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# *the* Flame

The Magazine of Claremont Graduate University

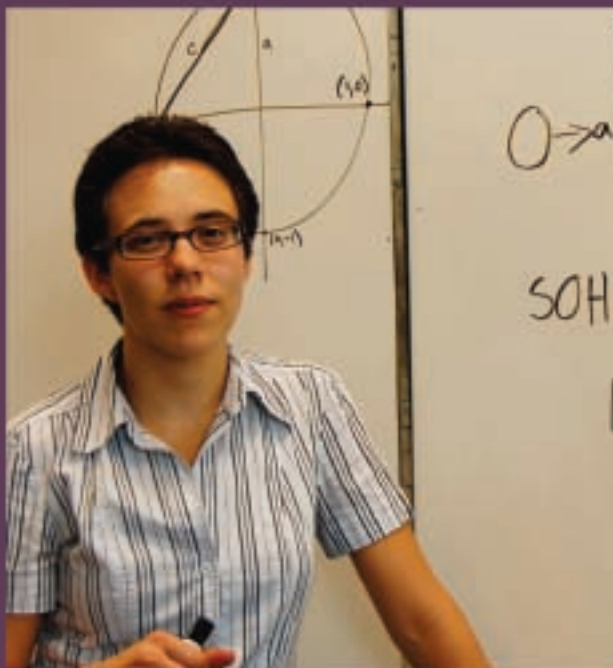


AN OUNCE OF  
PREVENTION

Ethel and Joseph Forcinelli



Danielle Smith, current fellowship recipient



## Ethel K. Forcinelli's Continuing Contribution to Special Education

LEAVING A LEGACY TO BE PROUD OF

After graduating from the School of Educational Studies (SES) in 1970, Ethel K. Forcinelli enjoyed a 28-year career working with special-needs children.

When she passed away, her husband created the Ethel K. Forcinelli Memorial Fellowship at SES. The fellowship provides aid to CGU students planning for a career in special education. Because the fellowship is endowed, Ethel's support will continue in perpetuity.

A current fellowship recipient, Danielle Smith, teaches math to high school students with learning disabilities. She credits much of her teaching success to her time at CGU. "The personal interaction with students and staff was invaluable," she said. "But I would never have been able to attend without the support of the Forcinellis."

An endowed fellowship leaves a legacy of continued support for CGU students and for the causes you believe in. For more information on how to create an endowed gift, either outright or through a testamentary commitment, contact Jim Ehlers in the Office of Planned Giving at [jim.ehlers@cgu.edu](mailto:jim.ehlers@cgu.edu) or by phone at (909) 607-9229.



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

## Features:

### 14 An Ounce of Prevention

CGU's School of Community and Global Health was launched this spring to tackle today's most vexing health issues through its innovative programs of interdisciplinary research and education.

### 20 SISAT's Kay Center Makes a House Call to India

How do you medically evaluate nearly 600,000 individuals with disabilities in only a two-month span? That's what SISAT's Susan Daniels and Sue Feldman attempted to do over their summer.

### 38 Carrying the Flame: Joseph Maciariello

Drucker School Professor Joseph Maciariello has become the world's foremost scholar, and advocate, of his school's namesake. His story continues a series of profiles celebrating our outstanding individuals.

### 24 faculty achievements

### 29 alumnotes

### 31 alumni events

### 34 alumni profiles

### 36 student profiles







## the president's notebook

# You're invited to provide your imagination.

**Y**ou may have heard that last year hundreds of faculty, staff, students, trustees, and alumni spent a Saturday “imagining CGU.” Through a variety of participatory exercises, we rediscovered our university’s strengths and core values. We reaffirmed that we want to work on some of the most important challenges facing our region and our world. We are a university concerned more with “following the problem” across the disciplines and out into the world – and concerned less with what John Gardner once called “the increasingly precise pursuit of the increasingly irrelevant.”

Heeding Peter Drucker’s advice, our strategy to achieve this vision builds on our strengths. We are focusing on what makes us different and special. We are creating even more fluidity across the disciplines and professions. We are doing even more to mobilize the remarkable resources of the Claremont Colleges.

Each CGU graduate school has developed a vital, feasible strategy that connects its strengths, the needs of students and society, and the realities of the educational marketplace. Each school is implementing a fundraising action plan. Beyond these school-level changes, CGU is also innovating university-wide.

Launched two years ago, the Drucker Institute extends the Drucker legacy to new audiences in new ways (<http://www.druckerinstitute.com>). It galvanizes and connects Drucker Societies around the world. The Drucker prize for nonprofit innovation is a huge event. Director Rick Wartzman has a regular column in BusinessWeek online called “The Drucker Difference.” We hope the powerful new presentation called “The Responsibility Gap” might do for ethical leadership and effective management what *An Inconvenient Truth* did for fighting climate change.

The new Claremont Center for Mathematical Sciences (CCMS) is pulling together the 50 mathematicians of the Claremont Colleges. Spearheaded by CGU’s School of Mathematical Sciences under Dean John Angus, the CCMS plans to:

- Distill and share what the Claremont Colleges have learned about teaching college-level mathematics.

- Improve the education of mathematics teachers from diverse backgrounds. CGU, in partnership with Harvey Mudd College and the University of Southern California, is the second location in the country for Math for America, and we have just welcomed our first six scholarship winners.

- Wholesale the Claremont tradition of “math clinics” where students and faculty research important issues with sponsors in business, government, and civil society.

Dean Stewart Donaldson and the School of Behavioral and Organizational Sciences are designing a What Works Consortium. Pulling together the others schools at CGU, the Claremont Colleges, and partners outside Claremont, it will:

- Analyze evidence on what works using diverse sources and methods.

- Create new research methods and pedagogical vehicles for connecting evaluation and decision, academy and practitioner.

- Convene leaders to examine what works where – and then connect them in a network of information, training, and action.

Elsewhere in this issue you’ll read about the new School of Community and Global Health. Rarely in academia do you find such a transition of an existing, high-quality institution (ranked fourth in the United States this spring in the “index of academic productivity” which combines publications, citations, and research funding per professor) to a new home, with a new vision. Several things made it possible, including an entrepreneurial leader in Dean Andy Johnson; the talent and support of our faculty led by Provost Yi Feng and FEC chairs Kathy Pezdek and Daryl Smith; and the boldness of our Board of Trustees, led by Chair Deborah Anders. And of course our distinctive mission and values.

I could list other innovations responsive to “Imagine CGU.” New curriculum, especially transdisciplinary courses. New information technology. A “signature course” in Arts & Humanities. Student-led innovations, from courses to mentoring programs, from online journals to research conferences. Our new website.

But my goal is not just to inform you but to invite you. Most of these innovations are designed to be inclusive. As they take off, we’re eager to connect with you. We seek your ideas and support. You’ll be hearing more from the deans and from our new Vice President for Advancement Gregory Pierre Cox and his team. We cordially invite you to become even more involved in your CGU in the exciting months and years ahead.

Robert Klitgaard  
President and University Professor

**FOCUS:****A road-map safety site****FACULTY:**

**Associate Professor Tom Horan,  
School of Information Systems and  
Technology**



Over the past year, a research team based in the School of Information Systems and Technology, and led by Associate Professor Tom Horan,

has been developing a groundbreaking website called SafeRoadMaps ([www.saferoadmaps.org](http://www.saferoadmaps.org)) as part of a partnership with the University of Minnesota's Center for Excellence in Rural Safety.

The innovative website was an outgrowth of a talented faculty/student team that included research faculty members Brian Hilton and Ben Schooley as well as doctoral student Nathan Botts and masters student Gary Richmond. The site provides an interactive means for travelers to identify roadways that may have safety problems, as well as to better understand public policies (such as primary seatbelt laws) that are in place to improve safety.

The website was released to the public in conjunction with the Center for Excellence in Rural Safety's Summer Institute. The response to the press release announcing the website has been overwhelming. In the two days following the release there were more than 150 media reports, and numerous TV and radio interviews with Horan and others. Most importantly, there were 3 million hits of the SafeRoadMaps website during this time. Some 100,000 people have used the site to perform in-depth inquiries on traffic fatalities in the United States.

At the conference where the website was unveiled, Horan briefed Deputy Secretary of the US Department of Transportation Thomas Barrett, who was impressed and enthusiastic about the project.

There are numerous possibilities for further development of the site, and Horan and his team have already begun exploring these directions, ranging from connections to in-vehicle navigation devices to possible partnerships with major vehicular organizations such as AAA.

**FOCUS:****A new religious studies program implementation****FACULTY:**

**School of Religion**



Claremont Graduate University is partnering with California State University, Los Angeles (CSULA) on a new LA-based

interdisciplinary religion major. The curriculum-development initiative is called Religion, Identity, and Civil Society in the Era of Globalization.

RobbCUSLA selected CGU for the partnership due to Claremont's reputation for its forward-thinking, cross-faith design for its School of Religion. CGU received \$25,000 of the \$75,000 National Endowment of the Humanities grant to develop the program.

"The CGU School of Religion has pioneered a model for community relationships through its councils and how they recruit students from the religious communities they represent," said Scott Wells, who is the program director and the director of religious studies at CSULA.

Karen Torjesen, dean of the School of Religion, said she envisions CSULA becoming a feeder school for CGU, noting that CSULA's student body is the most ethnically diverse California State University campus.

CSULA is the closest of the California State Universities to Claremont, which makes joint programs and research possible. The two universities recently cohosted a religious diversity symposium titled "Religion in Los Angeles, Religion in the Americas, Religion in the Era of Globalization."

Wells and Torjesen said they envision future scholarship opportunities for CSULA students in religious studies to pursue graduate work at the CGU.

"Most students at CSULA are first-generation college students who might not otherwise be able to consider graduate work in religion or the humanities," Wells said.

The two universities also plan to develop an articulated program in which interested and qualified CSULA students could transition into the MA program at CGU by beginning their graduate work during their senior year.

**FOCUS:****Funding for the Institute for Signifying Scriptures****FACULTY:****Professor Vincent L Wimbush,**  
**School of Religion**

Claremont Graduate University's Institute for Signifying Scriptures (ISS) was re-funded by the Ford Foundation, with a \$600,000 grant, to continue its

groundbreaking studies on the relationship between societies and sacred texts.

The institute was established with a similar grant from the Ford Foundation in 2004, with a subsequent additional grant in the amount of \$300,000 awarded by the Henry W. Luce Foundation in 2006.

Directed by Professor Vincent Wimbush, the ISS explores how sacred texts function in societies and, conversely, how societies invent and engage religious texts. The historical and ongoing consequences of such work is also analyzed. The institute is affiliated with CGU's School of Religion.

"This award means much: in a time in which human aspirations, but also human differences, conflicts, and tensions around the world are understood and articulated ever more stridently and feverishly with the uses of scripture, the agenda of ISS – to probe the work that we make scriptures do for us – is more and more compelling," Wimbush said.

The Ford Foundation's grant will support the ISS operations, projects, and programming, including its distinguished speaker series (inaugurated in 2007 with Nobel Laureate Wole Soyinka) and advanced colloquia, visiting professors, and various research projects. (The most advanced of the current research projects is a collaborative project on Ethnologies of Scriptures which involves a study of the ways in which scriptures function in five different

communities of color in the United States.)

Beyond CGU students and faculty colleagues in Claremont, the ISS is represented by a large group of scholars and community activists (research associates) spanning the globe, who are ISS conversation partners and supporters. In Claremont, the ISS Brown Bag Lunch Discussion Series has become a well-known site of intellectual enrichment: twice a month, scholars from varying fields meet at CGU to discuss pertinent issues and themes.

For more information on the ISS and its activities, visit the website at [www.signifyingscriptures.org](http://www.signifyingscriptures.org).

**FOCUS:****The PULSE Pipeline Project: Phase Two****FACULTY:****Professor Sue Robb,**  
**School of Educational Studies**

Claremont Graduate University received a new four-year \$800,000 grant from the US Department of Education's Office of Special Education Programs to support

CGU's recently accredited CCTC special education internship program to prepare teachers for students with moderate/severe disabilities.

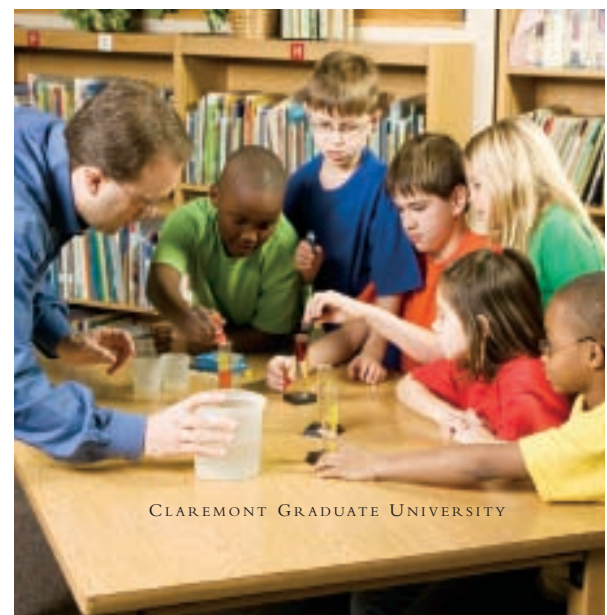
The PULSE (Preparing Urban Leaders in Special Education) Pipeline Project: Phase Two is led by Project Director Sue Robb, who guided the initial PULSE Phase One 2004-2008. Phase One, which concluded its funding in September, targeted teachers of high incidence disabilities, supporting over 90 intern teachers toward full mild/moderate special education credentials over the last four years.

Phase Two will place project participants as moderate/severe intern teachers in schools in the culturally and linguistically diverse Los

Angeles basin and the Inland Empire (San Bernardino and Riverside Counties). This project specifically recruits and supports individuals from this dense urban area, CGU's prime service region. Project elements include concentrated recruitment efforts for those from historically under-represented groups to help improve the delivery of special education services to students with moderate to severe disabilities. According to state data, the enrollment of these students has increased by 22 percent in California over the last five years.

How the program works: project participants will be college graduates who take course work leading to the California State Credential for Education Specialist-Level I and Level II: Moderate/Severe, an English Learner California Authorization, and a masters in education. After initial pre-service fieldwork and course instruction, participants teach with an intern credential with intense field support (meeting highly qualified requirements), before becoming fully employed in special education in predominately diverse, urban elementary and secondary schools.

CGU monitors and advises subject matter compliance for each candidate and each teaching position. Partnerships with the administrators and special educators in 10 districts have been developed to guarantee appropriate teaching placements, ensuring maximally supportive placements and opportunities for applied research and continued learning.





## FOCUS:

### Reforming the Los Angeles Unified School District

## FACULTY:

**Professor Charles Kerchner,  
School of Educational Studies**



Claremont Graduate University, Families in Schools, and the Alliance for a Better Community hosted “Learning from L.A.: The Prospect for Institutional Change in

LAUSD,” a conference on strengthening and reforming in the Los Angeles Unified School District (LAUSD). The conference, organized by CGU Professor Charles Kerchner, was held at the Los Angeles Chamber of Commerce on June 13, 2008.

Former members of LEARN (Los Angeles Educational Alliance for Restructuring Now) and LAAMP (Los Angeles Annenberg Metropolitan Project), along with a new generation of activists, discussed current and previous efforts for education reform. Attendees and participants included Kerchner and CGU Professor Jacob Adams; Virgil Roberts, who is the board chair of Families in Schools and a CGU trustee; and the current school board chair and superintendent of LAUSD along with education-reform leaders.

At the conference Kerchner provided a preview of his forthcoming book, *Learning from L.A.: Institutional Change in Public Education*, including several intriguing ideas for reform, including: an autonomous network of schools under the umbrella of the LAUSD; student-based financing; positive incentives for successful students; support for innovation in teaching and learning; and providing more variety and choice in schooling to Los Angeles families.

Additionally, conferees received an introduction to a recently published book, *The Transformation of Great American School Districts*,

which Kerchner coedited. The book introduces the idea that large school systems nationwide are undergoing profound institutional change.

For more information on the state of education, you can watch a discussion between Kerchner and School of Educational Studies Dean Margaret Grogan online at [inset website].

## FOCUS:

### SBOS students making a difference in the local community

## FACULTY:

**Dean Stewart Donaldson, School of  
Behavioral and Organizational Sciences**



This summer the School of Behavioral and Organizational Sciences (SBOS) received a \$127,000 grant renewal from the Riverside County Department of Health

(RCDH) to provide internships for SBOS students. Dean Stewart Donaldson has now been the SBOS faculty supervisor for the Riverside interns and principal investigator on the yearly contracts for more than 10 years. The SBOS-Riverside relationship has been nurtured for over 20 years, with more than \$2 million from RCDH used to support CGU students.

RCDH has been eager to hire SBOS students for their distinctive skills in applied research and evaluation science. The students, in turn, gain on-the-ground experience by implementing and evaluating countless projects for the local government.

“I’ve learned a lot about stats in class, but there are practical things you never think about that I’m picking up in Riverside,” said SBOS masters student Deryn Dudley.

Professional training for the students, however, is only the beginning of the benefits

**“Grad school can just be a paper chase for so many students,” said India Swearingen, a Riverside intern. “The work we’re doing here has meaning because it has immediate impact on local health care.”**

from this partnership. Real work means real lives are touched. “Grad school can just be a paper chase for so many students,” said India Swearingen, a Riverside intern. “The work we’re doing here has meaning because it has immediate impact on local health care.”

Additionally, for many students, the paid internships with RCDH are just the beginning of a career. CGU alum Craig Thomas, for example, credits his internship for launching him into a career that led to his current position leading the Outcome Monitoring and Evaluation Branch at the federal government’s Office for Terrorism Preparedness and Emergency Response in Atlanta, Georgia.

“I’ve seen so many students grow through their work at Riverside and go on to rewarding and meaningful careers,” said Donaldson. “We always say that SBOS is about applying the science of psychology and evaluation in the real world, and it is crucial that our students have a chance to do that in a supervised environment.”



Jacqueline Perez (left) and Maria Cristina Martínez-Habibe with the bonsai-like *Bursera glauca* in Cuba.



Sarah De Groot among her “pretty little blue flowers” (the genus *Eriastrum*).

## FOCUS:

### Botany students collect specimens from exotic and distant places

## FACULTY:

### Botany Department

Students in the Botany Department have traveled far and wide this past spring and summer – from India and Nepal to China, and from Mexico to Cuba – to collect plant specimens and additional data for their research in evolutionary and systematic botany, as well as floristics.

Sula Vanderplank, a masters student, made several trips to Baja California in Mexico to work on her thesis. The area is a reservoir for many species that are threatened at her study site and in California. Two plants, *Chenopodium flabellifolium* and *Dudleya anthonyi*, occur nowhere else in the world. To date more than 300 plant taxa – including many documented for the first time – have been collected in the region, and seeds of plants with high priority are being gathered for long-term storage in the seed bank at the Rancho Santa Ana Botanic Garden (RSABG).

Doctoral student Hari Chhetri traveled to various areas of his native Nepal to collect the genus *Sporobolus*, as well as gather specimens of other chloridoid grasses that he is studying for his dissertation on the *Sporobolus* clade (Poaceae: Chloridoideae: Zoysieae).

At the Central National Herbarium in Calcutta, India, Chhetri found a number of specimens of *Sporobolus*, from Asia as well as the United States and Mexico, and the grasses *Spartina*, *Zoysia*, and *Crypsis*. This was an important visit, as he was able to collect significant data on these plants (localities found and dates collected), as well as photograph each specimen for future use.

For doctoral student Maria Cristina Martínez-Habibe, Cuba held the allure of five endemic species of trees in the genus *Bursera*, where pollen analysis discerned that four of these five species were really members of the genus *Commiphora*. To support her doctoral dissertation on the genus *Bursera*, Cris needed to closely observe the trees in their native habitats, check herbarium specimens for these plants, and to collect samples of flowers, fruits, and leaves, which she brought back to the morphology laboratory at RSABG, as well as preserved material for DNA analysis in the RSABG molecular lab.

“Pretty little blue flowers,” as doctoral candidate Sarah De Groot calls the genus *Eriastrum* (in the Phlox family) that is the focus of her dissertation, are the reason she made two trips to Baja California. On her first trip she found several locations where *Eriastrum eremicum* grew and gathered specimens to add to her Baja collection for the genus and for future study.

A second foray focused on the mountains of northern Baja California, where De Groot

found a number of sites for her study plant, including the probable *type locality* (the location from which the original specimen [or “type”] is collected and thus used by botanists to describe a new species) for *Eriastrum sapphirinum* subsp. *gymnocephalum*. These collections are important for determining relationships within the genus and revising its classification – a major focus of De Groot’s work.

Spending the summer in her native China, doctoral student Jinyan Guo researched herbarium vouchers of the *Iris* species that she studies and collected plant materials to support her dissertation studies.

Traveling to Hangzhou in southeastern China, she visited the Hangzhou Botanical Garden to inspect her target species: *Iris speculatrix* and *Iris proantha*. Guo collected *Iris* samples not only at the botanical garden, but also in their native habitat at Tianmu Mountain National Nature Reserve close to Hangzhou. At the mountain field station where she stayed, she collected specimens and leaf samples of *Iris speculatrix*, *Iris proantha* var. *valida*, and *Iris japonica*. Upon completing her fieldwork, Guo spent time with her family and friends in her hometown of Yuncheng in Shanxi Province, but, always a botanist, also collected *Iris dictoma*, which is native to Zhongtiao Mountain near Yuncheng.

For more information on these students’ trips, including additional photos, visit the Flame online at [www.cgu.edu/flame](http://www.cgu.edu/flame).



## Gregory Pierre Cox is CGU's new vice president of advancement

President Robert Klitgaard is pleased to announce the appointment of Gregory Pierre Cox as CGU's vice president of advancement. Cox brings a considerable body of experience and knowledge, having held fundraising leadership positions across the country and the world.

Most recently, Cox served as executive director of major gifts and regional development for California State University, Long Beach. The office he established and led increased giving across the institution to over \$30 million annually. In addition, Cox led the university through its first comprehensive campaign, which totaled \$350 million.

He has rich experience in board leadership, long-range institutional planning, fundraising campaigns, and staff management. He was executive director at Monadnock Music in Peterborough, New Hampshire from 2000-2002. While there he secured major gifts and led governance and staff in the creation of a five-year long-range strategic plan.

From 1999-2000, Cox was executive director for Orchestrax, a Houston-based professional orchestra committed to advancing the education and performance of classical music.

Cox also spent time in development at the Louisiana Philharmonic and London's Sinfonietta.



## SBOS to host positive psychology symposium

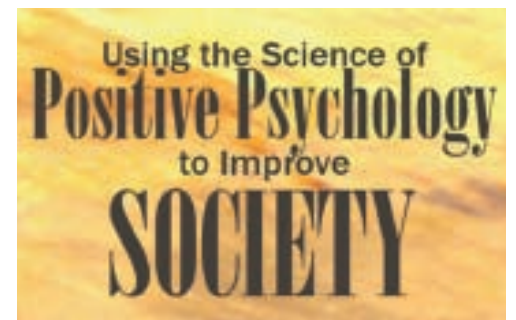
Positive Psychology emerged at the beginning of the new millennium as a movement within psychology aimed at enhancing human strengths and optimal human functioning. This emerging area of scholarship, scientific research, and application has inspired leading scholars and practitioners from across the globe to rethink the fundamental nature of how we live, work, and educate; of our health and well-being; of how to design and lead positive institutions; and how to develop positive public policies.

In 2007, with the addition of world-renowned developmental psychologists Mihaly

Csikszentmihalyi and Jeanne Nakamura as full-time faculty members – CGU created the world's first PhD with a concentration in positive psychology.

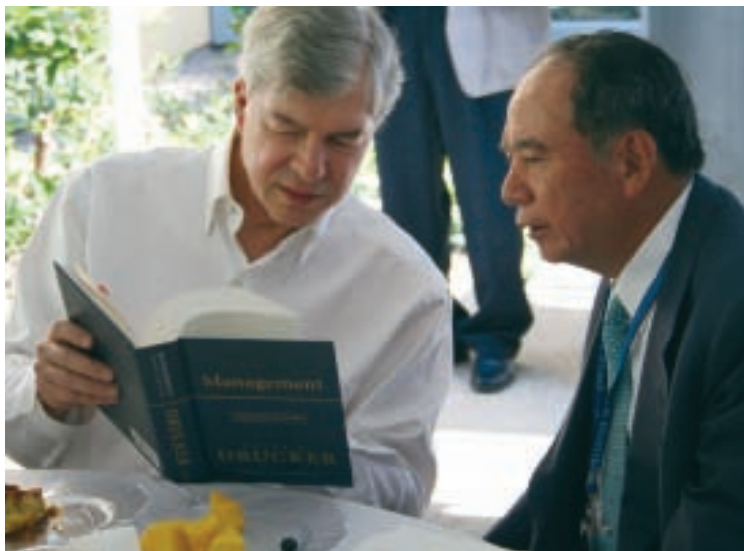
Now, CGU's School of Behavioral and Organizational Sciences is proud to announce that it will host a day-long event to celebrate the emerging positive social and human sciences, and to push their boundaries. Leaders and leading scholars from across the positive science landscape will gather in Claremont on Saturday, January 24, 2009 to discuss Applying the Science of Positive Psychology to Improve Society.

This event includes presentations and panel discussions. Opportunities will also be given for audience members to pose their own questions about how to use the science of positive



psychology to benefit societies across the globe.

For more information on the symposium visit [www.cgu.edu/pages.5808.asp](http://www.cgu.edu/pages.5808.asp) or contact Paul Thomas at [paul.thomas@cgu.edu](mailto:paul.thomas@cgu.edu).



*Bob Buford (left), chairman of the Drucker Institute Board, and Nobuhiro Iijima peruse Management: Revised Editor, written by Peter Drucker with Joseph Maciarello.*

## Drucker Society Global Symposium draws in scores from around the world

More than 75 individuals from more than a dozen countries gathered in Claremont from June 11-13, to explore how they can continue to create a healthier society by advancing effective management, ethical leadership, and the legacy of Peter F. Drucker.

The second annual Drucker Society Global Symposium attracted participants from business, government, nonprofits, and academia. Most were members of the Drucker Society Global Network, an association of grassroots groups dedicated to making a positive difference in their communities by drawing practical knowledge and inspiration from Drucker's teachings.

The symposium featured remarks by Elissa Clapp, senior vice president of recruitment at Teach for America, who discussed how to build a movement for positive change.

"Last year, at the time of the first symposium, three Drucker Societies had been officially formed, all of them in Asia," said Rick Wartzman, director of the Drucker Institute. "Today, Drucker Societies in eight countries on four continents have been established. Clearly, our growth has been strong."

The next step, Wartzman added, was not only to maintain – and even accelerate – the growth of the global network, but to ensure its effectiveness. To that end, Drucker Society representatives at the symposium engaged in workshops led by PainePR, a Los Angeles firm with extensive experience in social marketing, and professional services giant Deloitte LLP, which will focus on assessing results.

"Our aim," Wartzman said, "is to foster a network of Drucker Societies that would make Peter Drucker proud; one focused on community, orientated to action, and ever mindful that we must, as Drucker himself put it, 'Measure results in changed lives.'"

For a complete list of Drucker Societies, visit [www.druckerinstitute.com/drucker-societies.html](http://www.druckerinstitute.com/drucker-societies.html).

## 2008 Claremont National Scholars start classes

This fall three new Claremont National Scholars have begun attending classes at CGU. The three students, and their respective programs, are: Hafsa Aasi (information systems); Chase Knowles (religion); and Sigmond Shore (education).

For more information on these students visit The Flame online at [www.cgu.edu/flame](http://www.cgu.edu/flame).

## CGU leads the Claremont Colleges Math Center

The Claremont Colleges have formed a new joint venture, the Claremont Center for Mathematical Sciences (CCMS), to be led by Claremont Graduate University. The Center will promote collaborative research and creative teaching among the 50-some math professors and 300 math students at CGU, Claremont McKenna College, Harvey Mudd College, Keck Graduate Institute, Pitzer College, and Pomona College. By combining resources, the CCMS will have the size and scope matched by only the leading math programs and centers in the nation.



CCMS will pursue new initiatives, such as improving regional math education, sponsoring research projects, seminars and workshops, and increased collaboration between the math faculty and the various users of math on and off campus.

The first public event for CCMS was a poster session showcasing the mathematics research done by Claremont undergraduate and graduate students this past summer.

This event took place on September 17 at the CMC Athenaeum.

The center's mission statement reads: "The CCMS aims to promote excellence in research and teaching in mathematics by combining the resources of the individual member colleges for the benefit of the extended mathematical community."

The Claremont Colleges, as a whole, have had much success in mathematics, having won numerous awards and received many grants from prominent organizations, such as the National Science Foundation, the American Mathematical Society, the Society for Industrial and Applied Mathematics, and the Mathematical Association of America.

For more information on the CCMS please visit its website at <http://ccms.claremont.edu>.



## CGU and Loma Linda University developing health-care partnership for Inland Empire

A group of administrators and professors from Claremont Graduate University and Loma Linda University (LLU) met on Wednesday, August 20 to discuss how the two institutions can collaborate on research and education projects centered on health and wellness issues facing the Inland Empire. The meeting, organized by CGU School of Information Systems and Technology (SISAT) Professor Samir Chatterjee, focused on several aspects, including telemedicine, health informatics, and joint research and education opportunities.

In addition to SISAT, CGU was represented by faculty from the new School of Community and Global Health, the School of Educational Studies as well as representatives from the Peter F. Drucker and Masatoshi Ito School of Management and Provost Yi Feng.

The group participated in a three-hour, guided brainstorming session that generated many ideas centered on establishing a partnership that would help solve the various health-related problems – such as obesity, drug addiction, and poor access to medical care – present within the Inland Empire.

As LLU has extensive knowledge in clinical care and delivery and CGU is deeply involved in health-care informatics and behavior research, a union between the two institutions would provide effective solutions to these problems.

“Many chronic health problems which inflate US health-care budgets are rooted in human behavior – obesity, alcohol, tobacco, sedentary life styles, and little prevention,” said Paul Simms, Director of LLU’s Telehealth Initiative. “The collaboration between LLU and CGU will bring together our mission, expertise, and values for a more vibrant partnership between patients and physicians through telemedicine and e-health technologies.”

“It is our long-term vision to establish a leading-edge research center exploring telehealth and health informatics to help the Inland Empire community with its health care needs, and we are very happy that our two institutions are joining forces to achieve that,” Chatterjee said.

*CGU and LLU individuals who attended the August meeting.*



## New CGU Apartments Open Their Doors

Just in time for the beginning of the school year, CGU’s new five-building apartment complex has opened its doors to its first class of incoming students.

These five structures are comprised of 151 units with 251 rooms that are all fully furnished, with the exception of a bed. Floor-plan designs range from studios to three-bedroom apartments, each offering central heating, air conditioning, and handicap accessibility upon request. There are also laundry facilities in each building, a playground for kids, and a community room that provides free wireless Internet service and a place for students can convene and socialize.

Only a short walk to campus, the new apartments are located on N. College Avenue, neighboring the Claremont School of Theology, the Rancho Santa Ana Botanic Garden, and the Claremont Golf Course. The apartments are also within walking distance of downtown Claremont and the Metrolink station. At night the path to the gated apartments is brightly lit and the premises are patrolled by campus security 24 hours a day.

The new apartments will be taking the place of the old dorms on 11th Avenue. Those buildings are scheduled to be demolished this spring and turned into a parking lot for students and faculty.

For inquiries about the new apartments consult the Real Estate and Housing Office website at [www.cuc.claremont.edu/realestate](http://www.cuc.claremont.edu/realestate), or visit their office at 1245 N. Dartmouth Avenue.



## Drucker Award for Nonprofit Innovation increases to \$100,000

CGU's Drucker Institute has received a \$500,000 grant from the Coca-Cola Foundation to greatly enhance the Peter F. Drucker Award for Nonprofit Innovation.

The gift from the foundation, Coca-Cola Co.'s primary international philanthropic arm, will allow the Drucker Institute to increase the Drucker Award to \$100,000 from the current level of \$35,000 beginning in 2009. (Second prize will remain at \$7,500 and third prize at \$5,000.) The grant also provides for additional marketing support.

"This extraordinarily generous gift from the Coca-Cola Foundation underscores just how important it is for nonprofit organizations to innovate – something Peter Drucker was writing about and talking about long before there was such an intense focus on the social sector and social entrepreneurship," said Rick Wartzman, director of the Drucker Institute, a campus-wide resource of Claremont Graduate University. "This gift will allow us to better recognize the work being done by leading nonprofits, while also raising the awareness of Peter Drucker's seminal contributions to the field. We couldn't be more pleased to have Coke as our partner."

Widely considered the father of modern management, Drucker not only consulted for

major corporations, he advised the Girl Scouts of America, the Red Cross, the Salvation Army, and countless other social-sector organizations. He called the nonprofit "America's most distinctive institution."

The Peter F. Drucker Award for Nonprofit Innovation, administered annually since 1991, is granted to a social sector organization that demonstrates Drucker's definition of innovation – change that creates a new dimension of performance.

Wartzman noted that, while the increase in the award amount won't take effect until next year, more than 500 nonprofits applied for this year's Drucker Award – a 47 percent jump over the 2007 total.

## CGU holds most acclaimed Professional Development Workshop Series to date

From August 22-27 the School of Behavioral and Organizational Sciences (SBOS) held their sixth annual Professional Development Workshops in Evaluation and Applied Research Methods. This year's workshop garnered the best reviews to date from participants.

Evaluators traveled from Bermuda, South Africa, Guyana, Iceland, New Zealand, Pakistan, and 13 American states to participate in high-quality, intensive training on CGU's campus.

In addition to 23 day-long workshops on evaluation and applied research methods, this year's series featured three well attended keynote lunches. Videos of these talks, by CGU President Robert Klitgaard, Mark Lipsey (Vanderbilt University), and Joha Louw-Potgeiter and Johann Louw (University of Cape Town) will be available through SBOS' online video library ([www.cgu.edu/pages/4435.asp](http://www.cgu.edu/pages/4435.asp)).

For those who couldn't make it to the conference, SBOS will also be creating online versions of classes presented at the workshop. These classes, Theory Driven Program Evaluation and Basics of Evaluation, are available at <http://www.cgu.edu/pages/5164.asp>.

*Dean Stewart Donaldson, who presented Basics of Evaluation & Applied Research Methods at the workshop.*





**“Learning on the job can’t take the place of up-to-date professional management education and entrepreneurial skill development.”**

## New arts management program in Claremont engages region’s future arts leaders

**A** revamped and expanded masters in arts management program at Claremont Graduate University began this fall under the new leadership of Laura Zucker. Zucker, who became director of the program this July, has had a long and distinguished career in arts management. Her appointment provides the opportunity for CGU students to study under one of the most renowned and experienced members of the Los Angeles art scene.

Concurrent to her position at CGU, Zucker serves as the executive director of the Los Angeles County Arts Commission, a position she has held since 1992. The Arts Commission provides leadership in cultural services of all disciplines for the largest county in the United States. Zucker oversees a \$4.5 million grants program that funds more than 300

nonprofit arts organizations annually. She also leads the regional plan to restore arts education to all 80 school districts in Los Angeles County.

In 2000 she spurred the county leadership, in conjunction with the Getty Foundation, to fund the largest arts internship program in the country. This allowed close to 300 undergraduates to receive paid employment in Los Angeles-area nonprofit arts organizations each summer. The following year the Arts Commission launched the Arts Leadership Initiative to provide professional development to mid-career arts administrators.

This extensive background makes her ideal to head the arts management program, which is a collaboration between CGU’s School of Arts and Humanities and the Peter F. Drucker and Masatoshi Ito Graduate School of Management.

“Peter Drucker had visionary insight into improving the management of public sector organizations,” Zucker said. “The Drucker School is now adding more courses focused on the areas that people who run nonprofit organizations need to know about, particularly governance and fundraising.

“The profession has changed since I first started,” Zucker added. “Learning on the job can’t take the place of up-to-date professional management education and entrepreneurial skill development.”

Students in the program have had the opportunity to learn from some of the most prominent arts managers in Los Angeles. In the spring of 2007, students had the opportunity to study under Andrea Rich, then president of the Los Angeles County Museum of Art. This fall, an art policy course is being taught by Jessica Cusick, the cultural affairs manager for the City of Santa Monica. Zucker will again teach a course on the theory and practice of arts management in the spring.

Also new, the Arts Management program will offer an executive track for mid- and senior-level arts administrators already working in the field. Students can also take advantage of the full breadth of course offerings at CGU for electives.

While preparing those who will shape the future of arts organizations nationally and globally, Zucker thinks the program also will allow Southern California to retain more of its local talent.


“Two-thirds of the undergraduate interns funded by the Arts Commission and Getty Foundation want to pursue careers in arts management, and they sometimes leave the region for a graduate degree,” she said. “Often, they don’t come back. With CGU now home to one of the best programs of its kind in the country, we plan to keep them here. Los Angeles is the creative capital of the world and offers a wealth of opportunities for CGU students.”



# AN OUNCE OF PREVENTION







It was the virus that causes the common cold. It makes you sneeze, makes your throat sore, and makes you just plain miserable. But in 2002 that virus mutated into a deadly enemy that causes severe acute respiratory syndrome – better known as SARS. Within weeks, fear spread around the world. Thousands of people were quarantined, borders were closed, and the sensational story dominated the news. With 8,000 infections, 800 deaths, and countless headlines, some began predicting this could be the next great pandemic.

Meanwhile, another health crisis was growing, and the number of people affected, in local and global communities indicated a catastrophe that was not abating, but expanding – chronic diseases arising from choice and circumstance. This year, 400,000 Americans died of smoking-related diseases; more than 300,000 died of obesity-related causes; HIV and AIDS continues decimating populations across the globe; and substance abuse and mental-health issues cripple individuals across all social strata.

Potential pandemics like SARS may dominate the headlines, but the critical fight for improving the health and lives of people in our communities and across the globe is to meet the challenges of the ongoing personal and economic impact of chronic diseases that account for 60 percent of deaths worldwide each year.

## So, what can be done?



This spring, Claremont Graduate University's School of Community and Global Health (SCGH) was launched to tackle today's most vexing health issues through innovative interdisciplinary research and education, and a unique cell to society approach that focuses on chronic, non-infectious diseases from the pre-natal stage through adulthood, and from the local community to the global expanse.

**Andy Johnson**, professor and dean of SCGH notes that the toll taken by these diseases is caused by dramatic social and economic change, in addition to the largest human migration in recorded history from rural to urban areas. "Without question, the trend towards morbidity and premature mortality and suffering are attributable in large part to chronic diseases related to lifestyle, economy, and society," Johnson continued.

"The largest numbers of premature deaths from chronic diseases are found in the developing world. People think the major issues are infectious disease and malnutrition, and those are still major issues. However, in countries like India malnutrition and over nutrition coexist. You have stunted growth in rural areas while at the same time there are very high rates of obesity-related diabetes and cardiovascular disease."

Economic disparity between the rich and poor aggravates the situation. There is evidence that the larger the gap in income between socioeconomic groups, the more unhealthy the people are. And it doesn't necessarily have to do with absolute income. "For example," Johnson said, "at one time nearly 100 percent of the Chinese population lived on the brink of poverty, but they also had the greatest increase in life expectancy and reduction in mortality ever



experienced in the world. Why? There was equality in health service, equality in prevention services.

“Prevention is crucial to the wellbeing of our communities in the US as well,” said Johnson. “Every year 75 percent of the \$1.5 trillion in direct costs for health care in the US goes for treatment of chronic disease.”

“Despite tremendous advances in medicine, many communities lag far behind when it comes to health literacy, access to quality, affordable health care, and effective, culturally relevant prevention strategies. While genetic and stem-cell research look hopeful, their potential benefits are years, perhaps generations, and away. We must pursue these promising areas of research, while concurrently developing novel prevention strategies now. This is the focus of research and training at the new school,” concluded Johnson.

In addition to Johnson, six additional faculty members comprise the initial research and teaching core of the new School of Community and Global Health. This world-class faculty is committed to addressing the public health challenges facing our local and global societies. To date, their work has focused on the prevention of chronic diseases in the US and in countries such as China, India, Sri Lanka, and Thailand. They bring a history of program-building successes underscored by National Institutes of Health and foundation funding totaling more than \$83 million in the past five years. Funded projects include four NIH “big science” research centers among these the ongoing Pacific Rim Transdisciplinary tobacco and Alcohol Use Research Center (National Cancer Institute) and the Transdisciplinary Drug Abuse Prevention Center (National Institute of Drug Abuse). The school’s faculty has produced more than 316 peer reviewed journal articles and book chapter since 2003.

In spring 2009, the school will launch the master of public health (MPH) degree in community and global health. The doctoral degree in prevention science and health promotion will begin in the fall of 2009. In the fall of 2010 a second joint degree program will start in health administration with an emphasis on prevention.

One of the aspects that make the MPH degree unique is that it’s a transdisciplinary program. “Our students need to be able to find answers to the community and global health issues facing all of us. And the only way to do that is through exposure to different disciplines inside and outside public health; they need to know about policy, education, and psychology – just to name a few,” said **Darleen Schuster** SCGH assistant professor and associate dean for academic affairs.

CGU’s eight additional schools, such as the Drucker School, the School of Behavioral and Organizational Sciences, and the School of Systems Information Science and Technology provide ideal partners for SCGH to expand their record of successes in implementing disease prevention programs. Additional collaborations are expected with members of The Claremont Colleges consortium, such as the Keck Graduate Institute of Life Sciences.

The school also has a distinguished board of 10 advisors with varied backgrounds from around the world, including: Pekka Puska, former director of the World Health Organization’s Noncommunicable Disease Prevention and Health Promotion program; Liming Lee, vice president of Peking Union Medical College and founding director of the China Centers for Disease Control and Prevention; and, J. Mario Molina, president and chief executive officer of Molina Healthcare, Inc.

“This is an extraordinary team of professionals that we welcome to the Claremont Graduate University,” said CGU President Robert Klitgaard. “Not only are they exceptional researchers and educators, they’re also leaders and changemakers, connecting the CGU community to the global conversation on some of the most pressing issues of our time.”

Below is an introduction to the faculty and their research. You can learn more about them and the school online at [www.cgu.edu/globalhealth](http://www.cgu.edu/globalhealth).



# Cigarettes, Alcohol, Drugs

Even with the Master Settlement Agreement of 1998 placing advertisement restrictions on participating tobacco manufacturers – goodbye to the cigarette toting Joe Camel – the Centers for Disease Control and Prevention (CDC) reports that about a quarter of all high school seniors are smokers.

As these youth age they will join a population of Americans with cigarette-related health problems that a study by health economists at the University of California say costs about \$72.7 billion per year.

“We try to focus on prevention,” said **Jennifer Unger**, professor and associate dean of research at SCGH. “Ultimately it’s more cost effective to help people change their behaviors to prevent disease than to wait until people become sick and try to cure them.”

However, building an effective prevention program is not a one-size-fits-all proposition. Factors such as culture, family, environment, and even genetic makeup can make a difference. To bring understanding to this complex issue, Unger is studying several communities in three different studies.

What she, Johnson, and their colleagues have discovered through their ongoing work on the NIH-funded Transdisciplinary Tobacco and Alcohol Research Center is that culture, the social environment, and genetic predisposition interact to play a significant role in people’s decisions about using tobacco, alcohol, and other drugs. From surveys taken over three years of 2,000 Hispanic high school students in Los Angeles County, they found that the greater the stress from a cultural schism between parent and child, the greater the chance of a student adopting high-risk behaviors. For Native American Indian youth living in California, participating in a study funded by California’s tobacco tax, the cultural use of sacred tobacco can be confused with recreational tobacco use. And in China, culturebased gender norms can override

genetic tendencies to smoke or abstain. There the boys are more likely than girls to smoke, even if they have identical genetic risk profiles, because smoking is more culturally acceptable for boys than girls.

**Dennis Trinidad**, associate professor and associate dean for administration at SCGH, is applying cultural knowledge in a practical way. He’s designing and testing the effectiveness of a culturally tailored smoking intervention program for Filipino families in Southern California. He said this ethnic group was selected for several reasons, but perhaps most importantly because in California these youth exhibit some of the highest smoking rates among Asian American adolescents.

The five-year study, funded by the American Cancer Society, is now in its second year and has already discovered something almost unheard of, said Trinidad: “During the pilot phase, two out of 25 Filipino American youth whose parents smoked said their parents asked them to light their cigarettes for them. It’s almost considered a rite of passage for these kids.”

Unger noted that she has heard this from Asian and Hispanic students as well. “Grandma asks you to light her cigarette and there’s no way to say ‘no.’ It’s a family obligation, like getting grandma a pillow or a drink. But it’s teaching the child where the cigarettes are and how to light them. It supports smoking.”

The program Trinidad is developing is fashioned after a national prevention program that he worked with in San Diego. In that program, telephone counseling was provided to a national sample of a 1,000 families. “We were working with parents to improve the parent-child relationship,” said Trinidad, “like helping them set limits with their kids while building up positive behaviors.

“Hopefully we’ll make a difference with this program,” he continued. “Not just for the folks we’re currently working with, but also by tailoring the program to meet the needs of other cultural groups in the community.”

# HIV/AIDS

According to the CDC, there are one million Americans living with HIV or AIDS. In addition to the loss of life, the economic toll of this virus is extraordinary. A major study published in the journal *Medical Care* in 2006 projected the lifetime costs, currently estimated at more than 24 years, of optimal care at \$618,900 per person. Prevention, it would seem, is an important research focus.

To date, prevention programs tend to provide useful information aimed at reducing sex or drug related risk behaviors, or increasing HIV-protective behaviors. However, there is a limit to the amount of information an individual can process and retain in any given situation – and this is one of the major challenges.

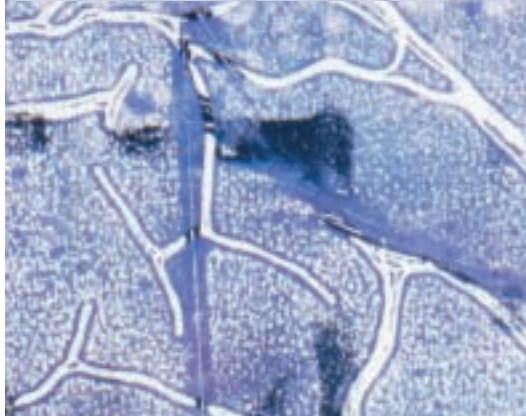
**Alan Stacy**, an SCGH professor with a research emphasis on neurocognitive health science, provides an example of a young person at a party: “Although someone might be given a lot of information from a prevention program, and perhaps their parents have also lectured them about unsafe sex or drinking or drug use, they are also thinking ‘I want my friends to like me.’ There are many thoughts in their head simultaneously. If the young person’s working memory capacity is low or if it’s being taxed by the complexities of the party situation, it’s going to be hard for them to juggle all this information.”

**Susan Ames**, SCGH associate professor with a research focus on implicit associations, substance abuse, and neurocognitive health science, added that “overtaxing your working memory makes it so that you might not have the resources you need to recall prevention information or stop from engaging in something that might injure yourself.”

Stacy and Ames, along with collaborators in other disciplines, are working on a five year, \$3 million National Institutes of Health project that evaluates risk behaviors of first- and second-time drug offenders in California who place themselves and others at risk of contracting HIV.

In the study, the team is building on





their earlier work on spontaneous cognition, a concept likened to driving a car. “Once you know how to drive a car, have learned how to do it, it becomes relatively automatic,” said Ames. “You do it without thinking too much about your actions.”

The new project will evaluate dual cognitive processes, in which interactions are studied between spontaneous associations in memory and the effects of various neurocognitive functions, such as working memory. Individual differences in these functions may help to explain whether spontaneously activated associations are acted on or suppressed, such as drug use at a party or risky sexual behavior.

response so well that it “pops out” automatically when needed the most, like when a young person at a party is nearing their upper limit of working memory.

Why not just increase memory? “Unlike a computer, you can’t add more RAM to improve your working memory capacity,” said Stacy. “Everyone has an upper limit that can be reached rather quickly.”

Using tools such as validated tests that correlate with the predicted behavior, cognitive testing, and neural imaging, there is the possibility of one day offering a customized prevention program to an individual, one that identifies positive alternative behaviors based on the person’s interests and takes account of their possible limitations, say on working memory capacity.

“That is the direction we want to head with our research,” said Stacy. “We could develop individualized prevention packages based on one’s personal limitations and needs”

## Obesity

**Kim Reynolds**, SCGH professor and director of the doctorate program, says he finds it encouraging that society understands that something needs to be done to address the issue of obesity, much more so than even just ten years ago. “There is recognition that we need to do something to arrest the epidemic,” he said.

Reynolds is primarily interested in intervention research in the areas of diet, physical activity, and obesity preventions. His secondary research interest is in the area of skin cancer. He is currently working on a four-year study funded by the National Institutes of Health, National Cancer Institute to develop and evaluate a family-based model to prevent obesity in children. In this project, four hundred families with children between the ages of eight and ten have been recruited from the Kaiser Permanente Southern California membership base.

The parents will have an initial meeting with a health coach where they’ll start to set goals together for their family. The program uses a non-directive technique that helps people identify goals and factors that would motivate them to make healthy behavior changes. It’s based on the Transtheoretical Model of Change, known as the Stages of Change model, where someone is identified in one of the following stages of behavior change: precontemplation, contemplation, preparation, action and maintenance.

Coupled with a model and strategy called motivation interviewing, a phone counselor attempts to get a sense of what stage a person is in and provide feedback appropriate to them.

“The idea is to move them through the stages,” said Reynolds. “If it’s effective, it can be translated for use throughout the system, be it Kaiser or other health maintenance organizations. That’s one of the attractive features of what we do. If we develop a program with demonstrated efficacy, then we can translate that out for broader use. It could ultimately influence many thousands of families.”

Work, like Reynolds’ and the entire faculty in SCGH, has the potential of saving hundreds, or even hundreds of thousands, of lives. And that beats a newspaper headline any day.



# AN INTRODUCTION TO Community and Global Health

by Bob Tranquada, chair of SCGH Board of Advisors



Periodically, an insight profoundly changes our understanding of health. In the mid-nineteenth century, Louis Pasteur demonstrated that infectious diseases, then the leading causes of death throughout the world, were caused by germs and transmitted from one person to another. This led to the initial concepts of public health, which focused on preventing

the spread of infectious diseases, such as tuberculosis, smallpox, polio, and many others. The whole focus of public health in its initial century was on such matters as sanitation through proper sewage disposal, clean-water supplies, isolation of the sick, immunizations as they became available, and related matters.

And yet, 15 years ago, when I was teaching public health, I could point to the number of deaths due to tuberculosis in United States 160 years earlier: every year five out of every 1,000 people died of TB. By the turn of the nineteenth century, only 40 years later, the death rate from TB has fallen to two out of every 1,000. What happened?

In unrelated events, we had greatly improved the nutrition of the population and decreased crowding in housing; those changes, without any real medical intervention, resulted in the decreased death rate from TB. Of course, since then we have benefited from the development of antibodies, effective immunizations against infectious diseases, the world-wide elimination of smallpox, and the near elimination of polio. Similar changes are being observed for other childhood diseases.

But by focusing on our medical interventions (antibiotics and immunizations) we lost sight of other potentially potent aspects of

public health. Now we see that the leading causes of death in developed countries are chronic diseases that are not caused by infection: heart disease, cancer, stroke, diabetes, dementia, and chronic lung disease. In fact, as we look at the leading causes of death in developing countries, we see the same changes away from infectious diseases and towards the predominance of chronic, noninfectious diseases. And so a few visionaries have harked back to the lessons of the decrease in TB deaths of more than a 100 years ago and noted that there is a great deal more to life and death than infectious disease, and we'd better learn more about it.

We can cite nutrition, smoking, exercise, social relationships, and many other factors we haven't paid attention to in the past, and see that the continuing causes of chronic disease and disability ought to be amenable to public health interventions in a whole new vein. But we need vast amounts of information and experience to allow us to apply effective and affordable interventions that are culturally acceptable to populations at risk.

At the same time, we are discovering that we live in a global society, and the fate of the earth's population is interconnected. This realization spawns numerous questions, but one of the most important has recently been answered: it has been shown that investments in changing habits of living – diet, exercise, smoking, etc. – provide a very positive return on investment – as much as 6:1!

So what profoundly perfect timing, as this revolution in community and global health is dawning, that CGU has attracted a visionary in the field. Andy Johnson is leading the way for the establishment of an academic enterprise that will allow CGU to claim world leadership in this increasingly vital area. Andy is bringing with him world-class faculty with great track records who will provide educational programs at the graduate and undergraduate level to prepare for the need for such experts, and also establish CGU as one of the premier laboratories of community and global health, with programs in the Pacific Rim and throughout the world.

This description just scratches the surface of what will be involved in the new School of Community and Global Health. But the message is that our timing in Claremont is superb – as the coming years will surely demonstrate to the world.



## SISAT's Kay Center Makes House Call to

# INDIA

How do you medically evaluate nearly 600,000 individuals with disabilities in only a two-month span? The government of Andhra Pradesh – a state in southern India – was in just such a predicament. In need of assistance, they called the World Bank. The World Bank then called CGU's School of Information Systems and Technology (SISAT). And that's how Susan Daniels, visiting scholar at SISAT's Kay Center for E-Health Research, and Sue Feldman, CGU student and assistant director of the center, ended up in India this past summer.

With a population of 76 million – twice that of California – Andhra Pradesh is one of India's largest and most prosperous states. This is largely due to a bustling information technology industry that includes the Indian headquarters for several international IT companies, including Dell, Google, and Verizon. With the gross domestic product of the state nearly tripling over the past three decades, the government recently decided to increase the monthly pensions for the 580,000 citizens who are disabled and at or below the poverty level.

"We have been pursuing how information technology can ease mounting pressures on the Social Security Administration in the United States, but it was only natural that the effort would connect with a global concern in this regard."

– Kay Center Director Tom Horan







The previous policy had stated that those with disabilities either received a flat amount of aid of 200 rupees a month (a little less than five dollars), or none at all. But with an improving economy and building political pressure, the pension was increased to a tiered system: those deemed 40-60 percent disabled would receive 500 rupees a month; those 60-80 percent disabled would receive 600; and those 80-100 percent disabled would receive 700.

Instituting this tiered system requires a reevaluation of 580,000 individuals to discern their level of disability. And with incentives to exaggerate infirmities, the evaluation process needs to be especially rigorous and accurate.

"This was a huge increase," said Feldman, a doctoral student whose research focuses on application of information systems and technology in training programs in health and education industries. "It was like offering someone who gets \$100 a month in food stamps the opportunity to make an additional \$500 a month if they can prove they need to gain weight. You're going to have a lot of people

trying to convince you they need the extra nutrition. It's the same thing in India, only it's people who need to show you they're disabled."

Compounding what was already a difficult task was the state government's hope to have everyone evaluated by August 1, 2008, two months after the determination process was to begin.

In search of outside assistance, government officials contacted Daniel Mont, a senior economist at the World Bank, an international organization that provides technical and organizational assistance to developing countries for the goal of reducing poverty. Mont said he could only think of one person for the job: Susan Daniels.

"The situation in Andhra Pradesh called for someone with world-class knowledge on disability determination, but at the same time had experience administering a large disability program and could quickly get up to speed on a complex political environment," said Mont. "Susan's experience in this area is exceptional, and she didn't disappoint us."



**“One of the things that was reinforced for me is how extremely important the definition of disability is in a cultural context,” Daniels said. “What is disabling in India is not necessarily disabling in the United States.”**

Daniels has been a visiting scholar at the Kay Center since early 2006, shortly after its founding. She became a nationally recognized expert on employment and disability policy through her work as the deputy commissioner for disability and income security programs in the United States’ Social Security Administration from 1994-2000.

In this position she oversaw the 3,000 judges who adjudicated the two million Americans who apply for benefits every year. During her tenure she also initiated information technology into the review process, which greatly increased the efficiency of the determination procedure.

Daniels also headed the disability and reform activities that resulted in the passage of the Ticket to Work and Work Incentive Improvement Act of 1999, landmark legislation that allowed millions of disabled Americans to join the workforce and reduce their dependence on public benefits.

In her work as a visiting scholar for the Kay Center, Daniels and Feldman have regularly participated at policy forums in Washington, DC to advance inclusion policies for people with disabilities through the use of electronic health records. Notes Kay Center Director and SISAT Associate Professor Tom Horan: “We have been pursuing how information technology can ease mounting pressures on the Social Security Administration in the United States, but it was only natural that the effort would connect with a

global concern in this regard.”

As Mont realized, this background made the Kay Center the ideal resource to assist Andhra Pradesh’s government. The weekend after receiving his phone call, Daniels and Feldman put together a prospectus on what they could do to aid the determination process in Andhra Pradesh. Their proposal to the World Bank was quickly accepted and, only three weeks after being contacted, Daniels and Feldman were on their way to India – the first visit to the country for both.

## The Arrival

On June 5, Daniels and Feldman arrived for their eight-day visit in Hyderabad, a city with a population of 10 million, and the capital of Andhra Pradesh. Along with two representatives from the World Bank, Daniels and Feldman interviewed many of the key stakeholders in the region, including government and NGO officials who were responsible for the welfare increase, as well as members of the medical board that sets the standard for disability determinations.

“The people we dealt with there were magnificent,” Daniels said. “In every way, they were helpful, intelligent, knowledgeable – just very impressive.”

However, they were also taken aback by the level of poverty in the country, even against the backdrop of one of the fastest growing high-tech industries in the world.

“It’s very hard for us to imagine just

how primitive the infrastructure is. Except for cell phones, the spread of technology and its uses to manage giant government programs is still in its infancy. To give you an idea, the government is still giving out disability payments in cash,” said Daniels.

With a vast amount of human resources, but an inadequate support structure for wide-scale adjudication, Daniels and Feldman were especially curious to see how the assessment camps – centralized areas in which people with disabilities gather, line up, and wait to be evaluated – were currently being run.

With the government’s hope for a speedy reevaluation process, the state was already setting up assessment camps outside the capital.

When Daniels and Feldman arrived at the camp, 63 people were waiting to be seen. By the end of the day, 20 had been evaluated.

“We timed the entire process,” said Feldman. “It took seven hours to see 20 people. We realized, just about immediately, that their goal of evaluating 580,000 people by August was impossible.”

## The Recommendations

After returning to the United States, Daniels and Feldman put together a set of four recommendations for the government to accurately and efficiently evaluate the disabled population.

The first was to increase the payments to everyone with a disability from 200 to 500 rupees a month beginning August 1. With the government originally hoping to have the determination process completed by that date, many individuals were hoping to have their increase take effect by then.

“Increasing everyone to the minimum amount they would receive under the new guidelines would certainly attend to any political fallout due to a delay,” said Feldman.



The second recommendation was to set up a six-month evaluation process that would allow individuals to be rolled into their correct disability range as they are evaluated.

The third was to develop an intelligent computer-based onsite assessment tool and data-entry system. This was especially vital, as the current determination procedure had evaluators writing down their information on paper and transferring it to a computer at a later date. This procedure was inefficient and ran the risk of data loss. Additionally, an intelligent system could streamline the evaluation process.

"With an intelligent system, when someone comes in with no legs, you don't need to ask them to stand. You just put in 'Bilateral, below-the-knee amputation' and the person automatically goes to 90 percent disabled. It's done," said Feldman. "Someone comes in with a limp, you check that, it gets up to the next part of the program and keeps guiding you until you reach a threshold of disability."

Though students at SISAT often design comparable intelligent systems, Feldman emphasized that it was important that the Indian government design their system themselves, so that they have a sense of ownership of it.

The final recommendation was to streamline the screening process. As Daniels and Feldman witnessed at the assessment camp outside Hyderabad, everyone with disabilities waited together, and were all rigorously screened in their evaluation. However, according to Feldman, individuals with obvious disabilities could be in and out in 10 minutes, instead of waiting around all day.

"If someone is blind, they could be put into a different section than someone who has a walker. It's the people who have trouble walking, or have mental problems, that should be taking up the bulk of evaluators' time," she said.

## The Return

For Daniels and Feldman, whose disability advocacy work has taken them around the United States, this trip to another country was not only professionally satisfying, but also enlightening.

"One of the things that was reinforced for me is how extremely important the definition of disability is in a cultural context," Daniels said. "What is disabling in India is not necessarily disabling in the United States. For example, I use an electric wheelchair, and I am used to going anywhere I want, anytime I want. I couldn't do that in India. Because there are so few areas of the country that are wheelchair accessible, I became much more disabled there than I am here."

While Daniels and Feldman wait to hear which of their recommendations Andhra Pradesh will be incorporating into their adjudication procedures – and what future role they will have in that process – they are still encouraged by government's new policy.

"The state is certainly decreasing the material suffering of the disabled, which is great, but it is also a double-edged sword," Daniels said. "It can be an excuse not to change the environment, and not provide those with disabilities access to education or employment opportunities."

The social challenges Andhra Pradesh faces, like any emerging regional economy, are manifold. As are the challenges of the disabled, no matter their country of origin. Regardless, the everyday lives of India's disabled will surely be improved thanks to the hard work of the Kay Center. Notes Director Horan: "When it comes to the innovative use of IT, the world is indeed flat, and we are delighted that the World Bank has utilized the talents of Susan and Sue to bring about social reform for those most in need."

## SISAT Studies Telemedicine in India

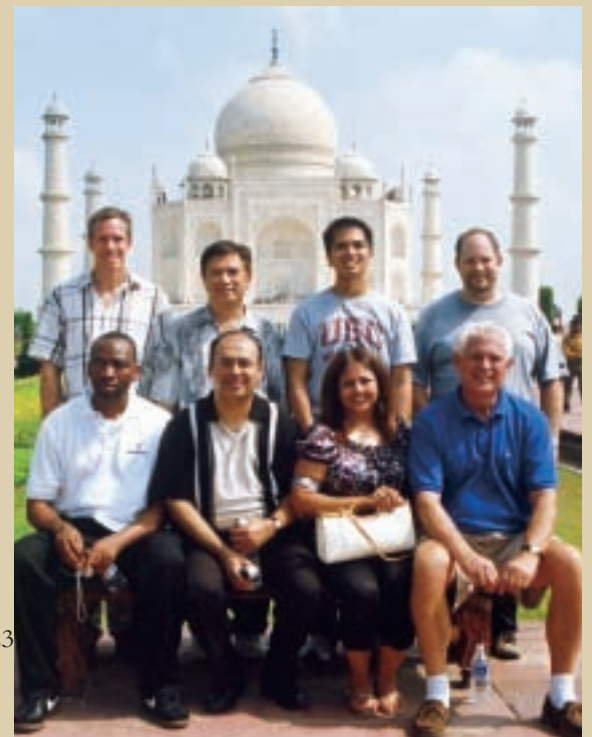
SISAT students in the masters in health information management program had an exciting opportunity to travel to India this summer to learn about the emerging fields of telemedicine and telehealth. Professor Samir Chatterjee, who taught the course, said India is a world leader in using this emerging technology that connects physicians to patients separated by thousands of miles using video conferencing and information technology, and the course provided students with insight into the future of telehealth that can help revolutionize medicine.

Students visited the several Indian hospitals, including the pioneering Sanjay Gandhi Postgraduate Institute of Medical Sciences (SGPGI). Located in the city of Lucknow (a five-hour train ride north of New Delhi), this institute/hospital is one of the adopters of telemedicine in the state of Uttar Pradesh, the most populous state in India.

Most of the applications for telemedicine that they encountered were used for teleconsultation and tele-education. For example, every morning, SGPGI doctors would connect to different hospitals in India and share their knowledge and experience with particular procedures or cases. Doctors from all over the world can view charts and video of a traumatic injury, for example, and can collaborate on the best treatment. The students listened to doctors from Chennai in south India about how they screen for kidney transplantation donors. Many see telemedicine as a means of eventually reducing the lengths of patient stays, and allowing physicians to provide outpatient care to patients at their homes.

"Telemedicine was invented here in the US," Chatterjee said. "But the trip exposed students to how it is being adapted and used by an emerging economy, and opened up future possibilities of taking future classes abroad and giving them truly global education."

Students John Bugos and Cuong Ngyuen have created travel blogs with further details of the trip. They can be viewed at [www.burges.net/hit](http://www.burges.net/hit) and <http://tinyurl.com/6qlmzy>, respectively.





**David Amico** (*School of Arts and Humanities*) has a show at the Ace Gallery in Beverly Hills, California.



**Michelle Bligh** (*School of Behavioral and Organizational Sciences*) published "It Takes Two to Tango: An Interdependence Analysis of the Spiraling of Perceived Trustworthiness and Cooperation in Interpersonal and Intergroup Relationships" in *Organizational Behavior and Human Decision Processes*, with D.L. Ferrin and J.C. Kohles, and "Negotiating Gender Role Expectations: Rhetorical Leadership and Women in the U.S. Senate" in *Leadership*, with J. C. Kohles. She also presented *The Influence of the Romance of Leadership in Daily Work Contexts* at the annual meeting of the Academy of Management in Anaheim, California; and, with A. Gaffney, M. Schlehofer, and B.J. Casad, "Media and Political Identification Influence Perceptions of Female Politicians" at the seventh Biennial Society for the Psychological Study of Social Issues in Chicago, Illinois.



**Samir Chatterjee** (*School of Information Systems and Technology*) coauthored "A Design Science Research Methodology for Information Systems Research," published in *Journal of Management Information Systems (JMIS)*. He also coauthored "A Framework for ICT Standards Creation: The Case of ITU-T Standard H.350," published in *Information Systems*. Along with doctoral student Kevin Williams, he coauthored "Design of Emerging Digital Services: A Taxonomy." It was nominated for best student paper award at third DESRIST conference held in Atlanta, Georgia. Chatterjee and his students from NCL lab published and presented three papers at the Americas Conference on Information Systems (AMCIS) held in Toronto, Canada.



**Ingolf U. Dalferth** (*School of Religion*) published the following articles: "Die Selbstverkleinerung des Menschen" in *ZThK*; "Unbedingter Sinn und absolute Transzendenz" in *DZPh*; and "Glaube ist kein Arsenal zeitloser Werte" in *Reformatio*. Dalferth was the chair of the conference on "Anthropology in Cultural Studies" in Zurich, Switzerland, coorganizer of the International Symposium Foundations of Human Social Behavior in Zurich, codirector of "Philosophy of Religion Today in Dubrovnik, Croatia, and keynote speaker at the 17th European Conference on Philosophy of Religion on "Sacrifice" in Oslo, Norway.



**Jenny Darroch** (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) edited a special marketing journal on Drucker.



**Cornelis "Kees" de Kluyver** (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) released the third edition of his textbook *Strategy: A View from the Top*, written with John A. Pearce II.



**Stewart Donaldson** (*School of Behavioral and Organizational Sciences*) had several articles published: "In search of the blueprint for an evidence-based global society" and "A practitioner's guide for gathering credible evidence" in *What Counts as Credible Evidence in Applied Research and Evaluation Practice?*, S.I. Donaldson, C.A. Christie, and M.M. Mark, editors; and "Improving the evidence base for career development programs: Making use of the evaluation profession and positive psychology movement," coauthored with H. Preskill, in *Advances in Developing Human Resources*. Donaldson also made several presentations: keynote speaker at the Evaluation Training Workshop of the Missouri Foundation for Health, "Practical Program Evaluation" at the Inaugural Summer Evaluation Workshop, Arkansas Evaluation Center; "Positive organizational psychology: A theory-driven, evidence-based perspective," with I. Ko, at the Fourth European Conference on Positive Psychology in Opatija, Croatia; and taught three workshops at the annual CGU Professional Development Series in Applied Research and Evaluation.



**Lori Anne Ferrell** (*School of Arts and Humanities*) was one of nine people chosen to attend the Intensive Shakespeare Acting Course run by the Theatricum Botanicum, an equity repertory theater based in Topanga Canyon, California. She was the only one in the cohort who was not currently a working professional actor. The course covered voice, Elizabethan dance, and stage fighting with swords, as well as learning scenes and monologues. Ferrell also gave a lecture at the Victoria and Albert Museum in London on "Illustrating Protestant Books in Sixteenth and Seventeenth Century England," part of a series entitled *The British Printed Image to 1700*.





**Delacy Ganley** (*School of Educational Studies*) is the director of the California Commission on Teacher Credentialing's Alternative Certification/Internship Grant that will provide up to \$434,000 in 2008-2009 programmatic funding.



**Eunyoung Ha** (*School of Politics and Economics*) published "Globalization, Veto Players, and Welfare Spending" in *Comparative Political Studies*.



**Michael Hogg** (*School of Behavioral and Organizational Sciences*) organized and ran two conferences with the assistance of Danielle Blaylock, an SBOS psychology student: the ninth annual meeting of the Society for Personality and Social Psychology, pre-conference on group processes and intergroup relations in Albuquerque, New Mexico; and the Claremont Symposium on Applied Social Psychology, "Extremism and the Psychology of Uncertainty," in Claremont. Hogg was appointed a fellow of the Western Psychological Association. He attended the INSEAD/Wharton Research Conference on Leadership, in Fontainebleau, France, where he gave an invited paper entitled "From group conflict to social harmony: Leading across diverse and conflicting social identities." The fifth editions of his two introductory social psychology texts were published: *Social Psychology* and *Introduction to Social Psychology*, with G. M. Vaughn. Hogg also published: "Why do people join groups? Three motivational accounts from social psychology," with Z.P. Hohman and J.E. Rivera, in *Social and Personality Psychology Compass*; "Social identity and attitudes," with J.R. Smith, in *Attitudes and Attitude Change*, W. Crano and R. Prislin, editors; "Social identity processes and the empowerment of followers" in *The Art of Followership: How Great Followers Create Great Leaders and Organizations*, R. E. Riggio, I. Chaleff, and J. Lipman-Blumen, editors; and "Personality, individuality, and social identity" in *Personality and Social Behavior*, F. Rhodewalt, editor.



**Ira Jackson** (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) moderated a KCET podcast, "Economics for a Crowded Planet," in which he interviewed economist and author Jeffrey Sachs.

## new faculty:

# SCOTT L. THOMAS

*Professor of Education*

*PhD, University of California, Santa Barbara*

**WHY CGU?** The CGU legacy was a powerful draw, as were the interests and the outstanding work of the faculty within the School of Educational Studies and across the other schools within CGU. I was also attracted to the smaller, more intimate, transdisciplinary environment, and the connections to the other colleges within the Claremont University Consortium.

**TEACHES:** Public Policy in Higher Education, Higher Education Finance, Stratification in Education, and a range of courses dealing with research methods.

**TEACHING STYLE:** I see my own role as alternating between a collaborator and a facilitator in the classroom, helping to provide students with a foundation from which we can explore new areas of knowledge and develop new skills that can help them realize their goals as scholars, policy analysts, and educators.

**RESEARCH:** My research interests revolve around the processes that

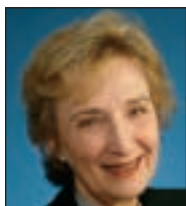
lead to stratification of educational opportunity. The organization of education is not preordained – it is a product of people making decisions, and these decisions result in educational inequities. My work focuses on the processes through which these inequities emerge and the ways in which public policy is used to ensure that adequate opportunities exist for people from all backgrounds.

**FAVORITE BOOK IN HIS FIELD:** *Academic Capitalism* by Sheila Slaughter and Gary Rhoades provides a compelling case for how colleges have come to focus on knowledge as less a public good than as a commodity. And Clark Kerr's *The Uses of the University* provides a powerful context for understanding the importance of the argument developed by Slaughter and Rhoades.

**INSPIRATION:** My family, my mentors, and my own mortality.

**INTERESTS:** Travel, cycling, chess, and surfing, to name a few.





**Jean Lipman-Blumen** (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) published “Following Toxic Leaders: In Search of Posthumous Praise” in *The Art of Followership: How Great Followers Create Great Leaders and Organizations*, Ronald E. Riggio, Ira Chaleff, and Jean Lipman-Blumen, editors; “Dissent in Times of Crisis” in *Dissent and the Failure of Leadership*, Stephen P. Banks, editor; and “Toxic Leaders and the Fundamental Vulnerability of Being Alive” in *Follower-Centered Perspectives on Leadership*, Boas Shamir, Rajnandini Pillai, Michelle C. Bligh, and Mary Uhl-Bien, editors.



**Joseph Maciariello** (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) had his revision of *Management*, the Peter Drucker classic, reviewed in *USA Today*. Maciariello was also invited to tape an interview with Connie Martinson, host of cable’s award-winning program, *Connie Martinson Talks Books*.



**Hedley Morris** (*School of Mathematical Sciences*) published several articles: “Compact Models of the Quantized Sub-Band Energy Levels for MOSFET Device Application,” from the IEEE UGIM Proceedings, Louisville, Kentucky, with E. Cumberbatch, H. Abebe, and V. Tyree; “Compact Models for Double Gate MOS-FET with Quantum Mechanical Effects using Lambert Function,” technical proceedings of the 2008 NSTI Nanotechnology Conference, with E. Cumberbatch and H. Abebe; and “Density Gradient Quantum Surface Potential,” technical proceedings of the 2008 NSTI Nanotechnology Conference with E. Cumberbatch, H. Abebe, V. Tyree, and D. Yong.



**Craig Pearce**, (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) had an article published in the *Wall Street Journal*. In the article, Pearce advocates for the implementation of shared leadership, citing research that has shown that teams perform much higher when decisions are made by many, rather than from the top down.



**Jay Prag** (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) was selected by students as professor of the year for the Drucker School, in both the executive management and financial engineering programs.



**Sue Robb and Deb Smith** (*School of Educational Studies*) presented information about the outcomes of their projects at the annual Council for

Exceptional Children’s meeting, held in Boston, and at the Annual Office of Special Education Programs’ Annual Project Directors’ Meeting in Washington, DC. Smith was just appointed to the advisory board of the nation’s technical assistance center for issues related to response-to-intervention, which is a new strategy to assist young children who are struggling to learn how to read. A 2008 Portuguese edition of her introductory textbook about special education and special needs learners, *Introducao a Eduacao Especial*, was recently released.



**Jean Schroedel** (*School of Politics and Economics*) was on three different radio programs: commentator on the presidential election on *Intersection of Faith and Reason*, hosted by Frank Pastore on July 29, 2008, which was broadcast throughout Southern California; commentator on the women’s vote in the upcoming presidential election on the *Intersection of Faith and Reason* on June 6, 2008; and commentator on Barack Obama wrapping up the Democratic nomination on *Baxter in the Morning*, hosted by Dennis Baxter and Paul Lane, on KCAA on June 4, 2008. Schroedel also participated in “Roundtable: Madam President in 2008? Assessing Hillary Clinton’s Candidacy” at the American Political Science Association Meetings in Chicago.

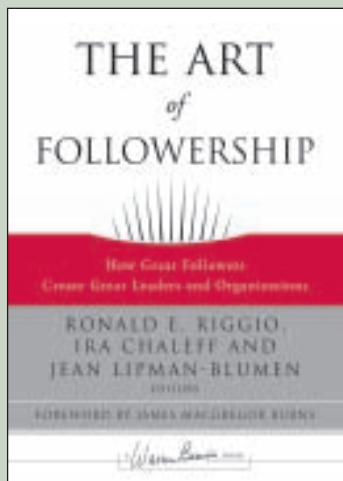


**James Wallace** (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) had an article published in *Applied Corporate Finance*. The article is on the topic of his book *Value(s)-Based Management*.



**Hideki Yamawaki** (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) wrote “What Determines the Profitability of Foreign Direct Investment,” with M. Sakakibara, which was published by *Managerial and Decision Economics*.





## **The Art of Followership: How Great Followers Create Great Leaders and Great Organizations**

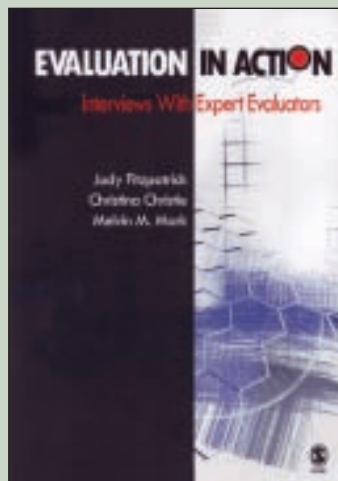
**by Jean Lipman-Blumen, Ira Chaleff, and Ron Riggio, editors**

(Jossey-Bass, 2008)

Leadership is a topic that has been well-examined by scholars, consultants, and the media. By contrast, the study of followers has been largely ignored. As this book reveals, the leader-follower

dynamic is far more complex than has been previously imagined.

*The Art of Followership* puts leader-follower interaction at the forefront of discussion. It examines the multiple roles followers play and their often complex relationship to leaders. With contributions from leading scholars and practitioners from the burgeoning field of leadership/followership studies, this groundbreaking book outlines how followers contribute to effective leadership and to organizations overall.



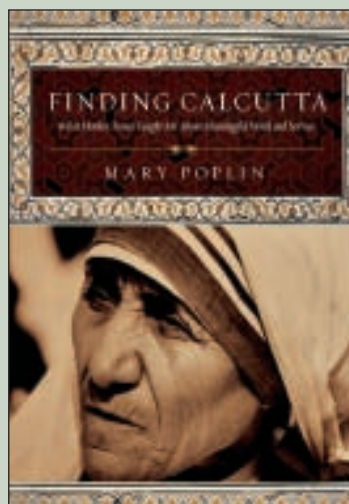
## **Evaluation in Action: Interviews with Expert Evaluators**

**by Christina Christie, Jody Fitzpatrick, Melvin M. Mark, editors**

(Sage Publications, Inc., 2008)

*Evaluation in Action: Interviews With Expert Evaluators* is the first book to go behind the scenes of real evaluations to explore the issues faced – and the decisions made – by notable evaluators in the field. Drawing from the popular

“Exemplars” section in the *American Journal of Evaluation (AJE)*, the book’s 12 interviews with evaluators illustrate a variety of evaluation practices in different settings and include commentary and analysis on what the interviews teach about evaluation practice.



## **Finding Calcutta: What Mother Teresa Taught Me About Meaningful Work and Service**

**by Mary Poplin**

(IVP Books, 2008)

Lifelong educator Mary Poplin, after experiencing a newfound awakening to faith, sent a letter to Calcutta asking if she could visit Mother Teresa and volunteer with the Missionaries of Charity. She received a response saying, “You are welcome to share in our works of love for the poorest of the poor.” So

in the spring of 1996, Poplin spent two months in Calcutta as a volunteer. There she observed Mother Teresa’s life of work and service to the poor, participating in the community’s commitments to simplicity and mercy. Mother Teresa’s unabashedly religious work stands in countercultural contrast to the limitations of our secular age.

Poplin’s journey gives us an inside glimpse into one of the most influential lives of the twentieth century and the lessons Mother Teresa continues to offer. Upon Poplin’s return, she soon discovered that God was calling her to serve the university world with the same kind of holistic service with which Mother Teresa served Calcutta.

## **Attitudes and Attitude Change**

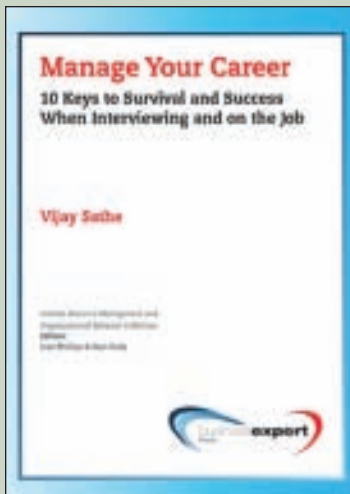
**by William D. Crano and  
Radmila Prislin, editors**

(Psychology Press, 2008)

This volume assembles a distinguished group of international scholars whose chapters on classic and emerging issues in research on attitudes provide an excellent introduction for advanced undergraduates and graduate students. The book’s chapters cover all of the most critical features of attitude measurement, attitude development, and atti-

tude change. Implicit and explicit approaches to measurement and conceptualization are featured throughout, making this one of the most up-to-date treatments of attitude theory and research currently available.

The comprehensive coverage of the central topics in this important field provides a useful text in advanced courses on persuasion or attitude change.



## Manage Your Career: 10 Keys to Survival and Success When Interviewing and on the Job

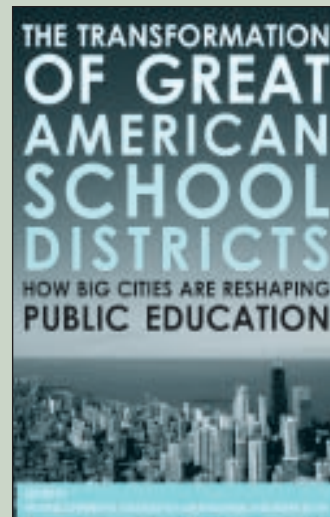
by Vijay Sathe

(Business Expert Press, 2008)

This book gives you the keys to survival and success as your career progresses from one job to the next in the same organization or in different organizations – be they for-profit, nonprofit, government, or volunteer. It can help you to avoid the many traps and

pitfalls you will encounter along your career path and guide you toward increased personal effectiveness during all three stages of the job cycle – when you are interviewing for a new job, as a newcomer, and thereafter.

Whether you are preparing to enter the workforce for the first time or are in an early-, middle-, or a later-career stage, this book will show you how to avoid jobs and organizations that are not right for you. It will also help you to go beyond survival to achieve success by doing your job well and making other contributions to your organization in ways that improve your job performance, job satisfaction, happiness at work, and personal and professional growth.



## The Transformation of Great American School Districts: How Big Cities Are Reshaping Public Education

by Charles Taylor Kerchner,  
Mark Blyth, and William Lowe  
Boyd, editors

(Harvard Education Press, 2008)

In *The Transformation of Great American School Districts*, William Lowe Boyd, Charles Taylor Kerchner, and Mark Blyth argue that urban education reform can best be understood as a long process

of institutional change, rather than as a series of failed projects. They examine the core assumptions that underlay the Progressive Era model of public education – apolitical governance, local control, professional hierarchy, and the logic of confidence – and show that recent developments in school governance have challenged virtually all of these assumptions.

Drawing on case studies of five urban districts – Philadelphia, Chicago, Washington, DC, New York, and Los Angeles – they trace the rise of new ideas and trends that are reshaping the institution of public education: mayoral control, shifting civic coalitions, federal and state involvement, standards-based accountability, and the role of educational outsiders in district administration.



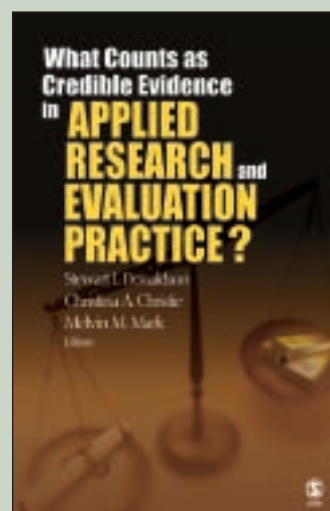
## Theorizing Scriptures: New Critical Orientations to a Cultural Phenomenon

by Vincent Wimbush

(Rutgers University Press, 2008)

Historically, religious scriptures are defined as holy texts that are considered to be beyond the abilities of the layperson to interpret. Their content is most frequently analyzed by clerics who do not question the underlying political or social implications of the text, but use the writing to convey messages to their congregations about how to live a holy existence.

In this innovative collection of essays that aims to turn the traditional bible-study definition of scriptures on its head, Vincent Wimbush leads an in-depth look at the social, cultural, and racial meanings invested in these texts. Contributors hail from a wide array of academic fields and geographic locations and include such noted academics as Susan Harding, Elisabeth Shüssler Fiorenza, and William L. Andrews.



## What Counts as Credible Evidence in Applied Research and Evaluation Practice?

by Stewart I. Donaldson,  
Christina A. Christie, and  
Melvin M. Mark, editors

(Sage Publications, Inc., 2008)

*What Counts as Credible Evidence in Applied Research and Evaluation Practice?* thoroughly covers one of the most fundamental issues facing applied research and evaluation practice today – what counts as sound evidence for decision

making? An internationally renowned line-up of authors explore a wide range of issues that address the fundamental challenges of designing and executing high quality applied research and evaluation studies. Readers will come away from this volume with a new and clear understanding of the philosophical, theoretical, methodological, political, and ethical dimensions of gathering credible evidence to answer fundamental research and evaluation questions across diverse disciplinary boundaries and “real world” contexts.



## ARTS AND HUMANITIES

**Denice Bartels, MFA, 1992**, exhibited current drawings from her Water Series in a show entitled *In the Eye of the Beholder: Works on Paper*, at Louis Stern Fine Arts in West Hollywood, California. Bartels draws from photos of various patterns of light on the surface of water where she finds two-dimensional materiality to the lights' shapes. The series includes photo-realistic drawings done in graphite.



**William Asad Faulwell, MFA, 2008**, was one of 10 recipients of a Joan Mitchell Foundation National MFA

Grant. The grants are awarded to candidates for a masters in fine art from recognized programs in painting or sculpture. Its purpose is to assist the recipient's artistic career and their transition from academic to professional studio work. The Joan Mitchell Foundation was established in 1993, and seeks to demonstrate that painting and sculpture are significant cultural necessities.

**Barbara Kerwin, MFA, 1995**, held a solo exhibition, *Windows*, at the Ruth Bachofner Gallery in Santa Monica, California, and had three paintings included in *Keeping it Strait*; New Southern California Geometric Abstraction at the Riverside Art Museum. Kerwin is art chair and professor of art at Los Angeles Mission College in Sylmar, California.

**Marguerite McIntosh, MA, Modern European Languages, 1967**, is the emerita founding chair of the Board of Directors at the Claremont Museum of Art. The museum was incorporated in 2004 and opened its doors in March of 2007, although the idea was initiated 1987. The Claremont Museum of Art recently received a \$10 million gift from an anonymous donor, its largest gift to date from an individual.

**Jack Scott, MA, History, 1967; PhD, History, 1970**, was named chancellor of the California Community Colleges, the nation's largest higher-education system, with 109 two-year institutions. Scott was president of Pasadena City College from 1987 to 1995, and represented the Pasadena area in the California Legislature, first as an assembly member from 1996 to 2000, and then as a senator from 2000 to present. Scott will be the 14th chancellor since the community college system office was created in 1968.

## BEHAVIORAL AND ORGANIZATIONAL SCIENCES

**Katrina Bledsoe, PhD, Psychology, 2003**, recently accepted a position with Walter R. McDonald & Associates, Inc. as the associate project director of the Children's Mental Health Initiative National Evaluation. The Children's Mental Health Initiative is funded by the Substance Abuse and Mental Health Services Administration (SAMHSA).

## DRUCKER

**David Salazar, Certificate, Executive Management, 2002, 2005; EMBA, 2006**, had an op-ed article published by the *Riverside Press-Enterprise* newspaper. The article addressed the issues of urban and campus planning and sustainability in Southern California's Inland Empire region. Salazar is the executive director of Facilities, Planning and Administrative Services for the San Bernardino Community College District.



**Douglas Stahl, MS, Management of Information Systems, 1997; PhD, Management of Information Systems, 2000; EMBA, 2006**, was appointed vice

president of clinical research operations at City of Hope, a leading research and treatment center in Duarte, California. Stahl will provide

operational oversight for clinical and translational research programs, including regulatory compliance, quality assurance, and clinical trials finance. He joined City of Hope in 1989 as a research engineer in the Division of Immunology and was appointed to direct the newly formed Department of Biomedical Informatics in 1998.



**Gerald Topping, MA, Executive Management, 1987**, was promoted by Holland America Cruise Line to senior director,

human resources-North America. In this new role, Topping will direct the development and implementation of long-range programs and services that ensure the full utilization of Holland America's land-based staffing and employee and labor relations assets to achieve the company's organizational objectives. Topping joined Holland America in March 1996 and has worked as the director of human resources, land-based since that time.

## EDUCATION



**Kathee Christensen, PhD, Education, 1986**, was elected to the Board of Trustees at Kansas Wesleyan University in

Salinas, Kansas. Christensen is a professor of speech, language, and hearing sciences at San Diego State University, and is also a member of Kansas Wesleyan University's Fellows of the Chapel.

**Eileen Heveron, PhD, Education, 1986**, received the 2008 Technology Executive of the Year Award from the *San Diego Business Journal*. Heveron is vice president of information technology for National University. The *Business Journal* recognized the university's numerous outstanding achievements under Heveron's direction and leadership, including the implementation of an upgrade of the network and voice systems, the introduction of a variety of policies

and IT governance best practices, and raising the university's customer satisfaction ratings.

**Velma Sablan, PhD, Education, 1997**, was granted tenure and promoted to full professor of foundations and education research at the University of Guam. Sablan is one of only three Chamorro women to achieve this distinction.

**Jorge Villaseñor, MA, Teacher Education, 2002**, was accepted to the EdD Program at the University of Southern California, and began his doctoral studies in the fall of 2008. He is currently a first grade, bilingual (Spanish) teacher in the Montebello Unified School District.

## INFORMATION SYSTEMS AND TECHNOLOGY



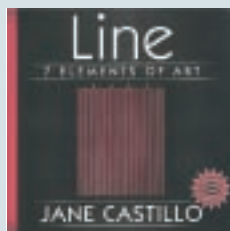
**Pruthikrai (Winn) Mahatanankoon, PhD, Management of Information Systems, 2002**, received tenure and

promotion to associate professor at Illinois State University. He was the recipient of the 2007-2008 University Teaching Initiative Award, and the 2008 University Research Initiative Award, and two ISU School of Information Technology Outstanding Teacher Awards at both the undergraduate and graduate level.

## POLITICS AND ECONOMICS

**Bruce Hall, MA, Politics and Policy, 1991; PhD, Political Science, 1993**, was hired as program coordinator and instructor for the Human Services Program of Kansas City, Missouri's Metropolitan Community College District. Based at Longview Community College in Lee's Summit, Missouri, the program provides initial education and training for those interested in pursuing social work and other helping professions. Hall's specializations include youth (continued on page 33)

**Alumni,**  
to submit a  
booknote, e-mail  
alumni@cgu.edu with  
your name, publisher,  
publication year, a  
brief summary of your  
book, and a high-  
resolution photo of the  
book's cover. Books  
must have been  
published no earlier  
than 2007, and not  
be self-published.  
Submissions may  
be edited.



**Line: 7 Elements of Art**  
Morgan James Publishing, 2008  
**Jane Castillo**  
MFA, 1999

*Line* is the first in a dynamic new series of art books for young people, and presents bold, colorful photos of lines in both our world and in contemporary art. An insightful connection between our everyday, global visual culture and contemporary artwork is elegantly achieved. This innovative presentation is a sure hit for children and educators alike.



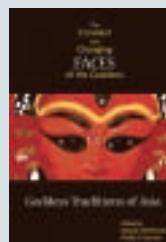
**Chinese and Jews: Encounters Between Cultures**  
Vallentine Mitchell, 2008  
**Irene Eber**  
PhD, Asian Studies, 1966

The essays in this book span an entire millennium, from the arrival of Jews on Chinese shores during the Tang Dynasty in the ninth century to modern times, and illuminates fascinating encounters between the two cultures. *Chinese and Jews* examines the relationship in two parts. Part one deals with the life of Jews in China in the remote and isolated community of Kaifeng, the settlement of Jews after the Opium Wars, and the story of Jewish refugees who flocked to China as a haven from Nazi persecution. The second part reflects on the intellectual exchanges between Jews and their Chinese hosts, how Jewish communities maintained their identity, and how their respective cultures met and merged in surprising and powerful ways.



**Peggy Gilbert and Her All-Girl Band**  
Scarecrow Press, 2008  
**Jeannie Gayle Pool**  
PhD, Music, 2002

Jeannie Gayle Pool profiles the fascinating life of this multi-talented saxophone player, arranger, bandleader, and advocate for women instrumental musicians. Based on oral history interviews and Gilbert's collection of photographs, newspaper clippings, and other memorabilia, this book provides new insights and information on all-women bands from the 1920s, 1930s, and 1940s.



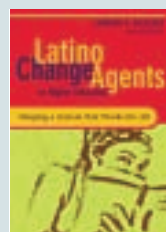
**The Constant and Changing Faces of the Goddess: Goddess Traditions of Asia**  
Cambridge Scholars Publishing, 2008  
**Deepak Shimkhada**  
PhD, Education, 2001  
and Phyllis K. Herman, editors

This book contains essays written by established scholars in the field that trace the multiplicity of Asian goddesses: their continuities, discontinuities, and importance as symbols of wisdom, power, transformation, compassion, destruction, and creation. The essays demonstrate that while treatments of the goddess may vary regionally, culturally, and historically, it is possible to note some consistencies in the overall picture of the goddess in Asia. She can be, among others, lover, wife, mother, destroyer, transformer, agent of salvation, and ecological archetype. The book provides a comprehensive treatment of the goddess, culminating in the selections drawing from research on Indian, Nepali, Chinese, Japanese, and Vietnamese traditions.



**James Merrill, Postmodern Magus: Myth and Poetics**  
University of Iowa Press, 2008  
**Evans Lansing Smith**  
MA, English, 1980; PhD, English, 1986

In this meticulously researched work, Smith argues that the nekylia, the circular Homeric narrative describing the descent into the underworld and reemergence in the same or similar place, confers shape and significance on the work of Merrill, a Pulitzer Prize winning poet. Smith demonstrates the ingenious fusion of form and content that distinguishes Merrill as one of the unique voices of the twentieth century.



**Latino Change Agents in Higher Education: Shaping a System that Works for All**  
Jossey-Bass/Wiley, 2008  
**Leonard A. Valverde**  
PhD, Education, 1974

Latinos are the fastest growing segment of the college-age population in the United States. If institutions of higher learning are to succeed, they must be prepared to serve the needs of this emergent population. *Latino Change Agents in Higher Education* offers college and university leaders a practical guide for meeting the challenges of educating the burgeoning population of Latino students. The contributors, a stellar group of experienced leaders in higher education, clearly show the changes to higher education that are needed to ensure Latino student success will benefit all students. The book outlines strategies for increasing access and retention, explores the role of professional associations in advocating change, and explains the importance of the contributions of Latino college graduates to the US economy.





*(L-R) Lyn Casson, Craig Pearce, and Yasu Yamakawa*

## Alumni and friends gather at the Academy of Management Conference in Anaheim

On Saturday, August 9, 2008, the CGU and Drucker School alumni offices hosted approximately 100 alumni, faculty, and guests at a reception held during the Academy of Management International Conference at the Anaheim Marriott. Guests from all over the United States, and countries as far flung as Austria, India, and Israel gathered to network and meet with Dean Ira Jackson, Associate Dean Hideki Yamawaki, and faculty members Craig Pearce, Jean Lipman-Bluman, Jenny Darroch, Katherina Pick, and Emile Pilafides. School of Behavioral and Organizational Sciences Associate Professor Michelle Bligh also attended the celebration.

Over 20 Drucker faculty books were on display as just a small sample of the tremendous contribution being made to the field of management by their professors. The guests were introduced to the exciting advancements being made at the Drucker School and the Drucker Institute through program brochures, Drucker Video Magazine DVDs ([www.cgu.webvideovision.com](http://www.cgu.webvideovision.com)), and a white paper by Craig Pearce that was presented later at the conference. A raffle was held for faculty books and all enjoyed good food and conversation with alumni, faculty, students, and friends.



*(L-R) Ashok Patel, Jim McLain, and Naran Patel*

## Alumni enjoy a summer reception in San Diego

On July 8, 2008, more than 70 CGU alumni and friends enjoyed a summer reception and reunion in San Diego at the Town and Country Resort and Convention Center. The gathering was held during the Society for Industrial and Applied Mathematics (SIAM) Conference, and featured welcome remarks by Joy Kliever (PhD, Education, 1997), CGU's alumni director, and guest of honor John Angus, dean of the School of Mathematical Sciences.

Also attending were CGU math faculty Ellis Cumberbatch and Ali Nadim, as well as Julie McCurdy (MA, Teacher Education, 2000), director of CGU's Financial Engineering Program. Among our other special guests were José Castillo, professor and director of the Computational Science Research Center at San Diego State University (SDSU), and students from CGU and our joint mathematics program with SDSU.

In keeping with CGU's transdisciplinary tradition, there were also a number of local San Diego-area alumni joining us from the School of Educational Studies, the Peter F. Drucker and Masatoshi Ito Graduate School of Management, the School of Arts and Humanities, the School of Information Systems and Technology, and the School of Politics and Economics.

The evening concluded with a drawing for CGU memorabilia and faculty books, including a signed copy of a book by CGU President Robert Klitgaard.

To see the complete set of photos from the event, visit <http://alumnicommunity.cgu.edu/sandiego2008photos>.



*(Above) Cumberbatch, Angus, and Nadim*

*School of Educational Studies alumna Cristina Rios (left) and her daughter, Cristina Rodriguez.*





## CGU community celebrates art opening

Over 150 CGU alumni, faculty, students, and members of the Claremont community gathered at the East and Peggy Phelps Galleries at Claremont Graduate University for the opening of two special exhibitions on Sunday, September 7.

In the East Gallery, guests enjoyed “Back and Forth: Expressions of Japan,” a selection of Japanese prints from the collections of Donald and Caroline Baker. Donald Baker is a CGU trustee and a member of the board of advisors for the School of Arts and Humanities. On display in the adjacent Peggy Phelps Gallery was “Here and Now,” a complimentary group exhibition of works by recent MFA graduates and current students, curated by David Pagel, chair of CGU’s art department.

Following the opening, CGU President Robert Klitgaard and his wife Elaine hosted a dinner at their home for several special attendees, including the Bakers and the Los Angeles Consul General of Japan.

*Photo 1: CGU students in discussion. Photo 2: The Bakers and Robert Klitgaard speaking with attendees..Photo 3: (L-R) School of Arts & Humanities Dean Marc Redfield, A & H Director of Development David Carpenter, and Caroline and Donald Baker.*



## SPE hosts a party with a political backdrop in Boston

More than 40 CGU alumni, faculty, students, and friends from institutions around the country congregated in Boston, Massachusetts on Thursday, August 28 to enjoy a reception during the American Political Science Association Conference. School of Politics and Economics (SPE) Dean Tom Willett hosted the event, and SPE Professor Jean Schroedel acted as emcee when guests participated in a raffle for autographed SPE faculty books.

As was befitting a conference on politics, guests enjoyed a private live feed of the Democratic National Convention during the reception.

The American Political Science Association is the largest gathering of academic politicians in the nation. While CGU hosted its reception at the Marriott Copley Place, there were a total of eight official conference hotels used for the conference sessions and receptions.





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development, clinical social work, and policy advocacy. He continues to serve on the staff of Grace and Holy Trinity Episcopal Cathedral as an ordained deacon.

**Richard Lucier, PhD, Economics, 1972**, had an endowed professorship established in his honor by the alumni of Denison University, where he is an emeritus professor of economics. The Richard Lucier Professorship recognizes a faculty member who has demonstrated teaching and scholarship that enhances opportunities for students to study relevant and innovative ideas, which was the hallmark of Lucier's work during his tenure at Denison. The effort was initiated as part of Denison's Higher Ground fundraising campaign.

**Angela Stanton, PhD, Economics, 2007**, published a chapter in the book *Patenting Lives: Life Patents, Culture and Development* (Ashgate, September 2008), edited by Johanna Gibson. The book was part of the Intellectual Property, Theory, and Culture series, and includes contributions from various interests and perspectives, both in the context of current

international developments in life patents and the global agenda of harmonization of international intellectual property. Stanton's chapter is entitled "Forfeited Consent: Body Parts in Eminent Domain."

**E. Milton Wilson, MA, Business Economics, 1967**, is chair of the Volunteer Operations Committee of SCORE-Hawaii, a nonprofit association dedicated to the growth and success of small businesses through entrepreneur education and counseling, and a resource partner of the US Small Business Administration. He is responsible for recruiting, training, and continuing to enhance the skills of 40 volunteers who work on four of the Hawaiian Islands. SCORE has 389 chapters and almost 11,000 volunteers nationwide, and is based in Washington, DC.



**Timothy Worley, MA, Politics and Policy, 1995; PhD, Political Science, 1999**, started a position as director of water policy for the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC). As one of nine

conservancies within the California Resources Agency, the RMC mission is to preserve open space and habitat in order to provide for low-impact recreation and educational uses, wildlife habitat restoration and protection, and watershed improvements within its jurisdiction of eastern Los Angeles County and western Orange County.

## RELIGION



**Monica Coleman, MA, Religion, 2003; PhD, Religion, 2004**, was appointed to the position of associate professor of constructive theology and African American religions at the Claremont School of Theology. Coleman holds degrees from Vanderbilt University and Harvard University, and specializes in philosophy of religion and theology. She is an Itinerant Elder in the African Methodist Episcopal Church, and has held faculty positions at Lutheran School of Theology, Bennett College for Women, and Perkins School of Theology.

## IN MEMORIAM

**Vahe Aslanian, MA, Music, 1950**

**Robert E. Blanchard, PhD, Government, 1982**

**Kenneth Botto, MFA, 1962**

**Larry Peterman, MA, Government, 1966; PhD, Government, 1970**

**Richard Shaw, PhD, Botany, 1961**

**Charles Timberlake, Certificate, Education 1959; MA, History, 1962**

**Keith Whitcomb, MA, Chemistry, 1942**

**William D. Wubben, PhD, Political Economics, 1958**

**Carl H. Yaeger, MA, Government, 1962**

## Armen Orujyan is Making a Global Impact



**A**dvances in information technology around the world help create jobs, end poverty, and bring about increased peace and prosperity. School of Politics and Economics alum Armen Orujyan is making sure no one gets left behind.

Orujyan, who earned an MA in international studies and a PhD in political science, in 2004 and 2007 respectively, is the founder and chairman of Athgo International, an apolitical nonprofit based in Los Angeles that is a member of the UN Global Compact, the world's largest global corporate citizenship initiative. Additionally, Orujyan was recently named to an important United Nations committee of eLeaders charged with promoting the use of information and communication technologies (ICT) to eradicate poverty and advance development. He is in charge of organizing the committee's global forums and, within those, logistics and partnership development, including the UN and Armenian government, as well as other government and private-sector collaborators.

"Increasingly, the world is becoming interconnected," Orujyan said. "Thus, the current market and social networking realities make IT development the crucial element for overall economic and societal growth and

development."

Recently, the UN committee of eLeaders organized their first annual United Nations Global Innovation Forum for Education and Development, held through October 21-24, 2008 in Yerevan, Armenia. This forum will be providing a platform for 300 young people across the globe to develop and propose new ICT initiatives that innovate and advance local communities in various emerging regions.

The mission of his work with the UN dovetails with that of Orujyan's organization, Athgo. Athgo mobilizes 18-32 year-olds to affect change in areas of

technology, environment, and governance. The organization has over 100,000 young members and has now trained over 3,000 college students and young entrepreneurs in political, social, and economic policy, and will be working with the United Nations to expand this into other avenues.

Orujyan, who was born in the Soviet Union (in what is now Armenia) and moved to America with his family when he was 15, says there is a lot of potential to get out into the world, involve large constituencies, and get behind the optimism and energy of a youth movement to create change.

"I sincerely believe we can achieve universal peace and security, have every single global citizen well-educated and informed if he/she so chooses, and make our one and only planet a sustainable home for all people," he said.

"One thing to remember," Orujyan added, "is that behind all and any type of decisions in the world are people like you and I. Interestingly though, in the mix of things we tend to forget this basic fact and diminish the importance of the role of an individual."

*For more information on Athgo, visit their website at [www.athgo.org](http://www.athgo.org).*



## Barry Goldstein: "We Found Ice"

After taking classes at CGU, Barry Goldstein is taking the rest of the world to places they've never seen before.

Goldstein, a Drucker School EMBA graduate, is the project manager for the NASA project Phoenix, which on May 25, 2008, landed on Mars and began analyzing soil samples. The machine has the capability to dig three feet deep, and has successfully discovered ice, which will be analyzed for hydrocarbons, the building blocks of life. This marks the first time scientists have ever touched ice on another planet, and the discovery could be one of the most monumental in this planet's history.

Goldstein said there were some early signs that Phoenix may have found ice quickly, as early pictures showed a shiny white surface just underneath the top layer of cold brown dirt.

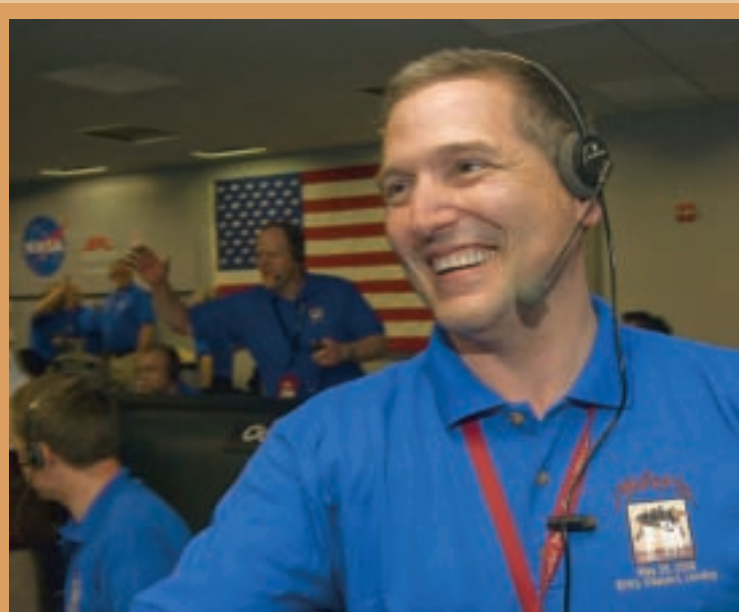
"We speculated that it was either ice or a layer of salt above some ice," he said, adding that the confirmation of ice validated the project.

Goldstein started his career at NASA's Jet Propulsion Laboratory (JPL) in 1982 with the Jupiter orbiter Galileo. Since then, he's worked on several of the Mars programs and, for the past nine years, been focusing exclusively on Mars missions. He was the lead system engineer for the Mars Volatiles and climate surveyor payload for the Mars Polar Lander. After this development, he was appointed manager for the Athena Payload, which was to be a core science for a rover in 2001. He also served as the deputy flight system manager for the hugely successful Mars Exploration Rover project.

After his long tenure as an engineer with several successful space programs, Goldstein began leading his own projects, and needed management education. So, as many subsequent JPL engineers have done, he enrolled in Drucker's executive management program.

"I wanted to be well-rounded in a discipline that I didn't work in before to get a perspective I didn't have," he said. "What I saw was the confidence in excellent faculty and a flexible schedule that was very important to me during the time I was working on the Mars Exploration Rover Project.

"I was able to meet people from different backgrounds and meet my goals."



Goldstein also said that because of low turnover at JPL, the environment can lack diversity of perspective; graduate school was a solid dose of new thought.

The Phoenix project launched from Florida on August 4, 2007. The remarkable aspect of the mission so far was the pulse-thrusted landing, atypical of the usual hard, bouncy airbag-style landings of past Mars missions. It's been 30 years since a thrust landing has been successful on another planet, and JPL engineers say it will probably become the norm.

Currently, Phoenix is on Mars' northern arctic region (where it gets colder in the Martian winter). Goldstein said he expects the machine to gradually become encased in CO<sub>2</sub> some months down the road. What happens after that is anyone's guess.

Goldstein also said he isn't sure which of NASA's next projects he'll be working on, but he knows it won't be the Mars Science Laboratory (MSL), which certainly could use his expertise. The MSL is scheduled to launch in September 2009, and will be three times as heavy as previous Mars Exploration Rovers.

"The payload on that thing is going to be huge," Goldstein said.

### Ashaki Jackson uses evaluation to assist children



**A**shaki Jackson is not just a doctoral candidate in the School of Behavioral and Organizational Sciences (SBOS). She is also an integral part of an evaluation project that should improve the lives of thousand of children in the Los Angeles area.

For the past two years, Jackson and SBOS Associate Professor Tina Christie have been collaborating in the evaluation of First 5 LA's Partnerships for Families (PFF) Initiative, a \$50 million effort to curb child abuse in Los Angeles.

The project focuses on evaluating a facet of the work of First 5 LA, a child-advocacy organization that invests tobacco tax revenues into programs aimed at improving the lives of children (from prenatal to five years old) throughout Los Angeles County. In part, Jackson helps to evaluate service availability, provision, quality and impact in the PFF Initiative. Her work includes describing how the initiative outreaches to families at risk of child maltreatment and how effectively it meets families' needs.

Jackson is the qualitative evaluation coordinator of the project. With assistance from a 10-person team, she

coordinates the collection of qualitative data, including information from focus groups, family interviews, and ethnographic observations. Currently in its third year, the evaluation process has already yielded early broad outcomes.

In particular, Jackson and the team see an increase in the abilities of the PFF Initiative to organize social service agencies in preventing the maltreatment of children. Additionally, Jackson said, there is some indication that the initiative will be useful to families beyond the initiative's current target population.

"There are families out there who could use these services – who could improve their parenting skills – but don't want to go through the process of being assessed, which includes having a social worker come to their

home," she noted.

Jackson plans on completing her PhD in applied social psychology, with an emphasis on at-risk youth, next year. Her main interests are developing ways to provide safety and well-being to at-risk children. She would like to focus on older children, ages 12-18, later in her career, especially those from high-risk neighborhoods.

This interest was cultivated after college, when she spent a year mentoring incarcerated youth in Sacramento. She was a group facilitator, and worked to introduce these teens to trades or academic interests they could pursue after reentering the community.

"This specific group has just called to me," Jackson said. "There are a lot of great kids, and they often just need their attention redirected from antisocial interests."

This previous work combined with her work at CGU has given Jackson plenty of ideas for her own research, which she hopes to begin in earnest shortly after completing her dissertation.



## Candace Vickers Changes Lives with Communication

Every year a million people in the United States become aphasic, a condition that hampers one's ability to communicate through speech and language. It's an affliction that is often overlooked, and treatment options are limited. However, Candace Vickers, a recent doctoral student in the School of Educational Studies (SES) is hoping to change all that.

Before their marriage in 1978, Vickers' husband Terry had a stroke at the age of 30 that resulted in aphasia. But despite communicative difficulties, Candace and Terry live a fulfilling life together. And life with her husband continues to inspire Candace to improve the lives of others affected by aphasia.

With encouragement from her employer, the St. Jude Medical Center, and funding from its philanthropic foundation, Vickers founded Communication Recovery, a community-based group-therapy program for individuals with aphasia, in 1994.

Communication Recovery provides those with aphasia the chance to communicate with others. The program offers group therapy, computer-assisted therapy, partner education and training, and research into new means of treatment. Vickers is able to offer this range of services due to her 30 years of experience in speech-language pathology and a committed group of trained volunteers. One of the program's most outstanding former student volunteers, Darla Hagge, trained with Vickers at St. Jude and now codirects the program.

"We don't have a big budget, so it's our volunteers that make the difference," Vickers explained.

One of those donating their time is Terry, who runs an aphasia support group for six people every week. In fact, several of the 50 individuals who have been trained to work in the program over the years are stroke survivors who have had to overcome their own difficulties communicating.

"These individuals have walked the difficult road of aphasia and are incredibly encouraging to new members," Vickers said.

As founder of the program, she has watched the demand for their services rise as health-care resources have dwindled over the past decade. In response, Vickers enrolled at CGU to learn how to conduct research that would document the need for increased access to services at the community level for persons with aphasia.

She remarked that while there are over 10,000 senior centers in the United States, most individuals with aphasia do not seek treatment due to communication difficulties and lack of understanding of their condition.

"People with aphasia don't feel comfortable in senior centers because they can't talk," she said.

Eventually, Vickers hopes to establish programs similar to hers around the state. She often travels to speak about aphasia and the methods she has developed for communication therapy, which are helping victims once again communicate with their friends and family.

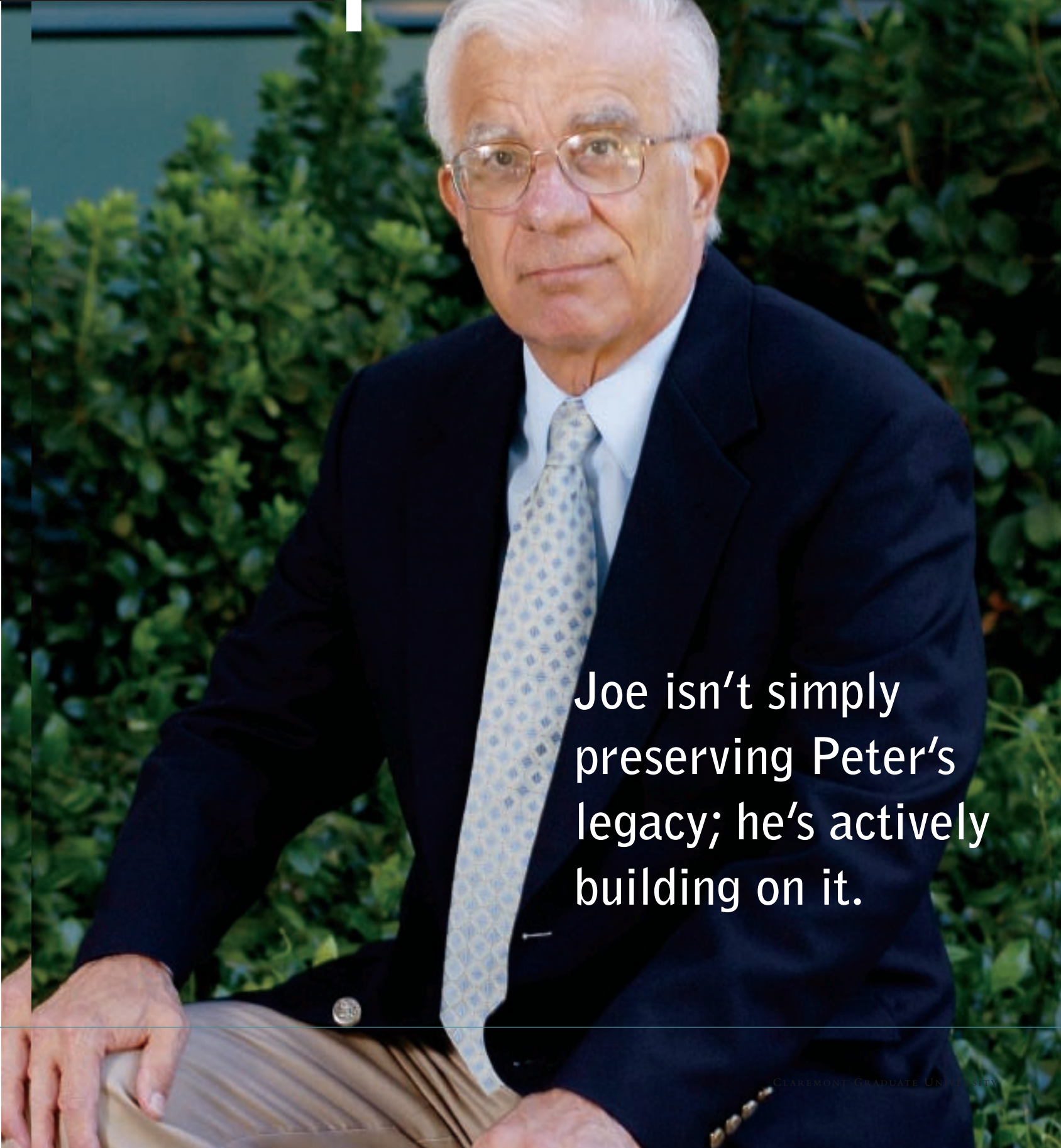
Her efforts are not only receiving attention around the country, but also from her school. In addition to being lauded by the SES faculty, she received CGU's annual Pamela Mullin and Family Dream and Believe Award in 2007.

Vickers defended her dissertation in May and received her PhD in September. She hopes to explore the possibility of a permanent role in academia for teaching and research while retaining a role in the rehabilitation of adults with aphasia in the medical setting.



*Candace Vickers at the CGU's 2007 commencement ceremony, where she was awarded the Dream and Believe Award.*

carrying the  
**flame**



Joe isn't simply  
preserving Peter's  
legacy; he's actively  
building on it.



# Joseph Maciarello

As a graduate student at New York University back in 1967, a young Joseph Maciariello knew Peter Drucker's reputation, but couldn't get into any of his jam-packed classes. So from afar, Maciariello studied the man who many called a genius for spotting trends, predicting future growth, and making management a liberal art.

More than a decade later, an opportunity arose to work alongside the management scholar at Claremont Graduate School. After some soul searching, Maciariello eventually earned the appointment, and now has devoted much of his attention to expanding upon Drucker's large body of work, even years after his death.

"It was an incredible opportunity, but I considered it a bit risky as well," Maciariello mused. "It was a major career decision. But as it turned out, my work really benefited by a close connection with his."

It was Drucker's unique philosophical insights that revolutionized management and called for a deeper look at the human element to the modern workforce in America, as well as in Japan and Europe. Maciariello had a more technical (accounting, cost control, control systems) focus. With help from others, Drucker shaped the Claremont Graduate School's Executive Management program, which began in 1974.

Much has changed in Claremont since then. Beginning in 1999, Maciariello began working with the nonagenarian Drucker on endeavors that were either completely new or updates of his previous work. Drucker asked Maciariello to work on Corpedia training modules, which have now been downloaded more than 300,000 times. There are also similar versions in Japanese and Chinese which are also becoming popular among business and management students.

Maciariello worked closely with Drucker and publisher HarperCollins and the release of the popular *Daily Drucker* (2004), and *The Effective Executive in Action*, which was released a few weeks before Drucker's death in 2005. He also has worked with alumna Karen Linkletter on an article that will appear in the centennial edition of the *Journal of Management History*.

"Between 1999 and his passing, was a very intense time, I had a lot of energy for his work and it was the most productive time of my life," Maciariello recalled. "I miss him a lot and continue to be inspired by his tapes. It was a great sense of satisfaction I had as a colleague of his, and to have him befriend me. I wouldn't classify myself as a close personal friend. I knew him professionally and in a very friendly way."

Since Drucker's death, Maciariello has continued applying his

work to today's world of management. Earlier this year saw the rerelease of Drucker's groundbreaking book *Management* (with revisions from Maciariello) and the supplemental *Management Cases*, which have 50 of Drucker's best case studies to work through.

Many consider Maciariello to be the world's expert on Drucker. He has listened to most of his huge collection of tapes, and read all of his 39 books and nearly all his articles.

"There are some estimates that Peter had written 10,000 pages," Maciariello says. "I don't think I've read all 10,000, but it's close."

"Joe is, without question, the world's foremost Drucker scholar," noted Rick Wartzman, director of the Drucker Institute. "But what makes him so isn't merely his command of Peter's vast body of work. It's the way he is constantly trying to push Drucker forward, applying his ideas and ideals to the most important issues of today and tomorrow. Joe isn't simply preserving Peter's legacy; he's actively building on it."

Maciariello said Drucker's philosophies should be even more important today, considering the plethora of corporate scandals and a focus on short-term earnings over respect for the human being in the workplace. Therefore, he carries on the tradition of looking at the world through a Drucker lens, and takes steps to fill in the gaps of what he says was still "yet to be defined" at his passing.

"I have to pretty much think through what he would do in a given situation," Maciariello said. "I don't take any chances though. I'm not trying to do what he wouldn't have done. I'm trying to be true to his word and for what he stands for."

"I am deeply grateful to Joe for perpetuating Peter's teaching," said Doris Drucker, Peter Drucker's widow. "He has immersed himself so deeply into Peter's way of thinking that he is able to project how Peter would have reacted to new developments in management theory and practice that have evolved after his death."

Maciariello said a motivating factor behind his work was a statement by Paul O'Neill, former CGU student and United States Secretary of the Treasury, when he was at the Drucker Symposium in May 2006. "He said, I think the Drucker legacy will live on because correct ideas have a life of their own," Maciariello said.

"I feel that there's a lot in the Drucker legacy that will continue. It's a terrific tradition to try to keep and build upon. To apply and paraphrase Isaac Newton, 'as we stand on the shoulders of Peter Drucker, we can see further.'"



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