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# October- December 2016

IN THIS ISSUE

## From the Department Chair

by Duane Covrig, PhD

### Baby or Beastly Leadership?

If anyone could speak about the contrast between love and hate, good leadership and bad, servants and beasts, it would be the Apostle John. He lived through both styles of leadership in several ways.

First, he was born into a family with “beastly” leadership. He and his brother James were Sons of Thunder ([Mark 3:17](#)), who probably were trained for aggressive talking (both in many words and with hateful intent). In [Luke 9:54](#) they wanted to call fire down from heaven on the Samaritans who had rejected Jesus before Jesus put His cool hands on their hot heads.

Their mom probably taught this style of leadership as it likely came from her extended family (we see later their family connection to Caiaphas). Mom tried to position her sons as two top executives in Jesus’ new kingdom. This was before Jesus revealed just how much sacrifice was involved in godly leadership.

Although apparently humble in her request, she nonetheless demonstrated a beastly mindset of leadership. The interchange in [Matthew 20:20-28](#) between her, Jesus and all the disciples is a subtle reminder that a mother’s love can be “beastly” and that followers of Christ, even after years of commitment to Jesus, can still be nursing a distorted view of leadership. The pervasive and lingering influence of beastly thinking, absent the Cross, distorts all of our views of leadership and leaders.



Congratulations to our Department’s  
Dissertation and Portfolio Defense  
Participants

Pages 10–11

Merry Christmas & Happy New Year!



Second, John saw vividly portrayed the contrast of servant and beastly leadership the night Jesus was betrayed, tried and crucified. As a family friend of Caiaphas, he got close access ([John 18:15](#)) to that travesty of justice and hate piled up against love. What contrast do you think stuck most as John saw Jesus belittled and maligned and punished by a relative named Caiaphas? What view of beastly leadership lingered as he saw Herod's treatment of Jesus or the fickleness of Pilate against the backdrop of Jesus' steadfast love? As a teen, these experiences must have burned deep within John's psyche.

If that wasn't enough, a few years later, while in his early twenties, John saw James, his older brother, become the first martyr. Herod "had James, the brother of John, put to death with the sword." Herod felt great success and joy from this "lording it over" experience and tried to do more: "Seeing that this pleased the Jews, he proceeded to seize Peter." Herod would have likely beheaded him had not God intervened ([Acts 12:2, 3](#)). What a contrast between beastly and lamb-like leadership that John has already experienced by his early twenties!

What does a young disciple feel about beastly powers when burying the beheaded body of a brother? In this case, something far different than we would image. He felt love and security. By then, John had a better vision. He had seen Christ risen. He had felt the Holy Spirit as the third power of the Godhead. He knew God's ways worked best.

And later, John was given the visions that make up the book of Revelation. That book is nothing less than a vivid contrast between godly lamb-like leadership and beastly powers, and one reminder after another that ultimately God's way works best.

So why, bring this up? Why, at this time of Christmas cheer, bring up the story of bloody and beastly leadership and the lamb-like alternative? Because that is the message of Christmas. All who see God's leadership in a distorted way need only look in the face of God. We see that face in the face of baby Jesus—helpless and defenseless. We don't feel the aggressor in Jesus but the wooer. He comes to us wrapped in swaddling clothes. We follow that baby's face as a pre-teen, as a carpenter, as a healer, as a teacher, until we see the face of God again in Christ, reconciling the world to Himself.

In Jesus, we see divine leadership—shared, distributed, flattened, and incarnational. We see it serving the needs of all of us, even our enemies and those who do us wrong. He was a servant leader at 12 in the temple and on His submissive path back to the carpenter shop. We see servant leadership when, in the prime of life, as a 33-year-old man with visions, gives up His life for His friends.

Beastly leadership never can look the same. Leadership is forever liberated from hate, nestled in the heart of love and distributed to any age group, to those at any income level, to all who would accept the call to serve.

Leadership, properly framed, is the way love's work of authority from a servant can be expressed.

That has been one of the messages David Ferguson has tried to get across to us over the eight years he has borne the weight of developing the undergraduate leadership program. He has taught us to see leadership in each of us, especially in the young and in the youth. He has helped us see that authority needed in leadership is not from a position but from a passion to serve. He has helped us shed more of our beastly misunderstanding of this important relational influence. It is that vision of servant leadership David is now taking to Southern Adventist University, where he will be their senior pastor. Please see our tribute to David later in this newsletter.

He does not leave us without good support for the undergraduate leadership program. He has trained Emily Carlson to take his place. In our next newsletter we will give her a fuller introduction.

The theme of this newsletter introduction is also mirrored in the Leaders as Readers section, where a fascinating article on how "beastly" leadership operates is reviewed and applied to leadership development.

John's growth from a beastly leader to a servant leader took a lifetime, but it started in his teens and was cemented in his twenties. That is why we continue to invest in our undergraduate leadership and related programming. Those of us who haven't had the benefit of strong godly training early in our lives can still catch up by staying close to the source of servant leadership, Jesus, especially in this Christmas season. And even for those who may feel distant or distrustful of Jesus, they can see in the servants around them a picture of what good leadership looks like.

May the Joy of a Better Leader warm your heart this season.

Happy Holidays from us at Andrews University!

## Department News

Please take note of our Spring Semester classes and very important registration dates below! One of the classes we will be offering next semester is LEAD 644 Leadership & Organizational Dynamics. We have included a class description for anyone who would be interested!

Are you currently (or interested in becoming) a leader within an organization? Have you ever wondered how leaders can be more effective within organizational contexts? What are the more important areas to focus your efforts in an organization?

What is the best definition of organizational culture and what are its implications for organizational outcomes? Can employee motivation, effectiveness and engagement be influenced? How do the current trends toward internationalization and globalization (although somewhat curtailed by a few recent political votes/events) affect organizational effectiveness? If you have ever been interested in any of these questions, LEAD 644 will help you explore useful answers.



### Andrews University SPRING 2017 AROUND THE CORNER! Have you registered?



Dear Participant,

We look forward to the new semester with great anticipation! The following registration dates are worth noting:

- Late registration fee is in effect Tuesday, January 10, 2017.
- Last day of registration for spring semester 2017 is Wednesday, January 18, 2017.

The following courses are offered Spring 2017:

COURSE NAME	INSTRUCTOR	CREDITS
EDAL570 Principles of Educational Supervision	Janet Ledesma	2-3
EDAL640 Higher Education Law	Staff	3
EDAL645 K-12 Educational Finance	Bordes Henry-Saturné	2-3
EDAL675 College Development Theory	Bordes Henry-Saturné	3
EDAL680 Internship	Bordes Henry-Saturné	1-12
EDFN500 Philosophical Foundations for Professionals	John Matthews	2-3
EDRM505 Research Methods	Staff	3
EDUC870 Doctoral Comprehensive Exam	Robson Marinho	0
LEAD636 Issues in Leadership Foundations	Randy Siebold	2-3
LEAD640 Creativity & Innovation Lab	Randy Siebold & Dr. Jay Brand	6
LEAD644 Leadership & Organizational Dynamics	Jay Brand	3
LEAD756 Advanced Studies	Arranged	1-12
LEAD775 Advanced Portfolio Development	Arranged	1-12
LEAD789 Advanced Seminar	Arranged	1-12
LEAD880 Dissertation Proposal Development	Gustavo Gregorutti	2
LEAD899 Doctoral Dissertation	Arranged	1-14

For more specific information registration, courses, and CRN numbers, please feel free to contact us at [leader@andrews.edu](mailto:leader@andrews.edu).

## Faculty News



As part of his scholarly activities, this past August, Dr. Gregorutti participated in a Comparative Education Congress at the Normal Beijing University in Beijing, China. He presented two papers related to comparative education issues in Latin American Higher Education. One of them was part of an international panel of experts mainly from several Asian countries. The congress resulted in new contacts for further projects and a book chapter contribution.



First picture: Dr. Gregorutti pictured with the congress theme.

Second picture: Dr. Gregorutti at the Great Wall of China. A must see site!

## Book News

Dr. Lyndon G. Furst—known as Jerry to his friends—a Professor Emeritus of Educational Administration in the Department of Leadership, has published another book on education from the active publishing company, Information Age Publishing.

Dr. Furst also served as Dean of the School of Graduate Studies at Andrews and has been an active force in the Andrews and Berrien community for over 30 years. He has extensive Adventist school system experience: 21 years as an elementary school teacher and principal, academy principal, and Conference Educational Superintendent. Dr. Furst holds an Ed.D. in Educational Administration from the University of the Pacific.

Way to go Jerry!

<http://www.infoagepub.com/products/Helping-Parents-Understand-Schools>

## Farewell to Dave Ferguson



## Farewell to David and Caryl-Lynn Ferguson

David and Caryl-Lynn Ferguson are moving to Southern Adventist University, where he will be Senior Pastor. They will be missed. Southern will be getting a gifted communicator, effective mentor and leadership expert who is passionate about the Seventh-day Adventist Church and young people.

He has led the undergraduate leadership program for about 8 years, growing its visibility on campus. His interdisciplinary, co-curricular approach mixed with academic work has had an effective impact in developing leadership in youth and young adults.

Our faculty and staff wanted to share their thoughts and experiences with Dave, so we gathered a few below:

“Through your ‘teaching-experiments’ I’ve seen new ways to improve higher education, a core issue in my research interest. Thanks for daring to be different!!”

“Dave has liberated leadership from a place of position to a place of relational influence that everyone at all levels of society and age groups can use in their service to others.”

One former student, now a colleague, said: “Dave’s mark on the undergraduate leadership program and my own leadership journey has been incredibly significant—not only in the area of leadership development, but Kingdom impact. I will deeply miss this boss-teacher-pastor-mentor-friend of mine.”

“The impact that Dave has had on students like my daughter, Ev, in and out of the classroom brings about a life-changing experience that is far reaching. This is what makes a difference for many parents, the transformational experience that is made in the life of their son/daughter by a teacher like Dave.”

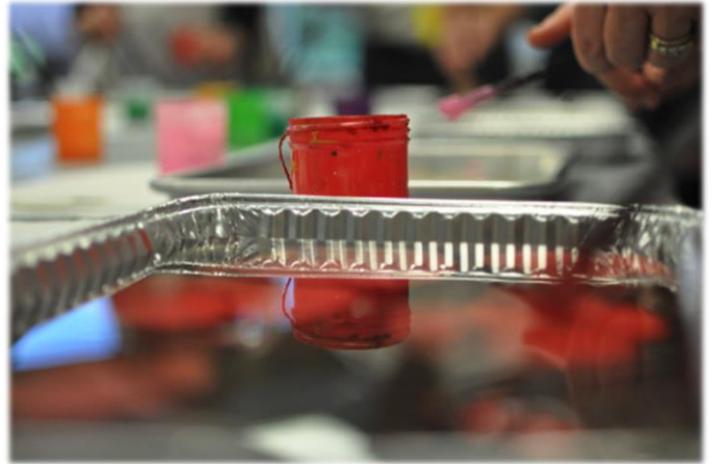
“Dave has helped individuals find their voice and express their awareness of needs by activating change.”

“Dave lives his theory of leadership, thus demonstrating Lewin’s proverb: ‘There’s nothing so practical as a good theory.’ It would be difficult to imagine a better prototype for inspiring, charismatic influence on bright, challenging minds than David Ferguson. God has indeed gifted David for leadership in education and ministry; our prayers go with him and his family (along with some envy for a Tennessee climate!!!).”

David has lived the belief of Greenleaf (1977) in his book *Servant Leadership*. He argues that “we are at the turn of history in which people are growing up faster and some extraordinarily able, mature, servant disposed men and women are emerging in their early and middle twenties. The percentage may be small, and, again, it may be larger than we think. Moreover, it is not an elite; it is all sorts of exceptional people. Most of them could be ready for some large society-shaping responsibility by the time they are thirty if they are encouraged to prepare for leadership as soon as their potential as builders is identified—which is possible for many of them by age eighteen or twenty. Preparation to lead need not be at the complete expense of vocational or scholarly preparation, but it must be the first priority” (p. 46).

David, thanks for keeping leadership development your first priority while here at Andrews. God’s blessing on you and Caryl-Lynn in your next adventures in ministry.

# Creativity and Innovation Workshop



## Creativity and Innovation Workshop

Physicists understand inertia as the tendency for objects to maintain (or adopt) an initial direction and momentum based on the influence of their history and surroundings. By analogy, organizations and institutions often follow a trajectory that represents their past and current circumstances rather than their optimal or ideal mission and potential. In order to develop a vision for change in such situations, leaders must learn to see with new eyes, to imagine fresh possibilities, to realize how their personal influence can inspire creativity and innovation, reflecting an important element of the image of God within them. Creativity includes originality, usefulness, influence, and, somewhat paradoxically, usually involves concentrated effort over an extended period of time. However, useful insights can often be encouraged and produced relatively quickly through the right kind of intentional experiences, community, and collaboration.

The Leadership Department offers a concentration in Creativity and Innovation within their MA in Leadership program that introduces participants to some consistently effective approaches to personal creativity and organizational innovation. Both experienced and novice practitioners can gain tremendous positive inertia for change through the unique mixture of theory and application characterizing this cutting-edge curriculum. We pray that through the challenges crafted especially for this program, participants will discover God's true calling on their lives and their potential and influence not only in this life but for the life to come.

Together with approximately 20 people who were exploring the program, a handful of official participants enjoyed the introductory Creativity and Innovation Workshop in July 2016. Karen Tilstra, who earned her PhD in Leadership at Andrews by creating Florida Hospital Innovation Lab (FHIL), along with her husband and members of her FHIL team, led the workshop, assisted by Randy Siebold and Jay Brand. The Tilstras and their team coordinated two and a half days of confronting personal barriers to creativity, engaging in friendly team competitions to encourage novelty and compelling communication, personal reflection, and the role that both structure and flexibility play in the conditions conducive to creativity and collaborative innovation. Participants from Africa, Europe, the Far East, and from across the United States blended their talents to ensure a successful launch for the new concentration in Creativity and Innovation.

If you would like more information about this workshop or this concentration in our MA in Leadership, please contact Randy Siebold ([rjs@andrews.edu](mailto:rjs@andrews.edu)), Jay Brand ([brand@andrews.edu](mailto:brand@andrews.edu)), Kezia Saint-Louis ([kezia@andrews.edu](mailto:kezia@andrews.edu)), or Evelyn Perez ([pevelyn@andrews.edu](mailto:pevelyn@andrews.edu)).

## News & Announcements

### Congratulations, Susan Mbaluka!



After passing her comprehensive examinations in November, Susan Mbaluka successfully presented her portfolio on Monday, December 12, 2016, in partial fulfillment of the requirements for her PhD degree in Educational Leadership. The portfolio committee was comprised of Dr. Janet Ledesma (chairperson), Dr. Bordes Henry Saturné (advisor), and Dr. Duane Covrig (third reader). Best wishes to Susan as she now focuses on completing her dissertation!

## Congratulations, Ruth Urdaneta, MA!



On Monday, December 12, 2016, Ruth Urdaneta Voigt, first grade teacher at the Port Charlotte SDA School in Florida, successfully presented her portfolio, reflecting program mastery of our ten program standards in Educational Leadership. Ruth had the privilege of having her internship mentor, Stephen Herr, Principal at East Pasco Adventist Academy, attend her presentation. Thank you Stephen!

At her celebration, Ruth had the opportunity to thank her husband and partner in ministry, Pastor Alex Voigt (former Leadership Department Graduate Assistant), her advisor, professors, and all who contributed in helping her become the amazing spiritual leader, wife, colleague, student, sister, and soon to be mom that she is.

## Alumni News



Dr. Rachel Swartzendruber Miller, a graduate of the Leadership program, was invited by Dr. Gregorutti to join him in speaking at the University of Pittsburgh as part of the Symposium on Religion and Ethics in Higher Education. Her presentation on Mennonite Higher Education was very well received. Dr. Gregorutti and Dr. James Jacob are planning to use her contribution in a book that they will be co-editing. Dr. Swartzendruber Miller shared her experience with us.

"It was an honor to be invited to present at the Symposium on Religion and Ethics in Higher Education at the University of Pittsburgh this past fall. It was neat to connect with so many different religious backgrounds. It was truly an ecumenical event. Faith-based institutions, despite theological differences, have much more in common than they do different, especially when it comes to current challenges.



Enrollment really seemed to rise to the top of the list of current challenges for nearly all of the faith-based institutions present. This was another piece of evidence that we have declining denominational loyalty in the U.S. and it is clearly taking its toll on faith-based colleges and universities. Many, if not all, of the institutions present have started recruiting new students based on a set of shared values rather than affiliation with a specific denomination/religion.

For me professionally, this was a fascinating conversation. I am the Vice President of Admissions for a small private Mennonite college in Hesston, Kansas. Enrollment and recruitment consume my day to day. For me personally, this was another reminder that as followers of Christ we have more in common with each other than different.

As we navigate the U.S. during this time of division, hate and fear of the "other," we must keep this reality in front of us.

As leaders we must help our communities see how we are more alike than different. We must help our congregants, students and constituents see we are all God's children no matter our culture, background, faith tradition, or political leaning.

We are all called to serve others, love others, and pray for those who persecute us. Love is a verb, no matter our faith tradition."

First picture: Dr. Swartzendruber Miller presenting at the symposium.

Second picture: Dr. Gregorutti presenting at the symposium.

Third picture: The attendees of the symposium.



## Extra Support

Faculty, advisors and our department administrative assistants are your first level of support in your program. But at times, graduates have used editors and web designers to help them edit dissertations, reflection papers, or online portfolios. Below are individuals who have worked with some of our recent graduates. The department does not make these arrangements nor get involved in any contractual relations between you and these outside supports. However, they are names suggested by recent participants.

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We have several others on our list, so please contact Kezia if none of these individuals are available.

### AU Writing Center

Both on-campus and off-campus Department of Leadership participants can utilize the services of the AU Writing Center. Their web site and a recent announcement noted the following:

“The Writing Center is open to help you with your writing. Student consultants assist university students with most kinds of writing assignments. The Writing Center is located in Nethery Hall 134.

“The Writing Center is open Sundays from 4:30 to 8:00 and Mondays through Thursdays from 1:00 to 8:00. We are closed on Fridays and Sabbaths [i.e., Saturdays]. Students who wish to have a tutor read their writing should call [269-471-3358](tel:269-471-3358) or drop by the Writing Center in Nethery Hall, Room 134, to sign up for an appointment.”

Off campus students can email [writery@andrews.edu](mailto:writery@andrews.edu)

# Leaders are Readers

Kuronen, T., and Huhtinen, A. (2016). Un-willing is un-leading: Leadership as beastly desire. *Leadership and the Humanities*, 4(2), 92-107. <https://www.elgaronline.com/view/journals/lath/4-2/lath.2016.02.02.xml>

Reviewed by Duane Covrig

When the first issue of *Leadership and the Humanities* came out, I knew it would be a great source of creative scholarship on leadership. It has been.

This article is especially good. It explains the rise of our desire for “immoral” leaders and the growing view followers have that the best leaders are left unrestrained by political, social and moral norms.

As one who specializes in ethical leadership and teaches LEAD 645: *Ethical Leadership and Organizational Integrity*, I have grown concerned about this “lust” for leaders who operate “beyond” moral expectations. I see my calling as helping participants better understand morality—not in order for them to skirt “moral codes” but to use them to better serve others.

Am I wrong? Was I steering others away from power, authority and influence? Instead of anchoring them in moral codes that channel impulses toward good or resist ambitions to immoral action, should I have instead been mentoring them on how to creatively use moral codes like some rich people use tax codes, to get out of social obligations instead of fulfilling them? Was my approach outdated, moralistic, simplistic and counterproductive to the goals of leadership?

Kuronen and Huhtinen have helped me see what might be happening with followers as they re-conceptualize leaders. Followers seem to want leaders free to move unrestrained by social and moral expectations. They conclude that from a “social perspective, the society that elevates someone to be at the helm of things makes its call for sovereignty precisely because it wants that someone to be beyond good and evil—above the vice of morality—and the herd instinct in man” (p. 104).

They talk about “desire or ‘desirefulness’” that “makes leadership a business of gathering and displaying excess” and then use “two micro-biographies of contemporary charismatic leaders, Silvio Berlusconi of Italy and Vladimir Putin of Russia . . . to highlight the aspect of leadership that is charismatic, effective and unethical” (p. 93).

They make points worth reading, but this article has only increased my concern.

I don’t buy into the deception that leaders are, by their title and position, better able to lead when placed beyond the law, ethics or social norms. I am not saying that sometimes leaders should challenge the status quo. I am just concerned when we leave leaders unrestrained by moral and social expectations as we open the door to terrible abuses.

The West has downgraded the “divine right of kings” for good reasons. We don’t need this idea to show its ugly head again. The authors’ argument is more nuanced than I have time to note here, so please read the article for yourself. Their savvy understanding of the impact of media, especially social media, on creating an “image” has only helped to heighten my Christian prophetic concern for how charismatic leadership will operate, not to drain the swamp, but filling it with more beastly powers.

“Leaders are not only ‘gods’ to their followers ([Gabriel, 1997](#)), but the more elevated their social status, the more symbolized, uncontested and taken-for-granted they appear to be.” Thus, the extent of their detachment from the ethical register enhances the veneer of their charisma. In effect, leaders are symbols for their followers (and quite often nothing else)—when their seats are vacated, they have to be filled, as [Gilles Deleuze](#) suggests (1983, p. 151, quoting from [Heidegger, 1977](#), p. 69):

Why would man have killed God, if not to take his still warm seat? Heidegger remarks, commenting on Nietzsche, ‘if God . . . has disappeared from his authoritative position in the suprasensory world, then this authoritative place itself is still always preserved. . . . The empty place demands to be occupied anew and to have the god now vanished from it replaced by something else.’ (Kuronen & Huhtinen, 2016, citing others on p. 93)

This idea of leaders as gods is not new nor necessarily troubling to me. The Bible seems several times to refer to humans or leaders as gods (Psalm 82 and John 10 are two we use here). Jesus tried to cool the hot temper of the Jewish leaders who wanted to stone Him for blasphemy when talking about His divinity, so he cited Psalms 82: “Is it not written in your Law, ‘I have said you are “gods”’?” (John 10:34).

The dignity and high standing Scripture gives to humans is encouraging. God does NOT seem reluctant to share status with us as we are made in His Image (Genesis 1:27). Again, “Do you not know that we will judge angels?” How much more the things of this life! (1 Corinthians 6:3).

What seems additionally clear is that He had engaged in a major work to salvage such status after the Fall.

What is more pointed for this article is that that He will hold us ALL accountable for such status.

This is where I have a moral concern about the implications of the Kuronen and Huhtinen article.

Godlike status comes with expectations. Consider Psalms 82:

- <sup>1</sup> God presides in the great assembly;  
he renders judgment among the “gods”:
- <sup>2</sup> “How long will you defend the unjust  
and show partiality to the wicked?”
- <sup>3</sup> Defend the weak and the fatherless;  
uphold the cause of the poor and the oppressed.
- <sup>4</sup> Rescue the weak and the needy;  
deliver them from the hand of the wicked.
- <sup>5</sup> “The ‘gods’ know nothing, they understand nothing.  
They walk about in darkness;  
all the foundations of the earth are shaken.

What’s wrong with holding leaders accountable? Even God seems to hold Himself accountable in Proverbs 8 as He creates wisdom first and then seems to use it as His reference as He creates the social and natural order.

- <sup>23</sup> “The LORD brought me forth as the first of his works,  
before his deeds of old;
- <sup>23</sup> I was formed long ages ago,  
at the very beginning, when the world came to be.
- .....
- <sup>30</sup> Then I was constantly at his side.  
I was filled with delight day after day,  
rejoicing always in his presence,
- <sup>31</sup> rejoicing in his whole world  
and delighting in mankind.
- <sup>32</sup> “Now then, my children, listen to me;  
blessed are those who keep my ways.
- <sup>33</sup> Listen to my instruction and be wise;  
do not disregard it.
- <sup>34</sup> Blessed are those who listen to me,  
watching daily at my doors,  
waiting at my doorway.
- <sup>35</sup> For those who find me find life  
and receive favor from the LORD.
- <sup>36</sup> But those who fail to find me harm themselves;  
all who hate me love death.”

All leaders who want to operate outside a social and moral order, where wisdom grows, promise to plunge us into anarchy and chaos. I would resist such leadership.

As Trump takes the presidency, I hope he catches the message of Psalms 82. I hope we are not mesmerized by his use of power. I am more concerned about his compliance with Psalms 82. If he doesn't comply, if I don't comply, and if you don't comply, there is a God who does and He seems willing and legitimate in holding us accountable for the status He has freely granted us.

Yes, that moralism invites the leader back into the herd. We call it incarnational leadership, grounded and accountable to the social group.

I wouldn't want it any other way, for myself, for Trump, or for God.

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