

# Re:Search

Graduate Studies & Research at Salisbury University  
2014 Edition



## Active Citizenship

CONNECTING WHAT WE LEARN AND HOW WE LIVE



Keeping an eye on the competition — Perdue Entrepreneurship Competition • page 3

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**PARDON OUR OMISSION:**

In the 2013 issue of *Re:Search*, SU's past Fulbright Scholars were listed and the Graduate Studies and Research Office staff asked to let them know of any faculty inadvertently omitted from the list. One has emerged. Dr. Evan Kraft of the Economics and Finance Department was a Fulbright Scholar in Croatia in 1993-94. The staff apologize for this omission.

“Not only does SU play an integral part in our local community and state, we also have been very successful at building relationships around the globe and making an impact internationally.”



Welcome to the 2014 edition of *Re:Search!* I am thrilled to introduce the fourth issue of SU’s magazine devoted to research and scholarly activities of our faculty, staff and students. With each issue of the magazine, we continue to display the outstanding positive impact that research and scholarship are having on our ability to provide a distinct and holistic education to our students.

We are very proud to see the inaugural cohort of our second doctoral degree, the Doctor of Education (Ed.D.). Salisbury University has been a frontrunner in training outstanding educators, and the new doctorate will serve the needs of our surrounding communities and helps underscore Maryland’s standing as a leader in education programs nationwide.

Not only does SU play an integral part in our local community and state, we also have been very successful at building relationships around the globe and making an impact internationally. As you will read, our social work program has expanded to offering both undergraduate and graduate degrees to our military forces and related contractors in Germany. SU’s social work programs, in collaboration with the University of Maryland University College (Maryland’s online university), will help improve the lives of Americans serving abroad.

Our dedication to promoting civility and the management of conflict are on full display in the article that highlights the research being conducted in the Maryland court system by our affiliate, the Bosserman Center for Conflict Resolution. This research demonstrates the positive impacts of mediation and dispute resolution as tools to help alleviate stresses on the state’s court systems and will serve as a model for other states.

We also are pleased to highlight in this edition the efforts of the Perdue School of Business in cultivating entrepreneurship. These last few months have been an incredibly exciting time with the Bernstein awards and Gull Cage activities, resulting in over \$60,000 being awarded to students, alumni and other future business leaders from our region. Additionally, the Perdue School served as a host audition site for the popular television show *Shark Tank* this past spring.

Our faculty, staff and students continue to expand the reach of our University, physically and intellectually. We are a campus that is on the move! We are discovering answers to real-world problems; we are training the future civic, business and technological leaders of our state and nation; and we are dedicated to activities that educate and serve the greater good.

A handwritten signature in black ink that reads "Janet Dudley-Eshbach". The signature is written in a cursive, flowing style.

*Janet Dudley-Eshbach, Ph.D.*  
President  
Salisbury University



# The Perdue Entrepreneurship Competition: Preparing the Business Leaders of Tomorrow

By Terry Cardillino, Conflict Analysis and Dispute Resolution Department, 2014-2015 Graduate Assistant

## Passionate. Professional. Prepared.

Those were the words that best described the outstanding students who competed in Salisbury University's Franklin P. Perdue School of Business 2014 Entrepreneurship Competition, held on April 11. A truly inspirational event, the competition exemplified how SU supports entrepreneurship, the incredible potential SU students have, the dedication of their professors and the support of the local business community.

## Growth of the Competition

The competition has grown from a small business plan competition with only four competitors in 1987, to a significant, three-part competition with approximately \$60,000 in cash, services and prizes awarded to students to help them launch the business of their dreams. The original event, now in its 28th year, was the Bernstein Business Plan Competition, started by local entrepreneur and 1976 SU graduate Richard Bernstein. The competition has continued to expand and Richard Bernstein's legacy reinforced under the continued efforts of his son, Kevin Bernstein, who received his M.B.A. from the Perdue School in 1992. Kevin Bernstein has continued in his father's footsteps as an outstanding businessman, philanthropist, entrepreneur and supporter of SU.

In 2012, the competition was completely reimagined with the help of SU faculty,

business leaders and past winners. Prize money has significantly increased, events have expanded to also include the Invest In My Idea Poster Competition and the Gull Cage Competition, and participation has grown by allowing any student who submits a plan to enter at the starting level. The surrounding business community is more actively engaged in participation as judges, prize money is awarded along the way as one advances through the levels of competition and a winner selected by the final three judges earns the coveted \$10,000 Bernstein Award grand prize to support their business idea.

## Raising the Bar

"The evolution of the event has been an interesting phenomenon," said William Burke, professor of practice in information and decision sciences at the Perdue School and director of the competition. "The competition always has had a business plan requirement, but in the past, few winners actually started the business that they presented in the competition," Burke noted. He continued to explain that in contrast, today's competitors present sophisticated business plans for entrepreneurial ventures that they seriously intend to pursue. Burke added that although this might at first seem intimidating, it has dramatically "raised the bar" of the competition. He emphasized the important aspect of the business ideas presented by the students, which will create "new opportunities that will be available to

them as a result of the competition." His goal is to further increase participation throughout all the schools within SU.

Dr. Bob Wood, former professor of finance and dean of the Perdue School, commented on the experiential learning associated with the competition. "It is vitally important for students to have real-world experience in addition to a good quality education," said Wood. In preparing their entrepreneurial plans, Wood noted that the experience "gives students a narrative that they can share with an employer that will set them apart," because to be a viable job candidate, "you can't be like everyone else." He explained that the Perdue competition is an outstanding opportunity for students to learn beyond the classroom, which will give them the advantage in a competitive job marketplace.

SU Vice President of Advancement and External Affairs T. Greg Prince spoke of the important role that SU plays in supporting entrepreneurship. "Students interact directly with tried and true business leaders during the competition, which is a value-added experience that builds on academic theory and turns it into real-life application," said Prince. "As judges, these top entrepreneurs ask the competitors difficult questions based on their decades of experience in business. This sharpens the students' skill sets above and beyond what can be accomplished in the classroom."

The 2014 event showcased talented students from a wide range of majors, and they were prepared to impress the

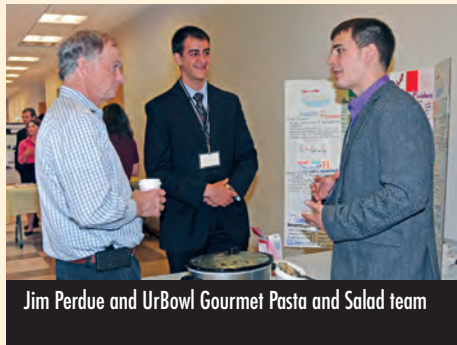
## EXPERIENTIAL LEARNING

distinguished group of business leaders who served as judges by answering the difficult questions posed to them. The competition promised to be a tough one, but the 18 student businesses, consisting of a large number of participants, were well prepared. The group ranged from freshmen to seniors, and the diversity of their academic majors represented expertise in accounting, economics, finance, fine arts, information systems, management, marketing and nursing. The format of the competition gave the students the opportunity to advance through three levels, giving them a chance to compete for the judges' approval on their winning business ideas. The three levels of competition included the Invest In My Idea Poster Competition, the Gull Cage Competition and the Bernstein Business Plan Competition.

### Invest In My Idea Poster Competition

The first event of the day was the Invest In My Idea Poster Competition. Competitors filled Perdue Hall's Atrium and first floor with their presentation displays and eagerly awaited the chance to pitch their business ideas to the curious judges. The judges were instructed to select the business ideas that they would invest in. Assigned to certain groups of competitors, they had approximately 10 minutes to spend at each poster display. The students were expected to communicate in two-to-three minutes the product or service that they were promoting, the need for their product in the market, and what their anticipated revenues, costs and profits would be. Judges spent the remaining few minutes clarifying any questions they had about the business. A theoretical \$500,000 was available to each judge for investment. After evaluating the business ideas, the judges voted, by computer, their varying dollar amounts of investment in the businesses they chose as having the greatest potential for success. The business ideas receiving the largest amount of investment were eligible for awards and prizes, and 15 teams won a prize of \$600 each and the opportunity to compete in the second level, the Gull Cage.

SU alumna Andrea Williams, senior vice president and controller of Perdue Foods, LLC, offered her wise advice for future entrepreneurs after judging the poster competition. "The best advice I could give



to students would be to understand the importance of a sound financial model and to realize that a business idea must be sustainable," explained Williams. "What impressed me the most about the student competitors was their enthusiasm for their ideas and their advanced, professional presentations. SU has contributed greatly to the development of entrepreneurship among its students by elevating this program to such a high level, focusing on creating the business owners and leaders of tomorrow."

Bruce Rogers, automotive industry entrepreneur and a member of the executive advisory council for the Perdue School of Business and the SU Foundation Board, also judged the poster competition and commented on how it brought together the SU community and business leaders. "Mentoring the students at the University is of great importance," said Rogers. "We must ask them where they want to be in five years. If they have entrepreneurial drive, the Perdue competition fosters the development of their business acumen and is a great base for future success."

SU's Maryland Small Business and Technology Development Center (SBTDC) hosted the poster competition. John Hickman, SBTDC eastern region director and adjunct professor of management at the Perdue School, spoke of the many important lessons that the poster event teaches SU students. "Developing a great proposal takes time, dedication, attention to detail, flexibility and creativity. The poster event offers students a chance to

showcase their hard work and to see the rewards of their efforts," said Hickman. "For those who are not graduating, they can learn from their mistakes and come back stronger the next year with the same idea or start over with a new one." This was exemplified by the 2014 winning team's business concept called Bounce. The app, which was designed to connect customers with the offerings of an area's nightlife scene, was successfully introduced at the 2013 competition, refined further and then came back to win the grand prize in 2014. The SBTDC helps students put together their business plan in order to understand what they should focus on, how to sell their idea and how to make it work.

Dave Ryan, who received his M.B.A. from SU, was also a judge in the 2014 poster competition. As executive director of the Salisbury-Wicomico Economic Development Corporation, he commented: "Supporting new business ventures and promoting entrepreneurship will help drive jobs of tomorrow. Sometimes, the best ideas can be found in your own backyard, which is why we are pleased to participate in and promote the many facets of SU's entrepreneurship initiatives."

### The Gull Cage "Shark Tank" Competition

Entrepreneur Warren Citrin was part of SU's 2012 Perdue competition re-imagination team described earlier. His generous financial support was instrumental in developing the Gull Cage event and the sponsorship of its prizes. The event is based on each student having a very brief opportunity to convince the judges that their business ideas are worthy of investment. The Gull Cage was the second event of the day, and 15 teams moved forward from the poster session into this intense, "shark tank" competition.

Upon entering the Gull Cage event room, competitors had one minute to pitch their business idea to the group of judges. Following the pitch, the judges took turns asking the competitors an array of very tough questions for four minutes. Despite being a test of nerves and knowledge, the competitors demonstrated great skill and answered with composure.

Judges fired questions at the students as if it was a real-life business negotiation. Student Aaron Wall, representing his company Werk, LLC, was asked: How long have you been doing this? What makes you



different from all the other people who do this? What is your target area? Philip Valencia, after pitching his company Valencia Glass, had to explain: What are the safety issues of your business? What is the start up cost? What are your profit margins?

Nick Simpson represented his company Bounce. He was grilled by the judges and had to answer questions such as: What have you done in the last 12 months on your business idea? How will you generate revenue? How many customers do you have ready to sign up? Mariam Shuaib presented her business All Things Africa, and she was tasked with answering questions such as: How much business have you conducted to date? Who is manufacturing your product now? How do you import your materials? Who are your competitors?

Jason Rogewitz of UrBowl Gourmet Pasta and Salad presented his business plan and was asked: Where have you started this business? What have you done to test this idea with consumers? Candace Radcliff of Candy's Crafting Clubhouse had the tough job of explaining to the judges: How do you market this idea? What are your multipliers? Is your plan to franchise this idea?

The students calmly answered each question, and the judges seemed satisfied that they understood who the business was, what they did, benefits to the customers and how each business would use the judge's investment money. Competitors were comfortable and talked of emerging values, closing the gap between consumers and manufacturers, specific potentials for growth, estimated customers per hour, expanded locations, five-year business plans, and how quickly they would be able to pay back start-up costs.

At the close of the grueling event, 15 Gulls had gone into the cage, but only four came out as winners. First place and a \$4,000 prize were awarded to Bounce for their nightlife app. A second place award and \$3,000 were earned by FedXmas, a Christmas tree delivery service targeting the Washington, D.C., area. Third place and a \$2,000 prize went to UrBowl, a "fast-casual" dining concept, and fourth place with a \$1,000 award went to Werk, LLC, a website

business catering to those looking for part-time work. These four teams moved to the final competition, which was the Bernstein Business Plan Competition.

Matt Smith, a technologist and CTO of Leverage Mobile in Salisbury, MD, offered his expert guidance for the future entrepreneurs after judging the Gull Cage. "You must remain passionate about what you want to do with your business. If you are not passionate, you are not going to be successful," Smith advised. He cautioned that some students did not advance in the competition because their business did not have a sound financial basis. "You must know your numbers and be able to back them up," Smith continued. In addition, he explained: "You must be a well-rounded person who can interact with people, as well as understand the technical aspects of your business."

Doug Wilson, a graduate of SU, managing principal of Private Wealth Partners, LLC, and a member of the Perdue School Executive Advisory Council and Department of Economics and Finance Advisory Council, described what he was looking for as a judge in the Gull Cage competition. "I'm looking for innovative ideas – ideas I haven't seen before. The idea must be one that will create a market," said Wilson. "It can't just be an improvement on an existing model." Wilson also commented on another very important aspect of any business idea: "It must add employment, be expandable and scalable."

The knowledge gained from the judges was exceptional. Dave Rommel of Rommel Holdings, Inc., a business with combined operations employing over 800 people, was at SU to evaluate the competitors. He shared his wisdom after the judging. When asked what he was looking for after evaluating the competitors' businesses from an investment standpoint, Rommel commented: "You must find out everything you can about the business. Try to poke holes in it. If it looks too good to be true, ask yourself, why did this opportunity come to me?" He continued: "Ask yourself, is it going to be a business that lasts?" His advice to the student entrepreneurs was: "Know your

facts, your business and everything about it. Anticipate questions. You must have an answer for every question." In closing, Rommel offered his sage advice to those wanting to be business leaders: "A good entrepreneur will find a way to resolve any problem, even if they didn't anticipate it. Customers will always honor the business that does the right thing."

### **Richard Bernstein Achievement Award for Excellence Business Plan Competition**

The third event and highlight of the day was the Bernstein Business Plan Competition. With nerves of steel and confidence reinforced by their success in the Gull Cage, the four teams were prepared to go before the final round of judges. Each hoped that theirs would be the winning business plan to receive the honor of earning the grand prize: the \$10,000 Bernstein Award.

The format of this final event required each team to make a 10-minute presentation in order to describe their business in detail and outline all facets of their business plan. It gave the judges an excellent opportunity to understand the degree of professionalism of each team. Following the team's presentation, the judges conducted a 10-minute question-and-answer period. The teams were really put to the test and had to explain concepts such as their expansion model and answer in-depth questions such as who their biggest competitor was and how much market share that competitor had.

Kevin Bernstein, whose family is the namesake of this event, served as one of the business leaders who judged the final four contestants. He commented: "The essential criteria I am looking for in the winning business plan is growth potential." Bernstein also mentioned how important it was for the business to be expandable and scalable. "It must be a credible idea. The student entrepreneur must demonstrate that they are a source of knowledge about their business. Their passion shows a lot, and they must be able to articulate their

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ideas well." Bernstein expressed his own passion for the competition and talked about the impact that the event has had on the community. "The Perdue competition has helped to build the reputation of Salisbury University, and the region has benefitted from the many businesses that have been started as a result of the event, which have stayed in the area."

Mike Cottingham, president and CEO of Rommel Holdings, Inc., and a member of the executive advisory council of the Perdue School, offered his advice for future entrepreneurs after judging the Bernstein event. "You must be persistent, stick to your ideas and build on them. You must learn from your mistakes," said Cottingham. When asked what traits he looked for in a business leader, he explained: "An outstanding business leader has three very important qualities. The first is integrity. The second is passion. And, the third is excellent communication skills, which are essential to team building."

### SU Faculty: Supporting Entrepreneurship

Not only did the student competitors show great passion for their business ideas, they also expressed this same passion for their SU professors. "I had so many opportunities to reach out to my professors," said Felipe Creighton-Nunez, a senior marketing major and creator of the business concept for College Brewer. "My professors took an active interest in me. It has really impacted how far I've come."

Professor Burke offered several pieces of advice for any student who would like to enter the competition. "Start early. Even if you don't think of yourself as an entrepreneur, but think you have an interest in business, you will have a lot to benefit from entering the competition that will help you identify your interests," said Burke. "Take advantage of the resources available to you at SU. Entering the competition will involve your participation in the training sessions provided by the business school and the SBTDC," he continued. "You also will be able to get coaching and advice from past winners, many of whom are part of your generation."

Krista Close, a senior management major, founder of the business idea for Little Fine Dining and a veteran who had returned to SU after her tour of duty, expressed her



admiration for SU faculty. "Several years ago Professor Burke knew I had a good business idea and encouraged me to enter the competition. I had fears of rejection and criticism, but he pushed me, and the SU faculty was extremely helpful and supportive, and they coached me through the process," remarked Close. "They did everything possible to encourage students like me to take advantage of the competition opportunities." In addition, Close explained: "The idea for Little Fine Dining is based on teaching etiquette, manners, respect and social communication skills to children. I worked with the business school at SU, but I also gained a lot of valuable input on my business idea from the expertise of the SU Social Work Department." Close continued her praise of SU resources, noting the hard work and dedication of SU staff. "Michele Nelson, program management specialist at the Perdue School of Business, was always available and supportive throughout the entire process and has a passion for helping students, working relentlessly on the competition. She was a vital resource of information, doing everything she could to plan and execute the behind-the-scenes logistics of the event."

Paula Morris, SU marketing and management faculty, commented on the excellent student resources the competition provides. "The SU environment is one where the resources are no farther than a faculty member in the hall and the outstanding people they can connect you with."

Julie Gittelman, SU accounting and legal studies faculty member, spoke of the unique aspect of the competition in linking people of different backgrounds together. "A student with a science background who has an idea for a business will need a team member with financial expertise," said Gittelman. "The camaraderie between participants is outstanding. They all want to win, but they all want to help each other." Gittelman also described the unique profile of the entrepreneur. "The first day of class I ask the students how many want to start their own business. It's usually about half the class," she said. "The mindset of the entrepreneur is someone who is always thinking and looking outside the box. They challenge themselves and the norm. They look to understand what is lacking and what they can do to fix it."

Dr. Leonard Arvi, SU economics and finance associate professor, emphasized that an important aspect of the competition was the ability for students to test their ideas, not just as theory, but in a real-world setting. "Students are challenged with thinking through the process," said Arvi. "They learn how to react to failure as they go live with their ideas." Arvi also noted that the competition brought together many different disciplines and talents that an employer would be looking for. "Students learn how to deal with a team and delegate responsibility. They have deadlines. They must create a professional presentation and business plan," Arvi explained. "Selling is a big part of their business idea, and they must demonstrate expertise in many disciplines, such as finance, market research, management and accounting."

### Past Winners: Giving Back with Winning Advice

Several past winners of the competition returned to offer their services as judges and contributors of prizes and awards. Their support was invaluable, because as previous contestants, they had a unique perspective on the event and great empathy with the competitors. Nestor Bleech, vice president of First Shore Federal, a graduate of SU and a Bernstein Award winner in 1991, was on hand to judge the poster competition. With 22 years in the commercial banking business, Bleech spoke of the importance of a well-articulated idea. "Business people are

### **Bounce Nightlife: 2014 Bernstein Business Plan Winner**

Passion, professionalism and preparedness were certainly evident when SU management major Nick Simpson incorporated the talents of SU students, along with those of other universities, to form the company Bounce Nightlife and enter the Perdue Entrepreneurship Competition. Groups are allowed to enter the event, with team members permitted from other universities, as long as the primary participant in the competition is a student at SU. Bounce premiered in the 2013 competition and earned \$3,000 in prizes. The team learned from that experience and came back in 2014 to win the Bernstein Business Plan first place grand prize.



Nick Giambra, Ryan Nuzum, Laura Thornburg, Nick Simpson and Allen Butler

"The idea for Bounce came from our co-founder, Ryan Nuzum, when he was thinking about how to improve the nightlife scene at West Virginia University while he was a student there," said Simpson. "Our goal is to improve the way people experience nightlife. We want to eliminate nights wasted on long waits and expensive cover charges, only to get inside and find out you don't know anyone there and it's not the scene you were looking for." Simpson explained: "Bounce will be able to tell you where the best parties, drink specials and all your friends are, all at the tap of a finger."

The team experienced several benefits from the competition and the lessons learned were many. Simpson noted: "It is really important to have a team behind the company and delegate responsibilities so that one or two people are not trying to do it all. The quantity and quality of our work greatly increases when the team highlights everyone's individual skills to create the end product."

The Bounce team includes co-founders Nuzum and Simpson; Nick Giambra, marketing director; and Allen Butler, design coordinator. They reflected: "The whole experience brought us to realize that we need to always be prepared in business, in life and in all of our future endeavors with Bounce. Thank you for this amazing opportunity."

busy," said Bleech. "For example, when evaluating a loan request, a banker who is not familiar with your idea should be able to understand the essence of your concept in 30 minutes. If your proposal does not meet that criteria, it is not articulated well enough." Bleech continued to explain that lenders sometimes miss out on good opportunities because the details have not been presented to them very well. "You can have the best idea in the world, but you need to be able to communicate the concept in order to maximize the likelihood that your idea will get attention and take root. In order to do this, prepare yourself and be well versed in your business plan." As a financier, Bleech said there is more to starting a business than just having charisma or a good idea. He emphasized the value of good writing skills. "Writing skills are very important. They don't get enough air time," Bleech said. "Investors are busy, and good writing skills will help you convey your ideas to them succinctly."

Two-time Bernstein Award finalist and 2011 first-place winner Zack Kline also served as a judge in the 2014 poster competition. Kline started his eco-friendly lawn care company, AIR Lawn Care, in his last year at SU. His advice to the students spoke of passion, personality and purpose. When asked what he thought it takes to win, Kline commented: "What it takes to win is the actual entrepreneur. The judges can read energy through your overall demeanor and personality." He continued: "The entrepreneur's personality is what establishes a rapport, builds a relationship and leaves an impression. This first impression is key." Kline continued to explain that even with a great idea, it takes the right person to execute it. "Initial interaction and how well the entrepreneur can talk to people is very important," said Kline. "Non-verbal cues, body language and posture all contribute to the articulation of your idea. Those who articulate well have more time to spend with the judges. Get to the point quickly, as less is more." Kline also offered his thoughts on what benefitted him the most from taking part in the competition. "Feedback was the most important thing I took away from the competition. I listened to the judges' feedback on refining my idea, did more research, presented my idea again the following year ... and won!"

Shane Yeager, SU alumnus and lead editor and producer at Mark Leisher Productions in Bethesda, MD, spoke of his



experience as a placing competitor in the 2012 Bernstein Award competition. After judging the 2014 poster competition, Yeager commented: "I want to see a company that has a tangible application. This competition prepares you for the viability of your idea. You must be able to explain what it will take to get your product into the market and up and running." Yeager also emphasized the value of the feedback one gains from the judges and the importance of clearly expressing your business concept. "Your pitch must be articulate. You must be quick with answers to questions and be able to defend your idea to the end. To do this, a competitor must understand the market they serve and exactly what they will do to serve that market."

### **Going Forward**

At the close of the competition, Bounce was awarded the first place Bernstein Award grand prize of \$10,000. Kevin Bernstein spoke to the crowd who gathered for the final award ceremony. He turned to the group of competitors and said: "I am so proud of you." He expressed his heartfelt appreciation for the event by commenting: "When my father started his business in the 1970s, he made many mistakes along the way. It would have been great if he had this environment to test his ideas."

All of the student business entrepreneurs walked away from the competition as winners. Some were recipients of prizes, and others won services or cash awards. But each and every competitor won the chance to prepare for the event with the outstanding support of SU faculty and staff, exhibit their business idea, meet the top business leaders in the area, earn valuable feedback, and simply experience the incredible event. The Perdue School of Business' Entrepreneurship Competition will always be remembered by these students as a valuable stepping-stone into their future. ❖



# SU Social Work Program Expands to Europe

By Dr. Deborah Mathews, Chair, Social Work Department

In 2013, University of Maryland University College (UMUC) approached Salisbury University with a proposal to collaborate on offering both a bachelor's and master's degree in social work to active military members and their dependents located in Europe in response to a request for proposals put out from the Department of Defense (DoD). This is a unique opportunity as it is my understanding that educational proposal requests come from the DoD only every decade or so.

UMUC has been providing educational programs to individuals in the military since World War II; however, this is the first time the DoD specifically requested social work. Because UMUC does not have an accredited social work program and SU's Social Work Department has a history of providing both graduate and undergraduate programs to satellite sites across Maryland, UMUC thought the collaboration between the two schools would be a good approach. The contract was awarded late spring 2013 and the first few months were dedicated to program planning. In March 2014, the inaugural cohort of 13 Master of Social Work (M.S.W.) students began – the Bachelor of Arts in Social Work (B.A.S.W.) classes began this summer.

This need for social work education came about as a result of a new DoD initiative to embed social workers in locations where there are active military to provide support related to all aspects of mental health needs. In general, the DoD supports soldiers in their desire to receive education and is putting a real emphasis on college degrees. Social work is one of the new areas of focus for the DoD because there is an increased sensitivity to the needs of active military and their families.

At this time, the first cohort of master's students are located in the Kaiserslautern area, which has approximately 11 different bases – the largest of which is Ramstein Air Force Base. Students are actually in a classroom on a smaller base called Kapaun. Germany is just the beginning; the contract with the DoD is to educate active military members and their families stationed throughout Europe. For example, we already have potential students based in Italy and England interested in getting a social work degree.



The European social work programs aren't any different from the degree programs taught at SU. The criteria for admission are exactly the same, the course work is exactly the same, and the faculty teaching students in Germany are a mix of full-time faculty and adjuncts, just as is true for the stateside main campus and satellite program sites. Courses are delivered in a mixture of hybrid and face-to-face formats – the same as it is in the United States. The requirements of the field internship are exactly the same for this group of students. The only real difference is that students doing their field instruction placement will be doing so on one of the bases in Europe. For this first group, this will be on a base in Germany, but in the future, it could be on a base in Italy or England as well.

The first cohort of M.S.W. students is comprised of a mixture of folks. They represent mostly the Army and the Air Force in terms of branches of the military. A few are relatively young active military; a few are retired military who are still in Europe working as military contractors; a few are spouses of military members; and at least one is a contractor who has never been in the military but is working in a mental health capacity on base. The first cohort of graduate students should complete all their course work by early October 2016.

There is real belief that this program has the potential of growing significantly at both the graduate and undergraduate level. The goal is to regularly admit two cohorts of graduate students a year, each August and January (the exact process for undergraduates is still under development), and to serve individuals stationed throughout Europe.

Probably the biggest hurdle this program faces is working around the reality of deployments students potentially experience. For example, our original



number of students for this first M.S.W. cohort was 14, but one student was deployed to Africa before the first class even met. He continued to be dedicated to the idea of being in the program so much that he flew from Africa to Germany for class once. However, the deployment was prolonged and he had to withdraw. As the program evolves, deployments of various lengths will be a reality we have to work around.

The biggest surprise I've encountered while implementing this new program is the dedication of the students. They are hardworking, committed and so appreciative of this opportunity, and that comes through in the work they do and the enthusiasm and interest they bring to class.

This effort would have not gotten as far as it has and with as much success as it has had if it were not for the dedication and hard work of departments across SU's campus. The efforts of the staffs of a number of offices and individuals – from the Admissions and Registrar's offices, to a number of IT folks, to the library and the Writing Center – have been incredible. We have had several workgroups from SU who have been meeting regularly (virtually, of course) for months with UMUC staff both stateside and in Europe. Seeing the dedication and hard work of my colleagues to make this effort happen has been rewarding and heartwarming for me. It makes me proud to work at SU. ❖

# Educating the Agents of Change: SU's Doctor of Education

By Dan Norris '14

According to the National Center for Education Statistics' most recent National Assessment of Adult Literacy, 11 percent of Maryland and Delaware residents lack basic prose literacy skills. Politicians, parents and community leaders on the Eastern Shore have all proposed various solutions to this growing challenge for P-16 education.

Starting in fall 2014, Salisbury University is taking an important step to address literacy by offering a new doctoral degree program, the Doctor of Education (Ed.D.) in Contemporary Curriculum Theory and Instruction: Literacy. The Seidel School of Education and Professional Studies identified the need for a doctoral program focused on literacy by surveying teachers and administrators in SU's associated Regional Professional Development Schools (RPDS) on the Delmarva Peninsula. "The doctoral program in literacy is a great example of the Seidel School's commitment to the University mission of promoting life-long learning in a democratic and interdependent world," shared Dr. Cheryl Parks, dean of the Seidel School. "The program will reach a broad range of constituents with the goal of promoting effective literacy learning in a variety of contexts, from early childhood to adult learners."

The program's director, Dr. Judith Franzak, officially began work in June; however, she arrived on campus last spring to promote the program with interim director Dr. Maida Finch. Both educators view this degree as a unique opportunity to make a difference in the educational process, both regionally and eventually nationally.

SU's Ed.D. program is more than a broad-based degree aimed at improving education; it is a unique option for a doctoral degree in two significant aspects. First, the Ed.D. is a practitioner-focused terminal degree that targets both teachers

and education administrators. Finch explained that most traditional Ph.D. programs in education tend to undervalue the experience of practicing teachers. The SU program challenges this notion because students are expected to integrate their professional experiences with the program coursework. Franzak added that in SU's Ed.D. program, a teacher's classroom experience is "a great asset. Not only is [classroom experience] valued, but it is essential to this work."

SU's Ed.D. program is based on a problem-solving collaboration between students and faculty, creating a learning environment based on the research of each student. Finch explained that the program is: "Interested in having practitioners look at what is going on in their local context, what problems and challenges they are facing ... considering what they know in terms of theory, research and curriculum, and what solutions they can propose. Then [the student should] be able to study and analyze the effectiveness of whether or not those are working."

Second, the degree has a specific focus on literacy, which Finch said broadly means, "The multiple practices people are using to communicate with text." Whether that is a practitioner "teaching basic [reading and writing skills] to adults or a second grade teacher addressing the question of how to read aloud effectively to children or what's happening in children's literature." To address the need delineated by RPDS

teachers, the Ed.D. practitioners' workplaces will become sites for action research that will explore a range of literacy issues. Franzak explained that "doctoral students will be able to integrate their professional context with their graduate studies through this program."

The students in a cohort examine their individual research and apply research-based pedagogical concepts,

"localizing and actualizing an abstract notion of research" to solve literacy issues. Franzak also explained, "a key concept in the program is being an agent of change and supporting educational practice that will promote equitable achievement across the board for all students." This model also creates the possibility for a section of the cohort who come from the same school or district to address problems thematically across the group, illuminating a concept of applied learning that is unique for a doctoral program.

## The Ed.D.'s Dual Effect on Literacy

Rick Briggs, principal of Mardela Middle and High School, is an ideal student for the Ed.D. When informed of his acceptance as a member of the fall 2014 cohort, Briggs said he was, "cautiously excited to see what the blend of different doctoral models [in SU's Ed.D.] is going to look like. I think [the Ed.D.] can be a win-win situation that benefits me as an individual while helping the students and staff here at Mardela."

As the school's principal for the last three years, Briggs works with teachers who are tackling regional literacy issues in the trenches. With his undergraduate degree in mathematics, a concentration in secondary education and master's degree in administration, he taught algebra for five years before becoming an assistant principal. Due to his background in mathematics, Briggs believes that the Ed.D. will better prepare him to address literacy among the over 650 students in his school.

Because of the school's sixth- through twelfth-grade range, Mardela presents unique challenges to a professional educator, which makes it a perfect site for literacy research. The wide range of student ages in a small environment means that Briggs can closely examine actual outcomes of theoretical literacy questions. He elaborated: "If I want to look at literacy in a social studies classroom, I have seven different social studies teachers with whom I can work." This creates more options for research that will benefit the school and is an example of how



Dr. Maida Finch



## Meet the New Director

Dr. Judith Franzak was previously an associate professor of curriculum and instruction at New Mexico State University's College of Education, where she specialized in language arts education for adolescents and critical literacy policy analysis. In 2012-2013, she was a Fulbright Roving Scholar of American Studies in Norway, lecturing on her classroom experience in New Mexico and collaborating with Norwegian colleagues. Her teaching and research experience – along with a doctoral degree in language, literacy and socio-cultural studies – position Franzak as the ideal director for a program that is designed to serve practicing educators in the Delmarva region and beyond.

the Ed.D. immediately affects area schools used as learning laboratories.

Prior to applying to SU's program, Briggs was exploring degree options with Mardela's RPDS liaison Dr. Ron Siers, who shared his experience with various doctoral programs. That conversation piqued Briggs' interest in the new Salisbury degree. Currently, classes are offered in an evening format, and future plans include hybrid and online courses. The course scheduled is designed to make the degree attainable for a professional like Briggs who has a family. Beyond adding solely to his theoretical knowledge acquired through his B.S. and M.S., Briggs was interested in research that "lends itself to what I'm doing every day. While I'm doing something for myself professionally, [I am] ultimately helping the staff and students at Mardela as I develop into a well-rounded educational leader."

The terminal degree will be necessary when Briggs is ready to move into a more supervisory role in the education system. He initially thought that not being in a classroom would be a detriment to his research. But after discussing this challenge with another principal in the program, he believes that because he has a "positive working relationship with all the teachers," he can help the students while collecting data that will "serve to benefit my research and the program."

## The Ed.D. in Practice

Literacy learning is the focus of the degree, and experience as a professional educator with a strong interest or background in literacy is expected of program applicants. Applicants to the Ed.D. program should have three years of professional experience in the education field. Since this a terminal, not a licensing degree, applicants must have a master's degree in education or a closely related field. Franzak explained: "Students will find the cohort model offers a learning environment in which they can draw upon one another's professional knowledge and experience and also really get to know and work with faculty."

Whether they are full or part time, students are expected to work in their field while taking the degree. Students entering the first cohort bring a rich diversity of backgrounds. Several are elementary school teachers, others work in administration or curriculum supervision, and still others work in higher education. There is not one ideal working situation for an applicant to the program, although the student's interest must be focused on some aspect of literacy education.

Students of the first cohort are interested in pursuing a wide variety of careers after graduation. Some are interested in administrative positions within the district, such as superintendent of

curriculum learning, and others will seek faculty positions in teacher education programs. Most, however, are interested in mastering their craft as educators. They share a desire to become teacher-leaders in their school while still remaining close to the classroom. Franzak stated: "There is an expectation that the students will use the preparation they receive in the program to share their findings, to continue to help identify problems and work on them in pragmatic ways that make a difference in students' lives."

The first cohort is filled for 2014 with a combination of full- and part-time regional students. The Ed.D. will continue with a new cohort for each successive year and will begin recruiting on a national level. According to Franzak, the program is a member of "the Carnegie Project for the Education Doctorate (CPED), an inter-institutional consortium of higher education colleges committed to improving the education doctorate. They are specifically focused on making the Ed.D. rigorous and relevant." Because there is not another literacy focused CPED degree model, affiliation with the consortium is a distinction for SU.

The Ed.D. is as good a fit for SU as it is for the practitioners who are enrolled in the first cohort. It could potentially be a game-changing program in the business of education on the Eastern Shore. ❖



# Innovative Uses of Qualitative Data in Conflict Resolution Research

*By Haleigh LaChance,  
Research Associate,  
Bosserman Center for  
Conflict Resolution*

Research in conflict resolution can cover topics on everything from peace treaties to post-war interventions to gang violence to how divorcing couples decide custody arrangements. As with all research, research in conflict resolution starts with a question about how conflicts evolve, escalate, are managed or are resolved. For four years, researchers have been attempting to answer one specific question: What is the impact of alternative dispute resolution (ADR) on conflicts that reach the Maryland court system?

Conflicts reach the court when an impartial third party is necessary to end the dispute or render a verdict. Most approaching the court expect the judge to be the deciding third party, and this is often the case. But the court also offers programs that allow parties to sit down with a neutral third party to discuss the issues and try to find a resolution that can be satisfactory to all before, or in lieu of, receiving the judge's verdict. ADR is an umbrella term for processes such as mediation, facilitation and settlement conferences, all of which allow parties to attempt to settle their own case. Parties who settle their case through a mediated agreement can put that agreement on the record and can be legally bound by that agreement.

Maryland is a national leader in offering exhaustive and innovative ADR programs

and has ADR programs in all jurisdictions in the District Court (court of lower jurisdiction) and circuit courts (courts of general jurisdiction). The Court of Special Appeals also has a program. In the circuit courts, parties often receive a referral to mediation long before their trial. In family custody cases, and many non-family matters, mediation is an expected stop on the path to a trial. In the District Court, the ADR office runs a program called Day of Trial Mediation, where mediators are on-call in civil courtrooms to offer parties a chance to attempt ADR before their case is called by the judge.

As ADR has grown over the last 20 years, research into ADR also has grown, done primarily by asking participants who have completed an ADR process questions about their experiences. This is an important metric – courts need to know how participants felt about their experience – but it is an incomplete metric. It doesn't say anything about the differences between those going through ADR and those going through traditional litigation, and it doesn't say anything about the differences between different ADR types and practitioners.

Those in the fields of conflict resolution and access-to-justice are confident that ADR provides an equal, if not superior, path to justice when compared to traditional litigation. But so far, no one has been able

to prove it. The Maryland Judiciary, Administrative Office of the Courts (AOC), set out to do what no one else has done – they commissioned the first-ever state-wide, quantitative assessment of the impact of ADR on the court system and Maryland citizens. This project, the most comprehensive and scientific study on ADR to date, was funded by the State Justice Institute, a federal grantor dedicated to researching and improving the quality of justice at the state level, and those funds were matched by the AOC. Salisbury University received the primary contract totaling over \$750,000, and two organizations worked together to conduct the research: the Bosserman Center for Conflict Resolution on SU's campus and Community Mediation Maryland. Their respective executive directors are the principal investigators: Dr. Brian Polkinghorn, Distinguished Professor in the Conflict Analysis and Dispute Resolution (CADR) Department, and Dr. Lorig Charkoudian, who earned her Ph.D. in economics from John Hopkins and wrote her dissertation on the impact of mediation on the use of police services in Baltimore. Charkoudian designed the research study, which kicked off in November 2010 with a national meeting of experts in ADR and court research who together revised and refined the methodology.

## ACROSS THE STATE

The Honorable Thomas G. Ross, chair of the Conference of Circuit Court Judges and chair of its ADR Committee reflected: "We have a wide variety of strong ADR programs in Maryland. We feel confident that ADR benefits both the court and the participants, but we don't have any hard evidence on which to base decisions about what types of strategies work best with various case types. With the findings from this major research endeavor, we will be able to better tailor our efforts to bring the most effective techniques to the ADR process and also quantify how courts benefit in terms of cost-savings and efficiencies."

### Collecting the Data

The project is large and expansive – a total of five full-time researchers, including myself as project manager, were hired to collect and manage the data. Together, they observed over 400 ADR sessions, were present for over 600 trials, and surveyed approximately 2,500 participants and attorneys in 16 counties across the state. To examine each case, data was collected at multiple points:

- Each participant's history, attitude, expectations and demographics before the start of the ADR session and/or trial through surveys
- Each strategy the ADR practitioner used during the session and the responses of the participants through behavioral coding
- The length and result of the trial through observation
- The participant's attitude, level of satisfaction, sense of closure and fairness immediately after the case concluded through surveys
- Each participant's long-term attitude, level of satisfaction, sense of closure and fairness three or six months after the case concluded through phone surveys
- Any further litigation, judgment, modifications or appeals to the court case through archival data review

Data was collected on four types of cases in the Maryland courts: small claims cases in the District Court for which ADR is offered through the Day-of-Trial Program; minor criminal cases in the District Court referred to ADR through the State's Attorney's Office; family custody and visitation cases in the circuit courts, for which ADR is mandated for every contested case; and civil non-domestic cases in the circuit courts (complex civil litigation) that



receive judicial referrals to ADR. Locations for each case type were chosen with the goal of representing all major geographic regions across the state (Eastern Shore, Southern Maryland, Western Maryland, Upper Shore) and representing urban (Baltimore City), suburban (Montgomery, Baltimore counties) and rural (Wicomico, Washington counties) jurisdictions.

There are two things, beyond its size and comprehensiveness, that make this research unique: the use of statistically defensible control groups, and the use of behavioral observations as a research tool.

For three of the four case types, a comparison is being done between cases participating in ADR and cases that are never referred to ADR. To avoid selection bias, the control groups were not created from cases that were offered ADR and declined, but rather cases that were never offered or referred to ADR. Family cases are not included here, as all cases for which ADR is applicable are already mandated to attend. For Day-of-Trial cases, the same researchers who went to observe ADR sessions went to court on days when ADR was not offered and surveyed participants in similar cases before and after their trial. For criminal cases, the State's Attorney's Office in Washington County refers cases to mediation at a local community mediation center. Researchers surveyed participants in

those cases, then reviewed files of criminal cases in Frederick County to find those that were equivalent to cases being referred to mediation in Washington County and surveyed those participants. For civil non-domestic cases, random assignment is being used to ensure that half of new cases filed in Howard and Cecil counties along specific tracks receive a judicial referral to ADR and half do not. Both types of cases receive the same surveys at multiple points over the life of their case.

### In-Depth Analysis

Because this comparison study seeks to measure the impact of ADR, special care is given to determine what differences exist between the groups, so that ADR can be isolated. Charkoudian explained: "because ADR is voluntary and some individuals were offered ADR and chose not to participate, we cannot know for sure whether those who ended up in the control group would have chosen to participate in ADR had they been given the choice. Therefore, we review case characteristics, demographics, and pre-test attitudinal variables with a difference of means and chi-squared tests to identify variables that might be different between the control group and the treatment group."

This level of analysis allows researchers to determine the impact of ADR not only on individual participants and cases, but also on the length of time the court spends on each case (case-time standards), the cost per case to the judiciary and the cost to other state services. This cost-benefit analysis will allow policy-makers to have concrete data on where services can be increased and costs can be trimmed from the state budget.

It also gives CADR students an opportunity to engage with high-level quantitative statistics, a rarity in a field dominated by qualitative research. The SU Graduate Studies and Research Office sponsored a graduate assistantship for this project, and Matt Swiderski, a first-year graduate student was selected for the position. Dr. Vitus Ozoke, who taught the graduate CADR research methods course, noticed an immediate difference: "It brought a level of excitement to the classroom. While we were talking about sampling, Matt was grappling with how to randomize court cases for the study. We weren't just discussing block randomization versus stratified randomization, we were talking about real cases that were going to have different experiences based on how

the randomization was created. All the students responded to that level of real-world practice being mixed with the classroom theory.”

### A Quantifiable Approach

The second unique aspect of this study is the use of behavioral observation and coding. This methodology, used widely in psychology research, only rarely has been used in conflict resolution research. Much research in conflict resolution, and research on mediation in particular, is qualitative. Narrative descriptions of what occurs in mediation abound, but taking the verbal interactions within a mediation session and distilling them down to a sequence of quantitative behaviors only has been done in limited settings, with small sample groups.

Roger Bakeman’s seminal text on this methodology, *Observing Interaction: An Introduction to Sequential Analysis*, describes behavioral observation as a way of quantifying behavior: “Narrative reports depend mightily on the individual human doing them ... In fact, we would be surprised if two reports from different authors were identical. With systemic observation, on the other hand, the goal is for properly trained observers to produce identical protocols, given that they observed the same stream of behavior” (pg. 3).

A primary goal of this study was to move away from qualitative and narrative research – though both are necessary and integral to conflict resolution research—and move toward quantitative data that can use logistic and other types of regression analysis to isolate the impact of specific mediator strategies on specific types of cases, be they cases where the conflict has escalated to the point of police and other social services interventions or cases where the parties are amicable and committed to maintaining a positive relationship.

Bakeman continues: “The twin hallmarks of systemic observation are (a) the use of predefined catalogs of behavioral codes (b) by observers of demonstrated reliability. The entire process of defining and developing coding schemes followed by training observers to acceptable levels of agreement can be both time-consuming and demanding. But without such an effort, the investigator who goes no further than only telling others what he or she sees runs the risk of having skeptical colleagues dismiss such narrative reports as just one person’s tale” (pg. 4).



### Training the Researchers

As Bakeman predicted, the process of developing the behavior codes – a code-book of all possible strategies a mediator might use, and all possible responses from the participants, with definitions for what is included and excluded from each code – and training observers was a demanding process. Five full-time researchers spent six months watching and coding videos of role-play mediations, live mediations and other behavioral interactions before the required reliability was reached. As researchers left the project and were replaced, new researchers were trained to identify the same codes.

For this level of research, staff with graduate degrees in the field of conflict resolution or other areas of the behavioral sciences were recruited and hired. Two of the researchers were former social workers. One was a former attorney. The rest were mediators. Two researchers and one graduate assistant were SU alumni from the CADR Department. Approximately 15 interns from CADR and Psychology departments worked on the project in varying capacities, doing everything from conducting surveys in courthouse hallways, to stuffing envelopes, to tracking down participants by phone to conduct follow-up surveys, to designing websites to distribute results.

Emmett Ward earned his M.A. in CADR from SU in 2011 and joined the project the same year as one of the original researchers. He took courses on mediation as part of his graduate studies, became a trained mediator through the Bosserman Center and was an active mediator in the Bosserman Center’s Community Mediation Initiative.

“I was excited about this project from the beginning,” Ward said. “As a mediator myself, I know how complex and nuanced the interactions between the mediator and

participants can be. Mediation sounds simple, but in reality, there are so many different tactics you can use. I wanted to know which would be most effective.”

After six months of training and another six months observing mediations and surveying participants, he was ready to go back to being a mediator: “There’s a very hands-off nature to research. As a mediator, you can help people move forward from their conflict. As a researcher, you can’t do that. You can only observe and report where they are now.”

It was a struggle the researchers felt throughout the course of the study. As almost all were trained mediators themselves, observing and recording such personal, intimate and at times emotionally charged moments without interfering or impacting the very interactions being researched could be difficult. Equally difficult were the days spent surveying cases that could have benefited greatly from an opportunity at mediation and knowing that mediators were not available because the research required a control group for comparison.

### Analyzing the Results

Researchers hope the results, in being able to isolate and quantify the impact of mediation, will lead to more effective and efficient programs that advance the courts’ mission of fostering fair, efficient, timely and accessible justice for all Marylanders.

The results of this study are being analyzed now, and reports will be published by the Administrative Offices of the Courts throughout the summer and fall 2014 on various pieces of the data. Preliminary analysis and published reports, along with more detail on the project, can be found at [www.marylandADRresearch.org](http://www.marylandADRresearch.org). ❖

Committed to community engagement – with opportunities for children and adults, certificate programs, professional conferences, and services to support the Delmarva Peninsula – SU offers a variety of programs that strengthen the connection between the community and the campus.

**Athletic Camps:** SU is host to over a dozen summer camps that provide young athletes with the skills and experiences that only the country's best coaching staff can provide.



**Science Nights:** High school students interested in studying mathematics or the sciences in college are invited to explore their options at SU and benefit from its faculty and facilities.



**Lower Shore Child Care Resource Center:** The center promotes excellence in child care by providing high-quality training, program resources and technical assistance.



**Bienvenidos a Delmarva:** This network of over 70 service providers works to find appropriate solutions to better serve the immigrant population of the Delmarva Peninsula region.

# EXTENDED LEARNING

A journey to discovery, appreciation and knowledge.

**Bosserman Center for Conflict Resolution:** The center's staff of trained mediators foster peace building through the teaching and training of both conflict analysis techniques and conflict process skills.



**Richard A. Henson Medical Simulation Center:** Students and local caregivers practice potentially life-saving skills and develop evaluation and treatment techniques to best care for patients.



**Student Community Service Projects:** Supporting SU's mission of community and civic engagement, the SU Volunteer Center connects students with local service needs. In addition, hundreds support the annual Big Event and I Love Salisbury community outreach events.



**Cultural Enrichment:** SU is a cultural hub for the Eastern Shore, sponsoring numerous arts opportunities through its Delmarva Public Radio, Nabb Research Center for Delmarva History and Culture, Ward Museum, SU performing ensembles and galleries, and semester-long cultural series.



**Senior Learning:** SU collaborates with the Institute for Retired Persons and Association for Lifelong Learning to offer a robust roster of learning and social opportunities for retirement-age citizens.



**Senior Games:** Promoting health and fitness, the games have provided a competitive sporting outlet for Delmarvans age 50 and older for over 15 years.

# Fitting Together the Puzzle: Grants and Cultural Affairs

By Dan Norris '14



Drums and horns pulsed through SU's Holloway Hall as the Spanish Harlem Orchestra's three vocalists danced in place to their "hard salsa" and Latin jazz numbers. The mounting energy generated by their footwork energized the audience; their heads bobbed and couples danced in the aisles. It was a magical performance of a caliber that one would expect to stumble on in Lincoln Center or pay full ticket price to see at Wolf Trap.

When the show was over and the applause diminished, the audience chatted and mingled as they left Holloway Hall. Many exchanged quick hellos and congratulations with an individual at the back of the auditorium who was beaming with enjoyment of the performance. Her name is June Krell-Salgado, director of the SU Cultural Affairs Office, and regular attendees know that she is always infused with this much excitement for performances at the University. That excitement and dedication are made apparent in the complex tapestry of events that is arranged by the office.

SU's culturally diverse performances are a prominent part of the public face of the University and are intended to complement SU's academic experience. Because the Cultural Affairs Office serves multiple constituencies, both on campus and in the community, events are open to the public and free of charge. By careful design, there is something for everybody. When the Moscow Ballet came to SU this spring they performed two very different ballets: *Don Quixote*, the story of the fabled knight-errant, featured character dancing and vivacious Spanish music; while *Sleeping Beauty* was a traditional performance geared toward those familiar with classical ballet and was a special child-friendly performance, which supports the mission of the office to ensure early exposure to cultivate the next generation of arts enthusiast. In addition, several other culturally related events, including faculty lectures and a themed dinner, were scheduled to culminate in the two ballet performances.

Moscow Ballet



### Finding the Funds

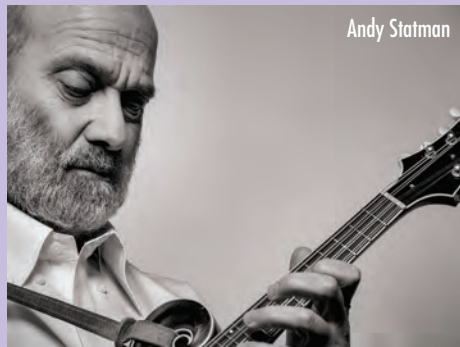
The underlying story behind how these wondrous events come to SU is the process of grant writing required to fund these performances. SU's Cultural Affairs Office has a budget; however, frequently as much as 50 percent of the cost of each performance is covered by various arts grants or grants that are specific to each artist. MacArthur Fellowship "Genius Award" recipient Corey Harris, an acoustic Delta blues guitarist, and National Endowment for the Arts (NEA) National Heritage Fellow Andy Statman, a klezmer and American bluegrass musician, were both funded through the American Masterpieces Tour program of the Mid-Atlantic Arts Foundation (MAAF) with support from the NEA and the Maryland State Arts Council (MAC). The process of requesting – and successfully receiving – these grants can be quite extensive. Krell-Salgado explained, the agencies want to know, "What you're doing. When you're doing it. Why you're doing it. Who you'll serve by doing it. How much it will cost. And, how much help you're asking for."

Some grants are smaller and help provide gaps in funding. For example, when the Moscow Ballet was scheduled, the Provost's and Fulton School Dean's offices generously provided the majority of the financing and the Salisbury Wicomico Arts Council (SWAC) supplied a grant to help defray some supplementary costs for the visit. Rolled into the SWAC grant is funding from both the NEA and MAC; from the Provost's Office, to SWAC, to NEA, the pieces of the funding puzzle fit together seamlessly behind the scenes.

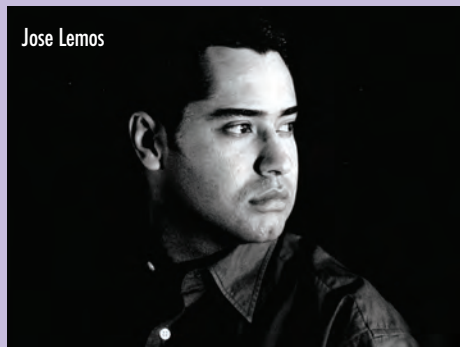
The representatives of the performers also add another level to the puzzle. Artists are listed with their agents, who then schedule performances that work within the artist's traveling schedule. Over the last 15 years, Krell-Salgado has become adept at communicating with these agents. Concurrent with watching online scheduling sites and e-mailing artist's agents, she connects visiting performers with grants that will help fund each event. SU's Graduate Studies and Research Office – which facilitates University grants –



Vienna Boys Choir



Andy Statman



Jose Lemos



Petar Maric

subscribes to a program that generates current grant information, but like in any business, networking is key. Some shows, such as the crowd-pleasing Spanish Harlem Orchestra, are contingent on a grant. Other events are partially sponsored by SU departments in order to generate the support necessary to bring an artist to campus. Krell-Salgado said, "It's a puzzle: you have a finite amount of [budgeted] money, and you don't recoup costs at the door." For that reason, every dollar of funding is utilized to its maximum potential.

### Connecting with the Community

Once the grant is received, it normally requires a community outreach component. That outreach is developed through a process of expansion that schedules supporting events around each major event. For example, the Spanish Harlem Orchestra was scheduled in conjunction with Hispanic Heritage Month. The performance was preceded by the International Dinner Series, where musicians serenaded the diners. Krell-Salgado called this "exposure by default"; whereby, students are introduced to different cultures during their daily routine. In addition, the dinner series is reasonably priced and open to the public, which enhances community outreach at the

## CULTURAL IMPACT

University. She explained, "Grants want their money to serve as many as possible. The fact that we serve multiple constituencies acts in our favor."

These community outreach opportunities can come in many forms beyond the initial event. Artists are frequently asked to teach Master Classes in connection with SU's Music Department and Dance Program. Pre-performance talks by the artist or a question-and-answer session after a performance are scheduled so that audiences can learn more about the artists. Films that address similar issues or feature the same geographical area are shown during the week of the performance.

### Europe: Old and New

Every fall, cultural events have a theme that guides the selection of artists. For fall 2014, the theme is "Europe: Old and New." One of the first performers scheduled is the Bratislava Boys Choir. They were booked through the World Arts Experience, a non-profit, all-volunteer organization that believes, like Krell-Salgado, that "the best way to bridge cultures and promote understanding and dialog between people is through their art." Representing "old" Eastern Europe in this year's theme, the choir was made available through the Slovakian Embassy – the Cultural Affairs Office often works with the embassies in Washington, D.C., to provide culturally diverse entertainment. Among those representing "new" Europe in this year's theme is accordionist Petar Maric. Returning

Corey Harris



Spanish Harlem Orchestra



to SU by popular demand, Maric is a four-time winner of the World Trophy Accordion Championship and the only musician to earn the championship in all of its divisions.

Another internationally famous performer scheduled for the fall is Cristina Pato, a Galician bagpiper who plays with Yo Yo Ma's Silk Road Ensemble. Her unique style fulfills both the new and western components of the European theme. The New York agency that represents Pato connected the Cultural Affairs Office with an Arts Connect Grant that helped secure her visit. With the help of an MAAF grant, 23-year-old vocalist Cecile McLorin Salvant – who has been hailed by *The New York Times* as the next in the lineage of jazz greats Billie Holiday, Sarah Vaughan and Ella Fitzgerald – also will grace the SU

stage. The series features the acclaimed Vienna Boys Choir, who exemplify the caliber of world-class performers brought to SU that is only possible through the grant-writing and networking efforts of the Cultural Affairs Office.

Among those rounding out the theme is José Lemos, a counter-tenor singing Italian Renaissance music and representing "old" Western Europe. Lemos will teach a Master Class to voice students, providing a hands-on connection to SU's curriculum. There also will be an Italian Renaissance Dinner in the Commons and film screenings featuring the PBS series on the Medici family. The entire schedule is constructed seamlessly and efficiently in order to maximize community benefit from available funding.

The composition of cultural events hosted by SU both entertains and informs the Salisbury community. Performances appear to flow magically through the halls of SU, producing one memorable moment after another. Each of these events, however, is finely crafted in the Cultural Affairs Office. Grants are the medium used to create such symmetry. The next times you flip through the pages of *Panorama*, receive a Cultural Affairs Office event reminder email, see a new poster around campus or in the community, or hear an advertisement on NPR, make room in your schedule for an SU performance. See the enchantment that grant funding supports at SU. You won't be disappointed. ❖

Cecile McLorin Salvant



# Strong Support From Within

By Jason Curtin '98, Deputy Director, Salisbury University Foundation, Inc.

## *SU Foundation, Inc. Faculty and Staff Grant Program*

An important aspect of faculty and staff being able to conduct research is finding funds. Faculty and staff continuously work with the Graduate Studies and Research Office to find external funding opportunities, the process of which can be laborious and painstaking. However, internal assistance is becoming increasingly popular for those in need of research grants. The Salisbury University Foundation, Inc. provides funding annually for individual full-time faculty and full-time professional staff (at the assistant director level or above) of Salisbury University. Typically, applications for grants are received from individuals who wish to conduct research, present a paper at a conference or develop a new program for the betterment of the University. Formal guidelines and procedures have been adopted by the Executive and Grants committees of the SU Foundation, Inc.

The SU Foundation appropriates annually a percentage of its net earnings to foster activities in the area of research, professional development and program development. In FY14, approximately \$40,000 was available for distribution among applicants, in part due to a generous offer from President Janet Dudley Eshbach and her available SU Foundation funds. All funds are administered by the Grants Committee of the SU Foundation. Professional development includes the following types of activity for consideration by the Foundation: presentation of papers, posters or performances at regional, national or international conferences and venues; research activities or creative productivity in the areas of literature, art, music, theatre and dance; and attendance at regional, national or international conferences and seminars or activities improving the quality of life in this community.

Peter Jackson, former chairman of the SU Foundation Grants Committee, shared: "The faculty of SU, as with all faculty members everywhere, finds itself short of resources to complete their research and teaching tasks. The grant awards from our committee can help our SU faculty and staff



to make an additional impact with their work. It has been an additional pleasure to witness the SU president, Dr. Janet Dudley Eshbach, contribute substantially to help expand our grants-funding capability. Simply reading the proposals made by the faculty and staff has been exciting to learn more about their contributions; being able to fund them toward final achievement has been, as the young folks say, 'awesome.'"

The deadline for SU faculty and staff to apply during the spring 2015 application cycle is January 30, 2015. Additional information and submission forms may be acquired from our website, [www.salisbury.edu/foundation](http://www.salisbury.edu/foundation), or at the SU Foundation Center, 1308 Camden Avenue. If you have further questions, please contact me or Donna Brittingham, SU Foundation assistant.

In addition to the traditional grants awarded each year, the Sea Gull Century bicycle tour has begun to offer grants to faculty members as well. Proceeds from the 25th anniversary ride of October 2013 provided \$5,000 for 15 grants for faculty and staff in FY14.

*"In FY14, approximately \$40,000 was available for distribution among applicants, in part due to a generous offer from President Janet Dudley Eshbach and her available SU Foundation funds."*



# Inaugural Research Day and Innovation Showcase

By Josh Davis



Issues ranging from undergraduate experience to the potential effect of free trade agreements on Sub-Saharan Africa were discussed during Salisbury University's inaugural Research Day and Innovation Showcase in September 2013.

## SU faculty presenters included:

- Dr. Art Lembo, associate professor of geography and geosciences
- Dr. Michele Schlehofer, associate professor of psychology
- Dr. Chrys Egan, associate professor of communication arts
- Dr. Jonathan Munemo, assistant professor of economics
- Dr. Jim Forte, professor of social work
- Dr. Dean Ravizza, associate professor of physical education
- Dr. Sarah Surak, assistant professor of political science and environmental studies
- Dr. Leonard Arvi, associate professor of finance
- Dr. Ryan Taylor, associate professor of biological sciences

## 'Real-World Stuff'

Lembo, technical director of the Eastern Shore Regional GIS Cooperative, presented "Getting Down to Earth: Engaging Undergraduates in Theoretical and Applied GIScience." He recounted a discussion with the vice president of a major research university who lamented, "we're never going to be Swarthmore."

"Swarthmore is kind of the gold standard for undergraduate education and they're doing everything right," he said. "I contrast that with when I came (to SU) to interview. I met Tom Jones, who at one time was the provost here, and he said, 'Look, if you're an 18-year-old kid and you come to Salisbury University, you're going to be in a

lab with a professor with a Ph.D.' I thought, 'wow – this guy gets it.' He totally gets the idea that we can give our undergraduates a really special undergraduate experience."

Last year, Lembo's students did extensive research into the interests of job seekers, analyzed the health of the Chesapeake Bay, developed smartphone apps and helped with Super Storm Sandy damage assessment.

"This is real-world stuff," he said. "Our undergraduates are put in a professional environment where they have to perform. We expect our students to perform at a level that rivals a professional organization. We expect our students to engage in meaningful, real-world work so they can have a better future for themselves.

"Don't let anybody tell you that you can't be Swarthmore. I can give my undergraduate students the absolute best experience out of any college in America, and our students are up the challenge."

## Community-Based Research

Schlehofer and Egan collaborated on "Applied Community-Based Research: Challenges and Opportunities for Improving Our Community." Egan said research "helps us establish what those needs are in our community and to prioritize those needs.

"We are so fortunate [at SU] to have access to things that not everybody has access to. We can access empirical databases, we have statistical packages, and we have software and other things at our disposal. We also are fortunate enough to have a research and grants office that can help us find and secure funding for these projects. We have over 8,000 wonderful students who can

collaborate on these projects with us as they get hands-on experience that they can apply after graduation, and we have a social responsibility as academics and researchers that are actually living in a community to take our work and ground it in our very own neighborhood."

## Navigating Global Trade

Munemo presented "Engaging the Soaring Dragon: Can Sub-Saharan Africa Benefit from Free Trade Agreements [FTA] with China?" "What's remarkable about China is, since it embarked on economic reforms in 1978, it has truly become a soaring dragon," said Munemo. "It is now the second-largest economy in the world, accounting for 9 percent of global trade. This is truly remarkable, but this also has brought several challenges for China."

These challenges include interacting with other emerging markets. The Southern African Customs Union (SACU) is one of five nations currently negotiating an FTA with China. Munemo argued that the introduction of lower-cost Chinese goods to SACU countries would harm labor-intensive industries that are essential for rapid employment and poverty reduction.

"The key conclusion that comes out is that duty free access in the SACU market, as well as for SACU into the Chinese market through FTA, is not enough by itself to generate development in the SACU countries," said Munemo.

## Theory and Practice

Forte presented "Where's the Theory? A Research Review of a Love-Hate Relationship and a Preview of Repair



Strategies. "From my point of view, social workers would marry theorists," Forte said. "They would see the value of a reciprocal and caring partnership between theory and practice; theory would inform practice and practice would inform theory."

Problems theory runs into, he suggested, include translation difficulties and an over abundance of jargon and rhetorical conventions that make it difficult for many people to pick up.

"I believe in the possibility of reconciliation," Forte said. "Social workers can change their emotions of ambivalence, indifference and hate into those of love. We can move from polarities to unity."

### Peace Building Through Sports

Ravizza showcased "We Got Game: Building a Sport and Social Intervention for Children of War," about his time in Uganda working on a UNICEF project called Sports for Development of Peace. "I was asked to come to the GUSCO Child Reception Center for former child soldiers," Ravizza said. "At this time, we could see that the region was in conflict for over 20 years, and roughly 90 percent of the population lived in what was called 'internally displaced person camps.' Approximately 66,000 children and youth were abducted by the rebel groups (who) used child soldiers as their weapon of war."

Ravizza focused on the issue of how sport can play a role in a child's reintroduction into their community. "What (the children) told us was that they could utilize sport as a form of social inclusion – a way to develop leadership skills," he said. "It was also a pull factor for school and, most importantly, a means for building peace within the communities."

### Politics of Garbage

Surak explored "Talking Trash: The Politics of Garbage." A former EPA waste researcher, Surak has consulted for municipalities across the country on waste management practices. "Our waste is never anonymous," she said. "It's never private. It is a public process as soon as it leaves our private properties."

Scientific excavation of landfills has shown that, because of the lack of oxygen and moisture, organic matter doesn't always break down. You can still find "cuts of meat and banana peels from the 1920s." Surak laid the bulk of the blame on government regulations – or lack thereof – as well as harmful industrial practices.

"Industry decides how long your products last and whether you're going to be able to recycle that product," she said. "While we tend to think of wasting as this very individual process and we put a lot of blame on ourselves, what we tend to do when we individualize it is we forget all of the other important aspects, including our people that actually manage it."

### Enhancing Student Success

Arvi exhibited "Connecting the Dots – Mobile App Used to Enhance Student Success with Future Employment." Student loan debt now totals more than \$1 trillion in the United States, averaging more than \$50,000 per student. Meanwhile, Arvi asserted that many employers have begun to undervalue college-educated students. Looking to make a difference in their future, he created a mobile app showcasing his students' work in his Practicum in Portfolio

Management class, where students managed nearly a half million dollars of the SU Foundation, Inc.'s money.

"With one shot I can send all 19 of my students to potential employers, instead of emailing individual resumes," he said. Arvi considered the experiment a success. "Most of the students are employed, and if they aren't employed they're in grad school," he said. The app is a free download, available at [m.guidebook.com/guide/8581/](http://m.guidebook.com/guide/8581/).

### Students as Collaborators

Taylor presented "Basic Science and Frog Research with Applied Perspective on Human Hearing." "Frogs can tell us a lot about the evolution of life on this planet, and may even play a role in helping us understand something about human hearing," he said.

During his study, Taylor built a "robofrog" to research how female frogs are assessing acoustic and visual signals from males. He found that females often perform a virtual "lip reading" of vocal sacks in order to differentiate between choruses of calls.

"It's clear that a lot of vertebrates are actually very strongly integrating both auditory and visual components in terms of their sensory perception," he said.

"(Students) have really become collaborators," Taylor shared. "They're developing projects, and I expect by next year we're going to have some fantastic publications coming out. These guys have done an amazing job and can certainly hold their own with the best doctoral students at any institution anywhere." ♦

# Graduate Studies and Research: 'A One-Stop Shop' for External Grant Funding and Support

**Dr. Clifton Griffin**

*Dean of Graduate Studies and Research &*

**Teri Herberger**

*Director of Sponsored Programs*



**Q:** How do graduate studies and research relate to each other to support the mission of Salisbury University?

**A:** One goal of the University is to increase our graduate enrollment. Many students have undergraduate research experiences and are anxious to continue that in graduate school. By having a number of graduate degree options, we enhance the attractiveness of Salisbury. High-quality faculty are engaged as both researchers and teachers, especially in graduate classes.

**Q:** How do sponsored programs contribute to teaching and learning at SU?

**A:** By having an engaged faculty, Salisbury is providing expert teachers to its student population. Not only are the faculty on the cutting edge, they also are garnering opportunities for further curriculum development. Along with curriculum enhancement, many of our externally funded programs build more opportunities for STEM education. Oftentimes, the sponsored research programs provide opportunities for testing and using theory learned in the classroom in a meaningful, "real-life" manner.

**Q:** Teri, what actions are we taking to grow sponsored programs at SU?

**A:** We constantly strive for new ideas or initiatives that will excite and encourage our faculty to seek external funding. Our internal Faculty Mini-Grant Program is an existing program that works to provide seed funds for investigators to gather data or do preliminary research before submitting for external funding. Descriptions of this year's winning projects are featured in this issue (see page 29). This year we also offered a proposal development and grant-writing workshop for all interested faculty. Not only did the workshop offer great information for those in attendance, but the evaluations gave me ideas of other workshops we can offer. For instance, there may be a faculty member out there who has a great idea for a project, but just doesn't know where to start. I'd like to have a session on what the steps are and how this office can help. Of course, meeting face-to-face with faculty to discuss their ideas and funding options is always something I enjoy.

**Q:** A major focus area of the 2014-2018 Strategic Plan is to "Recruit, Support and Retain Faculty." How will GS&R help achieve this goal?

**A:** There are many faculty out there who are looking for an institution where they can continue the research they began in graduate school while still engaging with students. By providing a "research-friendly" environment and support mechanisms like our office, we create a more attractive package. We help provide a holistic experience for faculty to engage in teaching, research and service. Additionally, often younger faculty are much more interested in teaching and supporting graduate programs and alternative delivery mechanism such as online learning that are a component of graduate programs. By providing these opportunities, we are a more attractive option for aspiring faculty.

**Q:** Are their specific federal agencies that provide funding to universities like SU?

**A:** SU is in a great position to seek out funding opportunities for which larger universities are not eligible. The National Science Foundation (NSF) provides funding for Research in Undergraduate Institutions (RUI) and the National Institutes of Health (NIH) offers Academic Research Enhancement Awards (AREA) – both programs are offered solely to primarily undergraduate universities. By the same token, we can submit proposals to any program or agency that encourages institutes of higher education to apply. We recently submitted a four-year proposal worth approximately \$3 million to the U.S. Department of Education's First in the World program – a \$75 million program to spur the development of innovations that improve educational outcomes and make college more affordable. That proposal is still pending, but if awarded, it won't be the first large Department of Education grant SU has received. Our TRiO program is in its fourth year and we are working on a continuation proposal.

**Q:** Teri, being relatively new to the University, what do you see as the greatest challenges and opportunities for sponsored programs at SU?

**A:** With Salisbury being such a strong academic teaching institution, it's sometimes a challenge to demonstrate how research and externally sponsored programs can benefit a faculty member's academic teaching goals. Engaging in research can help with curriculum development, research experiences for undergraduates and generally add to the faculty members' overall scholarship. We have a tremendous opportunity for growth in this area. Additionally, we must embrace business practices that serve as an enabling force for faculty to participate in external funding activities. Sometimes, "one size does not fit all."

## Growing Grants & Research Means Growing Opportunities

**Q:** SU recently has expanded into doctoral programs, what is next for graduate studies?

**A:** SU is constantly evaluating opportunities to provide programs and formats that meet the needs of local and regional potential students. For example, SU is moving forward with offering online graduate degree programs in business and social work. While these programs will definitely have an international reach, they also provide the convenience of access that is not place-based that all graduate students, regardless of location, demand in today's electronically connected society.

**Q:** What would you share with a faculty member first considering seeking sponsored programs to support their scholarly pursuits?

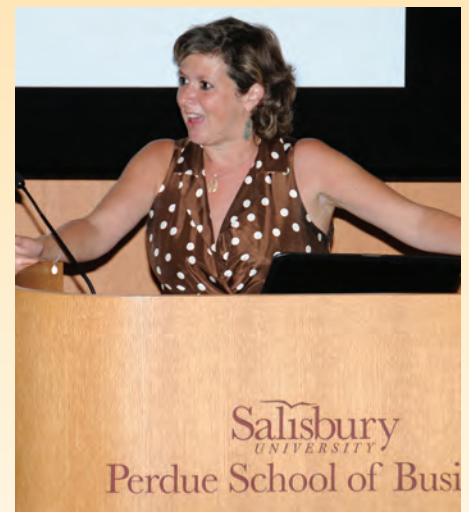
**A:** Our first priority is to learn of the faculty member's interest and line of research. From there, we can identify the best programs for him or her to pursue. Instead of the other way around, we want to start with the researcher's interest. While not very successful, it is not uncommon to search for funding opportunities and then change research focus to fit that opportunity. It's the "square peg in a round hole" problem.

Once we find the right opportunity, we want to emphasize that this office is here to help every step along the way: from developing the proposal to managing compliance issues to administering the award once it arrives. We are a one-stop shop.



The Graduate Studies and Research Office hosted its inaugural Grant Writing and Proposal Development Workshop in May 2014. The free, on-campus event was conducted by Meg Cantwell, a highly regarded, independent, proposal-writing specialist.

Designed for both those faculty already involved in grant-seeking and those hoping to pursue grants for the first time, Cantwell detailed proposal writing for specific agencies and foundations. The two-day workshop also featured one-on-one and small group consulting to explore participants' specific projects or ideas.





## UNDERGRADUATE RESEARCH

# Reflections of an NCUR Presenter

By Elora Amtower '14

As an English major at Salisbury University, research has become one of my greatest academic passions. Thus, when a professor encouraged me to submit my research paper for her Romantic Literature class for the 2014 National Conference on Undergraduate Research (NCUR), I jumped at the chance to take my love of research and writing to the next level.

Our group stayed in Lexington, KY, across the street from Lexington Center and only a five-minute bus ride from the University of Kentucky. There were many opportunities to walk around the city and take in a new place and culture. Through this experience, I met many people I had not formerly known from SU and have made new friendships as a result. I met students who shared my academic interests, and those who with different interests taught me about other disciplines and why they were passionate about them. I found that learning other's interests was the key element to my enjoyment of the conference. Their enthusiasm was infectious and instilled in me a fascination for their topics.

NCUR has been one of the most rewarding experiences of my academic career at Salisbury thus far. I attended several SU students' presentations from different disciplines. Through these talks I came to a number of realizations each important in their own right.

I first attended a sociology session discussing current issues in foreign countries. The first speaker I saw addressed the abuse of housemaids in Qatar. The audience members, myself included, were shocked to

discover that the wives – not the husbands – were most often the abusers. This presentation opened my eyes to how other cultures are constructed, and I learned a different aspect of the patriarchal model that I had not previously considered. I found it interesting that since the wives stay home during the day, they are the ones who work closely with the maids and therefore dole out punishment.

The second presentation I saw was by an SU student. She explained how practicing traditional aid in impoverished countries (i.e. sending money), particularly in Zimbabwe, does not help fix these people's situations because the citizens say their problems stem from lack of self-worth, not financial instability. She explained that through her research, she found that among the most effective ways to support people in need is to make them feel useful. By giving people work to accomplish goals, they then earn their living rather than it being gifted to them. Through this model, the people felt that they were capable and confident in themselves to take the steps necessary to become independent again. I had not thought of helping people in impoverished communities on this psychological level before. I found this insightful for my own knowledge and understanding of the greater world as well as poverty within the United States. I considered how implementing these strategies could not only be used to solve large-scale problems as in Zimbabwe, but also in small-scale areas as in our own neighborhoods.

I also attended two history presentations by SU students. I have not







taken a history class for a while now, and listening to these talks was refreshing for me. I was reminded by the sociology session that the world is much larger in scope both in a geographical and cultural sense, while these history talks reminded me that the world is larger in a sense of time as well. I learned about Queen Mary I and how she is the reason the current family is on the British throne today. They second presentation was also on this topic. These presentations reminded me that it is not only my parent's generation or my grandparent's generation that have determined mine, but also the decisions made by great leaders centuries ago have had a part in determining the present. Post-Modernists believe that our sense of history has been waning since the latter half of the 20th century, and I may have been part of that until this fascinating talk in which I was reminded just how close we still are to our past.

Finally, I attended literature presentations. The first concerned how architecture such as walls of rooms, houses, etc. in various stories represented female characters' inner feelings of imprisonment both imposed by themselves and others. The last presentation I saw was by an SU student who discussed the idea that the masculinized woman might have come about as early as the British Romantic Period. These presentations interested me greatly as I too presented on a piece of Romantic literature, Samuel Taylor Coleridge's *Rhyme of the Ancient Mariner*. However, I found these presenters useful in quite another way as well. I fully intend to continue my studies in graduate school, and by attending these presentations, I have reaffirmed my confidence in my own abilities and education in regards to my academic and occupational goals.

NCUR was a truly enriching experience as I learned many things I might have not come by otherwise; I thought of problem-solving in new and innovative ways, and I enjoyed presenting my own work and hope to do so again for future projects.

## Posters On The Hill

Recent SU graduate Erika Gerhold presented her research on the mathematics used in cryptography at the 18th Annual Posters on the Hill event in Washington, D.C. She was one of only 60 student participants selected from among nearly 600 applicants by the Council on Undergraduate Research. This is the second consecutive year an SU student has been the sole representative of a Maryland campus presenting at the event. U.S. Congressional leaders and representatives of funding agencies attended.

"I worked with underlying mathematical structures that keep your credit card information safe when you make online purchases," said Gerhold, a mathematics major. "With the possible invention of the quantum computer, current algorithms being used could be broken by the computational power of new technology. Many promising methods being studied to create future cryptographic methods are closely related to what I examined."

At the event, Gerhold met U.S. Senator Ben Cardin and U.S. Congressman Andy Harris and explained her research on "The Multiplicative Structure of the Group of Units of Polynomial Quotient Rings" to them. She also attended a panel session on science and technology policy in the White House with young professionals who are using their Ph.D.s in biology and chemistry to work in D.C.

"I enjoyed hearing their stories and seeing other uses for degrees in these scientific fields," Gerhold said.

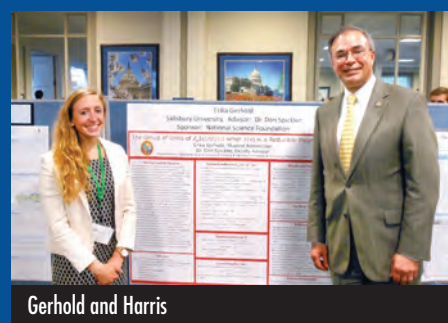
"Having a student from SU's Richard A. Henson School of Science and Technology again selected to participate is quite an honor and reflects the quality of our STEM (science, technology, engineering and mathematics) programs," said Henson Dean Karen Olmstead.

Gerhold's faculty mentor, Dr. Don Spickler of SU's Mathematics and Computer Science Department, called her research results "elegant and surprising."

"She has taken a very difficult question from advanced mathematics and produced an easy to understand solution," he added.



Spickler and Gerhold



Gerhold and Harris



Gerhold with Cardin and SU Deputy Chief of Staff Robby Sheehan

Gerhold has twice presented at the National Conference on Undergraduate Research and at the Mathematical Association of America's MD-DC-VA section meeting, as well as at its Mathfest and SU's Student Research Conference. She is pursuing a Ph.D. in mathematics at Louisiana State University this fall. Eventually, she hopes to teach at the college level.

# Oklahoma Department of Commerce Hires GeoDASH Team to Develop Workforce Development Dashboard

By Jenni Pastusak, Senior Project Coordinator, SU Business, Economic and Community Outreach Network

Salisbury University's reach is going beyond the Eastern seaboard and extending into the Midwest. In addition to providing services and expertise to the mid-Atlantic region, SU faculty and students now may include Oklahoma in their project portfolio.

Looking at workforce trends in any particular region is something leaders from the public and private sectors do on a regular basis. The challenge with this task is how to share the information with stakeholders in a way that gives all invested parties a clear and concise understanding of what the numbers mean and how to plan for the future. Dashboards are a visual and dynamic tool that can be used to tell a story behind a "bunch" of numbers.

When Oklahoma Governor Mary Fallin witnessed a presentation made by the Maryland Department of Labor, Licensing and Regulation with dashboards developed by GeoDASH showcasing workforce trends

throughout the state, it was an "ah-ha" moment. She knew she wanted the opportunity to share Oklahoma's workforce data in the same fashion and with a tool that can manipulate the data as milestones are reached and the job market grows.

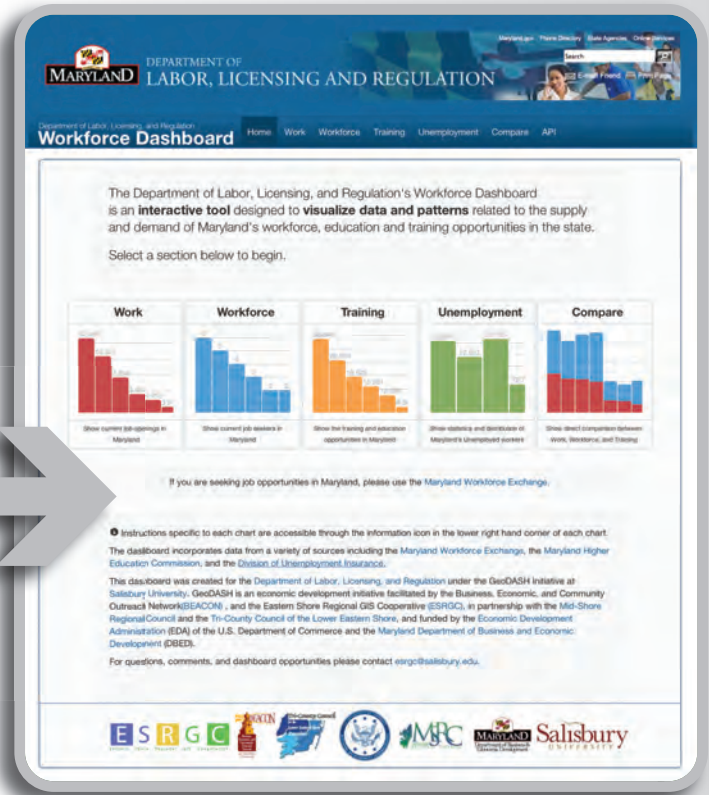
The Oklahoma Department of Commerce hired GeoDASH – a joint initiative of SU's Business, Economic and Community Outreach Network (BEACON) and the Eastern Shore Regional GIS Cooperative (ESRGC) – to develop, design and launch an Oklahoma Workforce Development Dashboard to use as an interactive tool that will help them tell the story about the current and projected future of workforce development across the state.

The team has been tasked with collecting workforce statistics, summary geographies and base maps. Workforce statistics include details related to job openings, job seekers and training

opportunities in Oklahoma. The GeoDASH team evaluates all data sources that will be incorporated into the dashboard to determine the level of data preparation and manipulation necessary for the project. Each workforce statistic will be featured individually on a separate tab (i.e. Work, Workforce and Training) as well as combined into appropriate comparisons in an additional Compare tab.

Oklahoma Department of Commerce will have the capability of pulling individual charts from the main dashboard to embed into other Web pages. The functionality will be based on the custom dashboard technology found on the Department of Labor, Licensing and Regulation's Workforce Dashboard for Maryland ([www.dllr.state.md.us/workforcedashboard](http://www.dllr.state.md.us/workforcedashboard)).

The dashboard also will be equipped with functionality to operate on all mobile platforms.

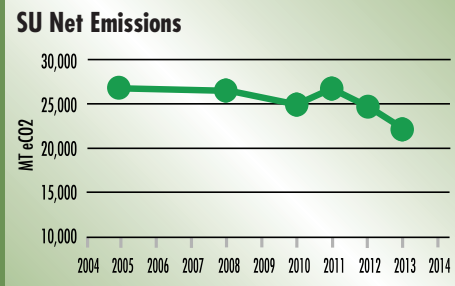


# Got Green Data?

By Wayne Shelton, Director of Campus Sustainability and Environmental Safety

For the fifth consecutive year, *The Princeton Review*, in partnership with the U.S. Green Building Council named Salisbury University one of the nation's most environmentally responsible colleges in its *Guide to 332 Green Colleges*. As we strive to maintain and improve upon our green campus, a lot of information is constantly being collected and reviewed. If your research interests include sustainability topics, you will be pleased to learn there is a wide range of data available. In some cases, data has been collected for more than a decade!

One example of this is building energy consumption data, which, in most cases, is available for each building and has been collected monthly since the 1990s. That data is further broken down by energy type – electricity, natural gas and fuel oil. Another data resource is recycling and composting data, which has been collected since 2000. Recycled materials are separated into those under the Materials Recycling Act (MRA) and non-MRA and reported in tons. Composting



includes landscaping materials and, recently, food waste, which has been diverted from the landfill. Another data type is campus carbon footprint data from 2005 to the present. If your interest is in geothermal HVAC, there is data from three residence halls that have exactly the same footprint, use and occupancy type but with different HVAC systems – traditional and geothermal.

If you are interested in using this data or have questions regarding data that may not be listed, please contact me and we'll work together to find the information you need.

Since SU President Janet Dudley-Eshbach signed the American College & University Presidents' Climate Commitment in 2007, the campus has expanded steadily in size and enrollment while keeping its carbon footprint firmly in check.



University Dining Services grows the majority of its own herbs through a roof-top garden.



SU is home to what are believed to have been the Eastern Shore's first public electric vehicle charging stations.

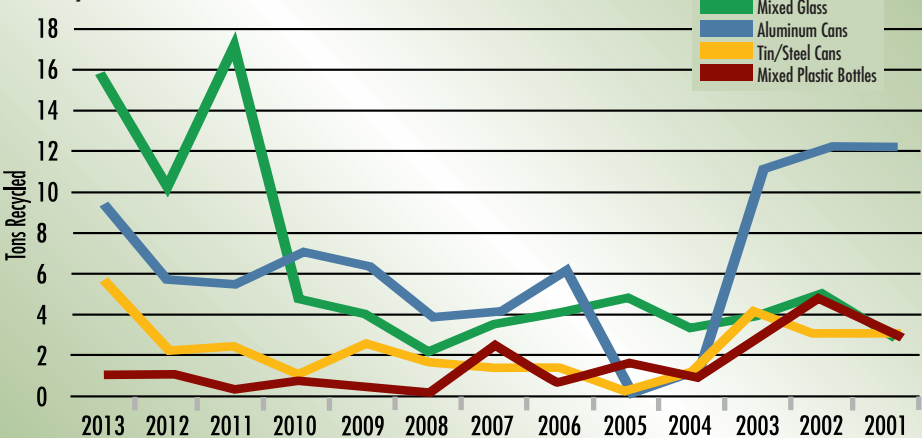


Currently, eight of SU's new or renovated campus buildings have earned LEED Gold or Silver certification.



Four of SU's new and renovated buildings are climate controlled, in total or in part, by geothermal systems.

## SU Recycled Items



## FACULTY BOOKS

### What Causes War? An Introduction to Theories of International Conflict - Second Edition

By Greg Cashman

Professor, Political Science (Retired)

Now in a thoroughly revised and updated edition, this classic text presents a comprehensive survey of the many alternative theories that attempt to explain the causes of interstate war. For each theory, Cashman examines the arguments and counterarguments, considers the empirical evidence and counterevidence generated by social-science research, looks at historical applications of the theory, and discusses the theory's implications for restraining international violence. He examines theories of war at the individual, substate, nation-state, dyadic and international systems level of analysis. Written in a clear and accessible style, this interdisciplinary text is essential reading for all students of international relations.

Rowman & Littlefield, 2013

### An Introduction to Using Theory in Social Work Practice

By James Forte, Professor, Social Work

Equips the reader to use 14 key social work theories to guide each phase of the planned change process, from engagement through to evaluation. Suitable for a generalist approach, this book illustrates the value of applying theory to

practice in a variety of social work roles, across diverse fields and facing assorted challenges. Linking to core competencies identified by the Council of Social Work Education, this text supports social work students and practitioners in developing vital skills, including critical thinking, applying theory and the effective use of the planned change process.

Routledge, 2014

### Curio

By John Nieves, Assistant Professor, English

*Curio* by John Nieves is the winner of the 13th Annual Elixir Press Poetry Award. Award judge Jane Satterfield shared: "To enter the world of *Curio*, Nieves' compelling poetic debut, is to enter a world shaped by a curious and ravenous intellect, a world where 'Morning/ is the cold, rigid face of a coin, shining/ in spite of all those dirty thumbs.' It's a space of copious gathering — one that shares in the rich tradition of the Cabinet of Wonders where collections of memory, history and language are pondered for their exquisite, revelatory nature, never losing their luster, but invoking, instead renewable facets of awe and inspiration. For Nieves, these wonders may include quite ordinary items. In 'Hasp,' for instance, Nieves considers the 'armies/of relics created solely to open/things that no longer exist' and finds that in a world where no 'wrist need twist/as codes are punched,'

old technologies, in the form of 'diaries, doors, drawers' are 'the only real zodiac.'"

Elixir Press, 2014

### Inside a Bald Eagle's Nest: A Photographic Journey through the American Bald Eagle Nesting Season

Co-authored by Teena Ruark Gorrow, Professor, Teacher Education

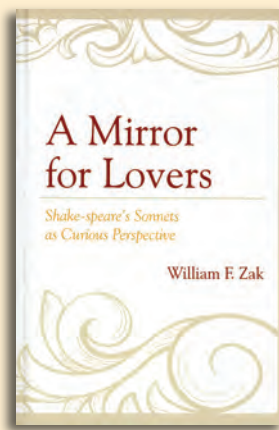
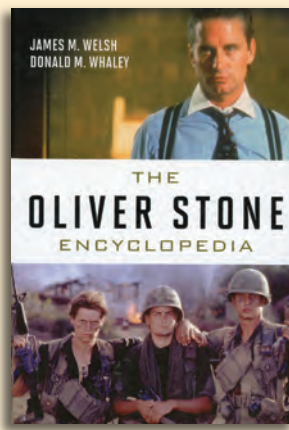
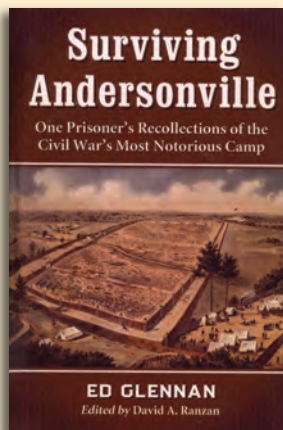
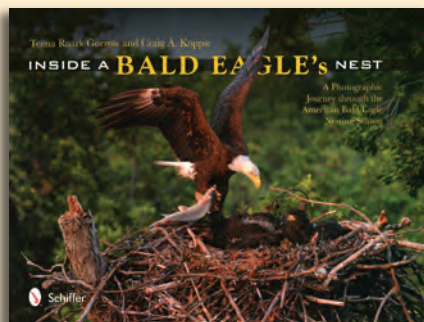
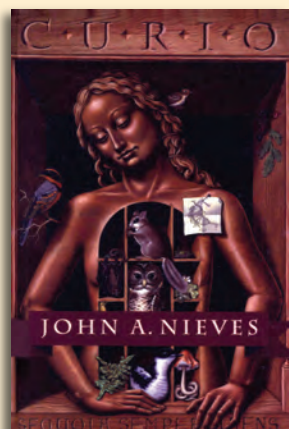
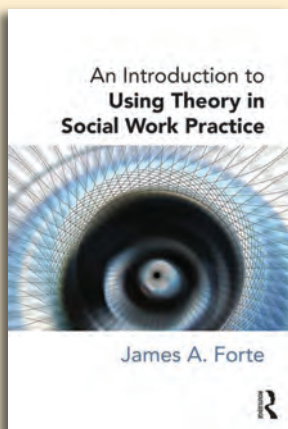
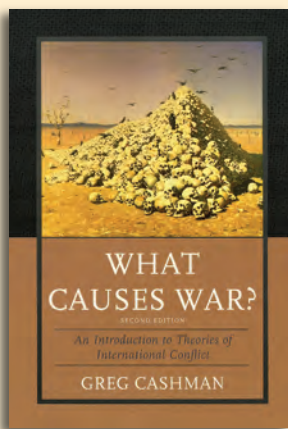
Through 160 breathtaking images captured in eagles' natural habitats, this factual account offers a rare glimpse into the behaviors and activities of America's national symbol as it prepares a nest, mates, lays eggs and raises its young. Travel with adult eagles as they gather nest materials, forage for prey and ward off intruders into their territory. Inside the nest, observe how eaglets grow from hatchlings into fledglings and experience first flight. Included are tips for observing eagles and a glossary of terms. This is a perfect book for eagle enthusiasts and eagle nest cam viewers, nature and wildlife lovers, bird watchers, conservationists, scientists, teachers, children, and photographers. The one-of-a-kind photographs and comprehensive descriptions make this a must-have treasure to be enjoyed by all ages. It is sure to become the go-to reference on bald eagles.

Schiffer Publishing, Ltd. 2013

### Surviving Andersonville: One Prisoner's Recollections of the Civil War's Most Notorious Camp

Edited by David A. Ranzan, University Archivist

This is a documentary work offering a first-person account of a Union soldier's daily adversity while a prisoner of war from September 20, 1863, to June 4, 1865. In 1891, while a patient at the Leavenworth National Home, Irish immigrant Edward Glennan began to write down his experiences in vivid detail, describing the months of malnutrition, exposure, disease and self-doubt. The first six months Glennan was incarcerated at Libby and Danville prisons in Virginia, and on March 20, 1864, Glennan entered Camp Sumter, located near Andersonville, GA. He reminisced about the events of his eight-month captivity at Andersonville, such as the hanging of the Raider Six, escape tunnels, gambling, trading, ration



## HONORING EXCELLENCE

wagons and disease. Afflicted with scurvy, Glennan nearly lost his ability to walk. To increase his chances for survival, he skillfully befriended other prisoners, sharing resources acquired through trade, theft and trickery. His friends left him either by parole or death.

*McFarland & Company, 2013*

### The Oliver Stone Encyclopedia

*By The Late James M. Welsh, Professor, English (Retired) and Donald M. Whaley, Associate Professor Emeritus, History*

The authors provide an overarching evaluation of Stone's work as screenwriter, producer and director. While the entries in this volume address all of the usual aspects of Stone's career, they also explore new avenues of critical evaluation, especially influences such as Friedrich Nietzsche and Buddhism, which Stone converted to in the 1990s. In addition, this volume traces Stone's obsession with Latin American politics, evident in his film *Salvador* (1986), his screenplay for Alan Parker's *Evita* (1996) and the documentaries *Commandante* (2003), *Looking for Fidel* (2004) and *South of the Border* (2010).

*Scarecrow Press, 2013*

### A Mirror for Lovers: Shakespeare's Sonnets as Curious Perspective

*By William F. Zak, Professor Emeritus, English*

The book seeks to identify in Shakespeare's sonnet sequence the structural and thematic features of the satirical tradition born in Plato's *Symposium*. Through this study, Zak traces the power of an idea to endure, re-animate and enrich itself through time: Plato's discrimination of the true nature of love in *The Symposium*. Born anew in its medieval incarnations (*The Romance of the Rose*, *The Vita Nuova* and *The Canzoniere* of Petrarch), the tradition begun in Plato's *Symposium* was then resuscitated in the Elizabethan sonnet sequence revival, most notably in Shakespeare's Sonnets. With extended examination of all the texts in the Q manuscript, *A Mirror for Lovers* makes a case for the mutually illuminating relationship among the sonnets to the fair young man and the dark lady, "A Lover's Complaint," and the mysterious dedication that until now have never received attention as an integral symbolic matrix of meaning.

*Lexington Books, 2013*

*Books identified as of June 2014.*



Honorees with Dean of Graduate Studies and Research Clifton Griffin (left)

## Pub Night @ the Library

Salisbury University's third annual Pub Night @ the Library celebrated faculty and staff research, publications, creative works, scholarly achievements and academic service.

During the Blackwell Library event, President Janet Dudley-Eshbach thanked attendees. "You make our University's reputation grow with each passing year," she said. "Your scholarly and creative contributions are felt well beyond the local community."

The afternoon spotlighted those who have worked hard to achieve a significant number of small grants and awards.

"In the last 10 years, some 465 individual small grant submissions have occurred and, as a result, have brought some \$750,000 to SU," said Dr. Clifton Griffin, dean of graduate studies and research, applauding the time and effort that goes into each project application.

Griffin recognized five campus members who have secured seven or more small grants in recent years. They included June Krell-Salgado of the Cultural Affairs Office (read more on page 15), as well as Drs. Danielle Cumming of the Music Department, Victoria Hutchinson of the Theatre and Dance Department, Bob Joyner of the Henson School Dean's Office and Health Sciences Department, and Judith Stribling of the Biological Sciences Department (see photo above).



## Faculty Mini-Grant Program

The SU Faculty Mini-Grant Program provides awards up to \$2,500 to encourage faculty to develop research, scholarly or creative programs that provide the potential for sustained professional development and “seed funds” to secure additional extramural support. The following is an overview of this year’s awardees.

### I Trust You in Pain and Health: Treatment Adherence in Relapsing-Remitting MS Patients

**Vinita Agarwal, Ph.D.**

*Assistant Professor, Communication Arts*

Agarwal examines how the patient-provider relationship is key to the multiple sclerosis (MS) disease domain by extending trust research in health communication by identifying and illuminating: (a) the situated experience of patient-provider trust dimensions, (b) how trust is constructed with different technological modalities scaffolding the healthcare relationship, and (c) the contribution of trust on MS disease management and treatment adherence for successful patient outcomes.

Understanding how patient trust is communicatively constructed, perceived and maintained will positively influence long-term treatment adherence and support planning during the unpredictable disease progression course and its associated co-morbidities. Second, understanding trust processes in effective use of accessible technological modalities such as texting and videoconferencing can provide valuable patient-centered support in rehabilitation and chronic disease management. By understanding the communicative dimension of patient trust across MS disease management stages and how technological modalities can scaffold this relationship, the research will enable design of individualized long-term adherence plans, empower patients to undertake informed decision-making and ultimately centralize patient-centered care in every stage of the healthcare relationship.

### Identifying and Characterizing Arabidopsis Mutants in LRS1 and its Binding Partners

**Patti Erickson, Ph.D.**

*Associate Professor, Biological Sciences*

Erickson’s project goal is to characterize *Arabidopsis thaliana* plants with mutations in the genes encoding both the lateral root stimulator (LRS1) protein and proteins that interact with LRS1. The LRS1 protein became a focal point of Erickson’s examination while researching *Arabidopsis* mutants with altered responses to the polyphenolic anti-oxidant nordihydroguaiaretic acid NDGA.

The LRS1 protein is member of a large class of structurally related proteins known to form growth and development in both plants and animals. However, the current cellular function of LRS1 is unknown. By further characterizing phenotypes of plants that have mutations in the genes encoding LRS1 and its binding partners will provide insight into the biological function of LRS1. Understanding the role of this highly conserved protein in plants also will provide further insight into its function in other organisms, including humans.

### Principles of Invisibility

**Elizabeth Kauffman, M.F.A.**

*Assistant Professor, Art*

*Principles of Invisibility* is a solo exhibition of Kauffman’s artwork that has been selected for exhibition at the Arlington Art Center in Arlington, VA, and the HEReart Center in New York, NY.

The question at the heart of *Principles of Invisibility* is can subjective experience provide objective truth? Through the lens of paranormal sighting and occult knowledge, Kauffman will create an experimental

laboratory testing personal rooms of cosmic knowledge to bring into question the “truth” of visual data and recorded experiences. This project is an ambitious body of work including painting and drawing, sculpture and architectural installation, and will include an interactive mini archive and research station, reflecting pools beneath a geodesic dome, person-viewing apparatuses and large watercolors. The information can only be fully seen through outdated technology and the naturally reflective and refractive properties of liquids and water, while the text is abstract and vague. These inconsistent visual forms suggest that the lens through which we view paranormal phenomena may contribute to the lack of clarity and confusion within the subject.

### Impacts of Meditation on Conflict Resolution

**Jacques Koko, Ph.D.**

*Assistant Professor,*

*Conflict Analysis and Dispute Resolution*

Koko will collect and analyze data from a sampled population of Maharishi Vedic City in Iowa and Maharishi University to examine some impacts of transcendental meditation on conflict resolution. The study will use a mixed-methods approach including field observations, interviews, surveys, and content analysis of videos and documents.

Data analysis procedures will include correlation analysis, regression analysis, content analysis and interpretation of themes or coded categories. The study anticipates that there is a correlation between the practice of meditation and conflict resolution.

The study intends to fill the existing gap in the literature by developing a new approach to mediation in the categories of meditative mediation. In doing so, the ultimate outcome of the study will represent a good contribution to knowledge in the field of conflict resolution and the social sciences at large.

### Establishing a Cognitive Neuroscience Laboratory

**Echo Leaver, Ph.D.**

*Assistant Professor, Psychology*

Leaver is developing a high-quality cognitive neuroscience laboratory: one that is capable of contributing to scholarship and serving as an undergraduate training ground. The lab will offer students interested in the brain sciences (spanning the biological and psychological spectrum) substantial experience utilizing electrophysiology (EEG), optical brain imaging, psychophysiology (e.g., skin conductance, heart rate) and eye-tracking methods.

Working toward that goal, Leaver will begin data collection investigating the neural changes associated with music therapy — more specifically, the changes in the EEG spectrum across frontal and temporal left and right hemispheres. Data analysis will involve quantitative comparisons of hemispheric synchronization before and after the music therapy procedure. Additionally, behavioral measures will assess levels of anxiety.

## **Sovereignty in the Imperium Christianum: The Globe as Signifier of Territorial Power in Two Works By Parmigianino**

**Jennifer Liston, Ph.D.**

*Assistant Professor, Art*

Liston's research considers Italian Renaissance ruler portraiture of the 16th century as a means of constructing political identity. Portraiture in Renaissance art is crucial, as a hallmark for the Renaissance is the new-found ability to self-fashion — to construct visual identity intentionally and with a propagandistic message in mind.

Liston examines two works — the *Madonna of the Rose* and the *Allegorical Portrait of Charles V* — and the placement of objects within those pieces. She argues the inclusion of a prominent globe in each piece was purposeful, precipitated by the recent political events in the Italian Peninsula and influenced by the increasing creation and population of terrestrial and printed globes. Each work constructed meaning for the intended recipient based on ideological associations of scope of power, whether terrestrial or ecclesiastical while participating visually in the centuries-old struggle between pope and emperor for control of the imperium, or universal monarch, of Christian Europe.

## **The Association of Excessive Weight Gain in Pregnancy and the Development of Preeclampsia**

**Rita Nutt, D.N.P.**

*Assistant Professor, Nursing*

Nutt attempts to determine if excessive weight gain is associated with an increased risk of developing the pregnancy complication preeclampsia. This condition is characterized by elevated blood pressures and high concentrations of protein in urine and it affects between 8 and 10 percent of all pregnancies in the United States.

A retrospective case-control study will examine medical records of patients who delivered a baby during a two-year timeframe. Cases will include patients who experienced preeclampsia and those who did not. Weight gain patterns will be established and compared to determine if preeclamptic group gained more weight.

This research could add substantially to the existing body of knowledge regarding this pregnancy complication as it offers some hope of identifying a modifiable risk factor — excessive weight gain — and may indicate that appropriate weight gain during pregnancy is a preventative measure for this disease process.

## **Solo Exhibition of Paintings and Drawings at the Rehoboth Art League**

**William Brooke Rogers, M.F.A.**

*Professor, Art*

Rogers solo exhibition, *Brooke Rogers: Sound of Many Waters*, will be displayed at the Rehoboth Art League. This series is a continuation of Rogers' abstract paintings in acrylic on canvas. In addition to acrylic, this body of work includes several painting styles including drawings and watercolors. In addition to the type of paint, his technique utilizes foam applicators rather than brushes.

This show will focus on work produced during an intense period of creative activity in 2013-14, but will also include work from as far back as 2009. This show will be five years in the making.

## **A Case Study of a Local Firm That Is Employee Owned**

**Frank Shipper, Ph.D.**

*Professor, Management and Marketing*

Shipper is engaged in intensive research on companies that are employee-owned, have engaged employees and focus on creating an organizational culture that fosters innovation. This shared enterprise is defined as an ethical, dynamic, freedom-based process where everyone is encouraged to step forward with new ideas, is supported with encouragement and appropriate resources to develop them, and shares the rewards of success.

Approximately 10 percent of the workforce in the U.S. is employed by companies that practice some elements of employee ownership. These companies seldom outperform companies that follow traditional managerial practices, have lower unemployment rates and faster recovery rates. Shipper will gather data using a local employee-owned firm.

## **Guest Research Stay at the University of Copenhagen**

**Timothy Stock, Ph.D.**

*Associate Professor, Philosophy*

Stock has been appointed a guest researcher at the Soren Kierkegaard Research Center at the University of Copenhagen. He will travel to the center to receive language and philological training, pursue publication opportunities, and subject his work to critical attention from international experts in the field.

Specifically, the project will address the complex and philosophically fruitful relationship Kierkegaard had with the theatre, as well as what this can tell us philosophically about the relationship between theatrics, ethics and religion.

The project increases the already substantial and international scope of the SU philosophy research activities and will generate connections.

## **Barriers and Catalysts to Providing End-of-Life Services in Nursing Homes: Perspectives of Nursing Home Staff**

**Kimberly van Vulpen, Ph.D.**

*Assistant Professor, Social Work*

Research has demonstrated the benefits of nursing homes offering specialized end-of-life services for their residents. Prior research has identified that referrals and use of these specialized services are still quite minimal, leaving significant unmet needs for these individuals in their last days of life. Van Vulpen will explore the resident and organizational factors that may serve as catalysts and barriers to providing quality end-of-life care in U.S. nursing homes.

This study is a cross-sectional design utilizing secondary data. A logistic regression analysis and multi-level regression analyses were performed to explore predictors for the presence and use of end-of-life services in these facilities. Several variables predicted services including geographic location, decreased mobility, reports of pain, emotional distress indicators and specific diagnosis.

With one-fifth of the deaths in the U.S. occurring in nursing home facilities, it is essential to ensure that quality end-of-life programs are in place to address the needs of the residents. Understanding the potential barriers for both the nursing home in implementing programs and the resident in accessing the services is essential in developing strategies for policies and procedures for quality end-of-life care.

## **In the Shadow of the Crown: The Margarets Tudor and Lennox and Political Power in Britain**

**Kristen Walton, Ph.D.**

*Professor, History*

Walton continues her studies on the role of women in 16th century England and Scotland to be published. Her specific topics, Margaret Douglas and Margaret Tudor, have been rarely studied yet give insight into the role of women in power in the 16th century as well as to political relations on both sides of the Anglo-Scottish border.

Walton's book builds on the blocks of the work that have been done in the past two decades on exploring relations between the two British Kingdoms. The work looks equally at England and Scotland as it addresses the roles and place of women in the political and court culture. By using a biographical approach to look at two women who interacted equally on both sides of the border, insights can be gained into the role of women in Early Modern Europe. This study addresses intellectual, political, diplomatic, social, religious and internationalist aspects of the field of history within a framework of the study of early modern women.

## Graduate Research and Presentation (RAP) Grant Program

The Office of Graduate Studies and Research provides research grants, up to \$500, to help support graduate students develop research and scholarly projects with a faculty supervisor and present their projects at various conferences and meetings. The program enables students to receive recognition for their work and provides networking opportunities and professional development in their field of study.

### FALL 2013

#### **Not All Dung Is Created Equal: Dung Beetles on Organic and Conventionally Managed Cattle Pastures**

*Mallory Hagadorn, Applied Biology*

Hagadorn examines how dung beetles play a crucial role in both agricultural and natural ecosystem function through nutrient cycling, degradation of animal waste and dung burial (Nichols et al. 2008). Large numbers of cattle production in the United States causes large quantities of cattle dung per year resulting in significant increases of dung breeding flies and other parasites. As a result, several cattle farmers decide to treat their livestock with some form of insecticide, which is detrimental to the survival of dung beetles, larvae and their microbiomes. Hagadorn maintains that by removing dung beetles through insecticide treatments, pastures can no longer benefit from their reported benefits. Her study aims to examine dung beetle assemblages on conventionally and organically managed beef and dairy cattle pastures throughout the State of Maryland.

#### **A Child Soldier's Story of Redemption**

*Martin Jones, Conflict Analysis and Resolution*

Jones documents the experiences of a former childhood soldier during the Liberian civil war. At age 8, Jones' subject was taken from his family and forced to fight for rebel forces, staying alive only by obeying orders. At age 15, he escaped the conflict and was adopted by a surrogate family. Jones' subject is now in the process of healing and would like to open a school in Liberia for former child soldiers of African conflicts. Jones traveled to Liberia to document his subject's return to his old home and ex-war zone, and his reunion with his estranged family.

#### **The Impact of Epigenetics on Behavior in Tungara Frogs, *Physalaemus pustulosus***

*Krispen Laird, Applied Biology*

Epigenetics is a portion of the genome that when altered can act as an "on/off" switch, regulating which genes are expressed. Laird will focus her project on the behavioral

epigenetics of the tungara frog to determine whether a link could be established between female mate choice and DNA methylation at the population level. Laird compares epigenetic patterns within and across sites in Gamboa and Panama and records any differences or patterns that may exist while examining the mechanisms that may be contributing factors such as change in sensory environment and impact of disease.

#### **Genetic Influence of Female Preference in the Tungara Frog, *Physalaemus pustulosus***

*Kelsey Mitchell, Applied Biology*

Mitchell examines how female mate choice (sexual selection) and its genetic basis provide a mechanism driving the diversity of animal traits, such as the extravagant

plumage in male birds or the conspicuous mating calls of frogs. Females choose a mate by evaluating courtship displays and are influenced by the attractiveness of the male display. Identifying individual differences and understanding the genetic factors that influence this variation are important to understanding the mechanisms by which sexual selection produces biodiversity.

#### **The Acute and Sustained Effects of Localized Heat, Electrical Muscle Stimulation and Combination Therapy on Those with Peripheral Arterial Disease**

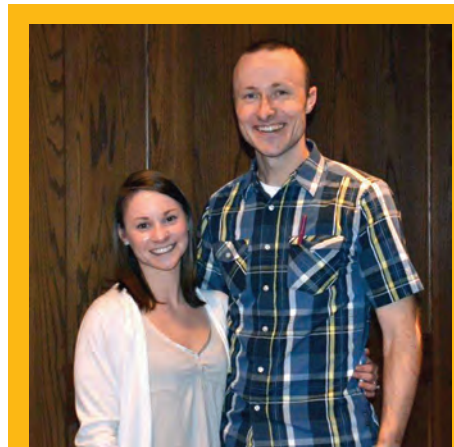
*Catherine Neighbors, Applied Health and Physiology*

Neighbors' research focuses on peripheral arterial disease (PAD), a common, debilitating condition characterized by poor circulation, unhealed wounds and sores, and leg pain with physical exertion and/or at rest. Neighbors' objective is to validate the efficacy of a therapeutic treatment plan including localized heat, electrical muscle stimulation and combination therapy on peripheral arterial function and determine if the benefits of these modalities are sustained through one- and two-weeks post-treatment program completion.

#### **Genetic Basis for Behavior in the Spring Peeper, *Pseudacris crucifer***

*Kyle Wilhite, Applied Biology*

Wilhite continues his research on the sexual selection of spring peepers by studying behavioral data in relation to their genetic profiles. By integrating those areas, Wilhite hopes to gain insight as to how genes can influence behavior and ultimately shape the genes that get passed on to the next generation. Previous studies of sexual selection have focused on female preferences at the population level; however, variance between male calls for each individual may have a great impact on female mate choice than previously thought. Analyzing differences in genetic makeup between individuals promises to increase our understanding of evolution.



Catherine Neighbors was nominated by her mentor Dr. Tom Pelling (above) as May 2014 Graduate Assistant of the Month for her work at the Henson Medical Simulation Center. Neighbors and Pelling presented their research on peripheral arterial disease at the American College of Sports Medicine annual meeting in San Diego, CA.



## SPRING 2014

### Evaluating 30 Years of Change in Forest Bird Populations on the Lower Delmarva Peninsula

*Marshall Boyd, Applied Biology*

Through his research, Boyd is asking important and timely questions about changes in mid-Atlantic bird populations. Through cooperation with Chandler Robbins and Deanna Dawson of U.S. Geological Survey, Boyd has access to a 30-year-old data set on abundance and diversity of forest birds of Maryland and surrounding states as well as vegetation. He will replicate Robbins' methods and document any changes that have occurred during the last 30 years.

### Status Reassessment and Phylogeography of the Carpenter Frog (*Lithobates virgatipes*) in Maryland

*Jacqueline Darrow, Applied Biology*

Amphibian decline is widely reported and is of great concern for biologists. One known and widespread problem is habitat loss and alteration. The carpenter frog's decline in Maryland has led it to an S3 classification, or "watchlist" species. Darrow's research will recreate previous survey conditions in order to accurately compare the current frog populations to those found in the past. By reevaluating the carpenter frog's habitat, more precise information about the frog's current predicted distribution can be yielded. This phylogeographical data will be used to determine how frogs migrated and colonized in Maryland.

### Gut Endosymbiont Communities of the Dung Beetles Species *Onthophagus taurus* (Schreber) Across Maryland

*Mallory Hagadorn, Applied Biology*

Endosymbionts are organisms that live within another host. In insects, they are vertically transmitted from the mother to the offspring during reproductive stages (Schmitt et al. 2008). Dung beetles rely on these endosymbionts to supplement their diet and aid in their digestion of herbivore dung. Hagadorn researches the gut endosymbionts of dung beetles and provides a foundation of knowledge about the core microbiome of *O. taurus* populations across Maryland. This provides a better understanding of the relationships between dung beetle hosts and their associated gut microbiomes.

### Use of Robotics in a Multimodal Communication Study in the Green Tree Frog, *Hyla cinera*

*Krispen Laird, Applied Biology*

Laird will study how the female green tree frog evaluates male calls and initiates mating. Laird will present the female with multimodal signals to examine whether or not females



evaluate visual components of male courtship displays. Specifically, she investigates potential female preference for multimodal signals versus unimodal signals. Research is conducted by utilizing actual male recordings and constructing a robotic frog system using variations in appearance to test preference.

### Bat Abundance, Distribution, Biodiversity and Habitat Preference on the Delmarva Peninsula

*Andrew McGowan, Applied Biology*

McGowan explores the importance of bats to temperate forest and wetland ecosystems, such those found throughout the mid-Atlantic. Bats in this region consume airborne insects and consume insects considered to be agricultural pests, aiding a leading industry on the Delmarva Peninsula. Despite their importance, few studies have been conducted on bats on Delmarva. McGowan's research will involve a large-scale study, assessing the current distribution, abundance, species diversity and habitat preference of bats on the Delmarva Peninsula. This study provides a baseline understanding of which landscape features are important for ensuring diverse, healthy bat populations.

### Approaches to Conflict Management and Resolution: Field Work with Syrian Refugees

*Fieyim Njongo, Conflict Analysis and Dispute Resolution*

As the Syrian civil war rages on, a large population of refugees has managed to flee the conflict. Njongo's participant observation field study works to gain first-hand understanding of the situation of Syrian refugees in Turkey. Njongo's examines the events leading refugees to seek sanctuary in Turkey; the general condition of Syrian refugees, including how they are treated; and if they have the basic supplies needed to live. He also examines the relationship between the Syrian refugees and other groups of people (Turks, Kurds, etc) in three major areas of Turkey: Istanbul, Gaziantep and Hatay.

### The Effect of Inorganic and Organic Amendments on Soil Quality Assessed via Multiple Microbial Activity Measurements

*Chelsi Rose, Applied Biology*

Rose examines soil quality and the implications on the sustainability of the environment by testing the effect of inorganic and organic soil amendments on soil microbial activity in two cornfields. Microbial activities are often used as indicators of soil quality as microbes are more sensitive and more rapid to change in response to soil alterations. Rose utilizes multiple techniques and a large number of enzymes to get the most accurate measurements of substrate induced respiration, sediment basal respiration, physiological profiling, biomass carbon, nitrogen mineralization, dehydrogenase activity and flouorescein diaccedtate hydrolysis.

### The War in Bosnia and the Dayton Peace Accords; How a View of Peace Can Affect the Resolution

*Anthony Yost, Conflict Analysis and Dispute Resolution*

Yost presents a case study on the war in Bosnia and the Dayton Peace Accords that ended the war. Yost argues that the view of peace taken by the mediation team affects the conflict resolution processes. Further, Yost suggests that most peace agreements rarely deal with the substantive issues that causes the initial conflict, hence the reoccurrence over a period of time. Understanding what fuels the conflict will help develop ways to resolve the issues and lead to substantive and longer lasting peace agreements. In this study, the goal of ending the Bosnian War and end the physical violence was the sole purpose of the Accords and limited the processes available to them, both during the mediation and post-agreement.

# SUSRC 2014

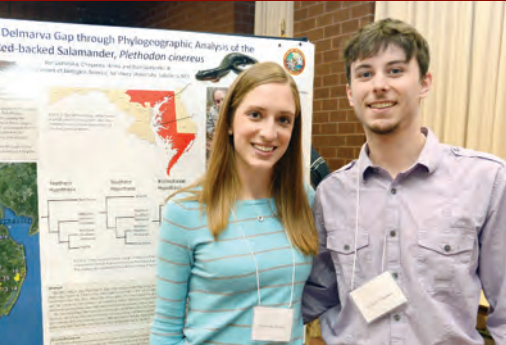
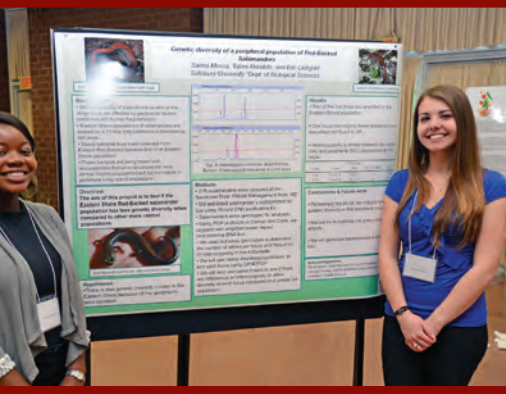
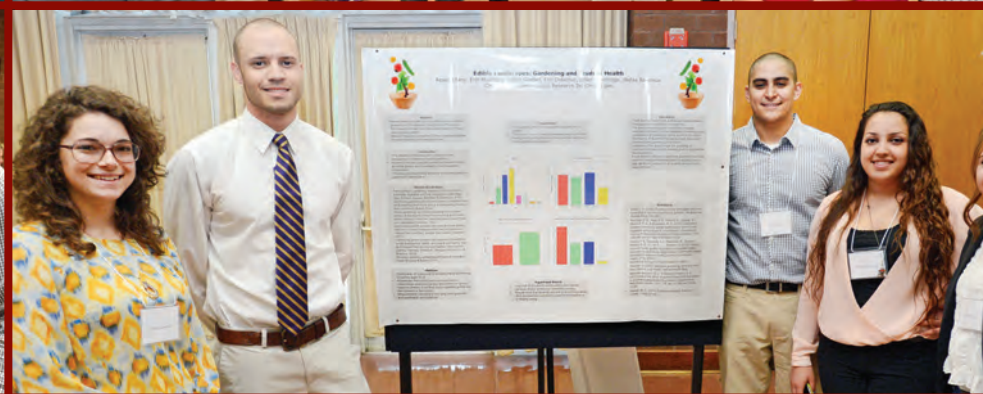
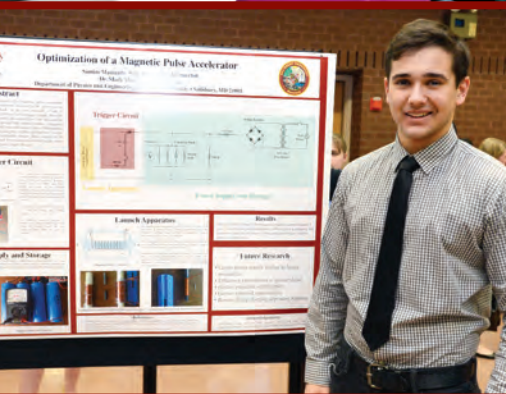
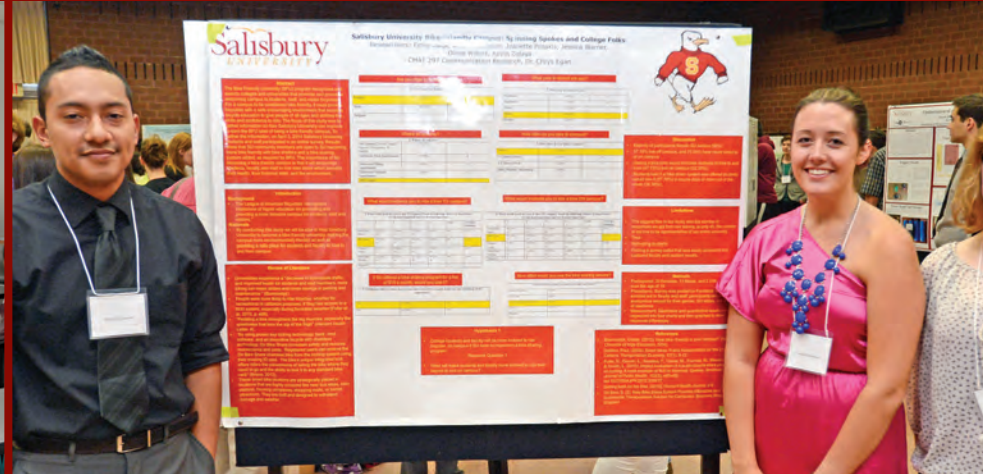
SALISBURY UNIVERSITY  
STUDENT RESEARCH  
CONFERENCE

## SU Student Research Conference 2014

More than 200 Salisbury University students presented research during the 13th SU Student Research Conference on Friday, April 25. Topics ranged from Eastern Shore ecology to pop culture, Quidditch to a day in the life of a museum curator. Regionally focused studies explored such subjects as African-American cemeteries, forest birds and dung beetle communities on Delmarva.

Oral presentations were delivered throughout the afternoon, followed by an evening poster session. During that event, Dr. Dana Price of the Biological Sciences Department was presented with SU's 2014 Outstanding Research Mentor Award. Price is credited with running a "dynamic research lab" that is home to one of the University's largest groups of undergraduate researchers each semester. Colleagues applaud her for generously giving her time to students and encouraging their "curiosity, enthusiasm and hard work."





## Graduate Studies at Salisbury University



### MASTER'S PROGRAMS

- Applied Biology (M.S.)
- Applied Health Physiology (M.S.)
- Business Administration (M.B.A.)
- Conflict Analysis and Dispute Resolution (M.A.)
- Education (M.Ed.)
- Educational Leadership (M.Ed.)
- English (M.A.)
- Geographic Information Systems Management (M.S.)
- History (M.A.)
- Mathematics Education (M.S.M.E.)
- Nursing (M.S.)
- Reading Specialist (M.Ed.)
- Social Work (M.S.W.)
- Teaching (M.A.T.)

### CERTIFICATES

- Health Care Management
- Teaching English to Speakers of Other Languages (TESOL)

### DOCTORAL PROGRAMS

- Education - Contemporary Curriculum Theory and Instruction: Literacy (Ed.D.)
- Nursing Practice (D.N.P.)

[www.salisbury.edu/gsr](http://www.salisbury.edu/gsr)