Chancellor Kim A. Wilcox Fulfills his Promise for Education in Delicious Fashion

With help from UCR Dining Services, about 900 pancake breakfasts were served

By Ross French

With the assistance of members of UC Riverside’s Dining Services and several campus staff, faculty and administrators, Chancellor Kim A. Wilcox fulfilled his “Promise for Education” on Friday, Nov. 15, by hosting a free pancake breakfast for students, staff and faculty at the Upper HUB Plaza.

Wilcox promised to host the meal if he raised $10,000 for scholarships in the recent “Promise for Education” campaign. He eventually raised $10,770, exceeding that goal.

Prior to the event, the chancellor completed a necessary online food safety course with a perfect score, then donned a chef’s coat, hat and Dining Services badge that read “Kim Wilcox, Chancellor.”

The team cooked more than 1,800 pancakes and distributed an estimated 900 meals that included sausage and orange juice.

UCR Students Rally to Support and Raise Funds for Victims of Typhoon Haiyan

Vigil held on Nov. 15 at Andulka Park; On-campus fundraiser and auction to be held Nov. 20

Spurred by the news of death and devastation in the Philippines in the wake of Typhoon Haiyan, several UCR student groups are coming together to host events to raise funds for relief efforts and to give members their community a chance to grieve.

UCR has approximately 1,041 Filipino students among the undergraduate and graduate populations, some of whom have friends and family who have been affected by the disaster.

“There is a feeling of sadness and shock with the amount of damage this typhoon has created. And with the images that are now coming out from the Philippines, there is a sense of urgency to do something,” said William Caganap, interim director of Asian Pacific Student Programs at UCR. “UCR has a proud history of coming together to help in relief efforts during times like this.”

On Nov. 15, a candlelight vigil was held at Riverside’s Andulka Park. The event was hosted by UCR’s Asian Pacific Islander Student Advisory Council and the Los Angeles-based Anakbayan LA. Other sponsoring groups
included UCR’s Katipunan Pilipino Student Organization, the Lubos Pilipino American Student Organization of California State University San Bernardino and the National Alliance for Filipino Concerns (NAFCON).

On Wednesday, Nov. 20, Katipunan and Filipinos in Health Sciences (FIHS) will team up to host “Katipunan FIHSes for a Cause” at the UCR Bell Tower beginning at 7:30 p.m. The evening will feature live singing and dancing as well as an auction. In addition to items such as movie tickets, groups from each organization will offer themselves up to perform services — such as washing a car or doing yard work — for the highest bidder. All proceeds from the event will go toward relief efforts and general donations will be accepted.

Yochabel Loyola, a senior biology major and president of UCR Katipunan, said that she hopes students from across the campus turn out for the event.

“Though UCR is made up of different people and different organizations, we are one community that should stand together in times of need. There are many UCR students whose families and friends have been affected by this disaster,” she said. “We’re so privileged here, and students should lend a hand and give back to communities who need more support.”

UCR has also set up a website with details about how students can help relief efforts in the Philippines. Visit www.relief.ucr.edu for more information.

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**Holding Hands with the Storm-tossed Communities of the Philippines**

*A new poetry project from UC Riverside Professor Juan Felipe Herrera aims to provide comfort for storm victims and their far-flung relatives*

By Kris Lovekin

California Poet Laureate Juan Felipe Herrera has created a poetry project that asks for poems for the Philippines in the wake of a megastorm that wiped out entire communities.

“Hawak Kamay: Poems for the Philippines After Haiyan,” is a disaster relief project started by Herrera, professor of creative writing at UCR. The phrase “hawak kamay” means “to hold hands” in Filipino.

This kind of poetry campaign has been a regular feature of Herrera’s time as California poet laureate. He has created other Facebook pages of healing poetry — for the people of Newtown, Conn., after the school shooting and Boston after the marathon bombing, for example. Herrera also has a poetry project related to combating school bullying. All of them together will be part of the “Most Incredible and Biggest Poem on Unity in the World.”

The Hawak Kamay poetry project and Facebook group are open to everyone, and in many cases it is the friends and far-flung relatives who are sending poems of hope, calming their own anxieties as they seek to communicate.

Healing and inspirational poems can be posted directly to the page: [www.facebook.com/groups/PoemsForThePhilippines](http://www.facebook.com/groups/PoemsForThePhilippines) or emailed to PoemsForThePhilippines@groups.facebook.com.

“In a time of crisis, poetry from people’s hearts finds a way to calm the storm,” said Herrera. He credits one of his undergraduate students, Princess Fernandez, for coming up with the name “Hawak Kamay.”

He said the poems become a healing chant for all involved. Herrera is working on how the poems will be read by those in the typhoon zone.
The administrators of this Facebook group are Juan Felipe Herrera, and notable Filipino poets Vince Gotera, Barbara Jane Reyes, Arlene Biala, Aldin Enriquez, and JoAnn Balingit, who is the poet laureate of Delaware.

More than 700 people have participated.

President Janet Napolitano Proposes Tuition Freeze and New Systemwide Initiatives

By UCOP

On Nov. 13, UC President Janet Napolitano proposed an undergraduate tuition freeze for the third consecutive year, saying she would pursue a policy to avoid pricing uncertainty. She also pledged immediate action to increase transfers to UC from California community colleges, speed technology transfer to benefit both the university and researchers, and make the University of California a zero-net energy user by 2025.

In her first remarks to the UC Board of Regents since assuming the presidency on Sept. 30, Napolitano said her deep immersion in the “ways and wonders of the University of California” over the past weeks have led her to undertake new initiatives “offered in the spirit of the constant pursuit for better pathways forward, for new mountains to climb.”

To allow time to explore what she called a new UC tuition policy, Napolitano said systemwide tuition and fees for California undergraduates would remain at the current level for the 2014-15 academic year.

“Tuition goes right to the heart of accessibility and affordability – two of the university’s guiding stars,” Napolitano said. “We need to figure out, in the real world in which we live, how to bring clarity to, and reduce volatility in, the tuition-setting process. It’s time for the university to collaboratively come up with another way.”

She said the tuition increases of the past several years were the result of the recession and the loss of state funding. “And this board, my predecessor and the chancellors, by all accounts did a masterful job of navigating what was a hellacious storm,” she said. “Now the seas have calmed, and so the time is right to take a new, deep look at tuition policy.”

Napolitano also challenged the state of California to do its part, noting that UC needed additional funding for enrollment growth and the university’s retirement program. “Any successful new tuition policy will require a clear partnership with the state,” she said, adding that UC will continue to reduce costs and pursue alternative revenues.

On another initiative, the president said she has asked Provost Aimée Dorr to form an action team to both raise the number of students who transfer to UC from community colleges and improve their success at the university.

“I expect the team to bring a set of recommendations before the board in March,” Napolitano said. “These might include outreach and advising to community colleges with low transfer rates or a high percentage of low-income students. They might include ways to streamline the transfer process. They might include expanding programs like Summer Bridge to give entering transfers a better shot at starting off strong.”

On the issue of research and technology transfer, Napolitano said, “We need to speed the translation of ideas that are developed by UC faculty, researchers and students into products and services that can help benefit all of society.”
“This means streamlining our existing processes,” she said. “It means removing the barriers that can slow the pace of tech transfer. And it means thinking about how we can invest in all elements of technology commercialization: patents, proof-of-concept and early-stage investment in UC startups — everything that can help move our research into the market and into the world.”

Napolitano said she has asked Chief Financial Officer Peter Taylor, Vice President for Research and Graduate Studies Steve Beckwith and their teams to draw up a “battle plan” by early spring.

Finally, the president announced the goal of making the University of California a zero net energy consumer by 2025, what she conceded was a “steep mountain,” but one which UC was prepared to conquer.

“The good news is that research universities like UC are in the business of breaking through barriers,” she said. “That’s why we call them breakthroughs. It is the essence of what research universities do.”

“Everything I have done and everything I have outlined today is meant to support this mission that is our most shining characteristic: education that is rooted in California, and research and innovation that fundamentally changes how the world works,” Napolitano said. “If we get tuition right, if we get access for transfers right, if we invest in our own research and change the game on energy consumption, then UC will demonstrate to the nation, and beyond, the fundamental and unique value of a world-class public research university.”

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President’s Initiatives

University of California President Janet Napolitano has announced several initiatives after visits to UC campuses and meetings with students, faculty, staff and others during her first six weeks on the job. The initiatives reflect what she has learned about issues of the most pressing concern universitywide as well as her own values.

New tuition policy

- President Napolitano has proposed a freeze on tuition levels for the 2014-15 academic year and will begin exploring a new UC tuition policy to reduce pricing volatility and provide students and their families with predictability in the cost of their education.

- One option to be considered is “cohort tuition,” which ensures that tuition levels students pay when they enter the university will not dramatically increase during their four undergraduate years. Other options will also be explored.

- The president’s ultimate goal is to keep tuition as low and predictable as possible. This will require a close partnership with the state government, and ongoing analysis of both other revenue sources and cost avoidances.

Services for undocumented students ($5 million)

- UC welcomes all academically qualified students, whether documented or undocumented. Compared to other UC students, undocumented students are more likely to be from low-income families or the first in their families to attend college. Undocumented students are also more likely to lack access to resources available to other students (such as federal loans or work-study). To help undocumented students overcome these obstacles, and improve their retention and graduation rates, the university will expand access to financial and student services support.
• The university will provide new funding for student loans and work-study positions for students who demonstrate financial need and who qualify for in-state tuition and financial aid, but who are ineligible for federal loans or work-study. UC will explore a state-funded program, which could become revenue-neutral over time.

• New funding also will focus on expanding student services for undocumented students, including staff and/or resource centers, coordination with community-based legal and financial resources and counseling. UC also will train campus staff who work with undocumented students, hold undocumented student advisory-group meetings and develop a resource website.

Community college transfers

• UC will explore increasing and streamlining the flow of California community college students into the university, focusing on improving the transfer rate and the success of these students.

• Staff will make recommendations to the Board of Regents at the March meeting. These may include more outreach to community colleges with low-transfer rates or a high percentage of low-income students, ways to streamline the transfer process and expanding programs such as Summer Bridge.

Graduate student recruitment and diversity ($5 million)

• The University of California is committed to increasing support for its graduate student population and improving the diversity of this group. This initiative will build on current efforts, including the UC-HBCU Initiative (Historically Black Colleges and Universities) and the Eugene Cota-Robles Fellowships.

• UC will fund fellowships for students from the UC-HBCU Initiative who are admitted to UC Ph.D. programs. Campuses will apply for the funds to attract specific candidates from the HBCU intern pool to their Ph.D. programs.

• Funding will also focus on increasing the number of Eugene Cota-Robles Fellowships. Currently, this money supports Ph.D. students who experience situations that impede their advancement to graduate study (such as a physical or learning disability, or having to work while attending school). Support is also given to students with research interests focused on cultural, societal or educational problems that affect the educationally disadvantaged, or to those who wish to use their degree to serve educationally underrepresented populations.

Support for post-doc fellowships ($5 million)

• The President’s Postdoctoral Fellowship Program supports new scholars whose teaching, research and service contribute to UC’s mission to serve our increasingly diverse state, nation and world. The goal of this new initiative is to increase the hiring of postdoctoral fellows into the UC ladder-rank faculty and help them succeed. Funding will be dedicated to hiring incentives, mentoring and professional development.

Research and tech transfer

• The university will explore new ways to speed the translation of ideas and inventions developed by UC researchers and students into products and services that benefit the world.

• This new effort will build on work already being done and enhance UC’s technology transfer productivity. This will include streamlining existing processes; supporting researchers by providing additional graduate students and world-class facilities, removing barriers that slow the pace of tech transfer and better investment in technology commercialization.
Zero-net energy consumption

- President Napolitano is calling for UC to become a zero-net energy consumer by 2025. The goal is to generate as much energy as we use and for that energy to be clean energy. This effort to stop the overuse of natural resources and encourage more aggressive sustainability efforts will unite UC’s cutting-edge research and world-class scientists with the political goodwill of state leaders.

Efficiency review

- As she has done in her previous roles in other organizations, President Napolitano is looking for ways UC can work better and reduce operating costs. She has asked staff to begin an efficiency review of the Office of the President and identify new savings and potential cost-avoidances.

- UC will also build on existing efforts to attract and expand new revenue sources, including grants, public-private partnerships, joint ventures and philanthropy.

- The goal is to maximize and become even better stewards of existing funding – both from the state and other sources – and continue to meet UC’s education and research missions.

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**UC raises a record-setting $1.64 billion in private donations**

*by UCOP*

The University of California raised a record-setting $1.64 billion in private donations over the past fiscal year, gifts that are enhancing virtually every aspect of the university, from faculty recruitment and student financial support to leading-edge research facilities.

It’s the third year in a row that donations have surpassed $1.5 billion, according to the Annual Report on University Private Support, presented to the UC Board of Regents this week.

The number of contributors also continues to rise, said Daniel Dooley, senior vice president for external relations. Nearly 300,000 unique donors made gifts to UC last year, a sign of confidence in the university from alumni, foundations and other supporters, he said.

The report shows that donor giving is almost exclusively tied to specific projects and purposes, meaning that UC is restricted in how it can use the funds.

“It’s hard to overstate the importance of philanthropic giving to the university,” Dooley said. “But because the funds are restricted in nature, private support is unlikely to ever replace our reliance on state funding.”

Dooley discussed the report with the Board of Regents on Nov. 13. In it, UC President Janet Napolitano says that her initial visits to campuses and medical centers have given her a first-hand look at how philanthropy is helping further UC’s status as the world’s premier public university.

“While I have always had a deep appreciation for the University of California, I now have an even greater understanding of the contributions that Californians and others have made to attain this stature,” Napolitano said. “The contributions of today are helping ensure that UC can reach even greater heights.”

Among the report’s highlights:
• UC has made student financial support a fundraising priority – and is seeing results at both the undergraduate and graduate level. Project You Can, which aims to raise $1 billion for student support by 2014, has raised $744 million as of June 2013.

• Donors have a big impact on UC’s efforts to attract and retain world-class faculty by supporting endowed chairs across a variety of disciplines. In 1980, the entire UC system had just 81 endowed chairs. The number today approaches 1,700, and half of those endowed chairs were created since the year 2000.

• Philanthropic support plays a major role in UC’s research mission, with donors giving nearly $500 million in gifts and grants for that purpose.

The report provides an overview of philanthropic activity at the university, including summaries for each campus, but it is virtually impossible to capture the full impact that nearly 300,000 donors have on the university, Dooley said.

Private gifts, for example, often provide the impetus for new research initiatives, which in turn lead to additional grants and support.

“Philanthropic support makes a lasting impact on the university and is integral to its long-term success,” Dooley said. “We are grateful to our alumni and friends for their support and for recognizing all the ways that the university is serving the people of California.”

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**GETTING PERSONAL: Stephanie Reyes**

*Job: Career counselor, Special Programs*

By Lilledeshan Bose

As a career counselor at the Career Center, part of Stephanie Reyes’s job involves providing students with career guidance and counseling—both in groups and in one-on-one sessions. She also helps students develop professionally through their resume, interviewing, and networking skills. “Most importantly, I work with students through the process of identifying their career goals and aspirations, and assist them as they work toward making their goals and aspirations a reality upon graduation.”

Reyes also serves as the Staff Assembly’s director of the Involvement and Recognition Committee. “Through our Get Recognized program, my committee and I get to award staff for being awesome at what they do.” It’s a lot of work, but it’s worth it, she says. “Staff acknowledgement is a great way to ensure staff is engaged and — more importantly — enjoy coming to work every day.”

**What’s the most exciting part of your job?**

I have the opportunity to work directly with first-generation college students in a career development class
that I co-lead called ORBITS (Obtain Resources, Become Informed, Target Success). As a first-gen student myself, it is such a rewarding and exciting part of my job to give back to students who are in the position I was once in, where I didn’t know the resources or have a professional to guide me through a successful college experience.

**What’s the weirdest part of your job?**

There isn’t anything really weird about my job specifically, but I will say that I find it common that most career services professionals love potlucks. Any occasion you can think of, we can come up with a potluck idea for. I guess you can say it’s weird and great at the same time.

**What do you love most about UCR?**

Its rich culture and diversity. I learn so much every day from the diversity of the students, faculty, and staff and it’s something that I feel has greatly contributed to my professional and personal development thus far.

**What do you do when you’re not working?**

I make it a priority to spend time with my family, especially my grandmother. I also try and catch up on my reality TV singing shows, such as “The Voice” and “X-Factor.”

**What is one thing people don’t know about you?**

I don’t bake, but people outside of my office probably don’t know that my ultimate dream is to own my own cupcake business one day. If I ever win the lottery, that’s going to be the first thing on my to-do list!

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**Did You Know?**

*Campus Eateries to Close on Nov. 20*

Because of a planned labor action, Wednesday, Nov. 20, will be a day when many of the campus eateries will not be open. Dining halls in the residence halls will remain open for students, but staff and faculty will need to search a little farther for that sandwich or cup of coffee. Restaurants will return to full operation on Thursday, Nov. 21.

*Help With Open Enrollment*

If you need assistance with making your Open Enrollment benefits change, 10-minute appointments are available at the Human Resources Conference Room located at 1160 University Ave., next to the UCR Extension Center, on Nov. 21 from 7 a.m. to 6 p.m. You must register by contacting Kathy Mosley at (951) 827-2336 to schedule your 10-minute appointment. Spanish-speaking assistance is available. Please come prepared with your At Your Service password. The last day for Open Enrollment is on Nov. 26.

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**The Top: The Best Photos From Homecoming 2013**

*Welcome to Inside UCR’s newest feature, The Top!*

*Each issue, we’re presenting a list of UCR staff and faculty favorites—from walking spots to Zen gardens to events. This week, we’re featuring the best photos from Scotfest 2013. If you have a favorite spot you’d like featured or an activity you’d like to share, email lille.bose@ucr.edu.*
Who Says?

UCR staff and faculty weigh in on the issues of the day via media outlets at home and abroad

“She just could have not done this four years ago. If she came out of the gate with something much more tied to policy, she would have been shot down. Just look at the reaction to her suggestions that people eat salad.”

Catherine Allgor, professor of history, on Michelle Obama’s new initiative that seeks to increase the number of low-income students who pursue higher education

NEW YORK TIMES

“Quite often, the health professional doesn’t even realize that they are in breach of professional ethics because they assume that law and ethics always conform. Of course, they do not. So training is a key issue here.”

Scott Allen, associate dean of academic affairs at the School of Medicine, on how it would be unethical for a medical professional to perform any kind of procedure without consent from the patient

HUFFINGTON POST

“Even if the site’s key audience is healthy people who just want to be happier, the authors need to prepare for what happens when clinically depressed or anxious [people] use the site.”

Sonja Lyubomirsky, professor of psychology, on Happify, a website that claims to make its users happier through a series of free premium games with social networking features

BLOOMBERG BUSINESSWEEK

“What we’re finding here is that people tuning out of politics altogether is probably a bigger problem. We’re not saying this media has no effect at all. All we’re saying is that it has a substantially smaller effect than a lot of people think.”

Martin Johnson, professor of political science, on disagreeing with scholars who blame shows on FOX and MSNBC for polarizing America

EPOCH TIMES

“The Chinese government’s censorial authority in recent times has resembled not so much a man-eating tiger or fire-snorting dragon as a giant anaconda coiled in an overhead chandelier. The anaconda didn’t have to set limits, or even move, its mere presence was enough to make people limit their own behavior.”

Perry Link, chancellorial chair for innovative teaching, on how all kinds of organizations, including universities, publishers and cinematographers, are under pressure not to offend the Chinese Communist Party

NPR-ONLINE

“(Brown Recluces) are a potentially dangerous spider ... but the reputation they have garnered in this country is just amazing.”

Richard Vetter, staff research associate in urban entomology, on how the brown recluse spider’s reputa-
tion vastly exceeds its reality

WIRED

“He represented a new vision, new possibilities and a new hope. ... Kennedy was frozen in time, a tragic and young president who was taken too soon.”

Vorris Nunley, associate professor of English, on the 50th anniversary of President John F. Kennedy’s assassination that occurred on Nov. 22, 1963

SAN BERNARDINO SUN

Research and Scholarship

Improving Electric Car Batteries

UCR researchers from the Bourns College of Engineering have redesigned the component materials of electric car batteries in a way that will solve problems such as the short battery life and bulky design.

By creating nanoparticles with a controlled shape, they believe that smaller, more powerful and energy efficient batteries can be built.

“This is a critical, fundamental step in improving the efficiency of these batteries,” said David Kisailus, an associate professor of chemical and environmental engineering and lead researcher on the project.

In addition to electric cars, the redesigned batteries could be used for municipal energy storage, including energy generated by the sun and wind.

The initial findings are outlined in a just-published paper called “Solvothermal Synthesis, Development and Performance of LiFePO4 Nanostructures” in the journal Crystal Growth & Design.

The research was sponsored by the Winston Chung Global Energy Center, which is named after Winston Chung, a Chinese battery inventor who has provided more than $16 million in support to the campus in recent years for clean-energy research.

Do You Want the Good News or the Bad News First?

According to psychologists Angela M. Legg and Kate Sweeny, the decision whether to hear the good news or bad news first depends on if you are the giver or receiver of bad news. It also depends on whether the newsgiver wants the receiver to act on the information.

Legg, a graduate student who completed her Ph.D. in psychology in October, and Sweeny, assistant professor of psychology, determined that there is no simple prescription for delivering good or bad news first.

In a series of experiments, the psychologists found that recipients of bad news want to hear that bad news
first, while news-givers prefer to deliver the good news first.

It was also determined that where good news is introduced in a conversation can influence the recipient’s decision to act or change his or her behavior.

They reported their findings in “Do You Want the Good News or the Bad News First? The Nature and Consequences of News Order Preferences” in the *Personality and Social Psychology Bulletin*.

*Chris Emerling Gives Poster Presentation at Neuroscience 2013*

Chris Emerling, a graduate student working with Professor Mark S. Springer in the Department of Biology, gave a poster presentation on the nine-banded armadillo on Nov. 10, at Neuroscience 2013, the annual meeting of the Society for Neuroscience, held in San Diego, Calif. Emerling also participated in a press conference the next day.

In the presentation, Emerling and Springer propose that the nine-banded armadillo can be used as a model organism for achromatopsia and progressive cone dystrophy research. Both diseases involve the degeneration of cone cells in the retina of the eye, cells that normally contribute to the colorful, sharp images typically associated with vision.

“Those afflicted have completely colorless, low-resolution vision in the dark and blindness during the day, rendering their vision practically useless in most day-to-day activities,” Emerling said.

Emerling and Springer examined the cone-specific genes of the nine-banded armadillo and discovered that these species completely lack cones.

“As a result, they can be used to search for new genes involved in these diseases, see how the condition progresses developmentally, and experimented on with gene replacement therapies, in hopes of further understanding and potentially finding cures,” Emerling said.

*Computer Model Anticipates Crime Hot Spots in Indio*

A unique collaboration between a UCR sociologist and the Indio Police Department has produced a computer model that predicts, by census block group, where burglaries are likely to occur.

Using the model, the Indio department has developed interventions to address the problem, and can better anticipate hot spots of criminal activity and deploy officers accordingly. The result is an 8 percent decline in thefts in the first nine months of 2013.

The collaboration between Robert Nash Parker, professor of sociology and senior researcher at UCR’s Presley Center for Crime and Justice Studies, and Indio police is unusual, but it is the direction law enforcement is heading, said Indio Police Chief Richard P. Twiss.

*Awards and Honors*

*UC Riverside Wins 2013 Linnaean Games*

UCR has won the 2013 Linnaean Games, a national trivia competition held at the annual meetings of the Entomological Society of America (ESA). UC Riverside faced Mississippi State University in the finals on Nov.
This year marks the 30th anniversary of the games. The Linnaean Games are a lively question-and-answer, college bowl-style competition on entomological facts played between university-sponsored student teams. The games are an opportunity for graduate students to show off their knowledge in entomology. Ten university teams completed this year and four players make up each team.

The winning team from UCR-comprised of Eric Gordon, Kim Hung, Genevieve Tauxe and Parry Kietzman (Amelia Lindsey competed in preliminary rounds instead of Hung and Adena Why was the alternate)-won an inscribed trophy cup for each team member and a plaque for the Department of Entomology.

The graduate students were coached by Darcy Reed, an administrative specialist in the Department of Entomology.

**Jack Eichler Receives American Chemical Society Award**

Jack Eichler, a lecturer in the Department of Chemistry, has been selected as a recipient of the 2014 American Chemical Society (ACS) - Committee on Environmental Improvement Award for Incorporating Sustainability into Chemistry Education.

Eichler was recognized for both his work in designing and implementing a laboratory experience that gave students the opportunity to measure ground-level ozone concentrations, and his efforts at creating a series of problem-based case studies that incorporate a variety of environmental sustainability issues.

He will give a talk titled “Connecting Environmental Sustainability to the General Chemistry Curriculum Using Investigative Labs and Problem-based Case Studies” at the 2014 national meeting of the ACS in Dallas, Texas.