The Just Drum Roll
Beats Louder

This is our second *Just Drum Roll* coming to you from the Social Justice Initiative (SJI), Department of Communication, The University of Texas at El Paso. In our first *Just Drum Roll* of 2013, we highlighted SJI’s global, national, and local leadership in the Positive Deviance (PD) approach, Liberating Structures (LS), and the entertainment-education (EE) communication strategy. Over the past two years, SJI has gone from strength-to-strength in these areas, undertaking catalytic and leadership roles, stirring the pot and relationships across disciplines and boundaries, geographic and otherwise. Partnerships, relationships, and handshakes continue to define our existence and purpose. See this 2015 story about our work.

Most recently, SJI has been to the White House in Washington D.C., the venerable University of Oxford in the UK, and the under-the-sea collaborative world of the Netherlands. We have scaled the high mountains and low valleys of Bhutan, the streets of Tokyo, the corridors of learning in New Delhi and in Mahatma Gandhi’s adopted city of Ahmedabad, and yet, we have been grounded and anchored on the campus of The University of Texas at El Paso. We are a 100% volunteer effort that is collaborative, nimble, and playful.

We invite you to catch up with *who we are* and *what we do*!

Ubuntu!

Access our first *Just Drum Roll* here:
SJIs Global Outreach

By Arvind Singhal

SJIs global, national, and local outreach is thriving!

On May 30, 2015, SJIs had the privilege of sharing its longstanding work on the positive deviance approach at the global TED-x forum, held locally in El Paso, TX. As a featured speaker, SJIs Director, Arvind Singhal challenged the audience members to undertake mental flips to solve the worlds toughest social problems. You can watch his talk by clicking http://youtu.be/n-NAvN-PLW0


Inspiring Change is available at:

Inviting Everyone is available at:

Protecting Children is available at:
http://www.amazon.com/Protecting-Children-Exploitation-Trafficking-Indonesia/dp/0615311415/ref=sr_1_10?ie=UTF8&qid=1435948886&s=8-10&keywords=arvind+singhal
In summer 2014, the Center for Media and Health in Gouda, Netherlands, in partnership with the UTEP’s SJI, released its final report on positive deviance and psychological resilience of VMBO schools in Rotterdam. The report was formally released at one of the PD schools in the municipality of Rotterdam.

In May 2015, SJI joined hands with the Dutch Center for Media and Health and with UTEP alum Dawa Penjor, Executive Director of the Bhutan Media Foundation to offer two one-week workshops in Thimpu, Bhutan on Entertainment Media and Social Change for media executives and civil society participants. The workshops employed a series of liberating structures and especially highlighted the connection between entertainment-education and positive deviance.

Access the Dutch Positive Deviance Study here:

proach_the_Netherlands_CMH_040914_fin.pdf
In September 2014, SJI hosted a team of 12 Japanese professors and graduate students from Kumamoto University in El Paso, building their capacity in the areas of positive deviance, liberating structures, and the entertainment-education communication strategy. In December, 2014, SJI Director, Arvind Singhal visited Japan for two weeks conducting various workshops on the positive deviance approach in collaboration with the PD Japan group, using liberating structures as facilitation processes.

The photos below capture these cross-continental moments.

Japanese visitors on an informal visit to Casa Amiga in Ciudad Juarez during their September 2014 visit to El Paso.
In 2015, SJI doubled down on its outreach in the areas of positive deviance and liberating structures by conducting a series of workshops, in association with local partners, in major cities of the world: Ahmedabad and New Delhi, India (January 2015); New York City (February 2015); Paris, France (March 2015); and at The University of Texas at San Antonio Health Sciences Campus and Oxford University in Oxford, U.K. (April 2015).

For more on SJI’s global outreach see Photo Gallery.
Representing nearly every UTEP college and more than a dozen programs of study, 23 UTEP students in the Fall of 2014 committed themselves to engage in SJI’s newly-launched Roshan Lal Chandna Just Citizen Scholars (RLCCS) Program. During the induction ceremony for the inaugural cohort, a student exclaimed, “This is what I’ve been looking for ever since I started college!”

Citizen Scholars bear the name of late educator and humanitarian, Roshan Lal Chandna, who mentored countless students in India and Nigeria to realize their full potential. For more than a decade, Mr. Chandna’s son, Jalaj Chandna, an ER Physician in Ohio, aspired to establish a scholarship honoring the life and legacy of the late educator and humanitarian, Roshan Lal Chandna, who taught in India and Nigeria and instructed countless students to realize their full potential. The Just Citizen Scholars program was established on UTEP’s Social Justice Initiative (SJI), housed in UTEP’s Department of Communication.

Jalaj Chandna’s three-year gift of $7,500 ($2,500 annually) is leveraged for limitless possibilities in Citizen Scholars’ personal, academic, and professional growth. The first cohort engaged in more than ten events and workshops in 2014-2015, learning from and with distinguished social activists, local and global.

Scholars have been connecting with one another—investing in themselves and in their commitment to the local community. Their actions range from social fundraisers to benefit local groups serving children with special needs, to developing a volunteer transportation service for the elderly, to standing in solidarity with Mexican citizens and allies for peace in the wake of the 43 disappeared students in Ayotzinapa, México.
On April 15 and 16, 2015, SJI Director Arvind Singhal took the practice of Liberating Structures (a core SJI specialty) to the White House in Washington D.C. The occasion: A two-day working meeting on the topic, *Partners in Health: Aligning Clinical Systems, Faith and Community Assets*. Some 60-plus leaders of hospitals and clinical care systems, faith networks, and community organizations gathered in the nation’s Executive Office to create actionable plans to increase access to health care and preventive services, and to promote community health and wellness, by aligning their missions, visions, and assets.

Over two days, the following LS string guided the White House deliberations in a narrative sequence: **Impromptu Networking** set the stage for discussions, focusing on the challenges faced in collaboration and alignment of clinical systems, faith, and community assets. Participants then discovered root causes of success with **Appreciative Interviews** and **1, 2, 4, All**, shared innovations with **Shift and Share** (two rounds), learned and generated questions through a **User Experience Fishbowl**, generated actionable ideas through **Crowdsourcing/25 Gets You 10**, decided who needed to work with whom through **Social Network Webbing**, built upon those ideas with **Troika** and **15% Solutions**, and debriefed the experience with **1, 2, 4, All**.

Mara D’Amico and Michael Brouri, SJI’s DC-based LS Catalytic Coordinator and User Group member, respectively, participated as rapporteurs in this White House meeting. 🔍

Unlike traditional approaches to designing meetings that mostly comprise stand-up-and-deliver presentations and/or expert panels, Liberating Structures represent an alternative and complementary approach that includes and unleashes everyone, builds trusting and generative relationships—through emergent processes, and yields surprising outcomes and meaningful connections.
Photos of SJI’s Global Outreach

PD Workshop participants in New York City in February, 2015 where SJI collaborated with PCI-Media Impact, New York City, to host 50+ participants

Right: Arvind Singhal giving a keynote at UNESCO Headquarters, Paris on the Positive Deviance Approach in March 2015
Above: Alejandra Díaz, Claudia Boyd, Arvind Singhal, and Lucía Durá representing UTEP at the first conference on the use of positive deviance in service learning at The University of Texas at San Antonio Health Sciences Campus in April, 2015. Each of them facilitated a workshop in their area of PD expertise!

Below: Arvind Singhal delivering the keynote at the San Antonio meeting

Link to Arvind Singhal's keynote on Positive Deviance at UT-San Antonio:
http://nowcastsa.com/blogs/webcast-positive-deviance-way
Above: SJI collaborated with Hidden Insights of UK and Welfare Improvement Network of Denmark in hosting 60+ participants at a positive deviance workshop at the Said Business School, Oxford University in April 2015. A celebrity interview is in progress with PD practitioner, Mark Munger.

Below: PD Workshop participants at Oxford University: Arvind Singhal (center), Dr. Nagesh Rao (President and Director of Mudra Institute of Communication Arts [MICA], second from left) and colleagues from Norway’s Hedmark University College (HUC). Both MICA and HUC are SJI’s core network partners in the teaching, research, and practice of PD and liberating structures.

Links to ten short films on Positive Deviance, courtesy of SJI/Media Changemakers:

http://utminers.utep.edu/asinghal/Positive Deviance Video Resources Media Changemakers’ SJI UTEP November 22-2014.pdf
Photos of Roshan Lal Chandna Scholars participating in multiple events

Left: Roshan Lal Chandna Scholars at El Paso’s Mustard Seed Café where everyone eats, no matter their ability to pay

“An exclusive date for RLC scholars at the Mustard Seed Café with renowned artist HAL MARCUS”

RLC Scholars had an exclusive date with El Paso artist Hal Marcus and got a personal tour of his art and activism gallery
Dance-maker Paola López Ramírez conducts an improvisation workshop for Roshan Lal Chandna Scholars in partnership with students of UTEP’s Dance Program.

**SJI Supports Students**

**Making a Difference:**

An Advocacy Perspective from a Roshan Lal Chandna Scholar

By Sharon Murillo

SJI has allowed me to continue developing as a social justice advocate. In Fall 2014, Mexico experienced several tragic events, but one that marked and changed its path was the disappearance of 43 students of the Raúl Isidro Burgos Rural Teachers’ College of Ayotzinapa in Guerrero, Mexico. Being a member of the SJI allowed me to organize different events with the goal of promoting awareness and education on this social justice issue in the El Paso community.

Right: SJI co-sponsored the Missing 43 Students Exhibit at UTEP
In October 2014, students and faculty from SJI welcomed Dr. Jenny Nelson, and Ph.D. student Camilo Quintero-Perez from Ohio University for a two-day visit to El Paso and the UTEP campus.

During their visit, Jenny and Camilo gave a multi-media presentation in Blumberg Auditorium at the UTEP Library titled, “A Whole Lotta Shakin’ Goin’ On: a Rhizomatic Approach to Parkinson’s Disease.”

As we learned about Jenny’s and Camilo’s work on Parkinson’s, we were reminded of positive deviance (also PD!) where in the midst of seemingly intractable issues we look for bright spots or outliers. We see our paths crossing in the near future in the form of “PD-squared” (Parkinson’s Disease and Positive Deviance), as together we look for what people in the most challenging circumstances are doing to maintain health, vibrancy, and quality of life.

Jenny and Camilo offered two complementary workshops on campus. Jenny led one for students and members of the larger community on the ways she uses pinecones and paint for healing. Camilo led another on “sharp” storytelling and media changemaking depicting his experiences using the Pasolini method and script writing in “the creative kitchen” with at-risk youth in Medellin, Colombia.

“A Whole Lotta Shakin’” showcased Jenny’s and Camilo’s research and media for change, which deconstructs sedimented narratives about Parkinson’s Disease (PD), thematizes the lived experience of PD into stories, and engages everyday people in participatory video practices.
We found great affinity between our interests and theirs; our passion and commitment to social justice, art, storytelling, discourses of health and medicine, and media for change converged. And our conversations continued at different city sites.

While in El Paso, Jenny and Camilo kept us busy! Andrea Gates-Ingle, co-director of Creative Kids El Paso, gave us a tour of their art studio at Providence Hospital and their art gallery downtown. We made long stops at the border fence and scenic drive where we talked about metaphorical and physical borders. And of course, we enjoyed leisurely meals at some of El Paso’s dining landmarks.

In his award acceptance speech at the 2014 ESPYs, Stuart Scott said some now famous inspirational words: “You beat cancer by HOW you live, WHY you live, and in the manner in which you live.” Our exchange with Jenny and Camilo is certainly a beacon of action for what Scott meant. We look back on this visit with great appreciation, and we look forward to continuing conversations and future collaborations!

Jenny Nelson and Arvind Singhal engaged in a PD-squared—Parkinson’s Disease (PD) X Positive Deviance (PD)—dialogue at the Centennial Museum Garden on the UTEP campus.

The PD-squared film was shot by Camilo with SJI’s Carliene Quist as production associate and jointly edited by Camilo and Jenny in Athens, OH.

http://youtu.be/D_-X8j1trJw

Videos on the PD Narrative Project can be found by clicking on this link:

https://www.youtube.com/user/PDNarrativeProject
During 2014-2015, as SJI’s Creative Coordinator, I had the pleasure and honor of representing SJI in several social change forums and events on-Campus and in the Border community. In November 2014, I worked closely with Sharon Murillo on the 43 Missing Student exhibit (referenced earlier in the newsletter).

SJII also participated in the Sexual Assault Awareness Month’s (SAAM) Denim Day Advocacy Fair in April 2015. At the event Nahomi Martinez, one of the SJI Roshan Lal Chandna scholars and a graduate student from UTEP’s Social Work program, joined me at a table that SJI hosted to promote discussions on healthy sexualities.

In February 2015, I represented SJI at Project Move, an annual event that provides UTEP students, staff, faculty, and alumni an opportunity to give back to the El Paso community. With my team comprising Arely Hernandez, Monica Gutierrez, Karla Carrete, Jessica Watson, and her daughter, we helped organize and clean the Coldwell ES storage room.

Right: Naomi Martinez at SJI's Table on Denim Day Advocacy Fair, Sexual Assault Awareness Month, April 2015

Preparing for the “We are all Ayotzinapa” Missing Student Exhibit November 2014
In the past couple of years, SJI has played a highly influential catalytic and seeding role in spreading the practice of liberating structures globally and within the U.S. This photo gallery helps tell the story.

Right: Liberating Structures come to Little Rock, AR in Fall 2014 in collaboration with Clinton School of Public Service colleagues: Marie Lindquist, Acadia Roher, Barb Allen, Tatiana Riddle, and Bob Gee. Also in the photo LS Co-founders Henri Lipmanowicz (top row left) and Keith McCandless (bottom left) with SJI team members Anu Sachdev (front row with LS book) and Carliene Quist and Arvind Singhal (together, top right).

LS Co-founders Henri Lipmanowicz and Keith McCandless (4th and 5th from left) at an SJI-sponsored LS workshop at UTEP in April 2015

Henri Lipmanowicz (right), mentor and long-time supporter of SJI’s work, signing complementary LS books for UTEP graduate students Lauren Pace (Center) and Roque Aguon (left) in April 2015
TEAM-LS Field Reports

Here SJI’s TEAM-LS reports on their catalytic work from different locations:

Anu Sachdev (New York City, NY): In September of 2014, I was appointed as the Chief Liberating Structures Coordinator at PCI Media Impact sponsored by the Social Justice Initiative at The University of Texas at El Paso. Over the past 10 months, the growing opportunities for conducting user group meetings, one-on-one consultations, planning and facilitating workshops, institutionalizing LS sensibilities in international entertainment-education program work, and invigorating new interests have created a strong foundation for me to implement LS practice in various avenues.

It makes me happy when people remember me by the way of “fishbowls” or “troika lady” and call me to say how joyfully they conducted “1-2-4-alls”. I am excited that with joint efforts, the community of LS practice has grown in different fields and across boundaries. I am grateful for all the learning and support I have had from UTEP’s Social Justice Initiative to spread the practice of LS and build capacity of institutions and individuals.

Davi Kallman (Pullman, Washington State): Washington State University (WSU) has over 21,000 undergraduate students and over 3,000 graduate students. As a top-tier research university, WSU brings in over $341.1 million in research and development funding. With such an emphasis on research and development, participatory methods in teaching are often overlooked. This past year (2014–2015), I was appointed as SJI’s LS catalytic coordinator at WSU where I invited five of my good friends (who wanted to change how students, teachers, and researchers interacted with one another) to join me in establishing an LS user group. Throughout this year we have invited others to participate in our user group and we were invited by WSU’s Global Teaching College and the Office of the Provost to host a LS workshop with 50 faculty members and graduate students on how to liberate conventional classroom structures.

You can watch the workshop video here: https://www.youtube.com/watch?v=WZ437BP8HE8

Further, our LS user group was invited by the Graduate and Professional Student Association (GPSA) at WSU to run their executive and senate meetings using liberating structures. Next year our team will work with GPSA to host a Liberating Structures Conference at WSU, inviting students, faculty, and staff from all WSU campuses.
Mara D’Amico (Washington D.C.): I moved to Washington, DC in August 2014 and met Erin Stock a few days later to plan and strategize for our Liberating Structures User Group in the nation’s capital. I have been amazed to see how the group has grown and evolved in these short 10 months - we have an ever-growing mailing list, we have a solid core of enthusiastic users who come to user group meetings each month, we’ve explored new LS structures as a group, and a warm and eager openness has developed among those who come to meetings.

We’ve also consulted with new groups - the White House, World Bank, Voice of America, and YNPN DC, among others - to help them have necessary conversations through LS. I’ve learned more about my LS practice through others, I have made new friends and connections through this LS work, and the LS community has made Washington, DC feel like more of a home.

That’s what our Liberating Structures D.C. User Group is about, and what this past year has been for me as one of the group’s facilitators. Our group members practiced planning meetings, we advised others how to do so, and we ran meetings. In the process, my applied understanding of the structures, along with my confidence, grew. And I saw myself more frequently apply Liberating Structures in my own daily work as that happened. Learning and growing with a community of people has been one of the most rewarding aspects of the group for me. I am thankful for the opportunity.

Erin Stock (Washington D.C.): “Thank you, Mara, for so beautifully reflecting on our LS experience in D.C. over the last year. Indeed, for me, one of the greatest things about our LS user group has been getting to know you and collaborate with you. [When we were taking classes with Arvind Singhal at the Clinton School...] if a student has an idea, or a question about whether something will work, Arvind often challenged him or her to “try it” or “study it” or “do it.”

Barb Allen (Little Rock, AR): Acting as the Little Rock LS Catalytic Coordinator for the last year offered me opportunities twice a month to dabble in LS experiments with bright and open-minded folks who all act as catalysts of change in their own circles and organizations. The meetings became learning labs that boosted both our skills and confidence as our practices reached into the broader community. As a result of my experience, I have grown to respect and appreciate the larger purposes and elegant-yet-simple design of the structures that work towards big goals like building trust, enabling engagement, being purpose-driven and making it okay to have fun while solving tough problems.
Carliene Quist (Phoenix, AZ): Through observing and participating in formal interactions among groups, which range from employees of a major corporate retailer, to Cuban civil rights and political activists struggling for democratic systems and justice, I have developed a heightened acuity of structures that do NOT engage everyone and unleash new possibilities.

As health caregiver and advocate for a family member, the values that undergird LS informed the way she and I approached the dozens of professionals involved in her care, so that everyone had equal levels of information and power, and all decisions (including treatments, accommodations in the home, care for her son) were part an integrated cohesive effort. By connecting – and learning! – with catalytic coordinators and LS practitioners from around the world, my initial experiences of LS (in El Paso classrooms, as both student and instructor) have expanded to seeing a community of practice – with public and private sector applications - in Little Rock, New York City, Kumamoto (Japan), and beyond.

Links to ten short films on Liberating Structures courtesy of SJI/Media Changemakers:

SJI hosts Filmmakers and Healthcare Leaders

By Arvind Singhal

SJI continues to host 3-4 guests on the UTEP campus each semester, providing an opportunity for UTEP students to connect, network, and be inspired. In Fall 2013, SJI hosted filmmaker Ramon Hamilton, CEO of Think Ten Media Group based in California. In addition to several interactive events on campus, SJI hosted a screening of Smuggled, Ramon’s award-winning film on the human costs of immigration, at the Fountain Theater in Mesilla, NM. One of UTEP’s students, Maggie Johnson, who met Ramon when he visited UTEP, went on to collaborate later with the Think Ten Media Group.

Since then SJI/Media Changemakers’ program has been a core supporter of Ramon’s latest project, The whole, a dramatic web series in development on solitary confinement and mass incarceration.

In Fall 2013, SJI also hosted healthcare leader, physician executive and complexity practitioner, Larry McEvoy, M.D. and leadership coach and practitioner, Marguerite Callaway of the Callaway Leadership Institute. Both Larry and Marguerite conducted a series of workshops and events on the UTEP campus.

Ramon’s UnScripted talk, Make Entertainment Count, courtesy SJI/Media Changemakers is available at https://www.youtube.com/watch?v=ADM_vvCZ5g4
Larry’s UnScripted talk, Organizations as Living Systems, is available at https://www.youtube.com/watch?v=R4U2afKKAtY
Team SJI is involved in assessing and advising at least two cutting-edge global entertainment-education and transmedia storytelling initiatives.

1. Assessment of *East Los High*, an Emmy Award-winning, entertainment-education transmedia storytelling intervention (in Season 3 in 2015), designed with the explicit purpose to promote safe sex and teen pregnancy prevention among young Latino Americans. With Dr. Helen Wang of the Department of Communication, University of Buffalo, Team SJI (Anu Sachdev, Carliene Quist, Claudia Boyd, and Arvind Singhal) were involved in investigating the audience effects of *East Los High* using a multi-method approach to program evaluation.

   SJI graduate/research assistant during 2012-2014, Anu Sachdev, wrote her M.A. thesis on the effects of *East Los High* sexual decision-making of young Latino couples and presented her findings at the International Communication Association in Puerto Rico in May 2015.

2. Thought Leadership and programmatic and research advice on *Main Kuch Bhi Kar Sakti Hoon* [MKBKSH] (*I, a woman, can achieve anything*!), an entertainment-education television and radio serial broadcast on Doordarshan and All India Radio, the Indian national television and radio network, respectively. Dealing with the untapped potential vested in each girl child, MKBKSH was viewed by 58 million Indians in its first season and presently is in Season 2. Arvind Singhal, inaugurated Season 2 of MKBKSH at Kamal Amrohi Studios in Mumbai, India in January, 2015.

More on our *East Los High* work is detailed in this UTEP news story [http://news.utep.edu/?p=25458](http://news.utep.edu/?p=25458)

Also, see [www.eastloshigh.com](http://www.eastloshigh.com).

For more on *Main Kuch Bhi Kar Sakti Hoon* see [http://mkbksh.com/the-show/](http://mkbksh.com/the-show/)

Where and How to Find us

**Call us:** (915) 747-5490

**Visit us in Person:**
Department of Communication  
Cotton Memorial Building 302B  
University of Texas at El Paso  
El Paso, TX 79912, USA

**Email us:**  
socialjustice@utep.edu

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