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the Flame

The Magazine of Claremont Graduate University

flourish

Invest in CGU's Future



Richard Falk never attended CGU, but he decided to join the board of trustees and the School of Politics and Economics' Board of Visitors. Why?

"It's simple," he said. "I enjoy working with the university. Knowing that I am able to assist our students, and our excellent research, is so rewarding."

Falk is also proud to know that by making a provision for CGU in his estate plan, his assistance will continue in perpetuity. "I think it is a privilege to make a substantial contribution to CGU in my estate plan," he said. "I see it as an investment in the university, and all of the great work being done here."

If you would like to join Falk in making that investment, or would like to learn more about CGU's planned-giving program, please fill out the insert card in this magazine. You can also visit CGU's planned-giving website, www.cgu.edu/plannedgiving, or contact Jim Ehlers at (909) 607-9229 or jim.ehlers@cgu.edu.



Richard Falk

the Flame

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A CGU grant is funding an after-school gardening program at San Antonio High School that helps students work toward a healthier future for themselves and a more sustainable one for the rest of us.

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School of Educational Studies student Kern Oduro is putting theory into practice on two continents: he serves as principal of Rancho Cucamonga High School in California and runs a nonprofit aiding schoolchildren in Ghana. Yet even with that workload, he makes time to see his students before, during, and after school every single day.

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International aid and assistance are often essential when natural disasters strike developing countries. Yet, however well intentioned, this support is often compromised by poor decision-making, politics, and unequal distribution of aid. That is why School of Community and Global Health Dean Andy Johnson and Associate Professor Paula Palmer are researching communities affected by the 2004 tsunami that devastated coastal areas in Asia; this research will take Palmer and seven of her students to affected areas in Sri Lanka this June.

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SPE alums Frances Marquez and Tom Karako are putting their academic work into action through prestigious congressional fellowships from the American Political Science Association. Their story continues a series of profiles celebrating CGU's outstanding individuals.

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President's Notebook Deborah A. Freund – President



My first handful of months at CGU have been a thrill. I have had the chance now to become more intimately acquainted, not just with the excellent and enterprising work this university is producing, but more importantly, with all the people who make it a place of

such great distinction.

That I've come to understand and appreciate CGU not only as an institution, but as a community – a human place – has illuminated for me the great humanity of the work being done here. It is true that our dedication to transdisciplinary work facilitates research expressly tailored to make a tangible impact on the world. But this takes us only so far. It is the people at the university that undergird its success in making a difference in people's lives. I can say now firsthand what many of you already know: CGU is a profoundly caring community, and the academic work we undertake comes from our hearts; the solution from our heads.

Similarly, I can attest to how keeping CGU strong is a labor of love to everyone here, too. Since I arrived in November, I've had occasions to meet with or hear from many of you – I love being stopped on the street for a chat. I am grateful to everyone for the candor I have received about how to ensure our university holds a leadership position in graduate education today and tomorrow.

I have listened carefully to these aspirations for CGU, and want this candor to continue. My belief in inclusive leadership is contingent on everyone's willingness to remain constantly involved. Now is the time to articulate how we might better realize CGU's promise going forward. If we are to be at the vanguard of graduate education in the future, I need everyone to contribute ideas that will help us realize an academic infrastructure strong enough to support such an ambition.

As many of you already know, this is why I have convened the Steering Committee on CGU Excellence. The committee – made up of students, faculty, and staff – is co-chaired by School of Behavioral and Organizational Sciences Dean Stewart Donaldson and School of Educational Studies Professor Jacob Adams and will investigate ways of strengthening our university. Moreover, the committee will be available to everyone at CGU on a number of fronts. There will be meetings with the committees of all of CGU's major governance structures. Furthermore, we are developing an interactive website that will list committee events and provide yet another opportunity for the CGU community to submit ideas.

Specifically, the committee will identify opportunities and provide recommendations in four key areas: drawing together research themes to engage major national or global challenges, succeeding as a student-centered university, providing students with practical experiences



for learning, and aligning CGU's internal structures and processes more effectively.

The committee will collect and synthesize all of the input it receives into a report to be delivered to me and shared with our board of trustees in May. One of the major goals of the committee is to usher in a new culture of transparency at CGU. These public meetings are not just a way for people to contribute, but to make everyone aware of the committee's proceedings. For my part, I pledge to disclose all of my thoughts on the committee's findings and recommendations on its website and to share with all of you exactly what I report to our board.

If we at this university can more clearly define our goals, improve our governance, and move rapidly to more effectively align our organizational structures it will help us tell a more compelling story to those who might support us in the future. This story is what the Steering Committee on CGU Excellence will help us write, together.

Now is the time for all of us to roll up our sleeves and do the hard work of self-examination. In what areas can we claim we're better than everyone else? In what areas can we improve? This is an exciting time. It was both CGU's success and its potential that drew me here. The Steering Committee on CGU Excellence is a big first step towards ensuring we are not simply adapting to the future of graduate study, but, as Peter Drucker would have it, *creating* the future of graduate study.

I would also like to take this opportunity to formally congratulate our 19th Kingsley Tufts Poetry Award winner Chase Twichell on her remarkable career and beautiful collection *Horses Where the Answers Should Have Been*. The same goes for our Kate Tufts Discovery Award winner Atsuro Riley for his breakthrough first book *Romey's Order*. I look forward to congratulating both poets in person on April 28 for the awards ceremony that will this year be held on campus at Garrison Theater. I urge everyone to attend this extraordinary event and to take the time to hear Chase read and speak during her weeklong stay as our poet-in-residence.

I trust everyone at CGU will open their arms to her with the same profound warmth and welcome as they have for me.

Deborah A. Freund
President

Lucinda McDade

New grant allows Rancho Santa Ana Botanic Garden to study climate change at its roots

Teams of climate scientists have worked hard to develop projections for the impact of climate change under a number of scenarios that vary in terms of how high CO₂ levels rise and for how long. Turning these projections into predictions about impact on plant and animal life is not necessarily simple, however. This is partly because, for many species, we still lack a full understanding of their habitat requirements.



In September, Rancho Santa Ana Botanic Garden (RSABG) began an extensive project that will enable us to link climate change predictions to impact on California's native plants, ultimately laying the groundwork for answering hard questions about our planet's future. The project is especially important because California is a "biodiversity hotspot in peril," an area that is home to more than 1,500 endemic plant species (plants that occur nowhere else) and that has lost more than 70 percent of the original habitat.

"Nightmarish visions of the ranges of plants and animals changing so that they no longer occur in reserves that were established to protect them are far from unrealistic," said Lucinda McDade, professor and chair of the CGU Botany Department and Judith B. Friend Director of Research at RSABG. "However, for many plants and animals, we still lack robust data on their present-day ranges. These data are critical to predicting where their habitats will move to under any of the scenarios for climate change. This grant will provide the data to achieve the critical objective of documenting the recent and present-day ranges of most of California's native plants."

Funded by the National Science Foundation, the five-year project is led by RSABG and the Consortium of California Herbaria, a group of 20 institutions, including all of the universities and museums in the state that have important plant collections. The first two years of the study will focus on digitizing specimen data, adding nearly half a million to the one-million specimen records from 15 California herbaria that are already available through the consortium website. These data are from the collector's notes that are affixed as labels to plant specimens. Subsequent years of the study will focus on "georeferencing," a process that turns words about location

(e.g., 5 km north of Badwater, Death Valley) into numerical coordinates (i.e., 36° 15' N 116° 49.5' W) that can be used by digital mapping tools.

Once numerous specimens of a given species have been digitized and georeferenced, these records can be used to build distribution maps for that species. In turn, such distribution maps provide valuable insight into the species' habitat requirements. "Specimen records that are identified and georeferenced by expert botanists offer tremendous power to understand and make predictions about how California native plants are likely to respond to climate change," said McDade. "This project will directly support an informed and rational decision-making process as we move forward."

The plants selected to be databased are those listed by the California Native Plant Society in any of its categories as plants of special conservation concern. In addition, all alpine plant species are part of the project as these are predicted to be among the first affected by climate change and the most seriously impacted. As climate changes, plants can adjust by dispersing to higher or lower elevations. However, alpine plants cannot go "up" because they already occupy the highest elevation habitats. Finally, all woody plant species and grasses will be included because these are the plants that dominate and characterize all California habitats. We need to be able to predict what will happen to the major players in plant communities as well as to the rare and endangered species.

This project will also include opportunities for CGU Botany students to participate in a large-scale research project and to link their classroom learning with real-world problem solving.

For more about Rancho Santa Ana Botanic Garden, visit www.rsabg.org.

This project will soon link classroom learning with real-world problem solving.

Photo of alpine species *Hulsea vestita* subsp. *pygmaea* by Tommy Stoughton



Rick Wartzman

Zachary First

The Drucker Institute brings innovation – and innovators – to Claremont

For years, executives from organizations like Procter & Gamble, Edward Jones, and the American Red Cross made the pilgrimage to Peter Drucker's home in Claremont to seek his wisdom. Drucker is no longer with us, but business and social-sector leaders still make the trip, though these days they are in search of wisdom from one another.

CGU's Drucker Institute hosts a series of forums in which participants explore various Drucker-inspired topics. By trading insights and experiences with each other, leaders of companies, nonprofits, and government agencies attend the forum with the goal of taking action on at least one good idea.

The model was recently used in late 2010, at the Drucker Innovation Forum. Two dozen executives from a wide range of organizations – such as Boeing, Coca-Cola, Imagine Entertainment, and the Rainforest Alliance – were in attendance. Executives spent the day exploring how to tackle the most pressing challenges they face in managing innovation.

"Rather than innovators, what we're really targeting is managers of innovation; that's a very Drucker-like thing to think about," said Zachary First, managing director of the Drucker Institute. "The big issue for him was getting people in big companies to innovate systematically and effectively."

First estimates that he and Drucker Institute Executive Director Rick Wartzman spend only about 20 minutes of the eight-hour day talking to people from the front of the room. The rest of the event is carefully designed to foster peer-to-peer coaching spurred on by Drucker-like questions, such as what challenges participants face in managing innovation, and how to turn those challenges into opportunities. Also Drucker-like is how the institute gauges the forum's success: Drucker famously told clients he didn't care whether they had a great meeting; he only wanted to know what they were going to do differently on Monday.

"We tell everyone at this event: 'That's the only measure for us.' We don't need to ask participants to rate the meeting on a scale from one to 10. If you go out and do something important, that's a 10. If you do nothing, that's a zero," said First.

In this spirit, the institute followed up with participants 60 days after the forum to see how they had applied what they learned. One executive from an education nonprofit heard a vice president from Boeing express concern over the lack of American students pursuing degrees in the STEM (science, technology, engineering, and math) fields. This executive recalled a stalled STEM initiative in her own organization and, within the span of a couple months, was able to raise a couple hundred thousands dollars and gather the momentum to launch the program.

A chief technology officer from a large Silicon Valley technology firm had expressed concerns at the forum that his organization should be more effective at bringing in outside innovation. He later reported that his discussions at the forum led him to reorganize his research and development operation to more strongly focus on applications for mobile phones and tablets.

While the Drucker Innovation Forum will be held once a year (in conjunction with the Drucker Innovation Awards), the Drucker Institute also holds an annual CEO Forum and hosts periodic forums organized around specific themes. "Our mission basically boils down to behavior change. We seek to change how managers manage," said First. "These events are great for achieving that. If someone who runs a large company makes a small change, it can have a huge effect."

For more information on the Drucker Innovation Forum or the Drucker Institute, visit www.druckerinstitute.com.

"Our mission basically boils down to behavior change."

(L-R) Edith Ramirez, John LaVelle,
Stewart Donaldson, Matt Galen, Tarek Azzam,
and Natasha Wilder

SBOS developing evaluation for developing countries

The Rockefeller Foundation invests millions of dollars a year to support its mission of Smart Globalization – the idea that globalization can provide tools to improve economies, cultures, and the overall quality of life in the developing world. With that sizable investment, it's imperative that they be able to evaluate the effectiveness of the programs they support. While evaluation has been advancing in the developed world for several decades, new tools and approaches are needed to conduct evaluation in developing countries. That is why the Rockefeller Foundation is enlisting the help of the School of Behavioral and Organizational Sciences' Dean Stewart Donaldson and Assistant Professor Tarek Azzam.



Donaldson and Azzam have received a \$350,000 grant from the foundation to improve its ability to evaluate the effectiveness of programs aiding poor and disenfranchised people throughout the developing world. This includes but is not limited to programs funded by Rockefeller.

For the last two years, Donaldson and Azzam have worked with teams of students on related projects for the foundation. These projects helped the foundation develop a theory of change to conceptually represent its work, and brought together leading thinkers to discuss good approaches to conducting evaluations in developing countries. However, this new grant will dramatically enhance the impact of their work over the next 12 months.

"This is a huge step forward in expanding CGU's influence on improving human service organizations in Africa and Asia, and toward improving the quality of life of those living in poverty in the developing world," said Donaldson.

Current Rockefeller Foundation initiatives include efforts to mobilize an agricultural revolution in sub-Saharan Africa, ensure access to affordable and high-quality health systems in developing countries, and develop strategies and services that help vulnerable communities cope with the impacts of climate change.

Though these initiatives may be well funded, that is no guarantee of success, which makes evaluation crucial. And when it comes to evaluating projects in the developing world, there are several outstanding challenges.

"There's a real need for evaluation capacity to be developed," said Azzam. "Evaluation in the developing world is at a stage where the United States was when we began seriously thinking about evaluation in the 70s. And they're facing similar issues, but also unique challenges that evaluators don't usually encounter here: basic survival issues, cross-cultural communication issues, and infrastructure issues such as consistent electricity; things that we would not normally encounter here."

The School of Behavioral and Organizational Sciences (SBOS) at CGU is uniquely qualified to handle the challenges of evaluation. The school is the top training institution for organizational evaluation scholars and practitioners, and SBOS faculty have years of experience conducting evaluations in a broad range of settings.

Donaldson, Azzam, and SBOS students will leverage that expertise to provide evaluation training for Rockefeller staff and grantees. That training will come in the form of webinars, online assistance, regional clinics, advisory meetings, and publications. Among those publications will be a book by Donaldson and Azzam tentatively titled *Good Practices in Development Evaluation*.

The book and many of the trainings will be available to a wider audience, so that Donaldson and Azzam's research can reach the largest possible number of evaluators.

"This is another example of excellence at CGU," university President Deborah Freund said. "Our professors and students are taking education beyond the classroom and making a difference in the world."

"...improving the quality of life of those living in poverty in the developing world."



Applied Women's Studies student takes the local global

For many, the concept of “feminism” brings to mind the suffragettes of the early twentieth century or the second-wave feminists of the 1960s. But feminism, while still tied to its earlier legacies, has also grown to encompass new philosophies and practices, ones that Applied Women's Studies (AWS) student Danielle Poindexter embodies in both personal outlook and her academic and advocacy work.



Poindexter describes herself as a trans-national feminist, which is an approach to feminism that aims to find intersections among nationhood, race, gender, sexuality, and economic exploitation on a world scale. “It means trying to draw connections to women around the world, but understanding that ‘women’ is not a homogenous category,” she said.

This outlook, as well her various accomplishments as an activist, secured her selection as a temporary delegate to the annual Commission on the Status of Women meetings held from February 22-March 14, 2011 at the United Nations headquarters in New York City. Poindexter is one of 23 women chosen to participate in the Women's International League for Peace and Freedom (WILPF) practicum, whose topic this year is “Access and participation of women and girls in education, training, science, and technology.”

Poindexter's background makes her a natural fit for the conference. While an undergraduate at the University of Redlands, she established Sisters Standing Together, a peer-led group focusing on issues of sexual violence against women. This advocacy initiative has endured long past Poindexter's graduation; she remains one of the group's leaders and does presentations on sexual violence, substance abuse, and the internalization of gender roles. Her participation in the conference will allow her to take her experiences with local issues affecting women international.

“I feel like a lot of American women don't always have the best idea of what goes on in the rest of the world,” said Poindexter. “As many issues as we have here – sexual violence, domestic violence – it's still nothing compared to the mass rapes going on in the Democratic Republic of Congo, or the disappearance of hundreds of women in Juarez, which is right across the border. Advocacy is not just dealing with local issues, but helping people in the US understand what's going on in the rest of the world and how we may contribute to that.”

As a temporary delegate, Poindexter will attend official and non-government official (NGO) sessions and contribute to the documentation of both official and NGO meetings. Upon her return to CGU, she must create an advocacy project. Poindexter describes this project as “bring[ing] local awareness to some of the UN resolutions that affect women such as the Committee on the Elimination of Discrimination against Women (CEDAW), and the International Violence Against Women Act (IVAWA) – neither of which have been ratified by the US – and Security Council Resolution 1325.”

The practicum on the Commission on the Status of Women is sponsored by the Center for Women's Health and Human Rights (CWHHR) at Suffolk University, Boston; WILPF; and the National Women's Studies Association, with assistance from Physicians for Human Rights.

“We teach women how important citizen engagement is,” said Laura Roskos, co-president of the WILPF and activist-in-residence at CWHHR.

This engagement is critical as society becomes increasingly global, and communities are more intertwined than ever. It has become imperative to look at the roots behind the inequalities and injustices that women face around the world.

“My hope in attending the conference is to use the opportunity of being around hundreds of dedicated women to learn and brainstorm strategies that address these issues. I hope to learn more skills that I can apply both internationally and in my own community,” said Poindexter. “It's not about having a missionary complex where we're going to go in and save everyone, but actually realizing how our government and how we live our daily lives cause these issues around the world.”

Poindexter is one of 23 women chosen to participate in the Women's International League for Peace and Freedom practicum...

The Smoking Gun: Dennis Trinidad's battle against the tobacco industry

While a doctoral student in preventive medicine, School of Community and Global Health Associate Professor Dennis Trinidad attended a town-hall meeting featuring senior experts in tobacco research. "That was where I found out



the tobacco industry had been deceiving the public about how harmful cigarettes were and getting away with it for decades," he said. "And I thought, 'Wow, this is really serious stuff.'"

So serious that Trinidad has devoted much of his subsequent career to curbing tobacco use, including a recent \$148,500 grant from the National Cancer Institute to combat the sociological and pathological effects of cigarette smoking. A worthy endeavor, since the Centers for Disease Control estimates that every day 3,600 children and teenagers experiment with smoking, while 1,100 become daily smokers.

This has brought a lot of attention to tobacco companies' use of flavored cigarettes, such as strawberry or grape, which the Federal Drug Administration Commissioner Margaret A. Hamburg called "a gateway for many children and young adults to become regular smokers."

"It's similar to how people don't generally go for hard liquor when they're first starting to drink alcohol. They might go for a wine cooler or some other sweet alcoholic drink," said Trinidad. And in 2009, all flavored cigarettes were banned by the FDA – except for menthols.

That is why some of Trinidad's recent research has been focused on comparing the effect of smoking menthol cigarettes on quitting. Working with sizable data sets from the US Census Bureau and the National Cancer Institute, he discovered that menthol smokers face unique challenges. "People who smoked menthol cigarettes said they were more likely to want to quit, and they were more likely to believe they would succeed. But



looking at the quitting rates, they actually did a whole lot worse," said Trinidad. This means that it may not only be harder for smokers of menthol cigarettes to quit, but they themselves imagine the opposite to be true.

As smoking has become less of a mass population phenomenon, the demand for such disparities research becomes proportionally more important. "While smoking has gone down in general social acceptability, it's become more of a behavior engaged in by marginalized populations," Trinidad said.

For instance, another of his studies found that Asian and African American populations were more likely to start as adults. "And the later you pick up smoking, the more likely you are to pick it up at a light or intermittent level," he said. "So if you ask someone from this category if they're a smoker, they might say, 'I smoked at a party on Friday, or with a drink on Saturday, but it's just social – so I'm not a smoker.'"

Since light and intermittent smokers rarely consider themselves "smokers," Trinidad believes new smoking-cessation models are needed to accommodate this growing population. It is research and insights like this that provide analysts with a view of how the smoking population has changed over the decades, not to mention how it will likely look in the future.

"Slowly the tobacco industry is conceding that the battle is lost in America," Trinidad concluded. "But in Africa it's not. In Asia it's not. So they've been ramping up there for many years, learning from what they did here that didn't work." All of which means Trinidad should be busy for awhile: "It'll keep you going, that's for sure."

"While smoking has gone down in general social acceptability, it's become more of a behavior engaged in by marginalized populations."



Psychology Professor William Crano receives grant for research into effectiveness of anti-drug ads

Psychology Professor William Crano has received a \$570,000 grant from the National Institutes of Health for a three-year study into the effectiveness of anti-drug public service announcements.

The ads, such as the famous television commercial that likened a brain on drugs to a fried egg, aim to reduce drug use among adolescents. Most of them fail, at least partly because little scientific research exists on how to craft such messages effectively.

Crano, who researches social influences, will focus primarily on anti-marijuana public service announcements, hundreds of which have been created and aired, their lineage traceable to the days of *Reefer Madness*.

He will review national survey data to learn how ads commissioned for the National Youth Anti-drug Media Campaign have affected various groups of adolescents. Crano expects his findings will guide the development of the next generation of anti-marijuana public service announcements.

Governor appoints two members of CGU family to State Board of Education



Cohn



Molina

California Governor Jerry Brown has appointed School of Educational Studies (SES) Clinical Professor Carl Cohn and PhD student Aida Molina to the State Board of Education. Brown announced the appointments on January 5.

The board is the governing and policy-making body of the California Department of Education. It sets K-12 education policy in the areas of standards, instructional materials, assessment, and accountability. It adopts textbooks for grades K-8, adopts regulations to implement legislation, and has authority to grant waivers of the Education Code. The board has 11 members, all appointed by the governor.

"Carl and Aida are both exemplars of excellent leadership in the educational roles in which they serve," SES Dean Margaret Grogan said. "They are role models for our urban education leaders. We're very proud of their accomplishments."

Cohn, whose distinguished career in education has spanned more than 30 years, is a co-director of the Urban Leadership Program at CGU.

He served as the superintendent of schools for the San Diego Unified School District from 2005 to 2007 and as the superintendent of schools for the Long Beach Unified School District from 1992 to 2002. Cohn is also a member of the Association of California School Administrators. He will continue to teach at CGU while serving on the board.

"This kind of practical government service will really help to inform my teaching," he said. "I see it as a wonderful opportunity to learn firsthand how state educational policy is developed and to build a course around that."

Molina is pursuing her PhD in educational studies. Most recently, she has served as the executive director on academic improvement and accountability for the Bakersfield City School District since 2005. She was a commissioner with the California Commission on Teacher Credentialing from 2004 to 2007.

Molina said her CGU classwork and her research into social justice and educational leadership have helped prepare her for her new responsibilities.

"I'm honored and humbled to have been selected," she said. "I look forward to the work ahead of us."

Keep up to date on CGU news and events on the CGU Facebook fan page or Twitter: www.facebook.com/claremontgraduateuniversity and www.twitter.com/cgunews.



Wimbush delivering his address



ISS Director Vincent Wimbush gives presidential address to Society of Biblical Literature

Vincent L. Wimbush, professor of religion and director of the Institute for Signifying Scriptures (ISS), gave the presidential address at the Annual Meeting of the Society of Biblical Literature (SBL) in Atlanta on November 20. Wimbush, the first non-white president of the 130-year-old organization, led the group in

a reflection on its history of racial exclusion and challenged members to rethink the basic values and practices of their professions.

"His charge was a riveting review of the guild's history and a call to re-imagine its future and broaden its scope, not only in terms of marginalized communities, but also in regard to its consideration of the Bible as the only scripture upon which it focuses," ISS Research Assistant Robin Owens said.

Founded in 1880, the SBL is the oldest and largest learned society devoted to the critical investigation of the Bible from a variety of academic disciplines. As an international organization, the society offers its members opportunities for mutual support, intellectual growth, and professional development.



Brewster selected as first recipient of Roland Reiss Endowed Chair

Professor Michael Brewster has been named the first recipient of the Roland Reiss Endowed Chair in Art, in recognition of his immense talent as an artist and his nearly four decades of teaching and leadership at Claremont Graduate University.

The position, established in honor of former CGU Art Department Chair Roland Reiss, was created in the fall after the university secured \$2 million in gifts to support the endowment. It is intended to fund a senior-level faculty position in the Art Department and provide

the holder with a stipend for research.

Brewster, the longest-serving faculty member in the department (second overall for the entire university), was chosen by a vote of the program's faculty.

"Michael has been instrumental to the growth of the program," said Janet Farrell Brodie, dean of the School of Arts and Humanities. "He's a widely respected artist in California, nationally and internationally. Everybody was very enthusiastic about selecting him."

"I'm tremendously honored," Brewster said. "We have a wonderful faculty. I'm pleased that I earned their respect."

He will hold the position for five years, at which time a successor will be chosen.



Claremont Graduate University wins three CASE Awards of Excellence

Claremont Graduate University has won three awards from the Council for Advancement and Support of Education (CASE) for excellence in print publications.

The CASE District VII Awards of Excellence are given to the top colleges and universities in the western region of the United States.

The *Flame* magazine received a silver medal for best General Interest Magazine with a circulation of less than 30,000. The university received a silver medal for "How to Cross 'Save a Life' From Your To-Do List" in the category of Best Article of the Year.

CGU's student newsletter, the *Pedant*, received a bronze medal for best In-House Publication – Periodicals.

CGU has received numerous awards over the years, including District VII gold medals for news writing in 2006 and magazine in 2009.

"As proud as I am of the communications staff, I see these awards as not just recognition of their work, but of the outstanding research and teaching they report on," said Gregory Pierre Cox, vice president for advancement.

CASE International is a professional organization that advances and supports education worldwide. Membership includes more than 3,200 colleges, universities, and independent elementary and secondary schools in 55 countries.

School of Educational Studies helping to revitalize Long Beach

The School of Educational Studies (SES) is working with the Long Beach Unified School District on an ambitious plan to revitalize North Long Beach.

CGU is conducting research and support for the North Long Beach Initiative, a six-month planning effort to address the education and social issues of students and their families in the community.

"The School of Educational Studies has a lot of experience working in diverse communities such as North Long Beach," said Margaret Grogan, dean of the school. "It's this commitment to social justice that drives our research projects. We have ideas and energy and enthusiasm for doing this kind of work."

Voters in 2008 approved a \$1.2 billion school bond to improve school facilities in the Long Beach Unified School District. At the center of the plan is a \$105 million renovation of Jordan High School in North Long Beach. The renovation will turn the campus into a model twenty-first-century learning environment, and district officials hope it will

be the centerpiece for a larger revitalization of the surrounding community.

SES students and faculty are leading neighborhood forums and conducting surveys with North Long Beach residents to identify the educational and social needs of the area. They will report those findings back to Long Beach Unified officials, said Omar Safie, CGU PhD student and the university's liaison to the district.

Safie said the needs could range from improved school facilities to tutoring programs for students to job programs for adults. While the school district may not be able to solve some of those needs by itself, it can work to bring other groups or organizations into the community that are able to help.

"I believe anyone can succeed, anyone can learn, anyone can reach their goals and their dreams with access to the right resources," Safie said. "In communities such as North Long Beach, those resources aren't always there. Let's find a way to at least give them the chance. Let's find a way to get them what they need."

(L-R) Stewart Donaldson and Mashi Rahmani



Claremont Graduate University's School of Behavioral and Organizational Sciences (SBOS) and human resources company MMC, Inc. have partnered on a new program that offers practical workplace experience to students in the Human Resources Design and Organizational Behavior programs.

MMC has already welcomed a number of CGU interns, but this new partnership will provide a more inclusive apprenticeship, offering experience in all aspects of operations

New partnership offers work experience to SBOS students

including finance, risk mitigation, information systems, marketing, and client relations.

"You have this unbelievable body of knowledge, let us help you find your niche in this field and progress in your career," said Jason Murphy, MMC's director of marketing and business development.

The Los Angeles-based MMC manages human resources responsibilities, including payrolls, taxes, benefits, worker's compensation cases, and labor law compliance for its clients. CGU Trustee Mashi Rahmani founded the company.

MMC invited SBOS students to a luncheon at its corporate headquarters on November 16 to celebrate the launch of the CGU/MMC Educational Enrichment Program.

Through a tour and presentations delivered by Murphy, Rahmani, and other company executives, students gained insight into innovative HR practices and business principles based on human values.

"The students were inspired to see that many of the concepts they have learned at CGU are being applied and valued in the workplace," SBOS Dean Stewart Donaldson said.

Rahmani said the partnership will help put CGU students on the path toward a successful career in human resources.

"Right now, HR is a hot topic, a very critical subject," he said. "If you can do it right, you can have a great future."



SBOS Professor Allen Omoto elected to APA governance board

Allen Omoto, a professor in the School of Behavioral and Organizational Sciences (SBOS), has been elected to a governance board of the American Psychological Association (APA).

Omoto will serve on the APA's Board of Advancement of Psychology in the Public Interest (BAPPI). The board's mission is to encourage the generation and application of psychological knowledge on issues important to human well-being.

"I am passionate about its mission of connecting psychology and psychological science to attempt to solve social problems, advance equal opportunity, and ensure social justice," Omoto said. "This mission is perfectly in keeping with the thrust of my own research and with the applied emphasis of the degree programs in CGU's SBOS program."

Omoto has a long history in the governance of professional organizations. He is currently completing his second, three-year term on the APA Council of Representatives. He has also served on the Committee on Gay, Lesbian, and Bisexual Concerns of the APA, and has served on the governing council of the Society for the Psychological Study of Social Issues and the Council of Representatives for the APA.

Omoto is a social psychologist whose research interests focus on interpersonal processes, specifically on the social and psychological aspects of volunteerism. His current research includes a multi-year study creating and tracking the effects of psychological sense of community among clients, volunteers, and staff in AIDS service organizations, and a project examining volunteerism, religiosity, and physical and psychological health among older adults living in retirement communities.



2011 Kingsley and Kate Tufts Poetry Awards winners announced

Chase Twichell has received the Kingsley Tufts Poetry Award of \$100,000 for her book *Horses Where the Answers Should Have Been*. Atsuro Riley has won the Kate Tufts Discovery Award of \$10,000 for his book *Romey's Order*.

The Kingsley Tufts prize was established in 1992 to honor work by a mid-career poet. The Kate Tufts award is given to a poet for their first book of poetry.

Chase Twichell



The Kingsley Tufts award is the world's largest monetary prize for a single collection of poetry. It was established at Claremont Graduate University by Kate Tufts to honor the memory of her husband, Kingsley. The Kate Tufts Discovery Award was initiated in 1993.

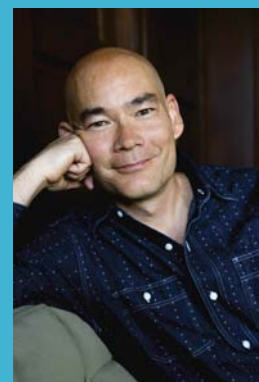
Former Kingsley Tufts award winners include Robert Wrigley, Tom Sleight, Linda Gregerson, Matthea Harvey, and Yusef Komunyakaa.

Twichell's books of poetry include *The Snow Watcher* (1998), *The Ghost of Eden* (1995), and *Perdido* (1991). She has taught at Princeton University, Goddard College, Warren Wilson College, the University of Alabama, and Hampshire College.

Riley's work has been honored with the Pushcart Prize, the Wood Prize from *Poetry* magazine, and the Witter Bynner Award from the Library of Congress.

The Tufts poetry awards are granted by Claremont Graduate University based on the decisions of a distinguished panel of judges including Linda Gregerson and Carl Phillips, former winners of the Kingsley Tufts award; David Barber, poetry editor of the *Atlantic Monthly*; Ted Genoways, editor of the *Virginia Quarterly Review*; and Kate Gale, managing editor of Red Hen Press.

An awards ceremony will be held on Thursday, April 28 in Claremont at 5pm. It is free and open to the public.



Atsuro Riley

School of Mathematical Sciences attracts research grants totaling nearly \$1 million



Associate Professor Allon Percus of CGU's School of Mathematical Sciences has received a \$538,000 grant from the Air Force Office of Scientific Research (AFOSR) to conduct a portion of a multidisciplinary research project into how social networks form, grow, and evolve.

Preventing acts of terrorism, as well as crime by organized groups and gangs, relies on an increasingly sophisticated understanding of how such groups form and interact. Mathematical models of social networks, which describe who communicates with whom, help explain how these groups recruit and train members. These models can also suggest strategies for interrupting criminal networks and preventing hostile acts.

To address these challenges, AFOSR is working with researchers who specialize in mathematics, anthropology, criminology, economics, public policy, sociology, computer science, engineering, physics, and statistics.

"Our collaboration involves many different disciplines, but we are all interested in a common set of problems," Percus said. "We are applying a diverse set of techniques, motivated by expertise in the social sciences as well as mathematical sciences. The goal is to develop network models that are richer and have more predictive value than those that exist presently."

Percus' research focuses on an area where mathematics, computer science, and physics meet: the use of physical models to study how computers can efficiently solve complex optimization problems. He uses probabilistic techniques to predict outcomes of scenarios that unfold based upon random variables. This research

helps to predict, for example, different ways in which a social network could develop over time based upon its structure.

The five-year grant is administered through the US Department of Defense's Multidisciplinary University Research Initiative (MURI), which supports university research efforts intersecting more than one traditional science and engineering discipline.

Other universities working on the project include University of California, Los Angeles; University of Arizona; University of Southern California; University of California, Santa Barbara; and University of California, Irvine.

Percus said the grant will help fund student as well as post-doctoral research positions within the School of Mathematical Sciences.

The grant is one of several awards CGU mathematical scientists have received recently.

Percus, in collaboration with Assistant Professor Rachel Levy at Harvey Mudd College, has also received a three-year, \$165,000 grant from the Office of Naval Research for a project designed to help submarines communicate with each other underwater.

The Los Alamos National Laboratory has contributed \$90,000 to sponsor a Mathematics Clinic program in which CGU professors and students will develop strategies for a next generation power grid. The so-called "smart grid" will allow providers of renewable energy to deliver electricity to users while minimizing the combined costs of power loss and transmission line placement.

Research Assistant Professor Lukas Kroc has received a \$140,000 fellowship from the National Science Foundation and the Computing Research Association. The fellowship will support Kroc as he works with experts from the NASA Ames Research Center to develop mathematical formulas that can identify and help solve unanticipated problems that arise in complicated computers or machines, such as spacecraft.

Kroc's research specialty is artificial intelligence. He started at CGU in January.

THE END OF THE PAPER TRAIL

"It was ability that mattered, not disability, which is a word I'm not crazy about using." – Marlee Matlin

Researchers at the School of Information Systems and Technology's (SISAT) Kay Center for E-Health Research are setting out to create an environment in which those with the ability to work can readily do so. Their SmartWorks software program will make that process more efficient, potentially supporting tens of thousands of people with disabilities' reentry to the workforce.

By Brendan Babish

SmartWorks is web-based software created by the Kay Center's Ben Schooley, Sue Feldman, and Susan Daniels, with additional assistance from SISAT students Nagla Alnosayan and Gary Richmond. The project's goal is to develop and pilot test a web-based tool that will facilitate electronic recordkeeping and payment tracking for those assisting persons with disabilities with workforce reentry.

"Through our research what we're able to do is build software tools to help people with disabilities find jobs, retain jobs, overcome the fear of losing their government benefits if they lose a job, and help them understand they are not cut off," said Schooley, a research fellow at the Kay Center and SISAT alum.

While the word "disability" might conjure up images of people unable to contribute to society, many of the more prominent disabilities are actually chronic diseases, such as depression, arthritis, or asthma. This is why it is estimated that one in four of all 20-year-olds will become disabled at some point in their life before they turn 67.

"The idea of getting people with disabilities back to work is to help them financially, but it also makes a significant difference in their well-being," said Schooley. "Many of these people want to be out and are able to be out; they want to contribute to society."


"People with disabilities like to think about what they can do, not what they cannot do. Working is something they can

do – they can contribute to a healthier society, both socially and economically," said Feldman, who is assistant director of the Kay Center and a SISAT doctoral candidate. "Facilitating employment dispels some existing stereotypes about people with disabilities and their 'abilities' in the workforce. This in effect can go a long way toward increasing independence."

While over 50 percent of those with disabilities have indicated they want to work, traditionally only around 1 percent of them actually held a job. This was largely due to the fear that they would lose all access to financial and health benefits (e.g., Medicaid). Additionally, a recent Harris Poll survey indicated that 40 percent of executives would hire someone with a disability if they knew how and where to find those with proper qualifications.

Thankfully, the Ticket to Work and Work Incentives Improvement Act of 1999 (TTW) allowed those with disabilities to maintain at least partial health and cash benefits while working. TTW also helped establish Employment Networks (EN): individuals or organizations that contract with SSA to provide the necessary services and support to disability beneficiaries that have found, or hope to find, work. EN caseworkers receive compensation when beneficiaries reach employment milestones, so they have an imperative financial incentive to see their clients succeed.

Although this legislation created pathways to employment for many, it has yet to reach its full potential. The



2008 official evaluation of TTW conducted by Mathematica Policy Research and funded by SSA found that the program had “not yet substantially expanded the number of private providers [ENs] that serve beneficiaries.” This shortage is clearly reflected in California, where there are 100 ENs serving 1.13 million people with disabilities who have been cleared to work through TTW (nationwide, over 12 million tickets have been issued). The report went on to state that EN caseworkers found many of TTW’s administrative policies “cumbersome and not conducive to financial gain.”

In July 2008, after the release of the report, SSA took action. It created new guidelines to streamline payments to ENs and offered increased support and outreach. SSA also set an ambitious goal of increasing the number of ENs by 150 percent by 2013. The last remaining roadblock was the prevailing administrative burdens; namely, paperwork.

While excess paperwork has long caused problems, information technology has the potential to bring long-sought solutions. With the Kay Center’s focus on using IT to improve health and the lives of those with disabilities, their staff wasted no time reaching out to ENs.

In May 2009, with initial funding through Special Hope Foundation*, the first phase of the SmartWorks project commenced when Schooley and Feldman conducted their own study of ENs to understand how they operate and the

bureaucratic impediments to their work. The 21 ENs surveyed – from California, New York, and Wisconsin – all enthusiastically agreed that a web-based portal like SmartWorks could increase efficiency and allow them to serve additional beneficiaries.

Soon afterward, state programs in New York and Wisconsin provided an additional \$100,000 to further development; with additional support of \$185,000 from the California Wellness Foundation**, a follow-up grant of \$100,000 from the Special Hope Foundation, and a Medicaid Infrastructure Grant, SmartWorks is set to launch its Phase I pilot group with select ENs in four states (California, Massachusetts, New York, and Wisconsin) this April. This pilot phase will last six months, after which a second group of ENs in states that have provided additional funding (a list that already includes Arizona, Indiana, Louisiana, and Rhode Island) will make up Phase II.

By testing SmartWorks in individual states, Schooley and Feldman will have the opportunity to work closely with the caseworkers using their software and utilize their feedback to make the necessary adjustments and improvements during evaluation periods and before subsequent pilot phases.

“The way we develop these software tools is by interfacing with the people who are actually going to be using them, the caseworkers. And during the first pilot project



(L-R) Gary Richmond, Sue Feldman, Nagla Alnosayan, and Ben Schooley

of six months, we're going to be getting constant feedback from users on what to improve, how to improve it, and what isn't useful," said Schooley. "We're not just throwing software out there. It really is a beta test and very much a process."

To get an idea of how beneficial SmartWorks could be for ENs, consider the current amount of paper shuffling that occurs when a beneficiary lands a job, yet still requires benefits. The EN must regularly provide evidence to SSA that their client is working. To do this the beneficiary must either send or fax their paystub to their caseworker. The caseworker then fills out several forms and faxes these, along with a copy of the paystub, to SSA. Even if the caseworker and beneficiary do everything correctly, the time it takes to complete and transmit this paperwork

causes lag times in adjustments and payouts. But often, when there are missing documents or mistakes, caseworkers will not be notified for months, at which point they must search through their paper files for the correct document (assuming they still have it). In the meantime, this search delays the submission of current forms and claims.

SmartWorks would make many of the more routine business processes electronic. This will both greatly reduce the possibility for error as well as flag and correct mistakes in a timely fashion. ENs should also appreciate having their beneficiaries' files stored electronically as opposed to in voluminous filing cabinets.

However, this example highlights only one of the nearly limitless services ENs provide their beneficiaries. These services are contingent on a number of factors, but most prominently on the nature of the disability. There are people who might not have a résumé or worked in 10 years, or they might just need a new pair of glasses or their wheelchair fixed. They might need a check-up from a doctor, physical rehabilitation, or additional vocational training. Each individual with a disability is assigned an EN to handle their individual needs, and the number of clients any caseworker can take on depends largely on paperwork.

"The idea of getting people with disabilities back to work is to help them financially, but it also makes a huge difference in their well-being."

One of the biggest misconceptions about people with disabilities is that they suffer from permanent afflictions. While this is true in many cases, often an individual on SSA disability is suffering from a temporary health problem. For example, individuals who undergo coronary bypass surgery can spend 12, 18, or 24 months recovering, during which they would likely go on disability. This person will probably want to return to work, but re-entering the workforce after such a long layoff can be challenging even in the best of economic times. The individual may need to retain partial disability benefits while working part-time, or they may need additional vocational training to catch up with changes in their field, or to change professions altogether.

“A lot can happen in two years,” said Feldman. “Imagine if a person had surgery before the recent economic downturn. There’s a very good chance they would need to work closely with their caseworker to get back into the workforce.”

To accommodate the various tasks of an EN, SmartWorks is made up of eight individual web-based modules that can accommodate nearly everything an EN does, from recordkeeping – such as beneficiary contact information – to communication and filings with SSA. Prior to each pilot phase, caseworkers will receive training. SmartWorks also features online training and help features for future troubleshooting.



“Through our research what we’re able to do is build software tools to help people with disabilities find jobs, retain jobs, overcome the fear of losing their government benefits if they lose a job, and help them understand they are not cut off.”

While SmartWorks has been designed to increase efficiency, this can be measured in several ways, all of which Schooley, Feldman, and their team will be looking at throughout their pilot phases. The immediate goal is to see additional ENs sign up, but ultimately researchers are hoping individual caseworkers will be able to manage more beneficiaries, and as a result more beneficiaries will obtain and retain jobs, and there will be an overall reported satisfaction with the new software system.

While it is impossible to know how many additional beneficiaries will be served through this widespread upgrading from pen, paper, and fax machine to SmartWorks, it could easily be in the tens of thousands – and that number will only increase with time. Many people don’t yet realize how information technology can improve health outcomes and the lives of those with disabilities, but the Kay Center – founded just five years ago with a generous grant from the Kay Family Foundation – is already realizing much of this tremendous potential.

“The policy issue SmartWorks addresses is at the core of the Kay Center mission,” said Tom Horan, a professor in SISAT and director of the Kay Center. “That is, how information technology be used to empower individuals and agencies so that those with disabilities can become gainfully employed. Such a result not only has positive consequences for those with disabilities, but also ends up saving tax dollars. It’s a great win-win.”

*The mission of the Special Hope Foundation is to promote the establishment of comprehensive health care for developmentally disabled adults designed to address their unique and fundamental needs.

** TCWF was created in 1992 as a private, independent foundation, TCWF’s mission is to improve the health of the people of California by making grants for health promotion, wellness education and disease prevention.



A person wearing a green and black plaid shirt is standing in a garden. The garden is filled with green plants, including what appear to be pea vines with leaves and small yellow flowers. The background is bright and slightly out of focus, suggesting an outdoor setting with sunlight.

CULTIVATING OUR GARDEN

BY KEVIN RIEL

When Voltaire famously ended *Candide* with, “We must cultivate our garden,” he likely meant it to be read in every way but literally. Yet in this high-fructose-corn-syrup age it may be an appropriate rallying cry for the next generation. Murmurs of this cry can be heard in Claremont coming from an unlikely source: the alternative education San Antonio High School (SAHS), where a CGU grant is funding an after-school gardening program that helps students work toward a healthier future for themselves and a more sustainable one for the rest of us.

Alternative education high schools, like SAHS, were designed for students deemed in need of special attention – because of disabilities, behavioral problems, or other reasons. Like many of these schools, SAHS provides smaller classrooms, with an emphasis on close teacher/student relationships and a focus on community building.

According to Rick Cota, director of nutrition services for the Claremont Unified School District, “SAHS is only different in that the students are not taking the mainstream approach to the completion of their high school education. However, these kids, for the most part, do come from families that are more likely to have economic challenges.”

Because of this, many people in Claremont are making certain SAHS receives the community backing it needs. A chance meeting between two such people, CGU School of Politics and Economics Dean Jean Schroedel and Nancy Neiman Auerbach, associate professor of international political economy at Scripps College, “set off two light bulbs,” said Schroedel. “There were no extracurricular activities at SAHS, and we both just thought this was a school that needs more support.”

Said Auerbach, “I spoke with Jean about her interest, and a lot of other people in Claremont’s interest, to get a regular program going at SAHS that would benefit the kids, particularly the kids who were interested in learning about food sustainability.”

Soon thereafter, student interns from Auerbach’s Politics and Food class began gardening with a select group of SAHS students in place of a PE class. However, Schroedel and Auerbach thought a more structured and well-funded program that focused students’ energies and offered a healthier lifestyle might also contribute to their academic success.

The connection between healthy living and educational excellence has been firmly established in numerous studies. According to a report published by the California Department of Education, “Healthy, active, and well-nourished children and youths are more likely to attend school and are more prepared and motivated to learn. Yet an alarming number of students in California are overweight, unfit, or both. These children and youths are developing serious health problems now and face dire consequences in the future.”



"I think this program could be implemented in any school, in our district and beyond. Having a garden for which the kids can enjoy organic fruit and vegetables is a tool for bigger and better opportunities."

“A lot of these kids had never seen a radish before they started working in the garden, some didn’t even know what one was.”



Diabetes, gout, stroke, various types of heart and liver disease, cancer, depression: the menu of health problems associated with poor eating habits (reinforced by the fast-food options typically provided on high school lunch counters) is troubling and portends a lifetime of difficulty. In light of this, it seemed to Schroedel and Auerbach that one path to SAHS students’ educational success might be through their stomachs.

So they got to work drafting a research proposal, eventually receiving a grant through CGU’s Blais Challenge Fund. The grant is presently supporting a year-long research project conducted by Schroedel and Auerbach, along with Pomona College Professors Char Miller and Richard Hazlett, on the impact of the program on SAHS students.

The grant has been enormously enabling. It has funded an expansion of the garden (now over 2,000 square feet), as well as gardening supplies, sprinkler systems, and compost bins. It also pays for Auerbach and others to spend two days a week gardening with students, harvesting food, cooking, talking nutrition, and, according to Auerbach, “doing some pretty serious food-politics education.” Additionally, the grant funds a salad bar filled with fresh fruits and vegetables (sometimes picked that day from the garden) for all SAHS students’ lunch, providing them access to healthy food, where before their only option was fast food.

Conventional wisdom assumes most American students are inclined to ignore salad bars, but according to Schroedel, “On a per-pupil basis, the consumption of healthy food is higher at SAHS than any other school in the district. The kids are also unique in that they clean up and the food is not thrown away. There isn’t the mess we see at other schools. The kids appreciate what they have. They take charge of it. It’s theirs.”

Ownership is central to the success of the program. The students are active in every aspect of it. Aside from helping in the kitchen and participating in discussions, these students built the garden from nothing. They hammered into place the raised beds, installed the sprinkler systems, and partake in daily maintenance, including manually squishing bugs after

the occasional infestation (theirs is a purely organic garden). Reading this, one might assume these students grew up on farms, having years of experience honing the agrarian arts. Nothing could be further from the truth.

“A lot of these kids had never seen a radish before they started working in the garden, some didn’t even know what one was,” said Auerbach.

This unfamiliarity with basic foods was apparent during a recent class when one incautious student popped a raw garlic clove in his mouth after Auerbach explained they could be spicy. His mouth puckered. “Well, that proves my point,” professed an amused Auerbach. “Precisely why we’re going to chop the garlic and cook the sharpness out of it.”

This particular session was typical of the group’s twice weekly nutrition classes: Auerbach and the students spent some time in the garden harvesting arugula and cauliflower, prepared a pesto sauce with penne pasta and baked cauliflower au gratin, all-the-while talking nutrition and food politics. What was unique about this class was they ended it by meeting with a local master brick mason, Raoul Cervantes, to discuss building an outdoor classroom that would include sculptures and murals – all to be constructed by SAHS students on weekends. “The next phase,” said Auerbach.

While the CGU Blais grant has funded much of the program’s present activities, money still needs to be raised. The solution: plum jam, kumquat jam, Meyer lemon marmalade, lemon curd, dozens of jars of various kinds of jam and dried fruit. Schroedel had been meeting with students on Wednesday nights to make the jam, which was given away for donations (they are not allowed to sell them) to fund not just garden projects, but college scholarships for SAHS students.

“Working on the jams has been really successful, and the kids love it,” said Auerbach. “There’s an entrepreneurial aspect to this. It’s very satisfying for the kids to be bringing money in themselves for things they’ve done. I think it is really empowering for them to be involved in a social enterprise that makes money.”

SAHS students are not just learning about gardening, cooking, and nutrition. The program requires they work with their teachers to develop research projects that address the political, economic, and scientific aspects of their work with sustainable agriculture. The hope is that through real-world experience, these students will connect entrepreneurial success with academic success.

Whether the students’ work in the garden is cultivating their desire to learn is yet to be determined. However, research data is presently being compiled and, according to Schroedel, “the early signs are positive. We have done and will complete a number of surveys. We’re also tracking the kids’ grades. What I’ve been told anecdotally, however, is that this is changing the community.”



Auerbach has a similar sense of the program's blossoming success: "We can tell already about some of the results because we have journals that the kids turn in, and we know there is a change in their attitude toward food. But the main issue is how those changes have spilled over into attitudes toward school, educational aspirations for college, interest in careers that focus on food and sustainability issues – of which, by the way, in this economy is one growing area," she said, chuckling. "You know, there are not a lot of growing areas. But finally and most importantly, we want to capture a social capital variable. Is there a stronger sense of community at the school and what are the tangible benefits of this?"

After this school year, when their research will be complete, Schroedel and Auerbach expect to have a better idea. In the meantime, there is no doubt that the program has been illuminating, and not just to SAHS students.

Stuart Wood, a student in CGU's School of Politics and Economics, was enlisted last summer by Schroedel to work on the garden with students, help with the jam, and assist with research. He said, "Throughout my involvement, I learned quite a bit about both gardening and working with high school students. I was lucky enough to have two students who were really motivated for the project, which pushed me to learn more about organic gardening. They came to the garden daily – even on the hotter days during the summer and never complained. That really kept me going. I also learned a lot about water conservation methods, building raised beds, gardening techniques, and composting through our work with others from the Claremont Colleges and Cal Poly Pomona."

This truly has been a multi-disciplinary, multi-university effort, especially within the Claremont consortium. As recounted by Auerbach, "CGU's grant funds this great program. Out of this program I have two Pitzer College students, Katie Tenneson and Colin Mickle, who are dedicated interns for the semester. I'm a Scripps College professor teaching a class related to the program at Scripps. I have this great research collaboration with Jean at CGU, and we have been able to reach out to our partners Miller and Hazlett at Pomona College to help us with compost donation and to study soil samples in their lab. So I see the grant as bringing together a tremendous amount of cooperation among the colleges."

Just as the program strengthens relationships within the Claremont Colleges, it may be providing an example for other schools to follow. "I think this program could be implemented in any school, in our district and beyond," said Cota. "Having a garden for which the kids can enjoy organic fruit and vegetables is a tool for bigger and better opportunities. Opportunities such as healthier eating and increased knowledge of organic and sustainable practices have piqued the interest of these students. Some have expressed the desire to be farmers themselves, or advocates for healthier living. This is just the beginning of many more garden-related projects. San Antonio High School will be at the forefront of all our efforts district-wide."

Whatever life the program has beyond this year is still uncertain, but its effect on everyone involved is without doubt. "One student told me that they never felt important until they started working with us," recalled Auerbach. Ingraining students with a sense of purpose and self-esteem helps foster the urge to realize a better world in the next generation, a generation that must be eager to assert: We must cultivate our garden.





The Omnipresent Mr. Oduro

By Brenda Bolinger



School of Educational Studies (SES) student Kern Oduro is putting theory into practice on two continents: he serves as principal of Rancho Cucamonga High School (RCHS) in California and

runs a nonprofit aiding schoolchildren in Ghana. Yet even with that workload, he makes time to see his students before, during, and after school every single day.

“Mr. Oduro is everywhere,” said Virginia Kelsen, RCHS assistant principal and fellow SES PhD student. Kelsen spoke of Oduro’s visibility at school functions and on the campus of RCHS, where he gives students, parents, and faculty confidence that their leader is there for them. “He knows that his visible presence helps carry out the educational mission. And he truly enjoys it,” she added.

“Everywhere” can also represent Oduro’s larger presence in the world: a champion of 3,185 students at RCHS, but also children in his home country, Ghana, who benefit from the services of his nonprofit, Access to Empowerment International (AEI). Access to education, believes Oduro, is paramount; from the Ghanaian child who lives in poverty to the Rancho Cucamonga teenager who needs someone to say, “You can do it.”

“If you give people access, then let them fly and do it, game over. And whether it’s here or there, you’re dealing with the same issues of equity and social justice,” said Oduro, who completed CGU’s Teacher Education Program in 2000 and hopes to complete his PhD in the Urban Leadership Program (ULP) later this year.

Oduro left Ghana at 18 to attend Azusa Pacific University, followed by CGU, where he first studied educational inequities in earnest. Disparity in the American educational system struck a chord in the young man who was raised in a tribal culture where individual members felt responsibility for the whole. Equity became the focus of his career, and closing the achievement gap his number one goal.

“CGU reinforced what I learned in my upbringing, about how we view people and their humanness and their potential. When I came to this country and learned about inequalities in education, CGU helped me draw upon my own experience and taught me that I could be an agent of change, especially for students of color,” said Oduro, who began teaching junior high science in Duarte, California, in 1998, followed by appointments as RCHS natural-science teacher, dean of students, assistant principal, and then principal.

“When I came to this country and learned about inequalities in education, CGU helped me draw upon my own experience and taught me that I could be an agent of change, especially for students of color.”

“He really stands out as one of the top school leaders with whom I’ve worked,” said SES Professor Barbara DeHart, who serves as Oduro’s dissertation chair. “He has compassion and integrity and good ideas. And the marriage of a practitioner working in the field with a scholar conducting research at CGU makes him a great asset for his work not only here, but on a global level.”

Noting that CGU shaped his vision and techniques “beyond a shadow of a doubt,” Oduro cited the university’s method of reflective practice as particularly influential. Journaling about his strengths and weaknesses as a classroom teacher and then sharing these entries with fellow students made the most impact.

“To honestly critique yourself and consider what you’ve done; to hear and accept the feedback from my classmates, professors, peers, and then grow from it, that’s learning,” said Oduro. “Now that’s how my classrooms run; that’s what I expect my teachers to do with their students; and that’s what I expect from all staff: to sit down, reflect, and go further.”

Statistics show that his leadership is working. California Standards Testing (CST) scores went up across almost all subjects at RCHS since Oduro’s tenure as principal began in 2008. Scores increased the most in world history, perhaps due to Oduro’s broad-minded approach that encourages students to think and act like global citizens. Also on the ascent are enrollment numbers, grade-point averages, and Academic Performance Index figures (most significantly for African American students).

“To have the opportunity to teach and say to our students, ‘You have what it takes and you can be successful’ is everything. And there’s nothing more fulfilling than to know that they’re getting the message; nothing better than students saying, ‘Hey, this is working for me. I’m in a good place. You guys have taught me well.’”

Oduro’s ability to inspire not only touches students, but staff and faculty members as well.

“When he became principal here, it was on his heart to close the achievement gap, and he regularly challenges us and reminds of us of the importance of that work, whether in teacher training or looking at data or explaining a new parent-communication system,” said Kelsen. “He constantly conveys this message with compassion, saying ‘Let’s close the gap so all students can achieve their full potential.’”

A major barrier to reaching one’s full potential in the United State is, in Oduro’s opinion, apathy: “When I was growing up in Ghana, people gathered and demonstrated their passion for something. I don’t see that for education. Parents, teachers, students, all

of us in the system, I think we’ve become apathetic. Somehow, we’re losing our way in nurturing our students, and until we develop ways to engage them in the right way, we’re going to lose them.”

Oduro’s first line of defense against apathy



is care, which is what he expects of his teachers, and why students constantly see him at sporting events, dances, Saturday intervention classes, theater performances, and out front every single day, before and after school: “Students want

to see an adult who cares,” he noted. “I am proud to be part of an entire school district that cares for students.”

Students in Ghana may not see Oduro here, there, and everywhere, but his care from afar makes an impact on them nonetheless. To help students overseas, Oduro addresses a more fundamental barrier to education than apathy: “Resources,” said Oduro. “The resources there are so very, very limited.”

In response to the problem, in 1997 he and his wife, Erika, founded Access to Empowerment International (AEI), a nonprofit organization dedicated to enhancing educational opportunities for children in developing countries through providing much-

needed funds and school supplies, as well as professional development, educational consulting, and technical assistance.

“I’ve seen poverty. I’ve lived it. And I know it doesn’t take much to help,” said Oduro, who recently sent 100 computers to Ghana, purchased used at \$50 apiece.



As its main endeavor, AEI provides support for 1,700 students at the Faith Community Baptist Complex of Schools in Ghana, a K-12 institution founded by Oduro’s father, John Oduro. The school also contains an immunization clinic and, soon, a university will open on the same six-acre campus, a dream fulfilled through the help of AEI.

“He could take the income, the blessings, the education he’s earning at CGU and just go forward here, and all the people in the land where he grew up would be a distant memory, but he’s so committed to giving back,” Kelsen said.

For Oduro, it is the all in “equitable access for all” that fuels his efforts, whether addressing apathy in the current educational system or securing resources for Ghana, despite the ostensible differences. “Really,” he said, “they’re basically one and the same.”

“One of the things that’s really interesting about us humans, is that it doesn’t matter what side of the pond – or ocean – you’re on, we basically all have the same needs, the same desires. And so here or there, we care. That’s our job.”





RETURNING TO THE SCENE OF THE DISASTER

By Brendan Babish

International aid and assistance are often essential when natural disasters strike developing countries. Yet, however well intentioned, this support is often compromised by poor decision-making, politics, and unequal distribution of aid. That is why School of Community and Global Health Dean Andy Johnson and Associate Professor Paula Palmer are researching communities affected by the 2004 tsunami that devastated coastal areas in Asia;



Paula Palmer

this research will take Palmer and seven of her students to affected areas in Sri Lanka this June.

In late December 2004 an undersea earthquake off the west coast of Indonesia triggered one of the deadliest natural disasters in human history: a series of tsunami waves, some nearly 35 feet high, that ended up killing over 230,000 people in 14 countries. Two of the hardest hit countries were Sri Lanka and India, from which over a combined million people were displaced.

In response, the worldwide community launched an unprecedented humanitarian response. In total, over \$14 billion of aid was pledged.

“After the disaster we heard so much about aid agencies and governments getting involved,” said Palmer. “You hear that affected countries are getting billions of dollars and supply planes are flying in. Most of us get warm fuzzy feelings, imagining everyone’s going to get taken care of. And that’s what I thought, until I went there.”

While there is ample research on the short-term effects (3-6 months) of natural disasters on native populations, Palmer noticed that there was little follow-up research that gauged the long-term effects. So, nearly three years after the tsunamis, she began to carry out research in three affected locations: two in India – one on the east coast, one on the west coast – and one on the east coast of Sri Lanka. This last location was hit particularly hard, with housing foundations providing the only signs of the former villages that were washed away. Palmer’s goal was to investigate how these different populations were affected to help answer some vital questions: how long does it take for communities to come back? What are the long-term psychological implications? And what can we learn from the international response to this disaster?

Though Palmer was initially concerned about how many individuals would allow themselves to be interviewed for her research, her worries proved unfounded. In both India and Sri Lanka the empowered citizenry not only wanted, but demanded to be heard.

“The good news is that all 12 villages we went to wanted to participate. The other news is that they didn’t want to participate unless everyone could be involved – every single household,” she said.

Aided by partnerships with local universities, Palmer’s team spent months interviewing families and ended up with data representing 15,000 individuals. With so much research to sift through, she is just now readying a series of journal articles that will elucidate some of the long-term consequences of the tsunami and provide insights into how disaster management can be improved in the future.

Palmer’s early results show a society both hardy and struggling to cope with change. “One thing I found out – and I didn’t expect this at all – was how resilient people are,” she said. “In talking with them, they said, ‘Well, it was a tsunami this year – and that was bigger than usual – but last year it was a monsoon and the year before that it was an extended flood.’ After a while, it just becomes a fact of life, and in order to survive you might just turn it over to God. And some do very well. So one of the things we’re looking at is any correlation between resilience and religious belief.”

However, the tsunami has also changed family structures, in ways that are testing that resilience. In Sri Lanka, many men were fishermen, and the storm destroyed both the reefs that brought fish to shore as well as fishing boats. As a



Students (L-R) Bree Hemingway, Jeannette Hughes, Nathaniel Napolitano, Lara Steele, Liesl Nydegger, Melanie Sabado, and Cevadne Lee

"You hear that they're getting billions of dollars and supply planes are flying in. Most of us get warm fuzzy feelings, imagining everyone's going to get taken care of. And that's what I thought, until I went there."

result, male unemployment in the fishing industry soared, resulting in increased alcohol and drug use, as well as domestic violence. Perhaps exacerbating these problems, women—who had traditionally been domestic—began working outside the home and some applied for micro-credit to start their own businesses.

"Many of these villages are patriarchal. But with patriarchs unable to work and women picking up the slack—at least temporarily—there has been a bit of friction," said Palmer.

This friction is obviously exacerbated by inadequate or poorly planned aid and assistance. That is why one of the goals of this research is to educate aid agencies and governments on how to handle future natural disasters. While death and destruction were sadly inevitable consequences of the tsunamis, Palmer's work also demonstrates ways in which aid could have been better coordinated and considered. For example, an aid agency delivered Western-style women's wear—including woolen coats—to a tropical region where women only wear saris. Even more costly was the delivery of various boats that were made for rivers instead of oceans. As a result, fishermen in need of a sea-going vessel had to stare at rows of useless boats stacked on their beach.

Punctuating the need for smarter aid and assistance is the increasing frequency of natural disasters like hurricanes, typhoons, and cyclones caused by

climate change. With increasing numbers of natural disasters, aid will quickly be depleted and the potential for donor fatigue runs high.

"When the earthquake struck Haiti last year, I don't think there's ever been more aid created for anyone. But a month later, a major earthquake struck Chile. People don't remember that one; they got very little aid, because it all went to Haiti," said Palmer.

Now, three years after her original trip, and six years after the tsunami, Palmer is returning to Sri Lanka and bringing seven SCGH students with her. This trip will span three weeks over the summer, and will include a new round of qualitative interviews with a focus on underrepresented populations, including the elderly and adolescents.

"Going back to Sri Lanka is important for our school to continue our relationship with our Sri Lankan colleagues as we forge ahead in our global health research," said Cevadne Lee, project manager for the trip. "It's also important for our first cohort of SCGH students to have a firsthand experience in identifying global health problems and solutions with other global students and community members."

Of course, sending students across the world is not cheap, but SCGH students have been remarkably resourceful in securing funds for the trip.

That resourcefulness manifests itself in publicity and fundraising. Four students – Bree Hemingway, Liesl Nydegger, Melanie Sabado, and Lara Steele – have been invited to participate and present their work at the exclusive Clinton Global Initiative University forum, held in April in San Diego. In exchange for their participation, the SCGH students have pledged to aid in the effort to support post-conflict and post-tsunami efforts in Sri Lanka. In addition, the students have put together a fundraising website and a series of fundraising events.

"I have never seen students as resourceful as this, and I've been taking students abroad for 12 years," said Palmer, a researcher who – after interviewing hundreds of families who have rebuilt their lives after they washed away – surely knows resourcefulness when she sees it.

To learn more about the forthcoming trip and SCGH students, and how you can support them, visit their fundraising website, "Sri Lanka 2011 or Bust!", at www.localtglobalhealth.weebly.com.

faculty achievements



John Angus (*Mathematical Sciences*) published “Allocating Redundancy for Optimal System Reliability and Series MTBF” in the *Proceedings of the IEEE Annual Reliability and Maintainability Symposium*, coauthored with Meng-Lai Yin of California State Polytechnic University, Pomona and Rafael Arellano of the Raytheon Company.



Michelle Bligh (*Behavioral and Organizational Sciences*) published “Followership and Follower-Centred Approaches” in *The Sage Handbook of Leadership*; “To Err is Human, To Lead is Divine? The Role of Leaders in Learning from Workplace Mistakes” in *When Leadership Goes Wrong: Destructive Leadership, Mistakes and Ethical Failures*, with B.H. Deng and J.C. Kohles; and “Was Gandhi ‘Charismatic’? Exploring the Rhetorical Leadership of Mahatma Gandhi” in the *Leadership Quarterly*, with J.L. Robinson. Bligh presented “Leading Innovation ‘In the Trenches’: The concept of a continuum of innovation and strategies to overcome barriers to innovation in cultures like Singapore and beyond” at the 8th Annual Asia Academy of Management Conference, Macau, with CGU student Ernest Ng. She also presented “Leading for Learning: How Leaders Foster Creativity in the Singapore Context” at the Singapore Institute of Management.



Peter Boyer (*Arts and Humanities*) was appointed Composer-in-Residence of the Fort Worth Symphony Orchestra (FWSO) for the 2010-2011 season. The FWSO opened its season with three performances of Boyer’s *Celebration Overture*. The performances received great reviews from the *Dallas Morning News*. The FWSO also gave five performances of Boyer’s *Ellis Island: The Dream of America*. All were conducted by Miguel Harth-Bedoya. Boyer was also profiled in the *Fort Worth Star-Telegram*. *BBC Music Magazine* featured an interview with Boyer about his work *The Dream Lives On: A Portrait of the Kennedy Brothers*. The League of American Orchestras’ *Symphony* magazine published an article profiling Boyer’s *Ellis Island* as one of “a handful of recent works by living composers that are becoming orchestral standards.” Boyer was the youngest of the six composers profiled in the article (which included three Pulitzer Prize winners). *Ellis Island* was also performed by the Sarasota Orchestra, the Kalamazoo Symphony Orchestra, the West Hartford Symphony Orchestra, and the Philharmonic of Southern New Jersey. Boyer’s work *New Beginnings* was performed by the Yakima (WA) Symphony Orchestra.



Heather Campbell (*Politics and Economics*) attended the 32nd Annual Research Conference of the Association For Public Policy Analysis and Management (APPAM) in Boston, and presented the paper “Helping Those Like Us or Harming Those Unlike Us: Illuminating Social Processes Leading to Environmental Injustice,” co-written with A. Eckerd and Y. Kim. Campbell also presented this paper at the CGU

School of Politics and Economics Tuesday Talk and at the Arizona State University School of Public Affairs Colloquium Series. Campbell’s paper, “A Comparative Framework for Analyzing Urban Environmental Policy,” published in the *Journal of Comparative Policy Analysis*, introduced a graphical framework model for analyzing urban environmental policy and is being considered for the JCPA best paper award.



Samir Chatterjee (*Information Systems and Technology*) gave an invited talk titled “Health-care IT Renaissance: Challenges, Trends and Issues for Education and Research,” at Florida International University’s College of Business Administration. Chatterjee also served on a National Science Foundation review panel for the newly established program Smart Health & Wellbeing. At the 16th Americas Conference on Information Systems (AMCIS) in Lima, Peru, he presented a paper titled “Persuading Physical Activity Engagement with a Behavior Modification Sensor System,” coauthored with Alan Price.



Ellis Cumberbatch (*Mathematical Sciences*) organized a workshop at the American Institute of Mathematics (AIM). The institute is partially supported by John Fry (Fry’s Electronics) and the workshop was supported by the National Science Foundation.



Ingolf Dalferth (*Religion*) had many publications: “Das Böse. Drei Annäherungen,” with K. Lehmann and N. Kermani; “Gestalteter Klang – gestalteter Sinn. Orientierungsstrategien in Musik und Religion im Wandel der Zeit,” with S. Berg; “Religion und Konflikt. Grundlagen und Fallanalysen,” with H. Schulz; and “Seinkönnen; Der Mensch zwischen Möglichkeit und Wirklichkeit,” with A. Hunziker. He also published “Religionen und Konflikte. Konfliktthermeneutische Vorüberlegungen,” in *Religion und Konflikt. Grundlagen und Fallanalysen*, with H. Schulz; “In God We Trust: Trust, Mistrust and Distrust as Modes of Orientation,” in *Trust, Sociality, Selfhood*, with A. Grøn and C. Welz; “Weder möglich noch unmöglich. Zur Phänomenologie des Unmöglichen,” in *Archivio di Filosofia/Archives of Philosophy*; “Self-sacrifice. From the act of violence to the passion of love,” in the *International Journal for Philosophy of Religion*; and “Kontextuelle Theologie in einer globalen Welt,” in *Wo Gottes Wort ist. Die gesellschaftliche Relevanz von Kirche in der pluralen Welt. Festgabe für Thomas Wipf*, with T. Flügge, M. E. Hirzel, F. Mathwik, and P. Schmid. Dalferth presented several keynote addresses: “The Study of Trust. Transdisciplinary Approaches,” at the *Collegium Helveticum*, University of Zurich; “Phenomenology of the Impossible,” at the *Philosophische Gesellschaft* in Switzerland; Dalferth was chair of the 32nd Annual Philosophy of Religion Conference at Claremont, “Conversion”; and a panelist on “How cool is the Philosophy of Religion?” at the Conference of the Society of Philosophy of Religion in Hilton Head, South Carolina. Dalferth also presented a paper, “The Dialectic of Conversion

in the Age of Globalization,” at the annual Philosophy of Religion conference in Claremont.



Stewart Donaldson (*Behavioral and Organizational Sciences*) published “What works, if anything, in applied positive psychology?,” “Applied positive organizational psychology: The state of the science and practice,” with CGU student Ia Ko, and “A practitioner’s guide for applying the science of positive psychology” in *Applied Positive Psychology: Improving Everyday Life, Health, Schools, Work, and Society* by Donaldson, Csikszentmihalyi, and Nakamura. He also published “What works for whom, where, why, for what, and when?: Using evaluation evidence to take action in local contexts,” with J. Gargani, and “Validity frameworks for outcome evaluation,” with H. T. Chen and M. Mark, in the journal *New Directions for Evaluation*. Donaldson gave workshops, presentations, and several addresses at the European Evaluation Society Conference in Prague; and at the American Evaluation Association Conference in San Antonio.



Michael Hogg (*Behavioral and Organizational Sciences*) attended the annual conference of the Society for Personality and Social Psychology in San Antonio to receive the 2010 Carol and Ed Diener Award in Social Psychology from the Society for Personality and Social Psychology “for outstanding contributions to the fields of personality and social psychology for scientists in their mid-career.” He was in the United Kingdom visiting the Aston Business School in Birmingham where he gave an invited address at the Second Aston Leadership Symposium: “Uncertainty, identity and extremism: Implications for organizational leadership.” Hogg was also an invited guest speaker at the Claremont Leadership Roundtable here at CGU, giving a talk on “Social identity and leadership within and between groups.”



Bob Klitgaard (*University Professor*) gave an address on the economic importance of good government to the Czech Parliament in Prague. Just before the elections in Southern Sudan, Klitgaard’s article “Making a Country” was published in *Foreign Policy*.



Tom Luschei (*Educational Studies*), with Amita Chudgar, published a chapter in *The Impact of International Achievement Studies on National Education Policymaking*, edited by Alexander Wiseman. He also authored Volume 5, Issue 1 of the *Claremont Letter*; “Developing Perspective: What Can We Learn about Education from Lower-income Countries?” Luschei presented “Teacher Training and Transitions in Rural Indonesian Schools: A Case Study of Bogor, West Java” at the Western Regional meeting of the Comparative and International Education Society in Long Beach. At the same conference, he served as a discussant for four SES students presenting their research in a panel, “Factors Influencing the Achievement of 1.5 and Second Generation Diverse Asian American Students.”

NEW FACULTY

Joshua Tasoff

School of Politics and Economics
PhD, University of California, Berkeley



Why CGU? CGU has a strong academic record and the economics department sought to develop a behavioral economics emphasis. This is rare, and as a behavioral economist this makes CGU a great match for me. Also, as a Los Angeles native and a jingoistic Californian, I was and continue to be enthusiastic about the location.

Teaches: I teach Advanced Microeconomics I (Consumer Theory and General Equilibrium), Advanced Microeconomics II (Game Theory and Information Economics), and Foundations of Psychology and Economics. Next year I will also teach Applications of Psychology and Economics.

Teaching style: Evolving. Teaching is a two-way street. I’m learning a lot about how to effectively communicate. I like giving clear and organized slides so that students can focus on the content. Overall, I aim for conceptual organization and some happy level of student-teacher interaction during the lecture to keep students’ attention and to emphasize the subtleties.

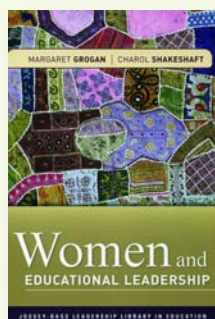
Research: My main research interest is psychological economics, often called behavioral economics. The research agenda is to identify behavior that violates standard economic theory, modify the theory using concepts that are psychological in nature, make novel predictions based on this modified theory, and then test the new predictions.

To give an example, the classical model in economics assumes that people never change their mind over time. That is, if they make a plan, they’ll stick with it. However, there is strong evidence to suggest that people are impatient – they are “present-biased” – and as a result do not stick with their plans. For instance, people plan to start their diet tomorrow and when tomorrow comes they delay their diet to the next day. Economists are incorporating this present-biased behavior into economic models and are applying it to all sorts of arenas, from exercising at the gym to savings behavior.

Favorite book in his field: Most economic research is published in papers. However, two good pop books in the vein of behavioral economics are Dan Ariely’s *Predictably Irrational* and Dan Gilbert’s *Stumbling Upon Happiness*.

Inspiration: Deep insights into human nature.

Interests outside his field: I like running, meditation, and lindy hop.



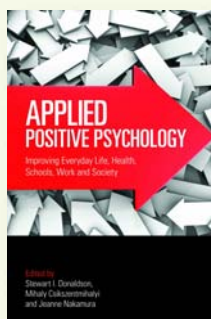
Women and Educational Leadership

By Margaret Grogan
and Charol Shakeshaft
(Jossey-Bass)

This groundbreaking book presents a new way of looking at leadership that is anchored in research on women leaders in education. The authors examine how successful women in education lead and offer suggestions and ideas for developing and honing these exemplary leadership practices.

Women and Educational Leadership shows how the qualities that characterize women's approaches to leadership differ from traditional approaches—whether the traditional leader is a woman or a man. The authors reveal that women leaders are more collaborative by nature and demonstrate a commitment to social justice. They tend to bring an instructional focus to leadership, include spiritual dimensions in their work, and strive for balance between the personal and professional.

This important book offers a new model of leadership that shifts away from the traditional heroic notion of leadership to the collective account of leadership that focuses on leadership for a specific purpose—like social justice. The authors include illustrative examples of leaders who have brought together diverse groups to work toward common ground. They also show how leadership is a way to facilitate and support the work of organizational members. The ideas and suggestions presented throughout the book can help the next generation fulfill the promise of a new tradition of leadership.



Applied Positive Psychology: Improving Everyday Life, Health, Schools, Works, and Society

Edited by Stewart I. Donaldson,
Mihaly Csikszentmihalyi, and
Jeanne Nakamura
(Psychology Press)

Positive psychology has experienced extraordinary growth over the past decade. Emerging research in this area is suggesting new strategies for improving everyday life, health care, education systems, organizations and work life, and societies across the globe. This book will be of interest to all applied psychologists, applied researchers, social and organizational psychologists, and anyone interested in applying the science of positive psychology to improvement of the human condition.

"This volume is a tremendous resource for scholars, practitioners, educators, and just about anyone else who wishes to apply the findings from the science of positive psychology. It uniquely establishes an effective bridge between the intellectual movement for positive psychology and how it works in the real world. This collection of chapters will inspire the reader to creatively find new opportunities to better the human condition, whether these are in our lives, schools, health care settings, workplaces, or society."
—Robert A. Emmons, editor-in-chief,
the *Journal of Positive Psychology*



The Contemplative Spirit: D.Z. Phillips on Religion and the Limits of Philosophy

Edited by Ingolf Dalferth
and Hartmut von Sass
(Mohr Siebeck)

To understand reality in terms of what is possible has methodological implications, which a contemplative philosophy makes explicit. The goal is no longer to determine how things *are* or *must* be, but rather to provide an overview of how they *could* be and the *diversity* with which they already appear. The function of philosophy is not the discovery of a single answer but rather a careful description of the diversity and the heterogeneity of possible answers in different contexts and practices. This approach, inspired by Wittgenstein, was applied to the philosophy of religion by late CGU Professor Dewi Z. Phillips (1934-2006) in particular. This volume explores his contemplative philosophy of religion in an intense and lively discussion, showing how the description of religious faith and the access to its practice and language change unexpectedly and provocatively in this way of thinking.



John Maguire (*President Emeritus*) delivered a deeply personal statement on Martin Luther King, Jr. to 750 business leaders at the 26th MLK Business Social Responsibility Luncheon in Denver, hosted by the Downtown Denver Partnership. Maguire presented the principal features of King's perspective as it crystallized during the last two-and-a-half years of his life, steeped in personal observation and comment.



Jennifer Merolla (*Politics and Economics*) published "The Nature, Determinants, and Consequences of Chávez's Charisma: Evidence from a Study of Venezuelan Public Opinion," with Elizabeth J. Zechmeister, in *Comparative Political Studies*.

Merolla, with Adrian Pantoja of Pitzer College, co-hosted the meeting of the Politics of Race, Immigration, and Ethnicity Consortium; and presented "Love Thy Neighbor: Social Identity and Public Support for Humanitarian Aid," with CGU graduate students Linda Alvarez, Constantine Boussalis, and Caryn Peiffer, at the International Studies Association Conference.



Anselm Min (*Religion*) published "Loving Without Understanding: Raimon Panikkar's Ontological Pluralism" in the *International Journal for Philosophy of Religion*.



Ali Nadim (*Mathematical Sciences*) was an invited participant at a weeklong math-in-industry workshop on "sustainability" at the American Institute of Mathematics. His team performed mathematical modeling on the Tesla Turbine, which was a workshop problem brought by the Jet Propulsion Lab.



Hal Nelson (*Politics and Economics*) presented a five-day seminar on "Green Building and Industrial Energy Efficiency Policies" at the Center for Climate Strategies Climate Action Planning Methodology Training Workshop in Guangzhou, China.



David Pagel (*Arts and Humanities*) published "Artfully Done: Contemporary Expressions on a Monumental Scale" and entries on 22 artists in *Cowboys Stadium: Architecture, Art, Entertainment in the Twenty-First Century*; "Ron Nagle: In His Own Context" in *Nagle, Ron*; "What's So Funny About Exuberance, Joy, and Satisfaction? or The Necessity of Excess" for Michael Reafsnider's solo show at Ameringer, McEnery & Yohe in New York; "The Songs Do Not Remain the Same" for Tim Bavington's solo show at Scott White Contemporary in La Jolla; and "Making Memories" for Michael Woodcock's solo show at the University of La Verne. Pagel also organized "Pieceable Kingdom," a seven-artist exhibition that looks at the present as a curiously informative mistranslation of the past.



Allon Percus (*Mathematical Sciences*) published "Coloring geographical threshold graphs" in *Discrete Mathematics and Theoretical Computer Science*, with M. Bradonjic and T. Müller; and "Component evolution in general random intersection graphs" in *Proceedings of the 7th Workshop on Algorithms and Models for the Web-Graph (WAW2010)*, with M. Bradonjic, A. Hagberg, and N.W. Hengartner.



Linda Perkins (*Educational Studies*) presented "The Black Female Professoriate" at Howard University's History of Education Conference in Cambridge, Massachusetts. She was the chair and respondent for "Re-Reading Masculinity in Relation to Women's Positionality" and "Reconfiguring Archetypes of the Female African American Body" at the National Women's Studies Association conference in Denver. She also received a \$10,000 grant from the Pacific Life Foundation for internships in the Applied Women's Studies Program. Perkins presented "The Applied Women's Studies Program at Claremont Graduate University: A Model of University and Community Partnership" at the conference "Creating Change: Feminism, the University and Society," at University College, Dublin.



Mary Poplin (*Educational Studies*) gave the Blaise Pascal Lectures on Christianity and the University at the University of Waterloo. The titles are "Christianity: How the Religious Worldview Became a Secret" and "Secularism: Diminishing the Marketplace of Ideas."



Becky Reichard (*Behavioral and Organizational Sciences*) published "Leader self development as organizational strategy" in the *Leadership Quarterly*, with S.J. Johnson, in March.



Vijay Sathe (*Drucker*) published "Venture Capital Firms in Europe Vs. America" in the *Ivey Business Journal*, with Hatim Tyabji.



Henry Schellhorn (*Mathematical Sciences*) presented "Models for Credit Risk in a Network Economy" at the Prognostics and Health Management Society Annual Conference 2010 in Portland, Oregon, as the keynote speaker; and "An Algorithm for the Pricing of Path-Dependent American Options Using Malliavin Calculus" at the Florida State University financial mathematics festival. Schellhorn, with James Mills at the Drucker School, created and inaugurated a board of advisors for the financial engineering program.



Jean Schroedel (*Politics and Economics*) published "U.S. Responses to HIV/AIDS in Africa: Policies and Perceptions of the Bush Administration" in *Human Rights Global Focus*, with PhD student Alex Hindman. Schroedel also served as a

faculty achievements

NEW FACULTY

Heather Campbell

*School of Politics and Economics
PhD, Carnegie Mellon University*



Why CGU? Trees, PhDs – and “C”s! I really admired the collegiality of the consortium structure, and the size that allows for more interaction with students. I also fell in love with the community, both the people and, yes, after many years in the desert, the trees.

Teaches: I’ve been hired as field chair for Policy Analysis and I teach core courses that the policy students need. This semester I am teaching intro to social statistics, and also a graduate seminar on the policy process. Next semester I’ll be teaching courses in policy analysis and policy evaluation.

Teaching style: My teaching style is organized and active. My field teaches that “information asymmetry” – where one party to a transaction knows more than the other about the transaction – causes problems, so I try to reduce info asymmetry for my students by being clear what is expected and when things are due.

I also think sitting for too long is tiring and people learn better if they are doing something, so I try to break up classes with in-class exercises.

Research: My current research interests are in environmental policy analysis, and especially environmental justice analysis. I recently started my first project using Agent-Based Modeling. We are trying to use it to understand some hard-to-analyze issues regarding environmental injustice, and I’m excited by it.

Favorite book in her field: That’s a hard one! I guess Olson’s *Logic of Collective Action* and Boardman, Greenberg, Vining & Weimer’s text on cost-benefit analysis. For a book on a *subject* rather than analytic tools, then it’s *Women Don’t Ask*.

Inspiration: A desire to understand how the political-economic world works and especially how government can work better. I really hope that policy analysis, at least sometimes, can get us beyond ideology by focusing on policy outcomes.

Interests outside her field: Reading for pleasure (especially “cozy” mysteries), boogie-boarding, food, and my family. And since I came here I’ve become a bike commuter. I love it, even in the drizzle.

commentator on evangelicals and the environmental movement on *The Insighters*, a National Public Radio show hosted by Maria Armoudian that is broadcast in Michigan and Los Angeles.



Daryl Smith (*Educational Studies*) gave two presentations at the Rochester Institute of Technology: “Diversity’s Promise: Building capacity for a pluralistic society” and “Inclusive excellence in higher education: Making it work.” She also presented “Diversity’s Promise: Building capacity for a pluralistic society in the liberal arts college” at the Council of Independent Colleges Presidents Institute. Smith was the lead facilitator at the WASC two-day retreat on “Student Success: The use of data and best practices.” She was the keynote speaker at the Art Center College of Design on “Diversity’s Promise.”



Deborah Deutsch Smith (*Teacher Education*) presented at the Council for Exceptional Education’s Teacher Education Division’s national conference held in St. Louis about the research on the effectiveness of the IRIS modules on college students’ learning. IRIS-West held its first seminar for those providing professional development to new teachers in the Southern California area. **Sue Robb**, Roxanne Watson (an SES doctoral student and coordinator of the SES special education teacher-education program), and Smith did the training. Smith, with Robb and Bianca Montrosse, a graduate of CGU, will be presenting their findings about the supply and demand for special education faculty to the American Association of Colleges for Teacher Education.



Gail Thompson (*Educational Studies*) gave several presentations: “Is My Living in Vain? How You Can Become a ‘Turnaround Person’ for Children from Challenging Backgrounds” at the Women’s Empowerment Conference at Scripps College; “How to Destroy a Black Child in 180 Days or Less: Choosing to Use Your Power for Evil or For Good” at the Los Angeles Unified School District’s annual Gifted and Talented Education Conference; “Expect a Miracle: How Educators Can Help America’s Stepchildren” at the Midwest Equity Assistance Center’s Annual Equity Update in Kansas City, Missouri; and “How Parents Can Help African American Youth” at Back to School: State of Emergency held at St. Stephen Baptist Church in La Puente, California. Her book review of *Finding the Lost Year: What Happened When Little Rock Closed Its Public Schools* was published in the *Journal of African American History*. Her book *The Power of One: How You Can Help or Harm African American Students* was nominated for the National Staff Development Council’s 2010 Book of the Year Award. An article about Thompson’s work was published in *Horizons*, the Midwest Equity Assistance Center’s newsletter that is distributed to 2,200 school districts in Kansas, Missouri, Nebraska, and Iowa.



Dennis Trinidad (*Community and Global Health*) published “Menthol cigarettes and smoking cessation among racial/ethnic groups in the U.S.” in *Addiction*, with E.J. Pérez-Stable, K. Messer, M.M. White, and J.P. Pierce.

To view more CGU alumnotes, go to <http://alumncommunity.cgu.edu/alumnotes>

Arts and Humanities

Peter Dueker, MFA 2004, presented a talk, “Still Searching for Square Eggs: Studio Paintings 2009-2010,” at the National Gallery of Art on November 15, 2010. The lecture, presented twice that day, was part of “Works in Progress,” a lunchtime series highlighting new research by staff, interns, fellows, and special guests of the National Gallery. Peter Dueker is the gallery’s digital assets manager.

Langdon Elsbree, PhD, English, 1963, has published two essays in the last year. One was “Pillars of Flame by Night: The Dance Motif in D.H. Lawrence’s Poetry,” which appeared in *D.H. Lawrence Studies*, sponsored by the D.H. Lawrence Society of Korea. The majority of the essays are in Korean, although Elsbree’s was in English. The second piece, a review, dealt with Michael Squires’ *D.H. Lawrence and Frieda: A Portrait of Love and Loyalty*, which appeared in the *D.H. Lawrence Review*.

John Frame, MFA 1981, is the subject of a solo exhibition at the Huntington Library and Botanical Gardens in San Marino, California, entitled *Three Fragments of a Lost Tale: Sculpture and Story by John Frame*. Frame has been working toward the creation of a stop-motion animated drama since 2006, featuring an eclectic cast of fully articulated characters composed of found materials and meticulously carved wood. The exhibition includes sculptural figures, multiple stage settings, still photographs, and animated film vignettes, and is Frame’s first museum show since an acclaimed 2005 presentation at the Long Beach Museum of Art. *Three Fragments of a Lost Tale* is accompanied by an illustrated catalog featuring an essay by CGU Associate Professor of Art and noted art critic David Pagel.



Ana Guigui, MA, Music, 2010, performed the role of Maddy in the opera *Three Decembers* at the University of Southern California Thornton School of Music in November 2011. The opera by Jake Heggie is based on *Some Christmas Letters*, an original play by Terrence McNally, and was a re-presentation of the acclaimed 2010 Central City Opera production. The piece relates the story of Maddy (Madeline Mitchell), a famous, aging Broadway actress and her estrangement from her gay son and alcoholic daughter.



Steven Hampton, MFA 2006, had a solo exhibition entitled *Never Forget*, at Project_210 gallery in Pasadena, California from October-November 2010. By bringing together the divergent aesthetics of kitsch and abstract expressionism, Hampton mixes objects which

complement his paintings, for example mixing Abstract Expressionist tableaux inside fully functional snow globes. All of his works seeks to address the connection between kitsch and disaster in our culture and kitsch as the antithesis of abstract expressionist painting in modernist theory.

Gary Keith, MFA 1983, had a short story included in *Tequila Tales*, an anthology of short stories unified by the presence of the iconic alcoholic beverage, spanning genres from humor to romance to science fiction to mystery. Keith also did the artwork for the book, which is available online at www.tequilatales.com,

and was paired with readings across the Los Angeles region. Keith will also have a short story published in the *Chiron Review*, a magazine of poetry and short stories.

Ryan Lamb, MFA 2005, curated and participated in *Test Pattern: A Survey of Artists Using the Video Medium* at Oxnard College’s McNish Gallery. The exhibition also included Lam’s fellow CGU graduates, Amy Maloof (MFA 2005) and Masaru Suzuki (MFA 2006). The show selected more than 20 Southern California artists to illustrate the variety of possibilities being explored through the increasingly accessible medium of video. The artists selected for the show were not techno-geeks or film-school dropouts, but fine artists from a variety of media backgrounds who approach the video camera as a simple tool of their trade, often resulting in a moving image that is much more akin to a painting or drawing than it is to a major motion picture.

William Leavitt, MFA 1967, has a retrospective exhibition of his body of work entitled *William Leavitt: Theatre Objects* at the Museum of Contemporary Art’s (MOCA) Grand Avenue location through July 3, 2011. The retrospective will feature works in a variety of mediums pieced together from individual and institutional collections of Leavitt’s work from around the world. It also includes pieces that are part of MOCA’s permanent collection.

Judy Stout, MA, *Modern European Languages*, 1973, is serving in the Peace Corps in Chongqing, China, as an English teacher. Stout teaches oral American English to international trade and business majors as well as to business English majors at Chongqing College of Electrical Engineering. Many of her students are first-generation college students whose parents are peasants. Stout also coordinates the English Corner and mentors less-experienced English teachers. She is one of 88 volunteers in her training class, and the first foreign teacher and Peace Corps volunteer in this southwestern Chinese city.

Behavioral and Organizational Sciences

Dean Alexander, PhD, Psychology, 1981, composed an original script and lyrics for *A Christmas Debt: A Christmas Carol Epilogue*. The operetta is set 14 years after the close of Dickens’ original classic 1842 novel. The piece was performed three times at the Claremont Methodist Church by the Snowline Players Ensemble.

Bettina Casad, MA, Psychology, 2002; PhD 2006, was awarded a four-year grant of a little more than \$900,000 from the National Institutes of Health in August. The grant, funded by the National Institute for General Medical Sciences, is for a study entitled “Effects of Threatening Environments on Women’s Success in Biomedical Majors.” Casad is an assistant professor of psychology at California State Polytechnic University, Pomona.

Peter F. Drucker and Masatoshi Ito Graduate School of Management



Christopher Ground, EMBA 1998, was promoted to chief operating officer at FFF Enterprises, Inc., the nation’s largest distributor of plasma products, vaccines, and critical care biopharmaceuticals, based in Temecula, California. Ground joined FFF Enterprises in 1998 as vice president of sales and marketing,

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and has expanded their distribution of biopharmaceuticals from \$178 million in annual revenue to over \$1 billion during his tenure.



Merodie Hancock, MBA 1988, was appointed to the board of directors of the Special Olympics Michigan in January 2011. Hancock is vice president of off-campus and online programs at Central Michigan University (CMU), and has been sponsoring Special Olympics Michigan athletes since her start at CMU four years ago. She was appointed for the 2011-2013 term, and joins 18 other board members.



Robert Taylor, MBA 2004, was promoted to vice president of underwriting at KBS Realty Advisors in Newport Beach, California. Taylor, a specialist in complex, high-profile transactions, oversaw the underwriting and closing of major KBS acquisitions in Chicago and Los Angeles, and was a key member of the company's strategic debt organization team. He has been with KBS for three years.

Clifford Yee, MBA 2005, began serving as national treasurer on the Board of Directors for the Omicron Delta Kappa Society (ODK) on July 1, 2010. ODK is the National Leadership Honor Society, founded in 1914 at Washington and Lee University. It was the first college honor society to give national recognition and honor for meritorious leadership and service in extracurricular activities, and has initiated over 300,000 members since its founding.

Educational Studies

Loretta Adrian, PhD, Education, 2004, began her tenure as president of Coastline Community College, based in Fountain Valley, California, on July 1, 2010. Adrian came to Coastline from her post as vice president of student services at Skyline College in San Mateo, California. Adrian has over 20 years of experience in higher education administration at community colleges, including her work as dean of student affairs and development at San Diego Mesa College.

Frank Cortez Flores, MA, Education, 1993; PhD, Education, 1993, is a member of the Supercourse Faculty in Disease Monitoring and Telecommunications at the World Health Organization Collaborating Center in the Department of Epidemiology at the University of Pittsburgh's Graduate School of Public Health. The Supercourse provides Internet-based distance learning material for medical, nursing, dental, and veterinary students who are beginners in epidemiology and global health. Cortez Flores is a retired faculty member from the Departments of Global Health and Dental Educational Services at Loma Linda University's Schools of Public Health and Dentistry.

Politics and Economics



Brian Back, MA, Government, 1974, was unanimously elected as assistant presiding judge for 2011 and 2012 by his colleagues on the Ventura County Superior Court in Ventura, California. Back is assigned to the criminal division of the court, and past assignments have included juvenile delinquency,

family law, guardianship, domestic violence, and adult mental-health courts. He was named Judge of the Year by the Ventura County Trial Lawyers Association in 2003. Back was appointed to the Ventura Municipal Court by California Governor Pete Wilson in 1997, and elevated to the Superior Court in 1998 by court unification.

Robin Bittick, PhD, Political Science, 1999, received tenure and a promotion to associate professor in the Political Science Department at Sam Houston State University in Texas. Bittick teaches and does research in the areas of public administration, national security, and political philosophy.

Oskar Gruenwald, MA, Government, 1967; PhD, 1972, coordinated a symposium entitled "The Idea of a University: From John Henry Newman to the Multiversity and Beyond," held at the Hilton in Pasadena, California in August 2010. Gruenwald is the editor for the *Journal of Interdisciplinary Studies*, an international journal of interdisciplinary and interfaith dialogue.

Janice Rutherford, MA, Politics and Policy, 1993, was elected as a San Bernardino County supervisor in California in November 2010. A lifelong resident of the Inland Empire, Rutherford became involved in Republican student organizations while studying at George Washington University, and was chief of staff for former state Senator Bill Leonard. In 2000, she was elected to the Fontana City Council before defeating a two-term incumbent in the 2010 race.

Religion

OhWang Kwon, PhD, Religion, 2008, received First Prize for Academic Excellence in a contest of recent doctoral dissertations in the theology on June 25, 2010. The contest was sponsored by the Christian Literature Society of Korea, now celebrating its 120th anniversary. Kwon's dissertation title was "The Politics and Ethics of Citizenship: A Comparative Study of Reinhold Niebuhr and John Dewey."

Sandra Lubarsky, PhD, Religion, 1986, joined Appalachian State University as director of the sustainable development program at University College on January 3, 2011. Lubarsky aims to continue to develop the program's strengths, agroecology and sustainable economics, and to explore sustainability in the context of cultural values and assumptions. Lubarsky founded the master's program in sustainable communities at Northern Arizona University and was assistant dean at their graduate college.

Derek Malone-France, MA, Religion, 2000; PhD, Religion, 2001, moderated a debate between former Speaker of the House Newt Gingrich and former Vermont Governor Howard Dean at George Washington University (GWU) on February 1, 2011. The debate was carried live by C-SPAN, and filmed by CNN, which plans to use excerpts from the video in its news and opinion shows. The video of the debate is available at the C-SPAN website. Malone-France is an assistant professor in the University Writing Program at GWU.

Diane Watson retires from the House



Diane Watson receiving an alumni award during CGU's 2007 commencement ceremony

Diane Watson, PhD, Education, 1987, retired from the United States House of Representatives in December 2010, at the close of the 111th Congress. A teacher and school psychologist, Watson lost her first campaign for a position on the Los Angeles County School Board in 1973. She won her next race for that job, pushing for full integration through busing as the only African American on the board. In 1978 she became the first African American woman elected to the California State Senate, where she chaired the Health and Human Resources and Judiciary Committees. After 20 years, term limits forced her retirement from the state senate, and then-President Bill Clinton appointed her as ambassador to Micronesia in 1999. After the sudden death of her mentor, she was elected to represent the 33rd Congressional District in a special election in 2001. According to the *Los Angeles Times*, she retires as "a mentor for generations of black politicians and a consensus-builder who bridged ethnic boundaries."

In Memoriam: Rajiv Dutta



It is unfortunate news to announce the passing of Rajiv Dutta, who succumbed to the effects of cancer on January 31 at the age of 49.

Dutta was the youngest ever graduate of the Drucker School and will be remembered for his important role in the Drucker Institute's early history and for his contributions to the business world and academia.

A veteran executive of the Silicon Valley, Dutta was the first to hold the title of "Distinguished Executive-in-Residence" at the Drucker School and the Drucker Institute. During his career he served as chief strategy officer for eBay and president of eBay's PayPal, Skype, and eBay Marketplaces. Most recently, Dutta was a managing partner at Elevation Partners.

He exemplified the Drucker philosophy of business and shared his knowledge and experience within the community, from hosting conversations with Meg Whitman and Scott Cook to lending his resources and connections to students and alumni.

In Memoriam

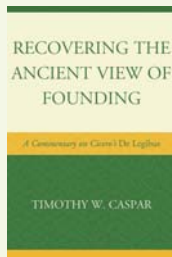
Alice Marguerite Davis,
Certificate, Education

Susan L. Nelson,
PhD, Religion, 1985

Mildred L. Sleeper,
Certificate, Education

Stephen McCray Smith,
PhD, Religion, 1980

alumni booknotes



Recovering the Ancient View of Founding: A Commentary on Cicero's De Legibus

Lexington Books, 2010

Timothy W. Caspar *MA, Politics, 1998; PhD, Politics and Policy, 2006*

In this reinterpretation of a key work of ancient Roman political philosophy, Caspar questions the consensus view of commentary scholars who view Cicero as an eclectic and unoriginal political thinker. For these scholars, De Legibus is the most striking example, with Cicero appearing to claim a universal ground for laws that would restore the political privileges of his own aristocratic class. In contrast, Caspar argues that Cicero offers a unified, coherent, and original teaching about politics whose aim is justice for the entire republic, not just a part of it. Caspar shows that Cicero does not embrace but rejects Stoicism as a standard for politics, and that he instead uses nature as a foundation for his laws, and that he elucidates a political standard applicable to all citizens. *Recovering the Ancient View of Founding* belongs on the bookshelf of anyone interested in philosophy, politics, or ancient Rome.

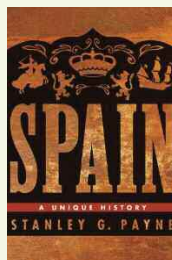


Cheese Factories on the Moon: Why Earmarks Are Good for American Democracy

Paradigm Publishers, 2010

Scott Frisch *PhD, Political Science, 1997* and Sean Kelly

In recent years special congressional appropriations – earmarks – have become synonymous with wasteful government spending and corruption. In this timely and provocative book, Frisch and Kelly challenge the conventional wisdom by arguing that earmarks are good for American democracy. They propose that the founders of the American republic invested Congress with the power of the purse in order to ensure that spending would reflect the priorities of a wide range of constituents and balance the legislative against the executive branch. Using extensive interviews with Washington insiders and well-developed examples, the authors present a much-needed challenge to a widespread but flawed consensus about what is wrong with the congressional appropriations process.

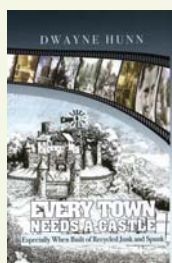


Spain: A Unique History

University of Wisconsin Press, 2011

Stanley C. Payne *MA, History, 1957*

For the past 50 years Payne has been a leading historian of twentieth-century Spain. In this compact survey he covers its history from the Islamic invasion of 711 to the post-Franco era, while at the same time weighing the prevailing schools of interpretation about various eras and events. He contrasts scholarly arguments that the Muslim period was a tolerant multicultural idyll with the era's practices of enslavement and recurrent warfare against Christian enclaves in northern Iberia. Payne then moves on to examine the Reconquista, completed in 1492, to examine how the experience of ejecting a long-standing Muslim rule has uniquely shaped Spanish history. Among the consequences Payne touches on are Spain's sense of separateness from the rest of Europe, its depth of Catholic faith, and its lagging process of modernity, all national characteristics persisting through the Franco dictatorship that have evaporated in the transition to democracy.



Every Town Needs a Castle

Xlibris, 2010

Dwayne Hunn *MA, Government, 1969; PhD, Government, 1984*

How does relentlessly and certifiably cementing together collapsed freeways, splintering telephone polls, riverbed rocks, discarded Feather River mineshaft beams, neighbors' ketchup bottles, and junk become a book about leadership, wisdom, and ethics? Is this a *phunny* or serious book? Is it an old-fashioned template, camouflaged by stunts, whimsy, adventures, and childish beliefs, that can grow bigger, wiser people? Can pulling callous-building ropes, wrestling with thingamajigs, and raising barns build community and enlighten public and personal policies? Come inside and discover. But bear in mind Rubelia's ghastly regulatory spirit. Safety's third . . . Hard work's phun . . . And beware of Good Witch Friezner's ghostly rules. Be nice . . . Take off your shoes . . .

Meet the President events kick off nationwide

In spring 2011, CGU's Alumni Office and Vice President of Advancement Gregory Pierre Cox began hosting Meet the President (MTP) receptions, where alumni and friends are introduced to new CGU President Deborah A. Freund.

The first MTP event was held on February 13, where alumni from the westside of Los Angeles were welcomed to the beachfront home of Arts and Humanities Advisory Board Member Jennifer Flinton Diener and her husband Royce. Guests enjoyed refreshments by the pool and explored the variety of art in the Diener's home before being welcomed by Trustee and host, Priscilla Fernandez (MA, English, 1978).

The second Meet the President event was held in Washington, DC, on March 8, and our group was generously sponsored at the Arts Club of Washington by A & H Board Member Mary Lynn Kotz. Our host that evening was Trustee Thomas O'Donnell, and notable attendees included Trustee Priscilla Fernandez and A&H Board Member Pamela Peabody.

Freund moved up the coast for an event on March 10 at the Harvard Club of New York. Trustee and School of Politics and Economics Board Member Michael Johnston hosted the event and sponsored us at the venue.

At all of the events, Freund shared some of the developments that have taken place since her arrival in November. She also discussed the work taking place on campus to prepare the university for its future as one of the premier, student-centered institutions of graduate education in the nation. Guests were invited to ask questions, and to continue the conversation via the Alumni Office after the events.

Check the alumni website (alumnicommunity.cgu.edu) for information on upcoming receptions in Pasadena, San Francisco, Orange County, the Inland Empire, and regions around the nation.

(captions for photos from top down)

(L-R) *Katrina Bledsoe* (PhD, Psychology, 2003), *Deborah A. Freund*, and *Kimberly Wells* (PhD, Psychology, 2004)

Venilde Jeronimo (MA, International Political Economics, 1996; PhD, Political Science, 1998) and *Gregory Pierre Cox*

Brian McGowan (MA, Politics and Economics, 2005), *Saunders Miller*, and *Tom O'Donnell*, trustee

Deborah A. Freund and *John Gibilterra* (MA, International Studies, 1996; PhD, Political Science, 1999)



carrying the flame

Though both academics, Frances Marquez and Tom Karako seem to have little in common politically. Marquez has campaigned for Democratic candidates for over two decades and is an education advocate. Karako is more conservative and his writings focus on national security and presidential powers. Despite these differences, both are graduates of the School of Politics and Economics' (SPE) Politics and Policy program, and both recently received prestigious congressional fellowships from the American Political Science Association (APSA) that will allow them to put their knowledge of policy into practice.

Putting Politics Into Practice

Marquez and Karako are two of only five political scientists in the country chosen for this honor. Founded in 1953, the APSA Congressional Fellowship program is the nation's oldest congressional fellowship. Those selected take a course on Congress at Johns Hopkins University and then spend January-August on a congressional staff to gain a hands-on understanding of the legislative process. As the fellowship is designed to increase the public knowledge of policy-making, its recipients include not only political scientists, but also journalists, doctors, federal executives, and international scholars. One of the fellowship's most prominent recipients was former Vice President Dick Cheney.

Both Marquez and Karako have had to take leave from teaching positions to accept the fellowship. Associate Professor Marquez is in the Department of History and Government at Gallaudet University in Washington, DC. The university predominantly serves deaf and hard-of-hearing students, and she conducts her American politics courses in American Sign Language.



"My walk to work is one of the best in the country. I look to the right and it's the US Capitol. To my left is the Supreme Court. These are institutions that impact the daily lives of Americans. I feel very privileged to have the opportunity to work for Representative Honda, who is a leader on issues that are so important to so many people."

— Frances Marquez



On the Hill, Marquez, who received her PhD in 2006, is serving on the staff of Representative Mike Honda of San Jose, California, who is a member of the House Budget and Appropriations Committees. In his office she is working to advance legislation such as the Reuniting Families Act and the Strengthen and Unite Communities with Civics Education and English Skills Act of 2009.

Another of Marquez's driving interests, education, was largely inspired by her Mexican-American parents, Frank and Sally Marquez. Though they both attended segregated Mexican schools in Southern California, which did not integrate until 1947, their six children have gone on to earn six college degrees and seven advanced degrees. "My parents are my role models. To honor them, I have been driven to work in politics and help underserved communities attain equality to make sure that all youth are treated equitably in the education system," she said.

Marquez is also eager to pass on the practical lessons she is learning from Honda's exceptional staff. "When I come back to teach in the fall I can impart every aspect of the experience to my students," she said. "And I'm so proud to see some of them already gaining experience on the Hill. Down the hall a student of mine is assisting House Minority Whip Steny Hoyer. Another works for Secretary of Transportation Ray LaHood. And another is a lawyer for the National Association for the Deaf."

Marquez also credits others for preparing her for the work she is doing in Honda's office. "Having Dr. Jean Schroedel, dean of the School of Politics and Economics at CGU, and Fernando Torres-Gil, associate dean for academic affairs at UCLA's School for Public Affairs, prepared me well for this experience," she said. "My mentor, Henry Lozano, former district director for Representative Edward R. Roybal, who I met while serving as an intern, and my parents and siblings have strongly influenced my path."

For his fellowship, Karako is serving on the House Armed Services Committee, where he helps conduct oversight and crafts legislation on nonproliferation and US strategic forces policy, with a particular emphasis on nuclear modernization. These are subjects he studied at CGU and has otherwise written on for several years. Today he regularly receives briefings from the Departments of Defense and Energy, which he uses to shape legislation for the new Republican majority in the House. "Working for the majority makes this a very different experience,"



Frances Marquez



Tom Karako

Karako said. "The House is a majoritarian institution. As Mel Brooks once said, more or less, it's good to be in the majority."

He has also learned that this fellowship grants him government access unavailable to him in his academic position, which he currently holds as a visiting professor of political science at Kenyon College. "It's a lot easier to get executive branch officials to return your call when you work for committee staff than when you're a mere academic."

Like Marquez, Karako, who received his PhD in 2009, also sees his work in Washington, DC, positively influencing his teaching abilities: "Some of my best teachers in graduate school were those who worked in government and had stories to tell. Hands-on experience on the Hill makes you a better teacher and scholar. All the book learning in the world can't replace good stories," he said. He credits Schroedel's class on legislative process and Professor Joseph Bessette's class on Congress as among his influences for applying to the program.

Still, despite her former students' similarities, what impresses Schroedel is the diversity of thought represented by Marquez and Karako. "One of the distinguishing characteristics of the politics program at CGU is the diversity of opinions and approaches. This results in extraordinarily lively discussions – both inside the classroom and out – but also discussions where people genuinely listen to those with whom you disagree," she said. "I believe this is one of our most important strengths. We all become better scholars through encountering the other."

Echoing this appreciation for diversity, Karako praised his colleagues across the aisle at the Armed Services Committee. "We work together all the time – there's no reason to play 'hide the ball.' I'm continually struck by the first-class intellects and personalities you see among members and professional staff. The people who staff these committees for both parties are consistently impressive," he said. "These are professionals, with all the nuance and brains that political scientists would hope you should find."

"Tom and I get along great," remarked Marquez, who, like Karako, attends fellowship seminars every two weeks. "One thing I always teach my students is that we're all human beings and that relationships are important. You can agree to disagree, and that's fine. That's the way it should be."

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Check out the new interactive *Flame* online

The *Flame* online is getting a makeover. The site has been redesigned and now allows readers to flip through the entire magazine on their computers and mobile devices. The new site also allows easier access to videos that accompany feature stories.

In addition, CGU will soon release an app for iPhones and iPads that will allow users to read the most current issues of the *Flame*, student newsletter the *Pedant*, and other periodic releases. The app will be available free of charge through the Apple iTunes Store.

To view the new *Flame* online visit www.cgu.edu/eflame.