

FOR THE LOVE OF THE CRAFT | NO DESTINATIONS | HITTING ALL THE RIGHT NOTES

THE MAGAZINE OF CAL STATE SAN MARCOS

steps

SUMMER 2018



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steps

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Dear Alumni and Friends,

San Diego County has long been known as the “Capital of Craft,” and it’s easy to understand why with more than 150 craft breweries.

Just like any industry boom, education is needed to support the workforce and funnel new jobs into the economy. That’s why we have been pleased to introduce so many innovative beer-related initiatives.

This fall marks the much-anticipated launch of EngiBeering™, a stackable certificate program that explores the science and engineering behind brewing craft beer. Further cementing CSUSM’s role as a hub for hops, the University Library last year introduced the Brewchive™, an archive documenting the history of dozens of the county’s craft breweries.

Our College of Business Administration produces a semiannual Craft Brewers Index, a gauge of local brewer confidence in the industry.

This issue of *Steps* delves into each of those initiatives (Page 10), while also looking at some of the success stories from the brewing industry.

Alumni Ben Fairweather and Mike Stevenson teamed up to open Culver Beer Company, a Carlsbad-based brewery that continues to thrive since opening its doors in February 2016 (Page 14).

Todd Colburn, an adjunct faculty adviser in the College of Business Administration, has turned his passion for beer into both a career and a fulfilling side gig (Page 18).

We will continue to be innovative, creative and entrepreneurial as we seek new ways to serve our students and our region – and we look forward to further collaboration with our community partners to design programs that meet our region’s critical workforce needs. I’m proud of all that we do – and will continue to do – to challenge the status quo, disrupt the traditional models of higher education, and propel our students and our region forward.

Cheers,

Karen S. Haynes, Ph.D.
President



VIASAT INVESTS \$1.5M IN SUPPORT OF BURGEONING PROGRAM

Engineering Has Become a Reality

President Karen Haynes announced during her annual Report to the Community address in February that Carlsbad-based global communications company Viasat, together with several employees, has invested \$1.5 million to become the founding partner of the CSUSM engineering program.

“Their visionary support will create the future Viasat Engineering Pavilion,” Haynes said, “with funding to renovate classroom and lab space, purchase new equipment and instrumentation, and support the work of our faculty and students — quite literally creating pathways to educate the next generation

of talented engineers.”

Building on the success and reputation of CSUSM’s Computer Science & Information Systems and Physics programs, the University will begin its Bachelor of Science in software engineering this fall with a degree in electrical engineering expected to launch

in fall 2019, pending final approval from the Chancellor’s office.

“Perhaps the biggest contribution to our future workforce is the work that Viasat is doing with CSUSM to develop signature engineering programs that address critical workforce needs,” said Katherine Kantardjieff, dean of CSUSM’s College of Science and Mathematics. “Viasat’s major financial commitment to our new engineering programs indicates a shared commitment to building a regional



Together, we are stepping forward to expand the boundaries of what is possible, for our University and for our region.

Karen Haynes, CSUSM president

comprehensive university that meets the needs of our region and the state.

“With Viasat’s support, we will be able to create and sustain engineering programs of exceptional quality that will provide transformational and life-changing opportunities for our students.”

Other private-sector partners are also investing in engineering at CSUSM. San Marcos-based Hunter Industries has made a \$100,000 gift to fund a design lab that will be a hub of collaboration, hands-on design and innovation.

“Viasat and Hunter Industries are



sending a strong message that an investment in CSUSM is a strong one, with qualified, workforce-ready graduates as the almost immediate return,” Haynes said. “Together, we are stepping forward to expand the boundaries of what is possible, for our University and for our region.”

An engineering feasibility study was conducted on behalf of CSUSM in 2015, confirming what the University has long believed — it’s a much-needed program in the region. While there are other engineering programs in Southern California, the study highlighted how CSUSM is in a prime position to draw from existing curricula and faculty expertise while appealing to the hiring needs and

goals of local industry.

In September 2016, CSUSM was awarded a \$6 million, five-year grant under the Hispanic-Serving Institutions STEM Program, providing foundational funding for the engineering program.

With February’s announcement of the Viasat gift, the University is continuing to secure the funding that will make the engineering program a success.

The gifts from Viasat and Hunter Industries are part of CSUSM’s \$50 million campaign, Forward Together, a united effort to prepare tomorrow’s leaders, build great communities and solve critical issues.

 **LEARN MORE AT**
csusm.edu/forwardtogether



A NEW ERA CSUSM Receives Prestigious All-Steinway School Designation

Kristina Vo doesn't mince words when praising Steinway & Sons pianos.

"It's a pretty big deal to play on a Steinway," said Kristina, who graduated from Cal State San Marcos in May with a double major in economics and visual performing arts with a music concentration. "If they were cars, they'd be the McLarens or Ferraris of

cars. They're really nice."

CSUSM music students now have the opportunity to learn and play on Steinways thanks to the support of donors who provided funds to help the University become an All-Steinway School.

The All-Steinway School designation is held by fewer than 200 colleges,

universities and conservatories worldwide. CSUSM officially joined this select group in April when Steinway representative Robert Snyder made the designation official during an on-campus celebration.

"This is beyond my dreams," said Ching-Ming Cheng, a CSUSM associate professor of music and a renowned classical pianist. "For all the elite music



schools around the world becoming an All-Steinway School is really the goal.

"This marks the beginning of a new chapter for CSUSM's music program."

CSUSM's journey to becoming an All-Steinway School began in fall 2014 when Cheng performed as part of a fundraiser for an innovative music lab at the University. More than \$100,000 was raised for the purchase of 30 new, 88-key digital pianos to replace the limited number of 61-key mechanical models previously used by students.

In October 2016, nearly \$150,000 was raised for the purchase of a Steinway D Concert Grand piano.

Building on that momentum, the University publicly announced its goal to

become an All-Steinway School on April 9, 2017. Exactly one year later, CSUSM received the prestigious designation.

"This milestone symbolizes the excellency of the fast-growing music program at CSUSM," Cheng said.

CSUSM's Steinway piano purchases were made possible by the Hunter Family Advised Fund at the Rancho Santa Fe Foundation; the David T. and Dorris E. Staples Foundation; the Epstein Family Foundation; Carolyn Funes; Carol Lazier and Jay Merritt; and the support of other generous donors who wish to remain anonymous.

BE OUR GUEST at the next CSUSM concert, contact University Advancement at 760.750.4400

DEAN HONORED FOR WORK ADVANCING WOMEN IN STEM

When Katherine Kantardjieff graduated from USC in 1979, she was one of only three women to receive a Bachelor of Science in chemistry, and there were no female faculty members in the department.

In the decades since, women have become much more represented in the growing field of STEM, and Kantardjieff is a proud manifestation of that.

On May 3, Kantardjieff, the dean of the College of Science and Mathematics, was rewarded for her work at the university as one of six winners (out of more than 70 nominees) of the Pinnacle Award, in the category of Individual in Education. The awards, which honor those who elevate, advance and promote women working in the STEM fields, is given by Athena, a San Diego-based professional association dedicated to advancing women in STEM.

NEW EXTENDED LEARNING HOME COMING SOON

Work is underway on Cal State San Marcos' new Extended Learning building. Part of a public-private partnership, the project includes a 135,000 square foot, six-story building, an accompanying 709-space parking garage and a pedestrian bridge over Barham Drive. The project is expected to be completed in time for the fall 2019 semester.

CSUSM's North City partners on the \$81.9 million project include Sea Breeze Properties, Turner Construction, Brookhurst, Urban Villages San Marcos, EvCon Associates and Safdie Rabines Architects.

CLASS OF 2018

STEPPING INTO THE FUTURE

CSUSM celebrated the graduation of more than 3,500 students – the largest graduating class in University history – during the 27th annual commencement ceremonies May 18-19. Notably, 54 percent of graduates were the first in their families to earn a four-year college degree and 39 percent identify as underrepresented minorities.



My disabilities may have limited what I was able to do growing up, but the education and support I received at Cal State San Marcos has given me the freedom to fully realize who I could be.

- Tomas Simunovic, M.A. Education



Those who preceded us worked hard to open doors for us. Now it is our time - and duty - to continue that legacy and make the world a better place.

- Laura Marquez, B.A. Criminology and Justice Studies



We were challenged, we took risks, we didn't give up and today we stand as a class ready to move forward.

- Diana Chavez, B.S. Biotechnology



CSUSM made me braver and more confident in facing many of our society's problems. Because if not us, then who?

- Donia Saadi, B.A. Political Science



Although we each have diverse backgrounds, have taken different journeys and look forward to individual futures, for the past years we have shared a common thread: getting to this moment.

- Lindsay Scoggins, B.S. Business Administration



Craft

FOR THE **LOVE** OF THE

WRITTEN BY CHRISTINE VAUGHAN // PHOTOGRAPHY BY ANDREW REED

Few job titles have earned the envy status that Judith Downie '94 has in San Diego County.

When Downie introduces herself as a craft beer historian, jaws drop and questions begin to pour in. It's an unexpected title for a librarian, especially one who five years ago couldn't stomach the taste of beer. While today she favors a good mead, stout or fruit sour over the iconic hoppy India Pale Ales of the region, she knows craft beer and is leading the effort to preserve its history, which dates back 150 years in the region.

From capturing that history to launching a first-of-its-kind EngiBeering™ program, beer initiatives are bubbling up at Cal State San Marcos.

A FLAVORFUL HISTORY

The first recorded brewery to pop on the scene in San Diego was Chollas Valley Brewery in 1868 by

German immigrant Christian Dobler. Naturally, German-style lagers were the preferred brew at 5 cents a glass. Agriculture dominated the region's industry and a small handful of breweries emerged in that first wave before Prohibition.

The second wave of craft beer in San Diego (1933-1983) brought mixed results and several false starts. Home winemaking was legalized, but not home brewing, which included the sale of supplies to make beer. At first, alcohol could only be served in restaurants, not bars or saloons in California.

Confusion over government regulation and taxation stalled business. Four breweries came and went. Some closed operations, others moved north to Los Angeles.

For three decades, craft beer production disappeared in San Diego, unable to compete with brewery giants like Coors, Budweiser and Pabst Blue Ribbon. →





In 1978, President Jimmy Carter signed legislation that permitted home brewing. By 1983, California legalized the sale of craft beer, ushering in the third and current wave of craft beer for San Diego.

Bolt Brewing opened in Fallbrook in 1987. Then came Old Columbia Brewery, the first craft brewery of Karl Strauss and his cousin, which was soon renamed Karl Strauss Brewing Company. It is the longest continuously open brewery in San Diego.

Downie points to a pivotal moment that may have clinched San Diego's place in beer history. In 1997, a consortium of craft brewers came together to form the San Diego Brewers Guild.

"It was Greg Koch, the founder of Stone Brewing Co., who said, 'We can work together or fail separately,' and it feels apropos to say, but the rest is history," Downie said. "One characteristic that has undeniably influenced the success of craft brewing in our region has been the genuine collaboration among craft brewers."

Today, San Diego boasts the title of "Capital of Craft" with over 150 licensed brewers. And it's a powerful economic engine, producing more than \$870 million in output annually.

In August 2017, the University Library launched the Brewchive™, a comprehensive archive celebrating the San Diego craft brewing industry. The collection is one of only a handful of specialty archives nationwide focused solely on beer.

"They put their heart and soul into this industry and we want to make sure that history is preserved and celebrated," said Dr. Jennifer Fabbi, dean of the CSUSM Library.

The initial idea for an archive to record and preserve San Diego brewing activity was at the suggestion of Char Booth, associate dean of the library and a home brewer.

Tap handles, growlers, beer lists, coasters, recipes, brewing logs, manifestos and marketing materials are all part of the growing collection of the Brewchive™. As the library collects and digitizes these historical documents and artifacts, it is also curating signature collections, including the Stone Brewing Co. Collection and Women in Craft. Oral histories told by homebrewers and professionals are also featured in the online archive.

"Our business students and the students enrolled in the upcoming EngiBeering™ program can learn from both



the successes and failures the local breweries have gone through," Downie said.

RAISE YOUR HAND, AND YOUR GLASS

This fall, the University will welcome its inaugural cohort of students into the EngiBeering™ certificate program. The two-part certificate, or what's referred to as a stackable certificate program, explores the science and business of craft brewing.

"Industry leaders need to fill this critical gap in their workforce," said Dr. Jackie Trischman, biochemist and program director of EngiBeering™. "They need trained professionals who have business insight but also know the science of making exceptional craft beer."

Some of the courses for the 18-month program include recipe development, sensory evaluation to identify flavors and beer quality (yes, students will actually drink beer), learning the brewery processes, the evolution of beer, brewing science and an internship. Unlike traditional classes, EngiBeering™ lab courses will happen on-site at local breweries. And most

notably, the program's teaching faculty are professionals currently working in the industry.

"It's exciting to me because there is more science involved in beer production than people think," Trischman said. "A brewer is a scientist."

EngiBeering™ was developed by eight CSUSM faculty across three colleges in partnership with more than 12 brewers including alumni Kyle Adams '13 of Prohibition Brewing Company and Mike Stevenson '12 of Culver Beer Company.

"The brewing community is one of the most congenial and positive groups I have ever met," Trischman said. "The love for their craft shines through their work, and it's that same passion that built this program."

THE CRAFT BUSINESS

As a prominent industry for the local economy, generating more than \$100 million in tax revenue annually, craft brewing is a serious business. Measuring its impact and predicting its growth is in the hands of business researchers at CSUSM.

Since 2015, the College of Business Administration has published its semiannual San Diego Craft Brewer Confidence Index, a survey conducted in partnership with the San Diego Business Journal, that gauges local brewer confidence in the industry. The latest report, released in April, revealed that brewers continue to display an impressive level of optimism in their businesses. Nearly 64 percent expect to add employees and 32 percent expect their total barrel output to increase from 11 percent to 20 percent in the next year. Business confidence is a predictor of industry growth, according to researchers.

The college also produces an annual Economic Impact of Craft Breweries Report, in conjunction with the San Diego Brewers Guild and the San Diego North Economic Development Council, analyzing the impact of the industry on the region. On Oct. 10, the college will host the Craft Economic Summit, unveiling its latest findings and discussing trends and forecasts for the craft brewing industry.

"The industry is thriving," said Ed Ashley, director of business community relations for the college. "Stone Brewing Co. grew up a nine-iron away from us and our campus has grown right alongside it. We share the heart of the brewers and the love for the craft."

 [LEARN MORE about these exciting beer initiatives at news.csusm.edu/craftbeer](https://news.csusm.edu/craftbeer)

BEN FAIRWEATHER
(LEFT) AND MIKE
STEVENSON OPENED
CULVER BEER
COMPANY IN 2016.



Rhapsody in

BREW

• ALUMNI GROW CULVER BEER CO. INTO THRIVING BUSINESS •

WRITTEN BY ERIC BREIER // PHOTOGRAPHY BY ANDREW REED

Ben Fairweather and Mike Stevenson have learned more than their share of lessons while working to open Culver Beer Company.

But the biggest surprise?

“The money going out the door,” said Stevenson, laughing.

“Lucky for us beer is a pretty good bartering option,”

Fairweather added.

A few growlers of Tiger Ride or Strange Ways, two of Culver’s signature beers, goes a long way when it comes to getting help with welding or installing fire sprinklers.

The lessons Fairweather and Stevenson learned are paying off as Carlsbad-based Culver continues to thrive since opening its doors in February 2016.

“One of my favorite things is all the regulars we have,”

Fairweather said. “We have all these friends from all walks of life. That’s what’s cool about it. People say it’s like the local Cheers.”

Fairweather and Stevenson both grew up in coastal North County and attended Cal State San Marcos. But it wasn’t until after graduating – Fairweather with a business administration degree in 2014 and Stevenson with a bachelor’s in economics in 2012 – that they met through mutual friends and bonded over their shared passion for craft beer and a desire to start their own brewery.

Fairweather had tried his hand at home brewing during college with minimal success – “That’s why I had to get Mike involved,” he said with a laugh – but he possessed the necessary business acumen to open a brewery. →



“THERE’S A BIG SWEAT EQUITY ASPECT OF IT.”

Stevenson also did some home brewing while at CSUSM, but wasn’t happy with the results. After graduating, he emailed breweries in Germany offering free labor in exchange for a bed and meals so he could learn the ins and outs of brewing. After six months at a brewery near Cologne, Germany, he returned to San Diego to work at Twisted Manzanita Ales and Spirits.

“The experience in Germany was really cool,” Stevenson said, “but the experience at Manzanita truly taught me craft production brewing.”

Once Fairweather and Stevenson decided to open Culver, they began navigating the lengthy, and often complex, approval process. The six-month waiting period to present their proposal to the Carlsbad City Council gave them ample time to work on plans for the business.

They secured warehouse space on Loker Avenue in Carlsbad and were able to move quickly once the city approved the tasting room.

There were hiccups along the way – they chose the name Culver after learning of trademark issues regarding their

original choice – but Fairweather and Stevenson treated them as part of the learning process.

They decided on a Frankenbrew system, which saved money by using parts from a variety of sources. By implementing cost-effective measures such as repurposing old dairy tanks, they were able to devote more resources to new fermenters.

“A lot of breweries will start over \$1 million in debt because they’ll just buy a brand new system,” Stevenson said. “That was a little scary for us and there wasn’t really a way we could have done that.”

Fairweather and Stevenson were also able to rely on strong network of connections in getting Culver open. They did much of the labor themselves and used the ultimate currency in their business – beer – to get help with some of the more complicated projects.

“There’s a big sweat equity aspect of it,” Fairweather said.

The tasting room itself has undergone quite a makeover since first opening. Fairweather regularly scours Craigslist and eBay for potential additions. Even the bar top in the tasting

room came from part of an old bowling lane.

One highly anticipated change is coming this summer with the opening of an adjacent deli, Locally Toasted. While some breweries rely on food trucks, getting one scheduled can be a challenge so Fairweather and Stevenson figured they might as well have their own on-site food option for customers.

But beer will always have center stage. Culver produced 240 barrels last year and is on pace for 500 in 2018.

As the craft brewing capital of the world, San Diego County is well known for its IPAs, and Culver certainly offers its own array of IPA options. But Fairweather and Stevenson also take pride in the other styles they offer. Tiger Ride, a Belgian blonde, won a bronze medal at last year’s San Diego International Beer Festival.

“Mike does a great job spreading out the beers and having a broad range available,” Fairweather said.

Fairweather and Stevenson said they’re continuing to learn as they grow the business, and they look forward to expanding in the coming years.

While each day brings a new lesson, they are also applying the lessons learned from their time at CSUSM.

In Stevenson’s case, that includes using the knowledge imparted by CSUSM economics professor Ranjeeta Basu, who showed him the importance of analyzing data sets. As Stevenson notes, every sale that goes through the register tells them something.

“Even if I don’t use it right away, six months down the road I’ll have a big data set in case I have a question,” he said.

Then there were the other practical lessons learned at CSUSM.

“I’m really good at Excel,” Stevenson said, with a laugh.

“All of the professors were always helpful,” Fairweather added. “Even after I had graduated they were happy to answer questions. It’s a nice culture that they’ve created at Cal State San Marcos and it’s cool to be part of that.

“And, yeah, Mike’s really good at Excel.”

STEP UP TO THE BAR at Culver Beer Co, 2719 West Loker Ave, Carlsbad CA



Crafting a **CAREER**

**ADJUNCT ADVISER USES PASSION FOR BEER TO
HELP LOCAL BREWERIES**

WRITTEN BY BRIAN HIRO // PHOTOGRAPHY BY ANDREW REED

Long before San Diego came to be known as the “Capital of Craft” and the 78 was nicknamed “Hops Highway,” Todd Colburn was a lover of beer. This was in the 1980s — before Stone, before Karl Strauss, before Ballast Point — and he and his best friend (an accomplished homebrewer) would plan road trips around trying to find these far-flung, off-the-beaten-path things called microbreweries.

Colburn still loves beer. But he has turned his passion into both a career and a fulfilling side gig.

After a five-year stint as the senior marketing director for local beer behemoth Stone Brewing, Colburn in 2016 founded Higher Gravity Brand Advocates, a San Diego-based consulting firm for the craft brewing industry. For small breweries that don’t have a marketing department, Colburn and his team help them with branding, logo design, copywriting, public relations and social media, among other services. →



“THERE ARE SO MANY BREWERIES NOW THAT IT’S HARD TO STAND OUT”

“There are so many breweries now that it’s hard to stand out,” Colburn said. “That’s where Higher Gravity brings value, to help brands of all sizes and phases to stand apart from other breweries, to do things that are unique to make consumers want to buy their beer.”

Also two years ago, Colburn began working at Cal State San Marcos as an adjunct faculty adviser in the College of Business Administration, leading student teams in the Senior Experience program, often on projects related to the craft beer industry.

Colburn, a member of the College of Business Administration advisory board for several years because of his association with Stone, a longtime partner of CSUSM, decided to pursue a closer involvement with the college after attending a dean’s breakfast in the spring of 2016.

“The passion and enthusiasm was

infectious and inspiring,” he said. “I called up Dean Jim Hamerly and said, ‘How can I do more?’ It’s been a natural for me to be an adviser, and I’ve really enjoyed it.”

Colburn is also on the leadership team of the San Diego Brewers Guild, which last year partnered with CSUSM to produce a 2017 economic impact report on local craft breweries. And he’s a major advocate for the CSUSM Extended Learning program called EngiBeer™, which is launching this fall to serve people who work at breweries and want to advance their careers or for those who just want to learn about brewing science. It will be the only such program in North County.

“I’m involved in all these initiatives,” Colburn said, “and really my main motivation is to elevate awareness for craft beer in San Diego and make it the capital of craft beer in the world, and develop Cal State San Marcos to be a research and resource hub for craft beer.”



WHAT’S THE CATCH? A BASEBALL IN A BEER

Gabrielle DiMarco was simply enjoying a beer and a ballgame on June 5 at Petco Park.

While it was mostly a forgettable evening for the Padres, who lost 14-1 to the Atlanta Braves, it turned into a life-changing experience for Gabrielle when a foul ball landed in her beer cup.

That alone likely would have gotten Gabrielle on the nightly sports highlight shows. What followed made the Cal State San Marcos literature and writing studies student a social media sensation.

Gabrielle, with encouragement from the surrounding fans, proceeded to drink the entire beer with the baseball still firmly planted in the cup. Video from the moment went viral with Gabrielle even receiving marriage proposals from as far away as Australia.

“I’m going to keep it in that cup forever,” Gabrielle told The San Diego Union-Tribune. “I’m never taking it out. It’s a trophy.”

People



OPPORTUNITY KNOCKS Dwaine Collier finds success with help from ACE Scholars Services

Dwaine Collier wasn't supposed to be at Cal State San Marcos' commencement ceremony on May 18. Not after being born to a mother addicted to drugs. Not after bouncing between family members and foster families for most of his childhood. Not after attending 17 different schools before he reached high school.

He was supposed to fall through the

cracks. College, and the opportunities it provides, seemed like an impossible goal.

But Dwaine was at graduation on May 18, the proud holder of a degree in visual performing arts and armed with a plan to go to graduate school for fine arts on the road to becoming an actor.

Dwaine is one of the success stories of

this graduating class, but he's far from the only one. CSUSM creates them every year through ACE Scholars Services, a program that's designed to open doors to higher education for former foster youth.

"When I applied for colleges my junior year, I applied to four schools and was denied by all of them except for Cal State San Marcos," Dwaine said. "That was

because of ACE Scholars Services. That's really the only reason I was able to get into college. I was never thinking of college until then. But once I was here, I definitely seized the opportunity I was given."

That he did. Dwaine had started performing on stage as a senior at Olympian High School in Chula Vista,



I pretty much had all the odds stacked against me when it came to getting into college and actually completing it.

Dwaine Collier

after he was forced to give up football because of torn labrum in his shoulder suffered during the final practice before the first game of the season.

He took it to another level at Cal State San Marcos, though. As a freshman, he earned the role of the Cat in the Hat in "Seussical", and he went on to star in six other shows, including "A Midsummer Night's Dream." Last summer, his first professional theater production was in "The Ballad of Emmett Till" at Ion Theatre in San Diego.

"I'm a Leo, and Leos love to be the center of attention," said Dwaine, who also competed in the shot put and discus on the track team for two years and was part of the CSUSM student improv team. "Being on stage, there's

an energy I get, a goose-bumps feeling. The stage is one of the realest places you can ever be because you have one shot at everything. There's a certain level of risk and adrenaline involved."

Dwaine was so moved by what ACE Scholars did for him that, in the summer after his freshman year, he participated in a program in which current ACE Scholars on campus would mentor the next class of former foster youth.

"I have known Dwaine since the first day he stepped on campus," said Jim Mickelson, the founder and director of ACE Scholars Services. "It was exciting to see him find his passion. The first time I saw him perform, I knew that was the career for him."

Dwaine was born in San Diego to a father who was a Crip and a mother who was a Blood, who somehow got together. He was removed from his parents at birth because of their drug addiction. After he had an unpleasant experience with two foster families, his life began to turn for the better when an aunt, Kim Collier, adopted him and his two younger siblings when he was in sixth grade. She emphasized the importance of education and put Dwaine on the straight and narrow.

Now he's not only a first-generation college graduate, but he has a master's degree in his sights.

"It's been a long, five-year journey," Dwaine said. "I pretty much had all the odds stacked against me when it came to getting into college and actually completing it."

 **LEARN MORE** about ACE Scholars Services at www.csusm.edu/ace



TRAILBLAZERS FOR FORMER FOSTER YOUTH

It was a newspaper article that first introduced Jan and Esther Stearns to the life-changing work CSUSM was leading for former foster youth through ACE Scholars Services. After meeting ACE staff and students, the San Francisco-based couple knew they wanted to get involved. In 2014, they donated \$1 million to support the program, and a renovated center was dedicated in their name.

In May, the University bestowed its highest honor to the Stearns, the honorary degree of Doctor of Humane Letters for their commitment to inclusion, educational access and social justice.

CSUSM also honored award-winning country music artist Jimmy Wayne with an honorary degree of Doctor of Fine Arts. Wayne performed at CSUSM in 2017 as part of the 10-year anniversary celebration of ACE Scholars Services, inspiring the campus and community with his powerful songs and gripping story.

LIFE



WITH

No Destinations

BY CHRISTINE VAUGHAN

Like many great stories, it began over cocktails.

It was Oct. 9, 2013. Danika Garlotta '06 can still recall what she was drinking as she and her husband Chris talked about wanting to travel the world but struggling to find the time. Somewhere between a Scotch Egg and an Old Fashioned, Chris turned to Danika and said, "Let's take a sabbatical." It was unexpected, unthinkable and completely exhilarating. Within three months, the couple quit their well-paying jobs, sold everything, rented out their house in San Francisco and said goodbye to family and friends as they boarded a one-way flight to Rome.

To ease her mother's angst and assure her that she was not dead on the side of the road halfway across the world, Danika set up a blog to chronicle their adventures. Their plan was simple.

"We would do what we want, stay where we wanted, and if we didn't like someplace, we'd move on," Danika said.

With no itinerary and no end game, she began sharing their adventures in their travel blog aptly named "No Destinations." Four years and more

than 200 destinations later, Danika and Chris have transformed their dream of seeing the world into a profitable, luxury-travel brand.

LIKES LONG WALKS ON THE BEACH

"We're not the backpack-across-Europe, stay-in-a-youth-hostel type of people," said Danika, laughing. "We prefer luxury and style and love to explore beautiful beaches and cities. Our focus is not to travel to, but instead experience new places, cultures and people."

And their experiences run the gamut from eating at questionable alleyway cafes in Hanoi, Vietnam, while sitting on plastic stools to a 12-course meal at a Michelin-rated restaurant in Paris. Along the way, they've had some truly once-in-a-lifetime adventures, including swimming with sea turtles in the crystal blue waters of the Maldives, trekking through the dense rain forests of Malaysia, hiking a breathtaking Icelandic glacier and exploring the deserts of the United Arab Emirates on camelback. →

People

Think luxury, but laid back – and that’s No Destinations.

“We’re finally doing something we love, and we get to do it together,” Danika said.

But the two are very different. Danika describes herself as the frantic worrier, while she says her husband always manages to stay cool under pressure. Consider their packing styles, and humor, as shared on their website, nodestinations.com:

Danika: My packing style is chaotic, stuffed and somewhat unrealistic.

Chris: My packing style is simple and organized – basically the complete opposite of Danika; one pair of shoes is enough.

The couple met on Match.com shortly after Danika graduated from CSUSM in 2006 with a degree in communication. Friends at first, it took three years before they would fall in love and later get married on a white sand beach in Cabo San Lucas with a handful of their closest family members in attendance.

A LIFE OF ITS OWN

As Danika will tell you, they didn’t set out to create the world’s best travel blog. They set out for discovery. They set out to experience new cultures and see new things without being confined to two weeks of vacation time.

And for the first year, they did just that. Soon, the blog’s readership expanded beyond family and friends and, in 2016, it caught the attention of Libby Kane, a reporter with *Business Insider*. Danika and Chris were in China at the time, and although Danika postponed the Skype interview a few times due to a cold, the three finally connected. The article and its accompanying video interview went viral.

“It was wild,” Danika said. “Overnight we saw our following on Instagram and Facebook

increase by the hundreds of thousands.”

Thirty million views later, No Destinations was entrenched in the spotlight. Since then, their travels have been featured in *Food & Wine Magazine*, *Forbes Travel Guide*, *Travel+Leisure*, along with 16 other luxury travel publications.

A LIFESTYLE THAT WORKS

Although the Garlottas have banished the stereotypical 9-5 workday, they do work. They call themselves digital nomads – freelancers on the constant move.

“Just because we’re traveling does not mean we are ‘on vacation’ even though sometimes our office is a cabana on the beach in Indonesia,” Danika said.

Before boarding their flight to Italy in 2014, Chris worked for startup tech companies in Silicon Valley, doing graphic design and web and app development. He is the founder of zingsale.com, a service that alerts Amazon users when a particular item drops in price. Danika was the head of marketing for a string of boutique hotels in San Francisco.

Today, Chris continues to work remotely for a few tech companies, while Danika is a marketing and design consultant for a handful of clients, in addition to managing No Destinations full time. Both work 20-40 hours a week, and depending on travel schedules, they decide when to take on new projects or clients.

Because they live in a different city every few weeks and primarily stay in apartment rentals, there is one nonnegotiable amenity must: a desk with a chair that has a back. Being a digital nomad can present its challenges, at times, like staying on top of constantly changing time zones, preparing for periods when WiFi access is limited or nonexistent in some areas, and relying almost exclusively on digital communication methods. →

45 COUNTRIES

200+ DESTINATIONS

350+ TRAVEL GUIDES AND REVIEWS

PACK SMARTER: ESSENTIAL GEAR TO TRAVEL THE WORLD

After living out of their suitcases for four years, the Garlottas have almost perfected the art of packing. Here are some of their must-have travel products.

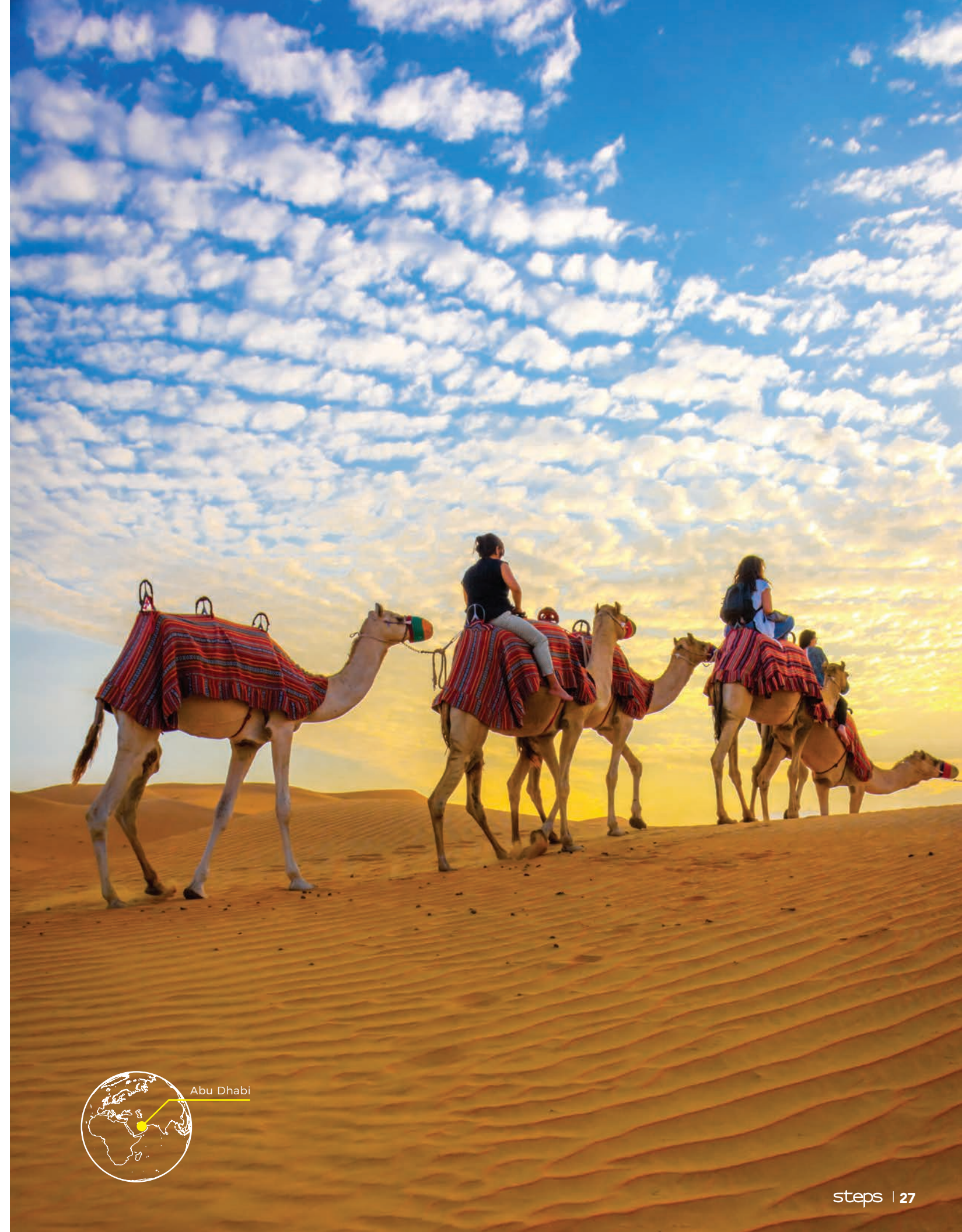
- Tumi Tegra-Lite Expandable hard-sided suitcase
- Eagle Creek packing cubes
- Waterproof toiletry bag
- Travel adapters with built in USB charging
- LifeProof phone case

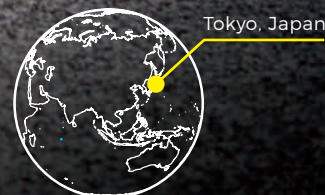
THE BEST BEER CITIES IN EUROPE

1. Antwerp, Belgium
2. Munich, Germany
3. Prague, Czech Republic
4. Brussels, Belgium
5. Ghent, Belgium
6. Amsterdam, Netherlands
7. Strasbourg, France
8. Reykjavik, Iceland

SOME FAVORITE DESTINATIONS

- Amsterdam, Netherlands
- Bali, Indonesia
- Cinque Terre, Italy
- Maldives
- Patagonia, Chile





Tokyo, Japan

People



Oia, Santorini, Greece

The travel duo recently became a trio with the addition of their son Axel, born in December 2017. Chris and Danika have started a travel bucket list for Axel – and are already putting their little guy’s passport to good use. In the last few months, the Garlotta family has traveled to United Arab Emirates to take in the gorgeous views, went on a safari in Sri Lanka and got up-close with an elephant, and sailed to the Bahamas on a luxury cruise.

Still on their bucket list: Antarctica and Australia.

In traveling the world, Danika discovered something unexpected.

“These experiences have taught me how truly big and open the world is and that there isn’t just one traditional path to happiness,” she said. “The toughest decision we ever made was making the decision to just do it. I never would have imagined that this life was possible, and now I cannot imagine our lives any differently.”

FOLLOW ALONG on their adventures
nodestinations.com or [@nodestinations](https://www.instagram.com/nodestinations)

FAVORITE TRAVEL APPS

TravelLibro: Part travel diary, part guide book, part photo album and part social network

Maps.Me: Downloaded crowdsourced maps that can pin your hotel location giving you freedom to explore and still find your way back

SkyScanner: Alerts you of the best times to find the lowest airfare

Agoda PointsMAX: Allows you to earn points on 36 different rewards and loyalty programs

WhatsApp: A cross-platform messaging application to send texts, photos and videos from anywhere in the world to anyone in the world

XE Currency: Keeps track of the latest currency rates

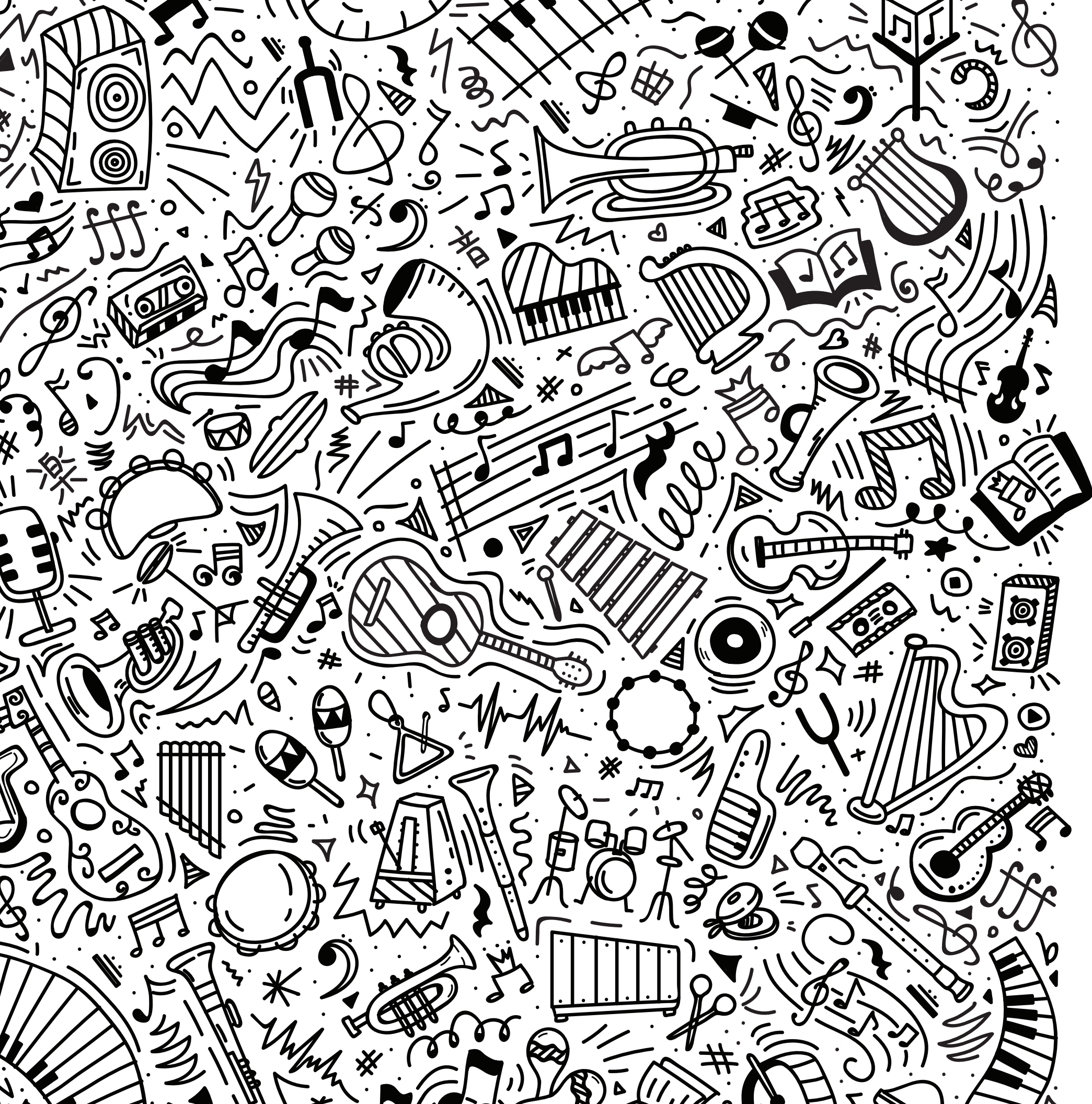
Google Translate: Allows you to translate 103 languages while online, and 52 languages when you have no service at all, and can even translate a picture of text into one of 29 languages

Airbnb: An online marketplace and hospitality service for people to lease or rent short-term lodging

Rome2Rio: Enter a landmark or address, and the app will list all travel options to get there—car, plane, bus, train, or ferry—and the cost of fares

Yelp: Familiarize yourself with the surrounding restaurants, activities and sights

Moovit: The ultimate public transportation app that can get you to the right bus stop, on the right bus and even alert you when your next stop is coming up



HITTING ALL THE RIGHT NOTES

MUSIC PROGRAM CONTINUES TO GROW IN
STATURE THROUGHOUT REGION

WRITTEN BY ERIC BREIER // ILLUSTRATED BY NAOMI SCHAEFER '20

Cal State San Marcos' campus looked quite a bit different when music professor Bill Bradbury joined the faculty in 1993.

Only Academic Hall, Craven Hall and Science Hall I had been built. As for a state-of-the-art music studio, well, only if you count a closet in Science Hall I.

"It was not a lot bigger than my office," Bradbury said. "We had a mixing board and some mics and I could squeeze about eight or 10 students in the closet."

Times have certainly changed.

In the past three years alone, CSUSM has added a music major, an innovative music lab and received the prestigious designation as an All-Steinway School, among other milestones.

"It's really a new era for music on our campus," Bradbury said. "There are a lot of exciting things happening for our students." →



●●
It's really a new era for music on our campus.

— *Bill Bradbury,*
music professor

INVENTORY UPGRADE

Earning the All-Steinway School designation was not even on Ching-Ming Cheng's radar when she arrived at CSUSM in 2011.

Cheng, an associate professor of music and a renowned classical pianist, took one look at the 61-note keyboards being used by students at the time and knew an upgrade was paramount.

By 2015, thanks to a fundraising event at which Cheng performed, CSUSM was able to open a music lab with 30 new, 88-key digital pianos.

The music lab was the first step on an important journey for the University's music program.

In October 2016, nearly \$150,000 was raised for the purchase of a Steinway D Concert Grand piano, the instrument of choice for most concert pianists. CSUSM students experienced playing on the Steinway D in the spring as part of their senior capstone projects.

"It's like you've been driving a Volkswagen and all of a sudden somebody gives you a Tesla," said Dana Burnett, a lecturer in the music department.

Building on the momentum from the acquisition of the Steinway D, the University publicly announced its goal to become an All-Steinway School on April 9, 2017, following a performance by Cheng at the California Center for the Arts Escondido. CSUSM reached its goal exactly one year later, joining an exclusive group of fewer than 200 universities and conservatories worldwide with the All-Steinway School designation.

"In music, especially in piano performance, having a good instrument can bring you to the next level," Cheng said. "For all the elite music schools around the world, becoming an All-

Steinway School is really the goal. When you present yourself as an All-Steinway School, you don't really need to say much more. That's when you know that the teachers know what they're doing, and the school knows what's important and how to support students.

"I'm really grateful and happy to be in this community where everybody supports music so much."

STUDENT-CENTERED APPROACH

The All-Steinway School designation and the music lab aren't the only unique aspects of the program.

Music professor Merryl Goldberg, who arrived at CSUSM the same year as Bradbury, notes that the small professor-to-student ratio is a boon for students, who are able to provide input into the structure of their degree.

"Their path might be rock 'n' roll, it might be classical or mariachi or some type of folk music, but we're able to support and nurture students in any path they choose," Goldberg said. "It's really student centered."

The program has a group of core courses that all music majors take and then they are free to emphasize a specific area based on their interests.

"The flexibility in creating your own degree that works for you is really unparalleled," said Spencer Osborne, who will graduate in spring 2019 with a degree in music composition. "I don't know another school that does that."

Students' musical experience when they arrive at CSUSM runs the gamut from those who are highly skilled to others who are at a beginner level.



We're able to support and nurture students in any path they choose.

— *Merryl Goldberg,*
music professor

Kristina Vo is one who arrived at CSUSM highly skilled on the piano, but she never considered majoring in music – not until she took a course with Cheng.

Kristina started playing the piano when she was 7 years old and continued through high school. Then she quit, figuring it was time to focus on her economics major when she enrolled at CSUSM.

Then Kristina signed up for an intermediate piano class taught by Cheng. With her previous playing experience, Kristina figured she would get an A in the class before moving on to fulfilling other graduation requirements. Instead, with encouragement from Cheng, Kristina added a second major and graduated in May with degrees in economics and music.

"The professors are really passionate about teaching and conveying their passion to students," Kristina said.

BURGEONING PROGRAM

The growth over the past few years has attracted talented musicians eager to be part





“**You can take the skills you learn from music in practice and discipline and consistency, and you can apply it to any area of your life that you want to excel in.**”

— *Curtis Taylor,*
music lecturer

of CSUSM's burgeoning music program.

“We have really high caliber faculty,” Bradbury said. “There’s a lot of faculty-student interaction, which is really important, especially in music.”

Renowned trumpeter Curtis Taylor, a Grammy Award-winning artist who has played in a dozen countries and with some of the heavyweights of jazz, is one such instructor.

While some of his students are relatively new to their instrument, Taylor embraces the challenge of getting them up to speed. A music lecturer at CSUSM since spring 2016, Taylor begins each semester by finding a common starting place and building upon everyone’s knowledge base.

“That happens through the instruction and

the concepts I teach, but it also happens through the students who know a little more helping the students who don’t know as much,” Taylor said. “I try to foster that team-building environment.

“It’s so rewarding. Even if people don’t go on to have a career in music, you can take the skills you learn from music in practice and discipline and consistency, and you can apply it to any area of your life that you want to excel in.”

Malesha Taylor is another recent addition to the music program, becoming the department’s instructor teacher in the spring.

She taught Vocal and Instrumental Instruction in the spring and will be leading a performance ensemble that will perform traditional and contemporary gospel music in the fall.

“What I really like about this music department, which is unique to all music departments that I’ve ever seen, is the students are learning different genres,” said Malesha Taylor, noting that the repertoire of her students includes classical, Latin jazz, traditional jazz, musical theater, pop and soul, among other genres.

BRIGHT FUTURE

Curtis Taylor and Malesha Taylor are two of nearly a dozen lecturers in the music department. Bradbury, Cheng, Goldberg and department chair Mtafiti Imara comprise the full-time faculty.

Their presence and work toward developing the music major – not to mention the revamped music lab a professional recording studio and All-Steinway School designation – have helped put CSUSM’s music program on the map throughout the region.

“Our award-winning music faculty are skilled and talented artists, teachers and scholars,” said Julia Johnson, dean of the College of

Humanities, Arts, Behavioral and Social Sciences. “They have won multiple awards, including Emmys and grants from organizations like the National Endowment of the Arts or the Federal Department of Education Arts in Education Program.

“Additionally, they travel globally to perform for and to educate audiences in every part of the world. Students studying music at CSUSM have the benefit of learning from these accomplished professionals as they work toward their own professional goals as musicians.”

Bradbury still remembers the email he sent to faculty when the music major was approved three years ago. He noted that the “grunt work” was done, referring to the committees, the seemingly endless paperwork and designing the curriculum. It was time to start the “real work.”

“Now we have students coming here expecting this degree,” he said. “We have faculty with so much energy who are so supportive of the students. It’s really an exciting time.”

The department members aren’t resting on their laurels. Space constraints are an ongoing issue as the music department shares Arts 111, the campus’ lone performance hall, with dance and theater classes. One of the more immediate priorities is raising funds for student scholarships and visiting artists.

But seeing all that has been accomplished through CSUSM’s transformational philanthropic campaign in a short period of time, Cheng has no doubt they can reach these goals and more.

“Every semester something good happens,” Cheng said. “We’re growing so fast. We keep getting the right support.

“The community really sees the importance of music education and arts education.”

 **SUPPORT MUSIC** at csusm, contact
University Advancement at 760.750.4400

“**The flexibility in creating your own degree that works for you is really unparalleled.**”

— *Spencer Osborne,*
who will graduate in spring 2019 with a degree in music composition



END OF AN ERA

**RUNNING LEGEND
STEVE SCOTT LEAVES
LASTING LEGACY AT
CSUSM AS HE RETIRES
FROM COACHING**

BY JAY PARIS

It was a run-of-the-mill workout when one of the Cal State San Marcos runners sensed someone on her hip. But it wasn't just anyone tagging along – it was running legend Steve Scott.

“He jumped in and ran with me,” Natalie Rodriguez said, “then he started going pretty fast. He still has it and he still loves to run.”

The only cross country and track and field coach in CSUSM's history, Scott

stepped down at the end of the spring season after nearly two decades at the helm of the Cougars.

“I feel honored to have had him as a coach,” Rodriguez said. “He doesn't act like he was a superstar back in the day.”

There was a time when Rodriguez didn't know much about Scott's résumé. But it wasn't long before she learned about the Great Scott.

Learned that he was a two-time Olympian – and would have been a three-time Olympian had the United States not boycotted the 1980 Games. Learned that he held the American mile indoor mark (3 minutes, 47.69 seconds) for 26 years. Learned that he ran an unprecedented 136 sub-four-minute miles. Learned that he is a member of the USA Track and Field Hall of Fame. →



“When I researched him I was amazed at what he had accomplished,” Rodriguez said. “I’m so lucky to have had him as a coach and a mentor.”

Luck? The Cougars got a big dose of it when Scott agreed to come aboard.

INAUSPICIOUS BEGINNING

The christening of CSUSM’s Mangrum Track and Soccer Field in 1999 was a big deal. Longtime Cougars supporter Bob Mangrum wanted his running hero, Scott, to preside over the opening ceremonies. Scott was all in, although he wasn’t sure where CSUSM was located.

“I thought it was across the 78 freeway from where San Marcos City Hall is,” Scott said with a laugh. “The only buildings on campus then I think were Craven Hall

“His student-athletes are better people because they had Steve Scott in their life.”

— Jennifer Milo,
CSUSM director of athletics

and the University Commons.”

There were few cellphones back in 1999 and when Scott’s ride was late to the track’s ground breaking, Scott didn’t make it to the ceremony.

“When I said I would do it I had no idea what Cal State San Marcos was or

where it was,” Scott said. “And when it became clear I couldn’t make it, I couldn’t call anyone because they were already out on the track.”

An embarrassed Scott finally reached someone at CSUSM with a mighty *mea culpa*. But Scott’s rare misstep turned into a stroke of good fortune for CSUSM.

Scott wanted to make things right so he went to Mangrum’s Valley Center home, where they enjoyed grub and a run. Mangrum revealed that the Cougars were starting a track and cross country program and, oh by the way, would Scott know of any coaching candidates?

Scott’s right arm shot up so fast it’s a wonder he didn’t dislocate his shoulder. “Yeah, me,” Scott said.

With his racing career in the rear-view

mirror, the rat race wasn’t agreeing with Scott. He was selling sponsorships for the Carlsbad 5K, an event he co-founded, and hawking nutritional goods.

“I was miserable,” Scott said. “I needed something I could be passionate about, like I was with my running. So when he asked about finding a coach, it was the answer to my prayers.”

ONE OF A KIND

There were few runners like Scott. After graduating from Upland High School, about 90 miles north of CSUSM, he ran for UC Irvine before embarking on a running career that few equaled.

Scott set the American indoor and outdoor records in the mile and the indoor standard at 2,000 meters. Track and Field News had Scott ranked No. 1 in the U.S. in 10 different years.

There are scads more eye-popping marks and milestones. Scott even established the world record of playing a round of speed golf, scoring a 95 on 18 holes in under 30 minutes.

Some would like to hear more tales of Scott’s running dominance, but he isn’t one to boast.

“He’s a very humble man and he does not brag about what he did,” CSUSM runner Lisa Flora said. “We have to pry it out of him.”

Greatness as an athlete doesn’t always translate into being a top-flight coach. Often those who have performed at the highest level don’t have patience to teach someone not up to those standards.

Then there is Scott.

“At the beginning of the season he always reminded us that he is happy as long as we are happy,” Flora said. “And to make him happy, you don’t have to be fastest on the team. As long as you are doing your

best and are a good teammate, he is happy. That was always his main objective.”

LASTING LEGACY

What will the next 20 years bring for the CSUSM cross country and track and field programs? Scott sees only positive visions.

The school successfully made the transition to NCAA Division II, and Scott said few universities offer what CSUSM does.

“It’s got tremendous potential,” he said. “I could see this school being a dominant force in all of the California Collegiate Athletic Association sports because of the size of the school and our location, close to the ocean. It pretty much has everything, and other schools pale in comparison. Plus, we can start tapping into our graduates and have them support their alma mater.”

Any time CSUSM Athletic Director Jennifer Milo needed a voice to spread the word on CSUSM, Scott was always available.

“He was the first one to say ‘yes’ if asked to go speak to a group or do an event or clinic with youngsters,” Milo said. “He always lent a hand. That’s what is special about Steve and who he is as a person.”

This being school, everyone gets a report card. When Scott’s evaluations landed on Milo’s desk, she knew the scores before opening the folder.

“The student-athletes all say how much Coach Scott cares about them,” Milo said. “To Steve, it’s not just about how fast they run or how many miles they run. It’s how they are as people and how they are developing in college and working toward that degree and getting that job once they graduate.”

After two decades, Scott is moving on to the next chapter of his life, but the Cougars

are the better for his time at CSUSM.

“I hate to lose Steve’s leadership in our department, but he has built his legacy and is leaving here having accomplished everything and more than he could have hoped for,” Milo said. “His student-athletes are better people because they had Steve Scott in their life.”

« STEVE SCOTT » BY THE NUMBERS

2

Olympic Games in which he competed (1984 and 1988)

3

Consecutive NAIA women’s cross country national titles from 2009-11

3

NAIA Women’s Cross Country Coach of the Year awards

10

All-California Collegiate Athletic Association student-athletes

11

Association of Independent Institutions Cross Country Coach of the Year awards

13

Indoor track and field NAIA All-Americans

34

Cross country NAIA All-Americans



SUMMER DREAMS

“Grease” was the word at Cal State San Marcos’ annual gala on June 2. Inspired by the hit 1978 film, the evening brought together hundreds of alumni and friends of the University in support of student scholarships.

The event, which was co-hosted by CSUSM President Karen Haynes and the CSUSM Foundation Board, raised more than \$190,000 as a record number of gifts were received.

“Just as ‘Grease’ left an indelible mark on popular culture, I know that CSUSM is leaving its own lasting mark on our students and our region,” Haynes told attendees. “We are setting a precedent for higher education in our state and beyond, and we’re grateful to have so many engaged and enthusiastic community partners help us reach this point.”



SEE THE FULL ALBUM at news.csusm.edu/gala-2018

BY CHRISTINE VAUGHAN



“A lot of nursing mothers struggle to pump the milk their babies need once they return to work and many inevitably give up.”

IS AMERICA FAILING THE WORKING MOTHER?

Perhaps you’ve heard, breast is best. Or, party at the breast, coined by the late Encinitas lactation trailblazer Vicki Wolfrum. They are catchphrases that many new mothers hear. They are simple, yet salient, slogans that align with the American Academy of Pediatrics’ recommendation that babies

be exclusively breastfed for the first six months of life, with breastfeeding continuing beyond the first year.

Despite the medical community being armed with extensive research on the value of breastfeeding for both mom and baby, if meeting the one-year benchmark were a college course,

America would receive a failing grade.

In the U.S., 81 percent of mothers initiate breastfeeding, but by three months that number is nearly cut in half with only 44 percent of mothers exclusively breastfeeding.

“A lot of nursing mothers struggle to pump the milk their babies need once

they return to work and many inevitably give up,” said Olivia Nolan, a recent graduate of CSUSM’s public health program. “In order to improve public health, this needs to be a public conversation.”

Nolan, along with public health graduate students Shawnee Morgan and Lisa Hammond, pioneered a research study that explored lactation supportive environments for both working mothers and student mothers.

“We’re working to change the American

culture,” Morgan said. “Just like you see a restroom sign, we want lactation rooms to be readily available and normalized. It doesn’t need to be something we whisper about.”

The team conducted surveys, led focus groups, toured work sites across California, curated an index of resources and even shared their findings with lawmakers. They discovered a great chasm. Many mothers are unaware of available resources and many employers are falling short in supporting the new working mom.

In 2010, it became federal law that employers provide nursing mothers with private space other than a bathroom for pumping breast milk, as well as reasonable break time to express milk as frequently as needed by the nursing mother.

“But current laws are too vague and offer little enforcement,” said Nolan.

By six months, the number of nursing mothers exclusively breastfeeding plummets to 22 percent.

“I get it,” Hammond said. “With many mothers already feeling the often unspoken ‘mommy tax,’ many avoid asking for accommodations for lactation.”

But accommodating lactation is an economic no-brainer, according to the American Academy of Pediatrics. The AAP reports that for every \$1 invested in creating and supporting a lactation support program (including a designated pump site that guarantees privacy, availability of refrigeration and a hand-washing facility, and appropriate mother break time) there is a \$3 return.

“Employers can be key to a mother’s success,” said Lisa Bandong, the supervising faculty for the research team. “The best first step we can all take is to start the conversation.”

« CSUSM »

BY THE NUMBERS

How does Cal State San Marcos stack up? Check out a small sampling of impressive figures from the spring.

\$458,000,000

Amount CSUSM annually pumps into the region each year, according to a comprehensive study of the University’s economic impact.



Of Class of 2018 who were the first in their families to earn a four-year college degree.

13

National ranking in the National Council for Home Safety and Security’s 2018 list of the Safest College Campuses in America.

1.5 MILLION

Dollars donated by global communications company Viasat, together with several employees, to become the founding partner of the University’s engineering program.



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