

Volume 8 Number 3  
Spring 2008



*the* **Flame**  
The Magazine of Claremont Graduate University



**What works?**

Longtime Professor  
Albert Friedman  
Planned for  
the Future



The CGU Community lost one of its most esteemed members when Albert B. Friedman passed away in November 2006.

Professor Friedman taught at CGU from 1960 to 1988 and was awarded emeritus status upon his retirement. During his life, Friedman was a noted scholar of medieval literature and the popular ballads of the Middle Ages. His work was a driving force in the postwar "ballad revival" in the United States, a period marked by a renewed interest in English and Scottish ballads.

In addition to being immensely proud of Friedman's long association with the school, we are pleased to announce that he has bequeathed nearly a million dollars to support the mission of Claremont Graduate University. CGU owes a debt of gratitude to individuals like Professor Friedman who have had the foresight to think of the university in their estate planning, thereby providing future generations of scholars the same opportunities that Professor Friedman provided his students.

LEAVING A LEGACY TO BE PROUD OF

To read more about the academic and personal legacy of Albert Friedman, visit [www.cgu.edu/flame](http://www.cgu.edu/flame).

For information on how you can make an estate gift to CGU, please contact Director of Planned

Giving Jim Ehlers at (909) 607-9229 or [jim.ehlers@cgu.edu](mailto:jim.ehlers@cgu.edu).

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## contents

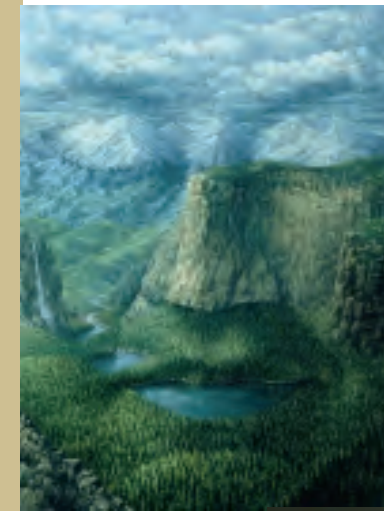
- 4 the president's notebook
- 6 news: research, teaching, outreach
- 10 news: the university

### Features

- 14 **What Works in Solving the Problem of Global Warming**  
When we tackle important societal problems, how do we know what will work? This question is central for leaders throughout society, including CGU, where it continues to be a priority for research and teaching. This focus has empowered faculty, current students, and alumni to confront some of the world's biggest problems; alumni like Michael Hertel.
- 18 **LA Art Show**  
For the second year in a row, CGU was the only school whose MFA students were selected to showcase their artwork at the 13th Annual Los Angeles Art Show.
- 20 **The School of Religion Goes Global**  
Over the past few years the School of Religion has added faculty, increased enrollment, and introduced two new faiths to their religious councils. And now the school's so big it's crossing continents.
- 38 **Carrying the Flame: Desmonette Hazly**  
CGU student Desmonette Hazly exemplifies our school's emphasis on solving some of society's seemingly intractable problems. Her story continues a series of profiles celebrating our outstanding individuals.



- 24 faculty achievements
- 29 alumnotes
- 32 alumni events
- 34 alumni profiles
- 36 student profiles





## the president's notebook

# Figuring Out What Works Where

On January 12 CGU convened a remarkable conference called “What Works?” As we tackle important social issues, how do we know what will work? How can we learn more, share more, do better?

The workshop, funded by the Wallace Foundation and the Irvine Foundation, brought together about a hundred leaders from government, business, civil society, and academia.

About 15 award-winning leaders of nonprofit organizations were there—they’ve done things that work, and we were trying to learn their lessons.

Trader Joe was there. How did Joe Coulombe – founder of Trader Joe’s supermarkets – and his colleagues figure out what we would like (and would be good for the planet)?

Others included social venture capitalists, business people active in social programs, a judge, the dean of a law school, foundation officials, and a score of CGU professors who are passionate about applying social sciences and the humanities to do better in tackling the challenges of our region and our world.

A few professors expressed what we might call *the purist’s dream*. Imagine the perfect mathematical model of all the factors that affect the various benefits and costs of a particular kind of social program.

Dream of perfect data on all the benefits and costs and intervening variables, including measures of all relevant judgments and perceptions.

Imagine lots and lots of cases so we can estimate the model and thus say what programs have worked, in what senses, when, and where.

And then imagine we can extrapolate the patterns of the past to the future.

Dream on. It hasn’t happened yet in any area of social policy, and it probably never will. This admittedly sweet dream is useful only in reminding us of how inevitably limited is social science in providing policy advice.

There are, however, alternatives.

When I was a graduate student, I worked one summer in Peru’s Institute of National Planning. The Peruvian government asked me to help evaluate more than 200 foreign aid projects, ranging from rural roads to immunization to environmental protection to the development of the fishing industry. Trained in economics and statistics, I dreamed of a social benefit–cost analysis of each project, then taking those results and adding variables about sector, donor, project design, participation, and who knows what, and then estimating an econometric model of what aid projects worked, in what senses, where.

In the real world of Peru, there were almost no data on social

benefits, and only a few on costs. Peruvian policymakers couldn’t agree on metrics for “social benefits.” Reality wasn’t like my textbooks.

Disappointed, I wrote to one of my professors, the great statistician Frederick Mosteller. I described the evaluation task and bitterly complained of its impossibility, implicitly blaming him for the dream model of evaluation I thought I had been learning from him.

Professor Mosteller wrote back. “People can never agree on benefits and costs. But they can and do agree on outrageous successes and outrageous failures. Find these among your projects. Study them. Compare them. Share your results, and learn some more.”

We followed his advice. It worked, in several senses.

The Peruvians and the donors discussed the results together. The specificity of the examples kindled a great conversation about what works where. Participants shared folk wisdom, debated alternatives, and came up with some new ideas about better projects and better collaboration. “What works?” became “What might work and how might we do better at making it happen?” The process resulted in some creative new initiatives for Peru.

Aid increased. Collaboration improved. And my Peruvian boss was promoted and then was plucked away by the United Nations Development Program to replicate this process in two Central American countries.

As we think about what works where, can we also be inspired by Professor Mosteller’s advice? Might our university convene leaders from government, business, civil society, and academia to consider together examples of outrageous success (and, if we have to, of outrageous failure)? Might we thereby kindle our creativity, developing together new initiatives and new ways to learn?

We think so—and with our partners in the “What Works” event, we’ll be exploring these questions through research, training, more convenings, and an online community. If you would like to join us in these efforts, please send an e-mail to paul.thomas@cgu.edu.

Robert Klitgaard  
President and University Professor



## January Conference asks “What Works?”

By Pat Florez

The answer to this question is of particular interest to those dedicated to making change and anyone wanting to develop innovative solutions for societal problems and issues. But a quick and easy answer is not always easy to find, given that our society is filled with cultural diversity, complex resource issues, and policy decision-makers with their own individual value systems, as conference panelist Christopher Edley, Jr., dean of the University of California Berkeley Law School, pointed out.

Yet as the day progressed, universal patterns or guides emerged on what does work.

### Be willing to act.

Panelist Eugene E. Garcia, Arizona State University’s vice president for education partnerships, said that “we can talk something to death” and actually we need to “act more than we do anything else.”

### Evaluation, as a tool.

In developing evaluations, panelist M. Christine DeVita, president of the Wallace Foundation, concluded that they should be “tough on the problem, not the people.” Take for instance Roy Prosterman, founder of the Rural Development Institute, who administered Rapid Rural Assessments in both China and India. He brought his objective analysis to government leaders who then reformed land-use laws, positively impacting the lives of some 400 million people.

### Know your audience, be it retail customer or student.

Panelist Joseph Coulombe, founder of Trader Joe’s, said finding demographic coherence is an important aspect of what works for his corporation. The next step is to then work closely with your team, vendors and partners to provide the best product for that audience.

Conference panelists, in descending order, left to right: Joseph Coulombe, Denise Shephard, Christopher Edley, M. Christine DeVita, Coulombe, Roy Prosterman, Sandra J. Stein, Eugene E. Garcia, Hallie Preskill, and Stewart Donaldson

### Explore new ideas and models, even from other disciplines.

In creating a successful leadership training program for principals of schools in New York City, panelist Sandra J. Stein, CEO of the NYC Leadership Academy, looked to medical training programs as a way to build “muscle memory” in situations that require rapid decision-making.

### Be willing to make mistakes, and learn from them.

In San Francisco, panelist Denise Shephard, along with fellow venture capitalists, adopted a neighborhood south of Market Street. While they successfully met their commitments, they ultimately decided to fold the chapter. She says that you have to make mistakes to be successful but that you need to have a framework around this. “You need to ask your constituents [and stakeholders] what can they bear?”

In closing remarks CGU President Robert Klitgaard addressed a need that was identified, nearly unanimously by all of the breakout session groups, for an “intellectual clearinghouse.” The website, he said, would be modeled after the current Claremont Conversation developed by Associate Professor Terry Ryan.

Included on the site would be a video of the conference, an evaluation instrument developed by Professor Hallie Preskill, along with links to various organizational websites such as the Wallace Foundation, the Campbell Collaborative, Doing What Works, Promising Practices Network, and others. The site, Klitgaard said, would be available by the following week to the conference attendees and participants. It was. And now that’s another thing that works.

## FOCUS:

## A Study of a Large Subgenus of the Passionflower Genus *Passiflora*

## FACULTY:

**Professor Lucinda McDade,**  
Botany Department



Lucinda McDade, the chair of the botany department and CGU professor of botany, as well as Judith B. Friend director of research at Rancho Santa Ana Botanic Garden (RSABG), is part of a team of researchers that have recently been awarded a major grant from the US National Science Foundation. The grant total is \$1.2 million, of which CGU researchers at RSABG will receive \$600,000.

The research group will study a large (more than 100 species) subgenus of the passionflower genus *Passiflora* (Passifloraceae). As plant aficionados know, members of this genus are famous for their spectacular flowers.



Shawn Krosnick

The project will bring a postdoctoral scholar, Shawn Krosnick, to RSABG and also includes collaborators at Missouri Botanical Garden, Harris Stowe State University (Missouri), and Keene

State College (New Hampshire). The team will undertake fieldwork to collect plants of a number of species and gather a great deal of data from the DNA of the plants in the botanic garden's molecular lab (part of the CGU botany department's facilities).

Especially exciting is that the research team will grow plants of as many species as possible in the botanic garden's facilities. By early 2009, visitors to RSABG may be able to arrange a special tour of the greenhouses (used for graduate education and research) to see a spectacular display of blooming passionflowers.

## FOCUS:

## Teacher Education Internship Program

## FACULTY:

**Assistant Professor DeLacy Ganley,**  
School of Educational Studies



Claremont Graduate University's Teacher Education Internship Program (TEIP) received a \$325,000 grant from the California Commission on Teacher Credentialing (CCTC). The grant is a renewal of last year's grant from the CCTC. To date, this grant has brought TEIP \$575,000 in funding support.

This year's grant funds provide support for 125 TEIP students during the 2007-08 school year as they teach in area schools and work towards a preliminary teaching credential and MA in Education. A portion of the funds will be used by the K-12 districts that hire CGU students, either to provide an onsite buddy/master teacher for the TEIP student, or for release-time so that the TEIP student can participate in professional growth activities.

CGU's partner in administering the grant is the Corona-Norco Unified School District.

"Our program is effective because the clinical and the practical are addressed simultaneously. What our teachers learn with us at CGU feeds what they do in their classrooms and, likewise, the real-world experience they are gaining in schools adds depth to the discussions happening at the university," said Ganley.

## FOCUS:

## Molecular Clock on a Neutral Network

## FACULTY:

**Assistant Professor Alpan Raval,**  
School of Mathematical Sciences



Assistant Professor of Mathematics Alpan Raval recently had a paper accepted by the prestigious *Physical Review Letters* that features

groundbreaking research.

The paper, "Molecular Clock on a Neutral Network," lends insight into the disparity between terrestrial species, and is a step towards clarifying the discrepancies in the technique for estimating the time of emergence of a new species.

There are currently two ways to attempt to find the time when a new species first emerged in evolution: DNA/protein analysis or dating of fossils. However, these methods often do not agree, as the accumulation of mutations in DNA or protein sequences often exhibit large amounts of variability. Such sequences are called "erratic molecular clocks."

Raval's research, which involves mathematics and biology, focuses on identifying the conditions under which protein sequences could be good or erratic molecular clocks. This leaves much of the guesswork behind while studying speciation in evolution. With this information in hand, evolutionary

geneticists can expect to map the history of all species with more precision than was previously possible.

"Estimating dates for the emergence of new species over the course of evolution is a pressing problem, and a common method used to address it is the so-called 'molecular clock' technique," Raval said. "The best molecular clocks will be proteins that can withstand mutations at many different sites, but not withstand simultaneous mutations at these sites, making them traceable over millions of years of evolutionary history."

"The idea of a molecular clock is extremely important in genetics, potentially allowing researchers to determine the date when two species diverged," said John Angus, dean of the School of Mathematical Sciences. "Alpan's paper sheds light on the nature of the statistical error that can occur in such dating schemes. This can have a great impact on estimates of when certain species arose."

## FOCUS:

## Predicting Politics

## FACULTY:

**Clinical Professor Mark Abdollahian,**  
School of Politics and Economics



Predicting politics is often difficult. That is why Claremont Graduate University students are lucky to have the unique opportunity to learn from Mark Abdollahian, a clinical professor in the School of Politics and Economics (SPE), whose computer predictive models use a mix between computational mathematics, political science, and economics to predict political outcomes.

Abdollahian believes predictive modeling with computers is the future for accurate determination of political climates. "It is a widely held misconception that if models are not accurate 100 percent of the time, they are of little value; whereas to really be useful to decision makers, your predictions only have to perform better than other contending approaches. That is how analytic models with 60, 70, or 80 percent accuracy rates can outperform other approaches over time."

Along with SPE Professor Jacek Kugler, recent CGU graduate Kristen Johnson, and graduate students Jon Compton and Kyung-Kook Kang, Abdollahian is working to determine preconditions for state fragility and political violence given political and economic determinants. The project simulates the interactive macroeconomic and political effects in computer models, producing information that can give policy makers a chance to weigh options before action is taken. With graduate students Brice Nicholson and Matthew Nickens, he recently unveiled to the US foreign policy community novel work on nation-building operations to determine the costs for stabilizing countries. Abdollahian notes that while good predictive models will become more prevalent, CGU enjoys a distinct comparative advantage, empowering students with the courses, tools, and experience that only a handful of programs in the world can currently offer. Decision makers from the US government, the World Bank, and across the private sector rely on his models to shape policy, create sustainable development, and to buy and sell companies.

"We create the world we live in each and every day," believes Abdollahian. "If we don't like something, it's up to us to change it. That is the power of prediction."

## FOCUS:

## Evaluation Study of Middle-School Mathematics Program

## FACULTY:

**Research Faculty Members Rebecca Eddy and Tiffany Berry,**  
School of Behavioral and Organizational Sciences



Rebecca Eddy



Tiffany Berry

Rebecca Eddy is the principal investigator for a new \$300,000 education evaluation project, her third with book publisher Prentice Hall. For this project, Eddy teamed up with Tiffany Berry on an 18-month evaluation study of Prentice Hall's middle-school mathematics program, Connected Mathematics Project 2 (CMP2).

The evaluation involves six schools and more than 20 teachers across the nation. It requires tracking program implementation and measuring outcomes, including student achievement, student attitudes toward math, and other factors, such as teacher practice and parent involvement.

The study began in the spring of 2007, and will last through the entire 2007-2008 school year. Plans are currently underway to extend the study to follow participants across multiple years. Results will be published and provided to Prentice Hall in order to improve internal product development as well as submission to the What Works Clearinghouse. Originally a National Science Foundation-funded program, CMP2 is unique in that it is focused on mathematical reasoning and problem-solving skills that, unlike memorization models, promote application of mathematical concepts to real-world situations.

"There is a lot we can learn about what

drives students' interests and motivations for learning by studying curriculum in the classroom," Eddy said. "We can also help answer critical questions about curriculum design and teacher practice that may impact student achievement."

**FOCUS:****Scholarship Grant for Pre- and Post-doctoral Scholars****FACULTY:****Botany Department**

*Gilberto Ocampo, a beneficiary of the grant, is studying plants in the Portulacaceae (Purslane Family).*

Rancho Santa Ana Botanic Garden (RSABG) recently received a scholarship grant of \$250,000 from the Fletcher Jones Foundation in support of pre- and post-doctoral scholars at the botanic garden, home of Claremont Graduate University's graduate program in botany. The scholarship funds will be expended over three years in support of young plant scientists who are at critical career development stages – either immediately before or after completion of the PhD degree. Funds over the three-year grant

will be allocated each year toward stipend and supplies for a pre-doctoral student in his or her final dissertation year and for salary and research supplies for a post-doctoral scholar conducting innovative research.

"In the sciences, recently minted PhDs usually spend one to several years in a post-doctoral position," said Lucinda McDade, the Judith B. Friend director of research at RSABG and chair of CGU's botany department. "The experience these young scientists will receive at the botanic garden will position them to compete for permanent positions in academia and industry, and to be successful in those positions."

The RSABG is an 86-acre native plant garden in Claremont. Its research department facilities include a world-class botanical library, an herbarium of more than one million species, and two research laboratories.

"We are extremely excited about the support of the Fletcher Jones Foundation for graduate and post-graduate education at our school," said McDade.

The Fletcher Jones Foundation, based in Los Angeles, was established by the founder of Computer Sciences Corporation, a pioneer in the fledgling computer and software industry of the 1950s and 60s, and still a leading company today. The Fletcher Jones Foundation was endowed from the estate of Fletcher Jones, who died in 1972. Since that time, the foundation has been governed by an independent board of trustees. Its central mission has been and continues to be the support of private, independent colleges and universities in California.

**FOCUS:****Special Education Faculty Shortage****FACULTY:****Professor Deborah Deutsch Smith, School of Educational Studies**

Claremont Graduate University's School of Educational Studies (SES) Professor Deborah Deutsch Smith has been awarded a national grant – \$1.2 million over three years – from the US Department of Education's Office of Special Education Programs (OSEP).

The grant will provide for a follow-up to the OSEP-funded needs-assessment study on special education faculty shortage that Smith directed nine years ago. The findings from that project have been used in many educational laws, and cited in 99 percent of all applications for federal funding for special education doctoral training.

"In that study, we demonstrated that there is a clear connection between the special education faculty in higher education and special education teachers in the schools," Smith said. "The shortage of these special educators – at critical levels nationally – is in large part due to a severe shortage of college and university faculty. The supply and demand streams are very much off balance."

The need for updating the research arose due to changing state and federal laws. New regulations raised the qualification standards for special education teachers, and policy makers need to assess whether the nation has the capacity to train enough new teachers to meet these standards.

In addition to Smith's grant, SES is doing other work to resolve critical shortfalls in both special education doctoral graduates and special education teachers. The school has strong and innovative doctoral and teacher education programs, as well as financial support to assist students while they prepare to become leaders in the field of special education.

**FOCUS:****High-Performing Teachers in Low-Performing Schools****FACULTY:****Professor Mary Poplin, School of Educational Studies**

Professor Mary Poplin recently completed a two-year study analyzing high-performing teachers who are working in nine low-performing elementary, middle, and high schools in two Los Angeles County districts. Her analysis has uncovered several insights into the effective teaching of urban youth and could affect schools and university teacher education programs.

The study – funded by the John Randolph and Dora Hayes Foundation – involved a combination of observations, surveys, and interviews. With this information Poplin was able to isolate traits and beliefs of these successful teachers. The teachers' most obvious three traits included their strictness, their management of the classroom through instructional intensity, and their constant encouragement of their students to be excellent – in school, home, and society.



Most of the teachers believed that the new standards and accountability focus – as required by the No Child Left Behind Act – have been largely positive for urban students of color and for their work.

These findings went against some common assumptions. For instance, much of teacher education focuses on nurturing the children and providing a supportive environment. And in some cases, the schools' principals were surprised that the "strictest" teachers had performed so well, as they had assumed more nurturing teachers would be higher performers. However, students often said they appreciated and understood their teacher's stringency.

"I think she is so effective because she is tough and mean and a lot of people are scared of her, so they all do their homework and study," one middle-school student noted.

Interestingly, Poplin also found little correlation between teaching experience and levels of success, with the high-performing teachers putting in anywhere from three to 33 years of experience in the classroom.

John Rivera is the project's policy director. Graduate students who worked on the project's research team included Dena Durish, Linda Hoff, Sue Kawell, Pat Pawlak, Laura Straus, and Cloe Veney. Ivannia Soto-Hinman, a CGU alum, also worked on the project from its inception.

**Paul Zak Featured on ABC Science Affiliate**

Paul Zak, director of Claremont Graduate University's Center for Neuroeconomic Studies, was featured on *ScienCentral*, which has distribution deals with ABC affiliates around the world. According to estimates, the video was close to a site record in terms of pickups by ABC science producers, and reached an estimated 8 million homes.

## The Drucker School concludes a spectacular 2007



Masatoshi Ito

Though it's been a great year for the Peter F. Drucker and Masatoshi Ito Graduate School of Management, the past few months have been truly exceptional.

### Rankings are high

The Drucker School was named among the top 10 business schools in America in terms of faculty and classroom experience by the Princeton Review. In a study based on surveys of 19,000 students at the nation's top business schools, the Drucker faculty was ranked 6th in the nation, and classroom experience 10th.

In describing the Drucker School, the Princeton Review cited "small classes, high standards and a focus on values," along with student descriptions of an "intimate environment which lends itself to a great

deal of interaction with faculty and other students." They go on to say Drucker "is an industry leader in value-centered management training and multidimensional strategic thinking," and that the faculty is viewed as accessible and "amazingly responsive."

"At the end of the day the value of a graduate education is determined by the quality of the classroom experience and the quality of the faculty," said Drucker School Dean Ira Jackson.

## The Drucker School was named among the top 10 business schools in America in terms of faculty and classroom experience by the Princeton Review.

### Contributions are up

Additionally, the Drucker School has announced a \$1 million donation to launch the Doris Drucker Fellowship Program, a new scholarship program to honor Doris Drucker and reward talented and exceptional women entering careers in management and leadership. The gift, made by Masatoshi Ito, will allow five Doris Drucker Fellows to be awarded to MBA students entering in the fall semester.

The gift also marks the start of a campaign to fundraise from other sources to expand the number of Doris Drucker Fellows in future years.

"Mr. Ito's gracious, unsolicited offer to endow these fellowships in my name is deeply touching," said Doris Drucker.

### The word is spreading

With all this good news, it's more important than ever to spread the Drucker School message – and that's just what Jackson and Rick Wartzman, director of the Drucker Institute, are doing.

Since October, Jackson has been publishing a monthly column that runs in the *Inland Valley Daily Bulletin* and *San Bernardino Sun*. Jackson's columns are geared toward business, management, leadership, and ethics, and embody the philosophy of Peter Drucker.

The sister publications have a combined daily circulation of more than 100,000.

Additionally, since September, Wartzman has been writing a semimonthly column for *BusinessWeek*. The column –

titled "The Drucker Difference" – runs every other Monday on *BusinessWeek's* website and periodically in the print edition of the magazine.

"The Drucker Difference" will tie the teachings of Peter Drucker to events in the news. It will also highlight the work of scholars and practitioners in all sectors – business, government, and the nonprofit world – who have been influenced by Drucker.

"This is a wonderful opportunity for us to fulfill our basic mission: to take Peter Drucker's ideas and ideals to new audiences," Wartzman said.

*The Drucker Institute has recently announced this year's winner of the Peter F. Drucker Award for Nonprofit Innovation. For more information on the award and this year's winner, the "Made in NY" Production Training Program, please visit [www.druckerinstitute.com/whatsnew/8.html](http://www.druckerinstitute.com/whatsnew/8.html).*



## Kay Center hosting innovative e-health workshop in April

During April 11-13, 2008, the School of Information Systems and Technology (SISAT) will be hosting the Kay Annual Symposium, a two-and-a-half day educational workshop offering an in-depth look at the latest research, systems,

and practices in consumer health informatics. Keynote speakers include Karen Bell, of the Office of the National Coordinator, Department of Health and Human Services, Blackford Middleton, of Harvard University, and Ted Shortliffe, of the University of Arizona.

Each day will feature a kick-off presentation by a distinguished national e-health lecturer posing a key question exploring practical research findings for health management for use by diverse communities and consumers. Each day will conclude with special case analysis sections providing a detailed view of consumer use of these systems. An educators' roundtable will provide a forum for interactive discussion on

teaching consumer health informatics.

The course is offered as a West Coast follow-up to the March 2008 course being offered at Harvard University. A dozen SISAT students will be traveling to Cambridge to participate in the East Coast version of the course, providing a unique educational opportunity for the students to learn from cutting-edge researchers and practitioners.

The symposium marks the fourth national symposium by CGU's Kay Center, which under the direction of SISAT Associate Professor Tom Horan has become a recognized thought-leader on innovative applications of electronic health and disability systems.

**O**n February 1, 2008, four days before the California presidential primaries, the School of Politics and Economics (SPE) held a successful event to discuss the historic character of the current presidential election. John Emerson, a member of the SPE Board of Visitors and former White House official, emceed an expert panel that also included SPE alumna and KNBC political analyst Sherry Bebitch Jeffe, political reporter Linda Breakstone, and SPE faculty members Jean Schroedel and Jennifer Merolla. More details on the event will be covered in the following issue of *the Flame*.

*Right: John Emerson and Sherry Bebitch Jeffe*



## Alfred Balitzer is Claremont Graduate University's Newest Trustee



Alfred Balitzer

Alfred Balitzer recently retired from teaching American government and political philosophy at Claremont McKenna College after 35 years. In addition to being a member of the board of trustees, Balitzer is a CGU senior fellow and was instrumental in founding the university's Tribal Administration Certificate Program, a training program for members and employees of tribal governments. He received his PhD in political science from Claremont Graduate School in 1971.

Balitzer, also a member of the board and treasurer of the American Academy of Liberal Education, teaches a weekly course in American government at the Marine Corps' Camp Pendleton.

From 2004-2006, Balitzer served as the chair of the Advisory Board of the California Policy Institute at CGU.

In the past, Balitzer served on the boards of the Winston S. Churchill Association of America, the Japan America Symphony Association, the Korean American Museum, and as Chairman of the Boating & Waterways Commission of California as well as a member of the Ports of Los Angeles/Long Beach Harbor Safety Committee. He has been an advisor to the Simon Wiesenthal Center in Los Angeles since 1984, organizing its programs in Washington, DC, and throughout Asia.

Currently, Balitzer is board chair of the Foundation for California, a nonprofit foundation that sponsors conferences on important issues of public policy, and is on the board of the John Brown Cook Association, providing support for student internships.

## School of Religion receives contributions, makes additions



Richard Lyman Bushman

In recent months, the School of Religion received more than \$1 million toward the programs and chair in Mormon studies. These recent contributions have nearly completed the endowed chair portion of the Mormon studies program. Gifts were received from many donors to the Howard W. Hunter Foundation, in addition to significant support from Roy E. and Carol M. Christensen.

These contributions are working toward the Howard W. Hunter Foundation's pledge of \$5 million to CGU's Mormon studies program – \$2.5 million to endow a chair and \$2.5 million for fellowships, library resources, outreach activities, and other academic programs in Mormon studies.

Also, in recent months, more than half a million dollars was received from Mohannad Malas for the chair in Islamic studies. Malas is the major donor for the chair in Islamic studies and had contributed regularly to the endowment since 2004. In 2000, the School of Religion created a Council for Islamic Studies,

comprised of local Muslim leaders, to guide the school in its relations with the Muslim community. In 2005, the school started an MA program in Islamic studies; its first graduate received her degree last year.

Contributions to the Mormon studies program prompted the School of Religion to name distinguished American scholar Richard Lyman Bushman as the inaugural Howard W. Hunter Visiting Professor in the Mormon studies program. Named for the late Howard W. Hunter, 14th president of the Church of Jesus Christ of Latter-day Saints, and the only church president from California, the chair will be the first of its kind at a secular university in the United States.

Bushman, emeritus from the Gouverneur Morris Chair of American History at Columbia University, is among the most widely known and highly regarded historians of Mormonism, and in particular the Church of Jesus Christ of Latter-day Saints. In addition to his career at Columbia, Bushman has taught at Harvard University, Brown University, Boston University, the University of Delaware, and Brigham Young University. He is the author of 11 books, including *From Puritan to Yankee: Character and the Social Order in Connecticut, 1690-1765*, for which he won the Bancroft Prize in American History, and *Joseph Smith: Rough Stone Rolling*, the bestselling biography of the founder of Mormonism.

"At the School of Religion, we are committed to studying the full breadth of religious experiences," said Dean Karen Torjesen. "With his broad background in American cultural and religious history, Professor Bushman will make a vitally important contribution to our mission."

"I am hopeful that with this position at Claremont, Mormonism will be

## In recent months, the School of Religion received more than \$1 million toward the programs and chair in Mormon studies, and...

understood as a religion of substance that deserves the kind of scholarly attention that we believe it does," Bushman said. "Claremont Graduate University has answered affirmatively to that question."

Program activities have included courses taught by Armand Mauss, Mormon Studies Council member and prominent scholar in Mormon studies in his own right. "The Claremont program is excellent," Mauss commented. "No other scholar in the field can match Bushman's stature and accomplishment."

Bushman's spouse, Claudia Lauper Bushman, herself a distinguished scholar in American history at Columbia, will also teach courses at CGU as an adjunct professor.

## ... more than half a million dollars was received for the chair in Islamic studies



## Bradshaw Conference becomes an "Event"

Claremont Graduate University hosted its 5th annual Bradshaw Conference during December 6-8, 2007. Titled *Event & Decision: Ontology & Politics in Badiou, Deleuze, and Whitehead*, the conference focused on the work of Alain Badiou, Giles Deleuze, and Alfred North Whitehead. Scholars from around the world and across disciplines discussed the political, religious, and ontological effects of "the event." The event is a break or a rupture in the history of ideas that allow for new forms of thought to appear. Afterwards, the world makes sense in a much different way. This is how change occurs.

The conference commenced with keynote speakers Justin Clemens and Oliver Feltham. CGU Professors Henry Krips and Roland Faber both presented papers. While Krips' paper discussed the politics of religion, Faber focused on the theology of the democratic event. CGU students Hollis Phelps and Daniel Pettus also presented papers. Phelps' paper on the intersection of Badiou and Deleuze's understanding of the event was much admired by conference participants and attendees, and Pettus' paper on the political event sparked discussion and debate.

The Bradshaw Conference is funded by the Thornton F. Bradshaw Endowment, which supports collaborative projects in the humanities. Each year the conference is organized by the



CGU student Daniel Pettus

School of Arts and Humanities. This year, the conference was cosponsored by the Center of Process Studies, a research project established to further the work of Alfred North Whitehead.

# What Works

## in Solving the Problem of Global Warming

It was an uncommonly cold Thursday afternoon in Claremont; a perfect day for a fireside chat about global warming with the director for Southern California Edison's (SCE) Environmental Affairs, Michael Hertel (PhD, government, 1972). For more than 30 years he has advised one of the largest suppliers of electricity in the nation regarding policy and procedures that balance the need for profitability with the ever-growing global need to be environmentally responsible.

As Hertel stated, global warming is a complex problem with no consensus on possible solutions. George Blair, professor in government and mentor to Hertel at the then Claremont Graduate School, called these challenges "marble-layer-cake problems," recalled Hertel. "It's where chocolate bumps into vanilla cake and creates interesting edges that are a combination of both."

It's a challenge that Hertel finds especially rewarding. "You have to be intellectually honest, to look for answers and weigh the quality of the evidence that you're gathering. It's a very transdisciplinary approach to thinking," he said, something he says he was trained to do at CGU. "You don't ignore other points of view. You have to take a balanced perspective or you're going to suffer the consequences of bad decisions."

On a regular workday, Hertel drives a silver Prius to SCE headquarters. There, he and a team of six professionals grapple with tough environmental and policy decisions everyday.

### A carbon primer...

By Pat Florez

In April 2007, the Intergovernmental Panel on Climate Change released a 21-page report that is the most definitive analysis on the subject to date. The study strongly links human activities to global warming. Hertel agrees with their conclusion but notes that there is still a lot to learn about the phenomena. For example, how much carbon dioxide do our oceans and forests absorb? Can they absorb more? What happens when the oceans warm and become more acidic, releasing that carbon back into the atmosphere?

It's a discussion that actually began in the 1800s, at the beginning of the industrial revolution, and then given an extra boost of attention in 1938 with the publication of Guy Stewart Callendar's paper, "The Artificial Production of Carbon Dioxide and its Influence on Temperature." Callendar estimated a gradual .03 degree



Celsius warming per decade. As time went on, we learned he wasn't off by much. Models built on his theory, combined with modern technologies, continue to help scientists calculate how carbon levels may affect climate change in the future.

What we know is that from 1832 to 2004 the atmospheric carbon dioxide concentration increased about 33 percent, with most of the change occurring since 1970.

This increase in man-made carbon dioxide in the atmosphere is primarily the result of burning fossil fuels, such as coal, petroleum, and natural gas. Air pollution in metropolitan areas was once our focus of attention. Now we recognize the rise in concentration of carbon dioxide as a truly global issue – carbon dioxide emitted anywhere in the world distributes itself around the planet in about 60 days. Last year China built the equivalent of two large coal-fired power plants every week, said Hertel. “They’re just beginning to introduce cars in a big way, as well as air conditioners that consume electric power. And I assume that countries like China will keep growing; if they can grow, they will.”

There’s no place for pointing fingers in this conversation though. Carbon dioxide is a ubiquitous commodity. “Every time you drive – even if you drive a Prius – you’re burning fuel,” said Hertel. “And that fuel had to be extracted, processed, and transported. All of that produces carbon dioxide. It takes fuel to make fuel.”

“Whether you’re in China or the United States, fossil fuel-based energy is so fundamental to all our economies that dealing with this problem is unlike dealing with any other pollutant,” said Hertel. “And it’s going to take some really innovative thinking and understanding to get to a solution.”

## Finding what works...

As of 2007, more than 170 countries have ratified the Kyoto Protocol, which was initiated at the 3rd Conference of the Parties in 1997. The protocol is a political attempt to reduce emissions of carbon dioxide and five other greenhouse gases, or engage in emissions trading if they maintain or increase emissions. It’s a “cap and trade” system that’s fraught with complications.

“I can’t see how this will work on a global basis,” said Hertel, who participated in a panel discussion in Bali last December as part of the United Nations Framework Convention on Climate Change. “First, it requires the participation of all countries. But even then, it’s complicated.”

“Most of the participating countries haven’t met their commitments because they found it would damage their

economy,” he said. “It’s good to have a goal, but the practicality of the objective didn’t get enough consideration before the goal was set. You really need to focus on what will work.”

Hertel continued to explain that, closer to home, several states have attempted to enact laws and policies that could, in theory, curb carbon emissions. In California, the 11th largest emitter of greenhouse gases in the world, transportation accounts for the lion’s share of emissions, about 40 percent (electricity production, both in and out of state, accounts for about 23 percent). In 2006, Governor Arnold Schwarzenegger signed the Global Warming Solutions Act, designed to reduce greenhouse gases by returning the state’s emissions to 1990 levels by 2020. That’s about a 30 percent reduction from the forecast growth in GHG emissions.

To illustrate how difficult reaching the target will be, a state law requiring reduced rates of CO2 emissions from new cars has been blocked by a refusal of the US Environmental Protection Agency to grant a necessary waiver from the national Clean Air Act. California officials were counting on the law to get about 20 percent of the required GHG reduction. Now that may be doubtful.

The San Onofre Nuclear Generating Station, just north of San Diego, is another example of how complicated the greenhouse gas atmosphere can be. It’s a project that Hertel has personally worked on for more than 30 years. After 15 years of study at a cost of more than \$40 million, the California Coastal Commission decided to require extensive marine mitigation to counter the intake of fish and fish larvae. In the end, the project will restore 150 acres of coastal wetland and construct an offshore artificial kelp reef to mitigate the estimated impact on marine fish populations of the cooling water systems to the plant. Now, the State Water Resources Control Board may add a conflicting layer to this by requiring cooling towers on all power plants cooled by ocean water, including San Onofre, which the California Coastal Commission originally said was not necessary. Since both agencies have equal authority, it can complicate matters and could mean increased GHG emissions from the use of fossil fuel to replace the lost nuclear generation, risks to the reliability of electricity supply, and increasing costs for this effort and, ultimately, for consumers.

“It’s a fascinating, complicated, problem to solve,” said Hertel. “If you look at it from the outside it seems simple. When you get to the middle you find that there are things you hadn’t thought of. And it’s not because those people who make our laws and think about these things are not smart – they’re very intelligent. It’s just that these problems are often intricately layered and complex.”



Solving global warming requires  
“a very transdisciplinary approach  
to thinking...one that carefully  
considers politics, economics,  
science, and technology.”

MIKE HERTEL

## Taking action...

As Hertel related, there are currently only three ways to reduce carbon. First, reduce consumption of fossil fuels; this is certainly not easy, but possible with conscious effort. SCE has a rebate program to encourage consumers to purchase energy-efficient appliances, recycle their old appliances, and generally use less electricity. Websites for environmental and conservation organizations, like the Conservation Fund, also provide practical information and ideas on how to “reduce your carbon footprint.”

Second, switch to cleaner-burning fuels. Nearly 17 percent of SCE’s energy mix comes from renewable energy sources, like wind and solar, making them among the top alternate energy users among electric utilities in the nation. And research into new energy sources like biomass and hydrogen are yielding promising results that might become commercially viable in the near future.

Third, develop better technologies that burn fossil fuels more efficiently or don’t emit greenhouse gases, at a price that is affordable for all countries. This last option is one that Hertel finds particularly interesting, especially coal gasification, a technology that uses steam and oxygen to turn coal into a synthetic gas that primarily consists of hydrogen. The gas is then combusted to generate electricity. The carbon dioxide normally emitted is extracted and then injected deep into the ground where it is “sequestered.”

This is a technology that could benefit many countries, even the United States, where there are about 250 years of coal reserves if we continue to burn coal at the current rate. Coal is

used to generate about half of the electricity currently produced in the nation and is the primary fuel used in the production of energy on the East Coast.

But there are still two challenges: how to make it commercially competitive, and how to assure that carbon dioxide stored in the ground stays there and does not harm the environment.

Hertel described a number of interesting research projects underway to solve the problem of capturing carbon dioxide. One project is just off the gulf coast of Texas at the Frio Formations; researchers there are attempting to store carbon dioxide in the pores of limestone, a mile underground. If all works as planned, 3,000 tons of liquefied man-made carbon dioxide will be stored permanently and safely.

Another idea in the process of being licensed by engineers at The Ohio State University uses discarded eggshells, consisting mainly of calcium carbonate, to bind with the carbon dioxide in gasified coal. What’s left behind is pure hydrogen. But even though 455,000 tons of eggshells are produced each year, the researchers acknowledge that this “may not be adequate to produce hydrogen for the whole country.”

After speaking with Hertel, it is clear that global warming is proving to be one of the most challenging and critical issues facing mankind. Finding solutions will require creativity, innovation, and leadership. It will take many people trained with critical thinking skills to help guide us to a solution, one that carefully considers politics, economics, science, and technology.

“In the end, it’s not an either-or proposition. It’s rather this, plus that, plus something we haven’t tried yet,” Hertel said. “I’m energized by these difficult problems. Now the tasks are finding what works, what’s the best answer, and how do we get there.”



(The Artists): Top row: Asad Faulwell and Lek Namnath. Bottom row: Julie Dunker, Elizabeth Carney, Judy Bonzi, and Y. Heyden Gellis

For the second year in a row, CGU's MFA students showcased their artwork at the 13th Annual Los Angeles Art Show (LAAS), held at the Barker Hangar in Santa Monica in January.

Also for the second consecutive year, CGU had the only university art program to be invited to exhibit at this prestigious, internationally acclaimed art exposition.

Karl Benjamin, CGU professor emeritus and art alumnus, helped select the works from current MFA students, a group of 32 artists. Newly named chair of the CGU art department and art critic David Pagel, along with gallery owner George Stern, founding president and current board member of the Fine Art Dealers Association, which organizes the LAAS, provided additional oversight. Stern is also on the Advisory Board for CGU's School of Arts and Humanities.

"This is a rare opportunity to showcase the enormous talents of the CGU art students before one of the finest art communities in the United States," Stern said.

Benjamin also praised the quality of work coming out of CGU, saying, "I'm impressed with not only the quality of the student works being produced at CGU, but at the variety of work and approaches these works represent."

The Claremont students who participated are Y. Heyden Gellis, Asad Faulwell, Julie Dunker, Elizabeth Carney, Lek Namnath, and Judy Bonzi.

Said Bonzi: "CGU's invitation is a testament to the quality of work coming out of its program. Unlike many art schools there is no single collateral vision imprinted on the students. Rather, there is a vibrant collection of interesting voices addressing varying concerns with personal flair and commitment."

On January 25, Stern led a private tour of the LA Art Show for some 50 alumni, students, and friends. During the tour, the featured student artists discussed their work with guests that included CGU alumna, trustee, and chair of the School of Arts and Humanities Board of Advisors Priscilla Fernandez, School of Arts and Humanities Dean Marc Redfield, and art professors Connie Zehr and Michael Brewster.

Earlier in the week, the student artists and selected guests joined CGU's First Lady Elaine Klitgaard for the VIP Opening Night Gala of the LA Art Show, a grand celebration attended by celebrities and international art connoisseurs.

## Claremont Students Singled Out for LA Art Show



Left to right: Judy Bonzi's piece, "God Have Mercy on the Man Who Doubts What He's Sure of"; Elizabeth Carney's painting, "Untitled"; Lek Namnath's painting, "The Embrace"



### Meet David Pagel, Chair of the Art Department

*This fall, David Pagel began his tenure as the chair of the art department. Pagel is also a freelance writer, art critic for the Los Angeles Times, and an associate professor of art theory and history at CGU. In his career, Pagel has taught 12 different graduate seminars and organized over 30 exhibitions. He received an MA in art history from Harvard University.*

**The Flame:** Can you explain the importance of CGU exhibiting their work at LA Art Show?

**Pagel:** This exhibit gives our students the opportunity to show their work to a large and knowledgeable audience. For some, it's among the first time they present work to a public not made up of fellow students and faculty. The conversations that result are unpredictable – and very beneficial to our students.

**The Flame:** What new art shows are you planning for the remainder of the year?

**Pagel:** Spring is almost entirely dedicated to weekly solo exhibitions by our graduating class of 2008. I have just installed a 12-artist exhibition, "Apocalypse Yesterday," that addresses the aftermath status of contemporary life. This summer I am the co-curator, with Terrie Sultan, director of the

Blaffer Gallery at the University of Houston, of "Damaged Romanticism: A Mirror of Modern Emotion," an 18-artist exhibition that explores the ways various threats to democracy manifest themselves in contemporary art.

**The Flame:** What are the long-term plans for the art program?

**Pagel:** We are expanding and improving our sculpture facilities; updating and expanding our digital labs; creating more cross-disciplinary connections with other departments and schools – especially cultural studies and English; and strengthening our relationship to arts institutions, communities, and individuals in Southern California.



# THE SCHOOL OF RELIGION GOES GLOBAL

*Photos by Karen Torjesen*

At its inception in 1960, CGU's religious studies department was housed in the School of Arts and Humanities. But the department expanded to the size that, in 2000, it was large enough to establish its own identity within the university, the School of Religion. Its founding dean, Karen Torjesen, has worked tirelessly to keep the expansion going: in only the past few years the school has added faculty, increased student enrollment, and introduced two new faiths to their religious councils. And now, the school's so big it's crossing continents.

One of the school's initial goals was to expand its curriculum beyond the traditional Judeo-Christian studies. This led to the creation of eight councils, including Islamic studies, Zoroastrian studies, and the Council for the Study of the Church of Jesus Christ of Latter-day Saints (Mormon studies). Not only do these programs aid the school in its goal of studying religions in their relationship to each other, but CGU's study of the Mormon faith is the first of its kind at a secular university.

But Torjesen is not only working to expand the religion program's depth, but also its geography.

That is why, over the past few years, the school has been broadening its curriculum to include religious cultures and traditions from around the world. Additionally, Torjesen says, the school has been actively seeking international students and faculty to create classrooms full of diverse opinions, experiences, and beliefs.

"Religions flourish in so many different contexts around the world, and this breadth is so culturally rich and intellectually challenging," she said. "I want our students to understand and interact with that reality."

To facilitate this, Torjesen added a course on Meso-American religion that will be taught by Sylvia Marcos, an anthropologist from



the University of Mexico in Cuernavaca. In addition to their coursework at CGU, students in the class spend two weeks in Mexico interacting with other Mexican anthropologists, and visit the midwives association and the ethnobotanic gardens to meet with traditional healers.

Torjesen was also recently in Cairo, Egypt to sign an agreement with Al-Azhar University, the leading Muslim university in the world. The agreement will allow for student exchanges between CGU and Al-Azhar.

In the beginning of 2008, discussions with Hebrew University in Jerusalem, Israel commenced. Torjesen is negotiating an exchange of students, including a research fellowship so that a student from Hebrew University can come to CGU to work and teach modern Hebrew.

Last year Torjesen spent one month in China, on a trip that had been in development for the past four years. Torjesen has long been interested in religion in China. Members of her husband's family had been missionaries around the turn of the century, and she has heard many stories of their time there. In her role as dean of the School of Religion she had also met with several Chinese dignitaries when they visited Claremont.

Outreach to China seemed like a natural fit for the School of Religion, due to the country's enormous population (over 1.3 billion), its ancient culture, and its pluralistic religious beliefs.

The People's Republic of China is officially atheist, and organized religion was banned for a time. However, there was a religious resurgence in the 1970s and freedom of religion, with restrictions, was guaranteed in the country's 1978 constitution. Currently, China officially recognizes five religions: Buddhism, Catholic Christianity, Islam, Protestant Christianity, and Taoism. However,

the depth of the country's spirituality far exceeds these five classifications.

Buddhism and Daoism are by far the most popular religions in the country, with approximately 660 million and 400 million adherents respectively (though there is overlap in those numbers, as many Chinese consider themselves both Buddhist and Taoist). There are also approximately 40 million Christians and 20 million Muslims living in China. In addition, there are several minority religions, such as Hinduism and Dongbaism, and relatively new religious sects such as Xiantianism and Falun Gong. Then there are myriads of other belief systems, such as Confucianism and ancestor worship, which have spiritual components, but are not themselves organized religions.

Still, all this can not come close to clarifying the various religions, philosophies, spiritualities, and ways of life that are prevalent in China. But that is exactly why the country is clearly so fascinating for religion students and scholars, including Torjesen.

"I've been astonished watching from afar the changes taking place in how religion is practiced in China," she said. "I was very eager to see up close how these changes were manifesting themselves."

Her trip had three goals: gain insight into how religion was approached in that country; discover how religion is placed within the university context; and develop relationships with Chinese universities.

To help her achieve this, Torjesen enlisted Zhihe Wang, a China native and CGU alum, to help organize the trip. Wang is the executive director of the China Project, Center for Process Studies, and director of the Institute for Postmodern Development of China (IPDC); Torjesen serves as the vice president of the IPDC, a nonprofit institution in Claremont that promotes development and communication between China and the West. The IPDC has relationships with 18 research institutions in China, has arranged 160 lectures by non-Chinese scholars to deliver in China, and has hosted nearly two-dozen Chinese scholars visiting Claremont.

On her trip, Torjesen lectured at eight Chinese universities, where she spoke about feminism and its political, social, and religious



roots. However, these lectures were not designed for her to merely talk to the students. Torjesen wanted to learn from them as well – their country, their culture, their religious beliefs. So she asked questions and created dialogues with her audience.

"At first I was surprised at how proud and outspoken they were about the role of women in their society," Torjesen said. "But then they told me how Mao Zedong eliminated the system of concubines in the country, outlawed prostitution, and integrated women into the army and into the party."

In addition, Torjesen learned much about how religion was taught in Chinese universities – and how much this differed from typical American schools.

"Religion – as many Americans understand it – is rarely taught in China," she said. "The Chinese are much more interested in the philosophical aspects of religion, rather than metaphysical beliefs. So most of their religious teaching is done in philosophy and sociology departments. Here they filter religious teaching through courses on Confucian philosophy, Western philosophy, or Marxist philosophy."

These ideas also permeate into the idea of religion writ large in the country. The Chinese government – which has had antagonistic relationships with religion in the past – is now making alliances with religion. However, unlike many Western practices of faith, in which spirituality plays such a large part, the government is largely interested in religion for its ethical teachings.

Though the emergence of a semi-capitalist society in China is bringing unprecedented growth and modernization, many in the country also think it is weakening the country's social fabric. In attempts to arrest this, the government is turning to religion as a way of strengthening ethics in their society. Additionally, in a time of such rapid change, many in China value religion for the timeless cultural practices and cultural identity it imparts.

Torjesen learned much more about this in her meeting with Ye Xiaowen, the minister of the Bureau of Religious Affairs, a cabinet-level position. Most countries do not have a Bureau of Religious Affairs, but in China it is an office

commensurate with education or transportation. Surprisingly, Torjesen had met with Ye previously, when he had visited Claremont a few years earlier.

In 2003, Torjesen hosted Ye along with his traveling companions, a delegation of Chinese leaders of the five religions the government recognizes. Over a dinner at the President's House – which also included the heads of several of the School of Religion's religious councils – Torjesen was able to begin the process of making connections to China and lay the foundation for her study of their religious identity.

This time Ye was able to host Torjesen at his office in Beijing. He was very interested in strategies for promoting religious pluralism in his country, and asked Torjesen how America manages to be home to so many disparate religions without violence or conflict. He was also concerned about religious extremism in the Catholic, Protestant, and Muslim faiths, and was curious to know how the American government typically engages religious fundamentalists on the issue of pluralism.

"It was a great conversation for me, because so much of what we're doing at the school is based on how religions are able to coexist and interact," says Torjesen. "And I was encouraged that Minister Ye was looking to foster that in his own country."

When Torjesen became the dean of the School of Religion, one of her first priorities was to establish a connection to China. Now that she's been there, she is eager to formalize relationships, and start an exchange of students with some of the universities she visited on her trip. And she's also already pining to go back.

"When I got back to America, I was ready to book my next trip," she says. "But of course, there's so much going on at the school it's difficult to get away for any extended period of time. As soon as my schedule allows, I'll be on the next available plane."



Karen Torjesen with Minister Ye Xiaowen



## Ira Jackson Takes the Drucker Legacy East

Peter Drucker believed that management was a liberal art that necessarily involved interdisciplinary and international conversation. Last September, Drucker School Dean Ira Jackson embraced this philosophy as he traveled to Asia, addressing prominent business leaders, scholars, and entrepreneurs in China, Korea, and Japan.

In Beijing, Jackson was the keynote speaker at the 2nd Annual Peter F. Drucker Management Forum, during which the Bright China Academy was renamed the Peter F. Drucker Academy.

At the forum, Jackson spoke to an audience comprised of Bright China conference leaders and approximately 500 entrepreneurs. After offering ten suggestions for successful social entrepreneurship in China, Jackson added, "I offer the American experience not as panacea or a paradigm, but simply as an example and for inspiration... you will find your own version and adaptation of social entrepreneurship."

Jackson concluded by quoting Peter Drucker: "The best way to predict the future is to create it." Jackson related Drucker's optimism to China's prospects, stating that, "The Drucker Academy and Bright China's leadership in the area of social entrepreneurship are creating the future of China, today. We will stand with you and support you in this noble endeavor every step of the way."

Another significant step towards strengthening the Drucker School's relationship with Asia's leading and burgeoning entrepreneurs occurred during Jackson's visit to Korea.

In September, a cooperative student exchange agreement between Inha University in Seoul, Korea and the Peter F. Drucker and Masatoshi Ito Graduate School of Management was officially instated. Jackson participated in the university's signing ceremony and official opening of Peter Drucker courses in Korea, and was keynote speaker for the event.

This significant exchange agreement enables second-year, full-time MBA students of both schools to participate in an exchange program during the fall semester. The agreement sets the course for enhanced educational interaction and opportunities, and establishes an important collaborative bond between the schools as well as the countries.

During his time in Seoul, Jackson was also keynote speaker at the Peter Drucker Society of Korea Innovations award ceremony, during which innovation awards for social responsibility, innovation, and lifelong learning were awarded to corporations, NGOs, and city governments.

Jackson also addressed Korea's CEO Forum about the leadership role that Korea's Peter Drucker Society is playing in applying people-oriented management practices to all sectors of society.

## faculty achievements



**David Amico** (*School of Arts and Humanities*) was involved with the art exhibition “Some Paintings: The Third (2007) LA Weekly Annual Biennial,” curated by Doug Harvey.



**John Angus** (*School of Mathematical Sciences*) published “Receiver Autonomous Integrity Monitoring with Multiple Faults” in the *Journal of the Institute of Navigation*, “What’s in Your 403(b)? Academic Retirement Plans and the Costs of Under Diversification,” with W.O. Brown,

J.K. Smith, and Richard Smith, in the Summer 2007 issue of *Financial Management*, and “A Single Frequency Approach to Mitigation of Ionospheric Depletion Events for Satellite-Based Augmentation Systems in Equatorial Regions,” with S. Wu, S. Peck, T. Schempp, P. Shloss, H. Wan, P. Buckner, and P. Doherty, in the *Proceedings of the Institute of Navigation Global Navigation Satellite Systems Technical Meeting*, at Fort Worth, Texas.



**Dale Berger** (*School of Behavioral and Organizational Sciences*) recently published “Drinking and driving among high-risk Mexican-American men,” with D.D. Fiorentino and J.R. Ramirez, in *Accident Analysis & Prevention* and “On the inappropriateness of stepwise regression

analysis for model building and testing,” with M.H. Malek and J.W. Coburn, in the *European Journal of Applied Physiology*. He recently presented four workshops: “Introduction to applied quantitative analysis” and “Structural Equation Modeling” at the Claremont Professional Development Workshop, and “Applications of regression in evaluation: Mediation, moderation, and more,” and “A gentle introduction to resampling” at the meeting of the American Evaluation Association in Baltimore, Maryland. Berger and several students presented at several conferences: “Exploring new horizons for positive psychology,” “Applets demonstrating the central limit theorem and statistical power,” and “Effectiveness of computer-based instruction in statistics: A meta-analysis,” with A.T. Saw and G. Sosa, at the meeting of the Western Psychological Association in Vancouver, British Columbia; and “Teaching statistics with interactive Internet tutorials,” with A.T. Saw and G. Sosa, a poster presentation at the meeting of the United States Council on Teaching Statistics in Columbus, Ohio.



**Peter Boyer’s** (*School of Arts and Humanities*) recent orchestral performances included *Ellis Island: The Dream of America* performed by the Phoenix Symphony and the Amarillo Symphony (seven performances for audiences of over 8,000); *Celebration*

*Overture* performed by the Portland (Maine) Symphony Orchestra and the Williamsport (Pennsylvania) Symphony Orchestra; and three of his works were performed by the Moravian Philharmonic Orchestra in the Czech Republic. The Moravian Philharmonic also recorded these three works for a new CD to be released by Albany Records. The recording *The Music of Peter Boyer*, with the London Symphony Orchestra conducted by Boyer was remastered and rereleased on the Propulsive Music label. This reissued CD has been broadcast by more than 100 radio stations around the United States, including many NPR affiliates. Boyer’s anthem *On Music’s Wings* has been accepted for publication by Shawnee Press, one of the nation’s leading educational music publishers, and his work *I Dream a World* has been published by Pavane Publishing. Boyer recently orchestrated music from the ABC television show *Lost* (by composer Michael Giacchino) for a live performance by the Honolulu Symphony.



**Patricia Easton** (*School of Arts and Humanities*) presented “Descartes and the Birth of Psychiatry: The Cartesian Doctor, François Bayle (1622-1709)” at the South Central Seminar in the History of Early Modern Philosophy held at the University of Tulsa.



**Tom Horan** (*School of Informational Systems and Technology*) was recently appointed to the Health Information Technology Consumer Empowerment Workgroup of the US Department of Health and Human Services (HHS). The objectives assigned to this national advisory committee are to make recommendations to the secretary of HHS for widespread adoption of a personal health record (PHR) that is easy-to-use, portable, longitudinal, affordable, and consumer-centered. Horan’s role on this committee will include leading the role of PHR adoption in the disability community.



**Henry Krips** (*School of Arts and Humanities*) presented “New Politics – Mass Media” for the Founders Room Talk Series at the Honnold/Mudd Library. He also presented “A Mass Media Cure for Auschwitz: Adorno, Kafka, and Zizek” at the Modern Languages Association Annual Conference in Chicago

and at the Association of Psychoanalysis, Culture and Society Annual Conference at Rutgers University. A version of this presentation was also published in the *International Journal for Zizek Studies*. Krips was special editor of the January 2008 edition of the journal *Psychoanalysis, Culture and Society*. He also published a substantial update of his article “Measurement in Quantum Theory” in the *Stanford Encyclopedia of Philosophy* 6. Krips was coorganizer of the Bradshaw Conference, Event and Process, and presented “The New Politics and the work of Alan Badiou.”



**Gandy Leroy** (*School of Information Systems and Technology*), with Gianluca De Leo (Old Dominion University), **Jeanne Fryer** (*School of Educational Studies*), Stephen K. Vaughn (Desert/Mountain Educational Service Center), and Selene Johnson (ABC of North Carolina Child Development Center),

received a grant of \$50,000 from Microsoft Research to develop “An Online Community for Teachers to Support, Observe, Collect and Evaluate Assisted Communication with Children with Autistic Spectrum Disorder.” The project leverages ongoing research and will lead to the design, development, and evaluation of a support environment that lets teachers, therapists, and parents evaluate longitudinal communication data for individual children and for groups of children, discuss findings, and complement this data with other child-specific data using modern data analysis and data mining tools.



**Lucinda A. McDade** (*Botany Department*) recently published the following articles: “Phylogenetic delimitation of Isoglossinae (Acanthaceae: Justiceae) and relationships among constituent genera,” with C.A. Kiel, T. F. Daniel, and D. Champluvier, in *Taxon*; “Floral biology of North American *Oenothera* sect. *Lavauxia*: advertisements, rewards and extreme variation in floral depth,” with R.A. Raguso, A. Kelber, M. Pfaff, and R.A. Levin, in *Annals of the Missouri Botanical Garden*; and “A synopsis of Costa Rican *Ruellia* (Acanthaceae), with descriptions of four new species,” with E.A. Tripp, in *Brittonia*.

## new faculty:

### HEDLEY MORRIS

*Professor of Mathematics and Financial Engineering  
PhD, University of London*

**WHY CGU?** I have come to CGU as a full-time faculty member to assist with the expansion in the financial engineering (FE) program.

these three ideas. My objective is not solely the imparting of facts but the firing of an enthusiasm to learn that will last a lifetime.

**TEACHING:** In the math department we take in external projects from industry and have teams of students work on them. A good part of my time is involved with the supervision of these external projects. One is for Boeing to develop new CAD tools and the other is for Johnson & Johnson in the Artificial Intelligence area. I will also begin my FE teaching with a course on Financial Time Series.

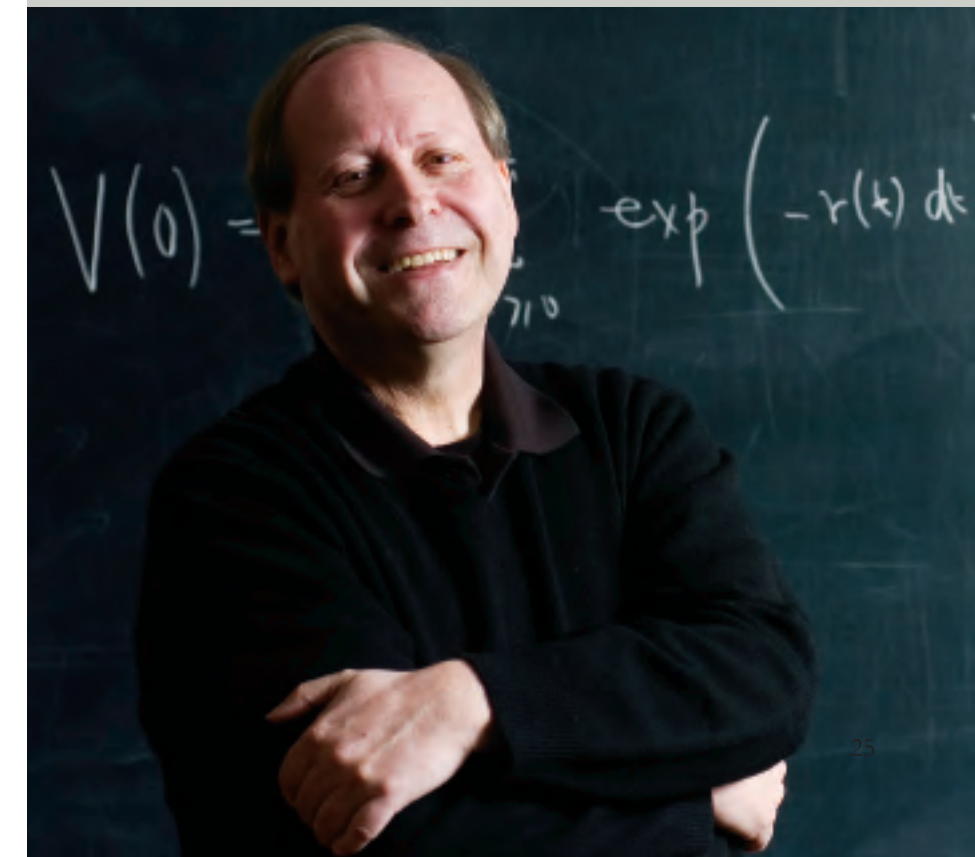
**RESEARCH:** A single mathematical problem has many applications in apparently unrelated realms. As a consequence I am working on a whole spectrum of problems from elementary particle physics to cosmology passing through Wall Street on the way.

**FAVORITE BOOK IN HIS FIELD:** Any math book I don’t understand.

**INSPIRATION:** The few seconds when it seems like you know something nobody else does.

**TEACHING STYLE:** W. B. Yeats has three quotes I love: “Education is not the filling of a pail, but the lighting of a fire”; “Talent perceives differences, genius unity”; “Think like a wise man but communicate in the language of the people.” My teaching philosophy revolves around

**INTERESTS:** I have four children and two grandchildren. Who has time for other interests?



McDade also attended a meeting devoted to the biota of Mediterranean climate regions of the world (California is one of five Mediterranean climate areas) in Zurich, Switzerland.



**Jennifer Merolla** (*School of Politics and Economics*) cosponsored a conference for the Politics of Race, Immigration, and Ethnicity Consortium with Adrian Pantoja (Pitzer College). Merolla recently conducted field work in Mexico with Elizabeth Zechmeister (University of California, Davis). Various media outlets reported on a study conducted with John Geer and Brett Benson, both of Vanderbilt University. They did an experimental poll that examined bias against Mormon political candidates. Merolla was coauthor with **Jean Schroedel** (*School of Politics and Economics*) and Mirya Holman, a CGU graduate student, of an article entitled “The Paradox of Protestantism and Women in Elected Office in the United States” in the *Journal of Women, Politics & Policy*.



**Hedley Morris** (*School of Mathematical Sciences*) had several journal articles published: “Gate capacitance model with polysilicon depletion effect for MOS device” with E. Cumberbatch, H. Abebe, and V. Tyree, in the *Journal of Semiconductor Technology and Science*; “The Gate to Body Capacitance of a MOSFET by Asymptotic Analysis” with E. Cumberbatch, in *Discrete and Continuous Dynamical Systems*; and “SPICE BSIM3v3.1 Model Parameters Extraction and Optimization: Practical Considerations” with H. Abebe, V. Tyree, and P. Vernier, in the *International Journal of Electrical Engineering Education*. Morris also presented several conference papers: “Compact Models for Asymmetric Double Gate MOSFETs” with E. Cumberbatch and H. Abebe at the 2007 Nanotechnology Conference; “Mesh-free multiresolution solver for PDEs with large gradients” with A. Limon at the SPIE Symposium on Optical Engineering; “Feature Frame Watermarking” with I. Muhi El-Din at the 41st Annual Asilomar Conference on Signals, Systems, and Computers; and “Multilevel Solver for Discrete PDEs on kD-Trees” with A. Limon at the Seventh Mississippi State-UAB conference on Differential Equations and Computational Simulations.



**Linda Perkins** (*School of Arts and Humanities*) was a featured speaker and workshop leader at the California National Organization for Women’s regional conference on “Issues on Women of Color” in Pomona, California.



**Craig Pierce** (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) received the 2008 Asia Pacific Human Resource Leadership Award from the Asia Pacific Human Resource Congress. Pierce was the keynote speaker at the following: “From Knowledge Work to Shared Leadership: Extending the Drucker Legacy” presented in Tokyo at the Drucker Society of Japan and the Drucker Society of Korea in Seoul; “The Leadership/Ethics Connection” at the Korean Association of Business Ethics in Seoul; and “Shared Leadership” at the Korean Management Association Conference in Seoul. He presented “The Global Leadership Challenge” at the 60th anniversary celebration of Dankook University in Gyeonggi-do, Korea. Pierce published “When the romance is over: Follower perspectives of aversive leadership” with Michelle Bligh, Jeffrey Kholes, Joseph Justin, and John Stovall in *Applied Psychology: An International Review*.



**J. Mark Porter** (*Botany Department*) presented a talk on *Polemonium* (Polyganaceae) species found in the Four Corners region of the Southwest to the New Mexico Native Plant Society at its annual symposium.



**Linda M. Prince** (*Botany Department*) published “A brief nomenclatural review of genera and tribes of Theaceae” in *Aliso*.



**Henry Schellhorn** (*School of Mathematical Sciences*) presented “An Algorithm for Optimal Stopping with Path-Dependent Rewards Based on Projection and Malliavin Calculus” at the ICNAAM conference in Corfu, Greece. The proceedings were published by the American Institute of Physics.



**Tammi Schneider** (*School of Religion*) had four pieces published in *The Torah: A Women’s Commentary*. The pieces are: “Vayeira: Between Laughter and Tears,” and three shorter pieces under “Another View” – “Vayeitzei,” “Vayishlach,” and “D’varim.”



**Jean Schroedel** (*School of Politics and Economics*), along with Sue Thomas, published a book chapter entitled, “The Significance of Social and Institutional Expectations” in an edited book, *Rethinking Madam President: Are We Ready for a Woman in the White House?* Schroedel also had an article, “The Paradox of Protestantism and Women in Elected Office in the United States,” written with **Jennifer Merolla** (*School of Politics and Economics*) and Mirya Holman (PhD student), published in the *Journal of Women, Politics & Policy*.



**Gail Thompson** (*School of Educational Studies*) recently reviewed materials for Millmark Education’s Concept Links “Ecosystem’s” social studies series for elementary school studies. Thompson gave three presentations entitled “I Didn’t Know that I Wasn’t Supposed to be Smart” at the Advancement Via Individual Determination “Up Where We Belong: Accelerating African-American Male Student Achievement” Conference in Atlanta, Georgia. She gave a presentation called “A Mindset is a Difficult Thing to Change: How Educators’ Attitudes, Behaviors, and Expectations Can Perpetuate Inequality of Educational Opportunity” at the Racial Achievement Gap Summit hosted by the Honorable Jack O’Connell, California’s superintendent of public instruction. She gave this same presentation at Vistamar College Preparatory High School, which was founded by School of Educational Studies Board of Visitor and former CGU Trustee, Rob Lovelace, and at Los Amigos Elementary School in Palmdale, California. Another presentation by Thompson called “Letting Caged Birds Fly: K-12 School Factors that Impede African



**On the Road with Joseph Smith: An Author’s Diary**  
by Richard Lyman Bushman  
(Greg Kofford Books, 2007)

After living with Joseph Smith for seven years, biographer Richard Lyman Bushman went “on the road” for a year. He delivered the final proofs of his landmark study, *Joseph Smith: Rough Stone Rolling*, to Knopf in July 2005 and then crisscrossed the country from coast to coast, delivering numerous addresses on Joseph Smith at scholarly conferences, academic symposia, and firesides. This candid memoir concludes 11 months later with an article written for *Common-Place* in August 2006.



**Teaching Students With Special Needs in Inclusive Classrooms**  
by Deborah Deutsch Smith, Diane Pedrotty Bryant, and Brian R. Bryant  
(Allyn & Bacon, 2007)

Learn how to ADAPT to the needs of your students. Using the research-validated A-D-A-P-T model as a mnemonic, problem-solving approach and an instructional guide, this new text clearly promotes the thoughtful practices and adaptations that have been proven as the most effective means to teach hard-to-reach students. Each chapter begins with a case study illustrating a teaching challenge, which is then revisited throughout the chapter, to demonstrate how theory applies to real situations.



Jack Schuster (right) and Howard Bowen

### Education Professor Jack Schuster earns lifetime achievement award

In November 2007, Jack Schuster, who has been a professor of education and public policy since 1977, received the Howard R. Bowen Distinguished Career Award from the Association for the Society of Higher Education at its annual conference in Louisville, Kentucky.

The Distinguished Career Award has special meaning for Schuster, as it was named after the late Howard Bowen, the inaugural recipient of the award in 1985. Bowen – president of Claremont Graduate University from 1970-71, and chancellor from 1970-1974 – was a colleague of Schuster's and an esteemed member of the CGU faculty.

"It's a thrill to receive this award as my career winds down," Schuster said. "And it's hugely meaningful to be mentioned alongside the prominent scholars who were previous recipients, many of whom I count as friends.

"I guess this is as close as I'll get to Cooperstown," he added, referring to baseball's venerable hall of fame.

Schuster joined the CGU faculty in 1977. In 1986, Bowen and Schuster coauthored an award-winning book, *American Professors: A National Resource Imperiled*. Schuster has gone on to author several more books, including *The American Faculty: The Restructuring of Academic Work and Careers*, coauthored with Martin J. Finkelstein and published in 2006.

The 2007-2008 academic year will be Schuster's last at CGU. After he retires this June, he says he may remain involved with the School of Educational Studies "in some fashion." Meanwhile, he and his wife Diane, who earned her PhD from CGU, have established the Jack and Diane Schuster Higher Education Student Fund to support the activities of students in the higher education program. "We'd be delighted if others chose to contribute to this fund," he added.

"A staunch advocate of faculty rights and social justice, Jack Schuster's contributions to the excellence of colleges and universities everywhere are matched by very few scholars in American higher education today," said fellow education professor Phil Dreyer.

American Students' Academic Progress" was given at the University of South Florida in Tampa, which was also viewed via satellite by faculty at three other universities, and gave a keynote address based on this same presentation at the City Universities (a consortium of state universities) of New York's Black Male Initiative Conference. Other presentations were: "I Didn't Know that I Wasn't Supposed to be Smart" at the 34th Annual Countywide Conference on Gifted/Talented Education in Los Angeles, and "Expect a Miracle" to educators, tutors, administrators, and staff affiliated with Communities in Schools, a nonprofit organization that seeks to improve the academic skills of children from low-income backgrounds. She also conducted a six-hour workshop entitled "Wings of a Dove: Helping African American Students to Soar Academically," to 150 teachers, administrators, and school social workers in St. Paul, Minnesota. An interview featuring her book *Through Ebony Eyes: What Teachers Need to Know but are Afraid to Ask About African American Students* was rebroadcast on Tony Brown's Journal, a weekly PBS television series, and "Bias Proof Your Classroom" was featured in Scholastic, Incorporated's magazine and online.



**Carol Wilson** (*Botany Department*) has been awarded a grant from the American Iris Society to support her ongoing research on *Iris* subgenus *Iris* (Iridaceae). These are the "bearded" irises famous for their ornate flowers. The grant will fund work in the molecular lab and greenhouses (facilities utilized by the CGU botany program and for research at Rancho Santa Ana Botanic Garden), and will also provide partial support for a collecting trip to China. Wilson has already conducted fieldwork in many parts of the world with the goal of finding and collecting plants that belong to the genus *Iris*.



**Paul Zak's** (*School of Politics and Economics*) research, funded by a John Templeton Foundation grant, was published as "Oxytocin Increases Generosity in Humans" in *PLOS One*. The article received major media coverage, including ABC News, *USA Today*, and the *Los Angeles Times*.

## alumnnotes

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### ARTS AND HUMANITIES

**Giles Brown, PhD, History, 1949**, was honored by Orange Coast College with the naming of its 300-seat lecture hall as the Giles T. Brown Forum. Brown, a founding faculty member at OCC in Newport Beach, California, served as dean of the Social Sciences Division from 1948 through 1960, and played a substantial role during his final year in designing the forum, which is modeled after a classic Greek theater. Even after moving on to California State University, Fullerton and his retirement, Brown continued to lead a weekly lecture series at OCC.

**Melissa Daniels, MA, English, 2005**, was awarded a Diversifying Faculty in Higher Education in Illinois Fellowship. She will use the award to complete her PhD in English at Northwestern University in Evanston, Illinois.

**Kate Gale, PhD, English, 2004**, was invited to join the distinguished Board of Governors at the Poetry Society of America. Gale is cofounder of Red Hen Press, which focuses on publishing poetry and literary fiction as well as memoirs. Gale is also a member of the Board of Advisors of CGU's School of Arts and Humanities.

**Catherine Shen, MA, English, 1970**, was selected as senior vice president, human resources, for the *Atlanta Journal-Constitution*, the Southeast's largest newspaper company. Shen, who has spent the last 12 years with Horvitz Newspapers based in Washington, DC, will oversee employee relations, compensation, staffing, benefits, labor negotiations, talent, and organizational development for the company's 7,000 employees.

**Susan Sirkus, MFA, 1979**, was promoted to campaign director at the Nature

Conservancy in Arizona. She will lead a \$32.5 million fundraising campaign for the conservancy, which is the largest program for conservation in Arizona.

### BEHAVIORAL AND ORGANIZATIONAL SCIENCES

**Bettina Casad, MA, Psychology, 2002; PhD, Psychology, 2006**, was awarded a three-year grant from the National Science Foundation for her project, "Interactive Effects in the Theory of Planned Behavior: Examining Attitudes, Norms, Control, and Stereotype Threat to Predict Girls' Math Performance and Intentions." Along with colleagues at California State Polytechnic University, Pomona, Casad will conduct research with middle-school students to identify protective and risk factors for math performance and intentions to pursue further math education.

**Howard Fero, PhD, Psychology, 2005**, is the new president of the Institute of Behavioral and Applied Management, an international association of management scholars and practitioners. Fero is currently the director of the Master of Arts in Leadership Program at Albertus Magnus College in New Haven, Connecticut.

**Michael Kleeman, MA, Psychology, 1975**, a senior fellow at the University of California, San Diego, was named the National Response Volunteer of the Year from the American Red Cross. Kleeman has worked with the Red Cross for over 12 years in both Washington, DC, and San Francisco, and also works with seals, dolphins, and whales in rescue and rehabilitation at the Marine Mammal Center.

(continued on page 31)

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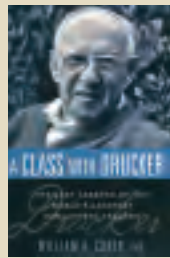
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brief summary of your  
book, and a high-  
resolution photo of the  
book's cover. Books  
must have been  
published no earlier  
than 2006.  
Submissions may  
be edited.



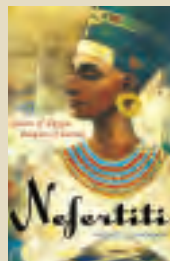
**Focused Anecdotal Records Assessment: An Standards-Based Tool for Authentic Assessment**  
Christopher-Gordon Publishers, Inc., 2007  
Paul Boyd-Batstone, PhD, Education, 1999

A first-of-its-kind resource, this book is a hands-on, practical assessment tool that meets the need for balance between standards-based and authentic assessment for the elementary teacher through Focused Anecdotal Records Assessment (ARA).



**A Class with Drucker: The Lost Lessons of the World's Greatest Management Teacher**  
AMACOM, 2007  
William A. Cohen, PhD, Management, 1979

Long considered the world's foremost thinker and writer on management, Peter Drucker's teachings continue to inspire leaders everywhere. Cohen studied under Drucker from 1975-1979, and became the first graduate of the executive PhD program at CGU. In the book he shares ideas and teachings that were offered to Drucker's students in classroom or informal settings, many of which never made it into his countless books and articles.



**Nefertiti: A Novel**  
Crown, 2007  
Michelle Moran, MA, Teacher Education, 2002

In her *Los Angeles Times*-bestselling debut, the life of the famous Egyptian queen is told through the eyes of her younger sister, Mutnodjmet. As Mutnodjmet, two years younger than her sister, looks on (and falls in love), Pharaoh Amunhotep and the equally ambitious Nefertiti worship a different main god, displace the priests who control Egypt's wealth, and begin building a city that boasts the royal likenesses chiseled in stone. Things get tense when Kiya has sons and the popular Nefertiti has only daughters, and they come to a boil when the army is used to build temples to the pharaoh and his queen instead of protecting Egypt's borders.



**Youth, Identity, Power: The Chicano Movement, Revised and Expanded Edition**  
Verso, 1989, 2007  
Carlos Muñoz, Jr., PhD, Government, 1973

This classic study of the origins of the 1960s Chicano civil rights movement is the first major book written by a leader of the Chicano student movement. Muñoz, who also played a key role in the creation of the wider movement, places the Chicano Movement in the context of the political and intellectual development of people of Mexican descent in the United States, and situates it within the 1960s civil rights and radical movements.



**Mending a Torn World: Women in Interreligious Dialogue**  
Orbis Books, 2007  
Maura O'Neill, PhD, Religion, 1989

The voices of women are typically excluded from dialogues between representatives of world religion, and this exclusion has the additional effect of obscuring the very real diversity of women's perspectives within each tradition. This book remedies both forms of omission – highlighting the contributions of women in interreligious dialogue, while also exposing the significant differences between “conservative” and “progressive” voices within their respective traditions.



**The Cost of Institutions: Information and Freedom in Expanding Economies**  
Palgrave Macmillan, 2007  
Jacob P. Rodriguez, PhD, Education, 1999,  
Steven R. Loomis, PhD, Philosophy of Education, 2002, and  
Joseph Weeres, emeritus professor, CGU

How do institutions shape the long-term direction of economies? What are the relevant causes of institutional change? How do institutions alter our standards of rationality and the possibilities of individual action? Addressing such questions, *The Cost of Institutions* is a detailed account of how institutions impose information costs on economic, political, and cultural markets.



**The Mind of the Market: Compassionate Apes, Competitive Humans, and Other Tales From Evolutionary Economics**  
Henry Holt and Company, 2008  
Michael Shermer, PhD, History, 1991

Why do we hold on to stocks long after we should sell them? Why do we pay more for shirts with popular brand names that only appear on the inside of collars? Why do we become indignant upon learning that others get paid more than us for the same work, when we were satisfied before? Because evolution wired us this way. *The Mind of the Market* uncovers the hidden psychology and biology that shapes the way we think about money.



**Unintended Consequences: The United States at War**  
Reaktion Books, 2007  
Kenneth J. Hagan, PhD, History, 1972, and  
Ian J. Bickerton, PhD, History, 1974

This groundbreaking study examines ten major wars fought by the United States, from the Revolution to the ongoing conflict in Iraq, and analyzes the conflicts' unintended consequences. *Unintended Consequences* persuasively demonstrates that these unexpected outcomes stemmed from the ill-informed decisions made at critical junctures and the surprisingly similar crises that emerged at the end of formal fighting.

(continued from page 29)

**William Marelich, PhD, Psychology, 1997**, was recently awarded the Outstanding Scholarship and Creativity Award from the College of Humanities and Social Science at California State University, Fullerton, where he is an associate professor of psychology. Marelich is also a consulting senior statistician with the Health Risk Reduction Project at University of California, Los Angeles.

#### DRUCKER



**Thomas Allen, Certificate, Executive Management, 1997**, has been appointed as an advisor to Liquid

Computing, where he will provide strategic business, marketing, and technical counsel to the company. Prior to assuming this advisory role, Allen was executive vice president and chief operating officer at @Road, Inc. and during his tenure the company's revenue grew from \$1 million to \$100 million.



**Louis Barajas, MBA, 1987**, will be providing expert financial information and guidance to members

of BOOMj.com, a web-based lifestyle portal serving baby boomers and Generation Jones. Since 1991, Barajas has been a nationally recognized financial expert and an advocate for financial literacy and small business.

**Daniel M. Harrington, MA, Executive Management, 1984; PhD, Executive Management, 1988**, was named to a three-year term on the Board of Directors of ASTM International, originally known as the American Society for Testing and Materials. ASTM International is one of the world's largest international standards and delivery systems, and its standards are used in research and development, product testing, quality systems, and commercial transactions. Harrington is currently president and COO, north, of the Lehigh Cement Co. in Allentown, Pennsylvania.

**John E. Karayan, Certificate, Executive Management, 1985; EMBA, 1987; MA, Management, 1993; PhD, Executive Management, 1994**, was appointed professor and chair of Accounting/IT at Woodbury University, one of the oldest institutions west of the

Mississippi River. Karayan was formerly a senior executive with a high tech multinational before retiring to become a professor, but has remained active outside of academia as an expert witness.

**Pamela Rutledge, MBA, 1988**, was named director of the Media Psychology Research Center (MPR), in Boston, Massachusetts. MPR is a not-for-profit media lab that examines the interaction of media with human experience. MPR's goal is to promote and develop media that can serve as a force for positive change around the world, and it collaborates with faculty at Harvard University and Oxford University.

#### EDUCATION

**John Bullaro, PhD, Education, 1979**, is a National Association for Search and Rescue coordinator for national standards exams at the San Luis Obispo County Sheriff's department. He also holds a State of California Incident Command Certificate, part of the Department of Homeland Security.

**Ray Garubo, PhD, Education, 1986**, was appointed a member of the lead faculty as well as area chair for teacher education with the College of Education at the University of Phoenix, Las Vegas campus.

**Daniel Solorzano, MA, Education, 1984; PhD, Education, 1986**, received the UCLA Distinguished Teaching Award for 2007. He was also awarded the Distinguished Teaching Award for the UCLA Education Department in 2006. Solorzano is a professor of social science and comparative education, and member of the Board of Visitors of CGU's School of Educational Studies.

**McCay Vernon, PhD, Education, 1966**, received the 2007 Gold Medal Award for Life Achievement in the Application of Psychology from the American Psychological Foundation. The award recognizes a distinguished career and enduring contribution to advancing the application of psychology through methods, research, and/or application of psychological techniques to important practical problems. Vernon is a professor emeritus of psychology at McDaniel College in Westminster, Maryland.

#### INFORMATION SYSTEMS AND TECHNOLOGY

**Jonathan Wold, PhD, Information Science, 1995**, was appointed associate dean and promoted to full professor of Information Systems at the Mason School of Business at the College of William and Mary in Williamsburg, Virginia.

#### POLITICS AND ECONOMICS

**Robert J. Bunker, PhD, Political Science, 1993**, completed his term as futurist in residence at the FBI Academy in Quantico, Virginia, where his duties included special research projects, research collaboration with FBI Behavioral Science Unit personnel, and law enforcement outreach, as well as presentations to National Academy students and staff. He remains a member of the Futures Working Group, a collaboration between the Behavioral Sciences Unit and the Society of Police Futurists International.

**Brian McGowan, MA, Politics and Economics, 2005**, was appointed deputy secretary for economic development and commerce for the State of California by Governor Arnold Schwarzenegger. Since 2006, McGowan has served as the Economic Development Agency administrator for San Bernardino County.

**Nancy Watkins, MA, Politics and Policy, 1994**, was appointed by the state of California's Commission on Teacher Credentialing to the Committee on Accreditation. The committee is charged with deciding initial and continuing accreditation of educator preparation programs. Watkins has 20 years of classroom experience, and is currently pursuing an EdD in education administration and leadership through a joint program between California State University, Fullerton, and the University of California, Irvine.

#### RELIGION

**George Brooke, PhD, Religion, 1978**, coauthored the *Complete World of the Dead Sea Scrolls* (Thames & Hudson, 2002), which was sold in museum bookstores in conjunction with the Dead Sea Scrolls exhibition.

Claremont alumni enjoyed a lecture from CGU Professor Lori Anne Ferrell before viewing the exhibition at the San Diego Museum of Natural History on September 29. Brooke is currently the Rylands Professor of Biblical Criticism and Exegesis at the University of Manchester, England.

**Jonathan Moody, PhD, Religion, 1978**, was promoted to full professor and named George and Arlene Foote Professor in Ethics and director of the Center for the Ethics and Values at Hiram College in Ohio.



**Stephanie Sleeper, MA, Religion, 2002; PhD, Education, 2006**, was named the first Henry G. Fairbanks Visiting

Scholar-In-Residence at Saint Michael's College in Colchester, Vermont. Sleeper is a religion scholar specializing in early modern Europe, and will be teaching Modern Civilization, Renaissance to Present and Christianity Past and Present during her first semester.

#### IN MEMORIAM

**Eleanor J. Casebeer, Certificate, Education**

**Paul Brown, PhD, Government, 1965**

**Margaret Dildine, MA, Botany, 1942**

**Dean Dixon, MA, Executive Management, 1978**

**Candace Fredrick, PhD, Education, 1991**

**Sung Hoon (Shawn) Lim, MA, Information Science, 2003**

**Lester Nagler, Former Student, Education**

**Richard Osberg, MA, English, 1970; PhD, English, 1974**

**Thomas Rimrodt, MA, Public Policy, 1997**

**Carol Baker Tharp, PhD, Religion, 2003**

**Craig Walton, PhD, Philosophy, 1964**



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<http://alumnicomunity.cgu.edu>



Upper: Ira Jackson (third from left) and Rajiv Dutta (center) with Drucker School students and alumni. Right: Dutta speaking with Drucker students.



### PayPal President Hosts Alumni and Friends

PayPal President Rajiv Dutta, MBA, 1982, hosted a reception on September 25 for Drucker School and CGU alumni as well as friends of the university at PayPal Headquarters in San Jose, California. The gala event offered the opportunity to meet and interact with one of Drucker's most prominent and engaging graduates.

During the program, Dutta told the compelling history of the emergence of eBay and PayPal and recounted his involvement and work in building PayPal's status as the global standard for digital payments. He reported that today, they have more users than all the credit cards of the world combined.

In his remarks, Ducker School Dean Ira Jackson said that Dutta's work was reflective of the Drucker imprint, and spoke of the excitement in knowing that businesses such as eBay are reflecting Drucker's work. In his remarks, he commended Dutta for "doing well and doing good." A spirited and engaging question and answer session followed with Dutta and Jackson responding to audience queries.



Return to Claremont for a **Day of Great Conversation**

#### FEATURED SPEAKERS

**Robert Klitgaard**  
 President and University Professor, CGU  
 Keynote Presentation by **Jim Newton**  
 Editorial Page Editor, Los Angeles Times,  
 Pulitzer prize-winning journalist, and  
 best-selling author

**Ambassador Sallama Shaker**  
 Deputy Minister of Foreign Affairs for Egypt  
**Professor Mike Csikszentmihalyi**  
 Director, Quality of Life Research Center, CGU

**Professor Paul Zak**  
 Founding Director, Center for  
 Neuroeconomics Studies, CGU

**Ira Jackson**  
 Henry Y. Hwang Dean and Professor of  
 Management, Drucker School, CGU

**Michael Shermer PhD '91**  
 Adjunct Professor of Economics, CGU;  
 Founding Publisher of Sceptic Magazine

**Kate Gale PhD '04**  
 Editor of Red Hen Press, Poet, Author,  
 President of PEN USA

### CGU's Inaugural Alumni Day! Saturday, April 26, 2008

Join us for a day of intellectual stimulation, camaraderie, and celebration!

Albrecht Auditorium, Stauffer Hall of Learning

Lunch in the DesCombes Courtyard  
 Reception with Live Jazz Music and Giveaways

Registration: \$20 (Free for CGU Students)

Space is limited! Register Online at <http://alumnicomunity.cgu.edu/AlumniDay2008>  
 Alumni, Click "First-Time Login," Your Login ID is the 5-digit number on the mailing label of this magazine. E-mail [joy.kiewer@cgu.edu](mailto:joy.kiewer@cgu.edu), Phone 909-607-3962



Above: Ruby Anemic, Marc Glöde, CGU MFA students and featured artists Courtney Dauwalder and Ivan Limas, CGU Art Department Chair David Pagel, and Nicole Cohen  
 At left: Courtney Dauwalder's piece, "Contemplate Yourself"

### Alumni Enjoy Private International Exhibition at CGU

On December 2, 2007, more than 100 alumni and friends joined Claremont Graduate University President Robert Klitgaard for a private reception and exhibition preview of "What a Great Space You Have ... (L.A.)" at CGU's East and Peggy Phelps Galleries.

Among the special guests were the exhibition curator Marc Glöde from Germany and artists Nicole Cohen from New York and Ruby Anemic from Berlin. CGU art students Courtney Dauwalder and Ivan Limas had work featured in the show and joined the celebration.

## Michael Shermer Keeps an Open Mind

**M**ichael Shermer is one of America's leading skeptics. And there's not much doubt about that.

In the spring of 1992, shortly after earning his PhD in history of science from our School of Arts and Humanities, Shermer founded the Skeptics Society and launched *Skeptic*, a magazine devoted to debunking supernatural and pseudoscientific beliefs as well as challenging conventional wisdom. The magazine now has a circulation of over 50,000. In addition, since 2001 Shermer has been a monthly columnist for *Scientific American*, one of the most popular science magazines in the world.

Shermer has also authored several books. In 1997 he wrote *Why People Believe Weird Things*, an exploration of why people believe ideas or myths that defy logic or lack empiric evidence. The book features a forward by the late famed evolutionary biologist Stephen Jay Gould.

Like Gould, Shermer's research involves evolutionary theory. Also like Gould, Shermer has worked to resolve the perceived tension in many people between faith and evolution.

"People say to me, if they accept evolution, they'll have to give up their religion," Shermer says. "And that is completely not true. So part of what I'm trying to do is reconcile these beliefs and show that not only do they not conflict, but they are sometimes complementary."

In his 2006 book, *Why Darwin Matters*, Shermer engages the criticisms of evolution and makes the argument that Christian conservatives' mistrust is unnecessary.

"Science cannot invalidate religion, and science cannot discern truths about the divine," Shermer said. "But by reflexively dismissing this theory people miss out on an incredibly important, unifying principle."

As evidence of evolution's applicability, Shermer's latest book, *The Mind of the Market: Compassionate Apes*,



*Competitive Humans, and Other Tales from Evolutionary Economics*, released early in 2008, is on evolutionary economics.

"It's basically a case for capitalism based on evolutionary theory," said Shermer.

Shermer has now returned to CGU's campus to teach a transdisciplinary course this spring entitled *Evolution and Society*. The course is an overview of how evolutionary theory enhances our understanding of several disciplines, including economics, psychology, and religion.

Though Shermer has over 20 years of collegiate teaching experience, his writing and publishing duties have kept him out of the classroom since 1998. When he remarked to his friend, School of Politics and Economics Professor Paul Zak, that he was itching to return to teaching, the idea of a return to CGU was born.

"I really enjoyed my time here, the flexibility and intimacy of CGU's classes," Shermer said. "So when Paul told me about the transdisciplinary studies program here, and since my work trespasses across so many disciplines, coming back seemed like a natural fit."

## Phelan Wyrick Receives Attorney General's Award

**S**ome students' doctoral research gathers dust in libraries; Phelan Wyrick's is being used to combat national and international gang violence.

Wyrick, who earned an MA in psychology in 1997 and a PhD in social psychology in 2002, collaborated with the Westminster Police Department as a research associate while a doctoral student at the School of Behavioral and Organizational Sciences. His research on Vietnamese-American gangs and gang prevention issues not only helped him write his dissertation, it also led to a position in the Office of Juvenile Justice and Delinquency Prevention of the United States Department of Justice (DOJ).

There Wyrick led the development of the Gang Reduction Program, working with colleagues at the DOJ to provide strategic assessment methods and training to supplement already existing gang prevention methods in the United States. The program was piloted in Los Angeles; Milwaukee, Wisconsin; North Miami Beach, Florida; and Richmond, Virginia, with dramatic results.

In fact, Los Angeles authorities recognized the pilot program produced better results than their current one and have committed to implementing the model in locations throughout the city. Further, the Department of Justice has adopted a similar framework for gang prevention in 10 additional cities across the country. In 2007, Wyrick's work in this area earned him the prestigious Attorney General's Award for Outstanding Contributions to Community Partnerships for Public Safety.

And with such positive results in the United States, the Gang Reduction Program has gone international. Wyrick is part of a team sponsored by the US State Department and DOJ to train authorities from several Central American countries to advance anti-gang activities in this hemisphere.



As part of the training, Wyrick discusses gang prevention measures and addresses misconceptions about gang involvement. "Gangs are very successful at spreading myths; one of them is that once you're in, you can never get out. To be effective in reducing gang activity, you have to get past the misconceptions," he says. Wyrick also introduces former gang members who share their own stories to help dispel such assumptions.

Wyrick remains optimistic about the prospects for the future at home and abroad. "I feel I've been able to help raise the legitimacy of the prevention side of this issue and bring it to the right people's attention," he says. "And I hope to continue to see serious dedication to implementing gang-prevention in a more informed way."

## Ngoc-Dung Firpo Has Come a Long Way



Ngoc-Dung Firpo with her son, Daniel

Though School of Educational Studies (SES) student Ngoc-Dung Firpo hails from halfway around the world, the inspiration for her research comes from much closer to home: her children.

Born and raised in South Vietnam, Firpo decided to leave her homeland in 1980 after the strict living conditions became increasingly difficult to bear. In the middle of the night, she and her sister boarded a cramped vessel that stole out of the country with extremely limited supplies and uncertain chances of success. Indeed, seven of the 57 people aboard died during the weeklong journey that finally ended at an Indonesian refugee camp.

In January 1981, weeks after arriving in the United States, her degree helped her secure an ESL teaching position in the Hayward Unified School District. Three years later, Firpo completed her master's degree in education at San Francisco State University.

"While living in Vietnam I always wanted to go to the United States for my education," Firpo says.

Currently, she is completing her dissertation on early college entrance programs that permit very young, gifted students to enter higher education. Her interest in the

subject is more than academic: both her children were accepted into California State University, Los Angeles' (CSULA) Early Entrance Program; Daniel at 12, Verena at 10.

To get her children to school, Firpo endured two-hour commutes between Edwards Air Force Base – where her husband was stationed – and Los Angeles. After realizing how much time she was spending to get to the university's campus, she decided to return to school for a second master's degree, this one in teaching English to speakers of other languages. In 2003, mother, son, and daughter graduated from CSULA together.

As her children faced life as teenage college graduates, Firpo observed that an early degree could both propel and hinder a young person's professional career: Daniel earned a master's degree at the University of Southern California and is now a doctoral student in CGU's School of Information Systems and Technology; Verena found medical schools less eager to accept such a young student (though she is now a third-year PharmD student at the University of California, San Francisco's School of Pharmacy). So spurred on by an interest in her own children, Firpo's doctoral work at CGU examines gifted students' options after graduating from college at early ages.

David Drew, a professor at SES who has worked closely with Firpo, sees her research reflecting the same values she depended on to get her through her perilous escape from Vietnam: "She's got courage, determination, a willingness to work hard, and a love and appreciation of education," he said. "These characteristics contributed to her survival then, and they contribute to her success as a professional and as a parent."

## Rodney Wilson is Simply the Best

*"They must meet the highest standards of performance in the profession."*

– Public Relations Society of America

This quote is taken from the Public Relations Society of America's criteria for selecting the winners of their top award – the Silver Anvil. It represents the forging of public opinion that has successfully addressed a contemporary issue with exemplary professional skill, creativity, and resourcefulness.

It was no surprise to them that School of Politics and Economics doctoral student Rodney Wilson won a 2007 Silver Anvil Award.

Wilson, cofounder of Pacific Research & Strategies, Inc., (PRSI) developed his company and his career around a simple vision: help clients influence public discourse on issues of importance to them and the well being of the community.

Though the original focus of PRSI – when it was founded in 1985 – was politics and public policy, the company's innovative communications approach has fueled an expansion to foreign governments, businesses, and non-profits, including Fortune 100 companies and the Simon Wiesenthal Center in Los Angeles.

Recently PRSI organized a conference in Bali, Indonesia for the Wiesenthal Center, bringing together Muslim, Jewish, Hindu, Buddhist, and Christian leaders to denounce the connection between religion and violence and to look for ways to foster tolerance and cooperation between various religions. PRSI generated over 250 stories in the world press for the conference.

"Our vision is to continue expanding our client base into other states and other countries," said Wilson. "There are few challenges we'll walk away from."



PRSI offers a unique blend of services: public relations, crisis management, marketing and advertising, media management, political and legislative consulting, and logistics management for delegations in the United States and abroad.

And where does PRSI find a staff that allows them to excel in so many areas?

"We have hired over 40 CGU or CMC graduates," Wilson says. "The background and education that Claremont provides fits right in with our company outlook and attracts graduates looking for a career in public policy, public relations, and public affairs." Currently, CGU student Peter "Ted" Gover is PRSI's director of public affairs. He works alongside fellow CGU students

Hiromichi "Miles" Shinohara and Ian Feldman.

In 2007, these students helped PRSI win 16 major marketing awards in a wide range of categories. The crown jewel was the Silver Anvil for their multi-phased information campaign that allowed the Shingle Springs Rancheria Indian Tribe to construct an interchange off Highway 50 to give commercial access to the tribal land.

PRSI's campaign resulted in the local county signing a \$191-million public services agreement with the tribe.

"The Silver Anvil was deeply satisfying because we were recognized and honored by our peers," said Wilson. "But there are few things better than a simple 'Thank you' from a client and knowing you've not only impacted his or her life, but the lives of their families, friends, and perhaps thousands or hundreds of thousands of others. A feeling like that is simply the best."

If there was ever a living example of the mantra, “Think globally, act locally,” it’s Desmondette Hazly.

Hazly, a doctoral student in the School of Politics and Economics, is researching the link between socioeconomic conditions and the development of parallel informal governments and economies that we see among terrorists and gangs. This work has brought her into contact with those living on the margins of Southern California society; but rather than proscribe solutions from behind her laptop, Hazly has become involved in community outreach.

“Obviously, people who are disenfranchised don’t just disappear,” Hazly says. “They have to survive any way they can, which often requires engaging in unlawful behavior. I realized this, and I decided to do something about it.”

Hazly started locally. She founded her own company, Odissi International, through which she was able to create and implement community and economic development projects she herself designed. In her programs, at-risk youth and ex-convicts learned the skills they would need to compete in the job market. In addition to requisite reading and language skills, Hazly, who is also a Cordon Bleu chef and culinary school graduate, teaches her students how to prepare high-quality meals. As a result, several of her graduates have gone on to work for restaurants and catering services.

Hazly’s work hasn’t gone unnoticed. Los Angeles Trade Tech College has been commissioned to develop LA Live, Los Angeles’ downtown entertainment center, and they estimate the project will produce 2,400 jobs in the hospitality and culinary industry. To fill those jobs they have turned to Hazly. She has been hired to create and coordinate courses to educate local community members, groups that have been historically disenfranchised, so that they may fill these new positions.

As the news reminds us daily, the world is shrinking, flattening, and becoming much more integrated. This reality of global corporations, global products, and even global citizens generates great concern and worry for some, but it represents opportunity for Hazly.

As successful as she has been locally, Hazly has recently seized the opportunity to expand her work into the most populous country in the world – China. Hazly was in the country to participate in a conference on literacy at

Beijing Normal University, and she began realizing how comparable the challenges are that face America’s and China’s workforces.

In China, 70 percent of the population lives in rural communities – but this is changing. As the country becomes more technologically advanced, people are moving from the country to the city looking for work. Like many of those living in impoverished urban environments in America, these individuals in China, known as “floaters,” lack the skills to compete for jobs in an advanced industrial society. And like those who are disenfranchised in America, these floaters often engage in informal and hazardous employment to survive, with no real means of gaining access to the mainstream economy.

“This is an emerging problem for the Chinese government,” says Hazly. “Until recently people were assigned a job, and that was their job for life. Now, with increasing competition, there need to be models in place for people to learn new skills, and advance in their careers.”

And that’s where Hazly comes in. Recognizing the depth of China’s problem, she has been appointed chair of the first US-China workforce development conference to be held in Beijing in 2009, with participants from the US Departments of Labor and Education, and US Chamber of Commerce, as well as the California Employment Development Department and California WorkSource. Like her work in California, the goal in China will be to create frameworks to educate disenfranchised people so that they can compete in this rapidly interconnected economic environment.

“The United States is very competitive with China, but they are competitive partners,” said Hazly. “Our economies are mutually dependent on each other. So by working together to enhance their workforce, we can not only reduce the number of incidents of recalled and knockoff products being produced there, but increase the safety of the products the United States legally imports.”

Despite her impressive achievements, Hazly still puts a high priority on her own education.

“Education is a privilege that many people in the world do not have the opportunity to enjoy. I feel that my education obliges me to assist those who are less fortunate so that they may live with dignity and hope.”

# Desmonette Hazly

“Education is a privilege that many people in the world do not have the opportunity to enjoy. I feel that my education obliges me to assist those who are less fortunate so that they may live with dignity and hope.”



# CGU Postseason Wrap-up



Of course, CGU has no sports – and no fellowships to athletes. One hundred percent of every dollar given to the Alumni Annual Fund supports the best in graduate education and research. We don't recruit coaches and ball players, we invest in students who excel in calculation and analysis. What some schools spend on lighting up the scoreboard, we invest in lighting up research to find answers to the world's toughest challenges. We have no marching bands, no cheerleaders, no bragging rights for our sports season; but we can brag about 83 years of excellence in graduate-level research and teaching, and an all-star lineup of faculty, alumni, and students.

Be part of a winning season by making your gift to the CGU Annual Fund. Gifts can be made online at [www.cgu.edu/giving](http://www.cgu.edu/giving), or by calling our Office of Annual Giving at (909) 621-8027.



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