

Volume 3, Number 1  
Spring 2002

# *the* Flame

The Magazine of Claremont Graduate University



**Peter Drucker on the Future**

**The Goldilocks Principle  
But Can You Set a Dissertation to Music?**

## the president's notebook



## Living in Cultural Time

Time is a key aspect of consciousness. We measure it using atomic, molecular, analog, and digital technologies. We plan schedules well into the future to structure the time we have available for work and play. We count the progression of our lives using a measure of time derived from the orbit of the planet we occupy around its sun. We catalog our memories by these annual increments, and history writ large is encapsulated in eras, periods, and epochs that are named by the events or people who dominated them.

In one sense, we are all prisoners of time; in another, time is irrelevant because for us everything happens in "the Now." The Now is a term coined by Julian Barbour in his book, *The End of Time*. In search of a quantum cosmology, Barbour banishes time from his equations, leaving only Nows to model. It is a beautiful mathematical experiment, but one that does not free us from the limitations that time has imposed on the lifespan of our bodies.

Archaeologists work with different kinds of time. Culture histories are built upon temporal frameworks that rely on measures of "absolute" and "relative" time. The former measure comes from what are called chronometric dating techniques—things like radiocarbon, thermoluminescent, or potassium-argon dating. They give archaeologists age estimates in calendar years B.P. (before present). The latter measures are derived from the ordering of objects or sediments in relation to each other and bear no intrinsic connection to absolute time. It is the interrelations suggested by the objects themselves that provide the temporal "order."

There is also another kind of time that has meaning. It is "cultural time." Cultural time is a concept predicated on the notion that different cultures have progressed unevenly through the last few thousand years. Some have been stopped or modified during this span of time. Others have historical roots that link their present expression to traditions and practices anchored deeply in the past. Our current world is a mosaic of cultural time. Cultures like Pashtun, Shan, Kachin, Hopi, Zapotec, and myriad others exist as islands, isolated by beliefs and values whose origins are found in another age. Yet the forces of globalization—mobility, commerce, technology—move inexorably forward, painting out this mosaic with a monochromatic hue.

The asynchrony of cultural time is revealed in today's global conflicts. Afghani refugees returning home from Pakistan are asked, "What will you do when you reach your village?" The uniform response: "We will return to our work." "And what work is that?" "Tinsmith, woodcutter, water carrier, candle maker." Twin Towers refugees moving across town to new offices are asked, "What will you do when you occupy this space?" The uniform response: "We will return to our work." And what work is that? "Stockbroker, bond trader, webmaster, software engineer." Cultural differences are captured in the collision of cultural time.

Differences in cultural time foster misunderstanding, suspicion, and sometimes even hatred among people. Differences in cultural time inevitably lead to conflict unless they are mediated by understanding. But understanding is not a commodity that can be bought or traded. Rather, it must be acquired, perhaps even earned by a careful and patient quest for knowledge and by a life-long

devotion to learning about our world. It is here that education as both a process and an enterprise faces its greatest challenge and its most important and singular opportunity.

In the face of globalization, education affords the people of the world a mediating force to structure and manage the disjunctions created by time. In the face of knowledge and understanding, cultural time melts away and cultural differences are exposed in their context, not through the agents of fault or blame, exploitation or subjugation, but as historical outcomes produced by choice, preference, beliefs, and values. Such outcomes are devoid of intent or purpose. They are, instead, simply historical patterns that are followed by individuals and groups.

Education gives us a sense of history while also giving us the specialized tools we need for work in today's global village. At Claremont Graduate University we are acutely aware of these responsibilities. For three quarters of a century CGU has educated leaders and change agents who have fostered greater understanding in the world and who have mediated cultural time. As we look to the future, these essential characteristics of a Claremont education must be cherished and preserved. This is our mission and our purpose, and the reason we work so diligently to advance the "Claremont style" of graduate education.

Steadman Upham  
President

## the Flame

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STUDENT RESEARCH SPOTLIGHT

# Patriotism or self-preservation: An assessment of behavior

THE SEPTEMBER 11 terrorist attack served as a test for the American people. Would the nation's spirit break at the hands of terrorists? Or would it strengthen as a result of this act? Stated differently,



*Theo Joseph, left, and Neil Patel*

would Americans rally to the pervasive messages of patriotism and national unity? Or would they focus attention primarily on their own personal safety and well-being?

As social psychologists, we felt compelled to research and document people's responses to this unprecedented act.

Forty-eight hours after the terrorist attack, we, assisted by William Crano, the Oskamp professor of psychology at CGU, conducted the first in a series of three studies to find answers to these questions. Our second study was conducted one month later—three days after the United States began air strikes against Afghanistan. A third was completed in mid-November. The sample was comprised of 127 college student volunteers in Southern California. In each study, participants were asked to report on their current feelings, lessons learned, influence of the media on their attitudes, and other related issues.

In the aftermath of September 11, the

U.S. government and the media strongly urged Americans to unite in the fight against terrorism. "We will not be intimidated" seemed to be the national theme. However, the findings of our first study, done on September 13, revealed that a large number of those in our sample had more concern about their own self-preservation than with issues of national unity and patriotism. Comments such as "Life is too uncertain. I need to look out for me," and "I am interested in being safe" were common responses.

Experts on death and trauma tell us that survivors usually experience feelings of sadness, anxiety, anger, and disbelief. Two days after the September 11 event, 87 percent of our sample reported experiencing at least one negative emotion they attributed to the terrorist attacks. Fifty-two percent felt sad, 39 percent reported feeling scared, and 31 percent felt angry. Participants also reported experiencing a host of other negative emotions such as confusion. "It all seems like a Hollywood movie to me" was a typical response.

This finding is in harmony with terror management theory, which predicts, among other things, that after a highly salient life-threatening event, people will disassociate themselves from forces outside themselves and concentrate on self-preservation. We wondered, then, what factors would help Americans move beyond their initial self-oriented reactions.

In our second study, we found that as time passed, some people's negative emo-

tions were channeled into displays of patriotism. The media was full of stirring speeches, celebrity-filled events, profiles and celebrations of heroes—all powerful in message and image. However, it was the display of the American flag, people reported, that was the most powerful symbol influencing patriotism. The act of going to war against Al Qaeda and the Taliban in Afghanistan also helped people to reconstruct their own personal reality.

For many people in our third study, feelings of sadness persisted two months after the September 11 tragedy. But the



## following 9-11

national icon of the flag helped the people in our sample restore a sense of meaning to their lives and deal with fear. By holding onto something collectively that made them individually feel stronger, they were able to reconstruct the reality that had been shattered. We learned from this study that it really is true that people “rally ’round the flag.”

*Theo Joseph is a Ph.D. candidate at CGU and Neil Patel is a Ph.D. student, both in social psychology.*



## From the 61st floor, a changed view of the world

by Gavin H. Yee

I WAS PART OF A Morgan Stanley training class of 280-plus students on the 61st floor of Tower 2 of the World Trade Center. As I came out of the restroom, the fire alarm was ringing and some women walked by saying that we had to leave. Not knowing what was going on, I followed them down the stairs to the 44th floor, thinking that it was a fire drill. We started milling about on the 44th floor when building security made the infamous announcement (and I’m paraphrasing here) “A plane has struck Tower 1. As far as we know, Tower 2 is secure. At your discretion, you may continue to evacuate the building, remain where you are, or return to your suite.”

While standing by the bank of elevators that went back up, I contemplated with two of my fellow trainees whether or not we should return to the 61st floor. Soon afterwards, the building rocked back, accompanied by a fireball and a cloud of smoke at the far end of the bank of express elevators going down to the lobby. As the crowd screamed and ran forward, I struggled to stay upright. Thankfully, security was able to calm us down so that we could proceed from the 44th floor to ground level.

Going down the stairwell, I tried to offer assurance to others that we would get out safely as we passed by spilled coffee cups and abandoned high-heeled shoes. When I smelled smoke, I tried to cover my mouth and felt doors to make sure they weren’t hot to the touch. I felt better when fresh air came up the stairwell, except that there was so much air flowing past us. I wasn’t able to see much of the debris filling the courtyard between the two towers because I was concerned about getting out and away from the area.

When we were in Chinatown, I noticed that a street light had been broken and wondered if a piece of shrapnel had flown all of that way from the towers. We did see the cloud of smoke that we would later learn was Tower 2 collapsing. I don’t think that I felt like I could have died until I was safely back at a hotel and started to watch the horrifying television footage.

By Friday, many of my classmates had already left New York. Our company arranged to have

buses take those of us willing to travel cross-country that Saturday. On the three-day bus trip, I continued to watch out for one of my

classmates in particular, including buying her a pillow and blanket to make sleeping in the bus seats a little more comfortable. By Monday, there was something of a mutiny on the bus. Having had enough of the bus, those of us going toward Southern California rented cars in Reno, Nevada, so that we would be able to get home sooner.

I’ve been home for a few days with loved ones, but I still get teary-eyed. I drive around and find that I’m gripping the steering wheel a little tighter than usual. I think that it is still too early for me to know if this event will act as a super-heated fire, burning away at my core, perhaps leading to my own eventual collapse.

Along with a certain sense of urgency in trying to replace some of the things that I lost in the rubble, including a cell phone, umbrella, lip balm (my lips feel dry all of the time), I find myself victimized by the cliché that “Life is too short.” Then again, I feel like people shouldn’t have to feel too sorry for making little mistakes. This afternoon I stopped at a Taco Bell™ for lunch. The woman behind the counter started to apologize for packing my order to take out instead of placing it on a tray for me to eat there at the restaurant. I told her, “Hey, I’ve had worse things happen to me.”

*Gavin H. Yee, a 2001 graduate of CGU’s School of Information Science with a Master of Science in Electronic Commerce degree, wrote this account on September 20, 2001—just nine days after surviving the terrorist attacks of September 11.*



*photo courtesy of Clear-Info.com*

# Blue Penguins and Harrison Ford:

IN MEMORY OF A CGU ORIGINAL

by Carol Bliss

BLUE PENGUINS—156 of them—a five-foot American flag made of lights, and a dancing Santa Claus were just a few of the colorful sights that greeted visitors in the basement of Harper Hall. Going to the CGU mailroom was always an adventure, choreographed, art-directed, and produced by Sherry Serrano, who died suddenly on her birthday last December 16. Sherry reminded all of us, from presidents to professors, that important contributions often come in unexpected ways.

For 19 years mailroom coordinator Sherry Serrano created a festive environment featuring an unforgettable collection of odd, assorted artifacts meant to comfort and delight the CGU students, staff, and faculty that she considered family. Hers was not a meteoric rise from mail clerk to president. Hers was a success story of a very different kind. She touched hearts, made people laugh, and brought joy into the workplace. Sherry was an authentic individual who never compromised her unique style.

“Sherry was a combination of Lucille Ball, Carol Burnett, and Phyllis Diller all rolled into one,” said Associate Provost Phil Dreyer, pulling a penguin from his suit coat in tribute to the “spirit of Sherry” at a campus memorial service. “Going to the CGU mailroom was like opening a present. You never knew what you were going to get. Every time I visited the mailroom, I received personal psychotherapy from Sherry’s environment.” There was, for example, the “Anti-Stress Kit.” Sherry had attached a big circle to the cinderblock wall which read “bang head here.” Dreyer rarely put his mail in the outgoing box, claiming it was much more fun to go to the mailroom in person.

“Sherry was such an optimist, such a lover of life,” recalled President Upham. Shortly after becoming president he told of receiving a small envelope of candy corn at Halloween and ventured down to see who would send such a curious thing to a university president. Several weeks later she sent him an email saying, “Someone keeps taking your picture down. They must like you even more than I.” Sherry kept a photo gallery of handsome men, papering the walls with their 8x10s. President Upham had been placed alongside Mel Gibson, Paul Newman, and Harrison Ford.

“Sherry lived life outside the lines,” remembered John Maguire, former president of CGU. “She was always over the top. After she’d been here two weeks, I received an email saying, ‘Since you’re the president and running the place, there are four things you need to do immediately.’ Two weeks later, I received another email. I was reluctant to open it, thinking I was about to be upbraided. It read, ‘I want to admit, I was wrong. You don’t run much of anything.’” laughed Maguire.

Ben Dixon was Sherry’s colleague in the mailroom for 18 years. “When we packed up her stuff, we had four blue barrels full of penguins,” he remembered fondly. “The best year ever, we had bats, skulls, 20 screaming mats that kids could step on, Halloween decorations spilling out over 20 feet into the halls.” Children from the Mary B. Eyre School used to come trick-or-treating at CGU, and every year the decorations grew.

Sherry did all the production and made all the “stage sets” at home. “One year she cut out 100 paper ghosts,” Dixon recalled. “We came in on weekends to decorate. She did it because people always came down to de-stress. The reactions were hysterical. I remember one year she came dressed up as a frosted donut in a costume she had made herself. People loved it.”

Sherry Serrano was an angel of kindness disguised as a woman who worked in the mailroom. Sherry, we’ll remember you always.

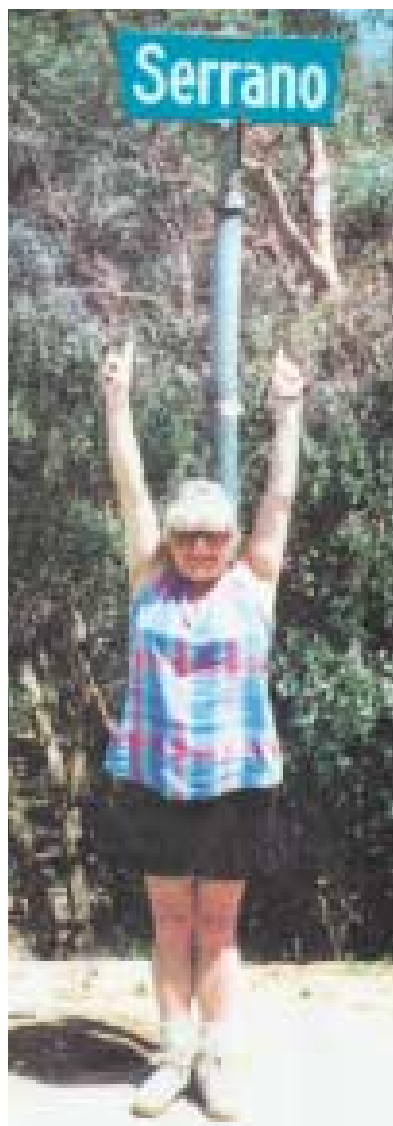


photo courtesy of Dana Christensen

## Letters to the Editor

Dear Editor:

I was delighted to finally read a story about a Mexican American in one of the University/Colleges magazines, specially one dealing with someone of humble origins, and of this person’s triumph over adversity. Then, since teachers aren’t always valued or respected in American society, what a treat to read about a fellow teacher who is making a big difference in the lives of so many children, and that her story was featured in the same issue along side that of someone like David Dreier.

Keep up the good work, CGU and Claremont Colleges!

Beatriz Martinez Remark  
Markgroeningen, Germany

Dear Editor:

I was a little disappointed when I noticed in the Fall 2001 issue of *The Flame* that I did not receive credit for my photos on pages 12 and 13.

Walt Lickteig  
Chino Hills, California

[Editor’s note: We apologize for the omission. Walt Lickteig, a student in the Executive MBA program, was a member of the Drucker School class taught at Cambridge University in July 2001 and took lots of marvelous pictures, some of which were included in *The Flame*. Thanks, Walt!]

Dear Editor:

Your President’s Message added a new word to my vocabulary—epiphenomenal—but I am having a devil of a time working it into my conversation.

Ross Barrett  
Los Angeles, California  
Member, Board of Visitors, School of Educational Studies; Member Emeritus, Board of Trustees, CGU

Dear Editor:

In the Fall 2000 issue of *The Flame*, there appeared the article “Michelangelo of Trees” describing the natural artistry of Roberto Madrigal, one of the grounds staff of the Claremont Colleges. This article has become an important part of the academic work in several CGU educational seminars.

We had the unique opportunity of studying Mr. Madrigal’s visual intelligence on several separate occasions during the Fall semester. One was when our seminar went to his home to study, from an educational perspective, his spatial perception and memory capacity—a dimension of skills of which teachers are typically not aware in regular or special students. We now recognize the abilities observed in Roberto’s work as being potentially present in pupils from kindergarten to college level if we could only learn to recognize and appreciate them.

In this work we can see, in a down-to-earth and real life form, a most complex semiotic idea—and the powerful fact that there are unrecognized intelligences existing in our classes. Study engaged in by our seminar as a result of your article caused us to examine the opportunity of educators of the next generation to identify such cultural abilities in the children they teach.

**John Regan**  
Professor of Education, CGU  
(for his seminar students)

## Major Grant to Help CGU Develop Community College Leadership

THE CALIFORNIA Community Colleges Board of Governors, meeting on March 12, approved a grant of \$450,000 for the Community College Leadership Development Initiatives (CCLDI, formerly known as the Community College Leadership Institute), established at CGU in the spring of 2000. An earlier quarter-million-dollar grant from the Packard Foundation, as well as additional grants from the Hewlett, Irvine, and Wo foundations, contributed to the start-up of the leadership institute.

Under the guidance of founding director Martha Romero, Ph.D., a highly respected leader in California community colleges, CCLDI will play a key role in addressing a crisis soon to face the nation’s community colleges. A large number of retirements among faculty and administrators in the next five years and explosive growth in enrollment are expected to create a sizeable gap in leadership.

“The upcoming turnover in community college leaders, not only in the western region, but throughout the United States, will present a major challenge as well as an opportunity to bring greater diversity to leadership and to prepare leaders for the future,” says George R. Boggs, president and CEO of the American Association of Community Colleges. “The western region is an important one to the community college movement because of the heavy concentration of community colleges and the number of students served.”

Claremont Graduate University, responding to a request for proposals from the Community College Leadership Development Initiatives Foundation, was chosen to organize, house, and direct the CCLDI. It is charged with developing and coordinating programs to build a strong group of leaders for the community college systems in California, Hawaii, and the western Pacific islands.

CGU was selected for several reasons, among them:

- the degree of individualism allowed in the School of Educational Studies
- the similarity between the values of CGU and those of the community colleges, such as involvement with the community and focus on the student
- the interdisciplinary nature of the education degree
- the university’s commitment to diversity
- interest in generating research that is practical and applicable
- the compatibility of entities such as the Institute for Advanced Studies in Leadership in the Drucker School and the Tomás Rivera Policy Institute.

The CCLDI will concentrate its initial efforts on three primary programs. The Leadership Fellows Program, beginning with a Leadership Academy in Claremont July 7-12, will provide professional development opportunities for participants from 15 community colleges in the western area. The Doctoral Fellows Program will help those interested in community college leadership choose and complete doctoral programs. And an electronic resource data bank will provide resources for use by community college leaders and doctoral students.



*Founding director of the Community College Leadership Development Initiative, Martha Romero*

## Toward Religious Literacy

“WHAT SHOULD WE LOOK LIKE in ten years?”

Karen Torjesen asks about the School of Religion at CGU. Her answer—“a center for the study of the world’s religions.” For the past 40 years, the religion department at the university has focused primarily on the study of Christianity. When the department became a separate school within the university in 2000, Torjesen shared her vision for the School of Religion: “The United States has become, in the last 30 years, the most religiously diverse country in the world. We’re entering a new era. We need a much higher level of religious literacy.”

Accordingly, the School of Religion plans to expand its curriculum to include courses in Judaism, Islam, Hinduism, and Buddhism. From the beginning, Torjesen has involved local religious leaders in discus-

sions about the future direction of the school. Meetings of professors, students, and area religious leaders in the summer of 2001 led to the idea of establishing councils to be run under the Board of Visitors of the School of Religion. Councils for Islamic Studies; Jewish Studies; Hinduism, Art and Culture; Middle Eastern Orthodox Christianity; Protestant Studies; and Religions of the American West have been formed.

Torjesen says that the goal is to get religious and cultural communities involved in the School of Religion and to become a center for their cultural events. “We want to create connections between the academic study of religion and our culturally diverse religious communities. The councils are the conduit.”

A National Endowment for the Humanities Focus Grant of \$25,000 is increasing the current faculty’s understanding of Islam. A recently completed series of guest lectures, faculty seminars, and assigned readings will enhance the efforts of the faculty members to integrate Islamic materials into courses and increase their ability to teach students how to bring two or more religious traditions into conversation. The long-range plan is to offer classes in Islam—and ultimately advanced degrees—in addition to cultural events, lectures, and conferences.

“For political, economic, cultural, social, human, and intellectual interest, the study of Islam in our country is important,” says Torjesen. In California, though, it is not represented at the doctoral level at any of the major universities. “Programs at other institutions will benefit as CGU graduates go on to teach throughout the country,” she adds.



Members of Anjani’s Kathak Dance of India (from left) Lori Prakash, Sohini Sengupta, and Savita Bal perform at An Evening of Rasa on February 2.

### EVENING OF RASA

A SAMPLING OF THE RICH CULTURAL heritage of India was the fare at the inaugural event of the Foundation for Indic Philosophy and Culture on February 2. The evening was a gala fundraiser for the foundation which plans to endow a chair in Indian art and culture in CGU’s School of Religion.

## Admiration expressed through award

SALVATION ARMY Commissioner John Busby presented Peter F. Drucker with the Evangeline Booth Award at a special ceremony on November 6 at Claremont Graduate University. The national award, named for the fourth daughter of the Salvation Army’s founder, is presented to an individual who has achieved excellence in service to the Salvation Army. Drucker received the award, according to Salvation Army Lieutenant Colonel Tom Jones, national community relations and development secretary, “because of his tremendous influence for positive good in the nonprofit field.” Drucker is only the seventh person to receive the award.

In his remarks at the event, Drucker expressed profound respect for the organization that was honoring him. “There is no organization I admire more or respect more than the Salvation Army,” Drucker said. “It has been my teacher and my mentor.”



Peter Drucker accepts the Evangeline Booth Award from John Busby during a special ceremony on November 6.





Top left: Associate Provost Phil Dreyer and Dean of the Peter F. Drucker Graduate School of Management Kees DeKluyver serenade former Dean of Students Betty Hagelbarger during the dedication ceremony of the new student center café which has been named Hagelbarger's in her honor. Top right: Student Services has returned to their newly remodeled office suite. Above: Hagelbarger's is a pub, lounge, café, and coffee bar.

## New student center opens

A NEW GATHERING PLACE opened at CGU in mid-April, featuring a pub, lounge, coffee bar, and café. "This will be a place where community can be developed and informal connections between students from different disciplines can be fostered," says Michael Mahin, president of the Graduate Student Council.

With its fireplace, soft furniture, and high-speed Internet access, "it's a student-centered place in every way," says Bill Everhart, CGU's vice president for finance. Adjoining the new center are the student services offices, including the registrar, dean of students, admissions, student accounts, financial aid, and the Graduate Student Council, along with the McNair Scholars and Minority Mentors programs. Funded in part by a \$500,000 gift from the Ralph M. Parsons Foundation, the renovation covered 5,804 square feet.

President Steadman Upham suggested naming the pub "Hagelbarger's" in honor of Betty Hagelbarger, who served CGU for 24 years as registrar, dean of admissions, and dean of students. The dedication ceremony took place on March 14 and celebrated her spirit of generosity and commitment.

## Eve Bunting Receives Award at Reading Conference

EVE BUNTING, author of more than 150 books, received the George G. Stone Center's Recognition of Merit award during a visit to Claremont on March 22. Bunting was a featured speaker for the 69th Annual Claremont Reading Conference, which drew several hundred educators to the CGU campus.

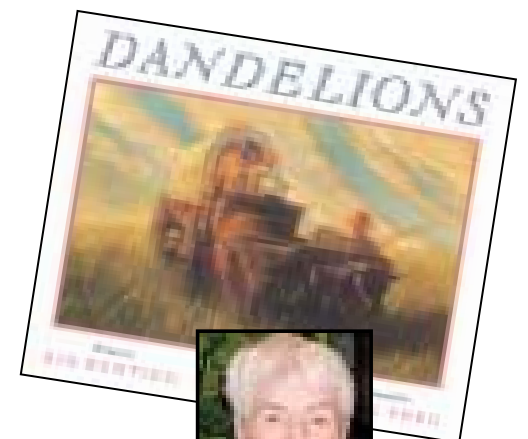
While Bunting has published in nearly every genre of juvenile literature, her preferred format is the picture book. Her talk during the conference centered on "The Picture Book in Its Infinite Variety."

A course in writing at Pasadena City College inspired Bunting to try her hand at storytelling, a

tradition she grew up with in her native Ireland. She published her first book in 1972 at the age of 43.

Bunting joins a distinguished group of writers who have received the Stone Center's Recognition of Merit award. Among them are E. B. White, Beverly Cleary, and Sandra Cisneros.

Two of Bunting's picture books were singled out for praise. In *Dandelion*, the author writes in unromantic fashion about a pioneer family relocating to the Nebraska territory. *Market Day*, a picture book based on Bunting's childhood experience at the monthly market in her small Irish hometown, is an appealing story in which the flavor of the village comes through in action and dialogue.



Eve Bunting, who has written more than 150 children's books, received the Recognition of Merit Award at the Claremont Reading Conference.

# Building Lasting Value: Some Assembly Required

by Carol Bliss

**T**HE MYSTERY BEGAN with a cryptic email from Wes Balda, director of the Executive Management program at the Peter F. Drucker Graduate School of Management: “We need teams to participate in a special exciting event. It’s the dean’s secret project and no one is to know what it is until the day of reckoning.”

Like a scene from *Mission Impossible*, 65 Drucker School alumni, staff, faculty, and students appeared at Claremont McKenna College’s Ducey Gymnasium on a warm December afternoon. “Does anyone know what we’re doing here?” asked Bill John, corporate trainer from Odyssey Performance Enhancement Networks. A few people ventured guesses, but none knew. Satisfied that the mission was secure, John led the group to the track for a series of team-building exercises reminiscent of summer camp. Teams swabbed imaginary decks, chug-a-lugged from invisible bottles, linked hands to form lifeboats, and shouted, “Man, Overboard!”

The sight of Drucker students and professors running, singing, and searching for lost sailors while heaving with laughter was a source of great pleasure both for the media in attendance and runners on the track. One particular “sailor” drew appreciative acknowledgment. Doris Drucker, Peter’s wife of 65 years, was chug-a-lugging, singing, and swabbing in perfect synch.

Back in the courtyard, small books called *The Nuts and Bolts of Exceptional Teamwork* appeared. “Not to be used by stuffy, boring trainers or participants who already have life figured out,” read page one. A whistle blew, beginning a colorful exercise called “Managing Obstacles, Holding onto Values.” Participants quickly wrote their most important values and biggest obstacles on balls. A jumble of brightly colored balls labeled “community, honor, truth and happiness” were tossed into the air, as a second set, marked “bureaucracy, selfishness, pressure, and corporate finance” went flying alongside. Shouts, whoops, and groans were heard as teammates struggled to keep all their balls in the air.

Next came the big mystery challenge. Teams huddled like football players as facilitator/quarterbacks issued three clues familiar to generations of Peter Drucker students: “Who are your customers? What is your mission? What do your customers consider value?” Black duffle bags were dropped in the center of each team.

Grabbing unwieldy objects from the bags, teams raced to the gym. Handlebars, frames, tires, and seats were soon stacked in piles. Participants raced from one stack to another, swapping parts. Which team could build a bicycle fastest?

Tires were quickly inflated. Brakes tested. Within minutes, the first team claimed victory. Richard Boyd, an executive management student and entrepreneur, rallied his team, asking, “Now that we have ours done, should we go out and help the others?” Off they ran to lend a hand.

“Accumulating knowledge has to do with sharing knowledge,” Bill



Drucker School event participants receive their pay in smiles as children from the Boys and Girls Club of Pomona Valley excitedly try out their new bikes.





*Drucker School students learn that business means building the community as well as the bottom line.*

John reminded the group as the gym doors burst open, revealing 13 excited 7-to-12-year-olds from the Boys and Girls Club of Pomona Valley. “Are these for us?” asked a 10-year-old.

Teams led each child to a shiny new all-terrain bike. Seats were quickly adjusted and tightened as team members strapped helmets on excited kids. Pedaling furiously, they raced from the gym. One boy lagged behind, struggling to keep his balance as adults helped guide the bike. He’d never ridden a bike like this before.

“Racing the clock, racing our teammates, even resorting to reading the directions, we were all extremely proud of ourselves,” noted participant and EMBA student Janne Hammel. “It wasn’t until the doors opened and the children turned the corner that we understood. It’s not about winning the game, it’s not about being good at forming teams, and it’s not even about building a bike quickly. Rather, it’s all about the kid who rides it.”

The charitable event was organized by the Drucker School to promote the value of team building, to share knowledge, and to provide support to a local nonprofit organization in the aftermath of September 11. “Drucker folks are very committed to charity,” remarked Cornelis de Kluver, dean of the Drucker School. “It’s one of the lessons of Mr. Drucker’s and this school. It’s a fabulous lesson for any aspiring executive.”

“The shared experience enhanced the sense of family culture that attracted me to Drucker from the start,” remarked Richard Sudek, EMBA student and venture capitalist with Tech Coast Angels. “The lesson I learned is that safety, trust, fun, and competition can bring a diverse community together to accomplish great things. I was glad to see Drucker’s philosophy of giving something back in action.”

Reflecting on the event, Richard Boyd remarked, “All too often, managers think only in financial terms. Today, however, we were reminded that management is really about people. Our focus as managers should be on the impact we have on others, how that impact influences organizational performance, and how organizational performance impacts the community.”

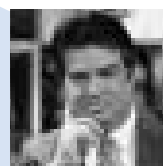
## Three New Members Come on Board

THREE NEW MEMBERS, including one alumna, were elected to Claremont Graduate University’s Board of Trustees at the fall 2001 meeting.



*Kuhn*

Robert L. Kuhn, Ph.D., of Pasadena, is president of The Geneva Companies, the lead-



*Chico*

ing merger and acquisition firm for private, middle-market businesses in the United States, and is managing director of Salomon Smith Barney, the international investment bank. He is the creator and host of “Closer to Truth,” a national public television series that explores fundamental issues in science and human understanding. The show brings together leading scientists, scholars, and artists to focus on new information in brain and mind, life and health, technology and culture, earth and universe, and thinking and meaning.



*Sutton*

Since 1989, Kuhn has advised organizations and agencies in the People’s Republic of China, including the Science and Technology Ministry, the State Council Information Office, and China Central Television. He is the author of more than 25 books and the creator and executive producer of “Capital Wave,” the first series on mergers and acquisitions broadcast on Chinese television, and “In Search of China,” a PBS documentary.

Jaime Chico Pardo of Mexico is vice chairman and chief executive officer of Telefonos de Mexico, S.A. de C.V., also known as Telmex, the largest private sector company in Mexico. Telmex recently announced a strategic alliance with Bell Canada International and SBC Communications of the U.S. He also serves on the boards of America Movil, Grupo Carso, and Honeywell International, Inc., and is a member of the board of the Papalote Children’s Museum in Mexico City.

In 1999, Chico was named Businessman of the Year by the U.S.-Mexico Chamber of Commerce. He began his career as an executive for Fimbursa, an investment bank, and later moved into chief executive positions with Euzkado Tires and Grupo Condumex, a manufacturer of products for construction, automotive, and telecommunications.

Marilyn P. Sutton, Ph.D., of Corona del Mar, is a professor of English at California State University, Dominguez Hills. She has published two books, *Chaucer’s Pardoner’s Prologue and Tale: An Annotated Bibliography* and *Understanding Death and Dying*, which she coedited with Sandra Wilcox.

Sutton’s professional affiliations include the Western Association of Schools and Colleges, of which she served as chair from 1998 to 2001, the Modern Languages Association, the Medieval Association of the Pacific, the New Chaucer Society, the Orange County Performing Arts Center, the South Coast Repertory Theater, the Orange County Museum of Art, and Human Options.



# the *Next* Society

A CONVERSATION WITH PETER F. DRUCKER ABOUT THE FUTURE

**C**laremont Graduate University's most renowned professor shares his perspectives on topics as wide-ranging as demographic trends, terrorism, and the Enron debacle with two of his former students, *The Flame's* editor, Marilyn Thomsen, and Janis Balda, an attorney specializing in nonprofit organizations.

**The Flame:** Is your work on *The Next Society* a prediction of the future?

**Peter Drucker:** No. It is a description of the present and its impacts. I look out the window at things that are going on, things that have already happened that people pay no attention to, like the tremendous change in demographics of which the aging population is a non-event. It's been going on for 300 years.

We have a political problem because we made a mistake 65 years ago. The then Social Security Commissioner suggested to President Roosevelt that we make retirement age dependent on life expectancy. If we had [done this] we would have no problem. We would have full vesting of Social Security at age 72 or 73. This is a political problem, not a real problem. Old people, as you know, are selfish and mean and don't like to have anything taken away from them, so this is going to cost a lot of politicians reelection, which I don't consider a major problem.

What's unprecedented since the late Roman Empire is the collapse of the birth rate in all developed and in most emerging countries, even in India. That will have tremendous impact. The youth culture is over. The homogenous

market, which we have had since 1918 and which everyone still takes for granted, is probably over. Likely the market will split into a large market of the 55-plus and a very small luxury market of young people. The family that has only one child spends more on that one child than they used to spend on five. The biggest luxury is housing, people moving to a neighborhood with a good school. That's a very expensive luxury.

**The Flame:** In addition to the demographic changes, what will be the most significant factors in the Next Society?

**Drucker:** The shrinkage of manufacturing as a creator of wealth and jobs, which is going ahead even faster than the shrinkage of agriculture in the era after World War I. The purchasing power of manufacturing is disappearing. Manufactured goods now buy one-fifth the knowledge goods they bought 40 years ago. The prices of manufactured goods adjusted for inflation have been going down since the Kennedy years at the rate of one percent a year, compounded. The prices of the two main knowledge goods, education and health care, have risen three times as fast as inflation.



Bruce Matsui, Education

*“Leaders of our schools must develop the ability to think ‘glocally.’”*

In the globalized world Peter Drucker portrays in the *Next Society*, leaders must become skilled at interpreting information from events around the world that will shape and inform their own context. September 11, for example, immediately impacted the transportation system, which led to an economic downturn in a key sector of the U.S. economy. Sales taxes declined, leaving state governments with shortfalls and making budget cuts necessary. Waging war on terrorism has all but depleted the surplus in government revenues, forcing a reduction in dollars for education.

Today’s school leaders must have the response-abilities to make sense of events from many locations as they make decisions for their organizations. How, for instance, will California’s \$12 billion state budget shortfall affect each leader’s environment? Leaders of our schools must develop the ability to think and act “glocally”—the skill to think globally and act locally.

Information gathered throughout the global network must be made transparent to all members of a learning community. Today’s leaders must make data accessible to everyone. All information, statistics, and stories from people in the community must be shared throughout the learning community. School systems that keep information in secret compartments like the district office, the principal’s office, or individual classrooms rob an organization of its ability to grow from mistakes. Information forms and informs a learning community. Secrets do not. The only reason for assessment is to make information transparent. How can teachers know who among them lacks or possesses sound teaching skills if the requisite information is not shared?

This change is particularly difficult for organizations that place a high value on loyalty and morale. Making information transparent requires honesty and an ability to encourage learning through mistakes. In a globalized society, access to information that is based on honesty spells the difference between success and failure.

*Bruce Matsui, a former superintendent of schools, is professor of education at CGU.*

**The Flame:** Does that say something good about manufacturing productivity or something bad about education and health care?

**Drucker:** Manufacturing productivity has exploded. Manufacturing production has risen very sharply in physical terms but has actually declined in total dollars. And manufacturing jobs in total numbers are less than they were 40 years ago, but population has more than doubled. In terms of proportion of the workforce, manufacturing employment, blue collar employment, was more than one-third [of the workforce] in the Johnson years and is now 14 percent and shrinking. When I saw this in the early 1970s, I was quite sure we would have severe social problems. We have none. This country has been incredible adjusting to total change.

On the contrary, there has been no increase in the productivity of knowledge work. I began to teach on my twentieth birthday. November 19, 1929, I gave my first university lecture. There has been no improvement in the productivity of college faculty since. If anything, it has gone down, because of committee meetings. My distinguished colleagues spend God only knows how much time in committee meetings, and there has never been a committee meeting that produced any results. President Roosevelt said, If I want to make absolutely sure that nothing gets done, I appoint a committee.

**The Flame:** What about health care?

**Drucker:** Health care and hospital employment has risen two and three times as fast as total employment, and it is predicted to rise even faster in the next 10 years. If you measure productivity in labor hours, work hours per patient, the productivity has plummeted. Now my medical friends would say, “Yes, but healthcare has improved so much.” There is almost no sign of that. Infectious diseases have moved out and other things have moved in. The real improvement in health care has not been medical advances but the

total change in the workforce.

When I was born, 99 percent of people in the most highly developed countries worked with their hands, and often in very dangerous pursuits. The largest single group in every country was still on the farm. Horses—if we had had OSHA in 1910, horses would not have been allowed. Horses are incredibly dangerous and uncontrollable. The 40-year-old farm wife was a broken old woman.

You know Franz Kafka as a great novelist. Until after he had died, nobody knew he was a novelist. He was the world-famous workman safety expert. He invented the safety helmet. He was the industrial safety man for what is now the Czech Republic. Around 1910 or 1912 he got the gold medal of the American Safety Society or whatever the name was, because for the first time in history, fewer than 25 persons per thousand steel workers had been killed in industrial accidents. That was unheard of.

**The Flame:** Will the Next Society be global? Or will what you are predicting be primarily for the developed world?

**Drucker:** Both. From now on, free trade means free trade in information, and there is no way any country can control that. No country is prepared for it. Countries like ours which are reconciled to this when it comes to trade in goods will turn very protectionist in order to protect manufacturing employment, or at least delay the inevitable. We’ve already seen that in this country. The American steel industry was screaming that imports were destroying it. The reason why they were is that in Europe and Japan, there are desperate attempts to protect steel industry employees. In those countries that haven’t begun to shift out of manufacturing employment, governments are paying to maintain steel industry jobs. The market isn’t there. So the companies are dumping or selling at low prices. No sooner had our steel industry complained than President Bush basically stopped steel imports.

That doesn't help the steel industry in this country to maintain their prices because the big auto companies, which are the biggest steel users, simply say, "Look, we buy from you, but only at the price of the world market." And if we don't, it is fairly easy to shift making bodies from Detroit to Guadalajara. So the steel industry in this country has the choice either to not make steel or to sell it at world market prices.

You'll see tremendous protectionism for manufacturing. It may not be in the form of tariffs, [but] in the form of rules and regulations and environmental rules. The free trade will be in information, and it will have the consequence that even if the free trade in goods is stopped, nobody will be able to sell except at the lowest price in the world.

We may have all kinds of rules and regulations that could impede the flow of goods, which, by the way, will hurt the developing countries very seriously. Look at the present crisis in Argentina. The basic problem in Argentina is that they still believe that agriculture is an asset. It's a liability. They think they are rich, but nobody wants agricultural products. Before 1914, every European country imported substantial parts of the food it used, [as did] every developed country except the U.S. Today there's only one left, Japan. Otherwise farm products are unsaleable. You could probably spread two coats of butter over the entire world and still have some left over. The same is true of beef.

**The Flame:** Then why are people starving?

**Drucker:** Because of government policy. There is an enormous surplus of food. Not having food is no longer a matter of food not being available, but of no income being given. That is social policy. Food surpluses are piling up in unbelievable quantities. Our entire foreign aid program has become a program to get rid of American food surpluses.

**The Flame:** What is it that CGU students and alumni can do to prepare to thrive in the Next Society?

**Drucker:** Find out what their strengths are. They need the first three years after graduation to find out who they are. This is not something you learn in school. Schools are remedial institutions. That is their function. And so these [new graduates] have no idea what they are good at. They know where they get good grades, but that's not quite the same thing, so they need the first three years to find out where they belong. You have to try yourself out. You have to fail a few times. There are no universal geniuses. The great strength of this country is that three out of five people change their first job. The right advice for the first job is go where the money is, simply because that is the only thing you can know. Everything else are guesses.

For certain people the greatest career opportunities are in declining industries because you have absolutely no competition. People don't go into them. In a rapidly growing industry, you can be sure there is going to be a collapse. The collapse of the dot.coms—the only question was whether it would happen six months earlier or six months later. It had to collapse. They all do. In the 1920s in this country, do you know how many radio stations went bankrupt? Ninety-six percent. Close to 100 percent went bankrupt or had to be sold out to chains that either closed them or converted them to relays. That's typical for a new industry.

New industries—everybody rushes in, stock prices are pushed up to incredible heights because they are the future, and then the first one goes and they all go. Between 1750 and 1800 about 45 banks were started in England. One survived.

**The Flame:** How is the nonprofit world going to look different in the Next Society?

**Drucker:** Let me start out with my hopes. I hope very much, but I don't think I have a chance, that charitable contributions will be treated more attractively in



Wendy Martin, American Literature

*"Literature has always mirrored social and economic conditions."*

Peter Drucker is widely respected for his ability to identify, and even to predict, changing economic conditions. In describing what he calls "The Next Society," Drucker observes that the role of women will become ever more important in the labor force, especially as brain power is valued over physical strength. This change has been increasingly evident in the United States, especially since women got the right to vote. The participation of women in the workforce and in public life in general has been the subject of many American novels, ranging from Theodore Dreiser's *Sister Carrie* in the early part of the twentieth century to the present.

Literature has always mirrored social and economic conditions. In his groundbreaking book *The Rise of the Novel*, literary historian Ian Watt argues that the novel as a genre developed in response to the new cultural terrain of the emerging bourgeoisie in late eighteenth century England as well as in Europe and the United States. The novels of Jane Austen, for example, clearly reflect the shifting manners and morals of British social life in response to economic conditions created by the new industrialism. *The Rise of Silas Lapham*, by William Dean Howells, and F. Scott Fitzgerald's *The Great Gatsby* offer brilliant portraits of the American nouveaux riches documenting the rise and fall of fortunes and the impact of changing economic conditions on individual lives.

The recent popularity of the memoir and stories about death and dying may well be a literary preoccupation with another trend noted by Drucker—the aging population, especially in the developed world. The focus on these elegiac narratives in the past decade is not mere sentimentality. Instead, works like John Bailey's *Elegy for Iris* and Mitch Albom's *Tuesdays with Morrie*, both best-selling books published in the last years of the twentieth century, represent an acknowledgment, however sublimated, that large numbers of us are *approaching* the concluding years of our lives rather than *anticipating* them.

Wendy Martin is professor of American literature at CGU and is editor of *Women's Studies: An Interdisciplinary Journal*, which she founded in 1972.



Magid Igbaria and Thomas Horan, Information Science

*“The challenge [is the] crafting of information systems that are at once globally relevant and locally responsive”*

Companies don't talk about “work at home” programs anymore. Rather, they talk about “work anywhere, anytime” where laptops, fax machines, cellular phones, networks, email, and voice mail are ushering in an electronically mediated work environment. A culture once based exclusively on physical contact is in the process of being transformed into a culture where goods and services are accessible without face-to-face contact with other people.

In a virtual workplace, people decide when they want to communicate, the form of communication, and how the communication will proceed. We can collaborate with others at the same time (synchronous) and at different times (asynchronous), and at the same place (face-to-face) and at different places (distributed). Thus, organizational boundaries now move away from their “physical” representations, such as different colored badges and executive offices, to being defined by the style of electronic communication.

A very different approach to providing organizational cohesion is required in these environments—managers must pay far more attention to aligning the enterprise across cultural and economic boundaries. All partners in the virtual corporation need to develop a shared vision of the organization's goals and how the organization will function through different time and space zones. Recent alliances linking Indian and U.S. software programmers into a 24/7 operation are but one example of such virtual teamwork in global operations.

As Drucker has noted, this electronically mediated reorganization of work will occur within the context of broader societal forces. For many developed countries, the advances of the knowledge economy will need to be reconciled with the changing and aging workforce. For developing countries, the rush of new communications possibilities (such as wireless) will facilitate information access to distant groups in a manner thought impossible just a short while ago. The challenge to information science will be to construct a knowledge base that can aid developed and developing societies in their crafting of information systems that are at once globally relevant and locally responsive.

*Magid Igbaria has been recognized as the most productive researcher in top information science journals during the 1990s. Thomas Horan is the author of Digital Places: Building the City of Bytes.*

our tax codes.

The enormous growth in the last 30 years has been in the personal foundation, which enables people to be active in the community as against [just] writing a check. My original prediction of 30 years ago that there would be a lot of second careers has not come true and will not come true. Most of these people love what they are doing and want to keep on, and yet it doesn't satisfy them enough, and so they establish their own [foundation].

We had 300,000 charitable organizations 30 and 40 years ago. It's 1.3 million now. Most of them are not so much mismanaged as nonmanaged. The waste of money is unbelievable. These personal foundations are very strong on good intentions, and they believe that spending money produces results. Their strength is that they have a clear focus. Their weakness is that they do not define results.

I've been spending most of my time consulting with nonprofits. Yesterday I had a very big one here, and we spent the day, not on their agenda, but on my first question. I said, “How do you define results?” They left at 5 o'clock and they were at civil war on this. They have no idea. It's not an easy question. But unless you ask it and fight it out, you're just spending money.

The national organizations I think are not going to grow—the American Heart Association, the Visiting Nurses, or the Girl Scouts. Some will maintain themselves. Others will shrink.

**The Flame:** Why?

**Drucker:** In part because these organizations depend very heavily on the 34-year-old educated married woman who's bored to tears and sits at home. Not all of them, but enough of them do.

**The Flame:** What do you see as the role of leaders in the Next Society?

**Drucker:** I'm allergic to the term “leader,” for several reasons. I first talked about leaders in organizations in 1954, but anybody my age knows that the world's most

charismatic leaders [recently] were Hitler, Stalin, and Mao. And so the correct question [is] “Leadership for what?” The only definition of a leader is somebody who has followers. Now, everybody has to be a leader, and that just ain't possible. So you have millions of people who say, “I am a leader” and have no followers.

I've met a lot of people who are leaders, and no two are alike. They have two things in common—they have followers, and they are being trusted. They set an example, and they put high demands on themselves because they are visible. But I have known people who have been tremendously powerful in their organization and who were afraid of people, never saw anybody. And I have seen some gregarious ones. All they have in common is four things. They themselves achieve. They set standards by example. The successful ones are not interested in leadership; they are interested in their own work. And they are being trusted.

The leadership fad has lasted longer than I thought it would. There is no new fad. Managements are as fashion-conscious as 15-year-old girls for the same reason—management is terribly boring. In a well-run organization, nothing happens.

**The Flame:** Is there a fundamental shift in the nature of companies?

**Drucker:** That has already happened. There's an old saying that a major scandal always tells you what the future will look like. A major scandal is a pioneer, and it doesn't work and then they try to hide it.

**The Flame:** Is Enron that major scandal?

**Drucker:** Yes. Not the last one, I have a suspicion. I have been around long enough to know that when you have one Enron, there are half a dozen others that follow. Our accounting is years behind the reality. Our accounting is based on the assumption that a company controls and owns as much of its activities as it possibly can, and therefore the accounts of the legal company fairly represent that



economic company. The Enron scandal is based on this no longer being true.

It's always the crooks who first exploit the new. Crooks have to be shrewder and faster than honest people. For a variety of reasons—the main of which may be the changed nature of technologies—companies increasingly grow, not through ownership, but through alliances, joint partnerships, minority interests. The financial statement that looks upon the legal entity as being equivalent to the economic entity is just obsolete. And Enron and believe me, quite a few more, abused that. They will close the loophole within the next 10 years. The company of the future will look very much more like Enron than like U.S. Steel of yesterday.

**The Flame:** What about the moral and ethical responsibility of Arthur Andersen and Enron?

**Drucker:** I made myself singularly unpopular many years ago by saying first auditing and consulting have to be separated. Number two, for saying that auditing has to be of the entire economic unit, not the legal unit. The audit of the legal unit serves only one purpose—taxes. I've been a terrible reactionary by not having any use for "industrial democracy," that is, for employee investment in the companies where they work. I do not believe in employee ownership. I've been saying that since 1949 or so. The employee has enough of a stake in the company in his job. It is imprudent to also have a stake in the company.

You always get a few examples where employee ownership has worked for at least a limited period of time. It worked for Sears for 50 years but not the last 20. You never hear of the hundreds of cases where it doesn't work, like Enron. Employee ownership of the company is very good for the company and very bad for the employees. Because one of the first rules of financial investment is diversity—not to have all your eggs in one basket.

**The Flame:** What's going to happen to

developing countries in the Next Society?

**Drucker:** I was an adviser to the first two presidents of the World Bank in the late '40s and '50s, and we all knew that development is a function of capital investment. That is the theory on which the World Bank was founded. It's been totally disproven. If capital investment by itself were decisive, Egypt would be the Japan of today. It got the most capital investment. Korea got very little. Taiwan got very little.

We don't know what causes development. It is reasonable to assume that the ways in which these countries developed, Taiwan and Singapore and Hong Kong and Korea, won't work in the future. They did it largely by marrying third-world labor costs with the manufacturing productivity of a first-world country.

If you want to know the most important economic development of the last 30 years, it is not the Far East. It is the periphery of the old European developed countries, Spain, southern France, northern Italy, Scandinavia, Finland. These were totally undeveloped rural countries. Two weeks after Franco died, I was in Spain. We drove out to Avila from Madrid and they were still plowing with oxen. I don't think you'll find a single ox in Spain today. Sweden—in 1950 a rural country dependent on forestry and pulp and paper—today it's probably the most productive industrial country in the world. Ireland—30 years ago every bright Irish youngster left Ireland. Today, Ireland is the place to go. Norway, Sweden, Denmark, Finland, the northern rim and the southern rim [of Europe]—that is a far more impressive development than East Asia, but because it grew in Europe, you don't notice it.

**The Flame:** Finally, what will be the impact of terrorism on the Next Society?

**Peter Drucker:** Every developed country has been living with terrorism one way or another for a long time now. The Germans had Bader Meinhof. The English had the Irish. The Japanese have had quite a bit. One lives with terrorism.



Clem Hamilton, Botany

*"Can these artificial Noah's arks maintain the biological diversity that is so fundamental to human welfare?"*

Paul Ehrlich's *The Population Bomb* drew attention in 1968 to the potential consequences of overpopulated humankind, including the extinction of many plants and animals. So when Professor Drucker observes the "unprecedented . . . collapse of the birth rate in all developed and in most emerging countries," anyone who cares about conserving our biological heritage might feel a flash of optimism. But that optimism is short-lived: "The family that has one child spends more on that one child than they used to spend on five," Drucker says. In the face of increasing per capita expectations for the good life, can evolving "green technology," from solar power to recycling to water-conserving urban landscapes, provide significant mitigation?

We know that we are transforming Earth's landscape from a natural matrix with islands of civilization to just the opposite. It is nature that is now insular, as isolated parcels in a civilized matrix. To what degree can these artificial Noah's arks maintain the biological diversity that is so fundamental to human welfare and so intellectually and esthetically compelling for its own sake? One might answer, pretty well. Our success at rescuing some species from extinction is encouraging.

But what of catastrophic changes to the environment, both natural and anthropogenic? When nature was more spatially continuous, many animals and plants could effectively migrate to follow their favorable conditions, as happened when glaciers successively advanced and retreated. But if a plant's natural "island" becomes inhospitable, and the plant cannot leapfrog civilized barriers to another, potentially supportive, natural island, extinction is almost certainly its lot.

Biodiversity also is reduced by invading exotic plants and animals, brought by humans, which outcompete native species in supposedly natural environments. And let us not forget natural catastrophes that we seek to prevent, only to witness far more catastrophic events when our engineered defenses are inevitably overcome.

The health of the natural world and its ability to sustain human existence depends directly on how well we manage it. The trends that Professor Drucker has identified must be taken seriously as we manage our environment. We ignore them at our peril.

*Clem Hamilton, Ph.D., serves as Executive Director of Rancho Santa Ana Botanic Garden and is Professor and Chair of Claremont Graduate University's Botany program.*

# . . . but can you set a DISSERTATION to *Music*?

by Marilyn Thomsen

**E**noch Anderson pauses near the CGU English department, dissertation research in a plastic crate under one arm, a platinum record under the other. Some students dream of earning gold records after they receive their degree. Enoch had 10 before he ever set foot on campus.

"I went to see Bette Midler in her debut when she played at the Troubadour in Hollywood," he says over lunch in a local Chinese restaurant. "Barry Manilow was her keyboard man and arranger. When the show was over, the star walked out in the spotlight and the band was stuck on stage. I had an opportunity to speak to him and say 'I write songs.' He kind of cringed, because I think he was getting that all the time, but he was very nice and gave an address where I could send them."

By the time Enoch mustered up the courage to send three songs, Manilow had left Midler and was working on his own album for Arista Records, which had just been taken over by the legendary Clive Davis. "I sent him 'Sandra' and 'I Wanna Be Somebody's Baby,'" he recalls. "And I also enclosed something called 'Down by the La Brea Tar Pits' so if he hated them, I could say, 'Obviously it was a joke!'"

While the "Tar Pits" song remained unproduced, "Sandra" and "Somebody's Baby" became two cuts on "Barry Manilow II," an album released in 1974 that went double platinum. "His stack of lyrics were just great," said Barry in a recent email. "A little off-center, very character driven, but not Broadway musical lyrics. I liked all of them and began putting music to them as soon as I got back to my apartment in Manhattan. In fact, the melody to 'I Wanna Be Somebody's Baby' came to me as I was reading the lyric in my hotel room . . . and I had to keep the melody in my head for a week before we flew back home. As soon as I walked into my apartment, I dropped my bags and ran to the piano to play it and record it on my cassette machine so I wouldn't forget it."

Enoch returned to the Troubadour for Manilow's Los Angeles debut. The show opened with "Somebody's Baby," transformed from Enoch's folksy version into an angry, kick-the-can kind of song. "It's very exciting to discover new talent," said the singer as all eyes turned to Enoch. Alas, he was talking about David Pomeranz, who'd written "Tryin' to Get the Feeling Again."

Publicly recognized or not, Enoch Anderson had come a long way from South Porcupine, Ontario, where he says he was born because the mining town his parents inhabited was too small to have a hospital. "Confronted with a number of nearby towns with facilities, including the quite-glamorous-sounding 'Golden City,' my mother selected one that for the rest of my life will have customs officials snickering when they look at my passport."

Heeding the call of the silver screen, Enoch abandoned a none-too-successful college career in Canada for the American Academy of Dramatic Art in New York. Then, believing he'd be less likely as a starving actor to freeze in Los Angeles than New York, he headed west. His acting career

included the role of Medvedenko in *The Seagull* with the Infinite Space Ensemble, along with roles as an extra on "Days of Our Lives," in the Ryan O'Neal movie "Irreconcilable Differences," and—in one of his more difficult parts—that of a deceased Civil War soldier. "I had to lie dead on the ground, downhill, a few feet from a horse which happened to be relieving itself. This struck me as a potent metaphor for show biz," he says.

Thinking back on his life, Enoch says that he "should look into chaos theory. If you inflated a large balloon and released it in a room, it would probably describe the arc of my career." He's sold encyclopedias door-to-door, carefully putting popsicle sticks in the hinges of exit doors in massive apartment complexes so that when the building superintendents inevitably threw him out, he'd be able to jimmy his way back in. He's written horoscopes for money—though "not enough money," he says with a wicked laugh. He's labored in what he calls the "alternate universe of the third sub-basement" at the Toronto University Library, which he describes as "a dusty, silent realm where orders from the upper levels would suddenly plummet through a pneumatic tube like grenades."

And he's written songs—42 of them published, according to Broadcast Music, Inc. One, titled "Tomorrow Child" and recorded by actor/singer David Soul, was performed on four TV specials. Another, called "A Nice Boy Like Me," was the flipside of Manilow's monster hit "I Write the Songs" (which neither Barry nor Enoch actually wrote). "I turned on the TV once, and there was Sandy Duncan singing 'A Nice Boy Like Me' with the Muppets," says Enoch. "I caught it on tape."

In 1991, nearly three decades after he'd dropped out, Enoch returned to college. It was "last-ditch survival after years of juggling work with family responsibilities in Canada," he says, "and discovering that gold records did not qualify me in quite the same way typing speed or a degree might." He enrolled at Santa Monica College, then UCLA, where he graduated summa cum laude in 1995. He applied to five eastern graduate schools to be closer to his mother, who turned 100 this spring. All turned him down. "I went to a couple counselors at UCLA and some professors," he remarks, "and they said, 'No one is going to tell you this, but it's your age.'"

So Enoch applied to CGU. His major has been nineteenth century American literature and "it's been wonderful." He completed his dissertation in March, a study of Prentice Mulford, a literary contemporary of Samuel Clemens. "The first time Mark Twain spoke in public in San Francisco as a young man, Mulford wrote the review," says Enoch. "I have it. I don't know if anyone has read it since."

What comes after the cap and gown? Teaching may be an option. "Watching his class, it's amazing how he's able to hold [the students'] interest and attention," says Bob Taylor, director of the PACE program at Glendale College, where Enoch teaches as an adjunct professor.



“I would like to return to writing,” Enoch says. Musical theatre is an interest—he’s already written the book and lyrics for two productions, one of which had a five-month run in San Francisco. And his collaboration with Manilow, who says Enoch is one of his favorite lyricists, remains strong.

“I love putting melodies to his always interesting lyrics. From the beginning of our collaborations, he always gave me lyrics that were compelling and evocative, never pop-junk,” said Manilow in an email recently. “I began putting melodies to his words on my second album. The song we wrote on that one was called ‘Sandra.’ It was about an unhappy housewife. It received more response than any of the other songs on that album other than ‘Mandy.’ On this latest CD, he’s written [four] lyrics and they’re all fantastic. I love the intelligence and the humanity in his writing, besides his great gift of poetry. He’s one of my all time favorite collaborators and best friends, and I hope to keep working with him for years to come.”

Many of Manilow’s current shows end with an Enoch Anderson lyric titled “Forever and a Day.” “Barry emailed me and said ‘I want something that sounds like a love song between two people, about a relationship, but can be taken as me with my audience, because I want to close by thanking the audience for their loyalty,’” says Enoch. Usually he writes the words first, then Manilow sets them to music. This time Barry sent the melody. “That’s a whole different situation,” Enoch notes, “because you’re disciplined to the number of syllables. You play it over and over until you are haunted by it, and things start to come.” Is it hard? Is it scary? “Oh, yeah!” Enoch confesses. “You think, ‘Here’s where I can’t do it. Here’s where it turns out bad.’”

Enoch wrote four of the songs on Manilow’s latest original CD, “Here at

the Mayflower.” “Barry had contacted me with the idea of the [album] which is about an apartment building and a story in every apartment,” says Enoch. “He said, ‘Do you think you could still squeeze out a lyric?’ I thought, ‘He doesn’t think so. He thinks this is all behind me.’ So I wrote ‘Do You Know Who’s Living Next Door?’ and I’m glad I did, because it’s become the song he has to sing to introduce the concept.”

The first time Enoch heard his lyrics coming out of a singer’s mouth, “it was strange and spooky. You feel you’ve been discovered as a fool.” After 10 gold and platinum records, though, it’s a feeling he’s gotten used to.

So is he the lyricist pacing around the room while the composer frantically bangs on the piano? “I’ve done that with some people, and I’m not so comfortable with it,” he says. He and Manilow usually work by email. “I like to crawl off like a wounded animal and write my lyrics.” The melodies that come later—sometimes years later—“can come as a complete surprise.”

By the time Enoch is asked if having a doctorate in English will make him a better lyricist he has finished the Chinese dinner and polished off a fortune cookie that read “You have the makings of a leader, not a follower.” Earning the degree “certainly had an impact,” he says. “For a long time it made me a Ph.D. candidate *instead* of a songwriter!” But “the discipline and the feeling of accomplishment and of having broadened one’s perspective are going to help.”

His career plans are still in the process of developing, he says. But the impact of his CGU experience will endure—maybe even, as his lyrics put it, “forever and a day.”

# the *Goldilocks* principle

by Mark DiPietro



Associate Professor of Economics Paul Zak

**M**aybe Isadora Duncan was onto something. In her heyday, the dancer is said to have propositioned playwright George Bernard Shaw with the promise that if they produced a child, it would be blessed with her beauty and his brains. With his stinging wit, Shaw countered that it would be disastrous if the genetic inheritance happened the other way around.

Duncan was right about one thing: If she and Shaw produced a child, one way or another the waves in the gene pool would still be rippling with wit, wisdom and beauty. And that's just as it should be in order for the wealth of nations to grow, according to Paul Zak, associate professor of economics at Claremont Graduate University. One of Zak's primary research areas is population genetics and how the emotional processes of everyday life—say, falling in love—affect economic growth.

What's love got to do with the price of tea in China? Quite a lot, really.

When opposites attract, says one of Zak's latest research projects, they create more than romantic sparks. They actually help grow the economy. The reason? When people with dissimilar interests and strengths reproduce, they diversify the gene pool. Over many generations, that increases intellectual capital. Zak calls this "the Goldilocks Principle," because a person's desire to choose a mate exactly like himself is balanced by an emotion—love—and that makes the results of diverse genes "just right."

So if Shaw and Duncan had fallen in love, married, and reproduced, this odd couple would have been doing their part to contribute to long-term economic growth.

Zak's theory is a fitting analogy for his other area of research, an emerging field called neuroeconomics. Merging the principles of economics, psychology, and biology with the research methods of neuroscience, neuroeconomics is the offspring of a marriage between opposite, or at least very different, disciplines. At its heart, neuroeconomics aims to find out how the human brain works when we make economic decisions. Zak's particular approach examines how emotions triggered by the brain's chemical processes play out on the world economic stage.

"It's a field that doesn't exist yet," says Zak, citing a

handful of researchers toying with neuroeconomics at institutions that include CGU, George Mason University, Harvard, Princeton, and Cal Tech. But he's convinced the interdisciplinary mingling is a natural fit.

"Economics isn't really about markets, it's about freedom and pleasure—when we make economic decisions, we're making choices that give us freedom and lead to pleasure," Zak says. "Most economists theorize about how human beings behave instead of going out to observe. In neuroeconomics, our goal is to observe and measure what's happening in the brain when people are making decisions."

That's exactly what Zak and his team of graduate students are doing in one ongoing study. By using functional magnetic resonance imaging (fMRI), they monitor the neural activity in a subject's brain while the subject plays a "trust game." In addition, chemical changes are monitored by repeated blood draws.

It goes like this: The subject being monitored is given \$10. He's told if he passes some or all of the money to a second player, who the subject never meets and who is interacting via computer, the \$10 will become \$30. The second player can then pass back all or none of the \$30, or any amount between. The players stand to share a healthy profit if they trust each other enough to invest the maximum amount.

The blood samples allow Zak and his team to observe whether the brain secretes oxytocin (a hormone that facilitates "pro-social" behavior in mammals) during monetary transactions. They can then gauge the likelihood that an individual will exhibit trust, or not, in a given environment. In some cases, subjects are injected with synthetic oxytocin, which allows the researchers to view its effect on behavior and brain activation.

"Measuring hormone levels along with neural activation gives us an important correlational measure for brain activity," says Zak. "It unites feeling and emotion—critical for social decisions—with brain activation. One of my innovations is to measure blood and brain activity simultaneously. Almost every researcher does only one at a time." Ultimately, that will lead to a better understanding of why humans behave as they do in a given setting, which will



lead to more precise economic modeling.

For someone who trained in a field that's theory-oriented, these lab experiments required him to immerse himself in biology and neuroscience. He also had to recruit a diverse team of collaborators including medical doctors, neuroscientists, and economists.

One of his graduate students, William Matzner, is a practicing internist who decided to pursue an economics degree with an eye toward health care administration. When Matzner applied to CGU's doctoral program in economics, Zak knew he'd found a good fit for his team.

"I asked him, 'What were you thinking when you saw a 43-year-old guy with a medical degree applying for a Ph.D. in economics?'" Matzner recalls. "Paul said, 'For what I'm working on, you look perfect.'"

For his part, Zak considers himself an economic theorist who became "a reluctant experimentalist." His "aha" moment came when he realized the research areas that most interested him—marriage, reproduction, trust—were inextricably linked to a nation's wealth or poverty and "were all fundamentally driven by emotion

and physiology, not the rational calculation that economists are so good at modeling."

"After studying neuroscience for years, I had the intuition that the only way to truly understand the nexus of emotion and decision-making was by looking at the brain," Zak says.

Meanwhile, in his role as a research fellow at the Gruter Institute for Law and Behavioral Research, Zak invited "the father of experimental economics," Vernon Smith, and his colleague Kevin McCabe to a conference Zak had organized in 1999. "I saw that they were just beginning to integrate neuroimaging techniques into their experiments, and everything clicked," he says. "Neuroeconomics is what I've trained my whole career to do."

As with any emerging field, neuroeconomics has its critics. "I was recently at a conference on behavioral finance (psychology applied to finance), with most of the major scholars in the area attending," says Zak. "I gave my neuroeconomics talk and about half the economists thought this was an important approach and half were skeptical."

McCabe, a researcher working with Vernon

Smith at George Mason University's Interdisciplinary Center for Economic Science, says many economists believe the field is "too reductionist."

"In the back of the naysayers' minds, they feel we'll never understand the brain's decision-making process because it's too complex," says McCabe. "I point to the fact that neuroscience has had such breakthroughs. Still, there are still a lot of neuroscientists who say, 'We're not even sure how people complete a word. Don't tell me you can figure out how someone decides how much money to send during a trust game.'"

Zak concedes that some of the skepticism is warranted. "There's so much cognitive psychology that needs to be integrated into economics, and there is now a lot of low-quality brain imaging research, studies by researchers who know little about the brain but want to use the new fMRI technology because they think it's important . . . My research program is comprehensive in that we measure multiple factors occurring during the same behavioral encounter, and this provides a more complete picture of why human beings behave as they do."

Criticism aside, Zak believes there's a Nobel Prize in some neuroeconomist's future. McCabe agrees. "There's no doubt if the field develops according to the way we want it to, it will generate a Nobel down the road," McCabe says.

Zak's goal is to raise enough interest—and capital—to open a neuroimaging lab at CGU. For now, the fMRI scanning happens at UCLA and at Loma Linda University, where Zak's wife, Lori, is an assistant professor of neurology.

A neurologist marries an economist, then the economist becomes a neuroeconomist . . . isn't that a demonstration of Zak's own "Goldilocks Principle" at work? Marriage to a neurologist certainly has helped the theorist in him develop a deeper understanding of neuroscientific methods. "I've had the opportunity to attend many neurology conferences and teaching sessions for graduate students, including brain dissections, and to attend medical rounds on the neurology ward," says Zak. "They've greatly increased my neuroscience knowledge."

Sounds like the balance between his personal and professional lives is "just right."

## faculty spotlight

### said and done

**John Angus** (*Mathematics*) became an associate editor of the *Journal of Futures Markets* in January.

**Lourdes Arguelles** (*Education*) conducted a workshop on indigenous/diasporic pedagogies with Derek Rasmussen (policy advisor to the Inuit people) and Sam Crowell (professor, California State University, San Bernardino) at the Holistic Learning Conference at the University of Toronto in October. Arguelles delivered a paper on “Transnational Migration and Cultic Processes” at the American Academy of Religion meeting in Denver in November, and also delivered a paper on “Between Renunciation and Struggle” at the Process Theology Seminar Series at the Claremont School of Theology in December. She traveled to South India in December to set up an Animal Assistance Project at Ganden Monastery and surrounding Tibetan refugee camps. The project was featured in an article in the *Los Angeles Times* in January. Arguelles has been named a member of the editorial advisory board of *Latino Studies*, the first refereed journal in the field of Latino Studies, and to the board of directors of the Institute of Women, Spirituality, and Justice.

**Dale Berger** (*SBOS*) was elected president of the Western Psychological Association. He was installed at the annual convention in April.

**Peter Boyer** (*Music*) was named this year’s Alumnus of the Year for the Hart School at the University of Hartford where Boyer received his M.M. and D.M.A. degrees.

**Michael Brewster** (*Art*) had an exhibition of his acoustic sculptures at Los Angeles Contemporary Exhibitions (LACE) in Hollywood from February 16 through April 20. The exhibition, “See Hear Now—A Sonic Drawing and Five Acoustic Sculptures,” was accompanied by a 52-page illustrated catalog. Brewster’s sculptures have been

described as “sensuous and sonically poetic sound sculpture.” The catalog, which includes a 74-minute audio CD, contains essays by critics Barry Schwabsky and Peter Clothier and an interview with Brewster and sound artist Brandon LaBelle.

**Antonia Darder** (*Education*) gave the keynote speech, “Schooling and the Culture of Dominion: The Little Dirty Secret behind Standardized Testing,” for the national convention of NAME: National Association for Multicultural Education, in Las Vegas, and the keynote speech, “Teacher Education and the Struggle for Democratic Schooling,” for the annual conference of the California Council for Teacher Education (CCTE) in San Diego. She participated in a panel on “The Struggle for Access and Equity: Students of Color and Higher Education” at the annual Rainbow Conference of the Cultural Student Affairs Center at the University of California, Irvine. Darder also spoke at conferences in Barcelona and Madrid, Spain.

**Patricia Easton** (*Philosophy*) was an invited speaker at Receptions of Descartes: A Conference, in March at Duke University. The conference was a bilingual, international conference with speakers from the United States, Canada, the United Kingdom, the Netherlands, France, and Italy. Easton’s paper was titled “Cartesianism and the Spirit of Reform (1650-1678): Desgabets’s Indefectibility Thesis—A Step too Far?” Easton will be co-organizer with Margaret J. Osler and speaker for Eternal Truths: A Conference, at the Institute for the Humanities, University of Calgary, June 6-9.

**Yi Feng and Jacek Kugler** (*SPE*) have been selected as editors of *International Interactions*, a premier journal in international studies. As editors, Feng and Kugler will enhance a transdisciplinary approach to the study of conflict, security, and political economy of development.

**Paul Gray** (*IS*) presented “Tutorial on Data Warehousing” to EDSIG (the Association for Information Technology, Special



Interest Group on Education), which had named him Educator of the Year 2000 in November. Gray served on a panel on the Relevance of IS Research at the International Conference on Information Systems in New Orleans in December, and he presented three papers to the Production and Operations Management Society in San Francisco in April in a special track on the Future of Graduate Education.



**Thomas Horan** (*IS*) gave the plenary address, “Digital Places: An International Perspective,” at the Australia National Congress, Property

Council of Australia in Canberra in September. Recent grants awarded to Horan include an \$85,000 Telecommunications and Transportation Technologies grant from the U.S. Department of Transportation (with the University of Minnesota) and a \$35,000 Technology Transfer Evaluation grant from the National Science Foundation (with the University of Southern California).

**Shirley Kaneda** (*Art*) had solo exhibitions of her paintings at Galerie Evelyne Canus in Paris in September, and at Galerie Schuster in Frankfurt in March. She participated in group exhibitions at Galerie Mario Mauroner in Salzburg, Austria, in November; Inside Spaces, in London in October; and Acme in Los Angeles in February.

**Jacek Kugler’s** (*SPE*) most recent paper presentations include “The Path to Prosperity: Demographic Change, Economic Development and the Role of Political Freedom” at the International Atlantic Economic Conference in Paris in March, and “Income Distribution, Population and Economic Growth” at the International Studies Association meetings in New Orleans, also in March.

**Wendy Martin** (*English*) gave a lecture at the City University of Hong Kong in February on “Building a University for the 21st Century.” Martin is currently working with a group of CGU students in English on a major collection of world short stories to be pub-

lished by Houghton Mifflin.

**Anselm Min** (*Religion*) gave a keynote address on "Asian American Catholics: Promises and Challenges" at a symposium for Catholic bishops and clergy involved in Asian American ministry in Atlanta in June. Min presented a paper, "Theological Reflections on National Identity" at the Korean American Christian conference on Reconciliation and Reunification on the Korean peninsula last July. He gave the Harrington Lecture, "From Difference to Solidarity of Others: Deconstructing Postmodernism," at Saint Paul School of Theology in Kansas City, Missouri, in September. At the international philosophy of religion conference at Claremont Graduate University in February, Min presented a paper on "Hegel's Dialectic of Spirit Today." He presented another paper, "Towards a Dialectic of Truth: The Search for Certainty and Truth in Hegel's 'Phenomenology of Spirit,'" at the international conference on truth at the Claremont School of Theology in March.

**Lorne Olfman** (*IS*) delivered a talk, "Training with a Business Focus: A Best Practice," at the University of Bath in September. He also spoke on "Running a Ph.D. Program in Information Systems: Issues of Size, Advising, Full-time/Part-time Status, and Placement," at Temple University in October. Olfman is collaborating with Murray Jennex on a "Mini-track on Knowledge Management: Organizational Memory and Organizational Learning" for the 35th annual Hawaii International Conference on System Sciences.

**Allen Omoto** (*Psychology*) received a five-year research grant of more than \$1.3 million from the National Institute of Mental Health. The research project, "AIDS Volunteerism and Client Health: Exploring Community," involves developing and implementing a program to enhance a sense of community among clients, volunteers, and staff in community-based AIDS service organizations. Omoto received a grant from the Fetzer Institute/Institute for Research on Unlimited Love for "Volunteerism, Community, and Compassionate Acts Among Older Adults," a two-year project examining the determinants and consequences of volunteering among older adults as well as how community service can be and is integrated with personal identities. Omoto presented a paper, written with M. Snyder, "Understanding the Effectiveness of Volunteerism: The Role of Community," at the annual meeting of the Society for Personality and Social Psychology in Savannah, Georgia, in January.

**Stuart Oskamp** (*SBOS, emeritus*) has been named a consulting editor of the *Journal of Personality and Social Psychology*, the leading journal in the field of social psychology. This year, he has served on three national committees for the Society for the Psychological Study of Social Issues and has served as chair of the Fellows Committee for the Peace Psychology Division of the American Psychological Association. In March, he gave an invited address on sustainability and the urgent necessity of worldwide environmental protection at Augustana College in Illinois.

**Craig Pearce** (*Drucker*) received a Citation of Excellence from Emerald Reviews for: Ensley, M. D. and Pearce, C. L. "Shared Cognition in Top Management Teams: Implications for New Venture Performance," *Journal of Organizational Behavior*, Vol. 22, 2001. Pearce presented "Shared Leadership in

Non-profit Organizations" at the Kravis de-Roulet Leadership Conference in February. In December 2001, he presented "Beyond the Transactor-Transformer Duality: A Broader Agenda for Leadership Development," at the Second International Conference of the Iberoamerican Academy of Management, Ciudad Mexico. Pearce is involved in a collaborative research project examining high-tech and knowledge-intensive firms. The study investigates the top management teams and key employees beneath them to identify social, cognitive, affective, and behavioral patterns that distinguish between more and less successful firms. Thus far, more than 190 firms from North America, Europe, and Asia have participated.



**Kathy Pezdek** (*SBOS*) was appointed to the editorial board of the *Journal of Applied Psychology*, a publication of the American Psychological Association. In March, she delivered an invited address at the Tsukuba International Conference on Memory in Tsukuba, Japan, on her current research on memory of the events of September 11.

**Marc Redfield** (*English*) gave a paper, "The Politics of Aesthetics and the Function of Criticism," at the Whitney Humanities Center of Yale University in March, as part of a symposium titled "The Future of the Aesthetic."

**Daryl Smith** (*Education*) spoke at the diversity lecture series at the University of Minnesota in March and at Recruiting and Retaining a Diverse Faculty, a national symposium in April, also at the University of Minnesota.

**Gail Thompson** (*Education*) was presented in April with the "Celebrating Literacy Award" from the Foothill Chapter of the California Reading Association, an affiliate of the International Reading Association. Thompson was nominated by the California State University Black Faculty and Staff

Association for an Outstanding Educator award. She was a presenter for the American Association of Higher Education and AERA this spring. She conducted staff development workshops at Palmdale High School and Grand Terrace Middle School during February and March.

**Harvey Wichman** (*SBOS*) chaired a symposium titled "Coping With Global-Scale Disasters: The Psychological and Socio-Cultural Aspects" and a one-day international workshop on "Global-Scale Disasters," both held at the Western Psychological Association convention in April.

**Tom Willett** (*SPE*) spent much of last spring and summer as a visiting scholar with the Research Department of the International Monetary Fund. His work led to a successful proposal to the National Science Foundation for a study focusing on political and economic influences on exchange rate regimes and currency crisis. It will provide funding for a number of graduate students. A preliminary version of a major part of the political economy framework for the study was presented at the annual meetings of the American Political Science Association in San Francisco last September.

**Paul J. Zak** (*SPE*) was a visiting scientist at the Defense Threat Reduction Agency, U.S. Department of Defense, in November. He received a \$5,000 grant from the MacArthur Foundation Working Group on Norms and Preferences to fund "Bioeconomics of Trust: Experiments." This is a collaborative project with Ph.D. candidate William Matzner, M.D, examining the physiologic basis for interpersonal trust. With another CGU doctoral candidate, Richard Gretz, Zak is doing research on brain anatomy and IQ. Zak's recent conference presentations include "The Neuroscience of Risk and Reward" at the Kellogg School of Management at Northwestern University; "The Bioeconomics of Trust" at the Public Choice conference in San Diego; and "Institutions and Development" at the Carnegie Endowment for International Peace in Washington, D.C.

## NEW DEAN IN SBOS



Dale Berger left the deanship of the School of Behavioral and Organizational Sciences at the end of the fall semester to devote more time to teaching and research. He had been dean since 1989. Stewart Donaldson, left, assumed the deanship in January. He is director of the Institute of Organizational and Program Evaluation Research at CGU and former chair of the Organizational Behavior doctoral program. In addition to teaching, Berger is incoming president of the Western Psychological Association. The Dr. Dale Berger Research and Scholarship Fund has been established in his honor.

## reading room

“A Note on Finding the Optimal Allocation Between a Risky Stock and a Risky Bond,” written by **John Angus** (*Mathematics*) was published in the *Journal of Futures Markets*, Vol. 21, No. 5, December 2001.

**Stewart Donaldson** (*SBOS*) co-wrote “Consequences of Work-Family Conflict on Employee Well-being over Time,” with CGU alumna Elisa Grant-Vallone, published in *Work and Stress*, Volume 15, No. 3. With another CGU alumna, Ellen Ensher, Donaldson wrote “Effects of Perceived Discrimination on Organizational Citizenship Behavior, Job Satisfaction, and Organizational Commitment,” which appeared in *Human Resource Development Quarterly*, Vol. 12, No. 1.

**Paul Gray’s** (*IS, emeritus*) recent publications include “Three Challenges for IS,” *The Data Base*, Winter 2001; “Does the Data Warehouse Improve Decision Performance?” with Y.T. Park in the *Journal of Data Warehousing*, Fall 2001; and “Geographic Information Systems,” in the *Encyclopedia of Operations Research and Management Science*, edited by Gass and Harris.

**Thomas Horan** (*IS*) wrote “Developing Actionable Knowledge About Community Telecommunications Systems,” with K. Wells, published in the *Proceedings of the Annual Meeting of the American Society of Information and Technology* (ITSA), Washington, D.C., November 4, 2001.



**Magid Igbaria** (*IS*) published “Virtual Society: The Driving Forces and Arrangements,” Editorial Preface, in the *Journal of Information*

*Technology Cases and Applications*, Vol. 3, No. 2, 2001. He co-authored “IT Acceptance in a Less Developed Country: A Motivational Factor Perspective,” with M. Anandarajan and U.P. Anakwe in the *International Journal of Information Management*, Vol. 22, No. 1, 2002; and “Determinants of Intranet Diffusion and Infusion,” with B.L. Eder in *Omega*, Vol. 29, No. 3, 2001.

**Jacek Kugler** (*SPE*) co-wrote “Immigration, Fertility and Growth,” with Yi Feng and Paul J. Zak, published in the *Journal of Economic Dynamics and Control*, Vol. 26 (2002). “Power Transitions and Alliances in the 21st Century,” written with Ronald Tammen and Siddhart Swaminathan,

# A Pathway to Healing



*Carol Ellis, director of CGU’s Writing Center*

**H**ow do we find our way back from unspeakable trauma? Carol Ellis, director of the Writing Center at Claremont Graduate University, shared her insights

on how healing journals can help at an international conference in Chicago in March.

“Healing Journals,” taught Fall semester at CGU, was intended to present journaling as a way of giving voice to things that lie below conscious awareness, things that sit like a stone on the heart. Ellis created the class so that students could give voice to their darkest fears as a way of freeing up creative energy, unraveling the tangle of thoughts, losses, and emotions that often keep people from achieving their full potential. One student, on the recommendation of a physician, was keeping a journal of her migraines.

September 11 totally changed the nature of the class. Everyone seemed to be waiting for the next disaster. Little by little, through their journals, the students began to give voice to some of their most unnamable fears. A daily act of doing something positive brought light into the darkness. Fragmented pieces of broken dreams gave way to new selves and new meanings. Class members began to feel that they had regained a sense of control in the world around them.

“Writing is a physical action,” says Ellis. “It’s the feeling of taking action that pulls us into healing. We realized that personal healing is cultural healing.”

“In journaling, you’re giving birth to a new person,” explains Ellis. “The journal is the altar where the fragments of the self can re-form. It gives power back. You can put down anything. The dark something becomes tangible. Writing is a pathway to healing.”

Ellis says that remarkable transformations came out of the class. The student with migraines began to recognize that she had more going on than the headaches. Journaling helped her reconnect to her passion for life. Journaling was successful not only in connecting people back to themselves but to one another as well.

Ellis advises the novice journal writer to ask questions such as “What does it mean for me to be alive right now?” and “What do I want?” “A healing journal provides a chance to notice even the most silent moments of life, and to notice life is to live life,” says Ellis. “To be a powerful experience, a journal has to be written in regularly. Every day you have something to say. Such daily writing involves you in your own journey.”



appeared in *Asian Perspective* Vol. 25, No. 3 (2001). The *Journal of Strategic Studies* published "Comparing Rational Choice and Prospect Theory Analyses: The US Decision to Launch Operation 'Desert Storm,' January 1991," written with Rose McDermott, Vol. 24, No.3, September 2001.

**Anselm Min** (*Religion*) published "The Other Without Society and History: Dialogue with Derrida," in *Philosophy of Religion in the 21st Century*, **D.Z. Phillips** and Timothy Tessin, editors, (Palgrave, 2001). He also wrote "Solidarity of Others in the Power of the Holy Spirit: Pneumatology in a Divided World," which appeared in *Advents of the Spirit: Introduction to the Current Study of Pneumatology*, edited by Bradford Hinze and Lyle Dabney (Marquette University Press, 2001).

**Lorne Olfman's** (*IS*) "Organizational Memory/Knowledge Effects on Productivity, a Longitudinal Study," written with CGU alumnus Murray E. Jennex, was published in *Proceedings of the Thirty-Fifth Annual Hawaii International Conference on System Sciences*, (Los Alamitos, CA: IEEE Computer Society Press,) 2002.

**Allen Omoto** (*SBOS*) wrote "Considerations of Community: The Context and Processes of Volunteerism," with M. Snyder, published in *American Behavioral Scientist*, Vol. 45, No. 5.

**Stuart Oskamp** (*SBOS, emeritus*) recently published an article, "Environmentally Responsible Behavior: Teaching and Promoting It Effectively," in the online journal *Analyses of Social Issues and Public Policy*.

**Craig Pearce** (*Drucker*) published with Monica L. Perry and Henry P. Sims, Jr. "Shared Leadership: Relationship Management to Improve NPO Effectiveness," in *The Nonprofit Handbook: Management*, edited by T. D. Connors (Wiley, 2001).



**Kathy Pezdek** (*SBOS*) authored "Children's Mathematical Achievement: The Role of Parents' Perceptions and Their Involvement in Homework" with T. Berry and P.A. Renno, which will appear in an upcoming issue of the *Journal of Educational Psychology*; and "Teaching Psychology in the Context of a University-Community Partnership," to be published in *Teaching of Psychology*. Her article with R. M. Eddy, "Imagination Inflation: A Statistical Artifact of Regression Toward the Mean," appeared in *Memory and Cognition*, Vol. 29; "The Effect of Exposure to Multiple Lineups on Face Identification Accuracy" with T. Hinz, was published in *Law and Human Behavior*, Vol. 25; and "A Cognitive Analysis of the Recovered

Memory/False Memory Debate" appeared in the *Journal of Aggression, Maltreatment, and Trauma*, Vol. 4, No. 2, and was reprinted in *Trauma and Cognitive Science*.

"In Retrospect: What College Undergraduates Say About Their High School Education" by **Gail Thompson** (*Education*) and Marilyn Joshua-Shearer will appear in an upcoming issue of *The High School Journal*, published by the University of North Carolina at Chapel Hill. The article, "Community Squiggle: The Language Experience Approach to Student Authored Stories," also written with Joshua-Shearer, will appear in an upcoming issue of the *California Reader*. Thompson guest-edited the April issue of *Educational Horizons*, which is devoted to improving the schooling experiences of African American students.

**Tom Willett's** (*SPE*) "Upping the Ante for Political Economy Analysis of International Financial Institutions" was published in *The World Economy*, March 2001. His article, "Understanding the IMF Debate," appeared in *The Independent Review: A Journal of Political Economy*, Spring 2001. Willett also wrote "Truth in Advertising and the Great Dollarization Scam," published in *Journal of Policy Modeling*, Vol. 23, April 2001.

**Paul Zak** (*SPE*) and Stephen Knack wrote "Trust and Growth," published in *The Economic Journal*, Vol. 111, 2001.

## WILLIAM D. CRANO INSTALLED IN THE STUART OSKAMP CHAIR OF PSYCHOLOGY

WILLIAM D. CRANO has been installed in the Stuart Oskamp Chair in Psychology. After a career spanning four decades at CGU, Oskamp and his wife, Catherine Cameron, presented the university with \$1 million for an endowed chair in psychology in 2000. The gift was matched by a \$2 million gift from a member of the university's Board of Trustees.

Prior to joining CGU's School of Behavioral and Organizational Sciences in 1998, Crano held faculty appointments at the University of Arizona, Texas A&M, Johns Hopkins University, and Michigan State University. He has served as program director in Social Psychology for the National Science Foundation; as liaison scientist for the Office of Naval Research,

London; and as NATO Senior Scientist, University of Southampton. He was also a Fulbright Fellow at the Federal University-Rio Grande do Sul, Porto Alegre, Brazil.

Crano's basic research is concerned with social influence, especially the impact of minorities on the beliefs and actions of the majority, and on the effects of self-interest on attitudes and actions. His applied research involves the development of persuasive and instructional information to prevent the spread of HIV/AIDS, and to prevent drug abuse in children and adolescents. A recent study by Crano and Juan Ramirez revealed that California's Three Strikes law has decreased white-collar crime but has had no effect on drug offenses.



## bookshelf

### *Principles and Methods of Social Research (Second Edition)*

By William D. Crano (*Psychology*) and M. B. Brewer



(Lawrence Erlbaum Associates, 2002)

An extensive revision of Crano and Brewer's 1986 text, this book presents the most recent advances in social research design and methodology. The authors describe in detail the research process using methods derived from basic principles of scientific inquiry and demonstrate how they apply to the study of human thought, affect, and behavior. These applications make the book a valuable resource for all fields of human social research, particularly psychology, communication, public health, and marketing.

### *Mass Media and Drug Prevention: Classic and Contemporary Theories and Research*

A volume in the Claremont Symposium on Applied Social Psychology series



Edited by William D. Crano (*Psychology*) and M. Burgoon (Lawrence Erlbaum Associates, 2002)

A story of the mass media's potential in the war against drug abuse, the book is based on scientific evidence gathered from the early 1920s to the present on the use of media in health promotion and disease prevention. Past approaches, both successes and failures, are cited to help enlighten future programs of research and practice.

### *Reinventing Paulo Freire:*

#### *A Pedagogy of Love*

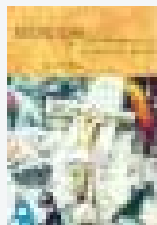
By Antonia Darder (*Education*)

(Westview Press, 2002)

In *Reinventing Paulo Freire*, Antonia Darder pays homage to the late Brazilian educator. One of the most influential theoretical innovators of the twentieth century, Freire challenged education plans that contribute to the marginalization of minorities and the poor. He believed that education should be used for liberation by helping learners reflect on their experiences historically. Here, Darder explores the legacy of Freire, interviews eight former students, and reflects on the teaching practice as demonstrated by Freire himself.

### *Religion and the Hermeneutics of Contemplation*

By D.Z. Phillips (*Religion*)



(Cambridge University Press, 2001)

This book extends in important ways Phillips' 1976 work *Religion Without Explanation*. Here the author argues that intellectuals need not see their task as constructing an apologetic for or against religion, but as one of understanding it. Certain methodological assumptions about what enquiry must stand in the way of this task. Beginning with Bernard Williams on Greek gods, Phillips examines these assumptions in the works of Hume, Feuerbach, Marx, Freud, and many

others. The result exposes confusion, but also gives logical space to religious beliefs without advocating personal acceptance of them and shows, in doing so, how the academic study of religion may return to the contemplative task of doing conceptual justice to the world.

### *African American Teens Discuss*

#### *Their Schooling Experiences*

By Gail Thompson (*Education*)



(Bergin & Garvey, 2002)

When Thompson decided to study the K-12 schooling experience and achievement level of African American students, she went right to the source. Thompson spent the 1999-2000 academic year collecting data from African American students at high schools in Southern California. The purpose of the study was to give teachers, counselors, and educational policymakers some honest feedback from students in the African American community. With the insights gained from the students, Thompson

developed recommendations for those involved in education and policymaking to improve the experience of African American students.

## alumnotes

### ART

**Robert Smith, MFA, 1964**, is a retired professor of art, art history, and photography at Chaffey College and author of *Redefining the Inland Valley* (1999), a collection of driving tours, history and maps of the Inland Valley. He has been exhibiting drawings and paintings at the Riverside Art Museum, Cooper Regional Museum, and the Ontario Museum of Art. His work can be found online at [http://publicworksart.com/Bob\\_Smith](http://publicworksart.com/Bob_Smith).

### DRUCKER

**William Griffith, MA, Executive Management, 1974**, passed away on January 3. Griffith was a student in the founding group of the Drucker School and served for many years as director of the Anaheim Public Library.

**Jonathan D. Long, MBA, 1986**, is currently serving as Commander, Defense Contract Management Command Santa Ana-Aerojet and Acting Commander Defense Contract Management Command, Santa Ana-Irvine. Major Long leads 85 acquisitions professionals responsible for providing contract administration services for more than 3,000 active contracts providing parts and services to NASA, the US Air Force, Navy, and Army.

**Nilubol Haruethaivijitchock, MBA, 1994**, has worked at various multinational companies including Proctor & Gamble and Citibank and is currently an international account manager for Pepsi Beverage International, based in Thailand.

**Charles (Chuck) T. Bennett, MA, Executive Management, 1983**, was president/CEO of Mission Aviation (1973-85), founder/chairman of Airserv International (1984-92), executive vice president for Food for the Hungry (1985-91), president/CEO for Partners International (1992-2000), and is presently president/CEO of Paraclete Group. In addition to his professional achievements, Bennett was the 1985 Alumnus of the Year for Fuller Theological Seminary, and in 1997 received the CGU Drucker Alumni Award.

**Stephen P. Anderson, EMBA, 1990**, was recently named president and CEO of Enkeboll Designs, a leading architectural woodcarving company.

**Gerhard (Gery) M. Williams III, MBA, 1989**, has been named general manager of Cando Division of CSX Transportation, where he is responsible for rail transportation operations in

Ohio, Kentucky, West Virginia, and Virginia.

**Tuhr Barnes, MBA, 1992**, was named president and director of Fluor Ames Kraemer, LLC, a design-build contractor currently constructing the Legacy Parkway in Salt Lake City, Utah.

**Bill Worsham, EMBA, 1987**, is currently general manager of customer support for Hamilton Sundstrand (a UTC company). Worsham is responsible for a worldwide aviation business, managing 135 employees and an annual revenue of \$135 million dollars.

### EDUCATION

**M. Patricia Noel, MA, Education, 1971**, was honored with the Regional Award in High School Chemistry Teaching from the American Chemical Society. The award was presented at the society's 37th Western Regional Meeting in Santa Barbara, CA.

**Lynn Shaw, Ph.D., Education, 2001**, was appointed to the Subject Matter Expert Committee to write the Statewide Electrical Certification Exam by the Division of Apprenticeship Standards. Shaw was also selected to chair the California Community College Statewide Advisory subcommittee for Industrial and Technical Education, Construction and Skilled Trades.

**Barbara Ann Hall, Ph.D., Education, 1990**, recently received the Covina Mayor's Award and the Los Angeles County Fair Association Board of Director's "Community Hero" Award for development of a permanent history exhibition for Covina's City Hall that stretches historically from 1842 to 1950.

**Lani Morgan Martin, Ph.D., Education, 1997**, teaches at Cal State Fullerton in the Elementary, Bilingual and Reading Education Department. Martin is also codirector of the Orange County History/Social Science Project, a California subject matter project that provides institutes, workshops, and partnerships to help with the teaching of social studies.

**Dyson William Cox, Ph.D., Education, 1974; MA, Executive Management, 1980; MA, Philosophy, 1987** passed away December 23. He was a retired municipal court judge.

**Russ S. Hubbard, MA, History, 1969; Ph.D., Education, 1972**, retired from the department of education at Eastern Washington University, in September 1999, but stayed on part-time to start

and direct a teacher certification and master's degree program in elementary teaching for EWU and the Kent School District. Hubbard is now fully retired and preparing with his wife for an extended stay in Oaxaca, Mexico.

**Albert M. Andon**, *Certificate, 1957; MA, Education, 1957*, has worked for 42 years in private and public education. He served for nine years as a teacher, 33 years as a school principal, and continues to work as a staff analyst for the city of San Bernardino.

**Elizabeth Novack**, *Ph.D., Education, 1993*, was selected by Leadership California as a member of the Class of 2002 for its Annual Issues Program. The prestigious, year-long program for 50 women leaders from across California provides development and exposure to critical public and private sector issues as well as connection among women leaders, decision makers, thinkers, and practitioners.

## HUMANITIES

**John Tietz**, *Ph.D., Philosophy, 1966*, was appointed Associate Dean of Arts at Simon Fraser University. He is also a member of the philosophy department and continues to pursue interests in Wagner and Heidegger.

**Robert Ian Scott**, *MA, 1955, English*, continues his research on the poet Robison Jeffers and is the author of *The Specific Writer* and *Words and the World: A Practical Semantics* (both available from the International Society for General Semantics). Scott is a retired professor of English at the University of Saskatchewan.

**David F. Siemens, Jr.**, *Ph.D., Philosophy, 1976*, presented "The Ultimate Foundation of Ethics: Beyond Values, Rules and Denial" as part of a public lecture series sponsored by the Canyon Institute for Advanced Studies at Grand Canyon University. Siemens is an emeritus professor of philosophy at Los Angeles Pierce College and was joint editor and contributor to *Naturalism: Its Impact on Science, Religion and Literature*.

**Amanda Donta-Ransom**, *MA, English, 1988*, earned an MFA in experimental film from Goddard College and is currently a visiting professor at Eckerd College teaching film/video production and writing. She married fellow alumnus Brian Ransom, who earned his MFA in art in 1986.

**Rochelle Johnson**, *Ph.D., English, 1999*, has coedited a new book of essays on

Susan Fenimore Cooper, America's first female nature writer. The book, titled, *Susan Fenimore Cooper: New Essays on "Rural Hours" and Other Works* (University of Georgia Press), is a compilation of essays by scholars from across the country.

## MUSIC

**Edward Macan**, *Ph.D., Music, 1991*, is author of *Rocking the Classics: English Progressive Rock and the Counterculture* (Oxford) and founding member of the experimental music ensemble Hermetic Science.

## RELIGION

**Robert G. Pielke**, *Ph.D. Religion (Social Ethics), 1973*, is a professor of philoso-

phy at El Camino College and the author of the fictional works *Hitler the Cat Goes West* (Aegina Press, 1995) and *The Mission* (iUniverse, 2001); the non-fiction books *You Say You Want a Revolution: Rock Music in American Culture* (Nelson Hall, 1986); and *Critiquing Moral Arguments* (University Press of America, 1992).

**Sandra L. Zimdars-Swartz**, *Ph.D., Religion, 1978*, received the 2001 William T. Kemper Fellowship for Teaching Excellence from the University of Kansas, where she has taught in the department of religious studies since 1979.

**John (was Sungmin) S. Park**, *Ph.D., Religion, 1995*, is executive director of the Los Angeles Regional Center of Azusa Pacific University and a professor

of theology and ethics. He published two books in 2001: *Theological Ethics of Friedrich Schleiermacher* and *Religion and Its Relevance in Post-Modernism* (both from The Edwin Mellen Press).

**Marvin Meyer**, *Ph.D., Religion, 1979*, has been appointed Griset Professor of Bible and Christian Studies at Chapman University, Orange, California. Meyer is the chair of the Chapman University religious studies department, director of the Chapman Albert Schweitzer Institute, and research project director at the Institute for Antiquity and Christianity, Claremont Graduate University. He has written many books, including most recently *Jesus Then and Now: Images of Jesus in History and Christology* (2001) and *Ancient Mysteries: A Sourcebook of Sacred Texts* (1999). Meyer has also

## NATURAL LANDSCAPES AND METROPOLITAN OBJECTS

**BARBARA EDELSTEIN** (MFA, 1984) has earned acclaim as an artist by integrating characteristically industrial objects with natural landscapes. As Edelstein explains, "The motivation for my work has been to develop a viable vision for our cities by integrating our metropolitan surroundings with the natural landscape."

By juxtaposing industrial objects with natural settings, Edelstein's work challenges rudimentary distinctions between the natural and the industrial by forcing viewers to consider the way both exist simultaneously and on common ground. "By developing environments combining both natural and industrial aspects, I have found a way to unite the human-made world with the natural world to benefit both and to renew the balance," says Edelstein.

This desire to restore balance to our "over-industrialized" mentalities is a central aspect of her work. "Because an ideal urban system can be thought of as a reflection of the natural system, if we look to nature for our methods and inspiration, we will create a more harmonious urban/natural habitat," Edelstein says. This ability to look beyond the ordinary is something she improved upon while at CGU. "My professors did exactly what they were supposed to do," explains Edelstein. "They taught me different ways of approaching creativity." Edelstein especially appreciated the insight of CGU professors Roland Reiss, Connie Zehr, and Michael Brewster.



Upper left: "Elemental Spring," West Lake, Hangzhou; Above: "Immigrant Leaves"

In June, 2001, Edelstein's work was included in the show "Markers" at the Venice Biennale in Italy. Later that year a permanent sculpture/fountain opened at the second West Lake International Sculpture Symposium in Hangzhou, China. In June, she will have a solo exhibition and a permanent sculpture opening at the Guangdong Museum of Art, Guangzhou, China, and also that month a solo exhibition at the Shenzhen Art Museum, Shenzhen, China.

## ALUMNI HALL OF FAME INDUCTS NEW MEMBERS

Congratulations to CGU's new Alumni Hall of Fame inductees, honored on November 26 at the home of CGU President Steadman Upham. This year's class boasts members of international reputation from across the disciplines and is a testament to the transdisciplinary style that makes CGU distinctive among universities.



- Richard G. Barnaby, MA '78, Management; President, Kaiser Permanente California
- Robert Allen Catlin, Ph.D. '77, Government; Fellow, American Institute of Certified Planners
- David T. Dreier, MA '77, Government; Member, United States House of Representatives
- Charles C. Emery, Jr., Ph.D. '93, Management; Vice President and Chief Information Officer, Blue Cross-Blue Shield of New Jersey
- J. Jerome Harris, Ph.D. '73, Education; Former Superintendent of Schools, Atlanta Unified School District
- Donald R. Hossler, Ph.D. '79, Education; Vice Chancellor for Enrollment Services and Professor of Educational Leadership and Policy Studies
- Willard Fred Kiesner, Ph.D. '83, Education and Business Administration; Conrad N. Hilton Chair of Entrepreneurship, Loyola Marymount University
- Richard S. Kirkendall, Ph.D. '66, Education; Former Superintendent of Schools, Claremont Unified School District
- Susan Margaret Leeson, Ph.D. '71, Government; Associate Justice of Oregon Superior Court
- Thomas S. Linney, Jr., Ph.D. '79, Education; Vice President, Council of Graduate Schools
- Frederick C. Luebke, MA '58, History; Charles J. Mach Distinguished Professor Emeritus of History, University of Nebraska
- Christine E. Maitland, Ph.D. '85, Education; Higher Education Coordinator, National Educational Association
- Munir Yusuf Mandviwalla, Ph.D. '95, Information Science; Founding Chair, Department of MIS, Temple University
- Charlene B. Martin, MA '84, Education; Director, International Place, Claremont Colleges
- Philippe M. Maystadt, MA '73, Government; President, European Investment Bank
- Thomas H. McGrath, MA '47, Education; President Emeritus, California State University at Sonoma
- Thomas McKernan, Jr., MA '77, EMBA '94 Management; President and CEO, Automobile Club of Southern California
- William John McVittie, MA '99, Politics; Judge, Superior Court of Los Angeles
- Ahmed M. Metwalli, MA '87, Management; Vice President of International Operations, Lockheed Martin Corporation
- Anyim C. Palmer, Ph.D. '73, Education; Founder, Marcus Garvey School
- Robert R. Reilly, MA '78, Government; Director, Voice of America
- Kent Harold Richards, Ph.D. '70, Religion; Executive Director, Society of Biblical Literature
- Charles Gevaert Salas, Ph.D. '96, History; Director, Research and Education, Getty Center
- Jerry Mark Silverman, Ph.D. '67, Government; Regional Manager for East Asia and the Pacific, World Bank
- Marjorie Hewitt Suchocki, Ph.D. '74, Religion; Ingram Professor of Religion, Claremont School of Theology
- Yoshihide Suzuki, Ph.D. '82, Religion; Dean, Faculty of Humanities, Niigata University
- Foster Jay Taylor, MA '50, History; President Emeritus, Louisiana Technical University
- Tai-il Wang, Ph.D. '91, Religion; Professor of Old Testament, Methodist Theological Seminary
- Diane E. Watson, Ph.D. '87, Education; Member, United States House of Representatives

appeared on several television programs, including the acclaimed Peter Jennings ABC special, "The Search for Jesus."

### SBOS

**Raymond F. Paloutzian, Ph.D., Psychology, 1972**, is editor of the *International Journal for the Psychology of Religion* and his book *Invitation to the Psychology of Religion* is in its second edition. He is currently a professor of psychology at Westmont College and for spring, 2002 will have a visiting appointment with the faculty of psychology and educational sciences at Catholic University in Leaven, Belgium.

**Kaye Swafford, MA, Psychology, 1978**, completed professional training at the Academy of Intuitive Studies and Intuition Medicine and received the certification Master of Intuition Medicine. Kaye maintains a private practice in San Mateo and is in training to become a hiking leader for children at a local reserve.

### SPE

**Mark T. Green, Ph.D., Political Science and Economics, 1997**, has been named director for Oregon State University's Austin Family Business Program. Green also assumed the A.E. Coleman Chair in Family Business on April 1 at the retirement of founding director Pat Frishkoff.

**G. Lane van Tassell, Ph.D., International Relations, 1971**, is currently associate vice president for academic affairs and dean for graduate studies at Georgia Southern University.

**Albert Celozza, Ph.D., Government, 1987**, was awarded 2001 Arizona Professor of the Year by the Carnegie Foundation and the Council for the Advancement and Support of Education. Celozza is a social science and religious studies professor at Phoenix College.

**Janice Rutherford (formerly Molnar), MA, Politics, 1993**, is currently chief of staff for California State Assemblyman Bill Leonard and serves on the board of directors for the organization Action for Better Cities. In 2000, Rutherford was elected to the Fontana City Council.

**John D. Dunlap, III, MA, Public Policy, 1982**, has been president and CEO of the California Restaurant Association for the last three years. Prior to joining the CRA, Dunlap served in Governor Pete Wilson's administra-

tion as chairman of the Air Resources Board, where he managed the state's air quality programs.

**Walter A. Henry, Ph.D., Economics, 1973**, passed away from a stroke on October 8. Henry was a professor emeritus at the University of California at Riverside and former interim dean of the A. Gary Anderson Graduate School of Management at UCR.

**Richard N. Blue, Ph.D. International Relations, 1967; Ph.D., Government, 1967**, was a professor of political science for 14 years at the University of Minnesota. He then joined USAID, becoming director of a development training program, head of evaluation and a senior foreign service officer, retiring in 1994. Blue also represented the Asia Foundation in Thailand, Laos, Cambodia, and Vietnam from 1990-96. Blue now serves as evaluation and strategic planning advisor for USAID, working especially on democracy development in Russia and the former Soviet Union.

**Chetan Ghate, MS, Mathematics, 1998; Ph.D., Economics, 1999**, is an assistant professor in the department of economics at Colorado College and visiting assistant professor at the Indian Statistical Institute, Delhi. He is presenting at the 2002 Econometrica Society meeting and has been published in *Australian Economic Papers* and *Structural Change and Economic Dynamics* (with Paul Zak).

**Marcia L. Godwin, MA, Public Policy, 1997; Ph.D., Political Science, 2000**, is an assistant visiting professor at Whittier College in the department of political science.

**K.R. Hata, Ph.D., Government, 1974**, is a professor of medical informatics at Kawasaki University Medical in Japan and a program committee member for the Internet Society (ISOC).

**David K. Hart, Ph.D., Government, 1966**, retired from the George Romney Institute of Public Management in the Marriott School of Management, Brigham Young University, in July 2000. At the time of his retirement, Hart was the William F. Edwards Professor of Management. Hart continues to write articles in the fields of business and public ethics and has begun a new book whose working title is *The Moral Foundations of Leadership*.

## ALUMNA NAMED PROFESSOR OF THE YEAR

**L**AURA DUHAN KAPLAN (Ph.D. Philosophy and Education, 1991) was named the 2001 Professor of the Year by the Carnegie Foundation for the Advancement of Teaching and the Council for the Advancement and Support of Education. Kaplan was chosen from among more than 200,000



eligible professors from 611 universities in the Master's University and Colleges category. She is currently an associate professor of philosophy at the University of North Carolina, Charlotte.

Kaplan is widely recognized for her creative approaches to teaching and curriculum. For example, her "Philosophy of the Body" course combines the study of philosophy with the practice of Hatha yoga. Her most notable innovation is a style of teaching she calls "narrative philosophy." "I invite students to begin their study of philosophy by telling stories from their everyday lives," she explains. This method makes philosophy "relevant" by encouraging students to engage the discipline on a personal level.

According to Kaplan, these stories become the keys by which students gain entrance into the often complicated world of philosophy.

Interdisciplinary study is why Kaplan chose CGU. "I learned at CGU how to take each discipline seriously in itself before putting them in conversation with one another," she says. With the help of fellow student Melissa Norton, Kaplan developed an annual seminar on teaching for philosophy students featuring presentations and discussions led by philosophy alumni. The program lived on many years after Kaplan and Norton had graduated.

Of the many relationships Kaplan developed while in school here, she writes, "In the Education department, professors Jack Schuster and Darryl Smith taught me how to function within institutions of higher learning and Mary Poplin taught me about creativity in teaching. In philosophy, Charles Young taught me how to succeed as a professional philosopher, while Alfred Louch taught me how to observe the world as one."

UNC-Charlotte's women's studies program benefited from Kaplan's leadership for seven years, and she actively teaches courses in philosophy, women's studies, and religious studies. She is the recipient of the 2001 UNC Board of Governors Award for Excellence in Teaching, the 2000 Bank of America Award for Teaching Excellence, and the 1999 UNC-Charlotte Faculty Woman of the Year Award.

## 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.**

Name\* \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

check box if new address Country \_\_\_\_\_

Home phone \_\_\_\_\_ Fax \_\_\_\_\_

Work phone \_\_\_\_\_ Email \_\_\_\_\_

Year of graduation or last class taken \_\_\_\_\_

Program/School  Education  SBOS  Arts & Humanities

Religion  Drucker  IS  SPE

Degree(s) earned at CGU, with year(s) \_\_\_\_\_

Brief description of personal or professional activities (you may attach additional sheets) \_\_\_\_\_

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\*(include maiden name if it has changed since leaving CGU)



## Alumni Outreach

Would you like to be an ambassador for CGU?

Alumni are the most important form of advertising a university has. In an attempt to improve its recruitment process, CGU is seeking to involve alumni more actively. Whether you have been out of school for 50 years or five years, we could use your support.

If you are interested in learning more about participating in receptions, networking occasions, and other student outreach activities, please return the reply card below or contact:

Sandra Wada  
CGU Recruiter  
sandra.wada@cgu.edu  
(909) 607-3689

Yes, I am interested in learning more about assisting CGU in the recruitment of new students.

Name:

\_\_\_\_\_

First Middle Last \*(Maiden)

School and degree earned: \_\_\_\_\_

Year of Graduation: \_\_\_\_\_

Home address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

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

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

Business address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

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

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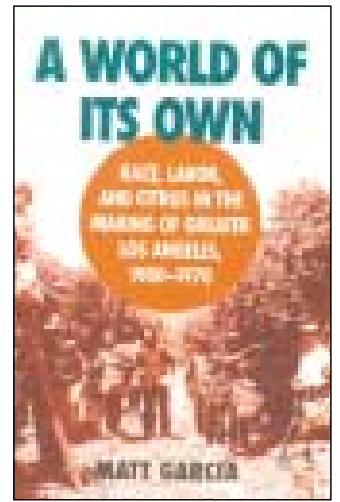
I prefer to receive information at:  Home  Work

Via:  Phone  Mail  Email

\*(include maiden name if it has changed since leaving CGU)

## CITRUS IN L.A.

**M**ATT GARCIA (Ph.D. History, 1997) has shown that the orange is more than the preferred snack of Saturday soccer games. In *A World of its Own: Race, Labor, and Citrus in the Making of Greater Los Angeles, 1900-1970* (University of North Carolina Press), Garcia delves beneath the concrete landscape of Los Angeles and explores the way decisions about space, race, and labor have shaped the modern metropolis.



Based on his CGU dissertation, *Colonies, Colonias, and Culture: Intercultural Relations in the Citrus Belt of Southern California, 1900-1960*, Garcia's new book traces the history of intercultural struggle and cooperation in the citrus belt of Greater Los Angeles. While racial divisions are still evident in social relations, the citrus industry of the Greater Los Angeles area was exceptional among agricultural regions for the way it dealt with these tensions.

Opportunities for intercultural exchange developed around the arts and were fostered in such informal settings such as dance halls and theaters, and by such formal organizations as the Intercultural Council of Claremont and the Southern California Unity Leagues. Garcia does not pretend that these exchanges were always successful, nor does he idealize race relations within the Los Angeles area. Instead, Garcia argues that this history is not only central to understanding Southern California's social and cultural development, but also important to the larger history of American race relations.

According to Garcia, when he first came to CGU he intended to write about Chicanos and the environment, but his mentors, Robert Dawidoff and former professor Vicki Ruiz, "turned him inward" and encouraged him to explore his familial ties to the Padua Hills Theatre. (Garcia was a cousin and nephew to many of the performers there.) "That got me started," writes Garcia. "A seminar paper turned into a chapter of my dissertation, then an article, and now is a chapter in the book. I could never thank them enough for helping me to see the value in my own community and culture."

Garcia left CGU in 1995 on a dissertation fellowship to the University of Illinois, Urbana-Champaign, and started teaching there soon after. Garcia then received a Smithsonian Dissertation grant and eventually obtained a faculty position at the University of Oregon, where he currently teaches in the history department.

## 50TH INFORMATION SCIENCE GRAD

Information Science recently graduated its 50th student, Ruben Quinonez. Founded as a department in 1983, it became a school in 1999. CGU's Information Sciences department was one of the first stand-alone I.S. departments in the country. It currently boasts the largest Ph.D. program in the nation. Quinonez is a professor in the Computer Information Systems (CIS) Department in the College of Business Administration at California State Polytechnic University, Pomona.

# upcoming

## MAY

**18** Commencement Ceremony, Mudd Quadrangle, 10:00 a.m. For more information call 909-607-3305.



**23** Natural History Lecture on conserving plant species and dealing with habitat loss, fragmentation, inbreeding, and outbreeding. Elizabeth Friar, Ph.D., Assistant Professor of Botany, Rancho Santa Ana Botanic Gardens. 7:00 – 9:00 p.m., Rancho Santa Ana Botanic Gardens. For more information contact 909-625-8767, ext. 224.

## JUNE

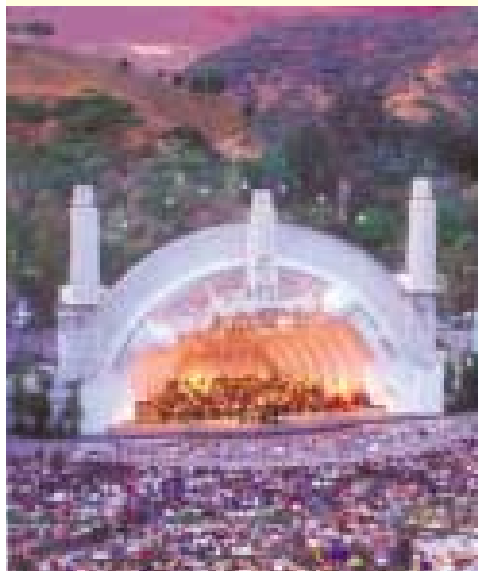
**2** 75<sup>th</sup> Anniversary Open House at Rancho Santa Ana Botanic Gardens. 1:00 – 4:00 p.m. at the Rancho Santa Ana Botanic Gardens. For more information contact 909-625-8767, ext. 224.

**6** Natural History Lecture on coastal sage scrub biology and conservation. Cathy Koehler, ecologist and staff member. 7:00 – 9:00 p.m. at the Rancho Santa Ana Botanic Gardens. For more information contact 909-625-8767, ext. 224.

**15** Drucker School Alumni Event for Family and Friends: Angels at Dodgers, 7:10 p.m. Tickets are \$6 for everyone over age 3. Contact Melinda Moers (909) 607-7359, melinda.moers@cgu.edu for tickets.

## JULY

**7-13** Community College Leadership Development Initiatives (CCLDI) Leadership Academy, Western Region (California, Hawaii, and the western Pacific Islands), to be held in Claremont. Focus will be on leadership roles. Call (909) 607-8145 for more information.



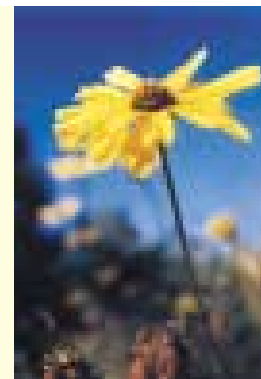
*photo courtesy of the Hollywood Bowl*

**10** Drucker School Alumni Event: Hollywood Bowl “Swing Night” with Big Bad Boodoo Daddy, Glenn Miller Orchestra, and Ken Peplowski’s Big Band—Tribute to Benny Goodman. Exhilarating Swing music (old and new) with swing dancers on stage. 8 p.m. Tickets are \$16. Contact Melinda Moers (909) 607-7359, melinda.moers@cgu.edu for tickets.

**11** Musical Evenings in the Garden. Variety of musical talent, 6:30 – 8:00 p.m. at the Rancho Santa Ana Botanic Gardens. For more information contact 909-625-8767, ext. 251. Also July 18 and 25, August 1 and 8.

## AUGUST

**19-23** Summer music camp. Make a variety of instruments used by indigenous peoples of the Americas, compose songs, and make music. 9:00 a.m. – 1:00 p.m. at the Rancho Santa Ana Botanic Gardens. For more information contact 909-625-8767, ext. 224.



**23** Drucker School Alumni Event: Hollywood Bowl Tchaikovsky Spectacular with Fireworks. Hollywood Bowl Orchestra—John Mauceri, conductor, special guest Peter Donahoe, piano (winner of the 1982 International Tchaikovsky Competition) and USC Trojan Marching Band. Evening ends with “1812 Overture.” 8:30 p.m. Tickets are \$20. Contact Melinda Moers (909) 607-7359, melinda.moers@cgu.edu for tickets.

**30** New student academic registration, 8:30 a.m. – 5:00 p.m.

## SEPTEMBER

**3** Fall semester classes commence.

**8** Drucker School Alumni Event: welcoming new students to the Drucker School. “The Beat of Brazil” at the Hollywood Bowl—Gal Costa with special guests Dori Caymmi, Monica Salmasco. A celebration of the 40th anniversary of Bossa Nova. 7:30 p.m. Tickets are \$16. Contact Melinda Moers (909) 607-7359, melinda.moers@cgu.edu for tickets

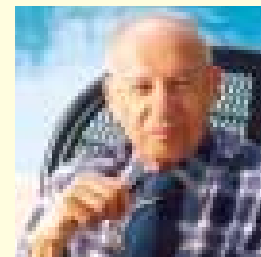
**12** “An Introduction to Process Theology,” David Ray Griffin, professor of philosophy of religion and theology at Claremont School of Theology and professor of Religion at Claremont Graduate University, speaker. Kresge Chapel, Claremont School of Theology, 4:10 – 6:00 p.m. For more information call 909-621-5330 or visit the website at <http://www.ctr4process.org>.

**16** 2003 Kingsley Tufts Poetry Award and Kate Tufts Discovery Award submission deadline. The 2003 prize awards are \$100,000 and \$10,000 respectively. For more information contact Betty Terrell at 909-621-8974 or betty.terrell@cgu.edu.

## OCTOBER

**15** “Science of Mind and Process Thought: Comparisons, Contrasts, and Compliments.” Arlette Poland, attorney and student, speaker. Haddon Conference Room, Butler Building, Claremont School of Theology, 4:10 – 6:00 p.m. For more information call 909-621-5330 or visit the website at <http://www.ctr4process.org>.

**18** DePree Leadership Center and the Drucker School—co-sponsored event at the Ontario Convention Center. Peter Drucker and Max DePree will be in dialogue, discussing how Drucker mentored DePree. More information to be announced.



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*“We are only at the beginning of things yet to come.”* —James A. Blaisdell, 1923

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