



## One University with Two Anniversaries: A Brief History Lesson from President Cox

This Annual Report looks back over the academic and fiscal year of 2007-08. However, in keeping with our forward-looking spirit, we're already focusing on 2009, an auspicious year for Alliant. We celebrate two important milestones in the coming year: our 85th anniversary of service in San Diego, and the 40th anniversary of the founding of the California School of Professional Psychology (CSPP).

Alliant's history combines the legacies of two innovative, iconoclastic institutions, each of which has left a mark on American higher education. Alliant was formed in 2001 by the combination of United States International University (USIU) and CSPP. USIU traces its roots back to 1923, when Balboa College was established in San Diego. Balboa later was reorganized as California Western University, and then later changed its name to USIU. The mission of USIU—to promote international understanding through education—brought globalization to education long before it became a buzzword.

CSPP was founded in 1969 by the California Psychological Association with a mission to transform the training of clinical psychologists. It has had a profound effect on the profession and became the model for many other professional psychology programs. From its beginning, CSPP had a strong commitment to social justice and service to diverse communities.

Through their intellectual communities, both USIU and CSPP contributed powerfully to the vision that is held by Alliant today. We hold fast to ideals of international peace and cooperation, of opening the doors of opportunity to people from diverse backgrounds. It comes as welcome news, but no surprise, that *Diverse Magazine* in 2007 recognized Alliant for awarding more doctorate degrees in psychology to African-Americans, to Hispanics, to Asian-Americans and to minority students overall than any other US university! *Diverse* also ranked Alliant #9 for awarding business doctorates to African Americans and #10 for awarding business doctorates to all minorities.

That achievement is tightly bundled with our deep-rooted and continuing commitment to “social engagement”—using scholarship and service to solve human problems. In addition, we are committed to a style of education that combines academic rigor and practical, mentored “hands-on” learning that ensures that our graduates enter their professional practices with knowledge and skills that ensure that they can be productive from day one.

This Annual Report is meant to provide some snapshots of the people of Alliant—faculty, students, staff, alumni and trustees—each of whom represents Alliant's commitments to service, leadership and innovation. Tens of thousands of people have participated in Alliant's history, and each one has a unique story that might also have been included in these pages. I am immensely proud of the work the members of the Alliant community do in improving the lives of people in diverse communities around the world.

As we look forward to a special year, I have enjoyed rediscovering our collective past with Alliant's faculty, alumni, staff and students. Together, we have gained a deeper understanding of how shared ideals have shaped Alliant's present. I hope that you will enjoy the historical context we have provided in this annual report, and that you join me in looking forward to what will be an even more exciting future.



## Julius Robinson: Opening the Gates of Opportunity

When I was growing up in the Watts Community in South Central Los Angeles, my view of the world was colored by poverty, often limited to the meager offerings of the housing projects that were the construct of

my neighborhood. I was ignorant, if not afraid, of the world outside the few square blocks I called home. But, like many other young black men, I was blessed with a mother whose aspirations for me far exceeded these boundaries. She knew that life could offer me more.

It was through her eyes that I began to understand that I had the capacity to excel and succeed, despite my surroundings. I went to parochial school and, supported by her, I did reasonably well. In 1972, I was offered admission to Howard University in Washington, DC: the African-American Harvard—the ultimate black educational and social experience.

I was a proud and happy guy! For me, going to college was the gateway: the key, the brass ring. College meant getting out of the cycle that existed in the neighborhood, and I just knew that Howard was the place for me. But my mother—thank God—had a much more enlightened viewpoint about where I should go to school. She told me quite bluntly that I would always be black: I didn't need to go to Howard to reinforce or change that.

She said my world would not always revolve around my race and that I needed to prepare myself to live in a wider more diverse world. Her advice was for me to attend United States International University (Alliant International University). It was at USIU that my eyes were opened to possibilities and options that I wouldn't otherwise have seen, given my limited life experience. For example, in high school I had to study Spanish even though I had no vision of ever using it. Yet three years later, I was living on the USIU campus in Mexico City—where, by the way, I did learn something more than “otra cerveza por favor.”

I believe the most important skill of all is effectively communicating with those who are different. I'm an executive at Union Bank of California, where there is a very strong sense of cultural identity that comes from the Japanese parent company. It takes a certain level of openness and humility to set aside my own point of view and understand others'. If I hadn't sat beside, eaten with, or shared time with fellow USIU students from Mexico, France, Israel, Samoa, Turkey and Kenya, I would never have been able to fully understand how much we all are different—and how much we are alike.

So, my Mom was right, it was far more valuable to have found my place in a larger world where my challenges were perhaps greater, but where my rewards have been beyond my highest expectations.

Alliant and its legacy institutions, United States International University and the California School of Professional Psychology, have always attracted people who are not content to follow the usual path. Our students contribute to a spirit of innovation that permeates all of our programs. Two former students—now successful professionals and Trustees of Alliant—recall why they chose Alliant as the starting point for their careers.



## Don Nadler: Responding to Real Needs

"Before I came to CSPP, I was in Milwaukee working in a rehabilitation agency with mentally retarded and mentally disturbed individuals. I placed them in jobs. I had started doing some counseling and wanted to do more.

"I researched all the schools that had clinical psychology programs and applied to 12. My criterion was to develop strong work experience with people who were working with social problems, and CSPP was perfect for me!

"I moved to San Francisco in 1974 with my wife Julie, who was six months pregnant. The school was located in a warehouse Potrero Avenue with plastics and glass manufacturing down below. The furnishings, for the most part, were pillows. So we sat on the floor and learned and were mentored by some of the best clinicians in the Bay Area.

"We had real world experience from day one. The first year, I had an internship with a San Francisco community health day care program, dealing with medicated psychotic individuals. The second year, I was at San Francisco General Hospital, where they had the beginnings of a behavioral medicine program. My third year was with the Family Service Agency in Marin County. The fourth year, it was at the San Francisco State University Health Center, working with their students.

"CSPP definitely helped me launch my professional practice. It gave me skills and experience. It also gave me a connection with a large professional network—that's essential for finding a job and setting up a practice. And the CSPP name was well respected in the psychiatric community.

"Over the years, the contact I have had with my CSPP friends and associates has been very satisfying. We know that our clinical training was focused and intent, and the fact is that you don't get that at Berkeley or Stanford; their programs are still oriented toward research. CSPP started this kind of clinical training, and now there are other schools on this model around country, but none have the experience and comprehensiveness of what we have. CSPP is in the forefront. I find others somewhat superficial. We were and are innovative—in culturally and socially diverse ways.

"I was surprised at first to learn that my son wanted to be a psychologist, and then that he was applying to CSPP! Now, six years later, he's done with his post doc and getting into the field. So you can count me as one proud dad, a proud CSPP grad and one proud alum."





## New Board Chair Elizabeth A. Fetter: Changing with the Times

"It's a time of change," said Elizabeth A. Fetter, who became chairperson of Alliant's Board of Trustees in 2007. As a three-time CEO with deep knowledge of the software and technology sectors, she thinks that the current dicey business climate makes it "important to focus on basics; stick with one's principles." These are the lessons she brings to her leadership of Alliant's board.

Fetter is enthusiastic about Alliant's "professional practice" model of education. "All education can use a practical bent," she said. "Alliant's emphases on applied scholarship and hands-on training mean that faculty and students have immediate impact on the world. The University continues to be an innovative leader in many areas," she said.

Fetter's career of more than 25 years has focused on helping organizations and people realize their potential. With the University's big picture in mind, it's imperative to strengthen our base of philanthropic support "that can sustain us for the long term," she said. Meanwhile, in keeping with her philosophy, Fetter said Alliant is "continuing to execute the basics." She cited fundamentals such as technology infrastructure, faculty development and competitive pay that help Alliant to be primed for growth, possibly when the economic climate is more conducive.

Fetter earned a Masters Degree from the Tepper School of Business and Heinz School at Carnegie-Mellon University. She also attended Director's College at Harvard School of Business and Exeter University in the UK. She has guest-lectured at business schools and is a popular keynote, panel and commencement speaker. Fetter particularly enjoys taking questions during panels and workshops, as that helps her feel "more assured that my remarks are helping to address some needs or concerns."

In addition to the Alliant Board of Trustees, which she joined in 2004, the self-described "change agent" continues to serve on three public company boards and consult, currently with a regional retailer. Fetter said companies are either "in transformation, trying to grow, battening down the hatches or all three. No company I've seen lately is standing still, and that's true of Alliant also!" she said.



## An Eyewitness to History: Dr. Ruth Troeller

Ruth Troeller, PhD, an instructor in the Business and Management Division at the Mexico City campus of Alliant, has nurtured a deep engagement with intellectual and civic life for seven decades. Earlier this year, Stanford University Library's Special Collections department asked to preserve Dr. Troeller's personal journals and papers—a running commentary on the extraordinary events and people she has encountered -- as part of its permanent collection.

Ruth's passion for civic involvement took the fore in her native Luxemburg in the 1940's. Shortly after her wedding in occupied France, she and her husband Gordian organized an underground route from Luxemburg to Portugal, enabling young men to escape conscription into the Nazi armed forces. "Parachuting and treason were of the order of the day," she said, and yet she soon got accustomed to the violent, dangerous environment.

Her academic career began soon afterward. Troeller established a friendship with André Malraux, the French resistance leader and existentialist writer. During that period, she also came into contact with Jean Paul Sartre, Gabriel Marcel and other Paris philosophers. Malraux, who became French Minister of Culture under De Gaulle, encouraged Troeller to start a formal university education. She began her studies at Bedford College for Women, London University.

An invitation from existential philosopher Karl Jaspers led Troeller to Basil, Switzerland. After three years, she was considered one of Jaspers' two disciples: the other was Hannah Arendt, the well-known political philosopher who coined the term "totalitarianism." During her time in Switzerland, Troeller also assisted at lectures of renowned philosopher Karl Barth in Zurich and studied under Martin Heidegger in Freiburg.

During the 1950's and 1960's, Troeller enrolled at the London School of Economics and earned a PhD, an unusual accomplishment for a woman in those days. She accepted a position at the University of Surrey where she created and led the division of International Economics. Troeller remained a professor at Surrey for 15 years and, during sabbatical years, guest-lectured at universities in Japan, Hong Kong, Cairo, France, Rome, Madrid, Canada and Colombia.

During the Vietnam era, Dr. Troeller worked in England at a re-entry camp for US Air Force officers. "It was wonderful for me, a young woman, one of greatest and most terrifying experiences of my life," Troeller said. "They all had had experiences of war that robbed of their equilibrium. There were many suicides, many dramas. Even in my classroom there was a suicide. I could see how humans

could come to a state of fear and despair. It was my period of learning how low humans could get. Teaching there was a great and terrible experience, but it made me a better human being."

In 1973, "the world petroleum situation had drastically changed," and Troeller was invited by the Venezuelan government "to help them cope with their new financial situation," she said. She was appointed Academic Director of the International Institute of Capital Markets of the Organization of American States. Mexican president Luis Echeverria at that time was deliberating over whether Mexico should join the Organization of the Petroleum Exporting Countries (OPEC). He asked her to compile "a report on the political situation and aspirations of oil producing countries," she said.

Thus began a university career in Mexico that continues to this day. She has consulted and taught at such institutions as the Mexican Central Bank, Tecnologico de Monterrey, and Colegio di Mexico. In 1982 she began teaching at Alliant's Mexico City campus, then called Universidad Internacional de Mexico. In 1991, she created the Troeller Institute for Global Studies, in which she is able to combine her intellectual interests in Philosophy, Psychology and Finance. The Institute worked in close connection with Alliant and today Troeller said she teaches "enthusiastically" in both institutions, "attempting to ever improve" them.

Dr. Troeller has donated her personal library of some 5,000 volumes to Alliant. To honor her generosity and long service to the University, the library at the Mexico City campus will be named in her honor in a ceremony later this year.



*Andre Malraux with Charles DeGaulle*



*Refugees being smuggled through southern Europe*



# Diversity

*Diverse Magazine* in 2007 recognized Alliant for awarding more doctorate degrees in psychology to African-Americans, to Hispanics, to Asian-Americans and to minority students overall than any other US university! *Diverse* also ranked Alliant #9 for awarding business doctorates to African Americans and #10 for business doctorates to all minorities. The Rockway Institute has calculated that despite its relatively small size, Alliant has the largest number of faculty members specializing in Gay, Lesbian and Bisexual issues of any university in the US. And Alliant's San Diego undergraduate student body has repeatedly been ranked as the nation's most international student population by *US News & World Report*. This diversity should come as no surprise, given that commitments to diversity are deeply rooted in the history of both sides of the Alliant family.



## Serving the Public: Mervyn Dymally, PhD, USIU 1978

Mervyn Dymally had already graduated from college and was a special education teacher when he found his true calling. In 1962, he was elected to the California State Assembly, and "once I got into public life, that was it!" he said.

In 1996, Dymally became the first African-American elected to the California State Senate. He ascended to the office

of Lieutenant Governor and served alongside Governor Jerry Brown. Dymally had responsibility over the State Commission for Economic Development and the Commission of the Californias. Among other accomplishments, he cast the tie-breaking vote for one of the nation's first gay rights bills in 1975.

He enrolled in a doctoral program at Alliant (USIU) and in 1978 earned a PhD in human behavior. "The instruction was excellent," he said, and the flexible program "presented an opportunity for a working man to take weekend classes." He served as Lieutenant Governor until his graduation, but lost his bid for reelection that year.

His continuing passion for public service drove him to run for Congress in the 31<sup>st</sup> Congressional District representing South Los Angeles County. He won the race easily in 1980. Dymally, who grew up in Trinidad, British West Indies, became the first foreign-born black American to serve in Congress. "I never thought that a black immigrant would get elected to public office! I was just at the right place at the right time—and met the right people," he said. He spent 12 years in Congress, retiring in 1992.

His voting record reflects his liberal democratic philosophy that was born in 1960 when he heard about "the Greensboro sit-in," considered to be the first student protest of the modern civil rights movement. "I asked myself, 'what was I doing in Pasadena when Rome was burning in Central Los Angeles?'" Dymally's response was to organize a Young Democratic Club; through it he met many of the influential liberals of that time, including Robert F. Kennedy.

After a number of years working as a business consultant and teaching, Dymally returned to politics at the age of 76 when he was elected once again to the California State Assembly. "I am proud that my record of maintaining affordable college tuition costs, fighting for universal health care, as well as my record on environmental issues, and others, has resonated with democratic voters," Dymally said in a 2008 press release. In January 2009, Dymally will leave the California Assembly and likely return to the private sector.



DIVERSITY



# Innovation

*A substantive measure of Alliant's success has always been its ability to offer meaningful contributions to tough social problems. The community benefits begin with students: CSPP students alone provide over one million hours of service annually to their local communities; postdoctoral CSPP graduates provide an additional 425,000 hours of professional service in the United States in preparation for licensure. Graduate School of Educations students contribute to inner-city classrooms as teachers and student teachers, while Marshall Goldsmith School of Management students contribute to local businesses as interns, consultants and employees. Faculty members impart value to communities through their lectures and their deeds: as scholar-practitioners, many have active professional practices where they contribute to schools, communities and businesses. Faculty research contributes to solving a variety of social and economic problems. Finally, our alumni sustain the impulse to contribute; they can be found in behavioral health, government and educational service work around the globe.*



## Addictions Institute: Responding Internationally to a Universal Problem

Although addictions ranging from alcohol to drugs and gambling have damaged millions of lives, the study and treatment of addiction has struggled at times for recognition within the behavioral health field. With the opening of the Addiction Institute at the California School of Professional Psychology (CSPP), Alliant has moved to both redress the damage done to individuals' lives and to address the field as an area of serious academic inquiry.

The Addiction Institute's faculty will strive to "highlight addiction as a critically important issue for psychologists to understand...at a depth that has not been offered anywhere," said Stephanie Brown, PhD, the Institute's co-director. Steven Bucky, PhD, the other co-director, has been a CSPP professor since 1972, while Brown directs her own Addictions Institute, an outpatient counseling and therapy program in Menlo Park, California.



In contrast with the "early days," of the 1970s, Bucky said that today "alcohol is viewed as a drug—with the key difference being its legality." An estimated 7-8 million addicts live in Mexico. Although the traditional Mexican drug of abuse was alcohol, the country is dealing with an unprecedented epidemic of drug use. The number of new patients at Mexican treatment centers has more than quadrupled since 2000.

To respond to such need, Alliant's Addictions Institute was established last fall with an initial gift of \$100,000 from the Monte Fenix Foundation of Mexico City. Jorge Larrea Espinosa, Chairman of the Foundation, is an alumnus of Alliant's Mexico City Campus and a former Trustee of the Alliant Board. The Monte Fenix Clinic, a "flagship" institution in Mexico, has provided addiction treatment since 1979.

Alliant's Addiction Institute is genuinely international – yet virtual, with programs located in San Francisco and San Diego, as well as a research branch in Mexico City. Through its partnership with Monte Fenix Foundation and Clinic, the Institute will be able to offer “the best of both worlds: the best pedagogy and best clinical practice,” Larrea said. Students will learn to assess and treat addictions, Bucky added, and be required to participate in clinical training throughout the program, because “that’s key to what makes CSPP unique.”

Most psychologists have only “meager” training in this area, according to Bucky. That is one reason he is particularly excited about workshops that Dr. Brown will lead at California campuses during the 2008-09 academic year. The lectures will include the “Addicted Family: A Developmental Model of Recovery” in San Diego and San Francisco, and “Addiction, Trauma, and a Developmental Process of Treatment and Recovery” in Fresno. “Continuing Ed exists always to remind practitioners in any arena that addiction is likely present. They have to be able to find it—to see it—to be able to intervene,” said Brown.

“It’s expensive to treat (addiction). But it’s more expensive to ignore, and I think the Mexican government is much more aware of the problem (than previously),” Larrea said. Citing a shortage of qualified professionals in Mexico, Larrea emphasized how important the Institute’s training component will be. Alliant faculty and students will be able to interact with researchers and practitioners from the Monte Fenix Clinic as well as to have internship and field study opportunities in Mexico.

The Institute will sponsor applied, clinical research on the causes and treatment of all forms of addictive behavior. “Everybody wants to do the right thing, but we want to have more than good intentions. (We need to know) what works (as well as) how to assign the resources to help out the most people,” said Larrea.

Among the research projects in the planning stages are two that Bucky said are particularly exciting. The first, at the request of the Mexican government, will look at the addiction patterns among women incarcerated for violent crimes in Mexico. The second, based in Mexico as well, will focus on people who have remained totally abstinent over a long period after overcoming an addiction. This unique study will try to determine what factors contribute to long-term sobriety and be conducted internationally and cross-culturally.

In the slightly longer term, Bucky said he would like to put together “a think tank” of addiction experts. He envisions amassing the nation’s expertise at an annual or semi-annual conference to discuss the steps necessary to “move the field forward.”



## David Bainbridge & Jose Eduardo Villanueva Reyes: Managing for a Greener Future

While some would claim that the trademark green polo shirts worn by faculty and students in the Marshall Goldsmith School of Management (MGSM) pay homage to the favorite color of the school's namesake, others argue that the color is a sign of the times. MGSM, which launched a course concentration in sustainable management last year, is home to both faculty and student environmental leaders.



"It's been very encouraging to see how quickly issues of sustainability have finally taken off. The last two or three years have been astonishing," comments MGSM associate professor David Bainbridge. Bainbridge, who received the American Solar Energy Society's Passive Solar Pioneer Award honoring innovative work on environmentally responsive buildings and solar energy for ventilation, heating, cooling and lighting in 1994, teaches courses such as "Ecotourism" and "Leadership for the Triple Bottom Line." He also provides state-of-the-art advice about sustainability to businesses and governments including the City and County of San Diego and Alliant International University.

At the Alliant campus in Mexico City, Jose Eduardo Villanueva Reyes, who at age 22, is both an empresario (entrepreneur) and an MGSM student, is another green pioneer. Villanueva Reyes is working with an Alliant alumnus and his father in a company called **Green Go Live** to provide "alternative, renewable energy solutions." The company provides project-specific services "from A-Z: from basic consulting to project implementation and management," Villanueva explained. "We have a couple of large projects; one with an international company who want to install bio-digesters" with the goals of providing methane-generated electricity for the community. (Villanueva invites email at [greengolive@gmail.com](mailto:greengolive@gmail.com))

Like their colleagues in Mexico City, students in sustainable management classes in San Diego are committed to changing things as quickly as they can. Bainbridge finds teaching them especially rewarding "because it's the people who conduct business who have the biggest impact," adding that San Diego campus is a "fascinating" place to teach because of the large number of international students. He notes that in the spring of 2008, one group of 16 classmates hailed from 14 different countries!



As an outcome of “working with students from around the world on why things work and don’t work,” Bainbridge is pioneering the discipline of ecological economics, which means calculating and including the environmental and social costs in the valuation of a product or an endeavor. “One of the biggest problems we have today is that we don’t pay the true cost for anything,” he said.

One of the ways that large companies can better pay the true cost of the resources they use is by purchasing Kyoto-protocol-defined carbon bonds. The brokering of those bonds is a service that Villanueva’s company Green Go Live provides for its clients. “Renewable energy really is the future,” said Villanueva, adding that it can also be “quite profitable.”

Because the “triple bottom line—people, planet, and prosperity” is at the heart of both sustainable business management and business ethics, Bainbridge particularly likes to teach ethics. “In anything to do with ethics, the issues are very country-specific, but universal at the same time,” he observes, “The students all agree—you can’t kill the planet you live on.”





## Answering the Call of Duty: Douglas Webster, USIU 1991

Following the invasion of Iraq in 2003, Retired Air Force Lt. Col. Douglas Webster, DBA (USIU 1991) wasn't called back to active duty—so he volunteered to go to Bagdad! After some months, the paperwork cleared and Webster served as a civilian employee of the Department of Defense under the Coalition Provisional Authority from January to September, 2004.

"A lot of folks stepped up," he said. "I've always gotten a lot of satisfaction from serving and I thought I had a skill set that would be useful." Indeed, his business training had prepared him well for the role of principal finance advisor to the Iraq Ministry of Transportation. Dr. Webster provided financial advice and oversaw the creation of a 4,000 member ministry security force during a notoriously difficult time. By April "we were getting mortared frequently," he recalled. "It finally got to the point where you were not allowed to leave the green zone without an armored car (and) lots of bodyguards. It was a calculated risk but it was a job that was important. Somebody needed to do it and I was willing."

Today Webster holds a Senate-confirmed Presidential appointment in the US Department of Labor. As CFO, he has responsibility for financial management, accountability and internal control. His office provides crucial financial information required by policy makers and business leaders alike.

Webster was an Air Force officer contemplating a civilian future when he found USIU. The courses were offered at times and in places that were convenient for a working adult, and, he said, the program honored the credits he had already earned while earning a Master's of Science degree in Systems Management from University of Southern California. During the time he studied at USIU, he was director of systems engineering at the Consolidated Space Operation Center program office, the organization that built the military's key satellite control facility.

During his stint in the Air Force, Webster visited and/or worked in 33 countries before he retired. "Having lived in Asia for seven years, I've had an interest in international business and development...even before I chose USIU," he said. Although not the primary reason he chose USIU, Webster said its internationalism was "definitely a benefit." He also saw that the doctoral program at USIU combined relevant coursework with the learning opportunity of writing a dissertation. He chose activity-based costing for his research topic and, at age 42, was awarded a doctorate.

The Air Force gave him six months off with pay to complete the dissertation, "something for which I will always remain grateful," he said. While acknowledging that he was older than many students, Webster is certain that choosing to take an advanced degree was a good idea. "My investment in time and money has paid for itself many times over," he said. "Learning should be viewed as a lifetime endeavor. Not only has my doctorate given me a lot of valuable technical background, but there's a degree of credibility that comes with having a doctorate in business."

After retirement from the military, Webster joined a Washington, DC-based firm and focused on the public sector. Since 1993, "I've worked over the years with about 20 different federal agencies."

His second book *Chasing Change: Building Organizational Capacity in a Turbulent Environment*, co-authored with Robert C. Thames, will be published this year. Unless the next administration chooses to retain him, Webster knows that his days in the Department of Labor are numbered. Considering the trajectory of his career, he's sure to be in demand in multiple places.

# Professional Practice

*Across disciplines, an Alliant education uses both theory and practice to prepare students for knowledge-based productive careers. Alliant emphasizes the practical application of knowledge – its professional practice learning model implies both a goal and a method of education. In most Alliant programs, learning takes place in the field as well as in the classroom. Many students say the professional practice philosophy helped them choose where to study. Hands-on learning prepares them to work from day one after graduation, and a student's membership in a professional community may translate into relationships that are invaluable for career development.*

## Growing Business Professionals in the Central Valley, Toni Knott, PhD, CSPP 1992

Adult professionals from all over the United States are flocking to...Fresno? Unlikely as it seems at first glance, it's true. Alliant's Fresno Campus hosts an educational opportunity so rare that students travel great distances to participate.

"We have a student flying here from Atlanta; he is the minister of large church. We also have one coming from Boston. We recently had one coming from Texas..." says Toni Knott, PhD, the director of the Organizational Psychology doctoral program at Alliant's Marshall Goldsmith School of Management (MGSM) in Fresno, as well as Sacramento.

Dr. Knott was the program's first full-time faculty member, and she has been the dynamo behind the growth of the program—the only program in the US that offers both a PsyD in Organizational Development (OD) and an accompanying masters (Master of Arts in Organizational Behavior) for doctoral students from the clinical psychology or forensic studies programs who want an emphasis in organizational studies. These programs have been expressly designed for professional working adults—Knott was such a student herself—and the program was, in fact, launched because students requested it.

When Knott joined the Fresno faculty in 1994, the University offered only a master's degree in organizational behavior. Enrollment in that program grew steadily, and in 2000, the PsyD program was added.

The original masters program targeted adult learners, meeting one night a week plus various weekends. Largely because of student and graduate recommendations, students from as far away as Los Angeles and San Francisco started to express interest. In response, Knott said, "We moved to executive format. All courses were on offered weekends, with students coming one weekend a month for all year around."

Dr. Knott, an associate professor as well as the program's director, understands the needs of adult learners not only from an OD perspective, but also from personal experience. "I was an adult learner who went back to school later in life after my children had grown up," she said. Knott earned her first Masters degree at Alliant's



California School of Professional Psychology, then earned a second masters and a PhD in Human and Organization Development from the Fielding Graduate University in Santa Barbara.

The Goldsmith School's OD program, which is accredited by the Organization Development Institute, an international organization that is highly respected in the field, now boasts over 400 graduates, and Knott takes special pride in reeling off their accomplishments: In 2005, the Fresno Police promoted two alumni of the program: Pat Farmer and Keith Foster both became Deputy Chiefs of Police while Keith Foster was promoted to Deputy Chief and Captain, respectively. A June 2008 grad, John Kvicky, who consults in the area of quality control in Orange County, "was chosen to be a Malcolm Baldrige examiner—a very prestigious position." Another 2008 graduate, Jacqueline Villafañe, who was a Regional Director for the American Red Cross, covering the Pacific Region Preparedness and Health and Safety programs and products is now Vice President of Leadership for Red Cross.

"We are proud of our program!" Knott said. "We offer something unique—and uniquely attuned to working adults. You can find PhD programs in OD, but they are not really geared to practitioners, both because they ask more for pure than applied research, and because they are not set up to accommodate working adults' schedules. Ours really is set up to enhance professional practice and professional accomplishments—and our graduates would be the proof of how well it's working."



# INNOVATION



## Internationalizing Clinical Psychology: Reiko True, PhD

CSPP's Japanese Master's Program in Clinical Psychology, launched in 2002, is changing traditional attitudes toward mental health, one graduate at a time. The most rigorous training of its kind available in Japan, the program offers its students a more intensive and longer duration practicum experience than any other option available. Program Director Dr. Reiko H. True, a native of Japan, recognizes the challenge her homeland's traditionally reticent culture presents to the profession. "Japanese in general are not used to seeking psychotherapy or counseling," she said.

To better serve students who come from around the country, approximately half of the class time occurs face-to-face and half takes place online. The three-year program enrolls about 30 students in each class. Currently about 80 percent of them are female, a change that reflects other trends in Japanese society. The number of women in Japan's workforce continues to increase, and "women are more attracted to psychology," said Dr. True. "Fifteen to 20 years ago, the profession was more male dominated."

True, a past president of Asian American Psychological Association (AAPA) and past recipient of its Lifetime Achievement Award, has an ideal professional background for leading the effort to improve access to clinical psychology in Japan. After receiving an undergraduate education there, she came to the US and worked 10 years as a psychiatric social worker. She earned her doctorate in clinical psychology in 1976 at CSPP, served as deputy director of the San Francisco Department of Public Health 1985-1991, where she was in charge of mental health & substance abuse treatment, and today has a San Francisco Bay Area private practice in which she emphasizes serving Asian-American women.

Dr. True said the Japan program was the brainchild of another CSPP graduate, Dr. Kazumi Nishio, who, after extensive work in Japan "...felt the need for training a new group of clinicians to work with families and children." During that time, "increased urbanization brought families from rural areas to big cities" and traditional, multigenerational families became less common. "They had very little social support around them," which created "some very serious problems," True said. Nishio approached CSPP in San Francisco and in 1998 they began to develop the Tokyo program to address these emerging needs.

Today, that same service orientation is reflected in the program's graduating students, many of whose dissertations address the consequences to family life of the rapid pace of change in Japanese society.

While there's still a stigma attached to seeking psychological help in Japan, True said that this is changing. "There is now increasing recognition that seeking help...is acceptable."

## GSOE's Early Completion Option: Changing Young Lives

"No day is like the previous one" at Mathson Middle School, where sixth grade teacher Brian Quintana has just signed a contract for a third year. The rate of attrition over the first five years of teaching in high poverty districts like Alum Rock is nearly 50 percent. "It's hard!" Quintana admitted.

During his debut year, Quintana balanced teaching with study: he received his California credential from the Graduate School of Education (GSOE) at Alliant by enrolling in the Early Completion Option (ECO) program in 2006, the first year it was offered. "I don't think I'd become a teacher in a more traditional way... the ECO was a great, efficient way to enter such a position," he said.

Another ECO student, Deborah Yager, PhD, was a research scientist for more than 20 years before she switched in 2007 to teaching high school chemistry in the Castro Valley Unified School District. "I am passionate about science and I love the kids. Honestly, I feel very driven," she said. "I worked as hard as or harder than I did in graduate school" in the ECO program, she said. Yager, who is a wife and the mother of two school-aged children, said her participation in the one-year program has been "quite the whirlwind, but quite survivable!"

And it's been valuable, particularly for studying pedagogy and learning new media technology: "Alliant does its best to bring up examples," she said, that have helped her learn how to work with English language learners and learning-challenged kids. Her educational technology course has engaged her in tasks such as creating web pages and using audio and video files in her teaching media mix.

The chemistry department in her school has grown dramatically, and Yager has formed a cadre with two other career-changers who teach science in her school. "My (teaching certification) program was far better than the program the other two PhDs went through!" she said.

Quintana, a 27-year-old native of Albuquerque who has an undergraduate degree in political science, found his way to Alliant through the national "Teach for America" program. In Teach for America, recent college graduates and professionals commit two years to teach in urban and rural public schools. Both types of schools have trouble attracting and holding teachers, and since its inception in 1990, Teach for America has become the nation's largest provider of teachers for low-income communities.

California Teach for America corps members are required to enroll in a California teaching credential program at the start of their two-year commitment, and the ECO program offers a faster and more cost-effective route to that credential. The program is best suited for academic high achievers—and it's also very hands-on. Its students receive twice as many hours of university supervisor observations as other programs provide. "When I think back to everything a new teacher has to go through to become credentialed, mentoring is near the top for being worthwhile," Quintana said.

"The challenges (in Teach for America)...make it a more exciting job. Maybe more stressful, but I would rather have it this way... It's a service oriented program: if you want to make change, you'll find what you need (in Teach for America)," said Quintana.

"There's a lot of flexibility and pleasure in teaching. This is giving," said Yager.





## Marital and Family Therapy: Knowing and Doing What's Best for Families

Working therapist Steven Jella wanted “to become a GREAT clinician...to be effective with kids and families,” and, he said, the CSSP-Alliant PsyD program offered everything he needed. While Marriage and Family Therapists (MFTs) traditionally have completed a Masters’ Degree and practicum, Alliant is one of a select few universities that adds a theoretical and research core to a very hands-on profession by offering the PsyD degree.

Jella was enrolled in that program and, as icing on his academic cake, in 2007, he received the Outstanding Dissertation of the Year award from the American Association of Marriage and Family Therapy (AAMFT). He received his award at the 2008 AAMFT annual conference, where presentations and posters by Alliant International University students outnumbered those of any other school.

It was the second time in three years that a CSPP student won the Outstanding Dissertation award. The previous Alliant recipient, in 2005, was Dr. Ben Caldwell, a 2004 graduate who joined the faculty in 2007, teaching law and ethics and assessment. With the combined forces of Caldwell and colleagues Sean Davis, PhD, and Program Director Scott Woolley, PhD, Alliant had more publications in 2007 in the Journal of Marriage and Family Therapy than any other university in the world.

The Journal is the leading academic publication in MFT and Davis, Assistant Professor and Clinical Training Coordinator at the Sacramento campus, was the single most frequently cited author in its pages from 2005–08.

Alliant’s PsyD program in Marriage and Family Therapy was the first program in the US to be accredited by the Commission on Accreditation for Marriage and Family Therapy Education. It is currently offered at three campuses: San Diego, Irvine, and Fresno. Two students from Irvine, Lucy Her and Metra Salem, were honored with a \$25,000 per year award as recipients of the AAMFT- Substance Abuse and Mental Health Services Administration (SAMHSA) Minority Fellowship. This fellowship is aimed at Marriage and Family Therapy doctoral students specializing in providing substance abuse and mental health services to minority and underserved populations.

Since 1970, there has been a 50-fold increase in the number of marriage and family therapists worldwide. It’s estimated that, at any given time, they are treating more than 1.8 million people. Reasons for more demand may include an increased awareness of need and a reduction in the stigma attached to therapy. Some reasons people choose careers in MFT include its family-friendly, multifaceted nature. As the field matures, a greater number of young adults have direct experience as clients and, if their experience was beneficial, they may see MF Therapy as a viable career option.

Alliant students prepare for the field with intensive theoretical and practical skill based training, including 500 hours of direct client contact, 250 with couples or families. Students receive at least 100 hours of individual and group supervision, at least 50 hours of which are based on direct observation or videotape. Alliant MFT programs have been in continuous existence since 1973 and thousands of students have graduated. They can be found in most areas of the world working in clinics, treatment centers, private practice, hospitals, and teaching in academic institutions. CSPP’s practicum sites are located in five California counties and 86 percent are in public mental health centers. MFT is recognized as a core mental health profession along with psychiatry, psychology, social work and psychiatric nursing, and students provide a needed adjunct to the workforce while they are earning their credentials.

# Legacy

## Scholarships Established in Honor of Drs. Banerjee, Cone, Klos and Yakan

In June of 2008, the Alliant Board of Trustees established scholarships to honor four long time faculty members.. Beginning this fall, these \$5000 scholarships will be awarded each year to a student nominated by the faculty on the retired faculty member's home campus:

- Leena Banerjee, PhD, Alliant San Diego, who retired after 18 years of students in the USIU business school and the Marshall Goldsmith School of Management
- Janice W. Cone, PhD, Alliant San Diego, who retired after 18 years of service to student in the California School of Professional Psychology
- Dennis S. Klos, PhD, Alliant Los Angeles, who retired after 18 years of service to students in the California School of Professional Psychology
- Dr. Mohammed Yakan, died in the fall of 2008 after a long and distinguished career in international relations. He taught several generations of students at USIU and Alliant International University.

# Giving



## Why I Give to Alliant: Dr. Maynard Howe

The graduates of Alliant International University and its legacy institutions—California School of Professional Psychology, US International University, and California Western University – are outstanding leaders in their fields, not only because of the education that they took away from the University, but also because of the myriad of ways they have given back to their communities over the years. Whether they earned degrees in psychology, marriage and family studies, business, education, or one of the University's other applied science or social science programs, they chose educational paths that allowed them both to achieve their personal goals and to serve the needs of others – their patients, clients, schools, students, customers and organizations.

As a graduate, I discovered that the education I received at Alliant did more than prepare me for a job; it positioned me well to apply knowledge and skills to improve and enrich the world. And while it is difficult to fully measure monetarily the value of the experience each of us as alumni personally had, the true value is in the acknowledgement that our growth as individuals is intrinsically linked to the experiences we had during our time at the University. This is why I give to the University.

As a current member of Alliant's Board of Trustees, I know the important role that gifts play in building and sustaining the University. In 2007-08, we set new records for giving to Alliant, but we must do more. Donations can accomplish the dual purpose of supporting the education of Alliant's future graduates, while attracting additional, external funding to the University. Maintaining Alliant's distinctive niche and mission in higher education, and continuing its rich tradition of training leaders for professional service in the global community, both deserves and requires support.

Please join me in the simple, selfless act of making a contribution to Alliant International University today.

Sincerely,

Maynard Howe, PhD