international exchange of information about dialogue and deliberation. The program has attracted participants from Latin America, Australia, Asia, Europe, and the United States.

Representing fields such as

nonprofit management, government administration, conflict resolution, international diplomacy, and urban planning, a diverse group of participants works to become experts in the practice of dialogue and deliberation. Participants learn a variety of skills and methods to apply in their particular fields, including interacting in complex, cross-cultural environments.

This educational opportunity was developed in collaboration with the **International Institute for Sustained Dialogue**, the **Kettering Foundation** and the **Public Dialogue Consortium**.

The course will be offered in 2011. For more information, please contact Katrina Rogers at krogers@fielding.edu.

There will be a DDPE information session open to everyone at Fielding's National Session on Thursday, January 13, 2011 at 3:30-4:30 pm, at Fess Parker's Doubletree Resort, at 633 East Cabrillo Boulevard, Santa Barbara, CA.

Dialogue, Deliberation and Public Engagement Certificate

"This program is exceptional; it combines the intellectual rigor of quality faculty and guest scholar-practitioners with opportunities to apply models for dialogue and deliberation,"
Betty A. Downes,
OD consultant

Fielding as a Pioneer in Doctoral Education

School of Human & Organizational Development (HOD) **Dean Charles McClintock** and Dr. Orlando Taylor, President, Washington, DC Campus, The Chicago School of Professional Psychology, presented their work on new models for doctoral education at the 50th Annual Meeting of the Council of Graduate Schools in December 2010. The purpose of their presentation was to convey to graduate deans and provosts the viability of alternative forms of doctoral education exemplified by universities such as Fielding and The Chicago School.

They described principles of adult learning, delivery models that blend face-to-face and online learning, and applied scholarship as strengths of alternative approaches to doctoral education. Such programs span non-profit and proprietary sectors, expand access to diverse and nontraditional students, and often focus on a limited number of disciplines or professional fields. They typically do not have tenure and attract faculty members who are student-focused and open to

collaborative forms of learning. At the same time, they face challenges similar to traditional doctoral education such as assessing learning outcomes, time to degree, and financing.

As noted in a Council of Graduate Schools report, "Although there has been little change in the age distribution of graduate students over the past 20 years, there has been a large increase in the sheer numbers of non-traditional students. Between 1987 and 2007, the number of graduate students 40 years of age and over increased 87%, from about 267,000 to 500,000, and the number of graduate students 30 to 39 years of age increased 28%, from 507,000 to 649,000.

These figures compare with a 58% overall increase in graduate enrollment in the same time period. Projections suggest that the number of non-traditional students will continue to increase over the next decade, but these older students will comprise about the same share of all

students in ten years as they do today."

Dean McClintock's remarks included discussion of Fielding's scholar practitioner model of doctoral education, transformative learning in support of social change, assessment of doctoral learning outcomes, and the role of the Institute for Social Innovation in supporting such learning.



COUNCIL OF
CGS

Council of Graduate Schools

The Council of Graduate Schools' (CGS) mission is to improve and advance graduate education in order to ensure the vitality of intellectual discovery. CGS accomplishes its mission through advocacy, innovative research, and the development and dissemination of best practices. Supporting graduate education is critical to achieving the highly skilled workforce needed for the U.S. to compete effectively in the 21st century global economy.

"Graduate education in the United States has been an enormously successful enterprise, serving the vital scientific, cultural and economic needs of the national and global community. Our graduate schools are epicenters of discovery, innovation, and application, leading to advancements that affect every one of us," states CGS President Debra W. Stewart. As a member association, Fielding promotes our vision of doctoral education that serves the public good and fosters social change.

“Leading Sustainability” with Katrina Rogers: Excerpt of Chapter from *Advances in Global Leadership*



Katrina Rogers, Director of ISI and Associate Dean of the School of HOD, has a chapter on “Leading Sustainability” forthcoming in a book on *Advances in Global Leadership*. Below is an excerpt of Rogers’s chapter.

Over the last three decades, the proliferation of conceptual writing and social science research on sustainable development, and its companion term, sustainability, has resulted in wide usage of these terms in the fields of finance, management, and leadership. Early writings called for the need for sustainable thinking as a way to create new ways for long-term economic and social viability (Carson, 1962; Ehrlich, 1968; Schumacher, 1973). Meadows et. al. (1972) argued for the establishment of stronger global governance; studies focusing on the economy argued for an ecological economics that created more humane societies (Daly & Cobb, 1989); still others such as Schmidheiny (1992), positioned business at the heart of a sustainable revolution, the next logical step for economies across the globe. The idea of corporate social

responsibility, where companies use their leverage to actively promote the public interest, adding people and the planet to the bottom line of profit (Freeman, Harrison & Wicks, 2007; Hawken, 1993), continues to resonate in the literature in work by Senge (2008), Vogel (2005), and Blowfield (2008). Emphasis is placed on the role that organizational leaders play in creating the conditions for sustainability.

Organizations are being asked by leaders in all sectors to take more responsibility for the ways in which their operations impact societies and the natural environment (D’Amato, Henderson, & Florence, 2009). Sustainable principles can be summed up as: developing sustainable thinking, building a sustainable knowledge base, and learning the latest sustainable frameworks for use in organizations. Leaders are positioned, often uniquely so, to open up for others and for organizations, the possibilities of change (Hart, 2005). This is not exclusively about personal development and transformation, although that is a factor. Leadership

offers occasion to change system conditions within and external to an organization. Leaders versed in sustainable frameworks can offer new ways of thinking about change, particularly in ways that are more viable for the long-term health of the organization. Recent literature frequently refers to sustainable innovation as coming from leaders who are charismatic, instrumental, strategic, and interactive (Bossink, 2007). As interactive connectors, leaders make significant contributions to opening up the world of sustainability to other leaders, as appropriate within their organizational contexts.

—Excerpt from “Leading Sustainability,” in Mobley, W. H., Li, M., & Wang, Y. (Eds). *Advances in Global Leadership*. Vol. 6. Bingley, UK: Emerald Group Publishing. 2010.

To read the entire chapter, please email Katrina Rogers at krogers@fielding.edu.

Sustainability Leadership Certificate to Launch in 2011

ISI is pleased to announce a new Sustainability Leadership Certificate that will launch in 2011. Leadership is critical for practitioners, executives, and consultants in the rapidly changing field of sustainability. The certificate will meet an increasing demand for professionals who can lead change based on a deep understanding of underlying of the forces that shape the field of sustainability. Participants will gain a deeper

understanding of sustainability through an interdisciplinary systems perspective that integrates ecological, economic, cultural and organizational theory and research. The certificate will enable participants to develop leadership skills that address sustainability issues and challenges.

For more information, please contact Katrina Rogers at krogers@fielding.edu.



Alumni Leader in Sustainability

“I’m very excited to be a part of an organization that is so well respected and contributing to one of the most important issues in our world today.”

—**Meghan Fay Zahniser (OMD 08)**, OMD graduate, STARS Program Manager, Sustainability Tracking, Assessment & Rating System (STARS®), AASHE.

Student & Alumni Publications & Honors

Mary Palevsky (nee Granados) (HOD 98) is the recipient of the National Council on Public History's "2010 Outstanding Public History Project Award," for directing the *Nevada Test Site Oral History Project (NTSOHP)* at the University of Nevada, Las Vegas, from 2003-2008. This work followed the research she conducted on the Manhattan Project for her Fielding dissertation and book, *Atomic Fragments: A Daughter's Questions*, published by the University of California Press.

Steven E. Wallace (HOD 06) served as guest co-editor of the July 2010 issue of the *Integral Review*, which focused on Emerging Perspectives of Metatheory and Theory.

Nathaniel J. Williams (ELC 08) published an article, "Fostering Success" in the July issue of

Success Magazine. The article tells his personal story of overcoming a childhood in foster care and success in establishing "Human Works" an organization that helps others in similar circumstances

Linda Klonsky (HOD) has presented at conferences including the Annual Conference of the Academy of Management, Montreal, the International Leadership Association Annual Conference in Prague, and at the Tobias Center for Leadership Excellence at Indian University.

Anna Szabados (ELC 05) accepted a position as the dean of the school of arts, communication and new media at Salt Lake City Community College.



ISI awards scholarships to students for innovative research and professional practice

Doctoral Research: ISI Scholarships

The Institute for Social Innovation awards \$2,500 dissertation scholarships at Fielding's national sessions. Students from the doctoral programs in Fielding's Schools of Educational Leadership & Change (ELC), Human & Organizational Development (HOD), and Psychology (PSY) are eligible to apply. We'd like to extend our congratulations to Winter 2011 honorees!

Wendy Tilton (ELC): *Adult Professional Development: Can Neuroscience Improve Learning?* This is an investigation of purported effective brain-based teaching strategies. She argues that there are unsupported conclusions about the efficacy of brain-



based products within the field of education and proposes a study to gather more data.

Solomon Caudle (ELC): *Community Theatre: A Holistic Mentoring Environment*

. This research serves as a powerful intervention for at-risk African American youths living in the great Newark New Jersey Area. This research adds to the literature on mentoring by considering new ways to approach mentoring. He suggests that theatre can be a powerful tool for establishing a mentoring environment for at-risk youth.



HOD Scholarship Recipients

The School of Human & Organizational Development offers scholarships to doctoral and masters students, currently enrolled in the program. Congratulations to recent recipients!



Wendy Overend
The Experience of Higher Education Senior Administrators During Presidential Change.



Teresa Strong
This is a project to create a customized training program for professionals in domestic violence services.



Megumi Sugihara
World Social Forum & African Farmer's Alternative to Green Revolution.



Silvina Bamrungong and Drew Foley are presenting two workshops at the Ubiquitous Learning Conference, December 9-11. The workshop are titled *Real Virtually* and *Play and Possibility*.



Cliff Hurst
Discerning Entrepreneurial Judgment.



The next scholarship cycle will be announced in March 2011.

Don Bushnell Endowed Scholarship for Organizational and Social Change



Corliss Love Harris (HOD): *Acholi, Ugandan Women Leaders During & After the Lord's Resistance Army Insurgency.* Ms. Harris is conducting a study of how women leaders

have emerged in post-civil war Uganda have organized reconciliation and resettlements efforts.

The Bushnell Scholarship is the first endowed fund at Fielding designed to support dissertation research in the areas of organizational and social change. It is an annual award that is presented at Fielding's national session in Santa Barbara. The next deadline is May 13, 2011. For more information, please contact Katrina Rogers at krogers@fielding.edu.



ISI awards scholarships to students for innovative research and professional practice

Transformational Learning For Social Justice at Highlander



Fielding doctoral students at Highlander Research Center, Tennessee

In October, a group of 18 Fielding students, faculty, and alumni participated in the annual workshop at the Highlander Education and Research Center in

Tennessee organized through the HOD doctoral program concentration in Transformative Learning for Social Justice.

Titled "We Make the Road by Walking: Participatory Learning, Research, and Action for Social Change," the workshop gave participants an opportunity to learn firsthand about the Highlander approach to adult education and social change, both its rich history and current projects, and to work on ways to integrate this approach into their own lives and work as scholar-activists.

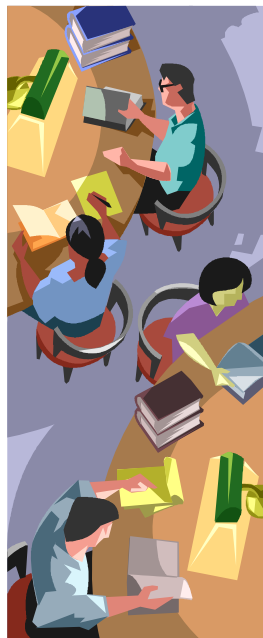
The program included meetings with Highlander staff to learn about current initiatives such as work on immigrant rights and cross-border labor organizing in the global economy, a field trip to learn more about local struggles for racial justice and environmental/economic activism, and cultural events (on the history and music of the civil rights movement, and a night of square dancing). It was an inspiring event for all involved.

Doctoral Research: ISI scholarships

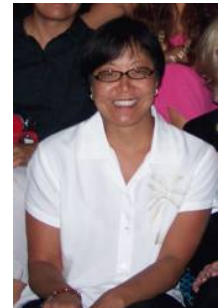
We went to press before last summer's ISI scholars had been named, so we'd like to extend our congratulations to Summer 2010 Honorees!



Yabome Gilpin-Jackson (HOD), *Growing out of Trauma: Understanding Posttraumatic Growth (PTG) from the Perspective of West African War Survivors.*



Kathy Kaya (HOD), *Liberation through Learning: An Exploration of how Sansei Women Understand their Experience of Oppression.*



Online Coaching Courses: 8-week & 12-week Courses Launch

In our suite of new 8-week and 12-week online coaching courses, participants will engage in evidence based learning and active dialogue, learn from educators who are experts in their fields, and earn graduate-level academic credit and Continuing Coach Education Units (CCEUs) awarded by the International Coach Federation. To register visit <http://www.fielding.edu/programs/ProfessionalDevelopment/coaching>.

Spring 2011:

January 24 – April 15

May 16-August 5

OMD 649: Evidence Based Coaching Theory (12 weeks)

4 graduate-level units or 6 CEUs, and 37 CCEUs

In response to the growing need among coaches and professionals seeking to coach to have a distinct edge in a crowded market, our 12-week blended Evidence Based Coaching (EBC) certificate brings together theory and research from a variety of disciplines—including psychology, communication, leadership and organizational studies, adult development and adult learning—with current techniques and strategies in coaching. You will learn how to apply a range of theories to your coaching practice.

Instructor: Leni Wildflower, PhD, PCC. Price: \$2,880

January 24 – April 15

OMD 688: Team and Group Coaching (8 weeks)

3 graduate-level units or 4.5 CEUs, and CCEUs

In recent years, one of the most innovative and successful developments in coaching is the use of specific coaching skills for groups and teams. Group and team coaching require specific and different skill sets. In this course you will learn the difference between group and team coaching, and practice a range of coaching skills designed to aid both groups and teams in delivering effective, efficient, and creative outcomes. Instructor: Laura Hauser, MS, PCC Price: \$1,920.

Summer 2010:

May 16-August 5

September 26-December 16

OMD 665: Neuroscience, Mindfulness and Coaching (8 weeks)

3 graduate-level units or 4.5 CEUs, and CCEUs

In this course you will learn the latest key findings from the field of interpersonal neurobiology, examine the nature and role of mindfulness practice in personal development, and consider how these concepts and practices can foster the cultivation of a mindful coaching presence.

Instructor: Janet Baldwin Anderson, PhD, ACC. Price: \$1,920

May 16-August 5

OMD 667: Individual Coaching: Advanced Skills (8 weeks)

3 graduate-level units or 4.5 CEUs, and CCEUs

As coaches continue to practice, there is a need for more advanced training, both in skills and theory. This course discusses issues including challenging the client, handling conflict situations, and managing the line between skillful coaching and therapy. Emotional intelligence, positive psychology, and behavioral therapy techniques are three of the most common and popular methodologies employed by coaches to affect individual change. Participants will learn the theories attached to these techniques and specific strategies for implementing them in a coaching engagement. Instructor: Leni Wildflower, PhD, PCC Price: \$1,920

For a description of courses that will be offered in Fall 2011, please visit <http://www.fielding.edu/programs/ProfessionalDevelopment/coaching>.

Institute for Social Innovation: ISI Fellows

Fellowships for students and alumni who seek funding for research in support of social change

The ISI Fellows Program is designed for Fielding students and alumni who need an academic partner to secure funding and support for a social innovation project. The duration of the appointment is one year from date of project approval, with renewal contingent on duration or subsequent project preparation. Remuneration for Fellows is contingent upon funding and follows university standards. All appointments include the use of Fielding business cards, access to FELIX and library resources, and consultative assistance from ISI staff. Fellows share project outcomes with the Fielding community at sessions, clusters and/or through online presentations.

The Institute reviews project proposals on an annual basis. Applicants should review the document titled "Partnerships with ISI" and give special attention to the success factors for funded projects in each of ISI's three program areas:

<http://forums.fielding.edu/visible/aca-1/dispatch.cgi/cinsforum/folderFrame/100252/0/def/f398>

- Frontiers in Research
- Leadership for Change (continuing education courses and certificate programs)
- Organizational Development

Project proposals are assessed based on their fit with ISI's mission potential for strengthening social capital, and where relevant the likelihood of external funding. Project proposals need to include a one-page description of the project, a budget and resume or c.v. The next deadline will be announced this spring.

ISI Fellows, 2010-2011

Anita Chambers, HOD 09

The Bioethics of Developing Emerging Technology: A 360 Degree Phenomenological Study

Anita has nearly 25 years experience in the medical industry where she has successfully developed and launched 26 medical devices.

Paul Dann, HOD 08

Generative Leadership and Nonprofit Organizations: Alternative Leadership Development

Paul is the Executive Director for NFI NORTH, a non-profit organization dedicated to serving the welfare of children, youth and families, adults and seniors.

Rick Daniels, HOD 07

An Exploration of Adoption of the Electronic Health Record: A Socio-technical perspective

Rick has over 30 years experience in IT management, specifically in the areas of knowledge management, and organizational change influenced by technology deployment.

Peter deMaCarty, PSY 85

Examining the Moral Freedom and Responsibility of Business Leaders

Peter is Managing Director of Beacon Management Consulting. He

focuses on developing leaders working to create social and environmental sustainability within the corporate sector.

Ruth Edwards, HOD 08

Critical Social Research Theory: Becoming a Black Woman

Ruth has 25+ years as an educator and social justice activist. Using a critical social theorist lens she is researching identity formation for black women.

Charlyn Green Fareed, HOD 06

Coach A Woman-Change Her World: The Power of Community-based Coaching

Charlyn's commitment to respond to the need for community-based coaching for poor and minority women was the driving force behind the development of the Genesis Life Development Center for Women.

Jeff Leinaweaver, HOD 08

Restoring the Wisdom of Myth and Narrative for Sustainability Change

Jeff is the principal of Global Zen Coaching and Consulting and is committed to helping people, communities and organizations achieve their highest potential using a variety of methods such as The World Café, Pachumama Alliance work, and The Natural Step.

Anne Litwin, HOD 08

Shadow and Light: Patterns of Relationship Between Women in the Workplace

Anne has been an internal and external consultant, executive coach, and trainer for more than 25 years in a wide variety of organizations throughout the US, Europe, and Asia.

Laura Mitchell, ELC 09

Preparing Teachers to Work in Multicultural Environments

As a professor at the University of Houston/Downtown, Laura works with students from Latino(a) backgrounds who want to become teachers in urban schools.

Steve Wallis, HOD 06

Founding the Foundation for the Advancement of Social Theory (FAST)

The mission of FAST is to develop objective measures for advancing theory, benchmark theory advancement across the social sciences.

Thom Werner, HOD 09

Scholar craftsmanship: A qualitative analysis exploring the efficacy of a quadrant-developed methodology for the construction of dissertation research.

With twenty-five years experience as a physical therapist, Thom has served his profession as a lecturer, clinical specialist, and an educator-supervisor of clinical interns.

Evidence Based Coaching

Transition Management Workshop Change Your Job, Change Your Life!

**A workshop for coaches and professionals
January 21-23, 2011 in Santa Barbara**



In this innovative hands-on workshop, Jenny Rogers and Dr. Leni Wildflower will present strategies for helping clients manage transitions and move into new jobs and careers with success and confidence. In the workshop participants will have opportunities to practice a complete career-coaching cycle. Topics presented include assessing the need for change; the importance of personal "brand" in changing careers; tapping into the informal job market; handling the job interview; CV writing; and navigating the first one hundred days in a new job. Accompanying the workshop is a complete handbook for coaches with questionnaires and instruments specifically designed for this topic. 16

CCEUS will be awarded. The workshop will be held at the Hotel Mar Monte in Santa Barbara from January 21-23, 2011.

Workshop Schedule:

Friday, January 21

Welcome Reception: 7:00 p.m.

Saturday, January 22

Workshop: 10:00 a.m.- 4:00 p.m.

Dinner and Dancing: 7:00 p.m.

Sunday, January 23

Workshop: 9:00 a.m.- 2:00 p.m.

Price: \$500 (includes Saturday night dinner and dance)

To register, visit

[http://
transitionmanagement.eventbrite.com/](http://transitionmanagement.eventbrite.com/)
or contact Amy Boutell at
aboutell@fielding.edu or 805.898.2906.

Instructor Bios

Leni Wildflower, PhD, PCC is the Director of Coaching Initiatives at Fielding and a faculty member in the EBC program. Dr. Wildflower designed and launched the Evidence Based Coaching program at Fielding. Her comprehensive book on Evidence Based Coaching, co-edited by Diane Brennan, will be published by Jossey-Bass in 2011.

Jenny Rogers, MA is a pioneer of executive coaching in the UK with 18 plus years of continuous experience. Jenny spent fifteen years at the BBC where she was a television producer. She also worked as a manager and in publishing before becoming a founder-director of the UK consultancy, Management Futures Ltd. Her books include *Coaching Skills: A Handbook* (2009); *Facilitating Groups* (2010); *Adults Learning* (2007); and handbooks on *MBTI and FIRO-B*.

Evidence Based Coaching Certificate

The blended delivery method of the program, a combination of online and telephone training with two face-to-face sessions, accommodates students who live across the world.

EBC graduate Raija Salomann was quoted in Finland's top leadership and coaching magazine, *Valmennus*, as saying that "Fielding is one of the best coaching programs in Europe and the only one to

offer asynchronous learning, face-to-face sessions, and the latest theory and practice from the United States."

The EBC certificate program is based on theory and research from disciplines such as psychology, communication, and organizational studies. Graduates are qualified for certification by the International Coach Federation. As part of Fielding's

commitment to social justice, EBC requires participants to contribute one-third of their training on a pro-bono basis to non-profit agencies in need.

The program start dates are in January, May, and September 2011.

For more information, contact Amy Boutell at aboutell@fielding.edu.

Social Entrepreneurs in HOD



The School of Human & Organizational Development supports social entrepreneurship in three broad academic areas: adult development, organizational systems, and civil society.

In the Institute of Social Innovation Newsletter we showcase the socially inventive work of our alumni. In this issue we are proud to feature **Jeff Leinawever, PhD (HOD 08)** as an exemplary Fielding Social Entrepreneur in the area of sustainability.

Sustainability, Entrepreneurship, & Storytelling

“Once Upon a Time there will be, there is, there was... a way to sing the stories of the living world; a way of bringing wisdom, engagement, and insight to the greater human tribe. The shaman, bard, trickster and magi were all ‘singers’ of this mystery—weaving myth and wildness as sacred truth, while leaving breadcrumbs of living paradox for us to cherish. These traditions give us the term ‘mythsinger’ and celebrate myth as a sacred truth of our animate kinship with all life.”

—**Jeff Leinawever**

It is in this tradition of mythsinging that Jeff Leinawever, PhD (HOD 08) has been engaged as a social entrepreneur, sustainability consultant and mythsinger. As a social researcher and fellow at the Institute of Social Innovation, Jeff has been able to leverage his eclectic background as a scholar-practitioner and creative artist to create new and adventurous social programs that bridge action learning, strategic sustainability and entrepreneurship with storytelling. As an outcome of his work as an ISI

scholar, Jeff will soon launch the Greenfield Innovation Project, a community-based social incubator program that will develop leaders from seed to market by way of a pioneering sustainability model that he is coining Mythic Permaculture. This program will focus on re-skilling individuals to become social entrepreneurs and sustainability activists by way of an interwoven curriculum that stresses a corporate sustainability training program that leverages the living world, wild rites, ritual life, shamanic practice and mythtelling.

Jeff takes the position that most corporate sustainability programs, and sustainability research do not fully account for the mystery of our living world. The Greenfield Innovation Project offers a unique opportunity for leaders at the grassroots and corporate levels to re-engage with their own mytho-poesis and become social entrepreneurs who can equally embody the mind of a capitalist with the heart of a mythsinger. Jeff Leinawever is principal and founder of Global Zen, a social

venture company focused on strategic sustainability, social innovation and change. Jeff is an associate of The Natural Step Network and holds a Permaculture Design Certificate. He has worked with and advised a diverse line-up of organizations, communities and leaders, including The Ocean Conservancy, Institute of Conservation Leadership, World Wildlife Fund, Amazon.com, Bainbridge Island Chamber of Commerce and others.

Jeff is also a storyteller, voice-over artist, musician and improviser. He has performed with Bob Hope, Dionne Warwick, Ray Charles, Andy Williams and both the Arizona and Seattle Operas. He has also been heard on various national commercial campaigns and video games. Originally from Colombia, Jeff now lives on Bainbridge Island, Washington with his wife, daughter, two crazy dogs, and six chickens.

Custom Programs for Corporate, Government, & Nonprofit Organizations

ISI teams work with for-profit, non-profit, and governmental organizations to increase their organizational effectiveness and ability to lead and manage change.

Employees learn to solve workplace challenges through a collaborative process that involves multiple stakeholders within their organizations and communities.

Our blended delivery model (online, teleconference, face-to-face) is an excellent solution for organizations because it provides a cost-effective way to involve more people in the process, which leads to more effective organizational change.

The following list includes current and previous programs:

Corporate programs:

- British Petroleum (BP)
- Disney Corporation
- First Data Corporation
- Palmetto Health of South Carolina
- Prudential Life Insurance



Nonprofit and government effectiveness projects in Santa Barbara County:

- CALM
- Casa de Maria
- Casa Esperanza
- City of Santa Barbara
- Community Environmental Council
- County of Santa Barbara
- Court Appointed Special Advocates (CASA)
- Foodbank of Santa Barbara County
- Good Samaritan Services
- Neighborhood Health Services
- Transition House

Projects in other regions:

- EcoSocial (Brazil)
- Institute for Conservation Leadership (MT)
- Keystone, (China)
- North County Community Health Care (AZ)
- Orion House (NH)
- Re-AMP Environmental Network (WI)
- The Center for Creative Leadership (NC)
- Wilderness Inquiry (MN)



For more information on custom programs, please contact Leni Wildflower at lwildflower@fielding.edu.

Call to Alumni

Are you interested in partnering with Fielding to help design a custom program for your organization?

We're offering a range of custom programs and initiatives for your company, which could include hiring you to help design, train, or coach in your organization along with a Fielding faculty member. Please contact Leni Wildflower for more information at lwildflower@fielding.edu

Friends of the Institute for Social Innovation

Foundational Friends of ISI

Adams Legacy Foundation
Hutton Foundation
James Irvine Foundation
W.K. Kellogg Foundation
Kettering Foundation
McCune Foundation
Transition Foundation
The Towbes Foundation

Santa Barbara Partnerships

CALM
Casa de Maria
Casa Esperanza
City of Santa Barbara
Community Environmental Council
County of Santa Barbara
Court Appointed Special Advocates (CASA)
Foodbank of Santa Barbara County
Good Samaritan Services
Neighborhood Health Services
Transition House

National Partnerships

African American Health Care Initiative, California
AARP, Washington, DC
Arrowhead Economic Opportunity Agency, Minnesota
Center for Creative Leadership, North Carolina
Citizen Action of Wisconsin, Wisconsin
Connecticut's community-technical colleges, Connecticut
Darke County League of Women Voters, Ohio
Engaging Solutions, Indiana
Envision Central Texas, Texas
Genesis Coaching and Consulting, Georgia
Hope Community Center, Florida
Institute for Conservation Leadership, Montana
Interactivity Foundation, Indiana
Maricopa Community College, Arizona
North County Community Health Care, Arizona
Orion House, New Hampshire
Penobscot River Cooperative, Maine
Public Dialogue Consortium, California
Re-Amp Environmental Network, Wisconsin
UHD Center for Public Deliberation, Texas
Volunteer Center for Sonoma County, California
Wilderness Inquiry, Minnesota



For more information on the Institute for Social Innovation

Please contact Katrina Rogers, PhD
Director, Institute for Social Innovation

Email: krogers@fielding.edu

Tel: 805.898.2924

<http://www.fielding.edu/whyFielding/ci/isi.aspx>