

# SBE TODAY

Volume 29, Edition 848

DIVERSITY IN ACTION - SBE is a certified DBE publication

APRIL 4, 2013

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## My Dinner With Dr. King

[Reprinted with permission from  
the New York Times]

By WILLIAM HOOD

FORTY-FIVE years ago, the Rev. Dr. and Mrs. Martin Luther King Jr. went to a small dinner party in Atlanta, not far from the campus of Emory University. It was a quiet January night in 1968. I was one of the guests.

Our hostess, Wanda White, was a young public-school teacher. In the fall of 1967, she worked with Mrs. King, helping with her schedule, as well as other personal and professional responsibilities. During a conversation, Wanda asked the Kings over for a low-key dinner. They accepted, and Wanda invited some of her close friends. (All of us were white.)

My best friend, Larry Shaw, and I were invited to the dinner. He came from a long line of salt-of-the-earth skilled tradesmen anchored in Appalachian South Carolina and the red clay fields of Georgia. My father was a successful industrialist in Birmingham, Ala. We anticipated the approaching dinner with the empty-headed excitement of young people who rarely think beyond their own self-interest.

For us, in fact, the thrill was primarily in meeting a real-life celebrity. Wanda's corgi heard the Kings' car before we did. He rushed to the door and flipped over to offer his belly in greeting as the Kings stepped in. As Mrs. King bent down to give him a scratch, Dr. King asked to use the telephone. I took drink orders. Knowing that the Kings were Baptists and most Baptists — white Southern Baptists anyway — didn't drink, I made sure to tell Mrs. King that we had non-alcoholic beverages.

"I'll have a Coke, thanks." She seemed shy and a little nervous. I was, too.

Dr. King was neither shy nor nervous. When he came back, I asked him the same question. "Any Baptists here?" he asked with a smile. "No, sir," I said. "We're all Episcopalians."

The grin blossomed into a smile. "Good! I'll have Scotch on the rocks."

Mrs. King blurted, "Well, I'll have cream sherry." Everyone laughed, and the early stiffness relaxed.

At the table Wanda, Larry and I regaled the Kings with tales of our common avocation, breeding and showing purebred dogs. (For days afterward we wondered whether the Kings were more bemused than amused, but they were good sports for all that.) Larry told them about the boarding kennel

he ran to support his show dogs, and I talked about my graduate studies in art history.

Gradually the conversation moved to more serious topics, and Dr. King himself talked about the blight of poverty on our national life, as well as his feelings against the Vietnam War. Of the three of us, only Wanda had turned her moral attention to issues beyond race, which seemed to be one of the only things that preoccupied Southern liberals in those years. Self-absorbed as I was, only later that year did I begin to realize how prophetic his words were.

After dinner Dr. King asked Wanda if he could use the telephone again. When he came back, he settled onto the sofa next to me. I tried to think of something clever to say, but before I could speak, he asked why I was studying for a Ph.D. in art history. He asked what I thought art could accomplish that other forms of communication could not. I remember that he said that he'd rarely discussed art, or even thought much about it. As I stammered an answer I cannot recall, he listened with the concentration of someone who genuinely wanted to understand. Never before, and rarely since, had I witnessed such authentic humility. It was so simple, so powerful a form of energy that for a few moments it freed me from bondage to myself.

A conversation that cannot have lasted more than 10 minutes ended up changing the way I thought about my life. When I got back to New York, my viewpoint toward earning a doctorate shifted. The determination to use my education to become a famous scholar gradually made room for a half-baked resolution to become a useful art historian. I began to consider the moral or religious content of Renaissance art; and once I got a job teaching art history at an institution whose values encouraged me to develop that ambition, teaching became a means for me to help students identify and examine their own values. That remains my goal. The short conversation I had with Dr. King had a lasting effect.

The next morning Mrs. King called Wanda. We learned that after dinner he'd called to tell the person who would pick them up to come at 11:30, rather than 10:30, as planned. She thanked Wanda for a pleasant evening. She also told Wanda that she and Dr. King were looking forward to inviting us to their home, perhaps when I returned from New York.

Of course, there was no next time. A few minutes before 8 p.m. on April 4, 1968, I arrived at the Institute of Fine Arts at New York University to give my first seminar report. As soon as we

Continued on page 2

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# REQUESTS FOR BIDS & SUB-BIDS

**REQUEST FOR SUB-ESTIMATES FROM  
SMALL BUSINESS ENTERPRISES (SBES)  
SUBCONTRACTORS, MATERIAL  
CONTRACTORS, AND SUPPLIERS  
OWNER: EXPOSITION METRO LINE**

**CONSTRUCTION AUTHORITY**

**PROJECT: EXPOSITION PHASE 2 OPERATIONS AND  
MAINTENANCE FACILITY**

**REQUEST FOR PROPOSAL # XP8902-016**

**PROJECT LOCATION: SANTA MONICA, CA**

**SUBCONTRACTOR BIDS DUE:**

**WEDNESDAY APRIL 17, 2013 @ 2:00 PM PST**

Kiewit Building Group Inc. (KBG), a subsidiary of Kiewit Corporation (Kiewit), is bidding as a prime contractor for the construction of the project listed above and is seeking sub-estimates from small business enterprises (SBEs) and all other business enterprises.

All responsive subcontractors must possess a valid California Contractor's license and provide acceptable insurance. Responsible subcontractors will be expected to provide bonding for 100% of their contract value. The subcontractor must be able to accept all terms and conditions of the project under the subcontract.

Kiewit is requesting estimates from interested subcontractors, material suppliers, professional services, and equipment suppliers. Please visit the Expo website for more information at: <http://www.buildexpo.org/industry-review-of-the-phase-2-operations-and-maintenance-facility>. Please note Addendum 4 was issued on March 29, 2013.

Kiewit intends to conduct itself in good faith with all small business enterprises (SBEs) and other enterprises regarding participation on the project. All SBES must be certified at the time of bid as a SBE by one or more of the following:

- California Department of General Services (DGS) – Procurement Divisions (PD) – Office of Small Business and Disabled Veterans Business Enterprise Services (OSDS) certified Small Business or Micro Business, or
- Los Angeles County Metropolitan Transportation Authority (Metro) certified Small Businesses; or
- California Unified Certification Program (CUCP) certifying agency



**KIEWIT ATTN: EXPO 2 O&M FACILITY**

10704 SHOEMAKER AVE.

SANTA FE SPRINGS, CA 90670

(562) 946-1816 • (562) 946-3823 FAX

ESTIMATING.EXPO2OMF@KIEWIT.COM EMAIL

EQUAL OPPORTUNITY EMPLOYER

CONTRACTOR #876881

## Dr. King

■ Continued from page 1

walked out of class at 10, we learned that Dr. King was dead.

*William Hood is a professor emeritus of art history at Oberlin College and a visiting professor at the Institute of Fine Arts, New York University.*

Source: © 2013 The New York Times Company

Requesting sub-bids from qualified DBE Subcontractors and Suppliers

J.F. Shea Construction, Inc. is bidding this project and solicits your participation in preparation of this bid. We are particularly interested in bids from subcontractors/suppliers for the following work items: DEMOLITION, HDPE LINER, DRILLED PIERS, AC PAVING, CURB & GUTTER, MANHOLES, READY-MIX CONCRETE, REINFORCING STEEL, STRUCTURAL STEEL, METAL ROOF DECK, MISCELLANEOUS METALS, ARCHITECTURAL WOODWORK, FRP FABRICATIONS, INSULATION, METAL SEAM ROOFING, SHEET METAL, SEALANTS, STEEL DOORS/FRAMES/HARDWARE, WOOD DOORS, ACCESS DOORS, ALUMINUM STOREFRONT, GLAZING, GYPSUM BOARD, CERAMIC TILE, ACOUSTICAL CEILINGS, RESILIENT FLOORING, PAINTING & COATINGS, TOILET PARTITIONS & ACCESSORIES, ID DEVICES, LOCKERS, BLINDS, EQUIPMENT, SCREW CONVEYORS, ELECTRICAL AND INSTRUMENTATION

**Improvements to FPUd Water Reclamation Plant**

**Location: Fallbrook, CA**

**Owner: Fallbrook Public Utility District**

**Estimated Cost: \$27,000,000**

**Bid Date: April 30, 2013 @ 3:00 P.M.**

**J.F. Shea Construction, Inc.**

(An Equal Opportunity Employer)

667 Brea Canyon Road, Suite 30 • Walnut, CA 91788-0489

Phone: 909-595-4397 • Fax: 909-444-4268

**Contact: Lori Olivas**

Plans are available from: Fallbrook Public Utility District via email. A free CD will be provided When requested from Sheri Simmons at Sheri@fpud.com

Bidders are required to read and understand owner's requirements including warranty requirements. Bidder's or manufacturer's standard warranties will not be accepted unless they comply fully with owner's requirements.

J.F. Shea Construction, Inc. is an equal opportunity employer and intends to negotiate in good faith with interested DBE firms and intends to utilize the lowest responsive bidder.

**REQUESTING BIDS FROM QUALIFIED DBE SUBCONTRACTORS AND SUPPLIERS  
FOR THE FOLLOWING PROJECT:**

**Auto Center Drive Grade Separation**

**Project #04-0106**

**City of Corona, Riverside County**

**REVISED Bids: April 18, 2013 at 10:00am**

**This is a highway project with the typical items of work associated, but not limited to:** Aggregate, Rip Rap Material, Bridge Deck Overlay, CIDH Pile, Clear and Grubbing, Concrete Barrier, Concrete Crack Sealing, Construction Area Signs, Consult - Enviro Compliance, Core and Saw, Demo Bridge, Demo Minor, Earthwork and Base, Imported Borrow, Electrical H'Way, Fence & MBGR, Minor Flat Concrete, Joint Seals, K-Rail, Landscape, Erosion Control, Metal Bridge Rail, Minor Concrete Structure, Pavement Grinding, Paving PCC, Plane A C, Paving ASPH Concrete, A C Dike and Misc, Pile Drive, Pipe - Coor Steel, Precast Concrete Pipe, Prestress Concrete, Ready Mix Concrete, Rebar, Rock Slope Protect, Sign Structures, Signs Roadside, Stripe and Mark, Structure Excavate Bridge, Structure Excavate Site, Traffic Control, Trucking.

**C.C. Myers, Inc.** is willing to break down items of work into economically feasible units to encourage DBE participation. If you are interested in any of this work, please provide us with a scope letter or contact us immediately. Plans and Specifications are available from the City of Corona at [discovercorona.com](http://discovercorona.com), on [Ebidboard.com](http://Ebidboard.com) or by contacting Kimberlee Marlan via email @ [kmarlan@ccmyersinc.com](mailto:kmarlan@ccmyersinc.com) or @ 916-635-9370.

Conditions or exceptions in Subcontractor's quote are expressly rejected unless expressly accepted in writing. Subcontractor and Supplier quotes are required 24 hours prior to the bid date to enable thorough evaluation.



## C.C. Myers, Inc.

3286 Fitzgerald Rd. • Rancho Cordova, CA 95742 • 916-635-9370 • Fax 916-635-1527

Each Subcontractor shall be prepared to submit faithful performance and payment bonds equal to 100% of their quotation. The Contractor will pay standard industry rates for these bonds.

# REQUESTS FOR BIDS & SUB-BIDS

## SKANSKA

Sub-Bids Requested From Qualified UDDBE Subcontractors & Suppliers

**Auto Center Drive Grade Separation Project**

**City of Corona**

**Contract No.: 04-0106**

**UDDBE Goal: 9%**

**Bid Date: April 17, 2013 – 10:00 AM**

Plans and Specifications may be obtained for a fee from ARC Printing at 850 E. Parkridge, Ste. 101, Corona, CA 92879; contact person is Richard Fernandez, Branch Manager Phone: (951) 280-4430. Documents can also be viewed at one of the City of Corona plan rooms or view at our main office in Riverside.

**Quotes requested for contractors, suppliers and service providers include, but are not limited to:**

Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Flashing Area Sign, Type III Barricade, Fencing, Erosion Control, Portable Delin-eator, Temporary Pavement Marking, Temporary Traffic Stripe, Channelizer, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Remove Concrete (Structure), Concrete Barrier, Clearing and Grubbing, Road-way Excavation, Develop Water Supply, Structure Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Rock Blanket, Erosion Control, Fiber Rolls, Corrugated Steel Pipe Conduit, Class 2 Aggregate Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Seal Pavement Joining, Furnish & Drive Steel Pile, CIDH Concrete Piling, Prestress-ing CID Concrete, Ballast, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Class 1 Concrete (Box Culvert), Minor Concrete, Joint Seal Assembly, Joint Seal, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Roadside Sign, Install Sign, Alternative Pipe Culvert, Reinforced Concrete Pipe, Plastic Pipe, Corrugated Steel Pipe, Welded Steel Pipe Casing, Alternative Flared End Sec-tion, Precast Concrete Pipe, Rock Slope Protection, Minor Concrete, Rock Slope Protection Fabric, Miscel-laneous Metal, Miscellaneous Iron and Steel, Wrought Iron Fence, Chain Link Fence, Survey Monument, Chain Link Railing, Pipe Handrail, Tubular Handrail, Concrete Barrier, Cable Railing, Transition Railing, Terminal System, Crash Cushion, Concrete Barrier, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Paint Traffic Stripe, Pavement Marker, Signal & Lighting, Lighting & Sign Illumination, Jack & Bore, Anti-Graffiti Coating, MSE Wall.

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified UDDBE companies for this project. All interested subcontractors, please indicate all lower tier UDDBE participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation.

**Subcontracting Requirements:** Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

Skanska is an Equal Opportunity Employer

Skanska Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509

Ph: (951) 684-5360 • Fax: (951) 788-2449 • Email: ham.kazerooni@skanska.com

REQUESTING SUB-QUOTES FROM QUALI-FIED DBE SUBCONTRACTORS/SUPPLIERS FOR:

**Eastridge Transit Center & Bus Improvements**

**Contract No.: C811 (12093)**

**Federal Grant No. CA-95X149**

**Owner: Santa Clara VTA**

**Engineers' Estimate: \$15,000,000.**

**BID DATE: April 18, 2013 @ 2:00 PM**

Items of work include but are not limited to: Traffic Control, Survey, Clear & Grub, Striping, Electrical, Erosion Control, Minor Concrete, Fence, Landscape, MBGR, Underground and Trucking.

Granite Rock Company dba Pavex Construction Division 'Pavex' is signatory to Operating Engineers, Laborers, Teamsters, and Cement Masons unions. 100% payment and performance bonds in the amount of the subcontractors bid will be required from a qualified surety company. Bonding assistance is available. Pavex will pay bond premium up to 1.5%. Subcontractors must possess a current contractor's li-cense, insurance and worker's compensation coverage. Sub-contractors are encouraged to contact Pavex Estimating for insurance requirements, or if any other assistance is needed. Subcontractors will be required to enter into our standard contract. Pavex intends to work cooperatively with all quali-fied firms seeking work on this project. Granite Rock Com-pany dba Pavex Construction Division is an equal opportu-nity employer.

**Granite Rock Company DBA Pavex  
Construction Division**

120 Granite Rock Way • San Jose, CA 95136

Phone (408) 574-1400 • Fax (408) 365-9548

Contact: Paul Brizzolara

Email: pbrizzolara@graniterock.com

We Are An Equal Opportunity Employer

**Best Contracting Services, Inc.**  
is requesting sub bids from all DVBE  
Suppliers, Subcontractors for:

**James Denman Middle School - Reroofing  
Contract #11633**

**Location: 241 Oneida Ave San Francisco, CA**

**Bid Date: April 9, 2013 at 3:00 p.m.**

Trades: Roofing, Material Supplier, Sheet Metal,  
Roof Demo.

**BEST CONTRACTING SERVICES INC**

4301 Bettencourt Way • Union City CA 94587

Phone: (510) 886-7240 • Fax: (510) 886-7322

Plans and Specs can be viewed at our office by  
appointment only, please call Cynthia or Rosalia.

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# PUBLIC LEGAL ADVERTISEMENTS



UCLA

## ADVERTISEMENT FOR BIDS

Subject to conditions prescribed by the University of California, Los Angeles, sealed bids for a Job Order Contract are invited for the following work:

### RIEBER COURT PAINTING JOB ORDER CONTRACT - OCHP 2013 Project Number OCHP RC JOC 2013

**DESCRIPTION OF WORK:** University is seeking to hire a contractor to self-perform without subcontractors, single trade painting construction work that will be delivered by Job Order Contracting (JOC). Work applicable to this contract consists of painting exterior of buildings and interior of residential rooms, at the On-Campus Housing buildings listed below.

Rieber Hall  
Rieber Terrace  
Rieber Vista

Contractor shall provide all labor and materials for painting of all exterior and interior surfaces exposed to view including, without limitation, baseboard, interior doors, ceilings and closets as specified. Provide surface preparation of doors, trim and millwork to be painted. Provide painting and protective coatings to miscellaneous metals as required. Repair all damaged drywall prior to application. All repair work shall be finished as specified for that type of surface and match the existing textures/surfaces.

Note: In multiple buildings, paint approximately 922 student rooms and seven (7) ten-person suites during a four day closure period that begins at 12 noon, June 15, 2013. Refer to Article 1.13 of Section 01014, CONTRACTOR'S USE OF THE PROJECT SITE, contained

in the bidding documents. While this large volume of work will occur in June, the University anticipates additional painting work will occur at other times.

The Job Order Contract will have a Maximum Contract Value of \$500,000.00 for the 1-year Base Term, and \$500,000.00 during each 1-year Option Term, if exercised by University.

### BIDDING DOCUMENTS:

1. Bidding Documents will be available beginning on March 29, 2013 and will be issued at:

ARC  
2435 Military Ave.  
Los Angeles, CA 90064  
Telephone (310) 477-6501  
Website: <http://socal.fordgraphics.com/>

2. Bidders may view the Bidding Documents online at the ARC PlanWell Public Plan Room, and purchase digital and/or hard copies of the Bidding Documents by contacting ARC as indicated above. All parties will make arrangements with and payment to ARC directly. (NOTE: Bidding Documents will not be issued at the University's office.)

**BID DEADLINE:** Bids will be received only at the following location:

Contracts Administration  
University of California, Los Angeles  
1060 Veteran Avenue, Suite 125  
Box 951365  
Los Angeles, California 90095-1365  
310-825-7015

and must be received at or before:

**2:00 p.m., April 30, 2013**

**MANDATORY PRE-BID CONFERENCE:** A mandatory Pre-Bid Conference will be conducted on April 5, 2013 beginning promptly at 10:00 a.m. Only bidders who participate in the Conference in its entirety, will be allowed to bid on the Project as prime contractors.

Participants must arrive at or before 10:00 a.m. Persons arriving later than said time will not be allowed to bid on the Project as prime contractors. Participants shall meet at the Fireside Lounge, Hedrick Hall, 250 DeNeve Drive, Los Angeles, CA 90095, UCLA campus (refer to the online UCLA Campus Map at [www.ucla.edu/map](http://www.ucla.edu/map)). For further information, contact Hank Knapp at 310-825-8515.

*(NOTE: Bidders are advised that parking may be difficult. Bidders should allow ample time to drive to the above location in heavy traffic, find a parking space, walk to the building, and arrive in the designated Meeting Room prior to the required time. It is currently anticipated that the Conference will last at least 2 hours.)*

**LICENSE REQUIREMENTS:** The successful Bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid:

### C-33 License (Painting & Decorating)

A Contractor License Fee of 1% of the Job Order Sum for every Job Order shall be paid directly by the Contractor to The Gordian Group as set forth in 6.3.10 of the Supplementary Instructions to Bidders.

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy. The successful Bidder and its subcontractors will be required to follow the nondiscrimination requirements set forth in the Bidding Documents and to pay prevailing wage at the location of the work.

The work described in the contract is a public work subject to section 1771 of the California Labor Code.

THE REGENTS OF THE UNIVERSITY  
OF CALIFORNIA

(Visit our website at: <http://www.capital.ucla.edu>)

## UNIVERSITY OF CALIFORNIA SANTA CRUZ

### ADVERTISEMENT FOR CONTRACTOR PREQUALIFICATION

Subject to conditions prescribed by the University of California, Santa Cruz, responses to the University's prequalification documents for a Lump Sum contract are sought from prospective bidders for the following projects:

Project Name:  
Porter College – Provost House Renovations  
Project Number: 3049

AND

Project Name:  
Crown College – Provost House Renovations  
Project Number: 2357

UNIVERSITY OF CALIFORNIA, Santa Cruz

### PREQUALIFICATION OF PROSPECTIVE BIDDERS

The University has determined that bidders who submit bids on this project must be prequalified.

Prequalified bidders will be required to have the following California contractor's license(s):

**General Building Contractor, B**

**GENERAL DESCRIPTION OF WORK: Remodeling of both units, to include but not limited to, kitchen renovations, carpet, countertops, paint.**

### PREQUALIFICATION SCHEDULE

On Friday, April 5, 2013, a set of prequalification documents will be issued at:

CONTRACTS OFFICE  
UNIVERSITY OF CALIFORNIA, SANTA CRUZ  
PHYSICAL PLANNING AND CONSTRUCTION  
SANTA CRUZ, CA 95064  
831-459-2366  
[khill@ucsc.edu](mailto:khill@ucsc.edu)

On Thursday, April 11 2013, the completed Prequalification Questionnaire and associated documents will be received at:

CONTRACTS OFFICE  
UNIVERSITY OF CALIFORNIA, SANTA CRUZ  
PHYSICAL PLANNING AND CONSTRUCTION,  
BARN G  
1156 HIGH STREET  
SANTA CRUZ, CA 95064  
831-459-2366

The Prequalification Questionnaire and associated documents is due on Thursday, April 11, 2013 at 3:00 PM. Any person or entity not satisfied with the outcome of the prequalification must file a writ

challenging the outcome within 10 calendar days from the date of the University's written notice regarding prequalification determination. Any assertion that the outcome of the prequalification process was improper will not be a ground for a bid protest. However, the University reserves the right to accept late submissions and to request, receive, and evaluate supplemental information after the above time and date at its sole determination.

**Projects will be bid separately.** Only prequalified bidders will be allowed to bid on either or both projects.

The dates, times, and location set for receiving and opening of bids will be set forth in an Advertisement for Bids.

The University reserves the right to reject any or all responses to Prequalification Questionnaires and to waive non-material irregularities in any response received.

All information submitted for prequalification evaluation will be considered official information acquired in confidence, and the University will maintain its confidentiality to the extent permitted by law.

THE REGENTS OF THE UNIVERSITY  
OF CALIFORNIA  
University of California, Santa Cruz  
March 2013