Claremont Graduate University’s physical space is well developed and is recognized internationally for its rigor, transmission of knowledge, and intellectual space. The physical space of our campus is barely identifiable and is fragmented, patchy, and interspersed by parking lots and streets. It lacks formal entrances and edges, has no characteristic style of architecture or vegetation, and is hard against the neighborhoods of Claremont on one side and the Scripps College walls of demarcation on the other. This result is not at all surprising for a campus whose original space was parcelated, adjusted, and claimed for three-quarters of a century by the needs of the other Claremont Colleges and Claremont University Center. This is part of the legacy we inherit from having graduate education treated as a central service in Claremont. But all of that ended last year with the corporate reorganization that separated Claremont Graduate University from central programs and services and created Claremont University Consortium to manage the affairs of the colleges. Consequently, it is now time to change the results of historical circumstances that have governed CGU’s access to and use of the space. The time has come for Claremont Graduate University to create a physical place to match the beauty, rigor, and eminence of the intellectual space it has created.

This end, I have charged Vice President William Everhart and a committee of faculty, staff, and students to develop a long-range master plan for Claremont Graduate University campus. We have retained the architectural firm of A.C. Martin Partners, Inc. to assist this group. Over the past year, the assembled team has been working diligently to develop the master plan, and the results are now ready for public review and comment. These plans will help CGU take another step forward as a graduate university of national distinction.

As we move through this endeavor, I remain deeply influenced by James A. Blaisdell’s reflections on his work from 1910 to 1912 to define the campus of Pomona College. In his autobiography, he wrote:

“...in all these undertakings it seemed to me most important not to meet the present needs but to so meet them as to enable indefinitely enlarging future.”

These words describe our task today. I look forward to sharing the ideas and plans we have to define a space of place at Claremont Graduate University that allows for an indefinitely enlarging future.

Steadman Upham
President

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Contents
Bullying and intimidation are behaviors we as adults often consider part of the childhood “bullying” ritual. Kids at one point or another get bullied and then they get past the experience to become well-adjusted adults.

Or do they? The 1980 film My Bodyguard is a great example of our belief in a happy ending to the childhood “ritual” of bullying. In it, a high school geek hires a schoolyard tough guy to be his bodyguard after repeatedly being teased by a bully. That movie allows us to cheer the triumph of the geeks over the bullies. However, the effects of bullying and intimidation during the “most care-free time of our lives” are not the stuff that movies are made of, but are causes for concern. In many cases, bullying and intimidation are the first step to long-term problem behavior such as bullying and anxiety, and in some cases, lead to extreme violence such as mass homicide, as we witnessed in the Columbine and Sandy Hook school massacres.

As a drug prevention researcher focusing on the adolescent population, I don’t too far afield for me to do a program evaluation on a crime and violence prevention program, since problem behavior is often associated with excessive drug use. Along with several other students and colleagues, I agreed to perform an evaluation of “The Peace Campaign.”

The Peace Campaign is a response to a growing situation in which school-age kids of the Highland Park area are not only being bullied and intimidated into giving up material goods and property, but are also being “jumped” or forced into early gang membership and violence. During the course of the evaluation, we discovered that many students are afraid to attend school for fear of being bullied in hallways and hallways as well as on the playground at recess. The collaborative program, which includes the school, parents, a local community center, the Los Angeles Police Department (LAPD), and other community members, was set up to provide services that focus on both the bullying and intimidation and the associated crime and violence. Part of the problem is rooted in culture, part in economics, and part in community. But all are rooted in the fact that life is generally more challenging now in the twenty-first century than ever before.

We found that increasing daily communication and improving communication skills between kids and parents seemed to be the problem. The increase in communication seemed to not only help kids to develop strategies that could keep them safe from bullying, but also helped to known the use of bullying techniques by those who bully. Perhaps our most intriguing and hopeful finding was what a community could accomplish when working together—kids felt they had outlets and support from many sources, not just one.

Not every aspect of the program worked. We found that bureaucracy often hinders the effectiveness of many well-intentioned and well-designed programs. But we also found that bullying and intimidation is not singularly a family issue or a school issue. It is a community issue and needs to be approached from that angle. With a community collaborative approach we can protect our children from a life of violence.

Katrina Bledsoe is a Ph.D. student in psychology at CGU.
Million-Dollar Dream

Linus Ikyurav is one of 10 children whose parents were farmers in a small African village. He came to Claremont Graduate University in 1998 from Nigeria, a country embroiled in political turmoil, caught between a military regime and a pro-democracy movement. Byurav returned to Nigeria and shortly after, fled to Scotland, seeking a life greater than what was available to her in her native land. Though she had no money and a limited education, she always had a dream. She worked two jobs, married, helped build a successful business, accumulated wealth, and became a philanthropist. Though she had achieved many things in her life, this was the moment when one of her biggest dreams was about to be realized.

Millin donated one recent dollar to Claremont Graduate University to create an award called “Dream and Believe.” The first recipient of the award was a woman who had nurtured a dream for many years. Trustee Pamela M. Millin had a passion to make a real difference in someone’s life through the power of education. As a young girl, Millin had emigrated from Scotland, seeking a life greater than what was available to her in her native land. Though she had no money and a limited education, she always had a dream. She worked two jobs, married, helped build a successful business, accumulated wealth, and became a philanthropist. Though she had achieved many things in her life, this was the moment when one of her biggest dreams was about to be realized.

The inauspicious morning saw a dream that was to change millions. Trustee Pamela M. Millin had a dream that was to change millions. As she quickly leaped through the program she noticed an award called “Dream and Believe.” In the audience that morning was a young woman who had nurtured a dream for many years. Trustee Pamela M. Millin had a passion to make a real difference in someone’s life through the power of education. As a young girl, Millin had emigrated from Scotland, seeking a life greater than what was available to her in her native land. Though she had no money and a limited education, she always had a dream. She worked two jobs, married, helped build a successful business, accumulated wealth, and became a philanthropist. Though she had achieved many things in her life, this was the moment when one of her biggest dreams was about to be realized.

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Three New Members Elected to Board

Three new members, including one alumnus, have joined Claremont Graduate University’s Board of Trustees. As the governing board of the institution, it deals with academic, administrative, and fiscal matters. The 42-member board is national in composition and represents most major sectors of the society and economy. The members are elected to three-year terms.

Deborah Anders is Region President for Verizon Communications, Inc. in California. She oversees all wireless, data, long-distance, and other services provided in the region by the nation’s largest telecommunications company. Anders began her career with GTE in 1972, moving up through the ranks of sales, marketing, and operations to become president of GTE Data Services International. Before assuming her present post, from the regional headquarters in Thousand Oaks, Anders leads a workforce of 12,000 with estimated sales of $3 billion. Anders holds a bachelor’s degree in economics from the University of South Florida. She is a member of the Los Angeles Area Chamber of Commerce and the Economic Development Collaborative of Ventura County.

Roger W. Johnson is president of R.W. Johnson Associates, a business consulting firm based in Costa Mesa. He is also a regent lecturer at the University of California, Irvine. Previously, Johnson served as Administrator of the U.S. General Services Administration under President Clinton. Prior to this, he was chairman/CEO of Western Digital Corporation, where he turned the Irvine-based disc-drive manufacturer into a Fortune 500 company and an international leader in the industry. Johnson has served on the boards of directors for many high-technology companies in addition to serving as a trustee of UC Irvine, the Orange County Performing Arts Center, and the Pacific Symphony Orchestra. Johnson holds a bachelor of business administration degree from Clarkson University and an M.B.A. from the University of Massachusetts.

Stephen Rountree, a Drucker School alumnus, is executive vice president and chief operating officer for the J. Paul Getty Trust in Los Angeles. Rountree oversees business, business and plant operations, information technology, human resources, and general administration for the $8 billion foundation. The trust not only funds and operates the J. Paul Getty Museum but also funds other arts and museum-related projects in Southern California and internationally. Actively in educational, arts, and humanitarian organizations, Rountree serves on boards or advisory panels for Oberlin College, UCLA Medical Center, the Los Angeles Philharmonic Orchestra, Walt Disney Concert Hall, the Center for Governmental Studies, and Architecture L.A. He is coauthor of Making Architecture: The Getty Center, and The Getty Center Design Process. Rountree received an M.A. from the Peter F. Drucker Graduate School of Management in 1977. He was named GGU Distinguished Alumnus of the Year in 1998 and was inducted into the Alumni Hall of Fame in 2000.

Drucker School Student-Managed Fund Provides Real-World Experience

From the job interview to the board room, experience counts, which is why a new course within the Peter F. Drucker Graduate School of Management is providing students with a critical edge.

The first student-managed fund in the Drucker School has been established to allow students to develop and operate a conservatively managed equity fund, giving them hands-on training they can take with them into the professional world.

The fund is managed by students in the Asset Management Practicum. First offered in Spring 2001, the course will be offered annually through the fund, students will invest capital donated to CGU and designated specifically for the fund.

“A number of schools provide students with opportunities to manage real investments in the stock market,” says course instructor Richard Smith, Ph.D. “The Asset Management Practicum at GGU is unique, however, in that the students are expected to follow a strict investment discipline that is similar to that of a professional investment management firm.”

To develop and operate the fund, students in the class organize themselves like a firm, with seven committees: Executive, Investment Policy, Portfolio Management, Marketing/Investor Relations, Research, Performance Measurement/Auditing, and Training/Speakers. In addition, there are several research groups.

Each class conducts an analysis of the fund’s past performance. Students then undertake a series of research projects based on their own conjectures as to how they might be able to enhance the return on the fund by investing in the S&P 500 stock index. Based on their results, the students may decide to implement a strategy that involves somewhat overweighting or underweighting specific stocks relative to their weights in the index. Actual trading by the class is limited, much like that of an index mutual fund.

Students spend the entire semester learning about fund management and conducting their research. At the end of the semester they implement their research recommendations as a single transaction.

Smith acts as an advisor to the class. Several students from the previous class are elected to serve as a Board of Directors, making any needed fund decisions between course offerings and providing guidance and continuity to the next class.

Alumni, friends of the university, and other interested individuals who are supportive of the educational objective of the fund are welcome to specify donations to CGU for investment in the fund.

If you are interested in investing, please call Kate Rapp at 909-607-6097.

Art Students Win Awards

Four students in Claremont Graduate University’s nationally-ranked art program were honored in May for their work. Graduating student Adam Belt and Todd A. Smith were given the President’s Art Award, Robert Melliger received the Karl and Beverly Benjamin Fellowship, and graduating student Lucy Grisbach was given the Laura P. Fernandez Award.

The President’s Art Award was established in 1990 to honor graduating students in the CGU Master of Fine Arts Degree program. Award winners have a representative piece of work added to the university’s permanent art collection and displayed in a public area on campus for one year.

The Karl and Beverly Benjamin Fellowship was established by nationally-known artist and Pomona College art professor Karl Benjamin and is awarded each year to a student painter selected by the graduate faculty.

The Laura F. Fernandez Award is a new honor offered for the first time this year. Board of Visitors member Priscilla Fernandez established the award in the name of her daughter, Laura.
In its first year of existence, the Office of Sponsored Research and Programs Shows CGU the Money

In its first year of existence, the Office of Sponsored Research and Programs has helped CGU faculty develop, prepare, and submit $25 million in research grant proposals. The creation of the Office of Sponsored Research and Programs is the direct result of a 1998 report by a faculty task force that made specific recommendations for improving the work of the faculty in the area of research.

The major goals of the office are to raise the level of faculty activity in submitting grant proposals and to increase the level of university extramural funding.

“What this signifies is an entirely new effort on the part of the university to raise our profile and enhance our work as a research university,” says Associate Provost Tony Scully, research administrator. “This is an effort to bring a new focus to the way we do business and to the ways in which we support the faculty and their research.

Sponsored Research staff, from left: Lauren Beattell, research administration analyst; Tony Scully, grants writer; Susan Steiner, director; and Michelle Emmett, secretary.

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Sponsored Research staff, from left: Lauren Beattell, research administration analyst; Tony Scully, grants writer; Susan Steiner, director; and Michelle Emmett, secretary.
Imagine taking a private tour of the Winston Churchill archives and studying an exhibition of photos and documents of the great British prime minister created especially for you.

Picture yourself in the Fitzwilliam Museum at Cambridge University viewing art of five centuries through the expert eyes of an eminent art historian.

Float in your imagination down the River Cam past colleges already old in the days of Henry VIII. Pass under the Bridge of Sighs to the beautiful English gardens of the college where you’ve taken up residence.

For 20 students in the Drucker School’s “Leadership in Transdisciplinary Perspectives” course this summer, these experiences and more were reality from July 9 through 14 as they lived and studied at Clare College at Cambridge University. Drucker professor Jean Lipman-Blumen, Ph.D., and executive management program director Wix Bakke, Ph.D.—himself a Cambridge graduate—organized the four-unit course which featured a full day of lectures in Claremont, followed by a week of lectures by Cambridge professors. The topics ranged from leadership in Mongolian tribes, presented by a social anthropologist, to the history of the papacy, analyzed by a church historian.

“The arts and humanities, as well as the social and behavioral sciences, can teach us much about the dynamics of leadership,” says Lipman-Blumen. “This class gave students an opportunity to reflect on the impact of these disciplines on leadership and to develop a broader worldview for the theory and practice of leadership in managerial contexts.”

Like the course, the students reflected multidisciplinary backgrounds. Luann Bangsund, for example, has just left banking to prepare for a teaching career. Janne Hammell, an executive arts manager, recently finished a project with Universal Studios in Japan. Bob Coe is regional vice president of a packaging company but has a background in the liberal arts and an interest in jazz.

“Coming into a graduate management program with Drucker’s reputation was a bit daunting,” says Hammell, who began the certificate program in leadership with this course. She found that “taking everyone into a new and neutral environment was very appealing; it neutralized the perceived differences.” The course helped the students “look at everything from a new perspective.”

Bangsund was attracted to the class because of its Cambridge location. “It was such a unique opportunity,” she says. Coe “was anxious to take the class to see how much more I could take advantage of my background by further exposure to the liberal arts and relate it more fully to my business career.” He was “impressed by the depth of the teaching staff—the detail they can dive into without looking at notes.”

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The Cambridge class is just one of the courses CGU offers abroad. Each spring, the Drucker School offers a strategy course at Oxford University. In addition, the School of Religion has taught courses in Mexico and Italy during the past two years.

“We tried to design a special transdisciplinary combination: in-depth preparation at the Drucker School, followed by a residential learning experience at Cambridge University, with its diverse academic scope,” says Lipman-Blumen. “Drawing on core concepts and insights from a wide array of disciplines, students could explore profound questions about leadership and about themselves as leaders. Teachers and students learning and thinking together in an intense week of intellectual and personal growth can create an incredibly invigorating event.”
B
rian McGowan expects to have a distinguished audience for his summer school project this year: President Petar Stoyanov, President of the nation of Bulgaria. "He asked if I had any recommendations," says McGowan. "I am going to submit my research to him."

When McGowan enrolled in the CGU’s Master of Arts in Politics, Economics, and Business program last fall, advising an eastern European head of state was not quite what he had in mind. As economic development manager for the City of Ontario, his thoughts were focused more on attracting high-tech business and expanding use of the local airport.

All that changed one day last November when a group of Bulgarian government officials on a visit to Los Angeles called the city offices in Ontario. "One of them represented an organization called the Foundation for Local Government Reform, based in Sofia," says McGowan. "It had just received a grant from the U.S. Agency for International Development to help two regions along the Danube to develop their economy. The Bulgarians wanted to learn from a city strong in economic development. They were advised to contact Ontario, one of Southern California’s most rapidly developing cities. So they called us and asked if someone could come and give a presentation on the basics of economic development," says McGowan. "I did an impromptu presentation.

A month later, McGowan got an email from Bulgaria saying that the Foundation would like him as a consultant. "I was in disbelief," he recalls with a smile. "My boss talked to the city manager, and they agreed to let me go to Bulgaria for a week."

McGowan’s mission was to assist two municipal regions, Montana and Rusean, in creating plans for economic development. "I had no idea what to expect," he says. "I was teaching marketing to former communists. I did as much background research as I could. But there’s no way to prepare for what I walked into."

The country where McGowan landed on February 25 has an average wage of $150 a month. The unemployment rate stood at about 25 percent. U.S. and foreign investment are growing. "I sent them to participate in some workshops, and it turned out I was leading the workshops," he says. "They didn’t know what economic development was. They just knew they needed to do it because they were being told to." McGowan spent the first day giving an overview of economic development principles. On the second day, he formed each region into a team to compete with the other for a hypothetical computer casings factory. Each group was to make a presentation showing why its region would provide the better setting for the factory based on factors such as incentives, quality of life, and school systems. "They came up with pages and pages forming the basis of a strategy," he says. Then he surprised them. "I picked a winner. They didn’t know it was a competition. I explained this is what economic development is." Following these intense days of training, McGowan visited the regions and met with the mayors. "I asked them to invite business people into the mayor’s office, and we asked them what their strengths, weaknesses, and threats were. This kind of dialogue had never happened before. The mayor offered immediate solutions. They never knew the mayor could do this, because they’d never talked before."

Then McGowan encouraged the Bulgarians to do two retention visits, where officials went to businesses and manufacturing companies to find out what the city could do to help them. "At first it was very awkward," says McGowan. "There was a resistance to doing this kind of thing. By the end they began to really enjoy it.”

Before leaving each region, McGowan helped the local people create strategies for carrying out economic development in their municipality, with tactics for each one. One strategy was for the city of Montana to create a foreign trade zone. "We created an ad," McGowan notes, "and we came up with a tag line ‘Where East Meets West.’ They are right in the middle of Europe, at a crossroads for many, many markets. They have a large workforce and low cost. Bulgarians are highly educated—everyone goes to college, and most speak or at least understand English. They are vying for admission to the European Union. The U.S. Department of Commerce has identified it as a great place for investing because of the political and cultural stability. The Orthodox Christians and Muslims live more harmoniously than in the other neighboring countries. I told them, ’That’s what you need to tell the world.’"

"Never having been a rock star or spots hero, McGowan says he was unprepared for the attention that followed him all over Bulgaria. "I was on Bulgarian national radio, television, in local and regional newspapers. I had three or four press conferences. It was overwhelming. They kept thinking I knew best because I was an American, and I kept having to tell them, ‘No, it is yourselves you should trust.’"

McGowan’s last day in Bulgaria was the country’s national holiday, celebrated with a huge military parade in the center of the capital city, Sofia. President Stoyanov was there, along with military generals, foreign dignitaries, and throngs of people. When President Stoyanov, who was shaking hands, got within 30 yards of McGowan, "I said, ‘This is it. I am meeting the president,’" he recalls. "I wanted to tell him what we’d done that week."

Around him, people started saying “American” in the Bulgarian language. “They started to move away and pushed me in front of the crowd. The President said, ‘I’ll be right there,’ and then he came and met me. ‘I told him I was from California, working with the Foundation for Local Government Reform to create local economic development. He said, ‘I am very interested in this,’ shook my hand, and said we will talk again. One of his assistants came over and asked me for a business card, saying, ‘The President would like to get more of your thoughts on this topic.’ Within two weeks I was contacted by the President’s office, asking me to prepare a letter for him with my impressions of Bulgaria.’"

McGowan wrote back, expressing the view that local economies should be a grassroots effort in capitalism. "I made generic policy recommendations, like appointing someone at the national level to head up economic development efforts, and to find money to fund local efforts. Within two weeks I received a letter back from the President. He thanked me for my letter and asked if I had any further recommendations. I decided that through CGU I will be doing my research this summer on economic development in transitioning economies. I’m going to submit it to the president.”

Seven days in Bulgaria have done much to change the direction of McGowan’s career. He’s been contacted by the International City Management Association to put his name on a list of consultants to do more work in eastern bloc countries. He is involved in efforts to create a sister city relationship between Ontario and Montana, Bulgaria. And he continues his studies at CGU. After all, he never knows where the next call could be coming from.
E niguita Ramirez, 28, a single mother of four, would arise at 4:30 a.m., take a quick shower, wake up the kids, make breakfast, get them ready for school and daycare, rush out the door by 6:00, drop the children off at school and daycare, and show up for work by 7 a.m. But the hardest part of Ramirez’s day was still ahead.

As an emergency-certificated teacher at a middle school in Southern California, Ramirez faced classrooms of 36 to 38 pupils crammed into a trailer with faulty air conditioning, precious little lab equipment, no lab tables, and only one textbook—her own. And if this wasn’t enough, she often faced combative and defiant students, unsupportive parents, burnt-out, depressed colleagues, and intense pressure from higher-ups to increase test scores in one of the lowest testing schools in the state.

Now a student in the Teacher Education Internship Program at CGU, Ramirez is finally finding the time to think about her craft and develop new skills to bring with her to the classroom. Having just begun the program this past June, she is student-teaching biology to summer school students at her alma mater, Ontario High School. She finds the work here much easier than her regular gig. “The students are much better behaved. The teacher I work for does all the grading and course preparation, so it’s almost like a vacation for me,” she laughs.

Ramirez works at the high school from 7:30 a.m. to 1 p.m., then takes teacher education classes from 2 to 6 p.m. When fall comes, Ramirez will be back to her regular job at the middle school while taking classes on Saturdays. “It’s very intense. The teacher I work for does all the grading and course preparation, so it’s almost like a vacation for me,” she laughs.

Ramirez says one advantage she had going into teaching was “Because I was bilingual and considered one of the brighter students, many of my teachers had me tutor a lot of the students coming in from ESL [English as a Second Language],” she recalls. “A lot of the students gravitated towards me. I led study groups. I became a leader in the class. So I always felt that not only was I good at it—I enjoyed it, and I didn’t have to wake up.”

Ramirez wants to be a role model to her students, living proof of someone who has been there before. She wants to say, “Yeah, your life is messed up, but look at what I went through. I used school to try to get myself out of that, and you can do the same thing.” Education for me was such a positive thing, such a necessary thing, almost a life-saving thing. I think it’s really important, and I want to spark that feeling in them.”

After completing 36 units of coursework and student teaching over the next two years, Ramirez will earn a teaching credential and master’s degree in education. Presently, after teaching in the morning, Ramirez takes a course called “Teacher Learning Process I,” where she is introduced to theories and philosophies of teaching and education in addition to educational models for curriculum, student evaluation, and communication with students and parents.

“The things I’ve been learning here kind of take my clumsy ideas and feelings about my job and turn them into something very conscious and very specific,” says Ramirez. “Going through this program, they inspire me in ways that I feel are wonderful and make me very excited about teaching. I usually leave here on a high, feeling like I’m getting the preparation I need to do the best job I can.”
by Carol Bliss

From global imaging space technology to the discovery of ancient camel routes in the desert sands, Claremont Graduate University is part of an ongoing effort bringing to light the remnants of a civilization that had been lost to the world for 17 centuries.

For more than 200 years, explorers have been trying to prove through archaeology the existence of a people who’ve been reported only in classical, biblical, and Islamic sources,” says Juris Zarins, first archaeologist to find traces of the lost civilization that harvested frankincense and created a distribution network throughout the then-known world. Somewhere in the Empty Quarter, where remnants of civilization were buried beneath sand dunes as tall as skyscrapers, they believed lay the once-glorious city of Ubar.

At the time of Christ, frankincense may have been the most precious substance on earth, as important to the ancient world as silk and spices were to the East. Grown in secret groves, it was carried out on foot, then sent by camel caravan across the desert to be loaded onto ships and carried to the cities of Rome and Jerusalem and perhaps as far away as China.

Adventurers believed that Ubar, center of the frankincense routes, might be Iram of Arabian Nights fame, of which Allah was said to have petrified, leaving a palace filled with “diamonds as big as ostrich eggs.” According to legend, the inland city disappeared in 300 A.D. Lawrence of Arabia dubbed it the “Atlantis of the Sands.”

Early in the 1980s, award-winning filmmaker and amateur archaeologist Nicholas Clapp became fascinated by the legend of the Lost City of Ubar. Poring over medieval manuscripts in the Huntington Library, he found clues that scholars and adventurers before him had overlooked. Then Clapp read a news story about images taken from space that showed ancientaver routes below the sands of the Sahara and, in a brilliant connective insight, he realized the potential for using space technology to find Ubar.

GIS technology now allows precise patterns to be seen in the soil. Landsat images capture wavelengths of light, revealing the chemistry of land and soil. Caravan routes can be detected because the tracks are beaten down more than the surrounding areas. By enhancing computer images, pictures can reveal bands of light, showing the roads as silvery, gossamer lines.

Determined to search for the city, Clapp recruited a team that included Zarins, a professor from Southwest Missouri State University with significant expertise in Saudi Arabia; Ron Blom, a scientist at the Jet Propulsion Laboratory; and George Hedges, an intellectual property attorney with a passion for archaeology and the ancient world. Blom analyzed space photographs and called Zarins’ attention to the remains of an oasis in the desert sands of Oman.

Ten years after his research had begun, Zarins and an international expedition team set out in 1992, enduring searing desert heat and six-inch camel spiders in their quest for the caravan routes leading to Ubar. The expedition team relied on space image photography and magnetic compasses in their search. Finally, as they crested a particular ridge, a caravan track appeared in the sand, slightly lighter in color than the surrounding sand. They had found the caravan route to Ubar, where a millennium before, caravans of more than 2,500 camel Reedas would have passed.

Pressing on, the team found a walled city and a limestone sinkhole showing evidence of a sudden collapse, much like the disaster that befell the city in the Tales of the Arabian Nights. Time Magazine called their discovery one of the top 10 science stories of the decade.

In 1996, the team extended its explorations along the frankincense routes into the unexplored Mahra region of South Yemen—an untouched, undiscovered region around Ubar, with 65 major sites in 2,000 square miles, spanning one of the world’s first global trade routes.

In the spring of 2000, CGU’s School of Religion hosted a conference called the Mahra Project: Tales of the Arabian Nights. A panel of scholars and adventurers related the saga of their discoveries in and around Ubar. They described 4,000 years of untapped history waiting to be discovered beneath the Arabian sands.

Shortly after the conference, President Upham and George Hedges wrote a proposal. The Seaver Institute responded with a grant of $293,000. By February 1, a new expedition, called the Mahra Project, was in the field.

The Mahra Project brought together a team of archaeolo-
Frankincense: Pipeline to the Gods

Frankincense is a gummy resin made from golden-colored up from the bark is sliced, sap oozes out. Trees grow in secret groves guarded by poisonous flying beasts. At the time of Christ, the region was known as Arabia the Franks. Caravans of camels carried frankincense to world markets. Thousands of years later the hidden secrets of a lost civilization can go on digs, analyze artifacts, and understand the ancient world. The expedition’s goals were to learn in depth how the ancient topography actually looked and how changes in climate affected the way people lived in the region. The expedition’s goals were to learn in depth how the ancient topography actually looked and how changes in climate affected the way people lived in the region. The expedition’s goals were to learn in depth how the ancient topography actually looked and how changes in climate affected the way people lived in the region. The expedition’s goals were to learn in depth how the ancient topography actually looked and how changes in climate affected the way people lived in the region.
David Dreier stood in the United States Capitol, ice cream scoop in hand, trying to entice Representative Jennifer Dunn of the Great State of Washington to try a dish of “Dreamery™ Chocolate Truffle Explosion.”

“No. No. No!” she protested.

“Just take a bite,” Dreier coaxed. “Just take one bite and I’ll finish it.”

The two members of Congress might vote alike on the issues, but Dunn would not budge in the ice cream debate. “David,” she insisted, “I refuse to be a fat mother of four.”

As broadcast on National Public Radio’s “Morning Edition” last June, Dreier fared better with the Speaker of the House, who would, he said, have been content with plain ol’ chocolate, but accepted the Truffle Explosion as an amendment. “It’s good stuff,” The Honorable Dennis Hastert of Illinois declared. “I don’t know all those California adjectives, but it’s pretty good chocolate.”

From government student to public servant, David Dreier (MA ’76) has traveled a memorable road from CGU. What began with his first campaign speech in the Claremont living room of CMC professor Alan Heslop (“it left a lot to be desired,” remarked another professor who was there) has blossomed into a highly successful career as an 11-term Congressman and now the chairmanship of the powerful House Rules Committee. “I plead guilty,” says Dreier, sitting on a couch in the elegant committee office, Room H-312 of the Capitol. It is a hot day in June, so the fireplace is unlit. A painting of San Dimas adorns a wall. “I’ve spent my whole adult life doing this. I do enjoy it.”

Dreier came to Claremont McKenna College, his father’s alma mater, in 1971 from Kansas City, Missouri, with an eye to joining his family’s real estate development business. Instead, he fell in love with The Federalist Papers. “He still calls me up regularly to ask if there’s something [in them] that he’s missed,” says Fred Balitzer, who taught him government in his freshman year. “To this day he recites them from memory. His speeches in Congress have a good measure of them, and quotes from deTocqueville and Lincoln and Jefferson.” By the time he graduated in 1975, Dreier had taken to government “like a duck to water,” says the professor. “He fell in love with his country in the best way--through the ideas of its great statesmen. They articulate the highest vision of what America can be.”

The next year, Dreier earned a master’s degree in American government at CGU, where he says he “got a reverence for the U.S. Constitution.” He also credits Peter Drucker’s classes with giving him management tools, noting that when he came to Washington, he had his chief of staff model the office after Drucker’s book The Effective Executive. At CGU’s commencement this year, where he and Drucker’s wife, Doris, received honorary doctorates, he confides that “while the diplomas were being handed out, I had a chance to sit and talk with [Drucker] for a little while.”

Stanton “Pete” Welch hired Dreier right out of college as assistant director of college relations at CMC. He thinks Dreier could have had a long and successful career as a university fundraiser. Alas, “he took the easy way out,” says Welch. “He became a politician.”

“There’s a lot of chutzpah in David,” says Professor Balitzer, who has followed Dreier’s career from the beginning. “He would do things that others would wait to come to them.”

Case in point: When Dreier first ran for Congress, he was not old enough to hold the office, though he would have been by the swearing-in. He ran for Congress while still living in a Claremont dorm room. His first opponent, a three-term Democrat 30 years his senior, once sent his son to debate Dreier in a campaign event.

“I never made the decision that I was going to be a Congressman,” Dreier says, his blue eyes intense and a trademark apple in hand. The way he explains it, he was talking to friends and professors about the
record of the incumbent. “He says he’s for balancing the budget, lightening the tax burden for working Americans, strong national defense, but his voting record doesn’t reflect that.” Their response: “Why don’t you think about running?”

So, less than two years after collecting his master’s degree at CGU, Dreier entered the race for what is now the 28th Congressional district from California—a region that includes Claremont and much of the San Gabriel Valley and was once represented by Richard Nixon. He won the Republican nomination by a margin of two to one, but lost in the general election, ending up with 47 percent of the vote.

Looking back, Dreier considers the defeat to have been one of the best experiences of my life. I didn’t believe until the very end that we were going to win, and we didn’t. It was certainly a setback. But what it did was instill in me a real desire. “In 1980, he followed fellow Californian Ronald Reagan to Washington, winning by the same margin as he had lost in ’78. He was sworn in at the advanced age of 28. Being a Congressman from California means so much to himself, though he claims he “absolutely” does. He goes to the House floor for a vote. He is so busy chatting up colleagues that he doesn’t manage to cast his vote until only a few seconds remain on the voting machine, including President Bush and Jesse Jackson,” says his old professor Balitzer, himself a recent opponent. “I beat him in the first game, but he beat me in the second.”

“I’m riding in parades that they get me an American-made car.”

Dreier receives his honorary doctoral level at CGU’s May Commencement ceremony (right). Photo courtesy of The Claremont Courier. 1975 (above).

Dreier rides in Claremont’s 2001 Fourth of July parade—on an American-made car. Photo from the Kansas City Star (above).
**faculty spotlight**

said and done

D.E. Phillips (PhD) has been elected president of the British Society for Philosophy of Religion for 2001-2003.

Leonid Argegou (EdD) spent the summer teaching and presenting “Disciplining Education: Conquering North America and Allahabad” in Peru and Bolivia sponsored by local community and peasant organizations, PRACE and CARIFAB, in conjunction with the Catholic University of Bolivia. She also delivered a presentation on “Critical Community Perspectives” in Peru and Bolivia sponsored by local community and peasant organizations, Pratec and CAIPACHA.

Lourdes Arguelles (PhD) said and done has been elected as “Teaching in the Age of Globalization and Difference.” She was the keynote speaker for the third annual Majures Latinas Conference in March at the University of Wisconsin, Madison where she spoke on “Migrant-Latina Education and the Struggle For Freedom.” She also was the keynote speaker for Women’s History Week at the University of La Verne in March and delivered a speech titled “Integrating the Search for Equality.” She is facilitating a yearlong Workshop on the Edge: The Illusive Search for Equality.

Daryl Smith (EdD) completed a Spencer Foundation study on the conditions under which faculty of color are hired. Her book, “Adequacy, Power in the Classroom” was released in June.

Professor of Management

WHERE I’D GO ON MY SUMMER VACATION

**Claremont Graduate University scholars** talk about their favorite places to write or reflect during the summer:

John Argue, Ph.D.  Professor of Mathematics

Favorite summer place: Prufrock Bed and Breakfast, Linden Street, Carpinteria, California

“Read and work in your quiet room (with special reading area) with a view of the California coastal mountains. Or walk just two blocks to the beach and work while you listen to the surf. No driving is necessary, as everything you could want is nearby. It is the most friendly and accommodating place for writing and work while you listen to the surf. No driving is necessary, as everything you could want is nearby. It is the most friendly and accommodating place for writing and work while you listen to the surf. No driving is necessary, as everything you could want is nearby. It is the most friendly and accommoda...”

David Drew, Ph.D.  Dean of the School of Educational Studies

Favorite summer place: Lake George, New York

“Like it partly because I grew up a few miles from there. Lake George and, more generally, the Adirondacks are quiet, serene, colorful, and beautiful.”

Mihaly Csikszentmihalyi, Ph.D.  Professor of Psychology

Favorite summer place: various mountain ranges

“For the past 50 years or so, I have taken every opportunity to spend my free time in the mountains. In Europe, it was the Appenines, the Alps, and especially the Dolomites crags in Italy. After coming to the U.S., it has been the ranges in Montana. Mountains are wonderful, concrete symbols of reality, endurance, and integrity. And being able to get out of the routine is not only essential to check one’s bearings and refresh one’s mind, but indispensable for regaining an objective view of what is essential and valuable.”

Steadman Upham, Ph.D.  President of Claremont Graduate University

Favorite summer place: Idyllwild, California

“Quiet, beautiful, an educated and artistic population with interaction between scholars and artists at Idyllwild School for Music and The Arts, good restaurants, and dependable Internet access.”

Kathy Pozek, Ph.D.  Associate Dean, School of Behavioral and Organizational Sciences

Favorite summer place: Claremont, California

“Although I have a good vacation out of town, my favorite place to get some work done in the summer is Claremont, my hometown. With the students gone (and I mean GONE) this charming city packed with academic resources is the perfect environment for being productive. Plus, lots of casual outdoor restaurants and all of my friends nearby provide a natural environment for reinforcing my productivity each evening.”

for the past 10 years, the extract we finally could afford in the Bitterroot range of Montana. Mountains are wonderful, concrete symbols of reality, endurance, and integrity. And being able to get out of the routine is not only essential to check one’s bearings and refresh one’s mind, but indispensable for regaining an objective view of what is essential and valuable.”

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Peter Drucker (Debra) tagged the list of “gurus” in a survey from business portal FORTUNA. The list compiled a list of the world’s top 50 business thinkers and then asked those 50 who their favorite guru is. Of the 20 who responded, 40 percent voted for Peter Drucker.

Peter Boyce’s (Music) recording of six of his works performed by the London Symphony Orchestra and conducted by the Salt Lake City Symphony Orchestra, recorded at London’s Abbey Road Studios, was released in June by ROKKI International Classics, titled “The Music of Peter Boyce.”

Paul Zak (SPE) was promoted to associate professor of economics with tenure. He has made several conference presentations recently. He spoke on “The Economics of Trust” at the Eustice Conference on Business in Honolulu, and at the Graduate Conference for Law and Behavioral Research in Squaw Valley, California, both in June. He presented “The Rule of One-Third” at the UCLA BioPolitics Conference in March. He also participated in the Graduate Institute—George Mason University Conference on Law and Evolutionary Biology at George Mason University Law School in March, where his presentation was titled “Population Genetics and Economic Growth.”

Stuart Oakman (SPE) delivered a sympos-ium paper titled “Environmentally Responsible Behavior: How Can We Teach and Promote It Effectively?” at the Western Psychological Association meetings in Maui, Hawaii, in May.
Be It Ever So Foreign, There's No Place Like Home
By Deborah Haar Clask

Every intellectual and moral investment in the past Communist world that is . . . based on a deep understanding of what is happening there will repay the whole world many times over.

—Vaclav Havel

Professor Allan Wicker finds it impossible to describe from a Western perspective his experiences in Krgyzstan, the former Soviet republic where he spent 10 months as a university lecturer.

"You can't use an American yardstick on something like that," says Wicker, professor emeritus of psychology at Claremont Graduate University. "You have to consider the context as well as the history."

Kerkystan is a Central Asian country of great beauty that for decades served as a vacation destination for the Soviet Union. During these years, the mountainous country sandwiched between China and Kazakhstan was off-limits to westerners.

The 1991 collapse of the Soviet Union left Kerkystan's nearly five million citizens grappling with an independence they never requested or desired, says Wicker. Ten years later, statues of Lenin and other Soviet-era champions stand unmolested in the towns square even as the country traverses the rock path of economic and political reform.

I found it very interesting because it was part of the former Soviet Union and, unlike a number of the other countries, it has not taken away all of the status and Soviet symbols," Wicker says. "In many ways, Kerkystan looks like it did when it was a part of the Soviet Union."

Wicker traveled to Kerkystan as a lecturer for the Civic Education Project, a not-for-profit international educational organization that functions like a Peace Corps for higher education, placing academics in universities in Central and Eastern Europe and the former Soviet Union.

The project placed Wicker and his partner, Edna Elson, in the capital city of Bishkek. Wicker worked in the psychology department at the American University in Kerkystan, where he taught courses in ecological psychology, social psychology of work, qualitative research methods, and nongovernmental organization administration, which he coauthored with Elson.

A key city of Soviet-style architecture softened by an abundance of trees and greenery, Wicker lived in a seventh-floor flat with a sweeping view of the nearby mountain range. The flat was within walking distance of the university—a necessity as he did not have a car. The flat was within walking distance of the university—a necessity as he did not have a car. The flat was within walking distance of the university—a necessity as he did not have a car. The flat was within walking distance of the university—a necessity as he did not have a car.

At the point during the winter, imports of natural gas to Kerkystan were completely cut off by neighboring Uzbekistan in what has become an annual conflict between the two countries. The gas remained off for six weeks, a nuisance for most people in the country, who use gas to cook.

Still, despite the country's difficulties, Kerkystan became home to Wicker in the 10 months he was there.

"We felt sorry to leave," Wicker says. "People were very nice and we were contributing in ways we thought were productive. You get accustomed to a way of life."
JACK SCHUSTER'S FIELD OF DREAMS

JACK SCHUSTER may be one of the nation's top experts on higher education, but when he stepped into the batting cage in Montclair, California, on July 25—his 60th birthday—he was in his own personal "field of dreams." This birthday—and every birthday for the past 20 years—he was singing, in his imagining, with the Boys of Summer of his youth—Mantle, Berra, Rizutto, Ford—Yankee players he saw regularly as he rode the team bus with his dad.

You might say that Schuster's dad, Morrie, was "keeper to the stars"—the Yankee stars, at least. "Rings, wristbands—it's like good merchandise, and he would get them what they wanted, wholesales," Schuster recalls. He sold an engagement ring to Eddie Lopez, the Yankee player he knew best, and it was through Lopez that Morris and Jack Schuster came to travel with the team several times each summer in the Yankee glory days of the 1950s. "That was an era when there weren't the restrictions there are today," says Schuster. "We'd travel in the club cars with them. I would be in the clubhouse after World Series games. I got to ride the bus with the Yankees from Yankee Stadium to Ebbets Field during the 1955 World Series."

Schuster and his dad sometimes shared a cab with Yankee manager Casey Stengel after games. Schuster, who holds Ph.D. and J.D. degrees and is professor of education and public policy at CGU, has directed his professional career to the study of universities and their faculties. But his heart still belongs to the Yankees. So every birthday for the past 20 years, he's headed for the batting cage. "I used to start at the 60 mph pitching machine. Now I'm at 40 mph and work my way up," he admits. But as he showed again this year, he can still drive the ball to the fence. Maybe not quite as well as Berra and Mantle could. But he'll keep swinging anyway.

ALUMNUS AWARD GOES TO PREMIER CIO

Charles C. Emery, Jr. (MBA, Executive Management, 1994) was selected as recipient of CGU’s 2001 Distinguished Alumnus Award. A graduate of the Drake University School, Emery has served as vice president and chief information officer for Horizon BlueCross/BlueShield of New Jersey since 1996, and was promoted to senior vice president and chief information officer in June of 2000. By introducing innovations in the use of the Internet, electronic commerce, and outsourcing, Emery has helped HBCCBS improve its position as a health insurance market leader, while Horizon’s information systems organization has been consistently ranked as a top-performing group for its innovative introduction of technology solutions.

Emery is the recipient of the 1995 Award for Excellence in Healthcare Information Technology and the John E. Gall CIO of the Year in 2000 by the Healthcare Information System Society (HISS). In addition, Emery was recently listed as one of Computerworld’s Premier 100 CIOs, a group that includes members from across all industries.

Emery cites Professor Paul Gray as a central figure in his time at CGU. "He was a teacher, mentor, and colleague for those six years and remains a valued friend and colleague today," says Emery. Emery remembers the very intense questions Gray asked him during the real examination phase of his Ph.D. exams. "After being terrified drilled on issues of research methodology, Emery broke down and admitted deferentially, 'I just don't know.' Gray, the consummate mentor, smiled and replied, 'Good. That's what we're here to find out, what we do and don't know.'"

For all the support he received on campus, though, Emery credits his wife as the single most important figure in his time at CGU. "Everyone has a doubling period in a long program such as this, and we've all had our moments when we felt no matter what subject we chose, the course was a 'bricks and mortar' load," said Emery. "I believe our support group, wife, husband, or special confidant, are the ones that keep us going through the tough periods. That's what she's for.

"Looking back on my time at CGU, the single most important figure is my chief information officer for the University of Texas-M.D. Anderson Cancer Center in Houston, Texas, and served as chief information officer for the Samaritan Health System from 1985 through 1991. Prior to that, Emery served as chief information officer for the University of Maryland at Baltimore, for the Department of Veteran Affairs and the Department of Veterans Affairs.

Barbara Childe Nelson, Ph.D. (Education, 1988), was recently chosen by program directors at the Alpha Phi Omega State Convention of the Delta Kappa Gamma Society International. Schuler's career in education spans 35 years and includes work as an elementary teacher and
J. Thomas Howe (Ph.D., Religion, 1959) was recently awarded the prestigious Brax Prize for Christian scholarship. The award, which is granted only once every 10 years, is given to the best unpublished manuscript that investigates an interdisciplinary relationship between Christianity and some other discipline. Past winners include former CGU religion department professor and chair John Hutchison, who won the prize in 1966 for his work Language and Faith: Studies in Sign, Symbol and Meaning.

Howe’s manuscript, Faithful to the Earth: Nietzsche and Whitehead as God and the Meaning of Human Life, compares the writings of Friedrich Nietzsche and Alfred North Whitehead. According to Howe, the main argument of this text is that Whitehead’s philosophy provides a doctrine of God that is not subject to most of Nietzsche’s criticisms of Christianity. In fact, it provides the foundation for a religious life that has much in common with Nietzsche’s proposals for how one is to affirm human life after the death of God. Howe’s text is currently under consideration for publication by Cornell University Press.

While at CGU, Howe’s major influence came from Professor David Griffin. “I took Griffin’s class on Whitehead’s first year at Claremont and now I wanted to write a dissertation with him,” he says. “I was impressed with his teaching, and never before had I had a teacher who was such a thorough editor of student papers,” says Howe.

Howe’s current academic concerns involve planning a conference at New Orleans, Louisiana.

Rabindra Ray, MA Economics, 1996, Economics, 2010, works for the Ministry of Finance in Thailand and has been representing the ministry in negotiations with the Central Bank of Thailand. Her area of specialization is one of the top 10 young economists in Thailand by one of the main Thai language dailies.

Religion


A L U M N A C H A I R S M B A O R G A N I Z A T I O N

Melodies Barber-Stephens (Ph.D., Executive Management, 1995) was named chairperson of the National Board of Directors of the National Black MBA Association (NBMBAA), the world’s largest organization of black executives, MBA students, and entrepreneurs. Barber-Stephens, who has earned five degrees, including an MBA in finance from Pepperdine University, and a doctorate in I.T. management from the Claremont Graduate University, is currently chairwoman and chief executive officer of the Nashville-based Black Diamond Capital Group, LLC, which includes an I.T. consulting practice and a real estate development company.

Marbury-Stephens, who lives in the Nashville suburb of Brentwood, said she wants the board to be known for its innovation. “I want a board that is built on delivering proven results, providing strategic direction for the organization, and insisting that we are developing its leadership.”

In 1999, Marbury-Stephens received CGU’s Distinguished Alumni Award, and in 2000 became a founding member of CGU’s Harlem Hall of Fame. In June, she joined Cigna Healthcare, Marbury-Stephens will continue to participate at CGU as an alumna volunteer and as a member of Information Science’s Board of Visitors.

Alumni: What are you doing?

Please use the space below to update us on your personal or professional life. Add additional pages if needed, and do send photos, though we apologize that we cannot return them.

Updates may be published in future issues of the Flame or on the CGU website. Detach this form and send with your mailing label to: Office of Alumni Relations, Claremont Graduate University, 165 East Tenth St., Claremont, CA 91711.
Antiquity and Christianity. This free lecture is open to the public.

12 “From Battlefield to Boardroom,” Dennis Lantie, speaker. Executive Forum Series, Peter F. Drucker School of Management, Burkle Building. Room 16. 6:45 p.m. reception; 7:00-7:30 p.m. presentation. For more information contact Kate Rogal at 909-607-8725 or kate.rogal@cgu.edu.

17 “Poverty and Economic Growth,” Robert Barro, speaker and William Bennett, respondent. “Economics of Poverty” Public Lecture Series. 7:00-9:30 p.m. Mudd Theater, Claremont School of Theology. For more information call 909-621-5330.

18 “Population Dynamics and Poverty,” Virginia Abarca, speaker and Tahir Andrabi, respondent. “Economics of Poverty” Public Lecture Series. 7:00-9:30 p.m. Mudd Theater, Claremont School of Theology. For more information call 909-621-5330.

19 “Poverty and Sustainability,” Herman Daly, speaker, and Paul Burkett, respondent. “Economics of Poverty” Public Lecture Series. 7:00-9:30 p.m. Mudd Theater, Claremont School of Theology. For more information call 909-621-5330.

17 Executive Forum Series, speaker to be announced. Peter F. Drucker School of Management, Burkle Building. Room 16. 6:45 p.m. reception; 7:00-7:30 p.m. presentation. For more information, contact 909-607-8725.

21 Classes begin.

24 “Euthanasia of Healing: Biblical Lessons of Healing.” Day one of conference co-sponsored by Claremont Graduate University and University of Redlands. 8:30 a.m.-5:00 p.m. Albrecht Auditorium. Days two and three will be held at the University of Redlands.

For more information go to www.cgu.edu/inst/iac or call 909-621-8066.

FEBRUARY

7-10 Bradshaw seminar on “Apologies” sponsored by the Centers for the Arts and Humanities. For more information, contactBasic Guajardo at 909-607-8612.


14 New international student registration.

17 New student registration. 8:30 a.m.-5:00 p.m.

19 “From Battlefield to Boardroom,” Dennis Lantie, speaker. Executive Forum Series, Peter F. Drucker School of Management, Burkle Building. Room 16. 6:45 p.m. reception; 7:00-7:30 p.m. presentation. For more information, call 909-607-8725.

20 “Corporate Dominance and Poverty,” David Korten, speaker, with Marjorie Kelby, respondent. “Economics of Poverty” Public Lecture Series. 7:00-9:30 p.m. Mudd Theater, Claremont School of Theology. For more information call 909-621-5330.

22 Conference on “Interdisciplinary Children’s History.” History House. For more information, contact Jennifer Helgren at 909-607-8725.

MARCH

17 Executive Forum Series, speaker to be announced. Peter F. Drucker School of Management, Burkle Building. Room 16. 6:45 p.m. reception; 7:00-7:30 p.m. presentation. For more information, contact 909-607-8725.

20 Executive Forum Series, speaker to be announced. Peter F. Drucker School of Management, Burkle Building. Room 16. 6:45 p.m. reception; 7:00-7:30 p.m. presentation. For more information, contact 909-607-8725.

APRIL

17 Executive Forum Series, speaker to be announced. Peter F. Drucker School of Management, Burkle Building. Room 16. 6:45 p.m. reception; 7:00-7:30 p.m. presentation. For more information, call 909-607-8725.

26 Kingfisher Book Poetry Awards. Details TBA. For more information call 909-621-8974.
Forty diapers a day, 280 diapers a week. Eight feedings a day, multiplied times four. Jay Bogdanovich's life has recently changed dramatically. He graduated with an M.B.A. in Finance on May 12 from the Peter F. Drucker Graduate School of Management. On May 31, Jay and his wife Lisa, a former legal secretary, became the proud parents of quadruplets, Ryan, Kaitlyn, Michael, and Lisa.

Bogdanovich is president of Butterfield Land Company. He builds, owns, and leases commercial buildings in Riverside, San Bernardino, and other locations in the Inland Empire. He is currently building and overseeing contractors for a 50,000-square-foot industrial warehouse in the Riverside area.

As a student Bogdanovich was taking up to four classes a semester. "Looking back now, working, studying, and going to school was a million times easier," he says. The lives of the new parents have changed beyond what either could have imagined. They now survive on catnaps. There are feedings every three hours. "It feels like as soon as we finish feeding the last baby, the first one pops up and we start all over again," laughs Bogdanovich.

"It almost leaves you speechless," Bogdanovich says. "It's very stressful but exhilarating, and we're still in the beginning stages. It's terrifying because you realize you're responsible for so much." The Bogdanovitches retain an overnight nanny three nights a week and Lisa's mom stays overnight to help fill in the gaps. And as if the fast-paced rhythms of their lives were not stressful enough, they've added one more. This month they're moving. Turns out they need a bigger house.