

Volume 10 Number 1
Summer 2009

A woman with blonde hair, wearing sunglasses, a black top, and a dark skirt, is walking towards the camera in a modern building atrium. The atrium has a high ceiling with a grid of metal beams and large glass windows. The walls are yellow. The floor is light-colored. The lighting is bright, creating strong shadows.

the Flame

The Magazine of Claremont Graduate University

“We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn.” – Peter F. Drucker

The Next 100

Unsure how to get through these confusing economic times? Learn from two CGU alumni.

*the*Flame

The Magazine of
Claremont Graduate University
Summer 2009
Volume 10, Number 1

The Flame is published by
Claremont Graduate University
150 East Tenth Street
Claremont, CA 91711
©2009 by Claremont Graduate
University

Director of University Communications
Esther Wiley

Managing Editor
Brendan Babish

Art Director
Shari Fournier-O'Leary

News Editor
Nikolaos Johnson

Online Editor
Derik Casper

Editorial Contributors
Mandy Bennett
Dean Gerstein
Kevin Riel

Director of Alumni Services
Monika Moore

Distribution Manager
Mandy Bennett

Photographers
Kevin Burke
Ilaria Caetani
Marc Campos
Sean Lau (seanlau.com)
William Vasta
Tom Zasadzinski

Claremont Graduate University,
founded in 1925, focuses exclusively
on graduate-level study. It is a
member of the Claremont Colleges,
a consortium of seven independent
institutions.

Interim President
Joseph C. Hough, Jr.

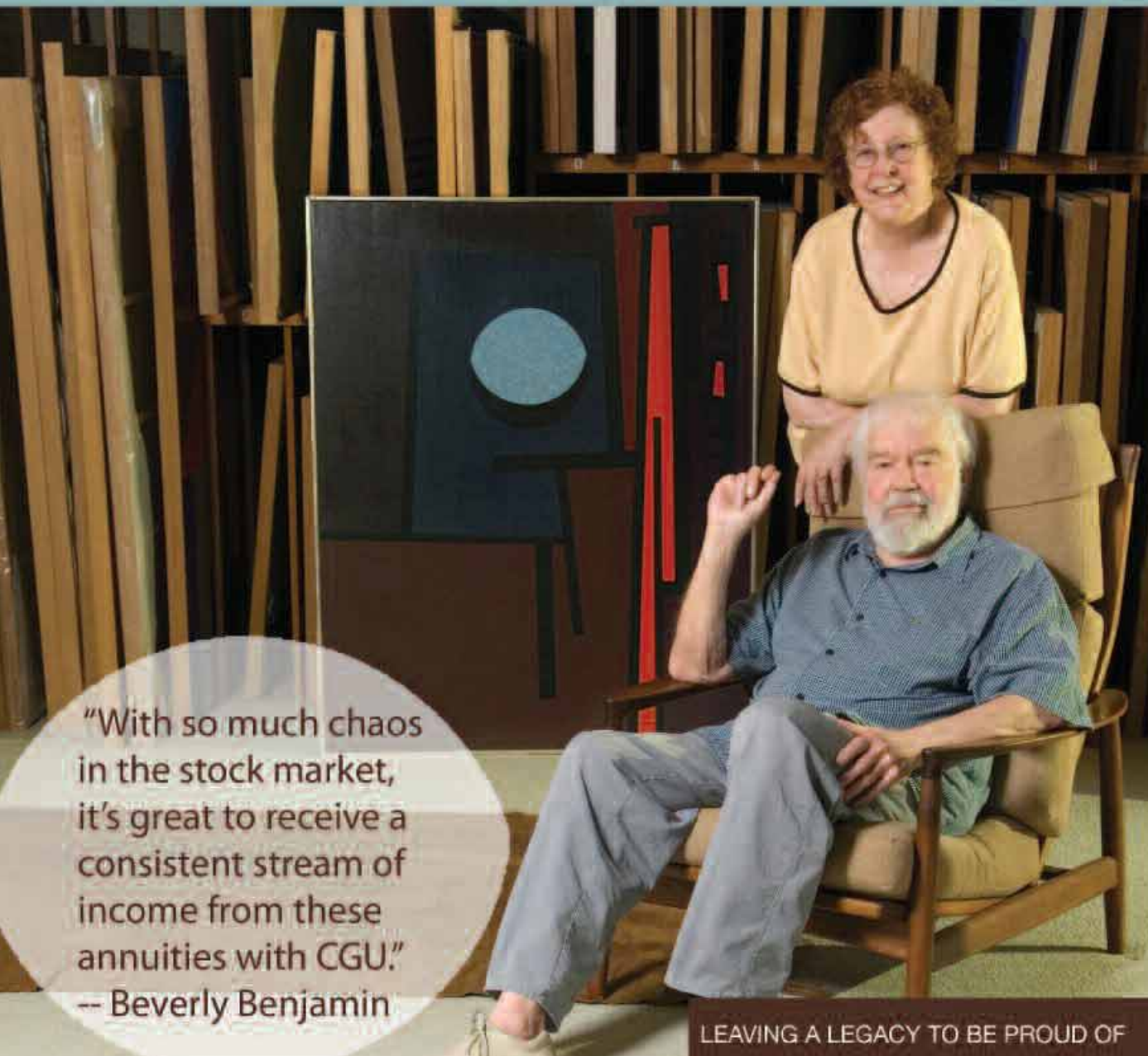
*Provost and Vice President
for Academic Affairs*
Yi Feng

*Senior Vice President for Finance
and Administration*
Steven Garcia

Vice President for Advancement
Gregory Pierre Cox

Send address changes to:
Office of Alumni and Donor Relations
Claremont Graduate University
165 East Tenth Street
Claremont, CA 91711
alumni@cgu.edu

*Claremont Graduate University does
not discriminate in its educational
programs on the basis of race, color, creed,
place of national origin, gender, sexual ori-
entation, age, or disability.*



"With so much chaos
in the stock market,
it's great to receive a
consistent stream of
income from these
annuities with CGU."
— Beverly Benjamin

LEAVING A LEGACY TO BE PROUD OF

Several years ago, Karl (MA, Art, 1960) and Beverly (MA, Education, 1968; PhD, Education, 1980) Benjamin set up two gift annuities to support Claremont Graduate University. They created these gift annuities partially because of the guaranteed annual payout. In addition to that security, Karl and Beverly's contributions are helping maintain CGU's painting program. One annuity helps fund the Roland Reiss Chair in Art, while the other annuity funds a fellowship for a painting student. Karl, a world-renowned painter in his own right, says: "It's great to know that we are ensuring future faculty and students will be able to benefit from Claremont Graduate University, as we have."

To learn more about gift annuities, visit www.cgu.edu/planned-giving or

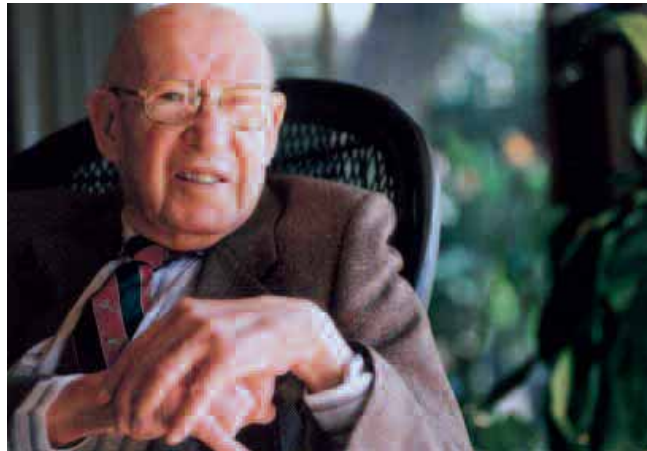
contact Jim Ehlers in the Office of Gift Planning at jim.ehlers@cgu.edu or (909) 607-9729.

TABLE OF CONTENTS

- 4 president's notebook
- 5 research, teaching, outreach
- 11 news: the university



- 26 faculty achievements
- 32 alumni webnotes
- 33 alumni booknotes
- 34 alum events
- 36 alumni profile
- 37 student profile



Features

16 towards century two

As the university comes together to celebrate the 100th birthday of Peter F. Drucker, we look at how the school named in his honor is continuing his legacy of sustainability and social responsibility into the twenty-first century.

20 Drucker Centennial calendar of events

A calendar featuring upcoming fall events that should interest anyone involved in effective management and ethical leadership.

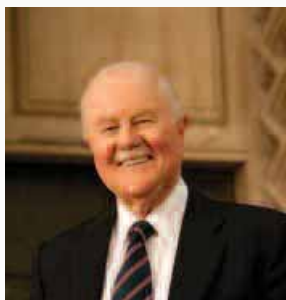
22 a model citizen with a business model to end poverty by Kevin Riel

Father Ben Beltran came to the Peter F. Drucker and Masatoshi Ito Graduate School of Management to study the tenets of Peter Drucker's teachings on management and, with the help of Drucker students, learn how to implement them into Veritas e-Trading Network, a company he founded and heads that is doing the right things in a part of the world that desperately needs them done right.

38 carrying the flame: Stuart Oskamp

For over 40 years Emeritus CGU Professor Stuart Oskamp has been dedicating his research to mitigating the world's most pressing problems. His story continues a series of profiles celebrating our outstanding individuals.

President's Notebook Joseph C. Hough, Jr. – Interim President



The first two months of my term as interim president at CGU have provided an exciting introduction to the sheer energy and imagination of this university. In April, I joined School of Arts and Humanities' Dean Marc Redfield, members of the faculty, distinguished judges, and celebrating guests at the 17th annual Kingsley and Kate Tufts Poetry Awards ceremony. (I encourage you to read about the Tufts prizes in the University News section.) The Kate Tufts Discovery Award of \$10,000 was awarded to Matthew Dickman for his book of poetry entitled *All-American Poem*. (Matthew and his twin brother, Michael Dickman, who is also a prize-winning poet, were featured in the *New Yorker* this April.) The Kingsley Tufts Poetry Award of \$100,000 was awarded to Matthea Harvey for her book of poetry entitled *Modern Life*.

This was my first opportunity to be part of this event, and it prompted me to remember why poetry is so compelling. More evocative than a rendition in prose on similar themes, these awards show the poet as an artist, more akin to a sculptor or painter than a novelist or historian. Everyone present heard these artists read their poetry with passion and evocative imagery, calling forth a response from the whole person. That is what made this entire evening such an exciting time.

Also in April, I had the pleasure of welcoming more than 100 delegates attending the Fourth Annual International Conference on Persuasive Technology. Nearly half the delegates were from outside the United States. Leaders in this new field are focused on critical questions about how computing products can be designed to change people's behavior and beliefs. What is new about the research in this field is the stated goal to design media products and methods that will bring about positive changes in many areas, including health, business, safety, education, and economic opportunity. The noblest goal: generating new attitudes and behaviors to inspire people all over the world to work for an era of peace and international cooperation.

This burgeoning field of scientific inquiry may well play an increasingly important role in our design of graduate education. Claremont Graduate University is dedicated to research and education that are transdisciplinary, and it is clear that persuasive technology is a transdisciplinary field

of inquiry in the broadest sense of the word. The delegates included not only outstanding researchers, but also practitioners representing both government and commercial interests. I have long believed that the purpose of the university is to serve the common good, and we need dialogue partners outside the university in all our efforts to target areas where mutual goals can be advanced.

Just a couple of weeks later, in early May, I had the privilege of selecting from works by CGU art students for the annual President's Prize. After three visits to the art gallery, and consultation, I selected not one, but two outstanding paintings, one by Chris Shelby and the other by Gina Stepaniak. Chris' painting, "Country Market," is done in pastels on sandpaper, and it is somewhat reminiscent of the style of Edward Hopper. Gina's painting, "Sometimes I Can't Help Seeing All the Way Through," is a burst of colorful oils on wood. These paintings now hang in the President's Office suite, where all our CGU visitors can enjoy them. If you are near campus, come and see them for yourself.

CGU continues to attract a growing number of outstanding students. This is especially true of the Peter F. Drucker and Masatoshi Ito Graduate School of Management and the School of Behavioral and Organizational Sciences (SBOS). At Drucker the average GMAT scores for full-time MBA students have risen by 34 points in the last two years, and the school and its students have received national acclaim. A group of four Drucker students finished first in the national Net Impact Case Competition hosted by the Leeds School of Business at the University of Colorado at Boulder. In SBOS, the 2008 Decennial Review Team wrote: "In the area of evaluation, the school has faculty who are recognized nationally and internationally for contributions to evaluation theory and practice. In our experience, the CGU graduate evaluation training program is recognized in the evaluation field as the largest and strongest in any US university." It is hardly surprising then that the number of applications to the school has increased by 126 percent in the last five years.

I have only touched on my experiences in the first few weeks. Quality, imagination, vibrancy, and innovation are everywhere in the schools of CGU. My brief time has been a revelation and inspiration for me. I am proud of the students and faculty who make this an interesting and unique house of intellectual and artistic inquiry, and I am honored to be here at this time.



The technology of persuasion

RESEARCH, TEACHING, OUTREACH

Persuasive technologies are computing systems, devices, or applications that intentionally alter a person's attitude or behavior. Advertisers use the technology to change shopping habits. Samir Chatterjee wants to use it to save lives.

Chatterjee, a professor in the School of Information Systems and Technology, is combining his background as an engineer with his education in computer science to create persuasive technology applications that improve health and lower health-care costs.

It's widely known that health-care costs – already at more than \$2.6 trillion annually – are expected to rise with the age of the baby boomer generation. Asthma, heart disease, and diabetes are all common afflictions among this group. These conditions can be fatal and drive up health-care costs, yet 70 percent of cases are caused by lifestyle choices. The challenge for doctors and bureaucrats is to find ways to change these behaviors. That's where Chatterjee comes in.

“Changing human behavior is not easy,” he remarked. “But that's one of the reasons why I like this area so much, because of that challenge.”

One of the applications Chatterjee has already developed – with SISAT student Taimur Hassan – is Virtual Health Coach. This is a software package for mobile clients (smart phones, blackberries) that uses sensors and GPS monitors to assess one's physical activity. If the user has been too passive, the server generates messages urging mobility. Virtual Health Coach can even offer suggestions, such as taking a set of nearby stairs instead of an elevator. In their research, Chatterjee says that younger users – who are already more familiar and comfortable with new technology – are enthusiastically responding to this application.

Another that he is working on – with SISAT student Kevin Williams and collaborators at Loma Linda VA – is StressErase Game, a tool to assist therapists working with soldiers suffering from post-traumatic stress syndrome. The program employs exposure therapy and stress reduction: A sensor monitors stress levels while stress-evoking images flash across the screen. The real-time stress values drive the movement of a hot-air balloon. The balloon deflates when stress levels are high, but inflates, and eventually takes to flight, when low stress levels are maintained.

“This program provides a direct, real-time biofeedback of stress levels. That's what helps, that instant feedback. That is what drives the persuasion strategy,” Chatterjee said.

These examples are only a sample of Chatterjee's work in persuasive technology, which includes research into the use of virtual hospitals, virtual meetings, and virtual classrooms. Many of these applications were discussed at the Fourth International Conference on Persuasive Technology, which was held at CGU and other Claremont Consortium campuses and featured talks from some of the world's leading researchers on persuasive technology. Chatterjee – who organized the conference – is now working with select speakers on putting together a book on persuasive technology for lay people.

“We're just beginning to realize the potential of persuasive technology, and I hope to help people realize how many areas in the near future will be influenced in these new ways,” he said.

Math students building a better airplane

RESEARCH, TEACHING, OUTREACH



With over half a century of commercial airplane travel, it's easy to take aerospace engineering for granted. However, the Boeing Company has been hard at work developing a lighter, stronger, more fuel-efficient passenger airliner, and CGU's math students are helping them finish the job.

School of Mathematical Sciences (SMS) students Mike Davis, Jenny Dehner, Nick Hooper, Ron Caplan, and Heather Mattie recently completed the third of a four-year CGU-Boeing mathematics clinic. The partnership – sponsored by a grant provided by the National Science Foundation – allows CGU students to spend a full academic year on a real-world geometric modeling problem suggested by the industrial partner, Boeing.

This year the team – with their advisor, SMS Professor Ali Nadim – worked on a problem Boeing encountered while building their new 787 Dreamliner, a carbon-composite airplane. The carbon fiber used in the plane's construction is both lighter and stronger than traditional aircraft materials, and will be used to create 80 percent of the plane, including the fuselage, wings, tails, doors, and interior. These parts are assembled by laying hundreds of layers of carbon-composite tape on top of each other, then solidifying the piece in an autoclave. Though the process is analogous to creating a piñata out of papier-mache, it's far more complicated. That's where the clinic comes in.

"When these hundreds of layers of tape are laid down, they can't crease or wrinkle," said Dehner. "The way to avoid this is to lay the tape along a perfect geodesic [shortest] path. We've finished a program that will do this on a single surface, such as an ellipsoid or a sphere, but the challenge has been expanding the algorithm to work on multi-surface objects, anything with ridges and corners, like an airplane."

In April, the team traveled to Seattle to present their research to the Boeing engineers, and to see what a workday in that career entails. The group also presented their findings to engineers from Boeing's Huntington Beach location.

Though the students don't know how much of their work will be applicable for the 787, just working on a project of this scope has been illuminating.

"I always wanted to work in the engineering field, the aerospace field in particular, so getting a chance to work on a Boeing project was a great opportunity," said Dehner.

"Doing a project this big, coming up with everything on our own – with the help of Ali – all of that was a great experience, especially for me," added Mattie. "I just started the PhD program, and I don't really know what I want to do in mathematics, so this was really helpful."

(L-R) SMS Professor Ellis Cumberbatch, Michael Davis, Jenny Dehner, SMS Professor Ali Nadim, Heather Mattie, Ron Caplan, Nick Hooper, and Tom Grandine, Boeing's liaison to the group.

RESEARCH, TEACHING, OUTREACH



Transforming theology, transforming society

Philip Clayton says old religious walls are coming down; it's happening right now, and right here at CGU.

Clayton, a codirector of the Center for Process Studies, a joint research center of CGU and the Claremont School of Theology, is actively involved in Transforming Theology, a program that organizes discussions and research centered around an emerging transformation of religion in America.

According to Clayton, what we are witnessing is a collapse of the divisions that marked American religious history for most of the twentieth century. Three factors are feeding the shift: the continuing decline in membership in the mainline Protestant churches, an increasing interest among evangelicals in progressive social causes, and a growing interest in spirituality across society.

Clayton says what he and others are witnessing is an emerging group, which now takes pieces from all three groups and binds them together. The transformation is having a major impact on the practice and politics of American evangelicals. But it's also bringing new life to traditional mainline churches such as Methodists, Presbyterians, Episcopalians, and others. The net effect is to undercut the old split between "spiritual" and "religious."

"Some in this emerging group are dropping out of churches and meeting in homes. They are building alliances that break through traditional lines. Younger church leaders are hosting discussions and posting the videos on YouTube, sometimes speaking with a Bible in one hand and a

beer in another," Clayton said. "They are hip, and technically savvy. There is an entire group of Gen X and Gen Y folks, many of them evangelical by heritage, who simply don't buy into the firm doctrinal lines of their parents. They are re-writing what it means to be evangelical today."

Although these new church leaders are influenced by the progressive social agenda of the mainline churches, it's not yet clear that they'll settle there. At the same time, the traditional social causes of evangelicals are also losing their grip on these "pragmatic idealists." Gun control, homosexuality, and abortion are no longer the defining features of these emerging religious identities; poverty and the environmental crisis now play the bigger role. Adding to that is the warming of relations between religion and science. The trend is now toward a kinder, gentler reading of scripture.

Claremont is actively taking a role in identifying and helping to understand this movement. Several professors at the School of Religion specialize in the emerging religious identities in America. Clayton and Emerita Professor Marjorie Suchocki recently received a major grant from the Ford Foundation, "Rekindling Theological Imagination: Transformative Thought for Progressive Action." They recently hosted a large research conference of progressive theologians from across the country to discuss the changes and to predict their social consequences.

In late May, Claremont hosted a denominational summit, involving progressive church leaders across the entire spectrum, from evangelicals to Unitarians and Quakers. The hypothesis of a new "big tent Christianity" was debated, and church leaders answered questions from the media at a major press conference on May 28. In late September, deans and presidents of seminaries and divinity schools from across the country will convene in Claremont. The goal will be to talk about reshaping theological education so that it remains relevant to the new religious realities that are transforming American culture in the twenty-first century.

To follow these events, and learn more about Transforming Theology, visit their website at www.transformingtheology.org; to watch a video interview with Philip Clayton, go to the *Flame* online (www.cgu.edu/flame).

RESEARCH, TEACHING, OUTREACH

CGU leading math interventions for local students

The United States' fourth- and eighth-grade students are ranked ninth in the world – behind Kazakhstan and Latvia – in mathematics performance. While this is good news for Kazaks and Latvians, for Americans it's a disappointment. And for CGU, it's a call to action.

One of the university's most recent outreach programs aimed at raising mathematics standards for young Americans is the Gateway to Exploring Mathematical Sciences (GEMS), a joint project between the Claremont Center for Mathematical Sciences (CCMS) and the CGU Teacher Education Program.

"Here we are at the Claremont Colleges, with some of the most well-known mathematicians and professors in the country," said Lisa Loop, GEMS codirector and director of CGU's Teacher Education Program. "I want to bring these kids in; I want them to see what they could be doing – that math is exciting, college is exciting."

GEMS is a monthly, Saturday-morning workshop founded in fall 2008. Math professors from the Claremont Colleges, as well as undergraduate and graduate students, volunteer to present seminars to seventh-, eighth-, and ninth-grade students with an interest in mathematics or science. The workshops present mathematics and science applications in an exciting way that captures these young students' interests early.

"This program is designed to introduce students to the richness and diversity of the mathematical sciences," noted Loop. "We want to create a context in which middle school and high school students can meet other students interested in



"I want to bring these kids in; I want them to see what they could be doing – that math is exciting, college is exciting."

math, and provide opportunities for students to 'go to school' on a university campus."

Participating in the 2008-2009 GEMS program are the Pomona, Claremont, and Upland Unified School Districts, as well as selected private schools upon request. The students were originally selected by school principals or teachers, although the number of participants is already increasing: "The same kids keep coming back over and over and over, and they bring new kids with them. They're enjoying it. They don't want to go home when it's over. And they're talking to each other about it; they're talking to their parents, their teachers. That's what excites me," said Loop.

Compounding the need for math outreach, CGU School of Mathematical Sciences Professor Ellis Cumberbatch – director of CCMS – notes how few Americans are pursuing a career in the field: "People who are graduating from high schools and getting into undergraduate colleges are not being trained enough in mathematics. Certainly, when the students get into graduate school, mathematics has been lost somehow. There are 1,200 new math PhDs every year, and of those, 55 percent were born outside the United States."

This year's GEMS program ran from October 2008 to May 2009. Based on the success of the first year, Loop sees a promising future: "There's a whole world of ideas that these students can be exposed to and be a part of. And I think it's really happening – they're having fun and they're learning."

Arts and Humanities expand poetry outreach

Robert Pinsky (left) and Marc Redfield at last year's Tufts awards ceremony.

As the home of the Kingsley and Kate Tufts awards in poetry, CGU's School of Arts and Humanities (SAH) has long been one of the nation's foremost supporters of contemporary poetry. Now, with the launch of an annual poetry series, SAH is taking on an even larger role in promoting poetry across the region.

Conceived by SAH Dean Marc Redfield, the inaugural 2008-2009 Poetry Series served as a means to raise the literary profile of the school, draw attention to the Tufts awards, and provide opportunities for some of the nationally recognized poets with whom the school is associated.

"The Kingsley and Kate Tufts awards are among the largest and most prestigious poetry prizes in the world," said Redfield. "CGU is very proud to house them. But since we have no full-scale creative writing MFA, the prizes and the prize-giving process have always seemed independent of the School of Arts and Humanities. It has been a recurring challenge to get people to associate the Tufts awards with CGU. A year-long Poetry Series, building to the Tufts awards ceremony in April, represents an important first step toward weaving these great awards into our institutional identity. Along the way, of course, we get to hear a lot of terrific poetry all year."

The 2008-2009 Poetry Series was comprised of five events held throughout Los Angeles County, from October 2008 up to the Tufts awards ceremony this April. Events included: a poetry reading at the CGU President's House here in Claremont, featuring Pulitzer Prize-winner Paul Muldoon and acclaimed Canadian poet Molly Peacock; several local readings in November featuring 2008 Kingsley Tufts winner Tom Sleight; past Kingsley Tufts winners Deborah Digges, Rodney Jones, and Yusef Komunyakaa reading to a full house at Pasadena's Boston Court theater in March; Kingsley Tufts judges Linda Gregerson, Muldoon, and former United States Poet Laureate Robert Pinsky reading at the Central Library in downtown Los Angeles; and the Kingsley Tufts awards ceremony in April.

The 2009-2010 Poetry Series is still taking shape, but plans are underway to expand the series, with readings held at Boston Court and ALOUD, as well as the Geffen Playhouse. Also, for the first time, CGU will take part in the 2010 Association of Writers and Writing Programs in Denver.

The Poetry Series has received vital support from members of SAH's Board of Advisors and CGU alumni. To facilitate the growth of the series, the school will also be seeking an even broader base of support, including corporate and foundation sponsors.

The majority of Poetry Series events will be open to the public. For information about attending upcoming events, e-mail David Carpenter at david.carpenter@cgu.edu.

The Poetry Series could never have happened without the assistance of Kate Gale, poet and librettist, former president of PEN USA, founder and managing editor of Red Hen Press, member of SAH Board of Visitors, and CGU alumna (*PhD, English, 2004*).

For a profile of Gale, as well as more information about her instrumental work in promoting poetry at CGU, visit the *Flame* online (www.cgu.edu/flame).



Drucker societies flourishing worldwide



A screen image of the world map with locations of all the Drucker Societies. It can be viewed online at www.druckerinstitute.com/creatingchange. The map is updated when new societies are created.

RESEARCH, TEACHING, OUTREACH

Though the Peter F. Drucker and Masatoshi Ito Graduate School of Management and Drucker Institute serve as the epicenter of their namesake's path-breaking ideas about effective management and ethical leadership, Drucker Societies have been extending that reach, bringing Peter Drucker's wisdom and practical insights to new generations of corporate executives, government officials, and social-sector managers around the world.

Since its inception in 2007, CGU's Drucker Institute has been actively encouraging the formation of these Societies – all-volunteer organizations that are using Peter Drucker's teachings to bring about positive change in their communities. There are now 17 societies in 10 countries, including the United States, Austria, Germany, China, Korea, Japan, India, Brazil, Grenada, and Dubai.

Society volunteers implement programs that have been designed by the Drucker Institute, including presentations on social responsibility for corporate executives; workshops on effectiveness for nonprofit leaders; forums on innovation for would-be entrepreneurs from disadvantaged parts of the community; and sessions on basic management principles for high school students.

"The Drucker Society Network is where Peter Drucker's ideas get turned into action," said Rick Wartzman, executive director of the Drucker Institute. "It is where Peter's ideals are actually brought to life."

In addition to the programs mentioned above, some societies are using a book-club model. In Seoul, South Korea, for instance, CEOs gather regularly to read Drucker's work and discuss how to introduce his humanistic approach to management in their companies. The Drucker Institute has begun working with the Koreans to collect information that illustrates how these book clubs are actually affecting practice.

"We don't know of another business school, or university for that matter, that has anything like this kind of global outreach and potential impact," said Drucker Dean Ira A. Jackson.

For more information on the Drucker Society Network, including an updated world map with the location of every society, visit www.druckerinstitute.com/creatingchange.

If there isn't a Drucker Society near you, you might consider starting one in your own community. Information and applications for launching a society in your community are also available on the Drucker Institute website.

Arts Management receives \$100,000 grant from the Parsons Foundation

The Ralph M. Parsons Foundation in Los Angeles has donated \$100,000 to support graduate fellowship programs in CGU's Arts Management masters program.

Arts Management is a joint program of the Peter F. Drucker and Masatoshi Ito Graduate School of Management and the School of Arts and Humanities. The program is the only one of its kind in California, and the only graduate program in arts management on the West Coast. It addresses the shortfall of qualified managers of nonprofit organizations in the arts sector, particularly in the Los Angeles area.

"The board of directors was pleased to be able to make this contribution to building the capacity of future arts leaders," said Wendy Garen, president and executive chief officer of the Parsons Foundation. "The board is aware of the extraordinary challenges and opportunities that the nonprofit community has in today's economy."

The director of CGU's Arts Management program, Laura Zucker, is also executive director of the Los Angeles County Arts Commission.

"The Arts Management program is providing our graduates with the tools to become global, national, and local leaders of the arts; learning on the job can't take the place of up-to-date professional management education," she said. "The program offers students the ability to learn from some of the most prominent arts managers in Los Angeles, and gives them access to real professional experiences and networking opportunities."

To learn more about Arts Management at CGU, visit www.cgu.edu/am.



Arts Management Director Laura Zucker



A screenshot of Professor Toby Miller's talk at the conference. His talk, and others, can be viewed at www.cgu.edu/sah.

CGU hosts media studies conference

Claremont Graduate University's Department of Cultural Studies held a two-day conference, "Media Studies in Southern California," from March 27-28. The conference – sponsored by the Blais Foundation Challenge Fund – showcased some of the most exciting work being done in the field of media studies in the area by academics, artists, designers, and activists.

The conference was also held to celebrate the launch of several new initiatives by the Department of Cultural Studies at CGU: the new graduate concentration in media studies and a new 4+1 MA program in cultural studies with an emphasis in media studies being offered in conjunction with the Claremont Colleges Intercollegiate Media Studies Program.



82nd Annual Commencement CGU held its annual commencement ceremony on Saturday, May 16. Congratulations to all of our recent graduates. For photos of the event and video of the ceremony, please visit CGU's commencement website at www.cgu.edu/commencement.

Drucker students take national title at Net Impact Case Competition

On February 21, 2009 a team of four Drucker School students won first place in the final round of the Net Impact Case Competition (NICC) hosted by the Leeds School of Business at the University of Colorado at Boulder. The team consisted of Tyler Burrell (Drucker's Net Impact chapter leader), Jay Hinton, Emi Makino, and Sarah Schwald. This was the first time the Drucker School has advanced to the semi-final round in the Leeds competition, now in its eighth year. The competition has grown to include over 85 teams from the most prestigious schools around the country. The Drucker School team took first place over the University of North Carolina (second) and the Massachusetts Institute of Technology (third), winning \$6,000 in prize money.

The competition – sponsored by Vail resorts – occurred in two parts: a preliminary round via the Internet, and a final 24-hour event in Colorado. Teams arrived in Colorado to be given the “zinger” of the case, a game-changing alteration to preliminary data that had been sent out 10 days earlier.

The final-round challenge consisted of two parts: a charge to increase the number of riders on Vail's newest acquisition, Colorado Mountain Express; and proposal initiatives and possible acquisitions that would increase Vail's goal of creating a total customer experience while promoting sustainability.

Jay Hinton noted, “Sustainability is an issue that is relevant for all companies, and one that can be positively affected by measures both great and small. The wide range of finalists is a shining example that the NICC competition is an opportunity for all students concerned with the triple bottom line, not just big name programs. This is a big win for CGU, the Drucker School, and Peter Drucker's legacy.”



(L-R) Tyler Burrell, Sarah Schwald, Jay Hinton, and Emi Makino at the competition in Colorado.

In Memoriam

George Hedges



CGU Trustee George Hedges recently passed away at the age of 57.

Hedges entrusted CGU with his time, his spirit, and his support. He joined the board of trustees in 2007, bringing his considerable talents to work on the

Academic Affairs Committee, as chair of the Trusteeship Committee, and on the Executive Committee of the Board. He also served the university as a member of the Board of Visitors for the School of Arts and Humanities since 2001.

Hedges was a talented musician, archeologist, pioneer in intellectual property rights, and a lawyer.

“He was a valued friend to the CGU community and will be greatly missed by those who knew him,” President Joe Hough said.

David Scott



David Scott speaking at an exhibit of his work at CGU in 2007

David Scott (MA, Art, 1940; MFA, 1949), successful artist, art historian, teacher, and administrator, passed away in March at the age of 92.

In addition to earning his degrees at CGU, Scott taught art at Scripps College and CGU from 1946-1963. His art career spanned more than 70 years, beginning in the Great Depression, and was

illustrative of the shifting currents of twentieth-century American painting. Scott had donated 40 of his World War II sketches to CGU.

In addition to his artwork and teaching, Scott was the founding director of the National Museum of American Art in Washington, DC, and held successful leadership positions with the National Collection of Fine Arts, the National Gallery, and the Corcoran Gallery of Art.



MFA art students hold successful exhibition at Pomona's dA Center

Claremont Graduate University's MFA students held a two-week exhibition at the Pomona dA Center for the Arts. The show, *The Leak of Contemporary Artists*, featured 68 pieces from 34 different CGU artists, and was curated by the dA's Rolo Castillo, who said that the work coming out of CGU has grown in the past couple of years, and he wanted to draw attention to the emerging talent coming from the university.

Castillo added that the show was one of the best the dA had in years.

The exhibition featured paintings and sculptures, and included cardboard, plastic, glass, and other mediums. Artists who were featured in the exhibition said it was an honor to take part in the event, and a unique opportunity to display their work outside an academic setting.

Whitney Hanlon is an MFA student and an intern at the dA who was part of the exhibition. "A lot of art is mainly known as coming from Los Angeles. This is a claim that there is quality work coming from the Inland Empire, and Claremont," she said. "It says we're a big part of the art scene and we have something to say."

Artist Michael Carter drew attention to the community-building of the exhibition: "There are all of these communities around us. Sometimes, there's attention focused on downtown LA, but there are arts communities right here in our backyard. There's no other place like CGU around, so we're in a unique position to be involved with them."



MFA student Justin Bower's "Blue Boy Body Electric," which was featured at the show.

Tufts awards winners honored

Kingsley Tufts Poetry Award-winner Matthea Harvey and Kate Tufts Discovery Award-winner Matthew Dickman were honored in a ceremony at the Coburn School of Music's Thayer Hall in Los Angeles on April 23. Harvey was honored for her book of poetry, *Modern Life*, and Dickman for his debut collection, *All-American Poem*.

The ceremony, featuring poetry readings from Harvey and Dickman, was the concluding event of CGU's School of Art and Humanities 2008-2009 Poetry Series (see story on page nine for more details). Like most of the events in the series, it was open to the public.

There will also be two new final judges, Ted Genoways and Carl Phillips, and one new preliminary judge, Suji Kwok Kim, for the 2010 Tufts awards –

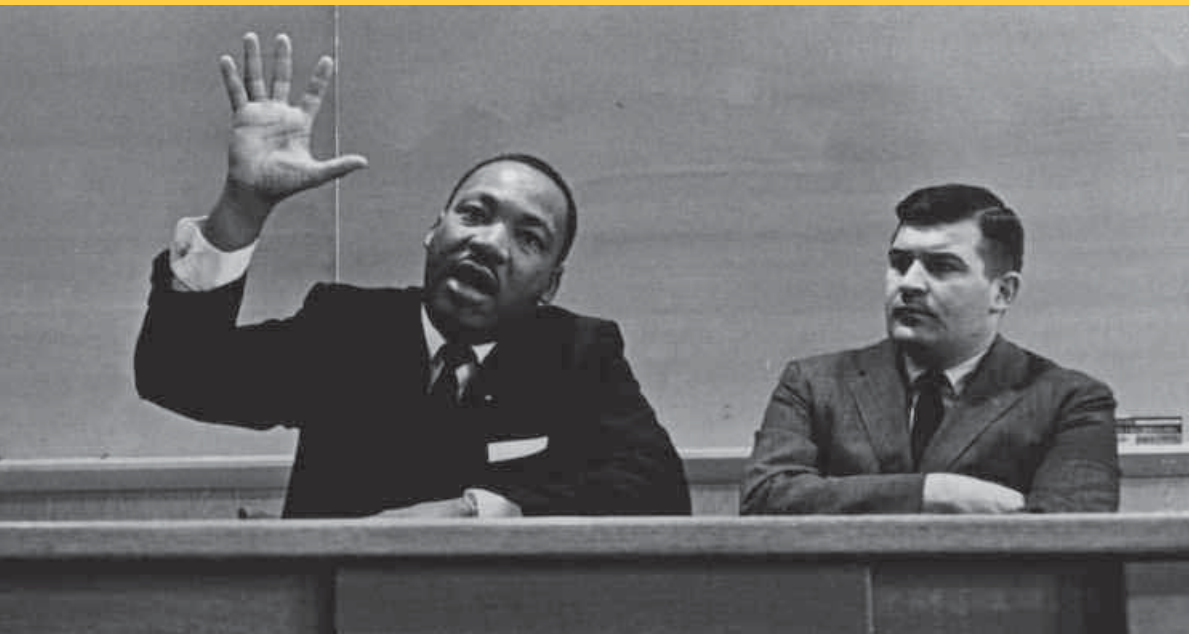
which will be announced in January 2010. Genoways is an award-winning poet and the editor of the *Virginia Quarterly Review*. Phillips is a poet and professor of English and of African and Afro-American Studies at Washington University in St. Louis, as well as a previous recipient of the Kingsley Tufts Poetry Award for his 2002 collection, *The Tether*. Kim is a poet-playwright whose work has been published in the *New York Times*, the *Washington Post*, the *Los Angeles Times*, *SLATE*, the *Paris Review*, and reprinted in 24 anthologies.

The Kingsley Tufts Poetry Award is the largest monetary prize in the nation for a single work of a mid-career poet. The Kate Tufts Discovery Award is presented annually for a first book by a poet of genuine promise. The Kingsley Tufts Poetry Award was established at CGU in 1992.

Matthea Harvey (bottom); Matthew Dickman (top)



CGU President Emeritus John D. Maguire awarded Fulbright Lifetime Achievement Award



Martin Luther King, Jr. and John Maguire

The Fulbright Association awarded educator and civil-rights activist John D. Maguire the Fulbright Lifetime Achievement Award on May 12 at the Andrew W. Mellon Auditorium in Washington, DC. Poet Rita Dove, composer Philip Glass, and entrepreneur Ruth Owades also received the honor, which recognizes distinguished Fulbright Program alumni for their career achievements and civic, educational, and cultural contributions.

The Fulbright Program is an international educational exchange initiative administered by the Bureau of Educational and Cultural Affairs of the US Department of State.

Maguire was named president emeritus of Claremont Graduate University in 1998 after serving as president for 17 years. He is engaged in racial and social justice community building projects as director and senior fellow in the Institute for Democratic Renewal in CGU's School of Politics and Economics.

Maguire was a colleague of Martin Luther King, Jr., and is a life director of the King Center. He also serves on the boards of

Union Theological Seminary, the NAACP Legal Defense and Educational Fund, the Tomás Rivera Policy Institute, and the Claremont Museum of Art. He is cocreator of the Kingsley Tufts Poetry Awards.

After graduating from Washington and Lee University, Maguire received a Fulbright fellowship to Scotland in 1953. He graduated summa cum laude from the Yale Divinity School, then completed a Yale doctorate in theology and psychiatry.

In 1965, while a Wesleyan University faculty member, he was a Fulbright scholar engaged in postdoctoral research at the University of Tübingen in Germany.

"Coming directly after college, to a lad that had never been abroad, my Fulbright in Edinburgh made me ever-thereafter a thoroughgoing internationalist. It set a new lifetime's context for my thinking and my work," said Maguire. "My Fulbright award in Germany helped define my life: I knew after that year I did not want to become a professional theologian, that my interests were broader and lay elsewhere. I owe more to my Fulbright experiences than I can ever adequately portray."

CGU's Kay Center takes message to Capitol Hill: Health IT for those with disabilities

The national Health Information Technology (Health IT) initiative should feature innovative approaches to improving how Social Security and other agencies help Americans with disabilities – this was among the Kay Center findings featured at their fourth invitational Health IT and Disability Policy Forum in Washington, DC on April 1, 2009.

The event featured presentations by Kay Center founder Steeve Kay, Social Security Commissioner Michael Astrue, as well as numerous policy, congressional, and academic experts. Said Kay Center Director and SISAT Associate Professor Tom Horan, "Each year, millions of Americans apply for disability benefits through the Social Security Administration. Our forum explored how Health IT systems can be used to substantially enhance the efficiency and effectiveness of the disability claim and benefit determination process. We also outlined key technical and policy challenges that must be addressed to achieve these potential gains."

In addition to hosting the event in the Cannon House Office Building on Capitol Hill, Horan, Kay, and Sue Feldman (Kay Center assistant director) held several individual briefings with elected officials and their staff. The forum is part of a multi-year strategy by the Kay Center to conduct action-oriented research on how people can use Health IT for support throughout various stages of health.



(L-R) Steeve Kay, Michael Astrue, and Kay Center Visiting Scholar Susan Daniels

CGU welcomes five new board members

Roy E. Christensen

Since 1999, Christensen has served as chairman of the board of directors of the Ensign Group, which provides nursing and rehabilitative care services. He currently sits on the company's board of director's quality assurance and compliance committee, and served as chief executive officer from 1999 to April 2006. Christensen is a 40-year veteran of the long-term care industry, and was founder and chairman of two health-care companies: Beverly Enterprises, Inc. and GranCare, Inc. (which later merged into Mariner Post-Acute Network, Inc.). In 1994, he founded Covenant Care, Inc., a successful long-term care company, and served as its chairman and chief executive officer from 1994 to 1997. He was chairman of GranCare, Inc. from 1988 to 1993, and chief executive officer of GranCare, Inc. from 1988 to 1991. Christensen was a member of President Richard Nixon's Healthcare Advisory Task Force on Medicare and Medicaid and spent four years as a member of the Secretary of Health, Education, and Welfare's Advisory Task Force during the Nixon Administration.



Mohannad Malas

Malas serves on the Islamic Studies Council at Claremont Graduate University's School of Religion and is president of the Dana Group. The firm is a multi-disciplined entity specializing in value-added real estate investment, acquisition and development, property management, and leasing. Founded in 1984, the Dana Group is affiliated with and administers over 30 business entities. Additionally, Malas has served as executive producer for several films, including *AmericanEast* (2007) and *On Common Ground* (2006). Malas is a graduate of the University of Manitoba, Winnipeg.



Thomas O'Donnell

Since 2007 O'Donnell has served as the managing partner and cofounder of Gephardt Government Affairs, a consulting firm that represents Fortune 500 clients on issues including climate change and energy, financial services, health care, trade, tax, and intellectual property protection and enforcement. Prior to this position, O'Donnell was a partner in the political media consulting firm Doak, Carrier, O'Donnell, and Goldman from 1997 to 2007. O'Donnell also served as chief of staff to House Democratic Leader Richard Gephardt from 1989 to 1997. He received a BA from the State University of New York, Brockport, and a PhD in philosophy (earned while working concurrently for the House of Representatives) from American University.

Michael E. Rossi

Michael Rossi is a retired vice chairman of BankAmerica Corporation, serving from 1993-1997. Prior to serving as vice chairman, Rossi was BankAmerica's chief credit officer. Prior to that post, he held various executive positions which included running the Bank's Commercial Banking Division, Global Private Bank, the Asia Division, and the Latin America Division. He also served as senior credit officer of the World Banking Group. From 2005 to 2007, Rossi was chairman and CEO of Aozora Bank, taking it public in November 2006. He also spent eight months as chairman of GMAC/ResCap. Mr. Rossi is a member of the board of the Special Olympics Committee of Northern California, and the NorthHawaii Community Hospital, as well as senior advisor to the San Francisco 49ers, and a director of BAWAG Bank Vienna, Austria.



Marshall Taylor

Taylor is a Claremont attorney who handles tax controversies with the federal government and California taxing agencies. His practice includes audit and collection matters, white-collar criminal representation, and major tax litigation, with an emphasis on estate tax matters. He also handles charitable gift planning. Taylor attended Harvard College, graduating with high honors in 1965. After military service in the United States Air Force, Taylor earned his JD degree from Harvard Law School in 1974. He has been practicing law since 1975, including a seven-year employment with the Internal Revenue Service, five years of which were as a senior trial attorney.

Towards Century Two:

The Celebration, Inspiration, and Continuation
of Peter F. Drucker's Legacy in the Drucker School



When a team from the Peter F. Drucker and Masatoshi Ito Graduate School of Management and the Drucker Institute brainstormed possible slogans for the Drucker Centennial celebration, one quickly rose above the others: “Now, more than ever.” The slogan was succinct, but also true: a man born at the beginning of the twentieth century has become one of the most prescient management philosophers of the twenty-first. Now, the school named in his honor is building on his foundation to transform its students into responsible stewards of the next century.



“Peter had a way of looking outside the box for ideas, and he had a multi-stakeholder approach, so we felt we were a little bit ahead of the curve, because in a good portion of our classes at Drucker we’re already instructed to think this way. It was sort of a natural extension of what we’re learning in the classroom.”

More than anything, what Drucker had called for in his teachings was a healthy balance: between short-term needs and long-term sustainability, between profitability and obligations, between the singular mission of individual organizations and the common good. This is the balance that many now see as a balm for our turbulent times. Indeed, President Barack Obama’s own call for “a new era of responsibility” strongly echoes Drucker’s ideas and ideals.

“Economic performance is the first responsibility of a business,” Drucker wrote. “A business that does not show a profit at least equal to its cost of capital is irresponsible; it wastes society’s resources. Economic performance is the base without which a business cannot discharge any other responsibilities, cannot be a good employer, a good citizen, a good neighbor. But economic performance is not the only responsibility of a business . . . Every organization must assume full responsibility for its impact on employees, the environment, customers, and whomever and whatever it touches. This is social responsibility.”

It is this spirit of social responsibility that Drucker had in mind when he came to Claremont in 1971 to develop one of the country’s first executive MBA

programs, and later led to the creation of the Drucker Institute (then the Drucker Archives) in 1999. Of course, the school’s and institute’s dedication to social responsibility is aided by a tradition of being timely, topical, and forward-looking. For example, the school has recently launched pioneering joint degree programs with the School of Mathematical Sciences in financial engineering, and with the School of Arts and Humanities in arts management. “While transdisciplinarity is now a part of Drucker’s core, ethics and responsibility are in its DNA,” said Drucker Dean Ira A. Jackson.

Last year Net Impact – an international network of over 10,000 MBAs, graduate students, and professionals dedicated to social and environmental causes – ranked Drucker as one of the top 10 schools in the country in preparing its students for “ethical and socially responsible leadership.”

As evidence of the school’s commitment, in February 2009 a team of four Drucker students won first prize in the final round of the Net Impact Case Competition in Boulder, Colorado. The competition was to design business plans that promote sustainability and financial success. The four-person Drucker team – Tyler Burrell, Jay Hinton, Emi Makino, and Sarah Schwald – beat out over 85

teams to take the prize. (For more on the team’s victory, see the news story on page 12.)

In addition to proving herself a quick study of Drucker’s teachings, Makino has a direct link to both of her school’s namesakes: she was one of the inaugural recipients of the Doris Drucker Fellowship. The fellowship, established by Masatoshi Ito in 2008, aims to bring accomplished women leaders to the school – and is already paying off.

Burrell, who is also the leader of Drucker’s Net Impact chapter, credits the team’s win to the classroom experience at the school: “The way we approached it was right at the heart of Drucker,” he said. “Peter had a way of looking outside the box for ideas, and he had a multi-stakeholder approach, so we felt we were a little bit ahead of the curve, because in a good portion of our classes at Drucker we’re already instructed to think this way. It was sort of a natural extension of what we’re learning in the classroom.”

The classroom experience has always been a strength at Drucker. In their 2009 business-school rankings, the Princeton Review ranked Drucker faculty fifth in the nation; the previous year the school was tenth in classroom experience. The Princeton Review singled-out the school’s



“While transdisciplinarity is now a part of Drucker’s core, ethics and responsibility are in its DNA,” said Drucker Dean Ira A. Jackson.

“small classes, high standards and a focus on values,” and added that Drucker “is an industry-leader in value-centered management training and multidimensional strategic thinking.”

The faculty at Drucker are researching and writing on topics that are both topical and relevant to the school’s mission of training a new generation of effective managers and ethical leaders: from shared leadership (Professor Craig Pearce) to toxic leadership (Professor Jean Lipman-Blumen); from values-based accounting (Associate Professor James Wallace) to corporate and personal revitalization (Professor Vijay Sathe), and new approaches to corporate governance (Professor Cornelis de Kluyver).

Last semester, best-selling author Lipman-Blumen taught a course on connective leadership – the ability to bring together disparate groups to achieve a common goal; her book on the subject, *The Connective Edge: Leading in an Interdependent*

World, was nominated for a Pulitzer Prize in 1996. Obviously, the topic is even more relevant now, as business becomes more and more global, and the ability to work well with different cultures is essential for success. Lipman-Blumen also runs the Connective Leadership Institute, which gives opportunities for students to train and research in this vital area.

The class and institute not only draw people from around the world, but also from different disciplines. Lipman-Blumen says this is because of the topic’s practical value: “It’s realistic. It’s looking at the world as it is and saying, how can you take this very, very complex environment and deal with it in a way that enables all the different groups to have at least a part of their agenda met.”

In a different field, Assistant Professor Jenny Darroch isn’t just bringing innovation to marketing, but also helping define it. Darroch, who has a background

in entrepreneurship and marketing, has been developing means to quantify the often nebulous term “innovation.” She has developed the concept of “market creation,” in which she isolates the innovations that create new markets, and then studies how companies were able to develop that innovation.

Her arrival at Drucker in 2006 gave Darroch more exposure to Drucker’s work, and she’s now using his writings in class assignments and class discussions, even incorporating his philosophy into her research: “A lot of my work in the marketing and entrepreneurship and interface is very Drucker – it’s about creating and serving customers,” she said. “Drucker’s work has very much influenced my research, and therefore it influences a lot of the messages that I give in class.”

In fact, this year Darroch edited a special issue of the *Journal of the Academy of Marketing Science* dedicated to Peter Drucker.

As skilled as the Drucker faculty is, not all the instruction comes from academics. The school hosts entrepreneurs and innovative business leaders who teach and interact with the students. They do this with their Executive-in-Residence and Scholar-in-Residence programs, as well as the CEO Forum course, which brings in different business, government, and nonprofit leaders to the classroom every week to discuss their unique insights on management, and how Peter Drucker’s teachings have affected their work. “The faculty members bring extraordinary



(L-R) Mr. Yuzuru Fujioka, Dean Ira A. Jackson, Mr. Masatoshi Ito, Ms. Hisako Yamamoto, and Mr. Tim Ashida

Celebrating Masatoshi Ito’s 85 Years

More than 400 people gathered at the Imperial Hotel Ballroom in downtown Tokyo on April 30 to recognize the 15th anniversary of the Itoh Foundation and celebrate Masatoshi Ito’s 85th birthday. It was a joyous affair highlighted by speeches from a number of prominent Japanese business, cultural, and educational leaders.

At a symposium prior to the celebration, Dean Ira A. Jackson described the unique 33-year partnership and friendship between Masatoshi Ito and Peter Drucker, and the deep mutual respect and admiration they had for one another. Jackson also lauded Mr. Ito as the “Sam Walton of Japan,” who from humble beginnings built the largest retail enterprise in Asia, and who did so with Drucker-like values, including deep respect for employees, a long



Professor Jean Lipman-Blumen (left);
Assistant Professor Jenny Darroch (below)

thinkers here,” said Iqbal Quadir, founder of Grameenphone, and a speaker at the CEO Forum. “They bring those ideas to the students, and infuse them, so that the students’ minds are opened up, and they can think about similar ideas.”

Some of the other guests this past semester included Arkadi Kuhlman, chairman, president, and CEO of ING Direct USA; Don Iwatani and William Wang, CEOs of Panasonic USA and Vizio, respectively; and Gillian Zucker, CEO of Auto Club Speedway. In fact, a few of the guests were Peter Drucker’s colleagues, such as Mitch Dorger, CEO of the Tournament of Roses.

The Executive-in-Residence and Scholar-in-Residence programs bring in world-renowned business leaders and scholars to speak and interact with students over the course of a semester. The two previous Scholars-in-Residence were Jiro Nonaka of the University of California, Berkeley and Japan’s Hitotsubashi University; and Charles Handy, British author and social philosopher. The most recent Executive-in-Residence was Rajiv Dutta, who earned an MBA from Drucker in 1982, and has held positions as president

of eBay Marketplaces, Skype, and Paypal.

“Rajiv represents the best of business leadership: a strong set of values linked to an innovative approach to technology and customer service and a proven track record of financial performance,” said Jackson. “He was the youngest student to ever graduate from the Drucker School and his spectacular career embodies the essence of what we call the Drucker Difference: purpose tied to profits, discipline linked with caring, and character matched with results.”

For its part, the Drucker Centennial is also bringing in leaders with Drucker-like values to discuss cutting-edge issues. Dutta, who is also a cochair of the Drucker Centennial Committee, recently held on-stage conversations in Claremont with former eBay Chief Executive Meg Whitman and Intuit Inc. founder Scott Cook. Dutta and Whitman discussed balancing profit and social responsibility. With Cook, students explored how a company reaches beyond traditional



The Princeton Review singled-out the school’s “small classes, high standards and a focus on values,” and added that Drucker “is an industry-leader in value-centered management training and multi-dimensional strategic thinking.”

boundaries to tap into ideas generated by those outside the organization. (Complete video of both conversations are available on the Drucker Institute’s YouTube channel at www.youtube.com/druckerinst.)

Jackson sees the work of Drucker’s students, faculty, and the contributions of their guests as not only continuing and strengthening the legacy of Peter Drucker, but providing a vital service in these economic times: “In a period when many business schools are on the defensive, and some even accuse MBA programs of ‘contributory negligence’ in producing the economic and ethical mess we’re in, Drucker is helping students do good, not just well, and to raise the performance level of effective management and ethical leadership for organizations in all sectors of society.”

view in terms of profitability, a tenacious commitment to innovation, and a passionate belief in the responsibility of business to society.

At the celebration, Jackson presented Mr. Ito and his wife – who will both be in Claremont this fall for the Drucker Centennial festivities – with presents, including proclamations from Michael Antonovich, Los Angeles County supervisor, fifth district; and a personal letter signed by Governor

Arnold Schwarzenegger praising Mr. Ito for his beneficial role in the lives of thousands of people; as well as a gift from Doris Drucker, of Peter Drucker’s walking stick from his climb of Mt. Fuji in 1962. The walking stick was accompanied by a plaque that read: “The Drucker-Ito friendship lives on, inspiring others to climb new heights of responsible management, ethical leadership and social responsibility.”

Jackson also observed that he is proud to have his name associated with both the father of modern management (Peter Drucker) and an ethical business pioneer (Masatoshi Ito), and that the symbolism of the school being named for a Japanese business innovator and a thought leader from America “captures the essence of our mission of effective management, ethical leadership, and responsible citizenship locally, nationally, and globally.”



DRUCKER CENTENNIAL CALENDAR OF EVENTS

The Drucker Centennial is a time of commemoration, celebration, and renewal that will be crowned by a week of special events at Claremont Graduate University in November 2009 (and supplemented by other activities from fall 2008-2010). The Drucker Centennial will highlight effective management, ethical leadership, and social responsibility as it marks the 100th birthday of Peter F. Drucker, the father of modern management; author of 39 books on organizational behavior, innovation, economy, and society; and winner of the Presidential Medal of Freedom.

Following is a partial list of upcoming Centennial events. For the latest information, as well as the complete Drucker Centennial calendar, please visit www.drucker100.com.

Thursday, September 24 – On-stage conversation
Time: 7 p.m.

Venue: Balch Auditorium, Scripps College

Location: Claremont, California

Event description: Drucker Institute Executive Director Rick Wartzman talks with Rajiv Dutta, current Drucker Executive-in-Residence and former president of eBay Marketplaces, PayPal, and Skype. This is the fourth in a series of Drucker Centennial conversations with business leaders on managing in the twenty-first century. Admission is free, though seating is limited and reservations are strongly encouraged. Please RSVP to series@druckerinstitute.com.

Wednesday, October 14 – CEO Summit

Location: Claremont, California

Event description: Leading CEOs join A.G. Lafley, chairman and former CEO of Procter & Gamble Co., to discuss the unique role of the CEO in an age when the challenges facing our planet, our society, and our individual organizations are more complex and demanding than any known in our lifetimes.

This event is by invitation only.

Saturday-Monday, October 17-19 – Drucker Centennial in China and Hong Kong

Time: Various

Venue: Various

Locations: Nanchang, Jiangxi Province; Nanjing; Shanghai; Hong Kong

Event description: On October 17, a Drucker forum for business, government, and social sector leaders will take place in Nanchang, Jiang Xi Province. On October 18, a similar forum will take place in Shanghai. On October 19, a Drucker Forum in Hong Kong will include the presentation of the Bright China Drucker Awards for Innovation in Civil Society and for Corporate Social Integration, and a Drucker 100 Power Dinner for 300 top leaders in government, business, and the social sector.

Sunday, October 25 – Japanese Annual Drucker Convention

Location: Hakodate, Hokkaido, Japan

Event description: The fourth annual convention of the Drucker Workshop – the Drucker Society of Japan – will be the most important Drucker Centennial event in Japan.

Sunday-Sunday, November 1-8 – Drucker Week: “Now, More Than Ever”

Sunday, November 1 – Opening of Japanese art exhibition

Time: 6 p.m.

Venue: Ruth Chandler Williamson Gallery, Scripps College

Location: Claremont, California

Event description: This exhibition will showcase pieces from the internationally renowned Sanso Collection. Curated by Bruce Coats, chairman of Scripps College’s Department of Art History, the exhibit underscores Peter Drucker’s ability to draw insights about the human condition from a wide range of fields. Drucker lectured on Japanese art at Pomona College from 1975-1985. The exhibition will run through Sunday, December 6.

Monday-Friday, November 2-6: In conversation with Charles Handy

Time: Various

Location: Various

Event description: Charles Handy, bestselling author of *The Age of Unreason* and *The Elephant and the Flea*, as well as cofounder of the London Business School, will lead one seminar on each day of Drucker Week. The topics will include *What Drucker taught me*, *The Day After Tomorrow*, and *Cicero Said it First*.

Tuesday, November 3 – Leadership experts and authors

Ken Blanchard, Stephen Covey, and Warren Bennis

Time: TBA

Venue: Nokia Theatre LA Live

Location: Los Angeles, California

Event description: Ken Blanchard, Stephen Covey, and Warren Bennis are three of the world’s most influential thinkers and writers on management and leadership. All have spoken eloquently about the profound impact Peter Drucker had on their careers. This evening will present a remarkable opportunity to hear each in turn share his perspective on the Drucker legacy and its vital importance in the years to come.

Saturday, November 7 – Drucker Day

Time: 8 a.m. to 5 p.m.

Venue: Various at Claremont Graduate University

Location: Claremont, California

Event description: Drucker Day brings together Drucker School alumni and others interested in hearing great speakers, taking mini-classes with Drucker School faculty, networking, and enjoying good food in a spectacular setting. A partial list of those making presentations and participating in faculty conversations with leaders across all sectors of society includes*:

- William J. Bratton, chief of police of the Los Angeles Police Department
- Charles Handy, management author and philosopher
- Faye Washington, chief executive officer of the YWCA of Greater Los Angeles
- Don Iwatani, former CEO of Panasonic USA
- Frances Hesselbein, former CEO of the Girl Scouts of the USA
- Mihaly “Mike” Csikszentmihalyi, professor of psychology and management at Claremont Graduate University
- Jean Lipman-Blumen, professor at Drucker
- Joseph Maciariello, professor at Drucker
- Craig Pearce, professor at Drucker
- Jay Prag, clinical associate professor at Drucker
- Vijay Sathe, professor at Drucker
- Rick Wartzman, executive director of the Drucker Institute
- Hideki Yamawaki, professor and associate dean of Drucker
- Paul Zak, professor of economics at Claremont Graduate University

Sunday, November 8 – Drucker Centennial Community Brunch hosted by Doris Drucker

Time: 9 a.m.

Venue: Burkle Courtyard

Location: Claremont, California

Thursday-Friday, November 19-20 – Drucker Global Forum

Venue: Federation of Austrian Industry

Location: Vienna, Austria

Event description: The Drucker Society of Austria in partnership with EFMD will hold a major conference on management and social responsibility in the twenty-first century on the occasion of Peter Drucker’s 100th birthday in the city of his birth. Featured speakers at this event include Yvez Doz, Charles Handy, Philip Kotler, Peter Lorange, Fredmund Malik, C.K. Prahalad, and Hermann Simon.

* listed speakers are tentative and subject to change

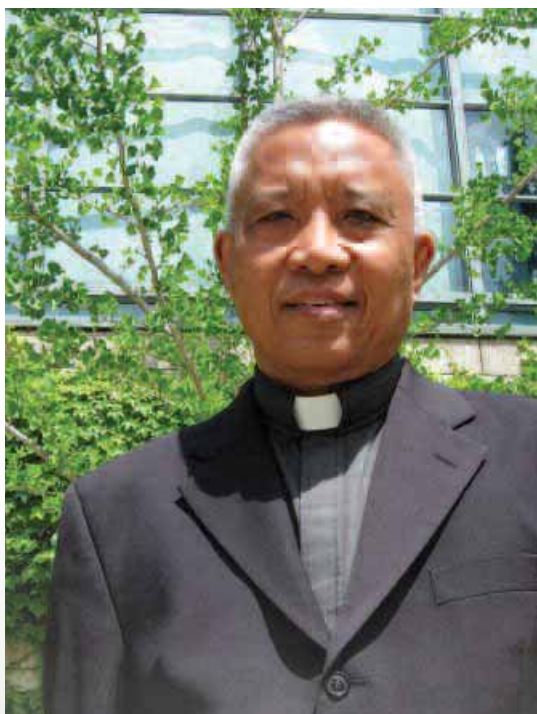
A Model Citizen With a Business Model to End Poverty

by Kevin Riel

“Our work has been greatly influenced by Peter Drucker’s insights about the importance of people in a knowledge society. His insights have helped us transform the lives of young people who were previously relegated to living the life of scavengers into knowledge workers who can shape and control their own future by learning and collaborating with others through information and communications technology.” — Father Ben



Peter Drucker once said: “Management is doing things right; leadership is doing the right things.” Last fall, the Drucker School and its Institute for Advanced Studies in Leadership invited Father Benigno Beltran (or Father Ben), a Catholic priest from the Philippines, for a four-month stay to act as Leader-in-Residence. He came to Claremont to study the tenets of Drucker’s teachings on management and, with the help of Drucker students and faculty, learn how to implement them into Veritas e-Trading Network, a company he founded and heads that is doing the right things in a part of the world that desperately needs them done right.



“The war on poverty will not be won unless the poor participate in the economic activity that will provide them with greater income.” — Father Ben

Tondo, a northwest district of Manila – the capital of the Philippines – is one of the most densely populated areas in the world, as well as one of the poorest and most underdeveloped. Until recently, Tondo was the location of a massive dumpsite and heavily-populated slum called “Smokey Mountain,” so named for the plumes of noxious smoke rising from mounds of compacted garbage during the hot Filipino dry season. Thousands of locals subsisted from, and lived alongside, the swollen and dangerous landfill. Scavenging for plastic bottles, metal scrap, or paper for recycling could sometimes yield enough money for a full stomach, sometimes not.

Father Ben is today working with 16 parishes in Tondo. Due to rallies and demonstrations led by the basic ecclesial communities, the government was convinced to transfer the trash heap and erect low-cost housing in its place. However, no matter how “low-cost” the housing, with prices of basic commodities on the rise and without an alternative way to make a living, these newly sheltered people may be forced to settle back into slums elsewhere.

According to Father Ben: “Depending on who is counting, 30, 40, maybe 60 percent of the Manilan population earn up to a dollar a day – and this during a period of financial growth in the country.”

This is not just a problem facing the Philippines. Large migrations of rural poor moving to urban centers and a widening disparity between rich and poor have, in various parts of the world, expanded slum growth. The United Nations estimates as many as a billion people (roughly a sixth of the world’s population) live in these makeshift communities – and the number is growing. Countless aid agencies have spent large sums of money to combat this trend, often with frustrating results.

“The IMF and the World Bank have contributed lots of money to developing countries to help, but it doesn’t do anything because government officials are too often corrupt or incompetent,” said Father Ben.

Even before Smokey Mountain had closed, Father Ben was determined to find a creative solution to the poverty crisis in his country. He wanted to empower the poor as a potential workforce and consumer base using the infrastructure of the Roman Catholic Church. Inspired by the success of Bangladeshi companies like Grameenphone and Grameen Bank – those that have found innovative ways to provide the poor with services that spur grassroots entrepreneurship and employability – and his reading of many of Peter Drucker’s works, such as *The Ecological Vision*, Father Ben is adopting their ideas for a Filipino context.

The response really was overwhelming. We decided we had to come up with a plan that, like Veritas, didn't just end with his visit, but was sustainable and action-oriented.

“The principle of Veritas is that the war on poverty will not be won unless the poor participate in the economic activity that will provide them with greater income,” he said. “Imagine Hamlet not participating in his play. That’s what is so often happening today. We are fighting poverty without engaging the principle actors. If you just give away stuff to the people, it will prolong their dependency on aid.”

The objective of Veritas is to provide inexpensive, basic commodities and high-quality goods to Manila’s poor, all the while providing work for many of them. It does this by connecting poor communities with local food producers. Together, they build a cooperative network in which consumer goods are bought in bulk, stored in large warehouses, and sold to local families at a marked discount by what are called order taker and delivery officers (OTDOs). These OTDOs are themselves residents of the community in which they work (and 98 percent female). Each OTDO takes orders from 50 to 100 families who are their neighbors, thus people they know and trust and who, likewise, trust them. To become an OTDO is an honor, as they are selected by members of the community they serve.

Presently, Veritas is working with some 20,000 families in Tondo, providing them with low-cost staples like rice and chicken. In the next five years, Father Ben expects that number to grow to upwards of 500,000 families, with about 5,000 OTDOs earning \$400 to \$500 a month.

“What they might have made in the slums in a day couldn’t buy a Starbucks coffee,” said Father Ben. “Imagine having to work three days straight to buy one Starbucks coffee. Now they are doing a little better, with better prospects.”

This holds true not just for fighting poverty, but the ecological crisis in the Philippines as well. Environmental sustainability is one of Veritas’s fundamental commitments. “We believe it’s possible to create wealth without destroying the Earth,” said Father Ben. By dealing mainly with local producers (poor rural farmers), shipping costs and the burning of fossil fuels are concurrently reduced. Projects like the construction of a bioreactor that turns food waste into fertilizer to sell back to farmers further contributes to this effort, saving the consumer even more money and the region undue environmental burden.

In coming years, there are plans to implement new technologies that will make Veritas more green and efficient, not to mention providing serviceable skills to people with little or no education. In much the same way,

Order taker and delivery officers in action.



it is hoped that the principles of Peter Drucker will make lasting contributions toward Veritas’s future success.

Initially, Father Ben wanted to come to the Drucker School to study the work of Drucker the man: “I thought I would just be sitting in class, learning and listening; then Dean Ira Jackson, [Professor] Joe Maciariello, [Associate Professor] Jay Prag, and Christina Wassenaar [director of the academic programs at Drucker] came in.”

When faculty and administrators at the Drucker School heard Father Ben’s story and learned about his company, they realized the unique opportunity his presence afforded students. Through Drucker Professor Jean Lipman-Blumen’s Institute for Advanced Studies in Leadership – an organization which uses research, programs, and teaching to promote a more comprehensive understanding of leadership – Father Ben was named the Drucker School’s Leader-in-Residence.

Said Maciariello: “Father Ben initially came to study the work of Drucker while he was on sabbatical. And it was amazing to me how quickly he absorbed Drucker’s teachings. He is a Catholic priest on a mission to better the lives of people who live in an incredibly challenging part of the world, and desperately need it.”

“Our faculty were inspired to lend their skills in real ways and every time we spoke to a student they said ‘What can I do to help?’” said Wassenaar. “The response really was overwhelming. We decided we had to come up with a plan that, like Veritas, didn’t just end with his visit, but was sustainable and action-oriented.”

Before the start of the 2008 fall semester, students and alumni were invited to help make Veritas – an already

functioning business – more functional. Special research teams were conceived, each to be mentored by a faculty member alongside Father Ben, and each to tackle a different problem or aspect of Veritas’s operations. The three major questions the project posed were: “Do we have it right?”; “Can the Veritas strategy be sustained?”; and “Could Veritas be replicated?” From September to December 2008, the research teams found many ways to answer these questions by helping create a more sustainable business plan, implement more efficient procedures, and inject Drucker’s management teachings right into the bloodstream of a living company.

Serena Zelezny, a Drucker student in her final year, was intrigued by this opportunity. She said: “This was a chance to take all these Drucker-inspired theories I’ve been learning, and put them into practice.”

So she joined Maciariello’s team of four students. According to Zelezny, they were asked to help out in three different ways: “We were first asked to assess the strengths and weaknesses of Veritas, then identify their visions and objectives and find creative ways to realize them; and finally to find ways to weave Drucker’s management theories into Veritas’s business model.”

Along with her team, Zelezny was able to work with Father Ben to create scorecards and templates to help OTDOs chart their success, operationalize Drucker principles into their day-to-day work, and to imbue entry-level employees with a sense of ownership in the success of Veritas. “We also came up with strategies for linking suppliers, staff members, and people on the ground with the Internet and cell phones,” added Zelezny. This effort culminated in a presentation in December in which the research teams’ results were shared with an invited audience and the local NGO community.

“It was great,” said Father Ben. “The students helped to improve the process flow, they translated our information manual into English, they created a social networking interface through Karma 411 (a social collaboration tool for nonprofits), they worked on the purchasing and accounting manual, helped with risk management solutions, and created scorecards to help OTDOs realize their potential while using Drucker-inspired management techniques. So, a lot of stuff. It was really amazing.”

Even today, students continue to work with Veritas. MBA student Matt Shin is working with Maciariello to develop the Drucker Management System. “This is a management framework that a start-up business can follow when it’s transforming into an enterprise. Veritas is a good platform to test the validity and determine the limits of the system’s generalizability, access its value as an assessment tool, and identify modifications,” said Shin.

Veritas wasn’t the only institution to benefit from the program; the Drucker students who participated got just as much from the experience. Said Zelezny: “By the end of it, the most valuable thing for the students and I wasn’t just learning how all this Drucker theory is put into practice, but getting to see the value of this work, and how it helps people who need help. I think it was really gratifying for everyone involved.”

In the future, there is potential that Veritas could be replicated in other impoverished regions in the Global South. For now, though, Father Ben is focused on helping as many people as possible in the Philippines.

While Veritas’s outlook seems bright, in today’s economic climate the prospects of any business venture are uncertain. As Peter Drucker once said: “The only thing we know about the future is that it will be different.”

Little did Drucker know how his influence would help usher in a different future for so many people, living so many miles from Claremont. Veritas is a different kind of company, and by partnering with a different kind of business school, what looked to be a bleak future for millions may turn out to be, well, different.

“What they might have made in the slums in a day couldn’t buy a Starbucks coffee,” said Father Ben. “Imagine having to work three days straight to buy one Starbucks coffee. Now they are doing a little better, with better prospects.”



faculty achievements



Dale Berger (*School of Behavioral and Organizational Sciences*) published “Predictors of verdict and punitive damages in high-stakes civil litigation” in *Behavioral Sciences and the Law*, with K.V. Vinson and M.A. Contanzo; and “On the application of metaanalysis in pectus excavatum research” in the *American Journal of Cardiology*, with M.H. Malek, W.D. Marelich, and J.W. Coburn. He presented “Error for Visual Assessments of Range of Motion Varies with Angle Size,” a poster presentation with S. Stuckey, at the Combined Sections Meeting (CSM) of the American Physical Therapy Association in Las Vegas, Nevada. He also presented “Why Should I Use Resampling Statistics? An Introduction Illustrating Applications to Research in Aging,” with E. Graham, at the Cognitive Lunch Group in Claremont, California. At the meeting of the Western Psychological Association, in Portland, Oregon, Berger was the organizer and discussant for a symposium where he presented several items: “Can we improve tests of understanding of basic statistical concepts?”; “Understanding the misconceptions of *p*-values among graduate students: A qualitative analysis,” with G. Sosa, A.T. Saw, and J.C. Mary; “Misconceptions of hypothesis testing a *p*-values,” with A.T. Saw, J.C. Mary, and G. Sosa; and “Basic misconceptions in statistical reasoning,” with J.C. Mary, A.T. Saw, and G. Sosa. He also presented “Impact of disaster-related and daily stressors on youth in Sri Lanka,” with G.A. Fernando and K.E. Miller, at the symposium on Global Health for the 21st Century: Interdisciplinary Research and Training in Claremont, California.



Michelle Bligh (*School of Behavioral and Organizational Sciences*) published “The Enduring Allure of Charisma: How Barack Obama Won the Historic 2008 Presidential Election” in the *Leadership Quarterly*, with J.C. Kohles; and “Emerging from Ethical Scandal: Can Corruption Really Have a Happy Ending?” in *Leadership*, with W. O’Connell. Bligh also had several presentations: “Implicit Leadership Theories, Followership, and the Romance of Leadership” at the College of Business, University of Portsmouth, Portsmouth, United Kingdom; “Leadership in ‘Confucian Asia’: Similarities and Differences of Justice, Trust, and Leadership Outcomes in Mainland China, Hong Kong, and Singapore,” with R. Pillai, J.C. Kohles, and M.C. Carsten, at the International Eastern Academy of Management, Rio de Janeiro, Brazil; and “Visions and Metaphors: Central Metaphors in Business Vision Statements,” with J.S. Mio, R.E. Riggio, and D.R. Narozniak, at the annual meeting of the Western Psychological Association in Portland, Oregon.



Peter Boyer (*School of Arts and Humanities*) arranged and orchestrated music for the 81st Annual Academy Awards/Oscars telecast on the ABC Television Network, broadcast worldwide to an audience in the hundreds of millions. Boyer arranged the show’s main theme composed by Musical Director Michael Giacchino, several pieces of music used for Oscar winners’ “play-ons” and “play-offs,” and excerpts of scores from *Saving Private*

Ryan (John Williams), *The Day the Earth Stood Still* (Bernard Herrmann), and *Finding Neverland* (Jan A.P. Kaczmarek). Boyer also contributed orchestrations to scores composed by Michael Giacchino for three major summer motion pictures: Paramount’s *Star Trek*, Disney/Pixar’s *Up*, and Universal’s *Land of the Lost*. In the field of concert music, Boyer recently celebrated the 200th live performance of his orchestral music. His work *New Beginnings* was performed by the Kansas City Symphony for its annual Symphony in the Flint Hills, for an audience of 6,000 on the open prairie in Kansas. His Grammy-nominated work *Ellis Island: The Dream of America* was performed by the Reno Pops Orchestra, Warren (Michigan) Symphony Orchestra, LaPorte County (Indiana) Symphony Orchestra, Orchestra of Indian Hill (Massachusetts), and Owensboro (Kentucky) Symphony Orchestra. A performance of *Ellis Island* by the E.C. Glass Theatre Department received the top prize at the Virginia Theatre Association annual conference, and was repeated at the Southeastern Theatre Conference in Birmingham, Alabama. Boyer’s work *I Dream a World* was performed by the Plymouth (Massachusetts) Philharmonic and Children’s Chorus. Boyer was also promoted to the rank of full professor at CGU, where he continues to hold the Helen M. Smith Chair in Music. Boyer’s concert works are now represented by Bill Holab Music in New York, which represents a small roster of some of the most active and acclaimed self-published American classical composers.



Jenny Darroch (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) published “Sustainability as a stimulus for corporate entrepreneurship” in the *International Entrepreneurship and Management Journal*, with M. Miles. Darroch also published “A tribute to Peter Drucker: editors’ introduction to the special issue,” with G. Day and S. Slater; and “Drucker on marketing: An interview with Peter Drucker” in the special issue of the *Journal of the Academy of Marketing Science: A Tribute to Peter Drucker*.



Philip H. Dreyer (*School of Educational Studies*) recently coordinated and led several panel discussions at the biennial meeting of the Society for Research on Identity Formation at the Asilomar Conference Center in Pacific Grove, California. Dreyer is a founding member and past president of the Society and currently serves on its advisory board. The keynote speaker for this conference was Professor **Mihaly Csikszentmihalyi** (*School of Behavioral and Organizational Sciences*). The Society for Research on Identity Formation is an international group of scholars from over 13 nations and emphasizes psychosocial approaches to the study of identity.



NEW FACULTY

Rachel Lachowicz

Assistant Professor of Art, School of Arts and Humanities



Why CGU? Over 17 years ago I was asked by the Claremont Graduate Art Department to give a lecture. At that time I had done a number of international shows and was teaching at Art Center College of Design. I remember thinking during the lecture how open and inviting the school was. CGU is different, and special in a way I can't quite put my finger on.

Teaches: Installation Seminar and Studio Visits. Installation Seminar is a dynamic course exploring the role of installation art in the twenty-first century. It's a fast-paced, upbeat course geared towards production of artwork and designed to augment or jumpstart the student's ongoing practice.

Studio Visits is what I call standard art school hardball. This is where a professor meets with the student one-on-one in his or her studio and asks questions regarding the artwork.

Teaching style: It is my belief that graduate school should ultimately bring into question everything a student has learned previously. The aim is to teach the student to challenge his or her own line of thinking in order to bring about a deeper inquiry.

My pedagogical stance is that the impetus for an intense in-depth examination comes from encouragement and questioning. I believe strongly in critique. I think it helps the student reach for greater intellectual and artistic complexity.

Research: Currently I am working on a book and a show for 2010 at the Shoshana Wayne Gallery at Bergamot Station in Santa Monica, California.

Favorite book in her field: *Sculpture Today* by Judith Collins; *Pictures of Nothing, Abstract Art Since Jackson Pollock* by Kirk Varnedoe; and *The Artist's Body, Themes and Movements* by Amelia Jones and Tracey Warr.

Inspiration: The complexity of life.

Interests: I wish I could say something like mountain climbing, but the truth is making art is all consuming and I enjoy it.



Lori Anne Ferrell (*School of Arts and Humanities*) was awarded the Hinman Residential Fellowship by the Folger Shakespeare Library in Washington, DC. She'll spend it in residence between January 2010 and March 2010. Ferrell appeared on KPBS radio in San Diego to discuss her book *The Bible and the People*. She also spoke at the *Guardian* newspaper annual literary festival at Hay-on-Wye, Wales.



Dean Gerstein (*Vice Provost for Research*) reviewed manuscripts submitted to *International Gambling Studies* and the *Journal of Gambling Studies*, and participated in a panel on "The National Gambling Impact Study Commission's Final Report - What More Do We Know Ten Years Later?" at the 14th International Conference on Gambling and Risk-taking.



Henry Kripps (*School of Arts and Humanities*) was awarded a senior visiting fellowship at the Institute for Quantum Optics, run by the Austrian Academy of Science. His task will be to talk with the physicists about the philosophical aspects of their work, which involves teleportation and backward time travel at the quantum level.



Gondy Leroy (*School of Information Systems and Technology*), with Gianluca De Leo (Old Dominion University) and CGU SISAT students Carol Gonzales, Juliette Gutierrez, and Igho Palmer-Ikuku, was featured in a case study by Microsoft Research: "Mobile Device Uses Images to Help Children with Autism Interact."

The project is also featured in a video that Microsoft Research will bring out this summer.



Joe Maciariello (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) published "Marketing and Innovation in the Drucker Management System" in the special issue of the *Journal of the Academy of Marketing Science: A Tribute to Peter Drucker*, edited by Jenny Darroch.



Dean E. McHenry, Jr. (*School of Politics and Economics*) participated in the February meeting between members of the Board of Directors of the State Bank of India (California) and the State Bank of India (Canada), who were brought to India to meet with the chair and various other officials of SBI to be informed

about the bank's many activities. The State Bank of India is that country's largest bank, with approximately 250,000 employees. As a result of McHenry's work on India, he was invited to join the board of the bank's affiliate in California in 2001, and has served in that capacity since. He visited both Mumbai and Hyderabad, was treated as a maharaja everywhere, and had marvelous access



Anselm Min and Jean Schroedel named new deans

Professor Jean Schroedel was named dean of the School of Politics and Economics (SPE) and Professor Anselm Min was named dean of the School of Religion.

Schroedel (whose appointment was effective May 18), a professor of politics and policy at SPE, came to CGU in 1991 and was given full tenure in 1995. She has served in a variety of administrative positions, including chair of the Department of Politics and Policy, acting dean of SPE, and director of the Applied Women's Studies Program. Her research and teaching interests encompass a wide range of topics, most of which are linked by a common thread: to what extent are the concerns of traditionally under-represented groups addressed by the political system within the United States.

"Over the past several years, SPE has been fortunate in that the school's leaders have all been deeply committed to the mission of educating future scholars and decision-makers and conducting research on some of the most pressing issues of our time," Schroedel said. "I share my predecessors' commitment to providing quality graduate education in an intimate environment, which has become our hallmark.

"I believe that SPE is in a strong position. We brought three new faculty members on board in 2008. Our faculty and students are engaged currently in cutting-edge research, ranging from neuroeconomics to how gender impacts charismatic leadership.

"We also have exciting new initiatives, such as developing models that will allow greater citizen engagement in determining the best ways to provide clean energy to Southern California communities, in the works. And as dean, I am committed to seeing these initiatives through to completion, and look forward to working with the broader SPE community in making SPE an even more vibrant educational environment."

Min's theological interests are in contemporary constructive theology (trinity, christology), theological method, theologies of liberation, Aquinas, religious pluralism, and Asian theologies. He came to CGU in 1991 as a full professor with tenure. His appointment is effective on July 1.

"I hope to do my very best to meet any new challenges facing the School of Religion, with the full participation and cooperation of the faculty, students, and staff of the school," he said.

"Anselm and Jean have been veteran faculty members of CGU, and through years of outstanding work have established themselves as leading scholars in their own fields," said CGU Provost Yi Feng. "They understand the academic rationale, processes, and priorities well. I am looking forward to working closely with them and all other deans in a critical year for CGU, where opportunities and challenges coexist and jointly evolve."

to the bank's leaders, technology center, and training facilities. He extended his stay in Hyderabad in order to continue research on the Telangana separatist movement at the Indian Council for Social Science Research at Osmania University. McHenry presented a paper titled "Institutionalizing the Courts: The Politics of Judicial Behavior in Uganda" at the Western Political Science Association meeting in Vancouver, British Columbia. In addition, he participated as a roundtable member on a panel titled "Interpretive Approaches to Research Design." He also presented a paper titled "The Lok Sabha in Transition: Is Parliamentary Democracy in India Threatened?" at the South Asian Studies Association meeting in Orlando, Florida.



Anselm Min (*School of Religion*) had the following publications: "Between Indigenization and Globalization: Korean Christianity After 1989" in *Falling Walls: The Year 1989/90 as a Turning Point in the History of World Christianity/Einsturzende Mauern. Das Jahr 1989/90 als Epochenjahr in der Geschichte des*

Weltchristentums; and "Migration and Christian Hope: Historical and Eschatological Reflections on Migration" in *Faith on the Move: Toward a Theology of Migration in Asia*. Min also presented several papers: "The Trinity of Aquinas and the Triad of Zhu Xi: Some Comparative Reflections" at the East-West Theological Forum, held at Yonsei University, Seoul, Korea; "Theological Education in the Age of Globalization" at the Conference on Theological Education in a Secular Age at the Claremont School of Theology; "Globalizing Political Theory from the Underside of History" at the 2nd Center for Process Studies Political Theory Colloquium at the Claremont School of Theology; and "Methodological Reflections on Global Theology" at the World Christianity Group, AAR in Chicago.



Hedley Morris (*School of Mathematical Sciences*) had several publications: "A Differential Tree Approach to Price Path-Dependent American Options using Malliavin Calculus" in *IAENG Transactions on Engineering Technologies*, with H. Schellhorn; "Feature based Watermarking" in *Advanced Techniques in*

Multimedia Watermarking: Image, Video and Audio Applications, with Muhi El-dDin and M. Eyadat; and "Barcode Watermarking" in *Proceedings of the Sixth International Conference on Information Technology: New Generations*, with Muhi El-dDin and M. Eyadat. He presented "Interlaced Quantum Qudit Codes," with C. Sabol, at the Fourth Workshop on Theory of Quantum Computation.



David Pagel (*School of Arts and Humanities*) organized "Pictures of Words," a six-artist exhibition that examines the relationship between images and texts, for Galerie Schmidt Maczollek in Cologne, Germany. He wrote catalog essays for Luis Gordillo's exhibition at Marlborough Gallery in New York and Juan

Usle's exhibition at Galeria Soledad Lorenzo in Madrid. He also gave a lecture, "Critics and Citizens," at New York University's Arthur L. Carter Journalism Institute.



Susan J. Paik (*School of Educational Studies*) attended and participated in two national workshops regarding US and international achievement at the American Educational Research Association Conference in San Diego, where she was also invited to participate on the AERA Editorial Advisory Board. Recently, Paik chaired, sponsored, and collaborated with School of Educational Studies' doctoral students in two panels, "Education and the World: International and Multicultural Perspectives" and "Education Matters: Excellence & Effectiveness in Teaching and Learning," at the Minority Mentor Conference.



Roberto Pedace (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) had a reprinting of a previously published paper, "Immigration, Labor Market Mobility, and the Earnings of Native-born Workers: An Occupational Segmentation Approach."

The paper was originally published in the *American Journal of Economics and Sociology*, but was chosen to be included in a recently published volume edited by Michael Reich, professor of economics and director of the Institute for Research on Labor and Employment at the University of California, Berkeley. The volume is entitled *Segmented Labor Markets and Labor Mobility*. The publisher, Edward Elgar, describes the volume as a collection of "the most significant published articles on labor mobility and segmented markets."



Allon Percus (*School of Mathematical Sciences*) published "The peculiar phase structure of random graph bisection" in the *Journal of Mathematical Physics*; "Coloring geographical threshold graphs" in the *Proceedings of the Fifth Workshop on Analytic Algorithmics and Combinatorics* (ANALCO 09); and "On a locally

minimum cost forwarding game" in the Proceedings of the ACM International Workshop on Foundations of Wireless Ad Hoc and Sensor Networking and Computing (FOWANC 2009). He also attended the Second Canadian Discrete and Algorithmic Mathematics Conference (CanaDAM 2009) in Montreal, speaking on "Structure of geographical threshold networks."



William Perez (*School of Educational Studies*) published "Academic Resilience Among Undocumented Latino Students" in the *Hispanic Journal of Behavioral Sciences*, with R. Espinoza, K. Ramos, H. Coronado, and R. Cortes. He presented "Heterogeneity among Latino populations: Insights from the

experiences of undocumented students" at the Annual Educational Research Conference in San Diego, and presented "Academic Resilience and Civic Engagement Among Latino Undocumented Youth" at the Immigrant Paradox Conference at Brown University in Providence, Rhode Island. He also received a grant for *Negotiating Identities: Indigenous Mexican Youth and Achievement in Los Angeles Schools* (2009), as the principal investigator, from the Haynes Foundation for \$20,000.

faculty
achievements

faculty
achievements



Mary Poplin (*School of Educational Studies*) has been an invited lecturer this spring at Dartmouth College; Tufts University; Bryn Mawr College; California State University, Fresno; and Western Washington University, where she has presented on various topics related to her recent book, *Finding Calcutta*,

which is now in its fourth printing and being translated for India and Korea. She has also presented the study of highly effective teachers in low performing schools at the University of South Florida, “The Effective Pathways to Teaching Conference” in Washington DC, Western Washington University, Cerritos College, and Hillsborough County Schools in Tampa, Florida.



J. Mark Porter (*Botany Department*) and his former student, M. Patrick Griffith (*PhD, Botany, 2004*), recently published their work, titled “Phylogeny of Opuntioideae (Cactaceae),” in the *International Journal of Plant Sciences*. This diverse subfamily within the cactus family has significant diversity of form

and habitat with a wide distribution throughout the New World. This work places the geographic origin of the subfamily in west-central South America.



Marc Redfield (*School of Arts and Humanities*) presented “Faces, Traces: Adorno, Kafka, Richter” at the Department of German, Princeton University; “Mistake in Paul de Man” at a colloquium on Paul de Man, University of California, Irvine; and “Aesthetics, Biopower, Modernity: From

Schiller’s *Über die ästhetische Erziehung des Menschen* to Goethe’s *Unterhaltungen deutscher Ausgewanderten*” for a panel at NASSR conference, Duke University.



Sue Robb (*School of Educational Studies*) conducted three separate presentations during the months of February and March. The first was to the faculty at the University of San Diego, and the second to faculty members across the state of Georgia. The final presentation was to California State University

faculty in Southern California. All presentations focused on the IRIS resources and how to infuse the materials offered on the IRIS website into course syllabi and programs.



Vijay Sathe (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) interviewed Nandan Nilekani, chairman of Infosys, one of India’s top software companies, on his new book, *Imagining India*. The interview was conducted before an audience at the Los Angeles Public Library and can be viewed online at <http://tinyurl.com/pfctda>.



Jean Schroedel (*School of Politics and Economics*) participated in a roundtable discussion of comparative political systems at the Massachusetts Institute of Technology called “Globalization and Politics: A Conference in Honor of Suzanne Berger.”



Deb Smith (*School of Educational Studies*) was presented the 2009 Distinguished Graduate Award for her contributions to improving education for students with special needs by the University of Washington, College of Education. The Distinguished Graduate Award was established in 1986 and is awarded annually

to a College of Education graduate of marked distinction. Past recipients have included John Corbally, former president of the MacArthur Foundation, and Harold Morse, promoter of the Educational Television Networks’ *The Learning Channel* and *Ovation – The Arts Channel*.



Gail Thompson (*School of Educational Studies*) was selected to serve on the African American Advisory Committee by the California Department of Education. She also received CGU’s Distinguished Alumna Award. She gave two presentations at the University of Southern California called “Do You See Obama or Do

You See Osama? How Educators Can Help or Harm African American Male Students.” Other presentations by Thompson were: “Up Where We Belong: How You Can Help America’s ‘Stepchildren’ Receive a Better Education” at the Los Angeles Unified School District Annual Gifted and Talented Education Conference; a keynote address called “Expect a Miracle: How Educators Can Help America’s ‘Stepchildren’ Succeed in School and in Life” at Ithaca College (and served as a panelist during a forum for educators); a keynote address called “The Power of One: Choosing to Become a Powerful, Influential, Life-changing Educator of America’s ‘Stepchildren,’” and a two-part presentation, “Up Where We Belong: How You Can Help America’s ‘Stepchildren’ Get a Better K-12 Education,” for teachers, administrators, and support staff of the Elk Grove Unified School District; and a presentation called “A Cry for Help: What Educators and Pre-service Teachers Believe About African American Student Achievement” at the American Educational Research Association’s Annual Meeting. She conducted a three-hour workshop called “Up Where We Belong: How You Can Help America’s Stepchildren” for teachers, staff, and administrators at Saint Francis Catholic High School in Mountain View, California. Thompson also reviewed reading materials for elementary school students that were developed by Millmark Education for its Concept Links literacy series.



Tom Willett (*School of Politics and Economics*) published a paper, with alums Jie Lie of the Central University of Finance and Economics in Beijing and Ozan Sula of Western Washington University, developing a new theory of the demand for international reserves in *China and Asia Economic and Financial Interactions*. Willett

and SPE Professor Art Denzau coauthored two papers, with a group of current and former SPE students, on the measurement of political strength and of capital controls in a recent book on *The Design and Use of Political Economy Indicators*, coedited by SPE alum King Banaian (*PhD, Economics, 1986*) of St. Cloud State University. A study on Asian monetary cooperation, with recent grad Orawan Permpoon of the Foreign Ministry of Thailand and current dissertation student Lalana Srisorn, was presented at a conference on *Asian Economic Integration* in Singapore. Alum Nephil Maskay of the Central Bank of Nepal also presented a paper at this conference. At the recent national meetings of the European Union Studies Association, Srisorn and fellow dissertation student Nan Zhang each presented papers coauthored with Willett at a special session on the implications of European experience for Asia. A number of current and former students presented papers at sessions organized by Willett at the annual meetings of the Asia Pacific Economics Association and the Western Economics Association.



Carol A. Wilson (*Botany Department*) had her paper, coauthored with CGU Assistant Research Professor of Botany Clyde Calvin, on epiparasitism (parasitic plants that grow on parasitic plants) titled “Epiparasitism in *Phoradendron durangense* and *P. falcatum* (Viscaceae)” published in *Aliso: a journal of*

taxonomic and evolutionary botany. Their work with this largest plant genus of mistletoes reveals the harmonious appearance of the union is the result of the epiparasite entirely replacing the tissue of its parasitic host.

NEW FACULTY

Allon Percus

*Associate Professor and Avery Fellow, School of Mathematical Sciences
PhD, Université Paris-Sud, Orsay*



Why CGU? The quality of the mathematics community, and the new Claremont Center for the Mathematical Sciences, led by CGU. The Claremont Colleges have an excellent reputation in mathematics. The emergence of a unified Claremont community of mathematical sciences, together with the interdisciplinary strengths of CGU, offered an exciting opportunity for me.

Teaches: Primarily, mathematics with applications in computational and physical sciences. Much of what I teach involves using the techniques of probability and combinatorics, or the mathematics of counting, to make computing more efficient.

Teaching style: Very interactive. I like to work closely with my students. Research seminars are my preferred mode of teaching, since I believe that people learn the most by doing.

Research: My research focuses on an area where mathematics, computer science, and physics meet: the use of physical models to study how computers can solve mathematical optimization problems, such as efficient communication on networks. These physical models also help us understand how different parts of a network interact with each other, which has become a topic of interest in scholarly fields extending to the social sciences and humanities.

Favorite book in his field: It’s terribly immodest to mention my own edited volume, *Computational Complexity and Statistical Physics*, but the main reason my coeditors and I undertook that project was that we weren’t satisfied with the other books that were out there. The research area is still quite new, though, so within the coming years I expect some excellent books will appear.

Inspiration: Understanding something new, and enabling others to understand something new.

Interests: Most of all, my family: my wife Karen Meyer-Roux, who is an art historian; and my two young children, four-year-old Alex and nine-month-old Clara.

Arts and Humanities



Thadd Blizzard, MA, *English*, 1979, was appointed to the Sacramento County Superior Court by California Governor Arnold Schwarzenegger in March 2009. Blizzard holds master's degrees from CGU, Columbia University, and New York University, and received his juris doctorate from the University of the Pacific McGeorge School of Law. He has been with the firm of Weintraub, Genshlea, Chediak since 1997.

Laura Behling, MA, *English*, 1992; PhD, *English*, 1997, recently published the monograph, *Gross Anatomies: Fictions of the Physical in American Literature* (Susquehanna UP, 2008). Behling is an associate professor and chair of the English Department at Gustavus Adolphus College in Minnesota.



Cathy Breslaw, MFA, 2006, held three solo exhibitions in the spring of 2009. The first was *Tapestries of Light* in the Stevenson Union Gallery at Southern Oregon University; the second was in Binghamton, New York at the Earlville Art Center and Opera House, and was entitled *Recent Discoveries*; and the final exhibition was *Weightless* in Las Vegas, Nevada at the Charleston Heights Art Center.

Jane Castillo, MFA, 1999, was awarded a 2009 City of Los Angeles individual artist fellowship, and exhibited new work as a fulfillment of the grant at the Municipal Gallery in Los Angeles from May 14 through July 12. The fellowships are awarded by the Department of Cultural Affairs to 15 exemplary mid-career artists, and are part of a nationally recognized program.



Barbara Edelstein, MFA, 1984, held a public art event, "HongKou Stones," sponsored by the Zendai Museum of Modern Art in Shanghai, China, as part of the museum's year-long, 2008 public arts and culture program *Intrude: Art & Life 366*.

The interactive project was inspired by the mix of cultures Edelstein experiences as a Jewish woman married to a Chinese man, and addressed the convergence of cultures that resulted from the influx of Jewish refugees who fled the Nazis in the 1930s and 1940s and ended up in Shanghai.



James Hueter, MFA, 1951, had a 60-year retrospective show at the Claremont Museum of Art. The exhibition's curator selected 109 works – composed of paintings, drawings, sculptures, and sculpture/paintings – made

from 1946 to 2008. The retrospective showed a clear development from conservative works to sculpture/paintings with illusions of depth and architecture.

Andres Janacua, MFA, 2007, was part of a juried group exhibition at the Los Angeles Contemporary Exhibitions (LACE) from October 9 through November 16, 2008. The exhibition, entitled *LA25 Half-Life*, featured new work from 25 emerging Los Angeles artists, and featured works ranging from photography, sculpture, painting, and drawing to mixed media.

Cynthia Madrigal, MFA, 2007, had her photography work featured in a juried group exhibition at the Torrance Art Museum in the winter of 2008. The show, *Novella*, was dedicated to shameless sentiment, willful displays of melodrama, and the role of emotion in contemporary art.

Mark Stevens, PhD, *History*, 1995, published his fifth article in the *Journal of the Gilded Age and Progressive Era* in January 2009. The article was entitled "The Enigma of Meyer Lissner: Los Angeles's Reform Boss," and discussed current scholarship on the fine line established between reformers and urban bosses.

Behavioral and Organizational Sciences

Todd Blickenstaff, MA, *Psychology*, 1999, works for Toyota, planning the next generation of multimedia systems for Lexus and Toyota vehicles. Blickenstaff analyzes data from sources such as JD Power to determine the features that customers want, price points, and which systems should be placed in certain models.

Erin O'Brien, MA, *Psychology*, 2008, accepted a position as a health and research coordinator for Daytop Village in New York City. Daytop Village is a nonprofit substance abuse organization whose facilities offer residential and outpatient treatment for adolescents, adults, and their family members. O'Brien conducts internal program evaluations in addition to applying for grants, assisting the medical director in writing a book chapter on substance abuse to be used as a handbook for clinicians, and coordinating data collection for a National Institute of Drug Abuse-funded study that seeks to compare therapeutic communities that treat substance abuse in the US, China, and Malaysia.

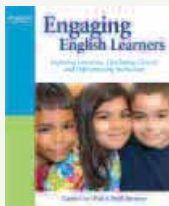
Mark Runco, MA, *Psychology*, 1981; PhD, *Psychology*, 1984, was welcomed as the new E. Paul Torrance Professor of Creative Studies and Gifted Education by the University of Georgia College of Education in March 2009. Runco, a nationally recognized creativity researcher, will serve as senior scholar for UGA's Gifted and Creative Education Program and executive director of the Torrance Center for Creativity and Talent Development, based on the College of Education's department of educational psychology and instructional technology, which has a global reputation in the field.

Douglas Wiegand, PhD, *History*, 1995, is a senior research associate in the Center for Truck and Bus Safety at the Virginia Tech Transportation Institute (VTTI). VTTI specializes in using a naturalistic driving methodology, where participants drive instrumented vehicles that collect data continuously. Wiegand and his colleagues look for "safety-critical events," such as hard braking, swerving, and close time-to-collision. The video of the drivers can then be used to determine what the contributing factors are to crashes and near-crashes.

alumni booknotes



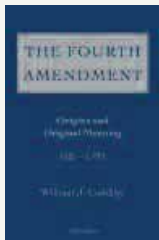
Voices From Shanghai: Jewish Exiles in Wartime China University of Chicago Press, 2008 **Irene Eber, editor and translator** *PhD, Asian Studies, 1966* When Hitler came to power and the German army began to sweep through Europe, almost 20,000 Jewish refugees fled to Shanghai. A remarkable collection of the letters, diary entries, poems, and short stories composed by these refugees in the years after they landed in China, *Voices From Shanghai* fills a gap in our historical understanding of what happened to so many Jews who were forced to board the first ship bound for anywhere.



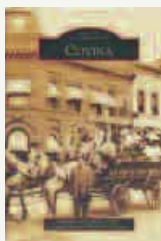
Engaging English Learners: Exploring Literature, Developing Literacy, and Differentiating Instruction Prentice Hall, 2008 **Paul Boyd-Batstone** *PhD, Education, 1999* and **Carole Cox** Boyd-Batstone and Cox's latest publication presents teachers with a charming recital of the conversations and advice that are sure to engage every learner in active roles to glean meaning from texts. *Engaging English Learners* highlights the use of reader-response theory in classrooms and uncovers how it can affect literacy learning and second language acquisition. This book is a testament to the authors' philosophical approach, and illustrates how student-centered instruction using literature can differentiate the educational process for English learners, engaging them in purposeful reading and writing.



Dee-Dee Does Utopia Marquand Books, 2008 **Deborah Faye Lawrence** *MFA, 1982* What does utopia look like to you? Prompted by her own dismay at recent political events, in 2004 Seattle artist Deborah Lawrence conducted a survey to find out. The result is this book, an eclectic series of 26 meticulously crafted, mixed-media collages that depict utopia, combining elements of the survey results with historical and literary utopian models. The full-color imagery links many notions of idealized environments – from the natural to the fabricated – layered in surprising formations and integrated with text, evoking medieval illuminated manuscripts.



The Fourth Amendment: Origins and Original Meaning 206-1791 Oxford University Press, 2009 **William J. Cuddihy** *PhD, History, 1990* This book tells the full story of the complex lineage of the Fourth Amendment, the portion of the Bill of Rights which protects against unreasonable search and seizure and is one of the most controversial and frequently adjudicated provisions in constitutional law. Cuddihy traces the origins of this amendment from its intellectual roots in England and its ratification process in America. Given the long list of controversial surveillance measures used by the government in post-9/11 America, including the Patriot Act and the NSA wiretapping program, *The Fourth Amendment* is particularly relevant to current issues. Although never before published, this manuscript has been widely cited in journal articles and judicial opinions, including by former Supreme Court Justice Sandra Day O'Connor, who called it "one of the most exhaustive analyses of the original meaning of the Fourth Amendment ever undertaken."



Images of America: Covina Arcadia Publishing, 2007 **Barbara Ann Hall** *MA, Education, 1973; PhD, Education, 1990* One of the newest additions to the *Images of America* series, *Covina* presents a pictorial that covers 165 years of the California area's history through the use of many rare and unpublished photographs accompanied by detailed captions from local historian Barbara Hall.



(L-R) alums Deborah Lawrence (MFA, 1982), Lynn Shaw (PhD, Education, 2001), and Dawn Arrowsmith (MFA, 1982)

Roland Reiss and his paintings "Paradisus" (left) and "Fleurs du Mal II"

alumni events

College Art Association 2009

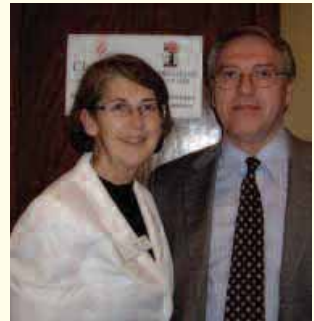
More than 100 alumni, students, and faculty of Claremont Graduate University gathered in Los Angeles at the Brewery, the world's largest live/work arts colony, on February 27 for a reception during the 2009 College Art Association conference. Among the guests were former CGU Art Department chair Roland Reiss, who was honored at this year's CAA conference with a Distinguished Teaching of Art award. For the third year alumni and students submitted artwork for a digital exhibition, which was projected onto a screen in Barbara's Restaurant at the Brewery. In addition Reiss opened his penthouse home and studio at the Brewery to CGU guests. Because of the close proximity to CGU's campus, we were fortunate to welcome a record number of students to this third annual CAA celebration.

AERA 2009

At this year's AERA Annual Meeting in San Diego on April 14, over 150 graduates, current students, faculty, and staff of CGU and San Diego State University (SDSU) enjoyed a reception celebrating the 30th anniversary of the schools' joint doctoral program in education. Dean of CGU's School of Educational Studies, Margaret Grogan, and Ric Hovda, dean and professor at SDSU's College of Education, welcomed the crowd and were joined in their remarks by Marjorie (Peggy) Hawley (PhD, Education, 1968), who was the founding director of the program, and Rafaela Santa Cruz, the program's current director. As with the CAA conference earlier in the year, the Southern California location allowed nearly 50 current students to attend this event.

Marjorie (Peggy) Hawley (left) and CGU student Kiriko Komura

Dean Margaret Grogan and her husband, Michael Wahlster



In Memoriam

Sidney M. Bernard, MFA, 1978

Susan Clare DeRyke, MA, Psychology, 1988

John Holcombe, PhD, Government, 1972

John C. McMillan, MA, Mathematics, 1956

Marianne B. Nardella, Former Student, Music

Verne Orr, Jr., PhD, Politics and Policy, 2005

Heon Young Park, PhD, Economics, 1988

Ralph H. Robinson, MA, Government, 1968

2009 Alumni Award Recipients Honored at Commencement

The Office of Alumni Services congratulates the recipients of this year's alumni awards, who were honored during the university's commencement ceremony.



William A. Cohen, who in 1979 became the first PhD graduate of the Drucker School, is an author and academic leader who has been president of two private universities, and department chairman and institute director at a public university. His 2007 book, *A Class with Drucker: The Lost Lessons of the World's Greatest Management Teacher*, recounts the ideas and teachings that were offered to Drucker's students in the classroom and informal settings.



Gail L. Thompson, who earned her MA and PhD in education from CGU, is now a professor of education in the School of Educational Studies. She has written four books and cowritten a fifth. Her latest is 2007's *Up Where We Belong: Helping African American and Latino Students Rise in School and Life*, which explored the disparity between how teachers and students view their experience of school, and uncovered many of the reasons for low achievement, as well as apathy and frustration, of students.

Drucker

Joseph Bradley, *EMBA, 1995; PhD, Executive Management, 2004*, is now an assistant professor at the University of Idaho. He had an article based on his dissertation published in the *International Journal of Accounting Information Systems* in September 2008 titled "Management Based Critical Success Factors in the Implementation of Enterprise Resource Planning Systems."

Douglas Kindred, *EMBA, 1987*, is serving a two-year term as the board chair for SCORE "Counselors to America's Small Business." This national organization offers confidential mentoring and reasonably priced training programs to serve the unique needs of entrepreneurs. Kindred has been a SCORE volunteer since 1994, and has been a successful entrepreneur for 20 years.

Jerome Zamos, *EMBA, 1988*, was the recipient of the 2008 CRA Panther Award from the California Reinvestment Coalition for Outstanding Efforts to Protect Social and Economic Rights in the Los Angeles Region. Zamos is an attorney in Woodland Hills, California.

Educational Studies

LaMesha Carter, *PhD, Education, 2006*, is the program manager for the Med-COR program at the University of Southern California. The Med-COR program seeks to increase the pool of high school students of color committed to the pursuit of health professional careers, and to develop a larger pool of disadvantaged students who are competitive in the admissions process. Carter studied the math and science pipeline program as part of her dissertation.

Lynne Kennedy, *PhD, Education, 2004*, became the superintendent of the Banning Unified School District in California in May 2008. Kennedy was previously associate superintendent of the school district in Baldwin Park, California, and has been a math teacher in addition to a school administrator. One of her goals is to develop a strategic plan with help from district leaders, and to strengthen Banning's secondary program.

Kathleen Ross, *PhD, Education, 1979*, announced that she will step down as president of Heritage University as soon as a successor is appointed. Ross is the founding president of the private institution, which was founded to serve the Yakima nation and Latino farm workers in the Yakima valley of Washington state. Ross is a Roman Catholic nun, and a 1997 recipient of the MacArthur Foundation "genius grant," which she used to give money to students through scholarships and other programs. She will head the university's new national institute, dedicated to improving the success of first-generation college students.

Politics and Economics

Linda Bandov, *MA, Politics, Economics, and Business, 2005*, joined Live Nation as their senior vice president, Investor Relations. Live Nation is dedicated to maximizing the live concert experience, which they do by producing, marketing, and selling live concerts for artists via their global concert pipeline.

J. David Glyer, *MA, Economics, 1976; PhD, Economics, 1990*, won the American Agricultural Economics Association's Award for Professional Excellence for Publication of Enduring Quality. The award was given for a paper published in *Nature* in May 1990: "Global Climate Change and United States Agriculture." Glyer is currently a senior economist at Laurits R. Christiansen Associates, Inc. in Madison, Wisconsin, after nearly 20 years of teaching at Oregon State University and the University of Colorado, Denver.

Earl (Tim) Sullivan, *PhD, Government, 1970*, has stepped down as provost of the American University in Cairo (AUC). He served as provost from 1998 to 2008, during which time AUC planned and built a new, \$400 million campus in New Cairo. Prior to serving as provost, he taught political science at AUC for 25 years. Sullivan has also taught at the University of California, Los Angeles; the University of Portland; and the University of Utah. He is now serving as senior advisor to the president of AUC and enjoying a final sabbatical leave while working on a book, due to be published by Westview in 2010.

Darius Udrys, *MA, Politics, 2000; PhD, Politics and Policy, 2006*, accepted a new position with his employer, the Center for Civic Education, as development manager. Udrys will serve as principal development officer with the goal of working with the center's executive leadership to increase and diversify its funding base. His previous position was as program manager for Europe, Eurasia and Development in the center's international department. The Center for Civic Education promotes education for democracy in the US and more than 65 other countries.

Nancy Watkins, *MA, Public Policy, 1994*, was elected to the Commission on Teacher Credentialing's Committee on Accreditation (COA) for 2008-2009. The COA is a statutory committee charged with deciding the initial and continuing accreditation of educator preparation programs. Watkins is a science teacher at Valencia High School in Fullerton, California, and has 21 years of experience in the classroom.

Religion

John McDaniel, *PhD, Religion, 1978*, was the recipient of the Willis T. Holmes Distinguished Professor of Religion at Hendrix College in Arizona. McDaniel also serves as the director of the Steel Center for the Study of Religion and Philosophy, and is the author of six books, along with having published over 30 articles.

Kathleen Oxx, *MA, Religion, 2002; PhD, Religion, 2006*, took a tenure-track position in Religious Studies at McDaniel College in Maryland. Oxx was recently elected president of the Mid-Atlantic region of the American Academy of Religion. She has forthcoming publications in a number of journals, including *American Catholic Studies* and the *Almanack: A Journal of Religion and Popular Culture*, and a chapter in a volume celebrating the 200th anniversary of the diocese (now archdiocese) of Philadelphia.

To submit an alumnote go to <http://alumnicommunity.cgu.edu/submitalumnote>. Your ID is the five-digit number on the mailing label of this magazine.

alumni
webnotes



Inga James helps those who feel helpless

While running a child-abuse prevention program with a staff of 50 in Hawaii, Inga James began wondering how her staff interacted with each other, and what it was that made some individuals work better with others. This led to larger questions about cultural and ethnic identities; these questions led her to CGU.

James, who graduated from CGU's School of Behavioral and Organizational Sciences (SBOS) with a PhD in organizational psychology in 2003, came to Claremont to learn the ways diverse groups of people interact and communicate. This focus on diversity led her to a new career: assisting crime victims and organizations that promote victims' rights. The connection isn't obvious, until one realizes the diversity of victims' experiences.

"Because people have different experiences, recoveries are different," said James, explaining her consulting work with a victims' assistance program, where she provided research and

management development services to victim advocates, providing assistance to victims of crime as they moved through the court system. "I was doing research about victim recovery and how the recovery process may or may not contribute to their long-term health."

James wanted to learn how victims of assault recover differently than those of car theft, or a family member of a homicide, and so on. To do this, she conducted focus groups and interviews to understand what path of recovery each individual takes. She used this information to create administrative tools and models, delineating the concerns and needs for each subset of victim. "If you have someone who has literally been traumatized, the outcome will be a slower process than another victim who hasn't had that experience," James explained. "Victims of car theft may just experience safety issues, and not emotional issues. Victims of sexual assault need to feel safe. They need to feel their privacy will be respected. Later phases grow into concerns for mental health."

Currently, James is working for the US Department of Justice's Office of Victims of Crime (OVC). She attends conferences to promote victims' rights, keeps track of judicial decisions, and helps develop ways to improve OVC. Part of this is a push to ensure states enforce victims' rights, such as the right to be notified when a hearing is scheduled, the right to privacy, and the right to protection. As James explained, "Criminals have rights. If a criminal's rights are violated, an attorney can appeal. Victims of crime have been treated by the court as unimportant, or only as a witness."

OVC also provides funding to 11 different nonprofits that provide the costs for lawyers to represent victims. James works with these groups, advising them on the recovery process for victims, whom the groups' lawyers work with very closely. She also provides evaluation and program development consultation to programs working with victims.

James credits CGU – and in particular a class taught by SBOS Dean Stewart Donaldson – for helping her learn the nonprofit and organizational skills that are so vital to this work. "Even if I don't do analysis ever again, I gained the knowledge on how to critically analyze results because of the statistics I learned there," she said.

Joel Scott Davis hits the big time in the Big Apple

How do you get to Carnegie Hall? Ask Joel Scott Davis. He knows the way.

Davis, a masters student in music, recently had an original work of his performed at the famed Carnegie Hall in New York City. *Songs About God*, a chamber piece written for low voice and piano, was performed by (and is dedicated to) Kathryn Fouse and G. William Bugg, previous professors of Davis' at Samford University, where he was an undergraduate. Fouse and Bugg (who've both performed at Carnegie Hall before) commissioned the work in January just for the occasion, which was a tremendous success.

Davis says: "Being in the audience that night gave me a strong feeling of accomplishment. I felt a part of a great American tradition of music-making."

Having deep roots in the South, and fueled by a bout of homesickness, Davis sought inspiration from the Fugitive Poets, an influential literary group situated in Tennessee around the 1920s. In the book stacks of the Honnold/Mudd Library he came across "an old, dusty, brown volume titled *Poems About God*, by John Crowe Ransom." This collection of Ransom's early work explores the poet's complicated relationship with his faith. This was particularly provoking to Davis, who has also been wrestling with his own complicated relationship to "the checkered past," as he calls it, of the South.

Over the next nine months Davis juggled the demands of life, schoolwork, and the pursuit of a piece worthy of its venue. What he came up with is a powerful rumination on the search for glimpses of meaning in an indifferent world. *Songs About God* is an evocative score in five movements set to selections of Ransom's work.



Like any major accomplishment, *Songs About God* benefited from the guidance of others, and Davis is eager to credit his professors at Samford University as well as the CGU Music Department's Peter Boyer and Edward Zeff for their wisdom, advice, and training. The work was also written in memory of Davis's grandfather, Joseph Gage Acee (1906-1996) – a Southern author, World War II veteran, and man of faith.

Although *Songs About God* isn't lined up for any West Coast performances (yet), there is a strong chance that a recital of his setting of John Donne's "A Lecture Upon the Shadow" may be performed in Claremont.

To listen to *Songs About God*, or other of Davis' pieces, visit his website, *The Song You've Always Known*, at www.songalwaysknown.blogspot.com.

Stuart Oskamp



From an early age, Stuart Oskamp identified with the underdog and the disadvantaged. It's no surprise then that the emeritus CGU professor settled on a career in which he not only did well, but did good – and continues doing good well into retirement.

There are several aspects of Oskamp's youth and upbringing that helped inspire his research. He grew up during the Great Depression, when most Americans were fighting to stay above water financially. In high school he was active in church youth groups where racial equality was a strong value. However, he witnessed racial bigotry first-hand at a weekend church conference in Peoria, Illinois, when he and a black friend went for breakfast at the local bus station café. They were denied a table, and instead told they could get a plate at the kitchen's back door – a shocking experience in the supposedly integrated North. In college, Oskamp spent a semester as an exchange student at Hampton Institute, a black college in Virginia, where he became even more aware of the ravages caused by racial segregation.

When he graduated from college, the Korean War had begun, and classmates were being drafted even in the middle of a school semester and sent to the frontlines. To avoid that fate, and to "see the world," Oskamp volunteered for the Navy and spent two tours of duty as an officer on a destroyer operating around Korea, Japan, Okinawa, Taiwan, and Hong Kong. There he witnessed the futility of modern warfare, which later became one theme in his career as a research psychologist.

After his naval service, Oskamp entered Stanford University for his graduate studies and earned a PhD in clinical and social psychology. After graduating in 1960, he joined the faculty of the Claremont Graduate School. Like the rest of the world, Oskamp soon became alarmed by the fear of nuclear annihilation during the Cuban Missile Crisis, which overnight made mutually assured destruction a frightening possibility. While Americans braced for nuclear fallout, Oskamp wondered what he could contribute to avoiding such crises.

"I felt social psychology should have relevant information about ways of avoiding or resolving conflict, particularly intense international disputes that threatened nuclear disaster," he said.

To better understand the actions that led to nuclear brinkmanship, Oskamp conducted research on international attitudes and double



standards. To gauge how people judge their own and rival countries, he identified 50 comparable actions taken by both the United States and the Soviet Union, then polled Americans to see how they judged these actions. In general, Americans would see an action taken by the American government in a far more positive light than the same action taken by the Soviet Union. The only type of exception was national setbacks – such as one’s spy being caught – which were evaluated much more unfavorably when they happened to one’s own country than to an enemy nation.

Oskamp also conducted several years of research on processes of cooperation versus competition. In particular, he studied situations in which participants could cooperate or compete with a partner. As in many real-world situations, the most beneficial joint outcome occurred when both participants were cooperative, but the most beneficial individual outcome went to one who was competitive while the other acted cooperatively. Such situations raise the question of how it is possible to get both participants to cooperate. Oskamp conducted many experiments that introduced differing incentives to induce cooperation, and much game research of this sort still continues. With the current number of intense international conflicts, he’s not surprised.

“Israel versus the Palestinians may become the flashpoint for an international conflagration. With India and Pakistan, and Iran and North Korea, all pursuing the development of nuclear weapons, their conflicts may drastically affect the whole world, so the issue of competition versus cooperation is certainly crucial,” Oskamp said. “An important psychological concept is that, to back away from such an abyss, small steps need to be taken by each side – not unilateral disarmament, but small steps that help ease tensions. One side should start, and then the other side needs to take a small step. Unfortunately, the politicians and the public-at-large often don’t realize the dangers of escalation nor see the advantages of ratcheting down.”

Throughout the 1980s, much of Oskamp’s research turned to the environment. One of his first projects was a study that showed energy conservation projects run by the utility companies in California were “half-hearted, weak, trivial, or even counter-productive.” Later in the decade he published a handbook chapter on managing environmental resources, which highlighted the finding that it is far more effective to focus on reducing high-impact, single-occasion behaviors, such as purchasing energy efficient cars or adding extra insulation to one’s home, rather than changing ingrained repetitive habits, such as turning down thermostats or turning off unnecessary lights.

Around this time, Oskamp also founded the Claremont Symposium on Applied Social Psychology, a yearly conference that has for 26 years brought many of the most eminent applied psychologists in the world to Claremont. In addition to the gathering itself, a research volume is published each year based on the theme of that year’s conference.

“Most of us around the world in social psychology know about CGU because of this conference,” said Michael Hogg, a professor of social psychology in the School of Behavioral and Organizational Sciences (SBOS) who had previously worked in Australia, and ended up running the conference himself in 2008.

“When we started, the symposium was a one-shot event,” said Oskamp. “But it was so successful that we said let’s do it next year; and then we

started publishing annual volumes. I’m delighted it’s become such a tremendous offering to the field.”

Though he’s been an emeritus professor since 2000, Oskamp still lives in Claremont and continues contributing to the success of CGU. Since his retirement, he has contributed initial funding for the endowed Stuart Oskamp Chair – currently held by Professor William Crano – and earlier he had established a graduate fellowship, both in SBOS.

With these 40-plus years dedicated to mitigating international conflict and protecting the planet; teaching and mentoring students; as well as authoring or editing 25 books, Oskamp has done very well, and far more good than most. For these achievements, in 2009 he was awarded the Gold Medal for Life Achievement in the Application of Psychology by the American Psychological Foundation.

“The Life Achievement award from professional colleagues across the nation is wonderful recognition of the enduring contributions of Professor Stuart Oskamp to his profession,” said SBOS Professor Dale Berger, who has been Oskamp’s colleague at CGU since 1970. “We are fortunate to claim him as one of our own.”



Oskamp in a photo taken while he was serving in the Navy.



Claremont Graduate University
150 East Tenth Street
Claremont, CA 91711
www.cgu.edu

Non-Profit Org.
U.S. Postage
PAID
Claremont, CA
91711
Permit No. 38

Give Green

And no, we don't mean actual cash. Make your gift to the Claremont Graduate University Annual Fund online this year. Not only will you be helping us reduce our carbon footprint and processing costs, your gift will have an immediate impact for your school. It's safe, convenient, and completely secure.

The Claremont Graduate University Annual Fund supports the university's most critical needs including student fellowships, faculty recruitment and research, and technology and facility enhancements. You can designate your gift to the school of your choice or to the university's highest annual priority, the Annual Fund. Thank you for your investment in the future of your school.

Make your gift today!

www.cgu.edu/giving
The Claremont Graduate University Annual Fund
165 E. Tenth Street, Claremont, CA 91711, (909) 621-8027

