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Fall 2007



the Flame

The Magazine of Claremont Graduate University

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*the*Flame
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Director of University Communications
Esther Wiley

Managing Editor
Brendan Babish

Art Director
Susan Guntner, Swan Graphics

News Editor
Nikolaos Johnson

Online Editor
Derik Casper

Editorial Contributors
Mandy Bennett
Brenda Bolinger
Joseph Coombe
Dean Gerstein
Paul Thomas
Steven K. Wagner

Director of Alumni and Donor Relations
Joy Kliewer, PhD, '97

Alumnnotes Managing Editor
Monika Moore

Distribution Manager
Mandy Bennett

Photographers
Kevin Burke
Marc Campos
Alex Pitt
William Vasta
Tom Zasadzinski

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James Whitaker

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

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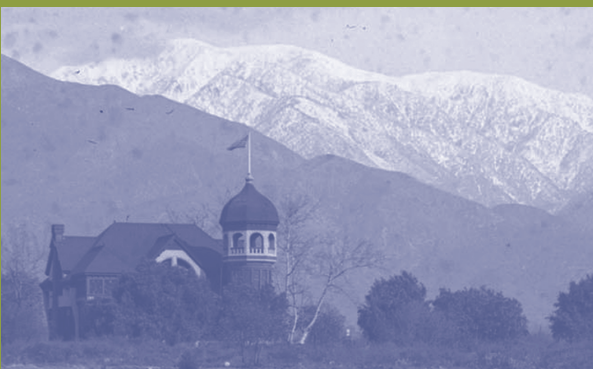


Photo Illustration by Alex Pitt



the president's notebook

Research and Advocacy

One of Claremont Graduate University's objectives is to do research on some of the most

important issues facing our region and our world. We want our research to make a difference, and we posit that rigor and addressing big questions can go together.

But are there also risks to this aspiration? Might partisanship and polemics lurk, indeed barely lurk, and objectivity suffer? Putting the question more positively: if we aspire to take on important topics where strong points of view are already on the table, how should we think about research and advocacy?

Advocates and scholars are sometimes seen as different camps or orientations, perhaps along the lines of dichotomies like right brain/left brain, or faith/reason, or enthusiastic presentation of a point of view vs. the passive and patient dissecting of many points of view. Professors are not appointed or promoted on the basis of advocacy. And so, especially in graduate schools, advocacy sometimes causes discomfort.

And yet, I believe advocacy at its best has a vital role to play in universities and of course in our communities. When I say "at its best," I'm thinking aspirationally; there are dangers. What are the features of successful advocacy that we might keep in mind as we try to meld it with the academy? If you'd like a mnemonic, let me suggest four P's.

The first P is passion. Advocates bring welcome passion to our intellectual, moral, and political lives. In a time when, as Camille Paglia puts it, "the intelligentsia seem fatigued, sapped by pointless theory, and impotent to affect events," universities need passion, especially passion that is not just ideology or religious fervor. Through their passion, social advocates can also teach us about persuasion. "The passions are the only advocates who always persuade," wrote La Rochefoucauld. "They are like a natural art, of which the rules are unfailing; and the simplest person who has passion will be more persuasive than the most eloquent person who has none."

The second P: successful advocacy is positive. It is all too easy for us to be negative. Our opponents ignore this, they overlook that, they assume this other thing, oversights which, if they only listened to us, would be magically overcome. Alas, consciousness is seldom raised by attack. Let us then focus in our advocacy on the positive, on the hoped-for opposite of the problems we are addressing, on improvements, on desired alternatives.

The third P is practical. Even if we are positive, we may be Pollyannaish. Our advocacy will be all the better as we can focus on practical steps that can make a difference.

The final P is proof. Can we marshal evidence that the practical steps we advocate will in fact be worthwhile, that they will not lead to unintended negative consequences that outweigh the benefits? Without objective evidence objectively presented, advocacy can become passion without discipline.

Proof is increasingly important to those who fund both research and advocacy. You have all heard about a wonderful new wave of philanthropy, with Bill and Melinda Gates and Bono on the cover of *Time* and Bill Clinton on the cover of *Fortune* for their philanthropic work. The new philanthropists take on the hardest problems and at the same time insist on evaluation and accountability. They want proof that what they fund is making a difference. As Clinton says, "It's nice to be goodhearted, but in the end that's nothing more than self-indulgence."

Proof is a good connection back to research. It is here perhaps where scholars and advocates can best join forces, in figuring out how to know progress if it happens, how to think about costs and benefits of many kinds, and how to advocate with our eyes wide open and our brains on overdrive.

Claremont Graduate University is a leader in the domain of proof. Our School of Behavioral and Organizational Sciences is a national leader in evaluation science. Our School of Educational Studies (SES) has carried out influential evaluations of important programs from school reforms to diversity initiatives at universities. Many individual scholars at other of our graduate schools combine cutting-edge research on big questions with advocacy that is passionate, positive, practical, and based on proof.

I love the way SES resolves in its mission statement the tension between research and advocacy. The school is committed to social justice and accountability. That's both-and, not either-or. Would that we all should follow that example.

Robert Klitgaard
President and University Professor

FOCUS:

Increasing Awareness of Organ Donation Among Hispanic Populations

FACULTY:

Research Professors Eusebio Alvaro and Jason Siegel, School of Behavioral and Organizational Sciences



Eusebio Alvaro



Jason Siegel

Claremont Graduate University faculty researchers Eusebio Alvaro and Jason Siegel have received two federal grants to identify methods for increasing awareness of organ donation among Hispanic populations.

Alvaro and Siegel, in collaboration with the Los Angeles-based St. Vincent Medical Center, received approximately \$900,000 (with \$300,000

awarded directly to Claremont) over three years from the US Department of Health and Human Services (HHS) administration to implement a program at the center. Additionally, a separate grant proposal to HHS was also accepted. A consortium composed of the Donor Network of Arizona and Claremont Graduate University/School of Behavioral and Organizational Sciences will get \$963,157 over three years; of that amount, \$378,247 has been awarded to Claremont.

The Arizona grant will implement a donor-awareness campaign at four large swap meets throughout that state. The goal is to encourage Hispanics to sign up as organ donors with the Arizona State Registry while measuring the effectiveness of several different donor campaign messages.

“Hispanics are disproportionately impacted by diseases of the kidney – placing them at a great need for kidney transplantation,” Alvaro said. “Unfortunately, there are insufficient kidney donors – especially Hispanic kidney donors – to meet this need.”

At St. Vincent, Alvaro and Siegel will identify methods for increasing awareness and understanding of living organ donation among Hispanics. The study will focus on two main aspects of kidney donation and transplantation: to what extent do Hispanics in need of a healthy kidney understand how the organ works, and how Hispanics can initiate a discussion about a living donation with potential donors.

“People want to help their immediate family members, but there’s a communication gap,” Siegel said. “An individual needs help, but they don’t want to be a burden in their family’s eyes. Just getting these people to communicate would help the cause.”

Alvaro and Siegel have shown tremendous ability in developing success among donors. A previous project of theirs used outdoor advertising as a testing vehicle to encourage organ donation. Their findings offered insight into the psychology behind why individuals agree to join organ donor registries.

FOCUS:

Project IMPACT in Humanities (Investigation of Multiple Pedagogies and Assessment of Online Computer Technologies)

FACULTY:

Associate Professor of Philosophy Patricia Easton, School of Arts and Humanities.



(L-R) James Griffith, Patricia Easton, and Michael Harnar

Associate Professor Patricia Easton and doctoral student James Griffith are evaluating the efficacy of twenty-first century teaching aids in the timeless pursuit of scholarship.

Earlier this year, they completed the four-year, \$190,000 grant they received from the Mellon Foundation. The grant supported IMPACT in Humanities, which evaluated the use of instructional technologies in graduate education in the humanities. The award was made in response to a proposal from Easton, Michael Scriven, a professor in the School of Behavioral and Organizational Sciences, and James Griffith, a doctoral student in philosophy and evaluation.

IMPACT in Humanities is the first ever study of its kind; many similar studies have been conducted on instruction in undergraduate and K-12 programs, but never in graduate education. The project employed an adaptation of a relatively new

approach by Robert Brinkerhoff called “The Success Case Method.” The study included multiple universities (private and public) located in the Los Angeles basin. Griffith led the research on the ground with help from graduate students in the School of Behavioral and Organizational Sciences, Avichal Jha, Bi-hong Deng, and most notably, Michael Harnar.

The results of the study suggested a pedagogical model for humanities graduate education. The IMPACT team discovered that the use of multiple online technologies were effective when built into the course curriculum and instruction, thus providing significant improvements in graduate learning outcomes. The use of multiple online technologies was found to be most effective when used in combination, not singly, to create or enhance intellectual community and interaction of students, a critical element of graduate education in the humanities.

Easton, Griffith, and Harnar concluded the grant with a presentation of their model to a research team from the University of Cape Town at a workshop in Frankschoek, South Africa, hosted by the University of Cape Town and the Mellon Foundation.

FOCUS:

Fall 2007 Thornton F. Bradshaw Conference

FACULTY:

Professor Henry Krips, School of Arts and Humanities, and Professor Roland Faber, School of Religion



Henry Krips

From December 6 – 8 Claremont Graduate University will be cosponsoring the Fall 2007 Thornton F. Bradshaw Conference with the Claremont



Roland Faber

School of Theology. The transdisciplinary conference is titled “Event & Decision: Ontology & Politics in Badiou, Deleuze, and Whitehead.” Attendees will address how the philosophies of Alain Badiou, Gilles Deleuze, and Alfred North Whitehead reflect on ontology and politics as relating to many fields: philosophy, cultural studies, social and political theory, art, literature, and religion.

The Bradshaw Conference has been a yearly event at Claremont since 2003. Each conference selects a specific theme to spark discussion and investigation. Previous themes have been: “Politics of Culture,” “Fear,” and “Feminism Inside/Out of the Academy.”

For the first time, the Bradshaw Conference will be held twice in one year, with one in the spring and another in the fall. This was made possible by Claremont Graduate University partnering on the event with several organizations, such as the Whitehead Research Project.

Roland Faber, executive director of the Whitehead Research Project as well as a Claremont professor of religion, and Henry Krips, professor and chair of the cultural studies program, are organizing the “Event & Decision” conference.

“‘Event & Decision’ takes up the interests that some of us have in continental European approaches to philosophy and politics,” said Krips.

The Bradshaw Conferences continue to receive funding from the Thornton F. Bradshaw Programs and Endowment Fund. The fund was established in memory of Thornton F. Bradshaw, former chairman of the Claremont Graduate University Board of Trustees. The conference also benefits from the continued generous support of Nicholas West, a member of Claremont’s School of Arts and Humanities Board of Advisors.

For more information on the conference please visit www.whiteheadresearch.org.

FOCUS:

The Use of Weighted Extended B-Splines (WEB-Splines) as a Basis for the Finite Element Method

FACULTY:

Professors Ali Nadim and Ellis Cumberbatch, School of Mathematical Sciences



Ali Nadim



Ellis Cumberbatch

Claremont graduate students Michael Franklin, Garret Heckel, and Eric Johnson recently completed the inaugural CGU-Boeing mathematics clinic. This partnership was sponsored by a five-year grant provided by the National Science Foundation, which provided for a project team of three graduate students from the School of Mathematical Sciences

to spend a full academic year on a real-world geometric modeling problem suggested by the industrial partner, the Boeing Company. Thomas Grandine of Boeing served as the industrial liaison on the project while Claremont Professors Ali Nadim and Ellis Cumberbatch and Harvey Mudd Professor Weiqing Gu served as the local advisors.

For several years Boeing has been very interested in modeling airplanes using computer programs. Using numerical methods on a computer allows engineers to test new design elements – body shapes, nose lengths, etc. – without having to actually construct the airplane. Boeing uses powerful optimization routines to find the best airplane shapes for a particular need. The CGU-Boeing clinic team was asked to implement a powerful new tool (WEB-splines) to ultimately be included in the already existing Boeing optimization routines.



(L-R) Weiqing Gu, Garret Heckel, Eric Johnson, Thomas Grandine, and Michael Franklin at the Boeing headquarters in Seattle.

Of course, there are several dynamics that occur when the flow of air rushes over an airplane wing. Using WEB-splines and subdividing the wing into several tiny segments (finite elements), the students coded an algorithm to solve the governing equations of motion, which is a crucial aspect of optimizing the wing shape. While the finite element method has been practiced for over a century, the introduction of WEB-splines is a novel approach for solving problems involving irregularly shaped domains, and has the additional benefit of significantly reducing computational time in the optimization routine. This is the main reason why WEB-splines are advantageous in this application.

“Boeing provided a great software package for us to use in testing this alternative to the traditional use of the finite element method,” said Franklin. “And we concluded that the addition of WEB-splines provided a powerful and practical way to test new designs for airplane wings.”

At the conclusion of the project a grant report documenting the research results was compiled for Boeing. This fall three new students in the School of Mathematical Sciences will embark on a new project designated by the company.

FOCUS:

Ethnic Enclaves and Labor Markets

FACULTY:

Director of Research and Visiting Associate Professor Roberto Pedace, Peter F. Drucker and Masatoshi Ito Graduate School of Management



With immigration reform sure to be one of the most significant issues of the upcoming election season, recent research findings coauthored by Drucker School Associate

Professor Roberto Pedace couldn't be more timely.

Previous research has discovered that social networks and existing concentrations of ethnic groups influence the destination choice for recent immigrants in the United States. This may be due to their desire to live and work near people with similar language and culture, but it could also be influenced by the perceived opportunities that ethnic enclaves generate in the labor market. For example, social networks could provide the link to employment opportunities that allow immigrants to reap the highest rewards for their skills and abilities. However, some argue that immigrants create increased competition for jobs and reduce earnings for all workers. Currently, there is no consensus in the literature examining the individual consequences of living in enclaves. Nevertheless, in Sweden, the government has utilized rent subsidies to encourage more dispersion of immigrant populations.

Pedace, along with research partner Mussadeq Chowdhury, an economics professor at the University of Redlands, examined how the size of an ethnic enclave is associated with wages of immigrant workers. The ethnic concentration across 20 metropolitan areas in the state of California was used as a proxy for the size and influence of the enclave. In addition, there were

controls for many observable, individual-level characteristics to isolate the enclave effect.

In April 2007 the results of their research was published in *Contemporary Economic Policy*. In general the findings showed that any potentially positive enclave effects are likely to be offset by negative labor market competition factors. In particular, most enclave effects become insignificant after controlling for metro area-specific factors. Pedace and Chowdhury determined that government policies that influence the distribution of immigrants across locales, as in Sweden, would not yield net wage benefits for immigrants in California.

FOCUS:

Oxytocin and the Neurobiology of Human Virtues

FACULTY:

Professor Paul Zak, School of Politics and Economics



What is it that induces human beings to be virtuous? Claremont Professor Paul Zak thinks the answer is in our brains.

Or to be more accurate, Zak has posited that our ability to be compassionate and generous is dependent on our levels of oxytocin, a neuropeptide naturally produced in the brain's hypothalamus and released into our bloodstream. He has recently been awarded nearly \$1.5 million in a grant from the John Templeton Foundation to support his project, a three-year study entitled “Oxytocin and the Neurobiology of Human Virtues: Resilience, Generosity, and Compassion.”

This work stems from Zak's previous research in neuroeconomics – a term he himself coined – that proved oxytocin causes strangers to trust each other with money. Zak has also shown a link between human touch and the release of oxytocin. According to Zak, oxytocin can be thought of as a physiologic signature for empathy and love; it binds people to their children and spouses, and causes them to care for the wellbeing of strangers.

Zak's new study will look beyond trust to three additional virtues – resilience, generosity, and compassion. Zak hopes to discern whether the presence of oxytocin will help answer questions like: Why are most people good even when no one is watching? Why do we empathize with the plight of strangers, and sometimes spend our time and money to help them? What neurological resources do some people have that allow them to recover from difficult situations?

"Human beings are social creatures, but their extraordinary degree of care for strangers is difficult to explain biologically," Zak said. "Understanding the biological basis for these virtues can help us to draw on these mechanisms to improve our own lives and the lives of those around us."

In addition to a series of scientific papers and monographs, Professor Zak is planning to release a book culled from this project's research.

In addition to his research and teaching, Zak is also the founding director of the Center for Neuroeconomics Studies, an institute that investigates the neurophysiology of economic decisions by drawing on economic theory, experimental economics, neuroscience, endocrinology, and psychology to develop a comprehensive understanding of the decision-making process. It is one of only five such labs in the world.

FOCUS:

California Latino Caucus Institute Partnership with the Drucker School

FACULTY:

Peter F. Drucker and Masatoshi Ito Graduate School of Management

Reinforcing their philosophy that management is a human enterprise, the Drucker School is using its expertise to help train California's elected officials to become better policymakers and public servants.

Recently, the California Latino Caucus Institute (CLCI), a broad-based, nonpartisan public policy, educational, and leadership development organization, and the Peter F. Drucker and Masatoshi Ito Graduate School of Management announced a partnership in which Drucker faculty will use their experience to help further develop the DaimlerChrysler/CLCI Elected Officials Academy.

The academy was launched in 2004 to train newly elected public officials; each academy is a three-day intensive program that covers ethics, parliamentary rules, public finance, conducting meetings, and serving constituents. The participants are also able to network, discuss mutual problems and concerns, and find out what kinds of solutions other communities and municipalities are implementing. The elected officials who attend the academy are multicultural and include participants from several racial ethnic groups, including the first Iranian-American elected to public office in the United States.

"We are pleased that the Drucker School has joined the academy as the academic partner," said Fred Hoffman, DaimlerChrysler's director of state relations. "Drucker will bring the talents and insights of its nationally recognized faculty to the table. Their experience in finding innovative approaches to the governance challenges of the day will make this a productive partnership."

Drucker School Dean Ira A. Jackson concurred: "This is a great opportunity. The combination of the DaimlerChrysler/CLCI Elected Officials Academy and the Drucker School is a powerful tool for democracy."

Two academies took place in 2007. The first was in Bakersfield in April and a second occurred in Santa Ana in August.





Drucker School Dean Ira Jackson addresses the symposium

Drucker Societies converge on Claremont Graduate University

The legacy of Peter F. Drucker lives on this summer as many of his most loyal students met for the first time. On July 25-27, representatives from 10 countries came to the Claremont Graduate University campus for the inaugural Drucker Society Global Symposium.

The symposium convened thought-leaders who are currently involved with a local Drucker Society or are doing academic research based on Drucker's work.

The countries of Korea, China, and Japan have well-established Drucker Societies. Other nations – Australia, Brazil, Canada, Switzerland, Taiwan, and the United States – are launching or expanding such societies in the future.

The symposium provided a unique opportunity for society members to network and formally present ways to share Drucker's ideas and ideals with people throughout the world.

"We don't want to dictate what these societies' agendas should be, as they all have different ways to apply Drucker's thinking," said Rick Wartzman, director of the Drucker Institute. "The important thing is that they're all using Peter's teachings as a prism to examine some of the most significant issues of the day."

Claremont recognizes Earth Month

A day of reflection on our behaviors and impact took place on Saturday, April 28 at the Claremont Graduate University event, "Changing Attitudes and Habits: Planting Seeds of Awareness, Reflection, and Activism."

The event was organized by Claremont student Yolanda Romanello as part of her masters thesis and her work in a transdisciplinary course in environmental studies.

"It was a day to see if we can rethink our habits and what we're doing to ourselves," said Romanello, a student in the School of Politics and Economics. "Too many of us are involved in daily practices that don't lead to healthy lives and don't maintain a healthy planet."

Among the big names Romanello arranged to speak at the event was longtime environmental activist and actor Ed Begley, Jr.

"Sometimes the most difficult part of living a sustainable lifestyle is getting started," said Begley. "At Claremont I hope to motivate and empower a new group of eco-friendly students – a group that not only has the capacity to live a more sustainable lifestyle, but also has the knowledge and talent to develop the sustainable technologies of the future."



Survey Ongoing



Thanks to all who have already participated in *the Flame's* online survey. We have already received great feedback and several helpful suggestions, many of which we hope to incorporate into subsequent issues of the magazine.

Since we would like to hear from any readers who have not yet participated, the survey shall remain open until the end of the year. What do you like best about *the Flame*? How can we make it better? We would still like to know. Please visit www.cgu.edu/flame to participate.

Two schools welcome interim deans

Claremont Graduate University has two interim deans for the 2007-2008 academic year. Marc Redfield is taking the lead at the School of Arts and Humanities while Patricia Easton takes a year sabbatical, and Barbara DeHart will take over for Phil Dreyer for the year in the School of Educational Studies.



Redfield came to Claremont as an assistant professor in 1990 after earning his BA at Yale and a PhD at Cornell. He has written two books and edited two

others. His first book, *Phantom Formations: Aesthetic Ideology and the Bildungsroman* was the co-winner of the Modern Language Association Prize for a First Book. He edited the recently released *Legacies of Paul de Man* (see *Faculty Bookshelf*).

"It's a privilege to be serving as interim dean of a school where so much innovative and transdisciplinary work is being done," Redfield said. "We have an extraordinary faculty, extraordinary students and alumni, and a generous and caring board of advisors — everything a school needs to excel."



DeHart arrived at Claremont Graduate University as a professor and director of the cohort-based Urban Leadership Center in 2005. She has served public

education for 33 years, most recently as superintendent of schools in Westminster School District in Orange County, California. In 2003 she was named Orange County's "Superintendent of the Year."

New Teacher Ed Program Accredited

The number of students with moderate to severe disabilities is growing, which has created a high demand for teachers with the ability and training to address these students' needs. In response, Claremont's School of Educational Studies has launched a newly accredited Special Education Credential program this fall. Organizers say this unique, integrated program should address this growing need for highly qualified, credentialed classroom instructors.

"This program fits right in with our mission here, which focuses on social justice and meeting the growing needs of our diverse community," said Jeanne Fryer, special education coordinator at Claremont.

The needs are obvious. Over the last five

years the number of school-age children identified with moderate to severe disabilities has grown 22 percent. Additionally, Claremont specializes in training teachers to work with culturally and linguistically diverse students, as many of our graduates teach in local districts, many of which have high minority bases.

Claremont's new credential program compliments our already-implemented PULSE program, which focuses on the needs of mild to moderate disabilities.

Students who enter the new program will take course work alongside general educators for their program core. This will increase the quality and magnitude of their education, as general and special educators learn together. This will also allow the program to not only produce qualified special education teachers, but create a pathway for future doctoral students in special education — a group also experiencing severe shortages — to do research and train future special needs teachers.

"Normally, general and special education programs are very separate," said Lisa Loop, codirector of Claremont's Teacher Education Internship Program. "When the program is more integrated, graduates do a better job of cooperating with each other as teachers. They understand and learn more about what other teachers are doing. It significantly broadens their education, in addition to fostering a teamwork mentality."

SISAT hosts International Design Conference

Design is everywhere around us. From an iPod to flashy flat screen televisions to Boeings' Dream jetliners, we see design in action. But is there a science of design? More specifically, when it comes to software, how can it be better designed?

This was the theme at the second International Conference on Design Science Research in Information Systems & Technology (DESRIST 2007) that was recently held at the Westin Pasadena Hotel on May 13-15, 2007. The conference attracted nearly 120 attendees from around the world.

This year's conference was funded by the National Science Foundation and sponsored by a host of private companies including Infosys, Singapore Management University, and ESRI. The opening day keynote speakers were Mitch Kapor, designer of the original Lotus 1-2-3 software, and Harvey Mudd Engineering Design Professor Clive Dym.



Claremont Professor Samir Chatterjee with keynote speaker Mitch Kapor

The inaugural DESRIST conference was organized by SISAT Professor Samir Chatterjee in 2006. In this year's conference, Chatterjee has successfully assembled a community of information systems professionals, software engineers, architects, and computer scientists all exploring design techniques, patterns, and creating a body of knowledge around design. "Different communities are tackling similar design issues and the conference was an excellent forum to share ideas," said Professor Matti Rossi,



SBOS holds professional development workshop series

On August 17-23, and August 30, the School of Behavioral and Organizational Sciences (SBOS) held their 5th annual Professional Development Workshops in Evaluation and Applied Research Methods. The workshops provided a rare opportunity for students and evaluation professionals to learn from some of the top social science researchers in the nation, and to network with top names from business, nonprofit, academia, and government organizations from around the world.

"Our annual professional development series is clearly meeting an important societal need," said SBOS Dean Stewart Donaldson. "It also enables our school to expand its influence through building evaluation capacity across a wide range of disciplines and application areas."

This year's gathering was the largest held so far. The nine-day event was comprised of 25 individual workshops – nearly double the amount the conference started with five years ago – and attracted nearly 800 participants from all across America and such far-flung locations as Cyprus, Italy, New Zealand, South Korea, and Syria.

Participants received intensive, short-term training on a wide variety of topics, from the seminar "Writing Successful Grant Proposals," to introductory-through-advanced topics in qualitative or quantitative research. Evaluation techniques applicable to work in business, nonprofit, academia, and government consulting were also offered.

Video clips of the event, as well as additional photos, can be viewed online through the SBOS website at: <http://www.cgu.edu/pages/465.asp>

participant and program cochair from Helsinki School of Economics.

The conference had several panels that explored the role of design and creativity in science and education. Claremont Assistant Professor Gondy Leroy organized her own workshop, “Women in IT – Emerging Leaders.” This was designed in response to the scarcity of women seeking careers in the field of information and computer science.

For more information on the conference, please visit <http://ncl.cgu.edu/desrist2007/>

Claremont Welcomes 2007 National Scholars

The three students who were selected as the 2007 Claremont National Scholars began taking classes this fall semester. The three students are Padmapriya Gollapudi, Douglas Ishii, and Sharone Williams.

Gollapudi completed her BA at Soka University of America, where she graduated at the top of her class. She is multilingual; and in addition to English, she is fluent in Hindi, Japanese, Telugu, as well as the computer languages Visual Basic, C++, and Visual C++. She has recently been working with the Planning Commission of India on the country’s development planning.

Ishii has been working at the University of California, Irvine, where he received his BA in comparative literature, graduating magna cum laude and Phi Beta Kappa. He has enrolled in Claremont’s PhD program in cultural studies with a concentration in museum studies.

Williams received her BA in English from California State University, Fullerton, where her many awards included President’s Scholar and National Hispanic Recognition Scholar. While at Fullerton she also had several essays published, including “Jazz as Text: Freedom Born from Bondage.” She has worked as an editor for an engineering company and as an administrative assistant in several businesses.



Associate Professor Patricia Easton with Robert Pinsky

Herbert Zipper Concert Hall in Los Angeles for the 15th annual Kingsley Tufts Poetry Awards ceremony. The ceremony was held to honor poets Rodney Jones, whose recent collection, *Salvation Blues*, was awarded the \$100,000 Kingsley Tufts Poetry Award, and Eric McHenry, whose collection entitled *Potscrubber Lullabies* won the \$10,000 Kate Tufts Discovery Award.

Speaking at the engagement were Tufts judges Robert Pinsky, former poet laureate of the United States, and Robert Wrigley, poet and former Kingsley Tufts Poetry Award winner. Additionally, master of ceremonies for the event, the actor and poet Leonard Nimoy, read selected pieces from *Salvation Blues* and *Potscrubber Lullabies*.

The Kingsley Tufts Poetry Award was established at Claremont Graduate University in 1992 by Kate Tufts to honor the memory of her husband, Kingsley Tufts, a poet, writer, and certified public accountant. The Kate Tufts Discovery Award was initiated in 1993.

The 2008 Tufts Poetry Awards will be announced early in the year with a ceremony scheduled for Tuesday, April 15, 2008.

*Kingsley Tufts
Poetry Award
winner Rodney
Jones (left) with
Leonard Nimoy*



These three students will join last year’s scholars, Susanna Bonis, Victoria Bryan, Fay Ellwood, and Yvonne Flack, who all began their Claremont Graduate University academic careers in 2006.

The Claremont National Scholars program was established by President Robert Klitgaard as a means for engaging some of the nation’s top academic minds and providing them resources to complete their far-reaching goals.

Egyptian Ambassador Teaches (and Learns) at Claremont

By Brenda Bolinger

When Egyptian Ambassador Sallama Shaker was a child, her parents instructed her to give her three favorite dresses away to charity. It was directives like this that instilled the importance of responsibility and generosity early in her life. Decades later, these core values remain the highest purpose of Shaker's distinguished 29-year career within the Egyptian Ministry of Foreign Affairs.

"This set the course for my life," said Shaker. "Now that I'm a distinguished diplomat, I still carry these lessons with me."

Currently on sabbatical from her position as the assistant minister of foreign affairs for the Americas, Shaker joined the faculty of Claremont Graduate University in January 2007, to continue pursuing the mission of greatest importance to her – building bridges between people, cultures, and countries. Advancing peace stands at the forefront of Shaker's international undertakings, with human connectivity providing the foundation.

"Of utmost importance in my career are the human relationships. I've been posted to all different parts of the world, and you think they're not connected, but they are because of the human element," Shaker said. "Together, we can bring to the world the message of peace, be it in Africa, the Middle East, Asia, the Americas. Across all continents, one strand connects us."

Shaker is the first woman—"the first Arab, African, Egyptian, Muslim woman," she noted—to achieve the assistant minister rank in Egypt, a position that followed a series of prestigious posts within the ministry. Her rise to prominence was preceded and supported by a strong education, including master's degrees from Johns Hopkins University and the London School of Economics/Malta University, as well as a PhD from the American University in Washington, DC.

On an earlier sabbatical, Shaker served as senior associate at the Woodrow Wilson International Center for Scholars. Additionally,



she authored the book, *State, Society and Privatization in Turkey, 1979-1990*.

Her dual appointment to Claremont's School of Religion and School of Politics and Economics was initiated by Yi Feng, provost and vice president for academic affairs. Shaker brings her global expertise to an academic community that resonates with her unequivocal belief in the human capacity to connect.

"It's a wonderful interactive experience for me and I'm so proud to be here. It's an open society where people feel free."

Having taught in numerous settings around the world, Shaker is impressed with the caliber of her faculty and student colleagues, remarking that Claremont Graduate University is one of the most learned communities she's come across.

And within this environment that she considers "very stimulating and intellectually intriguing," little distinction is made between who is teaching and who is being taught.

"We're all equal. That is the learning moment for any professor – the interaction. There should never be a gap between students and faculty," Shaker said.

High praise for Shaker's professorial excellence and real-world experience is prevalent among her students. Graduate student Moana Vercoe holds Shaker in such high esteem she took her transdisciplinary course, Peace, Social Change, and Globalization, despite having already completed her course work because it was "too good an opportunity to miss."

"She not only understands it, but has such fantastic personal stories and anecdotes," Vercoe said. "We'll read about something and she can say 'but this is what really happened.' She shows us not only what is in between the lines, but what is under the book."

This fall, Shaker will be teaching the courses Gender, Power and Nationalism: Women's Movements in the Middle East and North Africa as well as Identity Crisis in the Middle East and Conflict Resolutions.

Following her tenure at Claremont, Shaker will continue her sabbatical at the United States Institute of Peace in Washington, DC where she will write a book on women as agents of change. Will her experience here factor into the content?

"Definitely," said Shaker.

The School of Behavioral and Organizational Sciences:

Asking smart questions...

Look closely at the programs of Claremont Graduate University's rapidly expanding School of Behavioral and Organizational Sciences and it quickly becomes evident: faculty, students, and graduates are finding answers to many of society's most pressing questions.

Since the 1960s, the school has been moving steadily toward becoming the top in its field, a leader in providing graduate education in two distinct but interrelated areas: applied psychology and evaluation science. This strong combination addresses problems in an almost limitless number of areas, including, but certainly not limited to, education, public policy, business, health, or the law. It also allows researchers to systematically evaluate and determine the merit and significance of current practices.

SBOS' goal has always been to prepare students to meet the challenges of an increasingly diverse global community. Its programs provide the solid foundations for addressing an extremely complicated set of questions, important questions whose answers could improve human welfare and optimize human functioning. This is why SBOS retains some of the most eminent psychologists in the world, and aims to recruit the most inquisitive students.

"In the area of applied psychological science, we certainly are one of the top programs in the world," said Stewart I. Donaldson, dean of SBOS. "And if you ask evaluation scholars and practitioners to name the top university programs in evaluation science, we're number one on many lists. We have the most extensive curriculum and broadest range of concentration areas that one can participate in."

From the law to the environment, from academia to health issues to understanding happiness, the diversity of applications to real-world issues is a key reason why SBOS graduates have been so

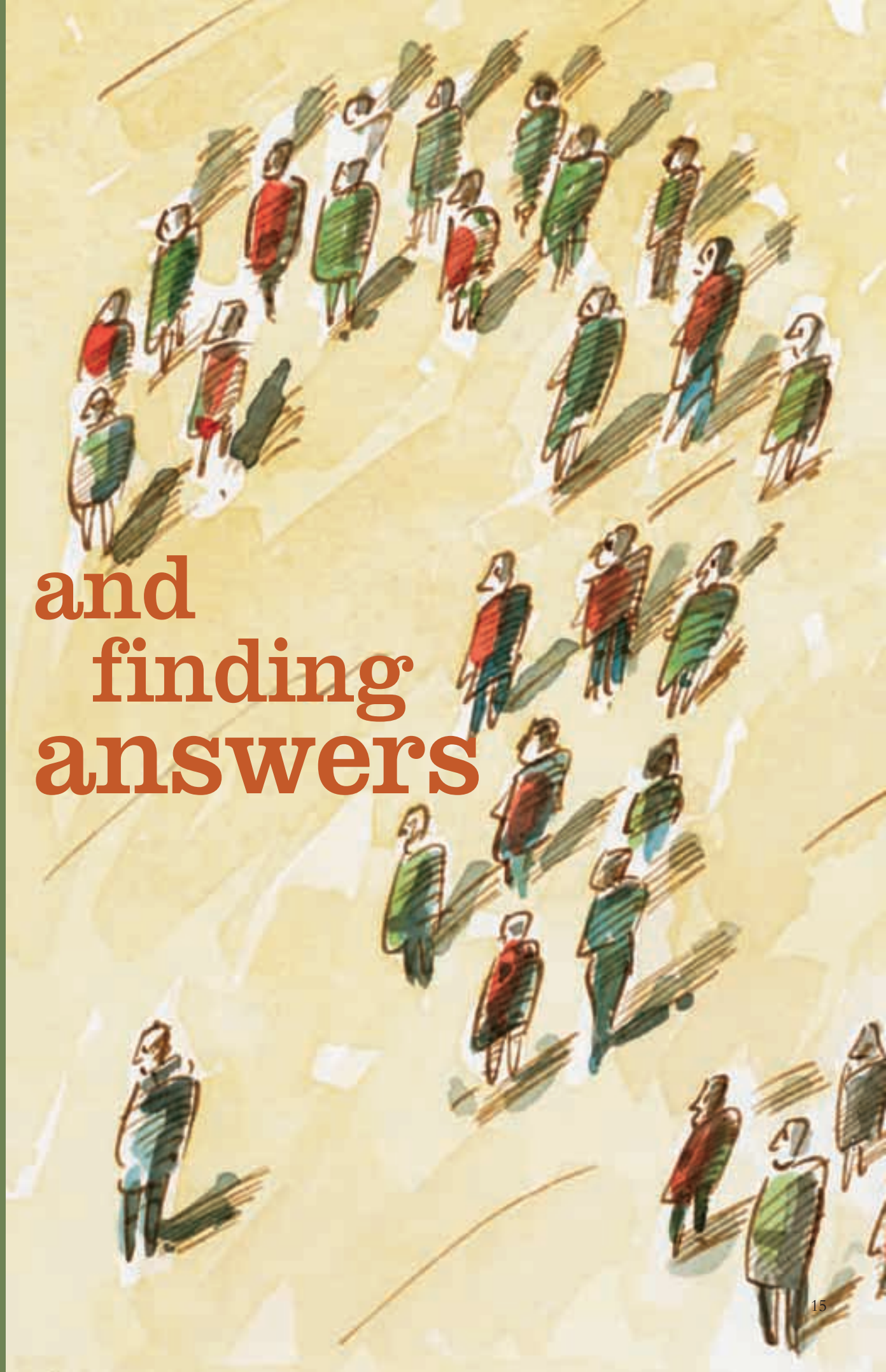
successful in such a wide variety of careers. One-third of the school's doctoral students achieve traditional academic positions, where they are able to initiate research on applied issues and publish their findings. The other two-thirds advance into a wide range of fields: evaluation research centers, government agencies, private organizations, or corporations – wherever there are challenging questions, SBOS alumni are in demand.

Originally called the Department of Psychology, the program, which through considerable foresight had an evaluation component built in, was renamed the School of Behavioral and Organizational Sciences in 1996. Shortly thereafter the school began an explosive period of growth that continues to this day. In the past ten years several concentrations have been added: a program in health behavior research, two doctoral programs in positive psychology (the first of their kind in the world), an industrial/organizational psychology focus, an advanced certificate program in evaluation science for seasoned professionals, and broad expansion of the applied social psychology program. Another visible addition has been the master of arts program, which focuses a substantive area of the students' choice along with evaluation science. All of this expansion has more than doubled the number of faculty and attracted a larger, stellar, more diverse student body.

Due to the extensive applicability of these programs, SBOS welcomes students from various backgrounds: business, health, communications, and other related fields. Currently, the school boasts the largest body of students in the world focusing on evaluation, a group culled from a record number of applicants. At any given time an estimated 50 masters students and up to two dozen doctoral students are enrolled in the largest breadth of evaluation courses in the world.

WITH THE
COMPLEXITIES
OF LIFE
CONFRONTING
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FROM
PERSONAL
ISSUES TO
GLOBAL CRISES,
BEFORE WE
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FIND ANSWERS
WE HAVE TO
ASK THE RIGHT
QUESTIONS.

and finding answers



Asking smart questions...

A major attraction for potential students is the research of the faculty – research that not only promotes positive social change, but provides experience to the next generation of problem solvers.



Christina Christie

An example is Associate Professor **Christina Christie's** research investigating the relationship between evaluation theory and practice. She's currently evaluating a child-abuse prevention initiative developed by the Los Angeles County Department of Children, as well as assisting Pasadena City College develop a comprehensive plan for faculty development. The latter project aims to increase the success and retention of underperforming students. Working alongside her on all of these real-world projects are SBOS

students, giving them invaluable practical experience.

"We seek students who have a substantial interest in organizational problems or issues related to child development, child welfare, or health development," Christie said. "We then train them to use evaluation and applied research in that substantive area, to go out and make a difference in the world."



Tiffany Berry

Research Faculty Member **Tiffany Berry's** interest is in evaluating – and reversing – the course of children at risk for academic failure. She is currently working with community-based programs such as the federally funded Even Start Family Literacy Program. "What I try to do is bring as many students as I can into these projects," she said. "That practical experience gives them a sense not only of the challenges these institutions face, but of how to go about implementing positive change to an organization that is seeking outside assistance."

Not surprisingly, this inclusive research has resulted in scores of impressive SBOS alumni. They can be found in the government, helping prepare for pandemic disease, bringing human rights protection to war-torn nations, or ensuring that science helps inform congressional decisions. They can be found in businesses as leadership consultants and organizational development agents. They provide a much-needed bridge between health-care providers and underserved populations, and guide social programs towards ways to make a real difference in the lives of youth. Their academic research challenges police departments to carefully consider their interrogation techniques and motivation behind pretextual traffic stops. Their questions—and carefully considered answers—inspire and guide change in every facet of daily life.

While proud of SBOS' progress to date, Donaldson envisions continuing growth for the school over the next five years.

"We're where we want to be now, but not where we want to be five years from now," he said. "We want it to be unequivocal that we offer the most extensive and highest quality graduate curriculum available for students seeking careers applying the science of psychology and evaluation. Building on what we have in place, we're well on our way to achieving that."

With no shortage of pressing societal issues, we all have good reason to be optimistic, as long as SBOS continues asking the right questions.



Stewart Donaldson

“How do we translate theory into what works?”

In addition to his leadership duties, Dean **Stewart Donaldson** teaches several courses at Claremont and his scholarly work includes five books in the past five years, including the just released *Program Theory-Driven Evaluation Science: Strategies and Applications*.

Donaldson also serves as the director of the Institute of Organizational and Program Evaluation Research (IOPER), an organized research unit of SBOS. IOPER is dedicated to using state of the art scientific knowledge and methodologies to utilize applied research, evaluation, and organizational consulting to ensure a more effective use of resources for a wide variety of organizations and industries.

Through his work with IOPER, Donaldson has served as principal investigator on more than 20 extramural grants or contracts supporting research and scholarship. These projects have brought in more than \$4 million to support students, faculty, and research programs at the school.

IOPER also employs numerous graduate students in its research projects. These projects are closely linked to SBOS curriculum, and are designed to give students the opportunity to take the theories and principles they learn in class and apply them to real-world problems.

“They learn the process, they learn firsthand what it takes to complete a substantial research project,” said Donaldson. “As a result, our students are able to go out and get jobs in academia, or nearly any number of fields related to their research and interests. The practical experience they learn here far exceeds what they might learn if they tried to complete a study such as this from the classroom.”

Doctoral student John Lavelle is one of many students applying what he has learned on real-world projects. “SBOS has given me a theoretical and practical grounding in my discipline, as well as exposed me to different aspects of evaluation that I might not have encountered otherwise.” He hopes to use his hands-on training to teach the next generation of evaluators.



Michael Hogg



Allen Omoto

“Who are we?” “How can we motivate change?”

Social psychology is a rich discipline and SBOS has some of the field’s most renowned professors addressing pressing questions.

Professor **Michael Hogg’s** work is closely identified with social identity theory, with a focus on group processes, intergroup relations, and the self-concept. Both of his current projects seem especially relevant as we enter into an election year: the first is on identity and leadership processes in public and small group contexts, and the other explores social identity in translating uncertainty into orthodoxy and group extremism. In April 2008, Hogg will be heading a symposium at Claremont to examine extremism from a transdisciplinary perspective.

Professor **Allen Omoto’s** research focuses on volunteerism from an interpersonal approach – seeking to understand how to motivate individuals to action. One of his current projects is a five-year study funded by the National Institute of Mental Health on the psychological sense of community between clients, volunteers, and staff in AIDS service organizations. The grant allows Omoto to work with well-known AIDS organizations in Los Angeles and Minnesota.

Alumna Bettina Casad credits her SBOS training under Omoto for her early success – she was awarded with her very first grant

application as a junior faculty member at nearby Cal Poly Pomona. The grant examines tools to help grade-school girls succeed in what are stereotypically “boys subjects,” such as math and science. Her findings will have an immediate impact on the training of undergraduate education majors at her university. It falls under her broader research program to study “stereotype violators” who come under social pressure from behaving outside perceived societal norms.





Jeanne Nakamura and Mihaly Csikszentmihalyi

“What makes us happy?”

This fall, SBOS is launching a doctoral program in the emerging field of positive psychology. The program is the first in the nation to offer a PhD in this field. Led by renowned positive psychologists **Mihaly Csikszentmihalyi** and **Jeanne Nakamura**, the program aims at enhancing human strengths such as creativity, happiness, and responsibility, traits that lead to optimal achievement and performance. The program will feature degree concentrations in both positive developmental psychology and positive organizational psychology.

Csikszentmihalyi is one of the preeminent scholars on well-being. He is the author of 18 books, including the seminal *Flow: the Psychology of Optimal Experience*. He has more than 200 published works, and has been translated into 24 languages. In psychology circles, he is considered one of the pioneers of positive psychology.

In 1999, Csikszentmihalyi established the Quality of Life Research Center (QLRC) at Claremont Graduate University. Nakamura works alongside Csikszentmihalyi at the QLRC, where she is director of the Good Work Project, a large-scale study of optimal work surroundings.

“Our hope is that students will want to use what they learn here to improve schools, workplaces, and more, either through research and teaching or applied work,” said Nakamura.

So, how has Csikszentmihalyi used his decades of research to find contentment in his own life?

“I realized how important other people are to one’s own well-being,” he said. “I was astonished to find in our studies, time after time, how dependent a person’s happiness is on the company of others. It’s made me more aware, and more thankful, of the relationships in my own life.”

“How do we know what we know?”

Professor **Kathy Pezdek**, the associate dean of SBOS, is currently researching “eyewitness guessing” – false memories inadvertently created as theoretical information suggested during police interviews of eyewitnesses. In many cases, this can mean averting wrongful convictions and even saving lives. She is often called to testify in criminal trials, and is widely acknowledged as an authority on eyewitness identification testimony and memory.

“Eyewitness testimony is one of the least reliable forms of evidence,” Pezdek said. “But ironically, jurors consider it to be one of the most reliable . . . there’s a problem there, but it’s a problem psychologists can address.”

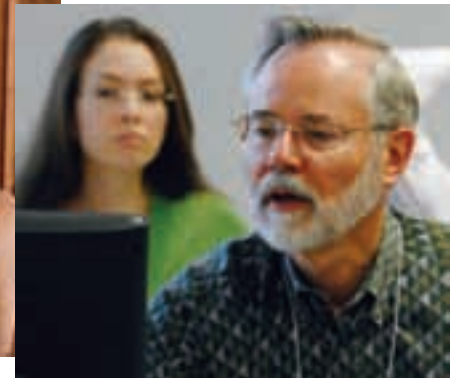
One of Pezdek’s recent students is following closely in her footsteps. Alumna Iris Blandòn-Gitlin currently researches false memory in eyewitness testimony in her position as an assistant professor and researcher on legal psychology at California State University, Fullerton.

“I feel I have an immediate impact on the justice system,” Blandòn-Gitlin said. “That’s why my applied work as a trial consultant is so meaningful.”

Another psychologist who does applied work in a cognitive domain is **Dale Berger**. Berger has been researching uses of web-based technology to help students more easily grasp critical statistical concepts. “Learning is a very personal matter, and technology makes it possible for students to individualize their learning by engaging concepts and interactive instructional exercises at their own pace.” His award-winning website, <http://wise.cgu.edu>, is used widely by statistics faculty and students.



Kathy Pezdek



Dale Berger

“What is working to stop drug abuse?”

Professor **William Crano** and Research Professors **Eusebio Alvaro** and **Jason Siegel** have their own individual research interests (see briefing in *Research, Teaching, Outreach*), but they came together to research inhalant use among adolescents. Their multi-year study not only determined the prevalence of inhalant use among teenagers (which is shockingly high), but also assessed the effectiveness of particular anti-drug messages for these same minors. The results of their research were recently published in the journal *Substance Use and Misuse*, and the professors, along with their graduate student research assistants, will be working with local school districts to disseminate effective anti-inhalant messages.



Rebecca Eddy

Michael Scriven



Hallie Preskill

Michelle Bligh



“Are we doing the best that we can?” “What makes a leader?”

Both public and private institutions are seeking to understand how they can improve their effectiveness. The research of several professors at the school demonstrates the applicability of evaluation and organizational psychology to improve businesses and public programs.

Professor **Hallie Preskill** has published six books on evaluation, with focuses as disparate as businesses, educational institutions, and government agencies, as well as nonprofit and health-care organizations. Her forthcoming book, derived from her research, will detail the way organizations and communities can utilize adult learning theory to develop their members’ ability and willingness to participate in program evaluations.

Eminent theorist and cofounder of the field of evaluation science, **Michael Scriven** has returned to Claremont Graduate University this fall semester. Scriven’s current work continues to deal with how we evaluate international aid intervention in impoverished counties, particularly in situations where the scientific assurance of randomized control trials (RCTs) are not an option.

“It’s not an abstract question, it’s a matter of life or death,” he explains. “There may be millions who don’t receive needed aid simply because we’re restricted to proving the efficacy of an aid program via a randomized experiment. It would obviously be unethical for the control group not to be

given food while another is. And so an RCT isn’t done, and we’re told the aid can’t be given. We do have to know our efforts are working, and RCTs are not the only scientific means available for knowing this.”

Research Professor **Rebecca Eddy’s** evaluation work largely focuses on government education programs, both local and national. Her previous projects, which have brought many students on to research real-world evaluation projects, have ranged from K-12 literacy programs to assessing the biology curriculum of major educational publisher Prentice-Hall. Over the following year she will be working as the principal investigator on a study of middle-school mathematics curricula nationwide, proving her skills fluid enough to address many areas of educational research.

Assistant Professor **Michelle Bligh** studies leadership and “followership” in organizations, learning how to improve leadership development, organizational culture, and change management. This has allowed her to research a number of industries, including local and state law enforcement agencies, as well as health, real estate, and consulting services. Her recent work has delved deeply into effective leadership in the political realm, using qualitative research methods to tease apart issues such as charisma in the American presidency and public responses to female leadership in congress.



William Crano



Eusebio Alvaro



Jason Siegel

...and finding answers

Claremont Graduate University began its life as Claremont College. Over the intervening 80-plus years, and many name changes, one aspect of our history that has remained consistent is our connection to the city of Claremont. Our school's history is intertwined with the city, and Claremont Graduate University's legacy embodies many of the ideals – particularly education and sustainability – of its namesake.

THE CITY OF CLAREMONT:

By Joseph Coombe

The year 2007 marks the 100th anniversary of Claremont's incorporation as a city in California. This changed the local governing body from a town meeting to a representative-style democracy. Local residents began voting on who would represent them on the city council; from the council members a mayor was chosen. Over the years, Claremont Graduate University has played an important role in local government. In fact, four of our graduates have become mayor of the city: Enid Douglass (1982 – 1986), Diann Ring (1992 – 1994), Sandy Baldonado (2004 – 2006), and Claremont's current mayor, Peter Yao (2006 – present).



Enid Douglass, MA, Government, 1959, was our first alum to be elected chief executive of Claremont. After graduating from Pomona College, she decided to stay in the area and attend Claremont Graduate University. Driven by a passion for local history and politics, Douglass' academic pursuits spread outside the walls of the university. "I was always interested in the way institutions are organized," she said. "That's why I was a government major in college. I became mayor because Claremont is a great community; the people are well educated and interested in what the city needs."

After her term as mayor expired, Douglass anchored Claremont Graduate University's Oral History Department for many years prior to her retirement. Douglass is the widow of the former Claremont professor Malcom Douglass, who was himself son of the first faculty member to come to the university, Aubrey Douglass.



Diann Ring, MA, Public Policy, 1976, became involved in local government just as Douglass was completing her term as mayor. Ring's degree in public policy led to a position on Claremont's City Council, where she served as a member for 13 years (1986 - 1999) and mayor for two years. Since her term expired she has still remained active in the local community.



Sandy Baldonado, MA, Education, 1970, is currently serving her second term in the city council. In June, Baldonado was honored by the Claremont League of Women Voters with the Ruth Orday Award for Community Service. Baldonado remembers her time as mayor fondly. "It was a wonderful experience. I felt really privileged to represent the city," she said.



Claremont one of the country's best places to live (But you already knew that)

Most of you already know what an extraordinary community Claremont is. Now the rest of the country is beginning to find out.

In July, CNNMoney.com released its annual list of the top 100 places to live in the United States. The list was compiled based on criteria such as economic opportunity, good schools, safe streets, things to do, and sense of community. Claremont was named the fifth best place to live in the entire country, and was the highest ranking community in the West.

The city was extolled for winning 19 straight National Arbor Day Foundation's Tree City USA Awards, its eclectic downtown area, and being home to the prestigious Claremont Colleges.

The complete list can be found online at: www.money.cnn.com/magazines/moneymag/bplive/2007



Currently, **Peter Yao, MA, Executive Management, 1982**, is serving his second term as mayor. Stemming from his time at Claremont Graduate University, Yao has had an interest in strengthening relations between the city and local colleges. In addition to working on an internship program for local students, Yao said, "In the next four years, I would like Claremont to have one of the best town and gown events in the country."



(View of College and Seventh Street, early 1900's)

It's part of our name and our history

The university and Claremont community are not so different. Claremont's small size allows Yao to both make decisions for its citizens and know them personally. This close contact ensures that Yao addresses the issues most important to the community. Claremont Graduate University's small size allows its students to work closely with professors and assist in their research.

While the university has the look and feel of a small, intimate school, it is also able to draw upon the resources of the six other colleges in the consortium. This is analogous of Claremont's relationship with the city of Los Angeles. While it exists to the east of Los Angeles proper, Claremont is able to maintain a small-town identity and still be close enough to LA to take advantage of the city's events and attractions.

The Claremont Centennial Committee has already thrown an incredible birthday party for the city, including a centennial parade in July in which President Robert Klitgaard participated. On October 6, festivities concluded with the dedication of Centennial Park.

The good feelings of city officials past and present are summed up nicely by Baldonado: "Claremont really is a wonderful city. I think it has the most involved citizenry in the country."



Legacy Into Action:

Setting the Course for the Drucker Institute

By Rick Wartzman

Not long before he passed away in 2005, eight days short of his 96th birthday, Peter Drucker declared, with customary modesty, that he considered much of his work to be “marginal.”

The longtime Claremont professor wasn’t wrong often. On this one, though, he blew it. Big time.

I know this because, since becoming director of the Drucker Institute in July, I have witnessed firsthand the continuing power of Drucker’s ideas and ideals. I have heard from top corporate executives, such as John Bachmann of financial giant Edward Jones, how Drucker’s thinking remains so essential to their companies’ ongoing success. I have talked with Chinese capitalists who are teaching Drucker’s philosophy to thousands of young people in their country in the hopes that it will instill in them a much-needed sense of values. I have spoken with American social entrepreneurs who are intent on using Drucker’s writings as a prism through which they can address some of the most pressing concerns in their cities, from poor public school performance to gang violence.

Marginal? In an age when scandal and dereliction routinely affect all manner of institutions – from corporations to philanthropies to government agencies to the academy – I’d say that Drucker’s work is more pertinent than ever.

This doesn’t mean that we at the institute don’t have our work cut out for us. Ours is a fledgling endeavor, dedicated to preserving and promoting the teachings of the man widely hailed as the father of modern management.

Until recently, we were known as the Drucker Archives, with a basic mission to house the papers of this prolific author. (Over his long career, Drucker wrote 39 books and countless articles for major magazines and scholarly publications.) This is still an integral part of what we do, and we’re in the process of digitizing our holdings for easy online access.

About a year ago, though, our board of advisors and Claremont Graduate University took a crucial step: they decided the best way to keep Drucker’s legacy alive was not simply to look backward (through old manuscripts and other documents) but to look forward (by building on Drucker’s knowledge and applying it to important contemporary issues). Their mandate, in other words, was to transform the repository into a think tank and an action tank.

Our plans are still taking shape. But the institute staff—which includes me, Assistant Director Zach First, Research and Academic Affairs Director Joseph Maciariello, and Archivist Jacob High—is excited about the projects that have been launched thus far.

Here’s a taste:

Maciariello has developed a curriculum that takes Drucker’s vast body of work and distills it into 14 modules, complete with teacher and student guides. We are now in the early stages of bringing this marvelous educational tool to the marketplace. We envision it being used by colleges and universities, corporate training academies, and even high schools.

On November 19 in New York, the Drucker Institute, in partnership with the Leader to Leader Institute, will award the annual \$35,000 Peter F. Drucker Award for Nonprofit Innovation. Before the prize dinner, we will put on a one-day conference titled “Creating the Future of Nonprofits: Opportunity and Innovation in the Social Sector,” featuring a lineup of leading thinkers in this arena. This is the first of many forums we are planning for the coming months – a number of which will explore topics that cut across all sectors (business, government, and nonprofit) in true Drucker fashion.

Every two weeks, I will be writing a column for *BusinessWeek* magazine dubbed “The Drucker Difference.” The aim of the column is to tie Drucker’s wisdom to today’s headlines. These pieces will also, from time to time, highlight the work of scholars and practitioners who have been influenced by Drucker’s work.

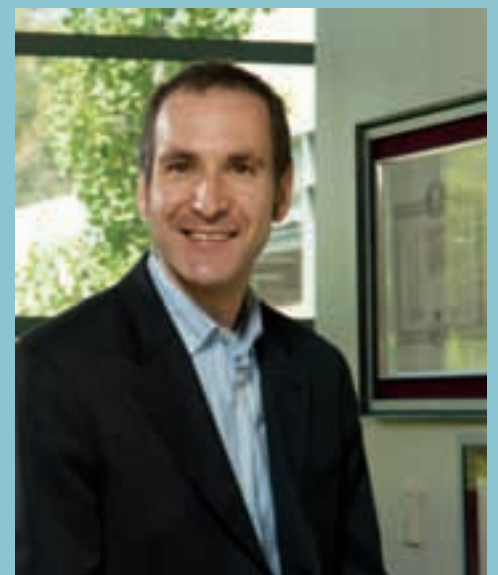


An Introduction to Rick Wartzman, Director of the Drucker Institute

Wartzman began his career in 1987 with the *Wall Street Journal* and over the next 15 years there held a variety of reporting and editing positions, including White House correspondent and founding editor of the paper's weekly California section. He joined the *Los Angeles Times* as business editor in 2002, and in that role helped shape "The Wal-Mart Effect," a three-part series that won the 2004 Pulitzer Prize for National Reporting. In 2006 Wartzman revamped the *Times'* Sunday Magazine, *West*, which under his guidance was named best newspaper supplement in the country by the Missouri School of Journalism.

Wartzman is the coauthor (with Mark Arax) of the bestseller *The King of California*, which was named one of the 10 best nonfiction books of 2003 by the *Los Angeles Times* and one of the 10 best books of the year by the *San Francisco Chronicle*. His new book, *Obscene in the Extreme: The Burning and Banning of The Grapes of Wrath*, is set to be published in 2008.

"Throughout his career, Rick has demonstrated an acute understanding of social and economic trends, and has an ability to communicate extremely well," said Ira Jackson, dean of the Peter F. Drucker and Masatoshi Ito Graduate School of Management. "We're excited that in Rick we have an opportunity to communicate Peter's writings and teachings to today's generation."



We are collaborating with Drucker Society chapters all over the world – independent associations dedicated to studying Drucker's beliefs and integrating them into their companies and communities. The institute acts as a hub for these groups, supporting their efforts and helping them remain aware of what each other is doing.

The institute, along with the Drucker School of Management, is bringing in visiting scholars to explore Drucker's work and further their own research. In turn, they will contribute to the campus and larger community during their time in Claremont (in the form of lectures, gatherings with students, and other activities). The first two Distinguished Drucker Scholars in Residence will be Professor Jiro Nonaka of University of California, Berkeley and Hitotsubashi University and Charles Handy, the renowned author and organizational behavior expert. We are confident that their visits will mark what is only the beginning of a rich fellowship program that regularly attracts top-notch educators, along with business executives, nonprofit leaders, and journalists.

That so many initiatives are underway, two years after Drucker's passing, speaks to several factors: the depth and breadth of his insights, which were infused with lessons from history, sociology, psychology, religion,

culture, and more; his uncanny ability to anticipate the future; and his masterful prose style, which is as clear as a mountain stream.

But perhaps most of all, Drucker remains highly relevant because he reminds us again and again that effective management is not about buzzwords. It's not about fads. In the end, it is not even about developing new products or fattening the bottom line (though he believed those things are indispensable). Rather, it is about something much more fundamental: well-run organizations are the key to a healthy society, and each has an obligation to consider the common good.

At its core, Drucker wrote, management "deals with people, their values, their growth and development – and this makes it a humanity. So does its concern with, and impact on, social structure and the community. Indeed, as everyone has learned who . . . has been working with managers of all kinds of institutions for long years, management is deeply involved in moral concerns—the nature of man, good and evil."

Such principles are, of course, timeless. It's our job to make sure they find their audience.

faculty achievements



John Angus (*School of Mathematical Sciences*) had "Receiver Autonomous Integrity Monitoring with Multiple Faults" published in the *Journal of the Institute of Navigation*. "What's in Your 403(b)? Academic Retirement Plans and the Costs of Underdiversification," was published in the Summer 2007 issue of *Financial Management*, with W.O. Brown, J.K. Smith, and Richard Smith. Angus also presented at the Institute of Navigation Global Navigation Satellite Systems Technical Meeting in Ft. Worth, Texas on "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.



Lourdes Arguelles (*School of Educational Studies*) directed a participatory action research project focused on Family Economic Success (FES) in low-income communities, which was funded by the Los Angeles County Children's Planning Council. The project's research team was coordinated by cultural studies doctoral student Tessa Hicks and education doctoral student Tom Dolan and composed of students of the current SES Doctoral Urban Cohort as well as a group of community members from Los Angeles County. The findings of the study were presented in two town hall meetings with community members and representatives of the Office of the Mayor, the Board of Supervisors, the County's FES Task Force, and several governmental and nonprofit agencies in attendance.



Michelle Bligh (*School of Behavioral and Organizational Sciences*) had several publications: "The Romance Lives On: Contemporary Issues Surrounding the Romance of Leadership" with B. Schyns, in *Leadership*; "Can I Trust You to Trust Me? A Theory of Trust, Monitoring, and Cooperation in Interpersonal and Intergroup Relationships" with D.L. Ferrin and J.C. Kohles, in *Group and Organization Management*; and "Leading Cautiously: Alan Greenspan, Rhetorical Leadership, and Monetary Policy" with G. D. Hess, in *The Leadership Quarterly*. At the annual meeting of the Academy of Management in Philadelphia, Pennsylvania, Bligh presented "The romance lives on: Exploring questions of followership and the romance of leadership" with B.

Schyns, and "Emerging from ethical scandal: Can corruption really have a happy ending?" with W. O'Connell. At the 87th Annual Convention of the Western Psychological Association in Vancouver, British Columbia, she presented "Perceived Likeability and Competence of Female Senators: Context Matters" with M. Schlehofer, B. Casad, and A. Gaffney, as well as "Pre-Existing Attitudes Influence Attributions of Women in Gender Incongruent Careers" with A. Gaffney, M. Schlehofer, and B. Casad. At the annual meeting of the Western Academy of Management in Missoula, Montana Bligh presented "If I Belong, Do I Believe? An Integrative Culture-Identification Framework" with J.R. Meindl and M.J. Hatch, "The Contextual Role of Crisis and Uncertainty in Shaping Followers and Followership: Integrating New Ideas and Research Directions," co-chaired with R. Pillai, "Follower Constructions of Leadership Amidst Crises" with J. C. Kohles and R. Pillai, "Following in Uncertain Times: Follower Perceptions of a Departing Leader and a Lingering Vision" with M.K. Carsten, and "From Halo to Horns: Integrating the Romance of Leadership and the Dark Side of Leadership," with J.C. Kohles, J.E. Justin, C.L. Pearce, and J. Stovall. At the 2007 Western Academy of Management, Bligh was nominated for the Best Paper Award.



Jenny Darroch, (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) spoke at a special session of the Marketing Educators' Conference of the American Marketing Association in San Diego on "Creating Value through Marketing Experiences and Interactive Partnerships."



Paul Gray (*Emeritus, School of Information Systems and Technology*) published a paper, "What's New in Business Intelligence," with H. J. Watson, in the *Journal of Business Intelligence*. Gray also published "Scenarios for 2020" in the *Journal of Information Systems Management*. He presented a paper, along with Anat Hovav Zeelim, on "From Hindsight to Foresight: Applying Delphi, Cross Impact Analysis, and Scenarios" at the American Conference on Information Systems. Gray is the 2007 chair of the Kimball Medal Prize Committee for INFORMS (the Institute for Operations Research and Management Science) and the 2007 chair of the selection committee for the LEO award for lifetime achievement of the Association for Information Systems (AIS). A generous grant by Steve Kay of the Kay Center is

making it possible to update and upgrade the Paul Gray PC Museum. The first new show in the upgraded museum will focus on software.



Michael Hogg (*School of Behavioral and Organizational Sciences*) had several articles and book chapters published: “Uncertainty-identity theory” and “Feeling the anguish of others: A theory of vicarious dissonance,” with J. Cooper, in *Advances in Experimental Social Psychology*, M.P. Zanna, editor; and “Social psychology of leadership” in *Social Psychology: Handbook of Basic Principles*, 2nd edition, A. W. Kruglanski and E.T. Higgins, editors.



Henry Krips (*School of Arts and Humanities*) was elected chair of the cultural studies theory division of the American Cultural Studies Association. A substantively new version of “Measurement in Quantum Theory” has appeared in the *Stanford Encyclopedia of Philosophy*

(<http://plato.stanford.edu/entries/qt-measurement/>). Krips’ article “Sprachkritik and the Problem of Historical Understanding: Kant, Dilthey, Wittgenstein and Weber” appeared as a chapter in *Thinking about Causes: From Greek Philosophy to Modern Physics*, edited by P. Machamer and G. Walters. He is currently editing a special edition of Volume 13, #1 of the journal *Psychoanalysis, Culture and Society*. Krips also presented a series of papers on the work of Adorno on “Radical Politics” at the University of Linz and the University of Klagenfurt in Austria as well as at Deakin University and the University of Melbourne in Australia.



Gundy Leroy (*School of Information Systems and Technology*), along with Cynthia LeRouge (Saint Louis University) and Arthur Lee (Claremont McKenna College), organized the workshop “Women in IT — Emerging Leaders” in Pasadena (<http://ncl.cgu.edu/desrist2007/Women.htm>). High school and university students from Southern California and across the nation attended the event. The workshop featured speakers including Parvati Dev from Stanford University, Maria Klawe from Harvey Mudd College, Mary Lou Maher from the National Science Foundation, and Kristin Tolle from Microsoft Research, and included several design science exercises. Leroy was interviewed by CNN Local Headline News about the

new faculty:

KENNETH FERRIS

*Professor of Accounting, Peter F. Drucker and Masatoshi Ito School of Management
PhD, The Ohio State University*

WHY HERE: I have been teaching MBAs and EMBA's since 1975 when I started my academic career at Northwestern's Kellogg School of Management. Given the Drucker School's focus on graduate education, it seemed to be a natural fit.

TEACHES: Thus far, I've taught Financial Accounting to the MBAs and Financial Management to the EMBA's.

TEACHING STYLE: I'm a strong believer in the Socratic method. Students quickly learn that they need to come to class ready to be actively engaged.

RESEARCH: My research interests are fairly eclectic. I've previously published in accounting, finance, management, psychology, real estate, social psychology, and taxation. Currently, I have a paper on corporate governance under

review and I'm working on another manuscript with my Drucker colleague Jim Wallace on the unintended consequences of Section 162 (regarding deductions of education expenses) of the US Internal Revenue Code.

FAVORITE BOOK IN HIS FIELD: There is a wonderful new book just out entitled *Financial Accounting for Executives*. The authors are from the Drucker School.

INSPIRATION: There is no single individual that I can point to, but over the 32 years that I've been an academic, I've been very lucky to be exposed to quite a few outstanding individuals and faculty members.

INTERESTS: I've been a NAUI (National Association of Underwater Instructors) instructor for quite a few years, so scuba diving is what my family and I do on holidays.



workshop. The interview can be viewed on her website (<http://ist.cgu.edu/leroyg>). The workshop was funded by Edison International and the BLAIS Challenge.



Jennifer Merolla (*School of Politics and Economics*) presented two papers, "Sex, Stereotypes and Security: An Experimental Study of the Effects of Crises on Assessments of Gender and Leadership," with Mirya R. Holman and Elizabeth J. Zechmeister and "Engage Abroad, Protect at Home: A Study of Dual Strategies in Mexico and the U.S." (with Travis Coan, Jennifer Ramos, and Elizabeth J. Zechmeister) at the annual meeting of the International Society of Political Psychology in Portland, Oregon. Merolla, along with Elizabeth Zechmeister, presented a two-day workshop at Duke University on a book-length project, *Democracy Under Stress: The Effects of Terrorist Threat on Citizens' Attitudes, Evaluations, and Behavior*. At the Annual Meeting of the American Political Science Association in Chicago she presented "Behind the Scenes: Understanding what Influences the Determinants of Strategic Voting" with Laura B. Stephenson and "The Political Consequences of Economic Globalization: Public Opinion and Senate Roll Call Voting on Trade and Social Welfare Liberalization." She also presented a poster at this conference on "Popularity Contest: Strategy and Outcome Counterfactuals without the Electoral College" with Michael C. Munger and Michael Tofias.



Allen M. Omoto (*School of Behavioral and Organizational Sciences*) was awarded a Fletcher Jones Faculty Research Award from Claremont Graduate University for his project entitled *Exploring the Psychology of Environmental Engagement*. This project, to be conducted in 2007-2008 and in collaboration with a number of Claremont Graduate University students, will utilize an online survey of an ethnically diverse sample to explore the psychological pathways (attitudes, intentions, barriers, etc.) for engaging people in environmental action, including examining differences between ethnic groups in attitudes and actions and the extent to which environmental issues are viewed as central to community values and norms. Professor Omoto was also recently named as a fellow of three different professional societies, including: the American Psychological Association, the Association for Psychological Science, and the Society for the Psychological Study of Social Issues. Omoto also

presented several papers, both internationally and nationally: "Social psychological perspectives on AIDS volunteerism: Motivations, consequences, and practical implications," with S. Stürmer, M. Snyder, and B. Siem, presented at the meeting of the European Health Psychology Society, Maastricht, the Netherlands; "Does religion matter in political action? An examination of religious predictors of political action in Europe and the U.S." with J. R. Adelman, presented at the annual meeting of the International Society of Political Psychology, Portland, Oregon; "The role of psychological sense of community in volunteerism and social action," an invited lecture at the Catholic University of the Sacred Heart in Milan, Italy; "Activism, psychological connections, and the mediating effect of political efficacy," with J. Hackett, and "Psychological sense of community: Conceptual dimensions and (causal) connections to social action," both presented at the meeting of the Society for Community Research and Action in Pasadena, California; and "Religion, volunteering, and sense of community," with R.D. Blagg, J.R. Adelman, and M.M. Schlehofer, at the annual meeting of the Western Psychological Association in Vancouver, British Columbia.



Craig L. Pearce (*Peter F. Drucker and Masatoshi Ito Graduate School of Management*) recently spoke at the Annual Conference of the Academy of Management in Philadelphia, Pennsylvania.



Alpan Raval (*School of Mathematical Sciences*) had "Evolution favors protein mutational robustness in sufficiently large populations" published in *BMC Biology*. This paper has been selected by the Faculty of 1000 (Biology) as a "Recommended Paper."

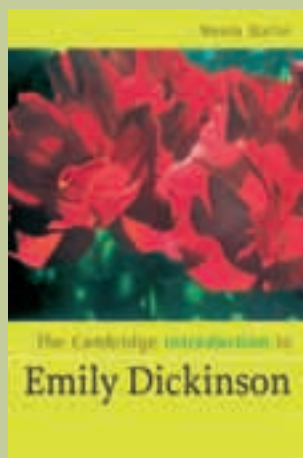


Marc Redfield (*School of Arts and Humanities, English*) was on leave during the spring of 2007, supported by an American Philosophical Society Sabbatical Grant. During that time Professor Redfield published two articles on the French philosopher Jacques Derrida: "Derrida, Europe, Today" in *South Atlantic Quarterly*, and "Aesthetics, Theory, and the Profession of Literature: Derrida

The Cambridge Introduction to Emily Dickinson (Cambridge Introductions to Literature)

By Wendy Martin

(Cambridge University Press, 2007)



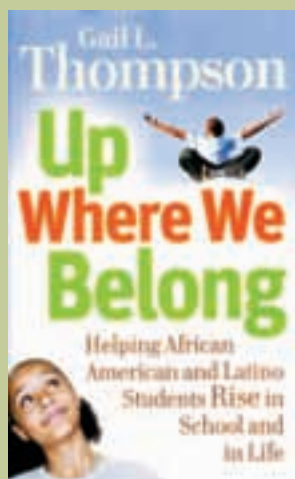
Emily Dickinson is best known as an intensely private, even reclusive writer. Yet the way she has been mythologized has meant her work is often misunderstood. This introduction delves behind the myth to present a poet who was deeply engaged with the issues of her day. In a lucid and elegant style, the book places her life and work in the historical context of the Civil War, the suffrage movement, and the rapid industrialization of the United States. Wendy Martin explores the ways in which Dickinson's personal struggles with romantic love, religious

faith, friendship, and community shape her poetry. The complex publication history of her works, as well as their reception, is teased out, and a guide to further reading is included. Dickinson emerges not only as one of America's finest poets, but also as a fiercely independent intellect and an original talent writing poetry far ahead of her time.

Up Where We Belong – Helping African American and Latino Students Rise in School and in Life

By Gail L. Thompson

(Jossey-Bass, 2007)



This book is an attempt to answer the question, "What will it take to get all students – even the most disenfranchised – engaged in school and motivated to learn and achieve?" It explores the disparity between how teachers and students view their experience of school and uncovers many of the reasons for the low achievement of students, as well as their apathy and frustration. Thompson also offers vital lessons for transforming schools, especially for underachieving kids and students of color.

Legacies of Paul de Man

Edited By Marc Redfield

(Fordham University Press, 2007)



More than 20 years after his death, Paul de Man remains a haunting presence in the American academy. His name is linked not just with "deconstruction," but with a "deconstruction in America" that continues to disturb the scholarly and pedagogical institution it inhabits. The academy seems driven to characterize "de Manian deconstruction," again and again, as dead. Such reiterated acts of exorcism testify that de Man's ghost has in fact never been laid to rest, and for good reason: a dispassionate survey of recent

trends in critical theory and practice reveals that de Man's influence is considerable and ongoing. His name still commands an aura of excitement, even danger: it stands for the pressure of a text and a "theory" that resists easy assimilation or containment. The essays in this volume analyze and evaluate aspects of de Man's strange, powerful legacy. The opening contributions focus on his great theme of "reading"; subsequent chapters explore his complex notions of "history," "materiality," and "aesthetic ideology," and examine his institutional role as a teacher and, more generally, as a charismatic figure associated with the fortunes of "theory."

Japanese Exports and Foreign Direct Investment: Imperfect Competition in International Markets

By Hideki Yamawaki

(Cambridge University Press, 2007)



This study is an insightful and important addition to economics and business literatures about market competition and specifically addresses the question of how competition takes place in international manufacturing industries. Using data on exports and foreign direct investments by Japanese firms and industries from the late 1950s through the early 2000s, this book addresses questions about international competitive behavior in oligopolistic industries.

and Romanticism,” in *Studies in Romanticism*. At the American Philosophical Society in Philadelphia, Pennsylvania he spoke on “Romanticism and the War on Terror.” Redfield also gave an invited talk on literary criticism for the Faculty of Letters at Katholieke Universiteit, Leuven, Belgium.



Sue Robb (*School of Educational Studies*) presented “The Impact of a Collaborative Preparation Program on Beginning Special Education Teachers,” at the annual Office of Special Education Programs Project Directors’ Conference in Washington, DC, which included discussion of the data

collected through the PULSE Pipeline Project, a federally funded effort that provides tuition-support to Claremont Graduate University’s special education teacher candidates preparing to work with students with mild/moderate disabilities. Robb was also invited to participate in two California Department of Education Stakeholder and Leadership Team meetings for reforming and improving California’s system of personnel preparation and professional development and increasing achievement and improving results for students with disabilities.



Jean Schroedel (*School of Politics and Economics*) recently published a chapter entitled “The Significance of Social and Institutional Expectations,” coauthored with Sue Thomas, in *Rethinking Madam President: Are We Ready for a Woman in the White House?*, edited by Lori Cox Han and

Caroline Heldman. Schroedel was an organizer of a major Russell Sage Foundation Conference that brought together more than two dozen scholars from religion, political science, history, law, and sociology. She moderated The Christian Conservative Movement and Democracy in America Conference and presented a paper, “Evangelical Strength and the Representation of Women and Gays,” that was coauthored with Jennifer Merolla and Scott Waller, a PhD student in the Department of Politics and Policy.



Deborah Deutsch Smith (*School of Educational Studies*) served as a program consultant to the University of Qatar, assisting that nation and university with the development of its new special education teacher training and leadership development programs for families and

students with disabilities. Smith presented at the annual meeting of Fiesta Educativa, an organization of Latino parents of children with disabilities, about meeting the educational needs of struggling readers by using multitiered instructional interventions. She was the keynote speaker at Chapman University, where she discussed the importance of preventing reading disabilities and behavioral disorders by upgrading the skills and knowledge of school personnel through the use of IRIS modules and materials. The 2007 edition of Smith’s *Introduction to Special Education: Making a Difference* (6th edition) is currently being translated into Hebrew and Polish. A previous edition was translated into Spanish and is being used in Spanish-speaking countries.



Gail Thompson (*School of Educational Studies*) wrote a chapter in *Narrowing the Achievement Gap* entitled “Improving the Schooling Experiences of African American Students: What School Leaders Can Do.” Thompson gave three presentations of “Improving Students’

Writing Skills” at the Dodge Reading and Writing Conference in Perry, Georgia. At the American Educational Research Association Annual Conference in Chicago she presented “‘They Make it Seem Like Black People Haven’t Done Anything but be Slaves’: Black High School Students’ Views About the Curriculum.” Thompson also presented “Preparing Educators to Work Effectively with African American Students: What Teach Educators Should Know and Do” at the University of Minnesota, and “Finding that Silver Lining: How Educators Can Improve the Schooling Experiences of African American K-12 Students” to teachers and principals of the Minneapolis public school system.



Paul Zak (*School of Politics and Economics*) gave several lectures, including: “Monetary Sacrifice Among Strangers is Mediated by Endogenous Oxytocin Release after Physical Contact” at the Society for Neuroscience in San Diego, California, the Society for Neuroeconomics in

Hull, Massachusetts, and the Society for Behavioral Neuroendocrinology in Pacific Grove, California; “Oxytocin and Addiction” at the National Institute for Drug Addiction in Washington, DC; “Aging and the neurobiology of social behaviors” at the RAND Summer Institute in Santa Monica, California; and “Moral Markets” and “Neuroeconomics” at the Institute for Humane Studies in Charlottesville, Virginia.

ARTS AND HUMANITIES

Shoshana Brand, MFA, 2003, was the curator for the third annual Venturous Vanguard Video Festival, presented in locations throughout Los Angeles, Minneapolis, and Canada. This year's festival was funded by Contemporary MAP, a nonprofit organization for the arts, established in 2006 and run by Brand with the support of three directors.

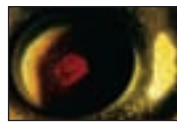
Betsy Newell Decyk, MA, Philosophy, 1974; PhD, Philosophy, 1981, is the new university ombudsman at California State University, Long Beach, following her six months as the interim appointment to that position. Decyk has been a lecturer at Cal State Long Beach since 1984, and has taught courses in both the philosophy and psychology departments. She is a certified mediator for the Los Angeles County Bar Association.

Cynthia Evans, MFA, 1982, was selected to produce artwork that will appear on Los Angeles County buses and trains in the fall of 2007 as part of the Metro Art 2007 Neighborhood Poster Series/Hermosa Beach. Evans was also the recipient of a 2008 Professional Artist Fellowship Grant from the Long Beach Art Council.



Douglas McCulloh, MFA, 2003, was commissioned for a solo photo project, Hollywood, as part of the larger LA Neighborhoods Project commissioned by the Los Angeles Public Library. The exhibition, which featured 60 photographs winnowed down from a selection of 60,000 shots that McCulloh took, is aimed at documenting diverse communities.

Stephen Rochford, DMA, 2000, was appointed state chair for Southern California of the College Band Directors National Association. The organization's members are devoted to the teaching, performance, study, and cultivation of music, with a particular focus on the wind band medium. Rochford is director of instrumental music at Irvine Valley College.



Tal Yizrael, MFA, 2006, held a solo show, *Bubblescapes*, at Sharq Gallery in

Pacific Palisades, California. Yizrael creates altered photographic landscapes by placing bubbles over either negatives or slides of images during the printing process. A Jerusalem native, Yizrael has exhibited her altered photographs in Israel, Taiwan, and the United States.

BEHAVIORAL AND ORGANIZATIONAL SCIENCES

King Shi "Christie" Chung, MA, Psychology, 2002; PhD, Psychology, 2005, recently accepted a faculty position at Mills College. Her first two courses will be Analytical Methods (Introductory Statistics) and a seminar on memory and aging.

Daniel Perlman, MA, Psychology, 1969; PhD, Psychology, 1971, is president-elect of the Society for the Psychological Study of Social Issues (SPSSI). SPSSI is the professional association that is most active in applied social psychology. Perlman is currently a professor at the University of North Carolina at Greensboro.

Phelan Wyrick, MA, Psychology, 1997; PhD, Psychology, 2002, works at the United States Department of Justice as their resident expert on gang prevention and intervention. In this role, he helps guide policy around federal anti-gang initiatives and provides training for state and local agencies trying to reduce gang activity. In addition, he works internationally on gang prevention projects in Jamaica and El Salvador.

DRUCKER



Tyrha Lindsey, MBA, 1999, is president of LAI Communications, which received the Gold Award for Best Public

Relations Campaign at the 36th annual Big W Awards, presented by the Advertising Club of Westchester in New York. The award was in honor of the company's work on Learn to Cook

Soul Food the New Soul Food Way!, a campaign to launch the American Diabetes Association's three new soul food cookbooks.



Frederick "Fritz" Weis, MA, Education, 1970; MBA, 1977, was selected to serve as interim president of Scripps

College, effective July 1, 2007. His appointment continues a 26-year career in administrative and faculty positions at the Claremont Colleges. Weis lectured at Claremont Graduate University and Pomona College, and since 2003 has been executive practitioner in residence at Claremont McKenna College, following 20 years as vice president and treasurer at that institution. Weis also has served as interim vice president and treasurer at Claremont Graduate University.

EDUCATION

Dennis Doyle, PhD, Education, 1994, was appointed superintendent of the National School District by unanimous vote of the board of education. National City is located in San Diego County, and the school district serves 6,153 students in grades K-6.



Mary Gallagher, PhD, Education, 2007, was honored with the 2007 Mertes Award for Excellence in

Community College Research by the Association for California Community College Administrators (ACCCA). The award was presented for her research entitled "Improving Institutional Effectiveness: The Relationship Between Assessing Student Learning Outcomes and Strategic Planning in California Community Colleges."

William Hemmerdinger, MFA, 1975; PhD, Education, 1979, had one of his pieces featured in Claremont Connections, a group exhibition organized by the Long Beach Museum of Art in celebration of the centennial of the City of Claremont and the establishment of the new Claremont Museum of Art. The painting, "Herd Manuscript #2, 1976," was a gift to the museum from leading American painter and Claremont graduate Karl Benjamin. All of the works selected for

the exhibition were created by artists whose careers have been associated with the Claremont Colleges and the Claremont area.

Courtney Commans Pruitt, MA, Teacher Education, 2002, was selected as the National School District's Teacher of the Year. She has been a second grade teacher in the National School District since 2003.



Deepak Shimkhada, PhD, Education, 2001, was elected president of the Asian Studies on the Pacific Coast (ASPAC)

during its 41st annual meeting held at the University of Hawaii in Honolulu in June 2007. ASPAC is a regional chapter of the Association for Asian Studies, an international organization whose membership consists largely of academicians in all fields of Asian studies. Shimkhada is the first individual of South Asian descent to be elected president in the history of the ASPAC.

INFORMATION SYSTEMS AND TECHNOLOGY

William McCarty, MBA, 1982; PhD, Information Science, 1995, will be leaving his post at Azusa Pacific University to accept a faculty position at Biola University, where he will be teaching mathematics and computer science.

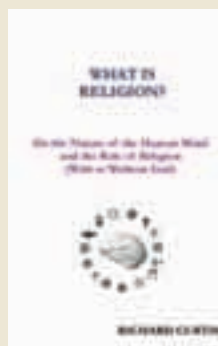
MATHEMATICS

Dietrich Chen, MA, Mathematics, 1995, is the cofounder of NumaNation, an online video-sharing site with a focus on user-generated music videos. These videos contain lip-synching, dancing, miming, and many other forms of artistic expression. NumaNation users demonstrate their endless imagination as they create and post videos for the world to see.

POLITICS AND ECONOMICS

Akinola Owosekun, PhD, Economics, 1974, concluded his three-year term as director and head of the Independent Policy Group (IPG) in Nigeria. He

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brief summary of your
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resolution photo of the
book's cover. Books
must have been
published no earlier
than 2006. Submis-
sions may
be edited.



What is Religion?: On the Nature of the Human Mind and the Role of Religion (With or Without God)

Dialectical Publishers, 2007

Richard Curtis

PhD, Religion, 2006

In this book Curtis argues that religion is a universal human phenomenon regardless of content. In popular culture, religion is understood to be belief in supernatural things, but specialists in the field usually use a more generic definition. Curtis offers his theory of the nature of religion, which is open as to content – that is, compatible with theistic and atheistic positions – and based on the latest insights from philosophy of the mind and the social and cognitive sciences.



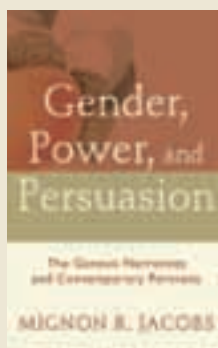
Emerging Spatial Information Systems and Applications

IGI Publishing, 2007

Brian N. Hilton

PhD, Information Science, 2004

Several emerging phenomena and technologies, such as the increasing availability of open source software and the continuing evolution of distributed computing, are introducing a new dynamic into the development of information systems. This book presents innovative spatial information systems that have been developed for specific situations and discusses key concepts and theories underlying those systems, as well as technology trends and emerging concepts that may impact their development and applications.



Gender, Power, and Persuasion: The Genesis Narratives and Contemporary Portraits

Baker Academic, 2007

Mignon R. Jacobs

PhD, Religion, 1998

Debates continually take place over the nature of female-male dynamics and gender equality in both the church and society at large. In this intriguing study, Jacobs reconsiders what the Bible's Genesis narratives might contribute to a holistic model of human relationships – with both God and one another. Using the creation story of Genesis 2-3 and the patriarchal narratives that follow, the author develops an interpretive framework from which to consider issues of gender, and opens up new perspectives in the persistent struggle to achieve and maintain equitable relationships between women and men.



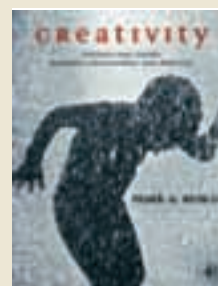
The Janov Solution: Lifting Depression Through Primal Therapy

SterlingHouse Publisher, Inc., 2007

Arthur Janov

PhD, Psychology, 1960

Janov's earlier book, *The Primal Scream*, is one of the most popular nonfiction mental health books ever written. His new book presents brilliant new techniques for rooting out depression, thus reducing or even eliminating the need for anti-depressant medications, electroshock, and brain surgery. In clear, easy-to-understand language, Janov explains how Primal Therapy can help us safely access the deepest levels of the brain and relive the primal experiences that drive feelings of despair. In doing so, we may learn to conquer depression for good.



Creativity – Theories and Themes: Research, Development, and Practice

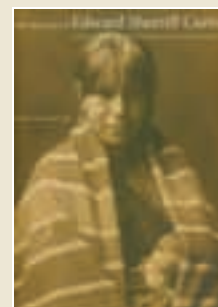
Academic Press, 2006

Mark A. Runco

MA, Psychology, 1981;

PhD, Psychology, 1984

An integrative introduction to the theories and themes in research on creativity, this book is both a reference work and text for courses in this burgeoning area of research. Runco discusses theories of creativity and research on creativity's relationship with personality, as well as the importance of social context, issues of nature vs. nurture, gender, and the relationship between creativity and physical and mental health.



The Many Faces of Edward Sherriff Curtis: Portraits and Stories From Native North America

University of Washington Press, 2006

Natale Zappia, MA, History, 2003, and

Steadman Upham, president emeritus

Serving as a companion piece to an exhibition at Tulsa's Gilcrease Museum, *The Many Faces of Edward Sherriff Curtis* features 80 photos taken between 1900 and 1927 as part of Curtis' monumental North American Indian project. The project began in 1889, when Curtis began photographing the native North American people, who had by then been pushed onto reservations. Along with close to 40,000 photographs, Curtis collected myths, lyrics from traditional songs, and accounts of recent events. Many of these stories are used to place the portraits in their social and historical context, characterizing reservation life, compulsory education in boarding schools, and the eradication of native religions, creating a stunning volume that constitutes a vivid and remarkable piece of twentieth-century history.

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was appointed to the position by the Nigerian president. The IPG is the president's policy think tank, and is funded by international agencies including the Ford Foundation, Soros Foundation, and the United Nations Development Programme. It provides advice to the president on critical issues of social and economic policy that affect the lives of over 140 million Nigerians.

Jem Spectar, MA, Politics, 1997; PhD, Political Science, 1999, was named president of the University of Pittsburgh at Johnstown. Prior to assuming the presidency, Spectar served as provost and vice president for academic affairs at Western Oregon University. During his distinguished career, Spectar has held positions at the University of La

Verne, Princeton University, and the University of Scranton. He is a member of the Board of Directors of the American Conference of Academic Deans.

RELIGION

Gayle Beebe, MBA, 1994; MA, Religion, 1995; PhD, Religion, 1997, was chosen to be the eighth president of Westmont College in Montecito, California. For the past seven years, Beebe has served as president of Spring Arbor University in Michigan, and prior to that, he was dean of the Graduate School of Theology at Azusa Pacific University. Beebe began his tenure at Westmont on July 1, 2007.



John Culp, PhD, Religion, 1978, was one of only 14 participants invited to attend the first Open Theology and

Science Seminar, hosted by Easter Nazarene College from June 17 through July 6, 2007. The seminar brought together the best open theologians to converse with prominent scientists, building a new field in the science and religion discussion to explore the issues of cosmology, biology, and human sciences as they relate to open theology. Culp was selected because of his potential contributions to the emerging field.

IN MEMORIAM

Eleanor J. Casebeer, Education, 1961

Grace Leona Deloughery, PhD, Education, 1966; PhD, Government, 1966

Brenda Marie Derby, MA, Psychology, 1979; PhD, Psychology, 1987

Joan Dolores Ladderbush, PhD, Psychology, 1999

Leland B. Newcomer, Certificate, Education, 1951; MA, Education, 1951

Jeffrey Young, PhD, Psychology, 1986

Members of the Colleagues and Blaisdell Society Hold Luncheon

On the afternoon of June 30, 2007, the Claremont Graduate University Colleagues (donors who give at least \$1,000 a year of unrestricted funds) and members of the Blaisdell Society (donors who have made a planned gift to the university) gathered at the President's House to enjoy a lunch held in appreciation of their generous support.

The lunch featured welcome remarks from President Robert Klitgaard and a keynote address by Ambassador Sallama Shaker, the assistant minister of foreign affairs of Egypt and Claremont Graduate University visiting professor. Ambassador Shaker was accompanied by her husband, Ghaleb Abdel-Rahman.

Following Ambassador Shaker's talk, President Klitgaard and Joy Kliewer, *PhD, Education, 1997*, director of Alumni and Donor Relations, presented Shaker with a gift of appreciation on behalf of the Claremont Graduate University community. More than 50 alumni and friends of the school attended this event.

View photos from the event at:
<http://alumnicommunity.cgu.edu/ShakerPhotos>

Top: (L-R) Alumni Robert Rogers, Ethel Rogers, and Barbara Mahaffee. Below: (L-R) Ambassador Sallama Shaker, School of Religion Board of Visitor Omar Alfi, and Azmerald Alfi.



Alumni and Friends Cruise the Potomac in Presidential Style

On June 8, 2007, some 50 alumni and friends joined President Robert Klitgaard for a privately chartered cruise of the Potomac River aboard the historic USS *Sequoia*, a boat that has served as the presidential yacht for nine United States presidents. The event was hosted by Bruce Cash, member of the School of Politics and Economics Board of Visitors and president of United Strategies, Inc. Among the special guests was Congresswoman Diane Watson, *PhD, Education, 1987*, who offered inspirational remarks to the attendees, encouraging them to stay connected with the university and their alma mater.

The event was organized by the Office of Alumni and Donor Relations at Claremont Graduate University.

For more on this event and photos, visit
<http://alumnicommunity.cgu.edu/SequoiaPhotos>



Top: Hosts Bruce and Carrie Cash with alumna and special guest, Congresswoman Diane Watson (center). Middle: (L-R) Alumni Director Joy Kliewer, Sigrid Cerf, President Robert Klitgaard, and Debra Loucks and her husband, alumnus Ed Loucks. Bottom: Alumna Karen Yoshino.



Elaine Klitgaard, Sri Sri Ravi Shankar, and President Robert Klitgaard



Sri Sri Ravi Shankar with Doris Drucker

Sri Sri Ravi Shankar Addresses Claremont Group

Renowned spiritual and humanitarian leader Sri Sri Ravi Shankar was the guest of honor at a private event held at Claremont Graduate University on July 27. The special reception – hosted by President Robert Klitgaard and his wife, Elaine – was attended by more than 120 of the university's friends, alumni, faculty, and staff.

Shankar is the founder of the Art of Living Foundation, one of the world's largest educational and humanitarian organizations. He is also one of the founders, along with the Dalai Lama, of the International Association for Human Values. Through personal interactions, teachings, and initiatives, Shankar's message of peace, wisdom, and truth has reached an estimated 300 million people.

"It is an honor to welcome one of the world's preeminent spiritual leaders, and we hope Sri Sri immediately felt at home," said President Klitgaard. "Like him, we aspire to change lives and prepare tomorrow's leaders."

The event was conceived by Alfred Balitzer, *PhD, Government, 1972*, an alumnus and member of the university's School of Politics and Economics Board of Visitors. Claremont's Office of Alumni and Donor Relations organized the event.

View more photos from the event at <http://alumnicomunity.cgu.edu/SriSriPhotos>

History Project

Claremont Graduate University has launched an ongoing historical project, and we need your help. With the school recently celebrating its 80th anniversary, we have begun archiving the memories and experiences of Claremont students, past and present.

We seek your first impressions, transformative moments, or fond remembrances of your time at Claremont Graduate University. Who were your most memorable faculty? What do you think have been the greatest changes at the university since you left? If you would be willing to share memories with us, please write up your experience and e-mail it to our office of communications at communications@cgu.edu. Of course, accompanying photos would also be greatly appreciated. Thank you for your participation.



Original site of what is now Harper Hall

Richard Krupp: Protector of Your Tax Dollars



Richard Krupp (center) and undersecretaries of the California Department of Corrections and Rehabilitations, (L-R) Steve Kessler and Bud Prunty, at the swearing-in ceremony for his new position.

Richard Krupp doesn't just believe honesty is the best policy, he's dedicated his career to it.

After blowing the whistle on fraud and waste in California's corrections systems, Krupp was initially punished for his integrity; now he's not only been vindicated, he's been put in charge.

His career in corrections began 35 years ago, as a line officer in Chino, California. Krupp worked his way up the ranks and – shortly after attending Claremont Graduate University, where he earned an MA in criminal justice in 1983, and a PhD in criminal justice in 1984 – moved to Sacramento for a position in the headquarters division. But it was at Claremont where he developed the analytical skills that helped him evaluate policies and become more efficient.

"There are many editorials and journal articles written about crime, corrections, and sanctions," Krupp said. "But they're often founded on weak methodology. And yet these proposals can still find their way into laws and regulations. If that happens, it's crime victims and tax payers who foot the bill."

In 1999, Krupp's fiscal responsibility drew the ire of his superiors. The California state auditor's office had discovered that Krupp's employer, the corrections department, was wasting \$29 million dollars a year on unearned sick leave and overtime. Krupp's managers assigned him to respond to the allegations, with the expectation that he would refute them. Instead, Krupp found that the waste was actually worse than the auditor's report had indicated.

"When I raised those issues, I was told to make the report look like we were actually improving the situation," Krupp explained in an interview with the *Sacramento Bee*. "And I wouldn't do that."

Suddenly, Krupp found himself demoted to a position that utilized very little of his skill sets – reviewing the requests of students to interview prison inmates. But he wasn't going to be pushed aside. He began writing the prison oversight committee, and eventually testified on the waste and fraud that was being covered up.

In 2004, Krupp was awarded \$500,000 to settle his whistle-blower retaliation lawsuit. In June 2007, Governor Schwarzenegger's office appointed him head of audits and compliance for the California Department of Corrections. This new position is not only prestigious and important, but a vindication of the lessons Krupp learned at Claremont.

"There are two professors in particular, Lyle Knowles and George Felkenes, who influenced me," Krupp said. "They weren't only knowledgeable, but demonstrated the value of raising difficult questions. They helped me realize how important it is to know the decision makers are those you can trust to do the right thing, even when no one is looking."

Felkenes was happy to hear his former student had done well by doing the right thing: "You've got to have a lot of guts to do what Richard did. It makes me proud to have had him as a student," he said.

Melodie Mayberry-Stewart Realizes Her Dream

Melodie Mayberry-Stewart dreams big. When she first began her career in the technology industry, her goal was to become the chief information officer (CIO) of a Fortune 500 company. Now, 30 years later, she's not running the technology operations of a corporation, but something even bigger.

On April 20, 2007, New York Governor Eliot Spitzer announced the appointment of the state's new CIO: Claremont Graduate University alum Melodie Mayberry-Stewart.

Mayberry-Stewart, who received her MA and PhD in executive management in 1989 and 1997 respectively, chose to attend the Drucker School in the midst of an already successful career with IBM. She knew it was going to be a sacrifice, but she needed to cultivate the leadership skills necessary to fulfill her goals.

"I had to perfect my strategic thinking, business planning abilities," Mayberry-Stewart said. "I wanted to develop the mentality of a company CEO."

Her sacrifice paid off. While at Claremont she left her career at IBM to become the CIO of a major health corporation. "I was ready to step out of my comfort zone and go for it," she said.

And things only got better for Mayberry-Stewart. A native of Cleveland, Ohio, in 2003 she received an offer to become the first CIO of her hometown. In this position she oversaw 230 locations, 51 divisions and departments, and a budget of \$35 million.

But now in New York she is overseeing a state enterprise that spends upwards of \$2 billion a



year on technology. She will be increasing digital literacy in rural and underserved communities; she will be leveraging technology to stimulate the economy and generate job growth; she will be assembling a talented IT workforce across the state to deliver more government services over the Internet. And this is only a small sampling of her duties and priorities.

"This is a position that will enable me to positively impact millions of lives," Mayberry-Stewart said. "How many people, when they look back over their life, are able to say that? I want to be one of them."

Gina Chang is Learning From the Children

Claremont Graduate University SBOS student Gina Chang is fulfilling a dream and helping families confronted with a developmental disability that is reaching epidemic proportions: autism.

It was providence that initially introduced Chang to her field. After graduating with BA degrees in English and history, she was simply seeking a job that paid well.



Through a friend she was able to land an interview at a Los Angeles autism center. Though she was limited in experience at the time, she impressed the center with her intelligence and strong interest. After extensive on-the-job training she would go on to spend nearly three years as a one-on-one therapist for children with autism.

"It's amazing because I never would have gotten this job without my friend helping me get that interview," Chang said. "But once I started working with the children it all really clicked for me."

To augment her treatment work with research, Chang applied to Claremont Graduate University's Applied Development PhD program. Initially she was nervous because, though she had several years of experience, she didn't have a degree in psychology.

"I'm sure I was at the bottom of the application pile, until I came in and was able to talk to the professors. I think they saw how enthusiastic and committed I was and decided to take a chance on me," she said.

Shortly after enrolling Chang began working at the Claremont Autism Center. The center is both a research lab and treatment facility. They work with up to 12 children at a time, and these children are enrolled in the program for anywhere from one to five years. The children's ages range from three-and-a-half to ten-years old. Each child receives approximately two hours of therapy a week.

At the center Chang and her coworkers not only treat the children, but also seek to improve current behavioral treatment practices. Discrete Trial Training, very structured training that uses repetition in a controlled environment, has long been the most popular technique for instilling behavioral changes. However, Chang and her coworkers

have tweaked that method to incorporate it into a more naturalistic approach.

"If an autistic child learns in this tightly controlled environment with no distractions, it's still so difficult for them to function out in the world," she said. "At the center we try to recreate natural settings for the child to learn in. This makes the skills they develop much easier to transfer from one environment to another."

Chang is currently meeting with her advisor, Assistant Research Professor Tiffany Berry, to finalize her dissertation topic. She's looking to research ways of personalizing treatment of children with autism so that parents and siblings will be more involved and more apt to participate.

"When I first started my course work I had a pretty steep learning curve," Chang says. "But I've gotten great support and encouragement from everyone. Like I said, they took a chance on me and I've worked hard to validate their faith in me."

Leon Wood Gets Inspired by His Community

Reverend Osie Leon Wood, Jr. has dedicated most of his career to educating others. Now he's getting an education of his own at Claremont Graduate University.

Wood, a PhD candidate in the School of Education, has a long and distinguished career in Southern California, much of it consisting of work he's done since his retirement 12 years ago as dean of the School of Business and Technology at Long Beach City College.

After retiring, Wood entered the ministry, eventually founding his own church, the North Long Beach Community Prayer, in 2000. Through the church, Wood launched the Freedom School, a summer reading-enrichment program for inner-city youth. The program, which is entering its third year, was inspired by the civil rights literacy movement of the 1960s.

"In those days you couldn't vote in some areas unless you passed a literacy exam," Wood explained. "At Freedom School we're using the same concept to expand literacy, as well as cultural awareness, to help our children feel better about themselves."

In addition, Wood is currently the director of Claremont's McNair Scholars program. The program helps college students from low-income or underrepresented minorities develop the skills necessary to succeed at a doctorate level. The program currently mentors approximately 34 students a year.

Wood first became interested in Claremont Graduate University more than 20 years ago, when he attended a management seminar on campus and met professors Jack Schuster, David Drew, and the late Peter Drucker.



Wood was so impressed he decided to apply to get his PhD. After finishing his course work, he entered the ministry and had difficulty making time for his dissertation. But now his community outreach is helping inspire his research.

"I'm very concerned about what I hear, what I read, what I see in the inner city," he said. "Especially in young men between the ages of 15 and 24. They are just not getting the education and training needed to survive in the twenty-first century."

Wood is channeling his studies into isolating what techniques are most effective in inspiring individuals – and whole communities – to change behavior and rise above their conditions.

"If I can help the African-American community – educationally, socially, politically – I think I've done my job," Wood said. "I feel like the Lord is keeping me healthy to accomplish this, but I know I gotta stay busy."

Steve Rountree



It's a warm fall afternoon in 1965 in Southern California, and high school student Steve Rountree is struggling to insert a new reed into his clarinet, a minor task, but necessary to master the intricacies of the instrument. Meanwhile, on a hilltop in downtown Los Angeles known as Bunker Hill, a nascent center for the performing arts is growing – the Music Center of Los Angeles County.

Few people at that time, least of all Rountree himself, could have foreseen the converging histories of this young man and that cultural center. But that's getting ahead of the story.

After finishing high school and graduating from Occidental College, Rountree joined the administration of his alma mater, first as director of personnel, then as an assistant executive vice president. He made the decision to strengthen his growing resume in management positions by attending the Drucker School, where he found himself challenged by the skills and nuances of the executive management program. Graduating with an MA in executive management in 1977, he was now primed to take a leadership position with educational and cultural institutions in California.

In 1980, Rountree was selected to become the deputy director of the J. Paul Getty Trust. Just two years later, the trust received the proceeds of the estate of the late J. Paul

Getty and decided to create a premiere center for display, conservation, and education of the visual arts in Los Angeles. They turned to Rountree to head this effort, and he became director of the Getty Center Building Program in 1984. In 1989 those responsibilities expanded to include planning and management of administration and operations from the Getty Trust. Shortly after the opening of the new Getty Center in 1997, he was named executive vice president and chief operating officer of the trust.

Consistently active in the Los Angeles community, Rountree has served on numerous boards while at the Getty Center, including both of his alma maters, the Ahmanson Foundation, and the LA Chamber of Commerce. He was on the jurist panel that selected the architect for the new LA Cathedral; he was in a key position overseeing the Walt Disney Concert Hall project at the Music Center, and was a director of the Los Angeles Philharmonic.

Rountree joined the Board of Trustees of Claremont Graduate University in 2001. He has served on numerous committees, including the Development Committee, and



“The quality education I received at the Drucker School and the academic programs and personal relationships that connect Claremont and the Music Center make me excited for the future and eager to engage it – for myself and the people of Southern California.”

he currently chairs the Trusteeship Committee and serves on the Executive Committee as well.

Rountree has given time and resources to support one of Claremont’s newest programs – the Master of Arts in Arts and Cultural Management (MAACM). This joint program of the School of the Arts and Humanities and the Drucker School combines the study of management, policies, and decision-making with advanced studies in the humanities. “His experiences have been invaluable as the program expands and matures. These efforts will help to train a whole new generation of managers in the arts,” said Marc Redfield, dean of the School of Arts and Humanities.

In 2002 the Music Center began looking for a leader who could revitalize the famous 38-year-old complex of performing arts venues. Fate finally brought timing, opportunity, and extraordinary skill together: Rountree, who was already working within the family of the Music Center, was the overwhelming choice for the position. Appointed in 2002 as president and CEO, he took over one of the three largest performing arts centers in the nation. Each year more than one million patrons attend performances at the Los Angeles Opera, the Los Angeles Master Chorale, the Los Angeles Philharmonic, and the Center Theatre Group. The center’s educational programs also reach out to more than one million students across

the area every year. In 2003, another jewel in the crown was unveiled with the opening of the Walt Disney Concert Hall. The \$274 million project added almost 300,000 square feet to the Music Center and more choices in the arts for Los Angeles.

It’s 2007 and another warm fall day in Los Angeles. Stephen Rountree has long since mastered the task of inserting a new reed into his clarinet, but today, as he walks across the open plaza of the Music Center’s 11 acres in downtown Los Angeles, his challenges are far grander: managing a \$50 million budget, securing the resources to continue strengthening and diversifying the offerings and facilities at the center, and stewarding the reputation of one of the finest performing arts centers anywhere.

He looks back over the timing of history, his preparation and experiences, and his personal drive that have all brought him to this time and this place.

“It has been an extraordinary journey,” said Rountree. “When I look back over 30-plus years, Claremont remains a very special place for me. The quality education I received at the Drucker School and the academic programs and personal relationships that connect Claremont and the Music Center make me excited for the future and eager to engage it – for myself and the people of Southern California.”



Photo Illustration by Alex Pitt



Have you considered an end-of-year stock gift?

By giving appreciated securities by December 31, you will make a wise contribution to the students and faculty of Claremont Graduate University. You can also avoid capital gains tax, and receive a 2007 income tax deduction for the stock's full fair market value.

If you would like to learn more about gifts of securities, please contact Director of Planned Giving Jim Ehlers at (909) 607-9229 or jim.ehlers@cgu.edu.



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