

# CCIS Communiqué

Community Committee for International Students

Volunteers serving  
Stanford's Internationals  
Volume 14 #3  
Spring 2010

## Guy Kawasaki to speak at the Annual Meeting



Photo: Wikipedia Commons, originally posted by David Sifry on flickr

Guy Kawasaki is a really smart guy, one of those founders who made Silicon Valley a creative capital in the world by thinking out of the box. He was leader in marketing the Macintosh, the CEO of Acius which developed a breakthrough relational database called 4th Dimension, and now a venture capitalist. He grew up in Hawaii and graduated from

Stanford in psychology and earned an MBA at UCLA even though his father wanted him to be a lawyer. He has written eight books, and in 1995, among other things, he said to Palo Alto's graduating class:

*One of the biggest mistakes you can make in life is to accept the known and resist the unknown. You should, in fact, do exactly the opposite: challenge the known and embrace the unknown.*

*Let me tell you a short story about ice. In the late 1800s there was a thriving ice industry in the Northeast. Companies would cut blocks of ice from frozen lakes and ponds and sell them around the world. The largest single shipment was 200 tons that was shipped to India. 100 tons got there un-melted, but this was enough to make a profit.*

*These ice harvesters, however, were put out of business by companies that invented mechanical ice makers. It was no longer necessary to cut and ship ice because companies could make it in any city during any season.*

*These ice makers, however, were put out of business by refrigerator companies. If it was convenient to make ice at a manufacturing plant, imagine how much better it was to make ice and create cold storage in everyone's home.*

*You would think that the ice harvesters*

*would see the advantages of ice making and adopt this technology. However, all they could think about was the known: better saws, better storage, better transportation.*

*Then you would think that the ice makers would see the advantages of refrigerators and adopt this technology. The truth is that the ice harvesters couldn't embrace the unknown and jump their curve to the next curve.*

*Challenge the known and embrace the unknown, or you'll be like the ice harvester and ice makers.*

Guy can tell us about his own time adjusting to life at Stanford, the increasing importance of globalization that he has experienced since starting at Apple in the 80's, the importance of volunteerism in his own life, and the "multiplier" effect of our volunteer time with Stanford's internationals as they return to their communities around the world.

For the first time the meeting will be held on a Sunday evening. Families and spouses are welcome. Parking is easy and free.

## Officers nominated for 2010-11

The Nominating Committee (Karen Sortino, Gwyn Dukes, and Karen McNay) have proposed for President: Ramesh Sekar, Vice President: Carolyn Gannon, Secretary: Karen Imatani, and Treasurer: Henry Lum.

This was a challenging transition year with the retirements of president Martha Enthoven and secretary Suzanne Maas. Ramesh Sekar moves up from vice president and Carolyn Gannon from treasurer. Both Karen Imatani and Henry Lum are new to the Board.

The committee chairs will be Associates, Dee Gustavson; Community Advisors, Betty

Ogawa and Joyce Garbutt; Cooking, Dolly Sacks; Communiqué, John Heron; CCIS Desk, Dick Hanavan; English Classes, Mary Ann Saunders and Karen Sortino; English-In-Action, Marsha Alper and Kathy Nilsson; Events, Annie Nunan; Friday Morning Coffee, Chula Morel-Seytoux and Gwyn Dukes; Homestay, Karen McNay; Hospitality, open; Loan Closet, Chula Morel-Seytoux and Kathy Nilsson; Membership and Webmaster, Dave Gustavson; Professional Liaison, Ferah Kutlu; Public Relations, Martha Enthoven; Spouse Fund, Carolyn Gannon.



CCIS Annual Meeting  
Sunday, June 6, 2010

5:00

Families Welcome  
Assembly Room  
Bechtel International Center  
Stanford University

(Parking is free)

# CCIS *Leadership*

## Martha Enthoven's Letter

Dear CCIS Volunteers,

As I write my last letter as CCIS President, it is hard to believe how quickly two years have passed by. I have truly enjoyed serving this organization as President, and I look forward to my next position. Among other things, I will be working on volunteer recruitment and encouragement.

What I have been most touched by in my work with CCIS is the dedication of our Board and our volunteers to make a difference in the lives of Stanford's international students and their families. I love hearing the stories of friendships forged and experiences enjoyed together. We are all so lucky that we live in a place where we can meet and befriend internationals.

I also feel strongly that you, our volunteers, are doing a WONDERFUL service to this country. Our internationals return home with a deeper appreciation for and affiliation with this country than they would have had without your help.

I may have mentioned before that my undergraduate degree was from the School of Foreign Service at Georgetown University. I loved studying about international relations and diplomacy. As I reflect on CCIS, I realize that we are all diplomats for our country. I thank you for sharing another face of American life with our internationals. They arrive knowing about our politics, they live here immersed in our academics, but those who have met you leave with an American friend. Friendship is undoubtedly the deepest way to know a country.

Thank you again for all your dedication! It is an honor to work with you.

Warm Regards,  
Martha Enthoven

## Jack Rutherford passed away in February

Jack Rutherford chaired the Spouse Education Fund from 2001 to 2004. Many of us worked with Jack and his wife Anne as volunteers in CCIS programs including EIA, mailings, community advisors, and the SEF. Jack and Anne loved to travel off the beaten path, including to Uzbekistan when it wasn't particularly safe to do so.

Born in San Francisco in 1923, Jack grew up in San Carlos, graduating from Sequoia High School and Junior College before matriculating into Stanford Law School. In 1943, after two quarters he was drafted into the US Army. He was assigned to the Second Signal Service Battalion in Washington D.C. where he translated confidential shipping messages from Japanese into English. During this time he met his future wife Alice Bassett from West Virginia who was doing similar work for the army. As the war was ending, Jack earned a degree in economics.



In 1947, they returned to California where they settled in Los Altos and raised five children. In 1974, they amicably divorced and remained friends. Jack was employed in an executive capacity, by Pacific Bell in San Francisco for 32 years. Upon his retirement, he was involved in regulatory work for the phone company and the Public Utilities Commission.

In 1978, he met Anne Johnston during a Sierra Club hike. They were married soon after. It amused family and friends, that between them they had ten children.

After retirement, Jack and Anne traveled extensively. He enjoyed experiencing new cultures, and was immensely interested in foreign affairs. He also enjoyed doing volunteer work for CCIS, and for Mended Hearts (an advocacy group for heart patients) at Sequoia Hospital.

Donations in Jack's name can be made to Peninsula Open Space Trust, [www.openspacetrust.org/](http://www.openspacetrust.org/), Pathways Hospice, [www.pathways.org/](http://www.pathways.org/), or Mended Hearts, [www.mendedhearts.org/](http://www.mendedhearts.org/).

## Community Committee for International Students at Stanford

In order to reduce spam we have separated the email addresses into two parts. Please add the officer's prefix to the general address as follows:  
*example@CCISstanfordU.org*

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## ccis Communiqué

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## John Pearson's Letter

### Orientation...Just around the corner

Well it certainly feels like that. We are busy producing the immigration documents for all the new international graduate and undergraduate students, editing our website to provide updated information to new students, meeting to plan orientation events and generally feeling that "didn't we just go through orientation." At the moment we are not sure just how many new students we will welcome, or how many will bring family members, but we should have a better idea by the end of June.

We expect a slight increase in the number of international frosh who will arrive and perhaps even a small increase in the number of new international graduate students. We could see as many as 1,000 new international students arrive this fall.

We look forward to working with CCIS again this summer and fall to both plan and carry out orientation. The welcome given to new international students is important to them and we receive many compliments on our program. I hope you will consider being involved. There are three special ways CCIS members can become involved. Join the Homestay Program, volunteer to welcome new students at Bechtel in September, or donate kitchen and household supplies to the Loan Closet. These three services are very much appreciated by students.

Finally, I have mentioned a number of times that we have been renovating our large kitchen at Bechtel. It is finished and we are now slowly beginning cooking classes. We are delighted with how it looks.

With very best wishes for the summer,

John Pearson

### Spouses organize International Women's Day celebration

On March 12, the women who gather at the Friday Morning Coffee held our International Women's Day event. Lenka Strakova spoke and after she spoke Meggy Lipsky, from Israel, spontaneously rose to sing a song. Women brought food for a feast. About seventy-five people attended. You can see photos of the celebrants on the back page.

Celebrations like this don't just happen. They take planning, imagination, and work. Even in a potluck someone has to arrange for food, contact speakers, get the decorations and set up the room, and let's not forget the task always left to women: clean-up! Next year women should ask men to do that. It would be in character with a day dedicated to gender equality. All that should be celebrated rather than taken for granted.

On the committee were Susanne Maas, Hyeyon Moon, Lenka Strakova, Sande Stuart, Ayano Yamazaki, Naoko Wakasugi, Michelle Poon, Manuela Hiller, Himasah Handunge, Hanae Hoshi, Lucia Lau, Gwyn Dukes, Chula Morel-Seytoux, Olga Arakelova, Amrutaha Radikar, Friederike Schaeffner, Shanshan Duan, and Haiyan Sun.

The UN theme for 2010, is Equal rights, equal opportunities: Progress for all. Lenka Strakova remarked, "Nowadays we often take things for granted. Especially for us from the developed countries it is difficult to imagine our lives without choices. We can choose what we want to do with our lives. We get education. We can choose it. We can choose our career. We can keep and handle our money. We can choose if, when and whom we want to marry, and how long to stay married. We can choose when and how many children we want. We can vote, appeal to the court, etc. We have human and political rights. This wasn't always so and women had to fight for them."

### CCIS & I-Center Calendar

All activities are at the I-Center.

Sunday, May 16, 6 pm, Potluck-Music Night  
Sunday, June 6, 5 P.M. CCIS Annual meeting

You are also welcome to the I-Center events. Check the calendar at <http://www.stanford.edu/dept/icenter/events/>

# CCIS *Volunteer Activities*

## English in Action

The June Primary election is a great opportunity to introduce your EIA partner to the complexities of voting in American democracy. The Official Voter Information Guide at eighty pages gives perhaps more information than you could possibly ever want, and that doesn't even cover the election for local officials and propositions which will be mailed out to registered voters by the county. If your first language isn't English and you really want to know more than is given in TV advertisements, you can request as copy in a number of languages including Spanish, Japanese, Vietnamese, Tagalog, Chinese, and Korean.

You might request one in the language of your partner. It is one thing to be able to read a ballot in English and recognize the name of the candidates, and quite another to seriously study the propositions.

Since the purpose of the Primary Election

is to select candidates for each political party, on pages 36 – 37 is a nice feature of this Voter Guide—a brief description of each party. Another nice feature, p. 38, is the description of the statewide offices from U.S. Senator through the Members of the State Board of Equalization. Perhaps the distinction between Controller and Treasurer was lost right after you took the quiz in your high school government class, but the Guide gives you a chance to become reacquainted.

As you go through the Guide with your partner, take time to notice how the Secretary of State has helped the voter. On page 7 is a quick reference guide to the propositions. Then beginning on page 10 is the analysis by the Legislative Analyst and the arguments FOR and AGAINST. Finally, just in case you want to act like a real legislator, beginning on p. 62 you can read the official text of the proposi-

tion.

Many countries don't have elections. In some you only vote for one candidate. In contrast, in June we will vote for 16 nominees, three judges, and at least five propositions. The United States has one of the oldest democratically elected governments in the world.

We're still improving. In George Washington's day in order to vote you had to own property, be male, white, over 21, and not a slave. For 125 years the people didn't vote for U.S. Senator, and in 2000, we were reminded that we don't technically vote for president.

Still, voting is serious business. It's quiet.

Attached to the Spring Communiqué on the CCIS website is a chart that names the U.S. political and appointed offices organized by branch and level of government. Like the ballot it looks complicated at first, but a careful look will make it easy. ~ John Heron

## Spouse Education Fund

How can an international spouse, who has put her or his career on hold, feel useful and productive while her or his spouse is pursuing studies at Stanford? There are many ways, but one of the most rewarding has been supported by the community at large through their interest and donations to the Spouse Education Fund. Education grants—up to \$500 per grant—are awarded annually to international spouses who have participated in a rigorous application–review–interview process conducted by CCIS.

This academic year, the community generously raised funds to allow 21 grants for a total of \$9,000 to be awarded. Spouses use their grants for academic pursuits in their own in fields which ranges from nursing, to business, conflict management, web design, law, engineering, psychology, climate change, history, and green energy use.

How did such an educational fund for Stanford international spouses get started? It began in 1985 with contributions and the sale of note cards by Helen Gibson, followed by an endowment gift of \$1,500 in honor of past Bechtel International Center Director, Lee Zeigler. The first two SEF grants were made two years later from a total of five applicants. One of those two grantees, Ferah Kutlu from Turkey, is now a volunteer on the SEF Committee. Since 1987, 325 grants have been made from 400 applicants for a total of \$111,332.

In nearly every case, SEF grant recipients are already engaged in volunteering in the community around Stanford or on campus and participating in I–Center activities. The grant recipients are talented individuals in their own right, but by being at Stanford “as a spouse” it's easy to feel like a dependent.

The impact of simply being recognized and awarded one's own education grant goes far beyond its monetary value. The awardees are often effusive about how significant this recognition is in their own lives and for their families.

Please consider making a tax–deductible donation to either the SEF Annual Giving Fund, the funds of which go directly to grants during the academic year, or to the SEF Endowment Fund which while preserving the principal currently provides funds for approximately five SEF grants annually.

As Joanna Fedorowicz from Poland said about her SEF grant, “Thank you for your generosity! I will remember it in the future and will return it to another person in need that I will meet in my life when I stand on my own feet financially.” ~ Carolyn Gannon

Please make your check payable to CCIS with a memo indicating “SEF.” Return this form and your check to CCIS SEF, 584 Capistrano Way, Stanford, CA 94305. Kindly indicate your preference for your gift.

Annual Giving     Endowment     Half to Annual Giving/Half to Endowment

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Your charitable donation is tax deductible, as no goods or services have been received by the donor. The CCIS Spouse Education Fund recipients are most grateful for your generous gift.

## Reactions to SEF scholarships

Despite giving all of page 1 and half of page 6 in our Winter edition, some readers wanted even more information about the recipients—perhaps a follow-up on how they were doing. Here are some other comments for which we unfortunately lacked space last time.



Lilia Jureviciene & spouse

Dolly Sacks, who is a member of the SEF Committee wrote, “One of the wonderful things about volunteering at the Bechtel International Center is having the opportunity to meet students and spouses from all over the world.

“Lilia Jureviciene is one of those students. She is the recipient of the Sheila Spaeth award.

“Coming here from Lithuania with her husband, she immediately looked for ways to get involved in this community and to continue her education. With an M.S. in psychology and having worked at home as a high school counselor, she decided to take some courses at De Anza College which would enhance her experience in this country. She is also volunteering in some children’s programs.

“One the courses of particular interest is ‘Being Effective With Challenging Situations and Behaviours,’ a course most of us could benefit from taking.

“I look forward to knowing Lilia better.”

Another committee member, Dick Hanavan, wrote, “Let us suppose for a moment that you are a young woman from Brazil. Let us suppose that your husband is working toward a PhD in Electrical Engineering. You have a Masters degree in business and are working as

the head of the lending department in a large bank. You love your job and your prospects for advancement are outstanding. Suddenly, there is an opportunity for your husband to greatly enhance his career by going to Stanford and studying there for his PhD. You both decide that this is the best course to follow and you both come to Palo Alto. Now, suddenly you are in a new country with a different language, different customs and ideas, away from family and friends. All these are new; your old job is gone and you feel like you’re simply an appendage to your husband’s career. Then somewhere along the way you hear about the Spouse Education Fund. You apply for a grant to further your education at Stanford or any of the schools and universities

in the Bay Area. You are awarded a grant and suddenly you feel better about yourself, your husband is happy for you and things are looking up.

“This particular spouse is Sheila Dos Santos, who was awarded a \$500 grant donated by the Stanford Federal Credit Union, a long-time supporter of the Spouse Education Fund. With her grant, Sheila will be taking several courses from Stanford Continuing Studies on strategic marketing and investing in innovation and growth.

“This is not just a hypothetical case and it is very close to many of the stories we hear on the Spouse Education Fund committee. These young ladies (and sometimes a man) are most worthy of your moral and financial support.”

We also include several thank you notes from the recipients.

From Anna Evander of Sweden who took an environmental leadership program of seminars, workshops, student projects and field trips: “I have learned so much from this program—not just from all the interesting presentations but also from the other participants. I now plan to start passing on some of my knowledge to other spouses at Stanford by offering an environmental class.”

From Sheila Keri dos Santos of Brazil: “Thanks to everyone who participated in the Spouse Education Fund committee for their support and organization of the whole process, and also thanks to the Stanford Credit Union who granted me the scholarship. I’m really sure that this grant helped me to keep pursuing my dreams.”

From Lenka Strakova of Slovakia: “I am very thankful to the CCIS, SEF, and its donors for keeping this program for spouses going. This opportunity to help us start and/or maintain our focus on our career goals while



Sheila Dos Santos & Ana Baricevic

being here at Stanford as ‘a spouse’ makes a big difference. I hope many more spouses will get this opportunity in the future.”

From Jessica Alva Guevara of Mexico: “Thank you very much to the donors of the Spouse Education Fund. Your help is very valuable to support foreign people coming to Stanford to improve our potential as individuals and professionals.”

Address Service Requested



The first International Women's Day was observed on March 19, 1911 in Germany following a declaration by the Socialist Party of America. Among other relevant historic events, it came to commemorate the 1911 Triangle Shirtwaist Factory fire. According to Wikipedia the idea of having an international women's day was first put forward at the turn of the 20th century amid rapid world industrialization and economic expansion that led to protests over working conditions. Widely celebrated in the 1910s and 1920s it waned in the 1930s, perhaps due to political controversy over its ties to socialism. In some countries it is celebrated as a day when men express their love for women through gifts similar to Valentine's and Mother's Day in the U.S. It was revived by feminists in the 1960s who expanded its focus beyond labor conditions. Today it is honored in 72 countries on March 8. (See page 3 for story.)



# Something Extra for our Web Subscribers

We've had a good response from many of you who prefer to save money and labor by receiving your Communiqué by email instead of a printed copy mailed to your home. Thank you. It makes a small difference now, and as your numbers grow it will make a big difference in the future.

A small story about the extra. In May of the first year I taught government at South San Francisco High School, we studied the Voters Information Guide. All went well until one boy asked, "Mr. Heron, this book says that the Secretary of State is Frank M. Jordan, but I thought that it was Dean Rusk." (I looked those 1965 names up because I didn't remember them myself.) Well, the kid was absolutely right, and so was Frank Jordan. What to do? The pause was similar to those moments when you are asked a question you've not thought of before by an EIA partner.

I asked the class to take out a piece of notebook paper. On it they should draw a large rectangle like a birthday cake leaving one-inch margins on each side. We then divided the paper horizontally into three layers. (It was to be a nice birthday cake with a candle at the top.) We labeled each row National, State, and Local...just like you expect. The bottom layer was subdivided into County, City, and Special District. For sure, I was not going to leave out the school district which was my employer.

We then marked off three equally spaced columns. At the top we labeled them: Legislative, Executive, and, of course, you know the title of the last column. Every American does. It's as basic as knowing that there are three strikes in baseball. Your EIA partner may not know that, but we do. No matter how dumb you think our educational system is, it's basic knowledge.

Finally we marked out the boxes at the bottom right because cities and special districts don't have courts. They use the county's courts.

Students began suggesting offices like President, Police chief, and Supreme Court which we had no trouble putting into their proper square. Once you have the grid, it's easy. Sure, there are offices that you're not quite certain about such as the difference between an elected Mayor, like they have in San Francisco and Los Angeles, and a Mayor who is the leader of the City Council in most medium-sized cities like Palo Alto. Executive or Legislative branch? Or the difference between independent agencies (the CIA, FDIC, and the Postal Service) and Cabinet offices (State, Treasury, Defense), but that's why the government teacher is there...at least for those still awake.

Over my teaching career the crude, penciled chart developed into what you see on the next page. The problem with the answer key is that it is too busy. I've found that by simplifying the chart to a grid on which you put all the offices or people you can think of, you keep the structure in mind. That's the understanding that was missing for my student. It made sense to my slowest students and it clarifies confusion about federalism and the branches of government for my EIA partners. Try it with your partner. They might like it, and you do know more than you think.

John Heron

## A random list

- Secretary of the Interior
- Small Claims judge
- Assembly member
- Chief Justice
- Superintendent
- Joe Biden
- Post Office clerk
- City Planner
- Debra Bowen
- House of Representatives
- Coroner
- Hillary Clinton
- Palo Alto Board of Education
- Army General
- Court of Appeals
- FBI
- Arnold Schwarzenegger
- County Board of Education
- City Manager
- Traffic Court
- Glenn Beck
- Insurance Commissioner
- CA District Court of Appeals
- U.S. Federal Court
- Fire Captain
- Homeland Defense

*See if you can put them here*

	LEG	EXEC	JUD
NATIONAL			
STATE			
LOCAL			

# American System of Government

	Legislative	Executive	Judicial
<b>National</b>	<p style="text-align: center;">Congress</p> <pre> graph TD     Congress --&gt; House[House of Representatives]     Congress --&gt; Senate[U.S. Senate]           </pre>	<p style="text-align: center;">President*</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Cabinet (Executive Departments)</p> <ul style="list-style-type: none"> <li>• State</li> <li>• Treasury</li> <li>• Defense</li> <li>• Attorney General (Justice)</li> <li>• Interior</li> <li>• Agriculture</li> <li>• Commerce</li> <li>• Labor</li> <li>• Health &amp; Human Services</li> <li>• Housing &amp; Urban Development</li> <li>• Transportation</li> <li>• Energy</li> <li>• Education</li> <li>• Veterans' Affairs</li> <li>• Homeland Defense</li> </ul> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <i>Independent establishments &amp; government corporations: AMTRAK, CIA, FCC, FDIC, FHA, Federal Reserve, NLRB, Peace Corp, USPS,</i> </div>	<p style="text-align: center;">Supreme Court of the United States</p> <p style="text-align: center;">↑</p> <p style="text-align: center;">U.S. Courts of Appeal <i>(9th Circuit: AK, AZ, CA, Guam, HI, ID, MT, NV, Northern Mariana Islands, OR, WA Closest located in San Francisco)</i></p> <p style="text-align: center;">↑</p> <p style="text-align: center;">U.S. District Court <i>(89 districts in 50 states. Closest are in San Francisco and San Jose)</i></p>
<b>State</b>	<p style="text-align: center;">California Legislature</p> <pre> graph TD     Legislature[California Legislature] --&gt; Assembly[Assembly]     Legislature --&gt; Senate[California Senate]           </pre>	<p style="text-align: center;"><u>Governor</u> <u>Lieutenant Governor</u> <u>Secretary of State</u> <u>Attorney General</u> <u>Treasurer</u> <u>Controller</u> <u>Superintendent of Public Instruction</u> <u>Insurance Commissioner</u> <u>Board of Equalization</u></p>	<p style="text-align: center;"><u>California Supreme Court</u> <i>(Located in San Francisco)</i></p> <p style="text-align: center;">↑</p> <p style="text-align: center;"><u>California Court of Appeals</u> <i>(1st District located in San Francisco)</i></p>
<b>Local</b>	<p style="text-align: center;"><u>Santa Clara County Board of Supervisors</u></p> <p style="text-align: center;"><u>Santa Clara County Board of Education</u></p>	<p style="text-align: center;"><u>Sheriff</u> <u>Assessor</u> <u>District Attorney</u> <u>County Executive</u> <i>(Specific offices vary by county)</i></p> <p style="text-align: center;">SCCOE Superintendent of Schools</p>	<p style="text-align: center;"><u>Santa Clara County Superior Court</u> <i>(Criminal and Civil)</i></p> <p style="text-align: center;"><i>Special Courts</i> Small Claims Traffic</p>
	<p style="text-align: center;"><u>Palo Alto City Council</u></p>	<p style="text-align: center;"><i>(Large cities and small cities)</i></p> <p style="text-align: center;"><u>Mayor</u></p> <hr style="border-top: 1px dashed black;"/> <p style="text-align: center;">City manager <i>(Medium sized cities)</i></p>	<p style="text-align: center;"><b>Notes</b></p> <p><i>Underlined: those elected by the voters. * The president is elected by the Electoral College or the House of Representatives. Legal disputes in cities and special districts are handled by the county courts.</i></p> <p style="text-align: center;"><b>Websites</b></p> <p><i>U.S.: <a href="http://www.firstgov.gov/">http://www.firstgov.gov/</a> California: <a href="http://www.ca.gov/state/portal/myca_homepage.jsp">http://www.ca.gov/state/portal/myca_homepage.jsp</a> Santa Clara County: <a href="http://www.sccgov.org">www.sccgov.org</a> Palo Alto: <a href="http://www.city.palo-alto.ca.us/">http://www.city.palo-alto.ca.us/</a> Palo Alto Unified: <a href="http://www.pausd.palo-alto.ca.us">http://www.pausd.palo-alto.ca.us</a></i></p>
	<p style="text-align: center;"><i>Most common example of a special district</i></p> <p style="text-align: center;"><u>Palo Alto Board of Education</u></p>	<p style="text-align: center;">Superintendent</p>	