

Volume 6, Number 1  
Spring 2005

# *the* Flame

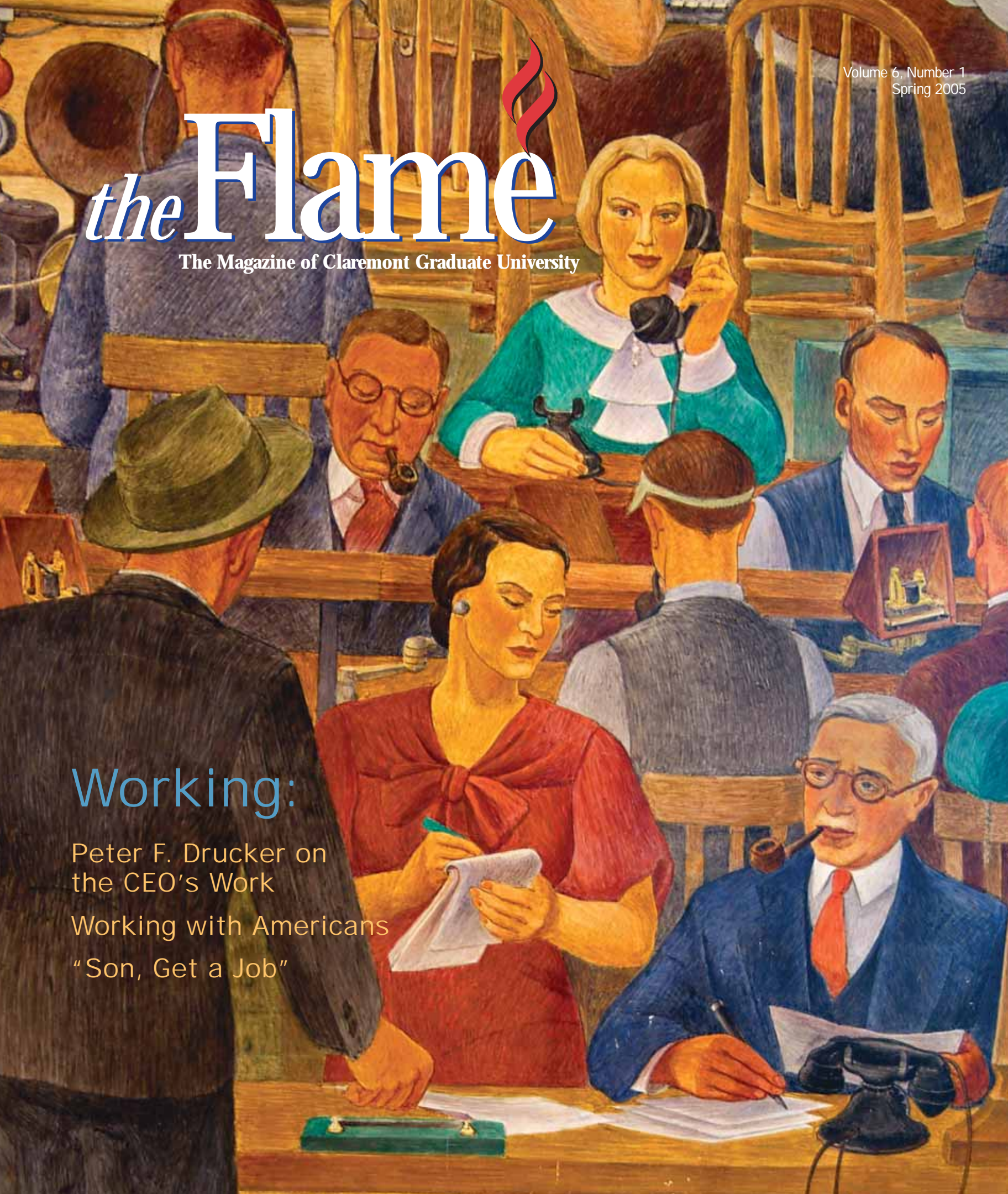
The Magazine of Claremont Graduate University

## Working:

Peter F. Drucker on  
the CEO's Work

Working with Americans

"Son, Get a Job"







# Working in the WORLD

"Ultimately, I dream of living in a nation that cares as much about fostering equity in the world as it does about waging war and buying SUV's."

Tom Skjervheim was attracted to CGU's teacher education program for its vision of social justice. "I discovered that there were other people in the world who wanted to teach for the same reasons that I did, individuals full of hope and idealism who longed to make the world a more equitable and just place," he says. Through his CGU classes and involvement with the passionate educators within the teacher education program, Tom learned how to help make a dream of social empowerment come true for students in Nicaragua.

Tom volunteered to teach in Nicaragua at Armonia, also known as La Especial de Artesanias Populares. "Armonia offers hope,

education, and community to disabled students, allowing them to live self-sufficient lives with dignity," he says. Concerned about Armonia's lack of resources, Tom also became involved in day-to-day management, procurement of supplies, and fund raising.

"Tom's commitment to being a global citizen broadens the awareness of other aspiring teachers," says DeLacy Ganley, director of curriculum and advancement for teacher education. He is currently working toward a California teaching credential and a master's degree in education. He teaches world and U.S. history to tenth and eleventh graders in Alhambra, California, and returns to Nicaragua during his summer vacations.

To learn more about Armonia, visit [www.eeapnicaragua.org](http://www.eeapnicaragua.org).

## *the*Flame

The Magazine of  
Claremont Graduate University

Spring 2005  
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**Send address changes to:**  
Office of Alumni Affairs  
Claremont Graduate University  
165 East Tenth Street  
Claremont, CA 91711  
[alumni@cgu.edu](mailto:alumni@cgu.edu)

**Letters to the editor are welcome and should be sent to:**  
Editor  
165 East Tenth Street  
Claremont, CA 91711

**Editor**  
Marilyn Thomsen '02

**Managing Editor**  
Carol Bliss '02, '04

**Art Director**  
Susan Guntner  
Swan Graphics

**News Editor**  
Bryan Schneider

**Alumni Editor**  
Joy Kliewer '97

**Editorial Contributors**  
Mandy Bennett  
Terence Dobkins  
Jennifer Harden  
Michael Mahin

**Photographer Credits**  
Cover: Pia Torelli: photo of Coit Tower Mural (WPA), San Francisco  
Page 2: Tom Zasadzinski  
Page 4: Tom Zasadzinski  
Page 4: Bryan Schneider  
Page 5: Diane Baldwin  
Page 9: Chuck Kerchner  
Page 10: Illustration, Elaine Dalton  
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William L. Everhart

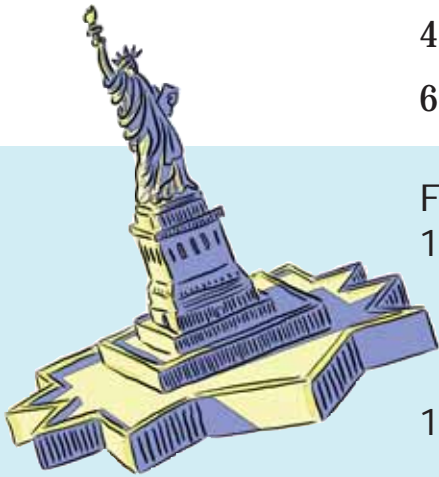
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Forced with his family into the Chinese countryside for "re-education" by peasants as a 13-year-old in the Cultural Revolution, Yi Feng found solace in teaching himself to read great literature in a strange language—English. It was a first step on his unlikely path to professorship at CGU.

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As a photographer and videographer for more than 20 years, Michael Harnar captured the stories of the U.S. Navy before moving to the realms of pop culture and news. Now, as a first-year student in evaluation at CGU, he is seeing those stories through a different lens.

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## the president's notebook

# All in a Day's Work

**B**ack in 1946, Merle Travis wrote a song later made famous by Tennessee Ernie Ford. Its title, "Sixteen Tons," comes from two lines in the chorus:

"You load sixteen tons, what do you get  
Another day older and deeper in debt."

I guess what I am doing right now is considered work, but it certainly doesn't bear any resemblance to the work in "Sixteen Tons." It makes me wonder: What is it that leads some people to look forward to their work every day, while others dread getting out of bed in the morning? Is it the job itself? Or is it their attitude, emotional state, or job preparation?

As I reflect on the work that takes place at Claremont Graduate University each day, I am reminded what a great place this is to pursue my own work. I have the privilege to help create an enriching environment in which faculty and students can pursue their dreams. This university is an important example of what can be accomplished when a talented and motivated group of people come together for a common purpose. We in the CGU community are surrounded by faculty and students pushing the limits of human knowledge. What better place to come to work!

People who don't like going to work each day may not like the actual tasks of their jobs, the daily routines. Or there may be something in their environment that stifles their creativity. The job may not be a good fit for their skill set. Or perhaps they are simply bored, no longer in what CGU Professor Mihaly Csikszentmihalyi terms the "flow channel," that energizing condition in which their skills and challenges are in productive balance.

When the passion for their work evaporates, people may stay in their job for the money. They may continue for family reasons or simply from inertia. But if they do not stay because they consciously choose to do work they love, they're likely to work without enthusiasm. What an unfortunate way in which to live!

What does all of this have to do with Claremont Graduate University? For one thing, it helps to explain why I enjoy being here. The faculty and students have all consciously and deliberately chosen to pursue their life work at this institution, as I have. Our faculty create their own research agenda or area of contemplation and publication, in order to advance knowledge in their field. Many of their activities have been chronicled in this magazine—areas such as study of the future of the Middle East, partnerships between Palestinians and Israelis, cutting edge Internet technologies, the growing field of evaluation and the impact it is having on institutions, examinations of leadership and, of course, the role of the arts in our world. We are the fortunate ones, to have such an exciting place to come to work.

And so I come back to our work at this university. We have work that is truly rewarding. We prepare students for a life's work—one for which they will be thoroughly equipped. I have to believe that our faculty, who are partners with our students in that quest for learning, have no trouble getting up in the morning to pursue their work.

Twenty years from now, we at CGU will know we have accomplished our mission if our students are still getting up in the morning with enthusiasm for their work—work for which they were superbly trained. Work for them will not be "sixteen tons," but the fulfillment of a calling—to reach for, and expand, the frontiers of knowledge.

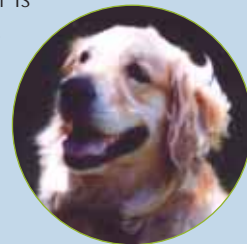
William L. Everhart  
Interim President

## Letters to the Editor

Your pairing of animals and CGU humans (*the Flame, Fall 2004*) and the letter it generated gave me paws. I "belong" to Professor Dawidoff and am his "pet," and we do live together. As a golden retriever with a lineage of long and great distinction, I was given into the keeping of this petit-bourgeois professor whose own (forgive me, Hyacinth and you, too, Dame Edna) background makes him, as people put it, a "mutt." Instead of stately lawns and companions, I live in a cluttered apartment with no lawn, just the kind of back step porch nice people don't sit out on. I have no freedom to roam, hunt, and retrieve, but I am walked in somewhat crowded city blocks, likely to have to "meet" just anybody. Sometimes we go to a greener pasture he calls "Claremont."

He feeds me and shelters me and I am content to uphold the reputation of my kind and breed, however reduced the scale and circumstances from what I had been born to expect. True, this chap did take me in when I left my original Westside home. I can pretty easily control him: he thinks passive aggression works with dogs.

But anybody who thinks they can see me and Mr. Chips as belonging together except by a process of elimination is like all those people who cannot talk canine so talk human baby talk. Dawidoff is OK, but he is not my daddy and is still undergoing my training so he might manage as my human.



Best regards,  
"Buddy"  
West Hollywood, California

Your article on Professor Jean Schroedel was so moving that I had to write and thank Professor Schroedel for sharing her story and for having the courage to challenge a system that denied people the right to pursue their dreams based on gender and race.

Although I have never been particularly courageous, I am certain that I have benefited from the men and women who through their actions and personal risk to themselves continued to work toward a more equitable system.

My grandmother, who passed away in 1998 at the age of 94, would have loved this story. I am grateful that she lived long enough to see many positive changes in her lifetime.

Kathleen Bueno  
Claremont, California

## Robert Klitgaard is elected President of CGU

**R**obert Klitgaard, a leading figure in policy research and international studies, was elected president of Claremont Graduate University by the Board of Trustees on March 1. Klitgaard comes to Claremont from the Pardee RAND Graduate School in Santa Monica, California, where he has been dean and Ford Distinguished Professor of International Development and Security since 1997.

Lawrence R. Glenn, chair of the Board of Trustees, said of Klitgaard's appointment, "CGU is delighted to have a man of Bob Klitgaard's energy and accomplishments joining us as president in our eightieth year. Bob will be a great president who will continue the wonderful path of progress we have traveled."

"When I was invited to visit the university as a candidate," says Klitgaard, "I had three abiding questions: Do the students and faculty have a passion for what they're doing? Do the deans have compelling strategies for their schools and also a sense of the university as a whole? Do the trustees love CGU? The answers turned out to be 'yes, yes, and yes'—and so when invited to be president I was delighted to say 'yes' as well."

Klitgaard has been an adviser to many governments as well as to numerous international agencies and foundations. One of his specialties is government reform, and the *Christian Science Monitor* called him "the world's leading expert on corruption." His eight books include the just-released *High-Performance Government: Structure, Leadership, Incentives* (edited with Paul C. Light) and *Tropical Gangsters*, named one of the *New York Times*' "books of the century."



At RAND, the world's largest independent "think tank," Klitgaard heads one of America's eight original graduate programs in policy studies. The Pardee RAND Graduate School is the foremost producer of Ph.D.s in this field, which applies many academic disciplines to pressing problems of poverty, justice, and security. Under his leadership the school has more than doubled in size and quintupled in endowment.

Klitgaard was a professor of economics at Yale's School of Management and an associate professor at Harvard's Kennedy School of Government, where he also served half-time as special assistant to Harvard president Derek Bok. He has also been on the faculty of the World Economic Forum in Davos, Switzerland, and the World Bank Institute. After growing up in California, Klitgaard received his education at Harvard University, earning a bachelor's degree in philosophy and the master's and Ph.D. degrees in public policy.

"I'm excited about joining the Claremont Graduate University family," says Klitgaard. "CGU symbolizes so many things I admire. It believes in scholarly excellence that nonetheless challenges the traditional boundaries of disciplines and schools. It wants its classroom experience and its research to help make a difference in the world. It is an innovator in teaching, such as the transdisciplinary course. It celebrates diversity of many kinds. And it is enthusiastic about smallness and intimacy in graduate education."

Klitgaard will assume the CGU presidency on July 1. Steadman Upham, president from 1998 to mid-2004, became president of the University of Tulsa last September. Bill Everhart is currently serving as interim president and will return to his role as senior vice president for finance and administration this summer.

## CGU students organize clothing, food drive for Inland families

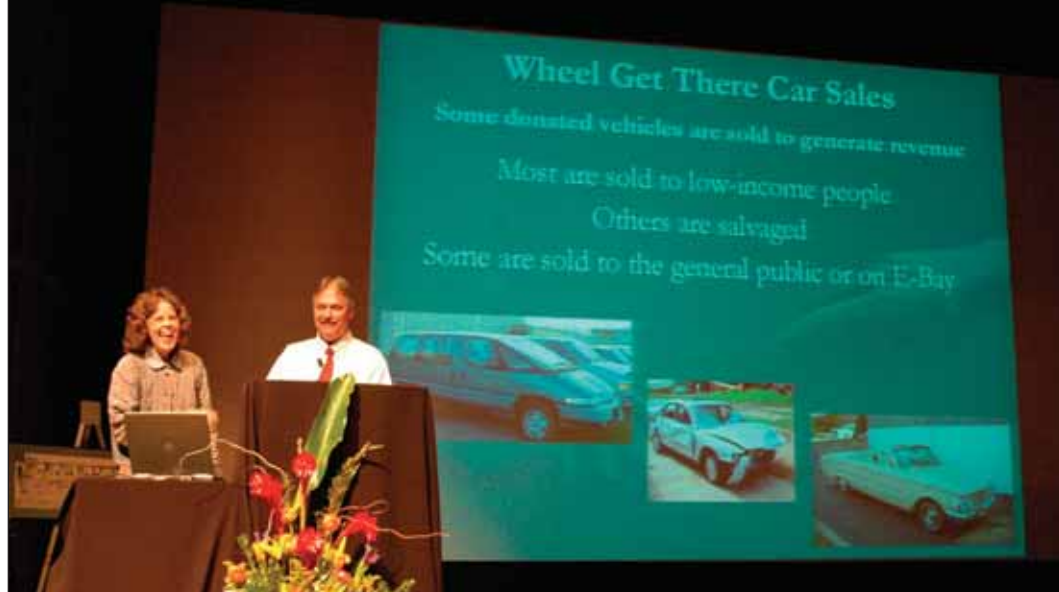
Scores of underprivileged families in the Inland Empire received free clothes, toys, and food last holiday season, thanks to a charity drive organized by CGU students.

"The fact that so many people came together for this drive was amazing," says Linda Bandov, CGU student and president of the university's Graduate Student Council, which organized the event. "The participation among CGU students was inspirational, especially given that this was during finals." In all, 1,200 items were donated by students, faculty, and staff to benefit needy families in the inland counties near Claremont.



*Holiday Cheer: Graduate Student Council secretary Katie Colvin is surrounded by toys, clothes, and canned foods donated for low-income families.*

The drive, which concluded in late December, was spearheaded by CGU student Belinda Vea and included help from the deans of the eight CGU schools, who actively promoted the event and encouraged student participation. The goods were distributed to area families by the Inland Valley Council of Churches in Ontario, an inter-faith service organization.



*Cay Garry and Dan Jones, founders of the "Wheel Get There" program, spoke at a campus ceremony in November where they received the 2004 Peter F. Drucker Award for Nonprofit Innovation.*

## Program that helps low-income workers get to work receives Drucker Innovation Award

There was the woman who tried to run her errands, get the kids to daycare, and trudge off to two jobs with nothing more than a bicycle for transportation. There was the man who had so many car problems that he couldn't keep a good job because he was late so often. There were the workers who could only take the limited jobs in their small rural towns because they lacked reliable transportation. These are but a few examples of people who have benefited from a groundbreaking program helping low-income workers get to work—Wheel Get There. The program, started by the Minnesota Valley Action Council (MVAC) in Mankato, Minnesota, was awarded the prestigious Peter F. Drucker Award for Nonprofit Innovation in November.

"We have worked for years to fight poverty and assist people in becoming self-sufficient," says John T. Woodwick, executive director of MVAC. "The transportation issue kept coming up. It's one of the biggest issues we found facing low-income people." Started four years ago by Cay Garry and Dan Jones of MVAC, Wheel Get There provides automobiles to

working poor who are encountering credit problems and transportation barriers to work. The program acquires old cars, puts them into working order, and gives them to needy clients under a low-cost 12-month lease. In addition, clients learn basic auto repair and receive some financial assistance should additional repairs be needed. Clients also learn about the various financial costs associated with automobile ownership and the budget skills needed to manage those costs.

The program has successfully partnered with auto repair shops, car dealers, and a local bank to gain advantageous pricing for clients and offers a car repair hotline and ongoing budget counseling to all clients leasing Wheel Get There cars. Since the program's inception, 522 vehicles have been distributed, 450 clients have attended car maintenance classes, and 400 clients have attended budget counseling classes.

"The Wheel Get There program is truly innovative, highly needed, and a genuine accomplishment. It addresses itself directly to a central barrier between job seekers and available jobs," said Peter F. Drucker, the award's namesake.

Representatives of Wheel Get There received the award in a ceremony at CGU on November 13.

The Peter F. Drucker Award for Nonprofit Innovation has been given annually since 1991. Currently adminis-



tered by the Peter F. Drucker and Masatoshi Ito Graduate School of Management at CGU, the award includes a \$20,000 cash prize. It is inspired by the ideas of Peter F. Drucker, who has credited nonprofit organizations as being the country's leading innovators.

Selection criteria for the award include furthering the mission of the parent organization, having specific and measurable outcomes, exemplifying innovation by demonstrating a new dimension of performance, making a demonstrated difference in the lives of the people it serves, and serving as a model that can be replicated or adapted by other organizations.

Two runners-up for the Innovation Award were each given a cash award of \$2,500. The "Inside/Outside: The Prison Project" of the Prison Reform Advocacy Center in Cincinnati, Ohio, uses art and performance instruction to help inmates develop better behavior insight, communi-

cation, and life management skills. The Lee County Resource House of the United Way of Lee County, Florida, has established nine resource houses in economically deprived neighborhoods that connect local residents to community resources.

## Campus technology to get boost from recent grants

Claremont Graduate University has received two major grants to bolster the university's information technology services.

The Fletcher Jones Foundation has awarded the university \$300,000 to support the CGU Student Information Technology Connection Project. The project includes a number of initiatives, including the creation of several technology laboratories for students to learn quantitative analysis, visual technology, and presentation skills. The grant also funds a secure student portal to

access university services as well as technology infrastructure upgrades.

The Fletcher Jones Foundation is named after the late cofounder and chairman of the El Segundo-based Computer Sciences Corporation, a global information technology services provider.

An additional grant of \$147,000 was given to the university by the Ralph M. Parsons Foundation. The grant will help fund equipment purchases for strengthening IT infrastructure at CGU.

The Ralph M. Parsons Foundation honors the legacy of the late founder of Parsons Corporation, an international engineering and construction firm based in Pasadena.

"It is an honor to receive these grants from foundations representing the legacy of such esteemed visionaries," says Bruce Griffin, chief information officer at CGU. "These funds will be integral in our continuing efforts to give the CGU community the best technology services possible."

## New degree combines hot fields in biology

Addressing urgent needs in gene research, disease prevention, and drug discovery, Claremont Graduate University and the Keck Graduate Institute of Applied Life Sciences have launched a new Ph.D. degree program in computational and systems biology.

"We are in the forefront in establishing this program," says Ali Nadim, professor of mathematics and bioengineering at CGU and KGI and coordinator for the new degree program. "These are hot areas of biology right now."

The new degree is one of the few in the country to fully integrate the two growing fields of computational and systems biology (MIT and Princeton being among the others).

"This is the century where biology is

transitioning from a science of observation to one that is more quantitative," says Nadim. "We're going beyond cataloging of parts of a cell, for example, and now we're learning more about the interactions between those parts."

Computational biology, also known as bioinformatics, involves the integration of computers, software tools, and databases in an effort to address biological questions. Systems biology looks at how different biological entities interact with each other in larger networks or systems instead of focusing only on discrete parts of a system.

According to Herbert Sauro, assistant professor of biology at KGI, computational biology gives researchers the tools to understand biological systems. "Through computer simulations we can better

understand how diseases function and how drug interventions would work," he says. This type of research, says Sauro, can lead to life-saving breakthroughs in preventing cancer, diabetes, obesity, and a variety of other human maladies.

According to Nadim and Sauro, interest in the new degree program is high as pharmaceutical companies and biotech firms are beginning to establish labs in these specialties. Additionally, ongoing research in genomics and disease prevention are increasingly demanding these skills.

Five students have entered the fledgling program, now in its first year, and Sauro sees a bright future for them after graduation: "There is already great demand for this kind of training in academia, and the need is just beginning in industry," he says.

## Major NEH grant to fund Islamic/Jewish Studies at CGU



The School of Religion has been awarded a \$400,000 challenge grant by the National Endowment for the Humanities (NEH).

The grant will fund a variety of programs related to Islamic and Jewish studies as well as initiatives dealing with inter-faith relations, comparative religion, and religious pluralism.

The school is challenged with this grant to raise four times the award amount from private sources in order to receive the NEH funding. "We have excellent support in the community, and we are poised to raise the matching funds," says Karen Torjesen, dean of the School of Religion at CGU.

The grant will fund an endowment to help support a faculty chair in Islamic Studies and the teaching of modern Hebrew. Going beyond Islamic and Jewish studies, the funding will support research projects linking religion with history, cultural studies, politics, economics, international development, and the arts.

Library holdings in the school will also be enhanced with more resources on inter-faith relations, religious pluralism, and information on Islamic perspectives, spirituality, and mysticism. Community outreach will be expanded with more funding for retreats involving faculty, students, and board members focusing on religious pluralism and cultural diversity within a global society.

The challenge grants are among the most competitive funds given by the nation's largest supporter of humanities endeavors. "This is a high honor," wrote NEH chairman Bruce Cole in a letter

to Torjesen. "Yours is one of only four universities to receive such an award in this application cycle."

"Receiving this kind of support from the leading humanities foundation in the nation is an endorsement of our vision," says Torjesen. A major part of that vision, she says, is the unique comparative approach of the school, with Islam, Judaism, and Christianity studied in relationship to each other.

Another important element of the vision, she says, is close collaboration with religious communities. "This grant is an affirmation of the partnerships we have formed, especially with the Jewish and Muslim communities," says Torjesen. Key to these partnerships are the school's Islamic and Jewish councils, comprising distinguished individuals who guide the school's relations with those communities. "Our councils were instrumental in making this grant happen," she says.

## CGU magazine receives top honor

*The Flame* has been named the best college/university magazine in the western region by the Council for Advancement and Support of Education (CASE).

"This is really quite an honor considering the competition of really big places throughout the western region," says John W. Crowe, vice president for advancement at CGU.

The CASE District VII Gold Medal Award of Excellence for Outstanding Communications: Magazines is presented annually at the organization's western regional conference.

Magazines representing a range of higher education institutions in California, Nevada, Arizona,

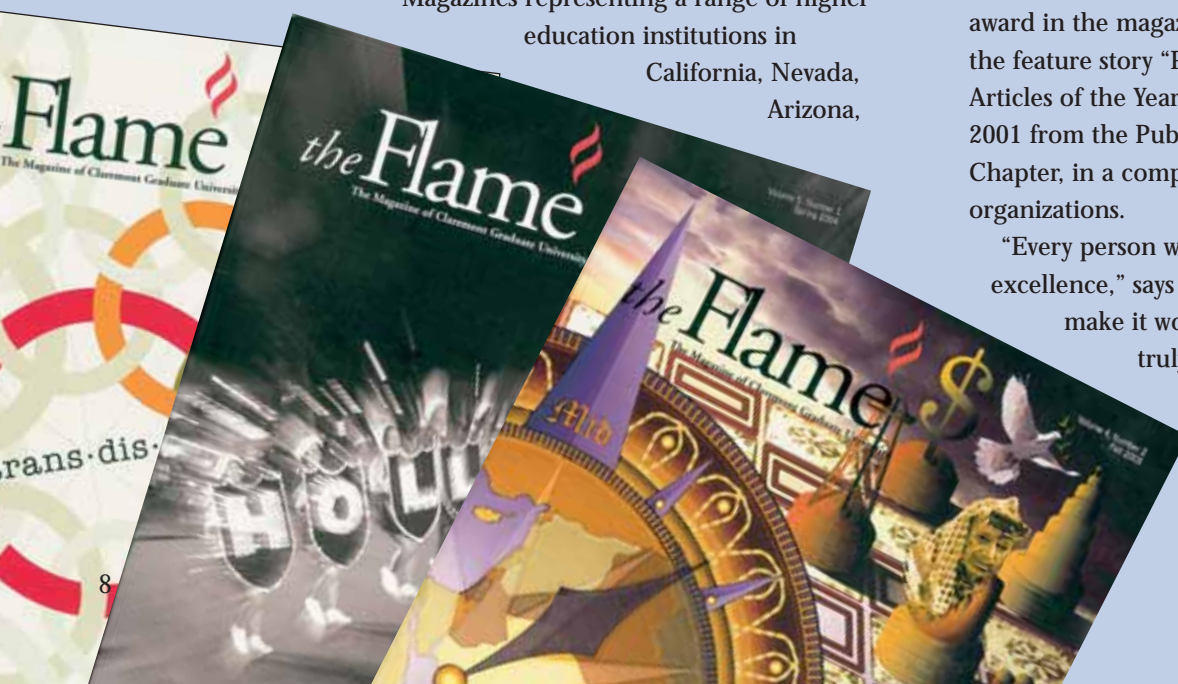
Hawaii, and Utah were considered in the competition.

The award weighs creativity, overall impression, writing, design, photography, and effective use of resources in judging magazine entries.

The Council for Advancement and Support of Education is an international professional organization serving alumni relations, communications, and development professionals in education from 3,000 member institutions across North America and abroad.

The recent honor is the ninth award given to the CGU Office of Marketing and Communications since 2001. Seven of those awards were for the university magazine, two of them at a national level. *The Flame* won the national CASE Circle of Excellence Gold Medal award in the magazine improvement category in 2002. In 2003, the feature story "Potters' Paradise" won a silver medal in the Best Articles of the Year category. *The Flame* won a PRISM Award in 2001 from the Public Relations Society of America, Los Angeles Chapter, in a competition open to for-profit as well as not-for-profit organizations.

"Every person who works on *The Flame* is passionate about excellence," says editor Marilyn Thomsen. "We work hard to make it worth the investment of our readers' time, and to truly reflect the exceptional people and ideas in the CGU community."





The Islamic Studies chair will be a cornerstone in the development of the school's new Islamic Studies master's program which will admit its first class of students in the fall of 2005. The school is already among only 19 other religious studies programs nationally to include Islamic Studies in the curriculum. It will soon be one of the few to offer a master's degree in Islamic Studies. Concurrent with the opening of the MA concentration in Islamic studies, the school will also launch a master's degree in Jewish Studies.

## Institute for Democratic Renewal receives million-dollar gift

The JL Foundation of Southern California has awarded the Institute for Democratic Renewal (IDR) in the School of Politics and Economics a gift totaling \$1,035,000.

"I am deeply moved by the extraordinary generosity of the JL Foundation in making this striking gift," says CGU President Emeritus John D. Maguire, who heads the IDR.

The Institute for Democratic Renewal, founded by Maguire in 1998, strives to combat injustice and institutional racism through a variety of training centers, projects, presentations, and technology initiatives.

"I am gratified to know that our work toward the renewing of democracy will always go on in SPE through the research assistantships, personnel support, and project assistance that income from this endowment will annually provide," says Maguire.

According to Maguire, the family foundation gave the gift on the occasion of its reconstitution after nearly 20 years of operation. The grant was part of series of special gifts given to honor the contributions of the five non-family charter members of the foundation's board of directors, of which Maguire is one. The gift will fund an endowment to support the IDR in perpetuity.

**Charles Kerchner**, professor in the School of Educational Studies, heads a team of CGU faculty, students, and graduates that is documenting and evaluating the Boyle Heights Learning Collaborative in Los Angeles. Here, a cameraman tapes students for *The Newshour with Jim Lehrer*. The students at the Breed Street Elementary School participate in a program that equips them with the skills and resolve to graduate from high school and be prepared for college. In the words of one student, "It's an anti-gang, gang." Supported by the Annenberg Foundation, the Collaborative has the ambitious goal of raising parent and community participation in education and political advocacy for better schools.



"This gift symbolizes a kind of marriage between the JL Foundation and CGU that promises to keep the university at the leading edge of democracy studies, particularly in the area of racial and social injustice," says Maguire.

## CMC group wins Kravis Business Plan competition

Three teams of student finalists competed in the fifteenth annual Henry R. Kravis Business Plan Competition held at CGU on December 3. Finalist proposals included a satellite television channel to broadcast in Afghanistan and a free dining guide for the Claremont Colleges community. The winning team's business plan proposed a web portal offering a range of services nationally to college-based organizations.

"This is a real shot in the arm for us," said John Niles, Claremont McKenna College

(CMC) student and cofounder of the National Association of Student Clubs and Organizations, the winner of the competition. "Receiving this praise from these incredible entrepreneurs really means a lot."

The annual competition is open to students and alumni of the Claremont Colleges. The judging panel is made up of alumni and friends of the Peter F. Drucker and Masatoshi Ito Graduate School of Management at CGU and of Claremont McKenna College. All the judges are distinguished executives involved in entrepreneurship and venture capital.

This year's judging panel included Daniel Charleton, co-managing partner of US Corporate Ventures Group, Inc.; Larry Hagenbuch, CEO of Consolidated Waste Industries; Jon Kirchner, president and CEO of Digital Theater Systems, Inc.; and Augie Nieto, former president and CEO of Life Fitness.



# CONTRACT





# WORKING with Americans

*“O wad some Power the giftie gie us  
To see oursels as ithers see us!”*

*By Marilyn Thomsen*

*—Scottish poet Robert Burns*

A major record label sent an executive from the United Kingdom to Los Angeles to run its American music distribution business. The businessman started his first day of the new assignment by meeting the staff and giving a pep talk. “I’m really glad to be here,” he told his assembled team. “I’m from the U.K., and this is going to be really exciting. I have a three-year assignment here in Los Angeles, and one of the things on our agenda is we are going to raise turnover by 20 percent.”

Everyone in the audience blanched and looked distressed. The new executive was perplexed. “What’s wrong with raising turnover?” he inquired.

One of the staff members braved an answer. “We think we are doing a really good job,” he ventured. “We don’t know why you need to raise turnover.”

What the American employees didn’t know was that in the United Kingdom, “turnover” means “sales volume.” The company didn’t intend to “turn over” a fifth of the staff. It was aiming instead to raise annual profits.

“When he used the word ‘turnover,’ he completely upset them,” explains Allyson Stewart-Allen (M.B.A., 1985), who spends her professional life as an international marketing consultant and “translator,” helping Europeans understand Americans, and Americans understand Europeans, so they can successfully conduct business together. “I’m bilingual,” she says only half in jest. “I speak British and American English.”

Actually, Stewart-Allen speaks German and French as well as multiple varieties of English. When she was eight years old, her father, an IBM employee, was transferred to Munich, Germany. By the time they moved back to Southern California four years later, the “Valley Girl” was fluent in German and in love with Europe. In college, she studied international business and French, then went straight on for an MBA at CGU, where she studied under Peter Drucker and focused on international marketing.

After graduating in 1985, Stewart-Allen landed a marketing consulting job at Price Waterhouse in Los Angeles, where, with her language skills and European living experience, she expected to be tapped for an overseas assignment. “I was told I could be sent to Europe after I reached senior manager level in five or ten years,” she recalls. “But I thought, ‘In 10 years I could be married with kids and a mortgage. I want to go now.’” So she took a six-month leave from the company, bought a Eurail pass, and began a long European job search, since all related expenses were tax-deductible in those days.

When PA Consulting in London offered her a position, Stewart-Allen jumped at the chance to take it. She moved to England in 1988, and 17 years later is still there. Shortly after her arrival, a friend of a Drucker School classmate introduced her to Graham Allen, a Member of Parliament representing Nottingham North, in Robin Hood country. Seven years later they were married. They now have a daughter, Grace, age eight, who is learning French and

# TOP 10 TIPS

## for Working with Americans

**The clock is king.** Be on time for meetings. Respect the Americans' need to maintain a schedule. Deadlines are serious. Meet delivery completion times or risk losing business.

### **"You look wonderful, Darling!"**

Packaging is important for people, products, and presentations. Neatness and attention to details are important. Are your shoes polished? The definition of "looking wonderful" and appropriate business attire is often unclear. Avoid wearing casual clothes to a company with formal dress. Do as the Americans—ask before you go—what's the dress code today?

**"Hi there, glad to meet you, what's the bottom line?"** Be prepared to quickly provide specific information about your products, including pricing. Arrange your material, your story, and facts in simple formats. Can you distill your presentation into a one-page Executive Summary?

**Business before pleasure.** Be willing to do business first, build the relationship second. Americans develop relationships through doing business. If they don't take time to get to know you, remember, no insult is intended—they are just keeping to a schedule.

**Hip, hip, hooray for our team!** (We are family, equal and ethical.) Treat everyone as if they will be the person to sign your contract. Everyone, no matter what rank or age, should be treated as equals. Don't be insulted if addressed by your given name after the first, brief introduction . . . it's the American style.

**Make it my way.** Americans want choices, to have their opinions recognized. Be sure to involve people in a decision. Provide choices in your product so consumers believe you recognize their needs.

**Let's do lunch.** Don't be insulted when your American colleague suggests getting together but doesn't follow up with a specific invitation. They are sincere in the wish to get together but too rushed to follow up. You can propose a time or just simply appreciate the interest.

**Guides are good.** Americans use outside advisers as a regular part of their business lives. If lawyers or consultants are included in meetings, do not be offended or anxious. They routinely act as advisors to be sure that issues are addressed to avoid future problems.

**Plan, plan, plan.** Don't be surprised when you're asked to describe your market entry plan, your training plan, or your plan to increase revenue or where you plan to go on vacation. The assumption is always that you will have a plan because without one you might not reach your goals.

**Do it now!** Even with the emphasis on planning described above, Americans still may make decisions seemingly on impulse. In the rush to "get things done," they try to decide quickly and worry about the consequences later.

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loves her red cowboy boots. Stewart-Allen's office is across from Buckingham Palace and not far from Big Ben.

George Bernard Shaw once said that "England and America are two countries separated by a common language." But differences in the meaning of words are not the only cause for misunderstanding when Americans and their British cousins try to do business across the Atlantic, and navigating cultural differences can be even harder when working with continental Europeans. Stewart-Allen tells the story of an American company she advised on how to sell exercise equipment in the European market. "One of the first things we learned was that because European homes are smaller than American houses, they don't have a separate room for a home gym," she says. "The stuff they buy has to be collapsible like an ironing board that can be stowed under the bed or in a closet." Another issue was color. The company's exercise equipment range came in "fluorescent California sunny colors, which Europeans thought were pretty garish," she notes. "They wanted something that didn't scream at them when they took it out of the closet." The company made changes to its products and enjoyed success exporting to the EU market.

## George Bernard Shaw once said that

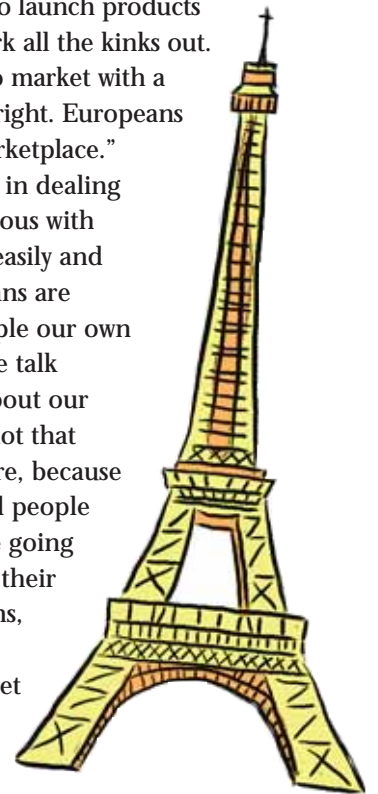
For four years Stewart-Allen appeared on the British version of Fox News called Sky News as the "Business Report" program's first and only "Muse of Marketing." She is frequently a guest on CNN's "World Business" and "Business International" programs, most recently to discuss the marketing of former President Bill Clinton's autobiography. Drawing on her years as a transatlantic marketing consultant, Stewart-Allen has coauthored the book *Working with Americans* (Pearson Education, 2002). In it, she explains what "makes Americans tick" for a European audience sometimes baffled by the differences.

"For Americans, the clock is king," she says. "We are very time-conscious in the U.S. We are super-ambitious about squeezing as much into a finite amount of time as possible, because we think we can achieve a gazillion things in the course of a work day. Europeans, maybe because of their history, are a little more relaxed about the randomness of life. They don't think they control

100 percent of what happens to them, because they know they don't."

Another difference, notes Stewart-Allen, shows up in the speed of decision-making. "The axiom in the U.S. that it is better to be first than best doesn't play well in Europe," she says. "In Europe, they are slower to launch products and services because they want to work all the kinks out. Americans are relaxed about going to market with a product or service that is 80 percent right. Europeans are not. It is a deeply unforgiving marketplace."

Differences also become apparent in dealing with information. "We are very generous with information in the U.S.; we disclose easily and quickly," says Stewart-Allen. "Europeans are baffled by our openness. We tell people our own company's financial performance. We talk about our industry trends. We talk about our competitors and market shares. It's not that easy to get that information over there, because a lot is not in the public domain, and people feel guarded. They are afraid you are going to abuse the information and violate their confidences." In the U.S., she explains, people feel that someone seeking information will find it on the Internet anyway, so why not put their own spin on it?



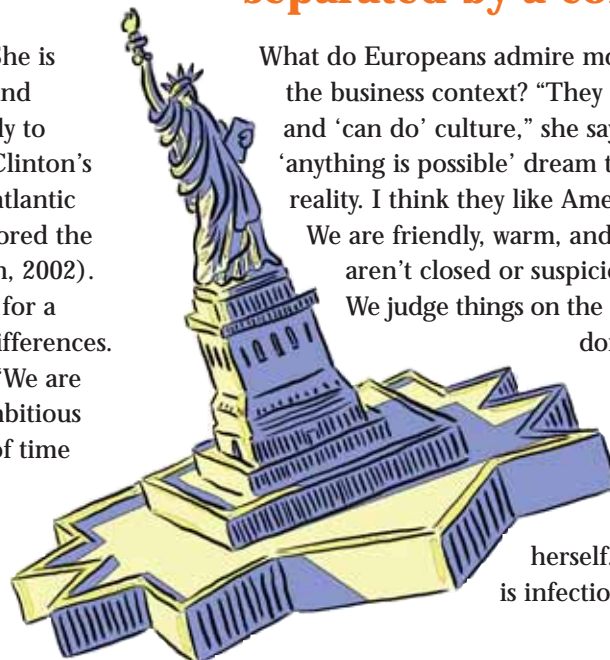
## "England and America are two countries separated by a common language."

What do Europeans admire most about Americans in the business context? "They admire our persistence and 'can do' culture," she says. "They admire the 'anything is possible' dream that often turns into reality. I think they like Americans' openness.

We are friendly, warm, and open to new ideas. We aren't closed or suspicious. We are generous.

We judge things on the merit of an idea, and we don't care whose idea it is.

We are enthusiastic," says Stewart-Allen, who after 17 years abroad still embodies the trait perfectly herself. "They love that. It is infectious."



# True or False?

**Q** *When beginning a business meeting with one of your American colleagues, they'll expect you to spend the first several minutes getting to know more about them personally so as to ensure you are building the foundations of a good working relationship.*

**A** False. The focus is first on the business at hand and transacting. Business before pleasure.

**Q** *With most international American companies running their overseas operations from the U.S., only two weeks' holiday per year for the average American executive, and geography no longer a required subject in schools, this goes a long way towards explaining why world geography is not one of the U.S. business professional's stronger suits.*

**A** True. Despite two weeks' holiday/year for more senior managers, it is difficult to explore the world with such limited down time.

**Q** *The best approach to pitching a new business idea to your American counterparts is to give as much detail about the idea as possible, but only once you've had each person to be exposed to the idea sign a "Non-Disclosure Agreement."*

**A** True. Though this might sound a tedious pursuit, making efforts to protect your ideas from theft is good business sense, especially in an economy where information (and often ideas) are cost-free.

**Q** *It's likely that when negotiating with Americans, you'll be equally persuasive when presenting qualitative opinions and points of view as when presenting volumes of statistical evidence that supports your position.*

**A** False. We prefer well-crafted "business cases" and models based on forecasts of revenue, market share, and other hard measures. Though qualitative information is equally important, it's generally not as highly valued.

**Q** *Americans in business are generally very forthcoming with a variety and depth of information about their company, industry and competitors. Unlike the way information is used as a power lever in Europe, professionals in America know that if they don't give you information, you will find it elsewhere from an uncontrollable source that doesn't necessarily communicate the most favorable messages.*

## ARE YOU READY TO Work with Americans?

**A** True. It's part of our underlying values about the rules of business, one of which is "information is and should be free." This might explain why the Internet is a natural love for American business people – the perfect medium for displaying and obtaining information.

**Q** *The reason American companies are generally credited with high degrees of Sales and Marketing competence is because both are viewed as professions with specialized bodies of knowledge and tools as opposed to the vocational view taken in other business cultures.*

**A** True. Unlike other business cultures that view these disciplines as arts rather than science, frilly and "nice to have" rather than essential, American companies value the contributions of these professions. They are seen as critical for ensuring the alignment between market demands and company strategies.

**Q** *When Americans ask for supplementary information, clarification or answers to their questions about your business or proposal, they typically expect your responses within about two weeks. After this length of time you appear unresponsive or disinterested.*

**A** False. Two weeks would be seen as an extremely long time. Hungry, responsive American companies and professionals usually respond within three days.

**Q** *Generally, most business ideas proposed to Americans, regardless of the proposer's credibility or business acumen, will be considered at face value for fear that the potentially great business idea is taken to the competition, possibly giving them a market advantage.*

**A** True. Prior introductions and formalities generally are not important. The validity and soundness of the idea is more important than its heritage.

**Q** *Like in European business cultures, you'll need to read between the lines of what your American colleagues tell you about their agenda to*

*understand the true scale of their ambitions, since there's as much that's implied and unsaid as there is that's explicit.*

**A** False. The U.S. is a low-context communication culture—what you see is what you get. The subtlety of irony and implication are usually not understood and likely to be seen as time-wasting and therefore inefficient.

**Q** *In order to set up a meeting with a representative of an American company you must first have an introduction made by someone known to that person. Simply calling or writing to request a meeting is not acceptable.*

**A** False. Americans are very open to meeting new people and welcome the informality of "dropping by." Though a prior introduction certainly can't hurt, it is not a prerequisite to doing business with banks, corporations, or people.

**Q** *The percentage of all Americans who hold a passport is 28%.*

**A** True. The main reasons include the relatively few number of weeks allowed for annual vacations, and the fact that the "gap year" concept does not exist to encourage global travel.

**Q** *Politics, both American and international, is a preferred topic of conversation at an American business lunch or dinner.*

**A** False. Religion and sex are also subjects to avoid as they are seen as contentious and a bit too personal.

**Q** *Because few American cities have good public transportation systems, and traffic is unpredictable in major cities, Americans are understanding when you arrive late for a scheduled meeting.*

**A** False. Given our obsession with time—our frequent metric of quality and value—lateness is generally seen as disrespectful, communicating a lack of interest and enthusiasm.

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# STAMINA AND PERSEVERANCE: My Journey



*The second in a series on unusual  
paths to professorship at  
Claremont Graduate University*

*By Yi Feng*

The Boeing 747 descended through the clouds, and the green hills of the California coastline became visible below. I was relieved that my 16-hour journey was nearly over—a journey for which I had prepared for 17 years. My name, Yi, means “stamina” and “perseverance” in my native Chinese language. The experience of my life had already required me to have an abundance of both, ever since the day—January 6, 1970—when life changed forever for my family and me.

In that year, as in the three previous years, the People’s Republic of China, where I was born in the northeastern city of Shenyang in 1956, was engulfed in an unprecedented political movement known as the Great Proletarian Cultural Revolution. On a cold winter day just after my thirteenth birthday, my family suddenly found itself a target of “political redemption,” a euphemism for persecution.



My father was a surgeon, my mother a pediatrician. Though they had already lived and worked under the proletarian regime for 20 years, they were told that they needed to be “reeducated” by the working class.

With almost no advance notice, we were uprooted from the city and transported by military truck 14 hours away to a village called Hebian (“Riverside” in Chinese) in a remote mountainous region. My grandparents were also relocated there, my grandfather’s career as a professor of physics and membership in the Presbyterian church earning him the trip.

I had never experienced the countryside, but my curiosity was soon dampened by the living conditions we found. Our new home was a peasant dwelling we would inhabit with a farming family of four. They and our family shared the sleeping room, with just a curtain between for privacy. There was no heat, no electricity or running water, no beds, tables, chairs, or anything that could be considered a luxury. With the temperature dipping to 40 degrees below zero Celsius, a bowl of water left in the room would turn to ice. Lying on the

English, thanks to a cousin who studied the language in a south-China university. The title was *Childhood, Boyhood, and Youth*, by Leo Tolstoy. I was deeply touched by the poetic language, and by the fantasies and yearnings of a boy in a different era and land that resonated with my own.

Though my grades were excellent, I had no chance to attend university. During the Cultural Revolution, young people were selected by the Party to receive higher education. There was no entrance exam; political loyalty and a “good” family background were what mattered. When I finished high school, I was sent to a labor camp in the mountains known as the May Seventh Cadre School. By day I grew ginseng and later served as a custodian. In the evenings we took political studies and were forced to make “self-criticisms,” as our parents had been. Again, English provided a convenient escape into cerebral freedom. It gave me hope that one day I would be liberated, though the hope often seemed faint indeed.

The death of Chairman Mao on September 9, 1976, technically ended the Cultural Revolution, though the formal

## Twenty-six letters comprising a language called English piqued my curiosity.

kang [bed] I could see stars through gaps in the thatched roof above.

I spent a third of the school year in the fields working for the People’s Commune, learning to grow rice, sorghum, beans, and corn through the agricultural season yearly. At home, I carried water from a well in buckets hung from a pole and gathered dry grass for the cooking fire.

I remember myself as 13 and pliant in those days, perhaps made so by the humiliation of confessions forced from my parents and grandfather by the Party. Days turned into months and years, with no end to our exile in sight. My previous life seemed to exist as phantoms in a dreamland.

I found a door to freedom in that remote place through a language that was not my mother tongue. Twenty-six letters comprising a language called English piqued my curiosity. We didn’t learn any foreign languages in school, so I asked my grandfather to teach me phonetics. There seemed to be hidden messages and callings behind simple yet magical words like “water,” “butterflies,” “air,” and “river.” English was direct and flexible, whereas Chinese was complex and associational. I took comfort escaping harsh reality in a new world of foreign yet familiar words and began to get lost in them.

After a few borrowed textbooks, I found a “real” book in

announcement took another year or two. The coup that overthrew Mao’s wife and her associates reoriented the nation toward pre-Cultural Revolution normalcy. For the first time in a decade, millions of high school graduates were able to take a university entrance exam. But of all those who took the exam in the fall of 1977, fewer than one in a thousand got the chance to go on. I was among the fortunate few and was admitted into the English department of Heilongjiang University in Harbin. So glad was I for the opportunity to study that I frequently woke up at night that first semester in a cold sweat and filled with despair, imagining for a moment that college life was only a dream, the dream I had clung to on the farm.

At the university, I majored in twentieth-century American novels. My favorite authors were Saul Bellow, Norman Mailer, and Vladimir Nabokov. After earning a bachelor’s degree in 1982, I went straight on for a master’s, then taught English





language and literature for two years. My wife, a fellow student I married in 1982, was accepted to a doctoral program in anthropology at the University of Rochester in the state of New York. My desire to study close to her led to a decision that changed the course of my life.

I could have studied literature at SUNY Buffalo or Syracuse with a full-tuition scholarship and a stipend. But I doubted that I would be a great success in the field, because I lacked the passion of a



*Left: A labor camp in China where Yi Feng lived on the first floor and worked as the building's custodian.*

*Above: Feng (top right) with his elementary school teacher Mr. Zhang and his son in their home, Heblian, China.*

*Right: Graduation, University of Rochester, 1992. Yi and his wife, Katherine Qibing Hu.*



single-minded artist. I liked math, and in the University of

Rochester's Political Science department, Bill Riker was pioneering a revolution in political science using mathematical modeling, statistical analysis, and computer simulation. I thought I had latent potential in this new domain. Accepted at Rochester, I turned down the other offers, telling one school that "my sole purpose in the choice is to face the challenge and evaluate my capacity of the other side that might have been developed if history had not played me a little trick."

Enrolling in the Ph.D. program in political science at the age of 30, I was the normal age of a assistant or associate professor. I had zero knowledge of western political science, had never even seen a computer, nor had I read Plato, Aristotle, or Machiavelli. Though I was confident of my ability to succeed, I was curious as to why I was

admitted. The answer came the next summer. Bruce Bueno de Mesquita, former chair of the department, initiated a conversation with me that was to usher in years of friendship, and he revealed an unconventional admission criterion. "We admitted you because of your high GRE scores and your transcript," he told me. "You had all A's except in one course, where you had a C. That course was Historical Materialism."

Before I had completed the first draft of my dissertation I was offered an assistant professorship in the Department of Political Science at the University of California, Riverside. To go from Riverside (Hebian), China, to Riverside, California, had taken about two decades.

In 1995, I joined the faculty of Claremont Graduate School, now CGU. I was attracted to the strong program in political economy. I teach International Political Economy, World Politics, and Methodology, and I am also Dean of the School of Politics and Economics. My research focuses on political and economic development.

Twenty-two years after being exiled in the Cultural Revolution, I became an American citizen. In a recent issue of the *SPE Newswatch* I wrote:

"Call me an American. It is the mandate of the human race to seek and experience challenges. . . . [but] wherever our exploits and adventures take us, we will inevitably long for one destination: home. . . . Personally, I am neither courageous nor skillful enough to experience the most unusual; my limitations confine me to the 26.2-mile marathons and 60-foot open water scuba diving. What I intend to share here is an intense, expectant, and poignant feeling of coming back home after each business trip

abroad. Regardless of flying from Europe or Asia, when the plane touches the ground at LAX, I always feel so blessed because I am able to come back to a place I call my homeland. The ocean breeze, the California sun, the friendly greetings of the U.S. immigration officer, and the continuous flow on the freeways all tell me that I am home, home in the greatest country that has come into existence."

The poet Robert Frost in his timeless poem about two roads wrote: "I took the one less traveled by, And that has made all the difference."

That choice was mine as well.

*Yi Feng is Dean and the Luther Lee Professor of Government at the School of Politics and Economics at CGU. An Avery grant in 2001 made it possible for him to retrace his early life in China in the company of his son, Thomas.*









*Above: Michael Harnar takes a rest between photo shoots in Manhattan, 2004.*

*Left: Shot through a public art piece in Lower Manhattan, the Art Deco spire of the American International Building points to the sky in this photo taken by CGU student and photographer Michael Harnar in 2004.*

# HOT METAL and Velvet Ropes

## —A Photographer's Tale

*By Bryan Schneider*

IF YOU WERE watching celebrities arrive at the Grammy Awards in New York City a few years back, you may have caught a glimpse of CGU student Michael Harnar. He was fighting his way to the front of the ropes with a camera on his shoulder and two producers in tow, jockeying to get the perfect spot on the edge of the red carpet leading up to Radio City Music Hall. "Nothing is more annoying than trying to film on the red carpet," says Harnar. "You have elbows jabbing your sides, 30 pounds of equipment on your shoulder, a backpack with another 30 pounds of 'contingency' gear and a producer yelling in your ear to 'GET THAT SHOT!'"

But Harnar says the jostling on the red carpet seemed easy compared to some of his experiences serving as a photographer's mate in the U.S. Navy between 1982 and 1994.

On July 3, 1988, Harnar was aboard the guided missile cruiser *U.S.S. Vincennes* (CG 49) as it steamed into the Persian Gulf amid heightened alert and uncertain waters. Combat tensions between the United States and Iran had reached a fever pitch as another Navy ship, the *U.S.S. Samuel B. Roberts* (FFG 58), had hit an Iranian mine a few months earlier. This event sparked retaliation by U.S. forces, which subsequently destroyed Iranian oil facilities with air and missile attacks and engaged in firefights with Iranian forces. The *Vincennes* was just returning to the Gulf after escorting the *Roberts* to safer waters. The atmosphere was tense.

"As soon as we entered the Gulf we were put on general quarters. Everyone rotated at their combat stations around the clock," says Harnar. "On the morning of July 3, some small boats came up and started shooting at us. They were shooting projectiles that disbursed hot metal which weren't hitting us because we were just out of their range. We engaged in gun battles with them throughout the morning, all the while evading missiles."

As the *Vincennes* continued its shootout with Iranian gunboats, the ship's radar picked up an unidentified plane which had taken off from Iran's Bandar Abbas airport. The aircraft was on a course headed



*Above: While shooting footage of ceremonies marking the 50th anniversary of the D-Day landings for military personnel around the world, Michael Harnar (second from left) pauses for a picture with President Clinton, Secretary of the Navy John Dalton, and others on June 6, 1994.*



*Below: At Sea: Harnar videotapes flight operations aboard the U.S.S. John F. Kennedy in 1994.*

straight for the *Vincennes*. “We knew that the plane was taking off from an Iranian airport that served both military and civilian planes, so we didn’t know what it was,” says Harnar. “We ended up repeatedly calling out to the plane over the radio to identify itself and told it to ‘turn away, turn away, this is a combat zone, this is a dangerous zone,’ but there was no response, and it kept coming at us.”

As the unidentified aircraft drew dangerously close to the *Vincennes*, the ship’s captain declared the plane hostile and fired off two guided missiles. “Both my video partner and I watched the missiles go off because we were just outside the bridge, on the bridge wing,” Harnar says. At least one of the missiles hit the target, sending the plane plunging into the ocean.

Within an hour, the crew learned that the downed plane was Iran Air Flight 655, carrying 290 civilian passengers. “There was a somber mood for quite some time,” says Harnar of the *Vincennes* crew. “But we were also a little bit obstinate because we thought we were doing everything right. We were at war, we were in a combat situation, we were being fired upon, and the plane didn’t heed any of our warnings.”

As a photographer and videographer for more than 20 years, Harnar captured the stories of pop culture, current events, and

some of the greatest triumphs and tragedies of the U.S. Navy. It was during his tours of duty in the Navy that Harnar first learned how to tell a story through pictures. “It was a fascinating job. I never got bored with it,” Harnar says of his former career capturing images to be used for naval records, investigations, and public affairs. Much of his work was printed and broadcast by the news media. Highlights of his naval career include interviewing President Clinton in Normandy, France during ceremonies marking the 50th anniversary of the D-Day landing. He was also sent to Bahrain to photograph damage to the *U.S.S. Stark* (FFG 31), which was hit by Iraqi missiles in 1987.

Later in his naval stint, Harnar produced television programs to be distributed to Navy personnel around the world. It was in this capacity that he learned how to edit images to tell a story. “I learned to tell a story with a beginning, middle, and end, supporting an image with a narrative,” he says. “It began to be second nature, telling stories through multimedia.” Eventually, he began to wonder why some stories, presented visually, worked better than others, and the effect of these visual stories on human behavior. “I became interested in how the media affect social structure and how we collectively make decisions,” he says. It was these questions that eventually led Harnar to CGU.



**H**ARNAR LEFT THE Navy in 1994 as a photographers mate first class. He finished his bachelor's degree at the University of Connecticut and received a commission as a public affairs officer in the Naval Reserve. He also became a freelance cameraman during this time—working with Ed Bradley on *Sixty Minutes II*, and Barbara Walters on *The View*, in addition to gigs with the BBC, HBO, and Reuters.

Some of Harnar's most interesting projects included videotaping Starr Jones's engagement party and "staking out" the Michael Douglas-Catherine Zeta-Jones wedding. He also got to slog through a suburban New Jersey neighborhood, home to the fictitious residence of Tony Soprano on HBO's *The Sopranos*. "It was a wet and cold day and I was following Joy Behar of *The View* around where the Soprano house stood to knock on people's doors unannounced and ask them what it was like to live near Tony Soprano," he recalls.

After years of freelance camera work around New York City, Harnar decided it was time for new challenges. "I felt like I had done pretty much everything I could with video production. I was burnt out!" He took some classes in psychology, at first pursuing

One such audience he is studying is children. Harnar is assisting professor of psychology William Crano with his research on children's attitudes and knowledge about inhalants. The research findings will help the National Institute for Drug Abuse design more effective ads aimed at curbing inhalant abuse in this age group. "I find Professor Crano's work very valuable. Persuasion is at the heart of what I've done with media in the past, and Dr. Crano's work is really helping me understand it from a theoretical perspective, which kind of connects the dots for me as a media practitioner," says Harnar.

Currently on inactive reserve status as a public affairs officer in the Naval Reserve, Harnar continues to be in touch with many of his colleagues still on active duty in military public affairs. Some of them are helping produce the images coming out of Iraq.

Harnar says a frustrating part of trying to present combat to the public is knowing that the media can never convey it accurately. "There is no way to show people what it's like to be shot at, or have a buddy die. So in a sense, it's always going to be antiseptic. There is no way to convey this experience in the typical minute-and-a-half news spot."

*"It was a wet and cold day and I was following Joy Behar of *The View* around where the Soprano house stood to knock on people's doors unannounced and ask them what it was like to live near Tony Soprano."*

clinical work. But after taking a course on evaluation, he found his true calling.

The field of evaluation, which uses social science research methods to evaluate organizations and programs for improving effectiveness, is attractive to Harnar for several reasons. It allows him to build on his previous experience and step out of the day-to-day of his career as a photographer to see his life's work from a different perspective. "I'm interested in persuasion and influence through media," he says. "I guess in a sense I'm trying to understand how the work I did worked."

Harnar, now a first year student in CGU's School of Behavioral and Organizational Sciences, wants to apply the science of evaluation to media campaigns, noting that he is "interested in how media effect change or choices in people. More specifically, I want to measure the effectiveness of media campaigns. I think there will be great need for this in the political and health arenas."

Harnar's current studies are giving him an opportunity to look at what he produced from an audience's perspective. "I was telling stories through television, and maybe now I'm trying to understand the effect of those stories. I guess you could say I've come full circle from my earlier work."

He cites the editing of raw footage more than the limitations of the camera as the heart of the problem. "The visuals we see after the war will be more powerful than what we see on TV now, because the editing will be less frenetic, less pressured," he explains. "We're not getting the best information now because we are in the heat of it. We're trying to get the news out, and that's always subjective. History has the luxury of being more objective."

Harnar says he is excited about his new career path, but can also find it a bit daunting. "Having a successful career in television and photography gives me the confidence that I can do something else well. But there is a whole foundation of knowledge I've had to acquire. The task seems really huge with all I have to learn." He is also cognizant of the adjustment to being a full-time student: "It's such a left turn to be moving around with a camera and then find myself in a classroom discussing the theory of science or epistemology."

But he is energized by his new purpose. "The excitement comes out when I talk to people about what I'm doing," he says. "I feel this work will have exciting implications."

# Inside IRAQ — A

by Carol Bliss



**W**hen Junior Bunch first went to Iraq, he knew little about the country's history or its topography. As an Army Specialist taking part in Operation Iraqi Freedom, he discovered that Iraq is a country of sharp contrasts and richly varied landscapes. He learned that sunsets are magnificent and parts of Iraq are extraordinarily beautiful. In central Iraq, it is cold in winter and it rains. There are lots of trees, salt fields, and green grass. Southern Iraq has vast deserts, fist-sized

spiders, and heat that shimmers the air. Roadside markets near U.S. bases sell thumb drives and digital cameras. Children play in the streets and often smile at soldiers.

As a maintenance mechanic for CGU, Junior was shocked by the physical devastation of many of Iraq's cities. "There is so much damage from the first war that's never been repaired. As a result of this war, there's a lot of bombed-out buildings. It's really surprising to see," says Junior. "A lot of the cities are pretty run down."

Junior had been employed at CGU for five years when he was recalled by the Army to serve in Iraq. A soldier in the Inactive Ready Reserve, he was called back after the terrorist attacks of September 11 and served one-and-a-half tours of duty from 2002-2004. During 16 months in Iraq, Junior was stationed in 11 locations. His company of 120 men moved frequently, assigned wherever they were most needed.

Before leaving for Iraq, Junior was sent to Fort Stewart, Georgia, where he trained in chemical reconnaissance operations. He was to perform decontamination, search for chemical weapons, maintain protective equipment, set up early warning devices, and lay down smoke screens for advancing infantry troops. However, "smoke screens were basically useless in the desert due to high winds and the wide open spaces," he says. "We were also moving up too fast during the war," he explains.

So Junior was assigned to guard U.S. military camps in Iraq. While on guard duty, Junior and his buddies were shot at many times. In a war zone where unpredictable events happen in an instant, Junior was also part of a Quick Reaction Force, driving Humvees to emergencies when there was enemy fire and U.S. soldiers were down. He also escorted and guarded American civilians in Iraq. "They would drive and we would sit in the passenger seat with our weapons to protect them as they went out on fuel supply missions," he recalls.

Junior's company was stationed at Camp Victory, Balad, Baghdad, Camp Danger, Teikit, Camp Slayer, and Tajij. "I moved throughout the country, from the north to the south. My job kept changing," he says. "When I was in the Baghdad area, we were in charge of base security. After we moved out of Baghdad, we moved down to a place called Camp Scania, which is near Hilla, Iraq. There, we would escort fuel trucks."

"People always ask me what it was like," he says. "There's no way to describe it. When I first got over there I couldn't take a shower for a month. And I didn't flush a toilet for 15 months. There are





"I really appreciated all the emails, letters, and care packages from my friends at CGU."

# Soldier's Experience

major problems with plumbing and electricity," he explains. At Camp Anaconda, electricity was erratic and soldiers took turns crowding around a few coveted fans. It was hard to sleep.

"When we were first moving up into Iraq, our platoon was fired upon," says Junior. "When we finally got to the base, Camp Victory in Baghdad, we would get mortar and rockets at night along with small arms fire. When we were guarding the towers and while on Outer Perimeter Patrol (OPP), we would get sniper fire, IED (improvised explosive device) detonating devices, and things like that. At least three or four times a week we would get mortars or rockets. At least once a week the OPPs outside the walls would be attacked."

As a father of two, one of the toughest aspects of Junior's experience was seeing Iraqi children in war-torn cities. "Many of the people are very poor," he says. "In parts of the cities, there is no electricity or running water. Life is hard. I talked with Iraqi people. I got to see a lot of the kids playing in the streets. It's hard not to care about those kids." Emails and letters from home kept him going.

Shortly after he arrived in Iraq, Junior's friends at CGU mounted a

"Care Campaign" for their coworker. Esther Wiley and Bobbie Maxie of the Office of Advancement set up a donation box on campus for Junior, which included cookies, candy, video games, playing cards, sunscreen, stamps, clean socks, and a mailing kit. Facilities coordinator Sam Leon collected Christmas money from the university for Junior's family. Staff members and professors wrote and emailed. Junior is very proud of a personal letter he received from former CGU President Steadman Upham. "I really appreciated all the emails, letters, and care packages from my friends at CGU," he says.

For his work in Iraq, Junior was awarded a Purple Heart for being wounded in a roadside ambush and 13 ribbons and citations. He is very proud of his Army buddies and the work that they did there. Under the terms of his reenlistment, Junior is subject to recall until 2009.

Junior came back from Iraq on July 28, 2004, and returned to work a month later. Junior's supervisor, Sam Leon, is proud of him, "As an employee, Junior is easy-going. He's well liked by the students and he never complains," says Leon. "After he came back, I noticed a difference. He's more serious. I think he looks at life a little differently now."

"The most important thing I learned over there was to appreciate life," says Junior. "When you're getting shot at, you really realize the value of life, how precious it is, what a gift it is. I make it a point to value my life now, much more than I ever did before. I travel as much as I can now. I go see my Army buddies in South Carolina. But, if they recall me, I'd go back in a minute. It's a good feeling to know that your days matter."



# Peter Drucker

ON THE CEO'S

## WORK

*The Peter F. Drucker Research Library and Archive hosted a "Thoughtful Conversation" on October 1, 2004, centering on the role of the contemporary CEO. The following are excerpts from Peter Drucker's comments.*



**T**he CEO is an American invention. It is perhaps the one major contribution this country has made to modern organization. Everybody takes for granted that CEOs don't have any work of their own, that they are basically coaches and utility infielders who jump in when there's a collapse but otherwise supervise. This is not what I have learned in my own work. I have tried to sit down and think through what is the specific work of the CEO. Here are some preliminary thoughts.

The first thing to say is that the CEO is responsible, with the accent on "responsible" and not on "power." You cannot define any job by the power it has, only by the results you expect from it. The CEO is responsible for the organization's mission and its actions, its values and its results. The most important word is "results." Because of this, CEO jobs are as different as the organizations they serve.

The CEO is the link between the organization, which is the inside, where there are only costs, and the outside, where all the results are. That means that CEOs have to think through what is information in their organizations—information about the outside—and how to organize it. Very few CEOs have done this so far. That is one of the major tasks ahead.

Equally important, and also a task only the CEO can fulfill, is to decide "What is our business? What should it be?"—and, even more difficult—"What should it *not* be?" Once that decision has been made, the CEO decides what results are meaningful for the specific organization.

This is particularly difficult in the nonprofit institution. In every developed society, there are five nonprofit institutions for every business—at least five. Fundamentally, a developed society is one in which business is sufficiently productive to enable the resources of society to be devoted to nonprofit ends. The more developed the society, the more prevalent the nonprofits.

The CEO decides on the balance between present needs and investments in an unknown or unknowable and highly uncertain future. That decision is the essence of all economic activity. It is a very risky decision. You have to decide what to concentrate on for maximum or optimum results and what to let die. The CEO must make that decision, or the organization will become ineffectual trying to do a little bit of everything.



# The CEO is the link between the organization, which is the inside, where there are only costs, and the outside, where all the results are.

The CEO allocates the one specific resource of an organization which nobody ever has enough of—performing people. And the more competent a person is, the more likely he or she is to be highly specialized. There are no universal geniuses. A great pianist is likely to be hopeless in working out his airplane reservations. You hire him to be a pianist, not to read airplane schedules.

It is the job of the CEO to allocate performing people to where they can produce results, that is, to where they can use their strengths. I learned that from General George Marshall, our chief of staff in World War II. People went to Marshall to ask whom to assign where. He said, “Spare me the list. Tell me what he can do. Don’t tell me what he cannot do.” Effective executives allocate on the basis of people’s strengths, where they can deliver results.

Finally—and it’s a big finally—CEOs, by their own behavior, set the values and the standards of an organization. Far too many CEOs believe that this is done by making speeches. It is done by behavior.



## A CEO REFLECTS ON HIS ROLE

*Comments by  
A.G. Lafley,  
CEO, Procter  
& Gamble*

I agree wholeheartedly with Peter Drucker on two key points: first, the CEO is the link between the organization, which is the inside where all the costs are, and the outside, where all the results are; and second, the most important job of the CEO is the allocation of resources and talent. These two ideas are inextricably connected.

In my mind, being the link between the inside and the outside means that the single most important thing a CEO anywhere in the world has to think about is change. Change is the one constant we can always count on. Change is increasingly unpredictable, increasingly complex, and is coming from all points at virtually all times.

People and organizations have four choices when confronted with change: they can ignore it; they can try to resist it; they can adapt to it; or they can influence it, and turn it to their advantage. Those who ignore or resist change

will not survive. Those who adapt to change may survive, but they will not lead. Those who lead change will win, often disproportionately.

As a result, the job of the CEO is to create conditions in which the organization is capable of transforming itself continuously to win in the face of relentless change. This is why I place so much personal emphasis on leadership development. The only way I can be certain our company will sustain growth in the face of change is to ensure we have leaders in place who live P&G’s purpose, values, and principles, and who have the capability to inspire and enable their organizations to turn change into advantage.

Some of you may have read this, and it’s true—I really do spend every Sunday evening, almost without fail, with my human resources leader. Every week, we go through some portion of P&G’s talent development program. I personally know every one of the 100 general managers. I know every one of the 20 presidents they work for. I follow a list of about 300 managers in the company.

This focus on leadership reflects the simple reality that our company’s primary assets are our people. Companies don’t lead change. Companies don’t serve consumers. People do.

And you know what? Investors understand this reality. P&G’s market capitalization is about \$145 billion. Our fixed and hard assets are about \$45 billion. The difference – \$100 billion – is the value of two things: our people and our brands. And since we wouldn’t have any one of our brands without the people who created, invented, and built them, P&G people are our primary asset.

So, I get my top management team together at least every other month for a couple of days and a group of us meet every Monday morning to review the development of people in the company. We invest in their growth, development, and training. We are creating generations of change leaders.

This is my most important job as CEO, and my performance will best be measured not by a year’s or even a decade’s growth, but by the ability of these future leaders to confront change and to influence it in ways that enable P&G people and P&G brands to improve the everyday lives of consumers – which is why our company exists at all.

*These remarks were part of A.G. Lafley’s presentation during the CEO Roundtable held October 1, 2004, at the Peter F. Drucker and Masatoshi Ito Graduate School of Management at CGU.*

# “Son, Get a Job.”

By Michael Mahin, A.B.D.

**Y**ears ago someone said to me, “Getting your Ph.D. in American literature is a sure way to make your family broke.” The man who said this should know. He’s my father, and now that he’s broke, I’ve been forced to shed the illusion that one can subsist on unpaid internships, volunteer work, and dissertation research.

Nine months ago my father, a Methodist minister with a doctorate in theology, pontificated on the sacred necessity of finding a job in my chosen field. “I’ve thought about this, Son,” he said, holding a gold-embossed Bible in his right hand. “It’s not that your soul depends on it. Just your life. Get a job, and quit squeezing me for money.” Something about the way he held that Bible convinced me that it wasn’t there as a spiritual guide but as a negotiation tool: If I didn’t say yes, he would beat me with it until I relented. As I saw it, he had the Word of God on his side and all I had was the coffee table’s newest edition of *National Geographic*. Plus, he was right. It was time to go into teaching.

After that talk I did what any self-respecting, All-But-Dissertation, humanities grad student would do: I went to my brother and sister for help. My brother, an economics major, has always been the business-minded one, good with money, smart with investments. In short, financially solvent. I, on the other hand, am not so much solvent as negatively buoyant; that is, I sink rather than float when it comes to money matters. I asked him for advice and he said that my IQ had peaked and that I should sell before it dropped any more. My sister was equally cooperative. She said they were living lean. I suggested that she might put my nephew to work to earn a little extra cash, to which she responded that positions for three-year-olds just weren’t as numerous since authorities closed the local coal mine. Some family.

Nuclear family exhausted, I resigned myself to a careful consideration of my skills and abilities. I responded to the derisive axiom, “Those who cannot do, teach,” by writing a list:

1. I can alphabetize, though constant reading over the last five years has made the b’s and d’s a bit hard to bistinguish.
2. I can type, though my right hand cramps easily and seems to be in the pin-prickly stages of carpal tunnel syndrome.
3. I can lift things, though pouring over journals has atrophied my arms and made my back a bit hunched.

It was here I realized that not only was I exhibiting various symptoms of age and poor circulation, but that, just short of a tweed jacket, I was also showing evidence of that curious disease called “professorhood.” What I had expected to be an endless list of knacks and aptitudes ended

abruptly, and here I came to a frightening realization: Maybe they’re right. Maybe I

can’t do. Worse yet, maybe I can’t teach, either. Two weeks later I passed my qualifying exams with a superior ranking and then decided to do what intellectuals have done for centuries: I ran away. (Okay, truth be known, I did it on a grant. Intellectuals get to cheat a little nowadays.)

And where did I go? China, to study Buddhism and kung fu. I ran 10 miles in the snow on my second day, no joke. It’s curious how subfreezing temperatures can change one’s perspective. Suddenly, my life at home didn’t look so bad and, after six months of training, I don’t mind saying, neither did I. But not only did this experience reinvigorate my physical being, six months of staring at my navel taught me something unexpected. Enlightenment and growth do not happen in a void. I was a teacher. I needed to teach.

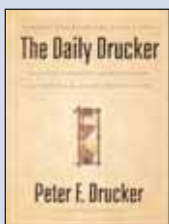
So what was my hesitation? To a certain extent, I think I have always been scared of what teaching requires. Like all things, there is a vast difference between what it takes to get by and what it takes to be great. That difference is intimidating. Great teachers make us excited about learning. Great teachers are what made me want to teach. Great teachers are few and far between. I guess it has always this legacy of greatness that has intimidated me, prevented me from being a teacher because of a fear of being less than great. I felt I owed them a debt, a return on the greatness they had showed me. They still inspire me and they still teach me. I can see my greatest professors scanning the classroom from their podiums now, I can sense them breaking from their lesson plans, and I can hear them telling me, “A great teacher teaches. A great teacher listens. And a great teacher is a great student.” It is like Soren Kierkegaard said, “To be a teacher, in the right sense, is to be a learner.”

I think I finally get it. Being great isn’t the goal: Being unconvinced of your own greatness, is.

*Michael Mahin works in the Office of Marketing and Communications at CGU while plotting his future as a screenwriter in Hollywood, playing in Neon Nation, an Orange County-based '80s cover band, and generally avoiding his dissertation.*





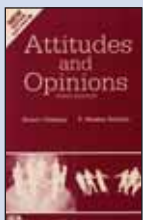


***The Daily Drucker: 366 Days of Insight and Motivation for Getting the Right Things Done***  
By Peter F. Drucker, with Joseph A. Maciariello  
(Harper Collins, 2004)

Distilled from more than six decades of Peter F. Drucker's writing, *The Daily Drucker: 366 Days of Insight and Motivation for Getting the Right Things Done* offers a compendium of daily insights addressing a broad range of issues relevant to the modern workplace. At the bottom of each page there is an action point that spells out exactly how to put Drucker's ideas into practice.

*The Daily Drucker* made the top ten of *Businessweek* magazine's "Hardcover Business Books" bestseller list in January. Bruce Rosenstein, writing about the book in *USA Today* (November 15, 2004) said, "It provides a neat sampler into his work and should spur people to read his other books for the full treatment."

Joseph Maciariello, Horton Professor of Management at the Drucker School, collaborated with Drucker on the project. The book forward is by Jim Collins, bestselling author of *Good to Great*.



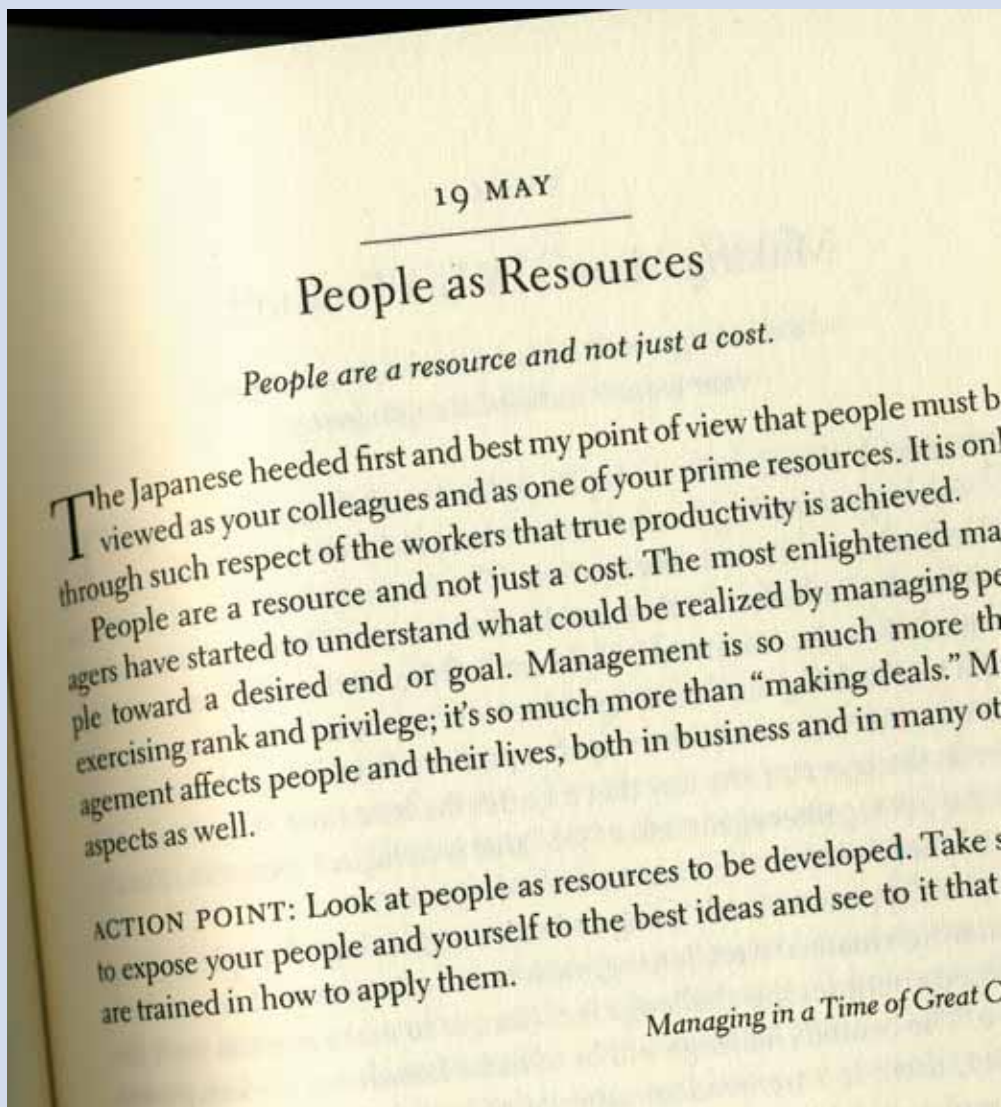
***Attitudes and Opinions*** (2005 edition)  
By Stuart Oskamp and P. Wesley Schultz, editors  
(Lawrence Erlbaum Associates, 2005)

A thoroughly revised 3rd edition of *Attitudes and Opinions* has recently been published by Lawrence Erlbaum Associates. Edited by CGU emeritus faculty member Stuart Oskamp and P. Wesley Schultz of CSU San Marcos (and Claremont Graduate University alumnus), the book reviews such topics as implicit and explicit measures of attitudes, nature of public opinion and polling, formation of attitudes, the communication of attitudes and opinions, as well as the relationship between those attitudes and behavior. As a goal of the authors is to demonstrate relevance to people's lives, the second part of the book looks at research findings on political and international attitudes (to include terrorism), voting behavior, racism and prejudice, sexism and gender roles, and environmental studies.



***The Problem of Evil and the Problem of God***  
By D.Z. Phillips  
(SCM Press, 2004)

D.Z. Phillips provides a systematic attempt to discuss the problem of evil. He argues that approaching the problem by focusing on either the logical problem of evil or on the practical, emotive, or pastoral problem of evil in isolation from each other creates a false distinction and ultimately confusion. Instead, Phillips argues that the logical is rooted in the practical. The book does not offer one "correct" response to the problem of evil, but instead advocates that there will always be more than one response and that philosophers need to point out where the conceptual confusion arises.



***Religion and Friendly Fire: Examining Assumptions in Contemporary Philosophy of Religion - The Vonhoff Lectures and Seminars, University of Groningen, 1999-2000***  
By D.Z. Phillips  
(Ashgate, 2004)

D.Z. Phillips argues that as a result of an uncritical acceptance of empiricism, philosophical defenders can do more harm to religion than the philosophical despisers. He asserts that we need to critically examine the claim that individual consciousness is the necessary starting point for argument, particularly for the existence of an external world and the reality of God, that God is a person without a body (pure consciousness), and that by assenting to a religious belief, we assign a truth value to a proposition independent of any confessional context. By avoiding these pitfalls, we may arrive at a new understanding of belief, trust, and the soul.

# faculty spotlight



**Samir Chatterjee** (*Information Science*) and his doctoral students in the Network Convergence Lab (NCL) have published six journal articles in 2004 that have appeared in *Communications of the AIS*, *Journal of Internet Technology*, *International Journal of Health Technology Management*, *IEEE Journal of Selected Areas in Communications*, *IEEE IT Professional*, and *Decision Line*.

Chatterjee coedited a special issue of *Information Systems Frontier Journal* on the theme of "Network Convergence: Issues, Trends and Future." The NCL group also published four other articles in a major information systems conference.

During Chatterjee's sabbatical leave in Fall 2004, he was a visiting scholar at the Indian Institute of Management in Calcutta and at the Indian Institute of Technology in Mumbai, two premier institutions of higher education in India. He presented seminars on topics ranging from implementation of digital signatures in health care to the latest advances in voice and video-conferencing over IP. He was also invited to deliver an expert lecture on SIP-based VoIP at Wipro, Bangalore, the third-largest software and IT services company in India. Talks are underway between IIM-Calcutta and Wipro, Bangalore, for CGU School of Information Science faculty to deliver specialized management executive training workshops in the near future.

**Christina Christie** (*Psychology*), along with Todd Franke of UCLA and Devon Brooks of USC, was awarded a five-year grant from FIRST 5 Los Angeles to evaluate its \$50 million Partnership for Families Initiative.

**Tom Horan** (*Information Science*) published an article (with IS student Ben Schooley) on "Market Dynamics and Local Policy Choices for Converged Systems" in *Information Systems Frontiers*. He also received a \$100,000 grant from the U.S Economic Development Agency to develop a strategic management approach to regional IT development, with Orange County as the demonstration location. Horan hosted an invitational roundtable on "Electronic Health Records: Promises, Developments and Challenges" at Claremont Graduate University and presented on "E-Government Research and Training Challenges" at the International Conference on Information Systems in Washington, D.C.

The International Reading Association has just published a chapter by **Charles Kerchner** (*Educational Studies*) titled "A Rhetoric for School Reform" in its annual research volume. He likens the problem of changing schools to that of

teaching writing, where the teacher's first challenge is to convince students that the assignment is not optional.

**Gondy Leroy** (*Information Science*) and Marjorie Charlop-Christy, professor of psychology at Claremont McKenna College and director of the Claremont Autism Center, are joining forces in an interdisciplinary project, "Improving Quality of Life for Autistic Children and Their Parents Through Modern Communication Devices." Along with three IS students and two psychology students, they are developing software for handheld devices that will be used by autistic children for communication. In addition, they are using advanced data-mining techniques to study autistic behavioral patterns to increase therapy success.



**Jean Lipman-Blumen's** book *The Allure of Toxic Leaders* was listed as among the six "Must-Read Business Books of 2004" by ManyWorlds.

**Wendy Martin** (*English*) gave five presentations in the Oxford Discovery Program at Oxford University in early May 2004: "The Roots of Jazz in New Orleans," "The Jazz Age and the Harlem Renaissance," "The Swing Era in Black and White," "Jazz as Political and Artistic Protest," and "The Jazz Legacy." During the fall of 2004 she lectured on jazz at the Osher Institute at the University of California at Berkeley and at Babson College. Martin spoke about contemporary American women writers at a meeting of PEN in September and at Babson College in October.

**Jennifer Merolla** (*Political Science*) served as a panelist to discuss the 2000 U.S. Presidential election at the University of Western Ontario in October. She presented three papers in February. With coauthors John Aldrich and Brad Gomez she wrote "Follow the Money: Models of Congressional Governance and the Appropriations Process," presented at the Legislative Studies Conference at the University of California at San Diego. She coauthored "Do Party Cues Help or Hinder? Political Parties as Heuristics in Three Countries" with Laura Stephenson and Elizabeth Zechmeister. The paper in revised form was presented at the annual meeting of the Midwest Political Science Association in April. She will also present there a revised version of "The Elusive 'C': Causes and Consequences of Charismatic Political Leadership," a paper coauthored with Jennifer Ramos and Elizabeth Zechmeister.





## meet the new faculty

### JENNY DARROCH

*Assistant Professor, The Drucker/Ito School  
Ph.D., Marketing, University of Otago, New Zealand*

**TEACHES:** Marketing principles and research, strategy, innovation, new product development

**HOBBIES:** Experiencing new places, keeping up with world affairs

**INTERESTING FACT:**

"I moved to Claremont from New Zealand with my family last June. This means I speak with a New Zealand accent, eat Vegemite, and greatly miss watching New Zealand's national rugby team, called 'the All Blacks.' I tried to get interested in USC playing football, but I had no idea what was going on."

**HOW WOULD YOU DESCRIBE YOURSELF IN A SINGLE WORD:**  
"Positive"

**TURNING POINT IN YOUR LIFE:**  
"Becoming a parent. Having two beautiful boys has taught me to laugh more and not to worry about small things."



### SUSAN PAIK

*Associate Professor,  
Educational Studies  
Ph.D., University of Illinois at Chicago*

**TEACHES:** Urban and international studies, K-12 educational productivity, school-family collaboration, minority learning and talent development, cross-cultural issues in learning and achievement, research methods

**HOBBIES:** photography, videography, pottery, guitar, sports

**INTERESTING FACT:** "I enjoy traveling to developing countries and once took an African safari."

**TURNING POINT IN LIFE:** "A trip to a remote village in Honduras inspired me to go to graduate school and become a professor."

**HOW WOULD YOU DESCRIBE YOURSELF IN A SINGLE WORD?**  
"Resourceful."



### WILLIAM PEREZ

*Assistant Professor, Educational Studies  
Ph.D., Stanford University*

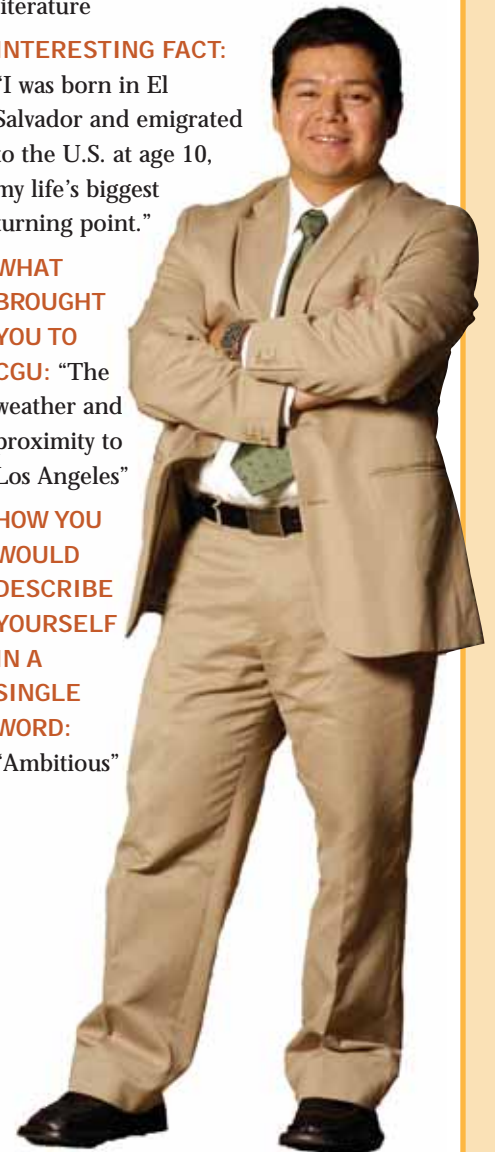
**TEACHES:** Immigration and acculturation, ethnic identity development, academic achievement, Latinos and education, minority student access to higher education

**HOBBIES:** Training for marathons and triathlons, weightlifting, golf, foreign and art-house films, Latin American literature

**INTERESTING FACT:**

"I was born in El Salvador and emigrated to the U.S. at age 10, my life's biggest turning point."

**WHAT BROUGHT YOU TO CGU:** "The weather and proximity to Los Angeles"  
**HOW YOU WOULD DESCRIBE YOURSELF IN A SINGLE WORD:**  
"Ambitious"



**Anselm K. Min** (*Religion*) published "The Dialectic of Divine Love: Pannenberg's Hegelian Trinitarianism" in the *International Journal of Systematic Theology* in July.

**Ali Nadim** (*Mathematics*) gave an invited presentation titled "Discrete Control of Liquid Drops on a Surface Using Electrowetting" on October 27 at the Center for Interdisciplinary Research in Fluid Physics at the University of California at Santa Barbara.

**Lorne Olfman** (*Dean, Information Science*) and Terry Ryan (*Information Science*) led a workshop on socialware learning environments at the 38th Hawaii International Conference on System Sciences. Olfman and Ryan have launched the Social Learning Software Lab that will focus on developing software solutions for social learning in educational settings.

**Susan Paik** (*Educational Studies*) coauthored a chapter titled "Making Giftedness Productive" in *Conceptions of Giftedness*, edited by Robert Sternberg and Janet D. Davidson. She is currently coplanning and developing a national conference and book on minority children, families, schools, and learning to be held in Fall 2005 in Washington, D.C.

**D.Z. Phillips** (*Religion*) was involved in the publication of six books in the past year. He authored *The Problem of Evil and the Problem of God* and *Religion and Friendly Fire* (see Book Shelf, page 27). He wrote introductions for and edited the work of his late teacher, Rush Rhees, in the two-volume *In Dialogue with the Greeks: Volume I: The Presocratics and Reality*, and *Volume II: Plato and Dialectic*. Phillips also edited the proceedings of the annual Claremont Conference on Philosophy of Religion, which resulted in two volumes: *Biblical Concepts and Our World* and *Language and Spirit*, both published in the Claremont Studies in the Philosophy of Religion (Palgrave).

**Jean Schroedel** (*Political Science*) gave two lectures in Fall 2004: "The Movement to Create a 'Christian' Legal System in the United States" at the Social Science History Association meeting on November 18, and "The 2004 Election and Women's Health Policymaking" at the Women's Wellness Forum at the California Institute of Technology on October 21.



**Gail Thompson** (*Educational Studies*) published a chapter titled "Home to School to Work Transitions for African Americans: Eliminating Barriers to Success," in *From Work/Family Balance to Work/Family Interaction*, edited by Diane Halpern.



**Karen Torjesen** (*Dean, Religion*) was interviewed on the topic of women's roles in the development of Christianity for the ABC program "PrimeTime Live."

## CGU professor receives national honor



**C**hristina Christie, an assistant professor of psychology at CGU, has been awarded one of the American Evaluation Association's highest honors—the Marcia Guttentag Award. This

early career achievement award is presented to a young scholar whose contributions and activities show great promise in the field of evaluation.

"I was overwhelmed," says Christie. "It's such an honor, particularly to have been nominated by leading scholars in my field." The field of evaluation uses social science research methods to evaluate industry, governmental, and nonprofit organizations and programs to improve their effectiveness. For more than a decade, Christie has been involved in many evaluations of social and educational programs targeting high-risk and underprivileged youth. "What I love about this field is that it is a marriage between science and social betterment," she says. "I enjoy helping organizations develop stronger and more effective programs."

Christie began her career researching public health issues in New York City. Later, when she was doing an evaluation at a homeless center in San Francisco, she realized that evaluation was her calling. "I found that I could really make a greater impact through applied studies that facilitate program improvement instead of lab-based research." She explains that her current research focuses on relationships between evaluation theory and practice, and on issues related to the development of descriptive theories of evaluation.

Christie received the award at the annual meeting of the American Evaluation Association in Atlanta, Georgia, on November 5.



## ARTS AND HUMANITIES



**Margaret Adachi, M.F.A., 1991**, exhibited her art in a show titled "Working Girl" at the Kristi Engle Gallery in Los Angeles November 7 through December 18, 2004.



**Lisa Adams, M.F.A., 1980**, recently exhibited her work in a show titled "Hello. It's Me." at The White Box in Marina del Rey, California.

**Andrea Anderson, Ph.D., Music, 2001**, will perform a piano program for the Hill College Performing Arts Series in Texas titled "Journey into Impressionism." The program combines piano performance and PowerPoint presentations of impressionist paintings.

**Chris Anderson, M.F.A., 1973**, and nearly 70 member artists of the Elizabeth Foundation for the Arts Studio Center participated in Open Studios 2004 in New York City, opening their workspaces to the public. Works included painting, sculpture, print-making, works on paper, photography, installation, video, and mixed media.

**Robert Arias, M.A., English, 1995**, recently earned tenure as a professor of history at East Los Angeles College.



**David Armstrong, M.F.A., 1993**, ceramic artist, entrepreneur and businessman, recently opened the American Museum of Ceramic Art (AMOCA), in Pomona, California. AMOCA is a nonprofit organization dedicated to the exhibition and celebration of the ceramic arts of the world and their individual and collaborated histories. The museum seeks to serve the community as well as the general public in providing an educational and stimulating space for the appreciation of ceramic arts. In addition to his degree from CGU, Armstrong holds a bachelor's degree from Pomona College and owns several historic buildings in downtown Pomona. He previously produced and distributed a series of collector plates created from the original clown paintings by comedian and painter Red Skelton. An article on Armstrong's museum, written by alumna **Suzanne Muchnic, M.F.A., 1963**, appeared in the November 27, 2004 issue of the

*Los Angeles Times*. For more information about Mr. Armstrong's museum, visit <http://www.ceramicmuseum.org>.

**Laura Behling, M.A., English, 1992; Ph.D., English, 1997**, received tenure and has been promoted to associate professor at Gustavus Adolphus College in St. Peter, Minnesota. Behling is author of *The Masculine Woman in America, 1890-1935* (Illinois, 2001), which is based on her dissertation at CGU. She has edited and written an introduction for *Hospital Transports: A Memoir of the Embarkation of the Sick and Wounded from the Peninsula of Virginia in the Summer of 1862* (SUNY Press, 2005). She lectured for the CGU English department in January.

**Karl Benjamin, M.A., Art, 1960**, an emeritus faculty member in the School of the Arts and Humanities at CGU and also at Pomona College, participated in several exhibitions in 2004, including "Beyond Geometry: Experiments in Form, 1940s-70s" at the Los Angeles County Museum of Art and the Miami Art Museum, "Conversations with the Collection: A Selection from the Permanent Collection" at the Long Beach Museum of Art, "The Los Angeles School" at Otis College of Art and Design, "Alphabet Paintings" at Brian Gross Fine Art in San Francisco, and "Karl Benjamin: Paintings from 1950-1965" at Louis Stern Fine Arts in West Hollywood, California. Exhibitions in 2005 will be held at the San Diego Museum of Art and the Orange County Museum of Art. "Drawings from 1950-1965" was held at Louis Stern Fine Art from March 5-April 9. Recently, Daimler-Chrysler added one of Benjamin's paintings to its collection that was included in "Daimler-Chrysler Collection: Minimalism and After III" in Berlin. The Los Angeles County Museum of Art also recently acquired one of Benjamin's drawings.

**Sacvan Bercovitch, M.A., English, 1963; Ph.D., English, 1965**, is president of the American Studies Association and Fellow of the American Academy of Arts and Sciences. He holds the Powell M. Cabot Chair of American Literature at Harvard University. In December 2004, Bercovitch was awarded the Hubbell Medal for Lifetime Achievement in American Literature at the annual meeting of the Modern Languages Association. He has also received the Distinguished Scholar Award for Extraordinary Lifetime Contributions to the Study of Early American Literature.



**Shoshana Brand, M.F.A., 2003**, curates and organizes an international video festival, presented throughout Los Angeles. Brand was awarded a grant from the city of Los Angeles to plan and instruct a video art class to two groups of teens with an art show in Canoga Park and Van Nuys. In June and July, she will present a solo art show in Shanghai, China, and participate in a group show in New Delhi, India. She will also be an artist-in-residence in Lijiang, China. In late 2005, Brand will attend an artist residency in Taiwan for two months, and will create a site-specific solo show in the Contemporary Art Gallery of Anchorage, Alaska.

**Alexander J. Couwenberg, M.F.A., 1997**, along with his wife Andi and daughter Smythie, recently spent a week in New York City, where Couwenberg's work was the highlight of the opening of the new Metropolitan Hotel. The hotel commissioned Couwenberg to create work for the high-end guest rooms through the Getty Group. He has work showing at Post in Los Angeles, Dolby Chadwick Gallery in San Francisco, Soho Myriad in Atlanta, and Markel Fine Arts in New York. A one-man show of his work will open at Ruth Bachofner Gallery in Santa Monica, California in June.



**D. Robert DeChaine, Ph.D., Cultural Studies, 2001**, was appointed assistant professor of cultural studies in the liberal studies department at California State University, Los Angeles. He is author of the forthcoming book *Global Humanitarianism: NGOs and the Crafting of Community* (Lexington Books).

**Langdon Elsbree, Ph.D., English, 1963**, recently presented the essay "Habits of the Heart in Joyce and Woolf" at a Woolf Conference. The essay was revised and published in *New Readings of Old Masters* (MacMillan, Cairo, Egypt, 2004).

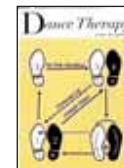
**Megan Geckler, M.F.A., 2001**, participated in a solo exhibition "Web in Front" at the University of La Verne, and the group exhibition "Incognito" at the Santa Monica Museum of Art. She was a Creative Capital Foundation Visual Arts Grant finalist in 2004. Geckler is an adjunct faculty member at Cerritos College, Glendale College, and Fullerton College. She manages LAopenings, a weekly e-newsletter of art information in the Los Angeles area. To subscribe to LAopenings,

send a blank e-mail to [LAopenings-subscribe@yahoogroups.com](mailto:LAopenings-subscribe@yahoogroups.com).

**Robin Higham, MA, History, 1953**, presented a paper on Southern transportation between 1861 and 1865 in Morocco in 2004. Higham has cowritten with Stephan J. Harris *The Defeat of Air Forces*, to be published later in 2005. Higham is also author of *100 Years of Air Power & Aviation (Centennial of Flight Series, No. 5)* (Texas A&M University Press, 2003). She has served as a member of the Committee on Military Archives of the International Committee of Military History since 1990.



**Patricia Grizzle Huling, Ph.D., Cultural Studies, 2005**, was appointed last year to the Board of Directors of the National Association of Ethnic Studies, and in 2003, became acting director of P.A.C.E. (the Program for Adult College Education) at California State University, Northridge.



**Lee Jacobus, Ph.D., English, 1968**, published a new edition of *The Bedford Introduction to Drama*. Jacobus has produced three one-act plays and is emeritus professor of English at the University of Connecticut.

**Soonja Oh Kim, M.F.A., 1989**, presented her work in the exhibition "Material Abstraction" at the BGH Gallery in Santa Monica, California in fall 2004.

**Marcel L'Esperance, M.A., Music, 1966**, recently conducted the Tokyo International Singers and the Tokyo New City Orchestra. L'Esperance conducted the Russian Tokyo International Women's Chorus in 1983; Chiba, Japan International Singers in 1984; and L'Esperance Singers, a professional ensemble, in 1986. He founded Tokyo International Singers in 1980.

**Babette Mayor, M.F.A., 1978**, exhibited her work in a show titled "Southwest Metaphor" at the Irene Carlson Gallery at the University of La Verne. Mayor is professor and chair of the California State Polytechnic University (Cal Poly) Pomona art department.

**Gary E. Overvold, Ph.D., Philosophy, 1965**, is professor of philosophy at Clark University. He was visiting research professor at the University of Versailles, France, in spring 2004. He was recently

appointed adjunct professor of comparative literature at Clark University.

**Constance Pohlman, M.F.A., 1996**, is adjunct assistant professor at Pasadena City College. Pohlman's artwork has been represented by the Ruth Bachofner Gallery since 1996. Her work will be included in the "Off the Wall" art auction at the Armory Center for the Arts in Pasadena, California.

**Jack Scott, M.A., History, 1967; Ph.D., History, 1970**, was recently re-elected to the California State Senate. He will be the chair of both the education

committee and the budget committee on education.



**Megan Sherwood, M.F.A., 1994**, runs her own business "Four Day Weekend" ([www.fourdayweekend.org](http://www.fourdayweekend.org)) as a curation project organizer

for Southern California galleries, museums, and cultural institutions. Her artwork was shown in fall 2004 at the Square Blue Gallery in Costa Mesa, along with other CGU graduates and the emeritus chair of the CGU art department, Roland Reiss. She exhibited drawings and photographs last

winter in Oslo, Norway, and Antwerp, Belgium. Sherwood is also an art critic and has had her art reviews published in *zingmagazine*. She is an art instructor for Otis College of Art & Design in the Long Beach Museum of Art's K-12 Portfolio Preparation program.

**Dee Small, M.F.A., 2004**, was part of a show titled "Bag of Tricks" at The Office in Huntington Beach, California, from January 8 to February 4.

**Bob Smith, Certificate, Education, 1959; M.F.A., 1964**, recently had a retrospective show consisting of 63 pieces from the 1950s to the present, at the Feldhyme Library Art Gallery in San Bernardino, California.

**Curtis Stage, M.F.A., 1999**, presented a solo exhibition titled "Curtis Stage IMPOSSIBLE EXCHANGE" from January 4 through February 3 at the University Art Gallery at California State University, Stanislaus.

**Marguerite Tassi, Ph.D., English, 1993**, is associate professor of English and director of graduate studies in English at the University of Nebraska-Kearney. Her book, *The Scandal of Images: Iconoclasm, Eroticism, and Painting in Early Modern English Drama*, will be published by Susquehanna University Press. She and her husband, Shaun Padgett, are the proud parents of a two-year old daughter, Francesca.

**Julie Voss (formerly Julie Walter), M.A., English, 1997**, is a doctoral candidate in English at the University of Kentucky. Her dissertation is titled *The Eagle and the Crescent: Early U.S. Encounters with Islam*.

**Donald Yacovone, Ph.D., History, 1984**, is editor of *The Massachusetts Historical Review*. He is the author of numerous books including *Freedom's Journey: African American Voices of the Civil War* (Lawrence Hill Books, 2004) and *A Voice of Thunder: A Black Soldier's Civil War* (University of Illinois Press, 1999). Yacovone has received a variety of grants and fellowships including a National Endowment for the Humanities grant (1993-1994) and an American Philosophical Society grant (1991).

## BEHAVIORAL AND ORGANIZATIONAL SCIENCES

**Mike Carpenter, Ph.D., Psychology, 2003**, accepted a position with the University of Washington at the Autism Center supervising autism consultants, providing clinical service to families and schools, and leading the professional

training program that focuses on applied behavior analysis.

**Sharrilyn Rae Evered, M.A., Psychology, 1997; Ph.D., Psychology, 1994**, is senior research analyst at the Center for Tobacco Reduction and Health Improvement, Blue Cross and Blue Shield of Minnesota. She manages research and evaluation projects related to the center's efforts to reduce the risk factors associated with cancer and heart disease.

**Jeanne Carolyn King, Ph.D., Psychology, 1993**, was chair of the Faculty Senate at California State University, San Bernardino from 1997 to 2000, a CSU academic senator from 1999 to 2001, and associate dean of administrative affairs of the College of Business and Public Administration at CSU San Bernardino from 2000 to 2001. In 2000, she was promoted to professor of management, and in 1999 and 2000, received a grant from the Kauffman Center for Entrepreneurial Leadership. In 1999, King co-founded the Inland Empire Center for Entrepreneurship at CSU San Bernardino.

## THE DRUCKER/ITO SCHOOL

**Bonnie L. Johnson, E.M.B.A., 1995**, was appointed senior lecturer in accounting at California Lutheran University. She is currently pursuing her doctorate in economics at CGU.

**Rana Qumsiyeh, M.B.A., 2003**, recently presented the talk "Olive Tree Campaign in Palestine" at International Place at the Claremont Colleges. The talk was based on her work as public relations and advocacy officer at the YWCA of Palestine.



**David Salazar, Certificate, Executive Management, 2002**, has been awarded the 2005 Distinguished Alumni Award by the

College of Environmental Design at Cal Poly Pomona. Salazar earned his Master of Urban and Regional Planning at Cal Poly Pomona. He is also a lecturer in the Urban and Regional Planning department at Cal Poly Pomona and is active in the Society of College and University Planners and the Association of Higher Education Facilities Officers, and is a member of the American Institute of Certified Planners. Salazar is director of facilities at CGU and is completing his E.M.B.A. at CGU. Prior to coming to CGU, he was a founding administrator and chief campus planner at California State University, Monterey Bay.



## Gift from alumna to fund new professorship in Politics and Policy

Alumna Mary Toepelt Nicolai and formal doctoral student in politics, (pictured here with SPE Dean Yi Feng) has established the Mary Toepelt Nicolai & George Blair Assistant Professorship in American Politics with a \$750,000 contribution to the School of Politics and Economics. Nicolai studied under the late George Blair while enrolled in the Ph.D. program in government during the early 1970s. She wanted to honor her former mentor, who she says was loved by so many at CGU, with the gift.

"George Blair was always very helpful," says Nicolai of the former dean of what was then called Claremont Graduate School. "He was a most wonderful, encouraging person who made you feel you could do the work. He was a great motivator."

Nicolai, who worked as a school teacher in Anaheim for 25 years while raising her family, was also a political activist in her community, serving on the charter committee for the City of Anaheim, among various other committees. She remained active in civic and political affairs after her time at CGU, serving as a precinct chairperson on the California State Central Committee. Known as a keen political strategist, Nicolai served on many election campaigns in her area for local, state, and Congressional candidates.

The gift will fund a faculty position in American Politics in the School of Politics and Economics, helping the school to attract top scholars and students.





**Paul L. Schultz**, *E.M.B.A., 1990*, was promoted to executive vice president of operations and franchising for Jack in the Box Inc.

**Bassam Sharif**, *M.B.A., 1990*, joined Jones Lang LaSalle's Project & Development Services as vice president in October 2004.

**Nancy S. Tornell**, *M.A., Executive Management, 1993*, is a realtor and a real estate agent with First Team of Tustin, serving all of Orange County, California.

**Raymond Wan**, *M.B.A., 2003*, recently accepted a part-time adjunct faculty position with the University of Phoenix. Wan will teach electronic business.

## EDUCATIONAL STUDIES

**Diane Barrett**, *Ph.D., Education, 2004*, received a tenure-track appointment in the mathematical and computing sciences department at Saint John Fisher College and will be the director of the graduate program in math, science and technology education.

**David W. Bea**, *M.A., Education, 1995; Ph.D., Education, 2004*, is the new assistant vice chancellor for finance at Pima Community College.



**Orlando Blake**, *Ph.D., Education, 1999*, recently published *Leading Total Quality: Management's Role in Aligning*

*Leadership & Total Quality Practice* (booklocker.com, 2003). He is president of The Blake Group, an organizational consulting company. Blake received a performance-based certification granted by the International Society for Performance Improvement (ISPI). He teaches in the human resources design program at CGU and owns a small ranch in southern Arizona.

**Carolyn Buck**, *Ph.D., Education, 2003*, is dean of learning support services at Columbia College, Sonoma, California, one of two institutions in the Yosemite Community College District. She was formerly articulation officer at San Diego Mesa College.

**Virginia Burley**, *M.A., English, 1974; Ph.D., Education, 2004*, was promoted to dean of instruction at Mt. San Antonio College.

**Marilyn Deppe**, *Ph.D., Education, 1989*, is director of the Office of Education Services in the College of Education and Human Development at George Mason University. Her office provides credit and non-credit courses, educational services, resources, and professional development to northern Virginia K-12 school divisions. She previously spent 10 years as vice president for student affairs at Hamline University. She and her partner have a five-year-old daughter, Maggie, who they adopted from China in 2000.

**Olivia Simpson Ellis**, *M.A., Education, 1983; Ph.D., Education, 1995*, was recently named 2005 Claremont Unified School District Teacher of the Year.

**Alejandra Favela**, *Ph.D., Education, 2004*, was appointed assistant professor of teacher education and ESOL/bilingual education at Lewis & Clark College in Portland, Oregon.

**Nelson Haggerson, Jr.**, *Ph.D., Education, 1960*, was inducted into the New Mexico Military Institute (NNMI) Hall of Fame on October 15, 2004. On October 16, he was honored along with 100 other NNMI alumni who served in the armed services during World War II.

**Russ Hubbard**, *M.A., History, 1968; Ph.D., Education, 1972*, is a part-time instructor in U.S. history at Pueblo Community College and at Alamosa State College (for the Colorado Department of Corrections). He is professor emeritus in education at Eastern Washington University.

**Nina Jackson**, *M.A., Education, 1990*, is in her tenth year as the library teacher at Franklin Middle School in Long Beach, California. Jackson just qualified as a national board certified teacher in library media education.

**Valencia Nenaji Jackson**, *M.A., Public Policy, 1997; M.A., Politics and Policy, 2001; Ph.D., Education, 2004*, was appointed to the Los Angeles City Human Relations Commission by Mayor James Hahn in February 2004, and was reappointed in October 2004.

**Susan Krinsky**, *M.A., Education, 1981*, is associate vice president for the "Campaign for Brandeis," a six-year, \$470 million comprehensive campaign, which concludes in June 2006. The campaign materials recently won a "Silver" award from the Council for Advancement and Support of Education. Their "tribute" video won a "Gold" award. In November 2004, Krinsky presented "Creating Campaign

Collaterals That Work" at the Association of Fundraising Professionals 2004 Conference on Philanthropy in Boston.

**E. Louise Larick**, *Former Student*, has retired from her position as librarian/archivist at University of La Verne. She is working on her genealogy. Larick previously served as adjunct faculty member at Claremont Graduate School (now CGU).

**Delores B. Lindsey**, *Ph.D., Education, 1999*, is an assistant professor in the College of Education at California State University, San Marcos. She and coauthors Randall Lindsey, Kikanza Nuri Robins, and Raymond Terrell are working on the second edition of *Culturally Proficient Instruction* (Corwin Press, 2002).



**Dale Litney**, *M.A., Education, 1978; Ph.D., Education, 1979*, retired U.S. Army colonel, recently led the Afghan National Army Inspector General Training Course in Kabul, Afghanistan.



**Mark Maine**, *Ph.D., Education, 2005*, was a contributing member of the United States Department of Education's National Education Technology Plan. Maine provided insights on innovative and sustainable budgeting and funding models for 21st century educational systems.



**Georges Merx**, *Ph.D., Education, 2003*, was elected department chair of the computer information sciences department at Mesa College, effective fall 2005, and is a visiting professor in computer science and engineering at University of California, San Diego.

**Dorothy Ehrhart-Morrison**, *Ph.D., Education, 1990*, was re-elected to the Santa Monica College Board of Trustees for the third time. She previously served as chair and vice chair of the board. Her book, *No Mountain High Enough*, focuses on successful African American women and is based on her dissertation at CGU.

**Rodney Muth**, *Ph.D., Education, 1971*, professor in the Division of Administrative Leadership and Policy Studies in the School of Education at the University of Colorado at Denver and Health Sciences University, received the university's 2004 Excellence in Service award.

**Linda Nolte**, *Ph.D., Education, 2003*, was among 2004's *Who's Who Among America's Teachers*, the third time she has received this recognition. Nolte has served as a member of the University of San Diego WASC Advisory Board 2002-2003-2004.

**James E. Overin**, *Certificate, Education, 1949*, retired after a 36-year career in public education. He spent more than five years working in Whittier, eight years in Chula Vista, eight years in Manhattan Beach, and 15 years in La Verne and San Dimas. Overin received his M.A. from San Diego State and his M.Ed. and Ed.D. from the University of Southern California.

**Steven Pinkston**, *Certificate, Education, 1978; M.A., Education, 1979*, is the recipient of the Special Olympics Community Service Award, the Santa Clara County Alliance of Black Educators Award, and the Martin Luther King Good Neighbor Award.



**Lou Rosen**, *Ph.D., Education, 1986*, is the author of two books: *College Is Not for Everyone* (Scarecrow Publishing, 2005) and *School Discipline: Best Practices for School Administrators* (2nd Edition, Corwin Press, 2004). He is executive director of the School Justice Institute, a nonprofit organization dedicated to fair and equal practices toward students in K-12 education.



**Diane Schuster**, *Ph.D., Education, 1986*, is director of the Institute for Teaching Jewish Adults at Hebrew Union College-Jewish Institute of Religion in Los Angeles, where she is also a member of the visiting faculty of the Rhea Hirsch School of Education. Her book, *Jewish Lives, Jewish Learning: Adult Jewish Learning in Theory and Practice* (URJ Press, 2003) was named a finalist for the 2004 National Jewish Book Award in education. She coauthored another book: *A Journey of Heart and Mind: Transformative Jewish Learning in Adulthood* (JTS Press, 2004). In June 2004, she went to Russia to meet Jewish women who have become teachers of the Torah. The Hadassah International Research Institute on Jewish Women has awarded her a research grant to return to Russia and Ukraine to conduct additional interviews. She and her husband, Jack Schuster, professor of education and public policy at CGU, serve on the Jewish Studies Council for the School of Religion at CGU. Their older daughter, Jordi, is finishing a master's at Harvard Divinity School and

will enter rabbinical school in July. Their other daughter, Ariana, will graduate from Pomona College in May and looks forward to working in the hospitality industry.



**Darleen Stoner, Ph.D., Education, 1981**, is the recipient of the California Governor's Environmental and Economic Leadership Award, the state's highest environmental honor. The

award was given in honor of the Environmental EXPO program, an environmental educational outreach program at California State University, San Bernardino that Stoner founded and leads. Stoner is professor of environmental education and director of the EXPO event.

**Gayle Vogt, M.A., Education, 1984; Ph.D., Education, 1985**, published "SALGains and the Assessment of Student Perception" in *Business*

*Communication Quarterly* (March, 2005). In December 2004, she received a Bank of America grant for a proposal titled "Fit for the World of Work," a writing and manners seminar for graduate students.



**Eileen Wilson-Oyalaran, Certificate, Education, 1973; M.A., Education, 1974; Ph.D., Education, 1977**, has been named president of Kalamazoo College in

Michigan. Wilson-Oyalaran is currently dean and vice president at Salem College in Winston-Salem, North Carolina, and will begin her duties at Kalamazoo College in July. She previously served as associate professor and chair of the Department of Education at Winston-Salem State University and visiting scholar in education at North Carolina Wesleyan College. She taught in the education and psychology departments at the University of Ife (now Obafemi Awolowo University) in Nigeria for 14 years and was also acting head of the Department of Psychology there for five years. During her time in Nigeria, Wilson-Oyalaran was a consultant for UNICEF (Nigeria). Wilson-Oyalaran's honors include the Kent Fellowship and the Ford Foundation National Fellowship for graduate study, the Ada Mae Fitts Woman of the Year award, the Thomas J. Watson Traveling Fellowship, The Claremont Colleges' Black Studies Center Visionary Leadership Award, and the American Council on Education Fellowship. In 1999, she received the Gender Equity Architect Award from the American Association of Colleges of Teacher Education and in 2002, she was honored by the Salvation Army with the Strong, Smart, Bold Award in recognition of her service to women and girls in Forsyth County, North Carolina. She has written numerous articles on child growth and development in the Nigerian context and has received several grants to provide staff development for public school teachers in the area of cultural diversity.

#### HUMAN ECOLOGY

**Earl (Gene) Bailard, II, Ph.D., Human Ecology, 1979**, works with the U.S. Postal Service district headquarters in San Francisco as leader and trainer of the anthrax emergency response team. For the past 20 years, he has specialized in extremely hazardous and biotoxic materials (bioweapons) and prepared numerous federal government training and guidance manuals. He is an adjunct instructor with the California Specialized Training Institute (Governor's Office of Emergency Services) in the incident command system and emergency response.

#### INFORMATION SCIENCE

**Dionna Harris, M.S., Information Science, 2001; M.B.A., 2002**, is researching e-government and the use of the Internet by terrorist organizations. Harris is a doctoral student in the School of Information Science at CGU.

# Alumni,

## What's New?

Alumni, please use the space below to update your contact information with CGU. Also, share your current professional and academic activities, along with photos,\* so that we may profile your achievements in an upcoming issue of *the Flame* or on the CGU web site.

Name \_\_\_\_\_ Last name used while at CGU \_\_\_\_\_  
First Name Middle Name Last Name

Home Address \_\_\_\_\_  
Street, including apartment number

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_ Country \_\_\_\_\_

Phone Number \_\_\_\_\_  
Home Phone Work Phone Cell Phone

E-Mail Address(es) \_\_\_\_\_

Recent Academic or Professional Activities: (Please print or type your response.)

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(Submissions may be edited, based on space availability in the magazine.)

Detach and send this form with any photos to the Office of Alumni Affairs, Claremont Graduate University, Jagels Building, 165 East Tenth Street, Claremont, CA 91711-6160, fax (909) 607-4202 (ATTENTION: Alumni Affairs). This form may also be completed online via the "Update Your Information" form at [http://alumni.cgu.edu/update\\_alum\\_info.htm](http://alumni.cgu.edu/update_alum_info.htm).

\* Photos may be e-mailed (in .JPG, .EPS, or .TIF file format in 300 dpi) to [alumni@cgu.edu](mailto:alumni@cgu.edu) or mailed to the Office of Alumni Affairs at the address above. Photos may be used, based on print and quality specifications.



# TWIST OF FATE

**T**he night was cold and dark, and few vehicles were traveling the long stretch of highway in rural Arizona as Lynna Belin (Ph.D., Economics, 1994) drove east toward her home in Kansas City. She had been in Southern California for the Christmas holidays, visiting her adult children—Heather, then 23, and Jared, 20. Now it was January 3, and she was nearing Flagstaff, Arizona, hoping to drive a bit further before stopping for the night.

Up ahead, a truck was going slowly in her lane. Lynna pulled out to pass. Suddenly, a burst of wind off the truck hit the side of her Ford Explorer. At the same instant, she hit a patch of black ice on the highway. She frantically tried to regain control, but to no avail. The SUV rolled three and a half times, coming to rest at the bottom of a ravine. She lay inside while the radio continued to play and the vehicle lights shone aimlessly into the darkness.

The driver of the truck she was passing didn't stop, but he may have radioed for emergency help, because some time later Lynna heard sirens. "Are you there?" a man's voice called.

"Yes," she replied, faintly.

"Is there anybody else with you?"

"No," said Lynna.

The emergency workers airlifted her to a hospital in Flagstaff. It was there that she came face to face with the awful realization that she could not move her arms or legs.

That was 1997. Three years after turning in her dissertation (*The Orphan Drug Act: Demand Predictors of True Orphans*) and just a year and a half after landing a dream job as an economist in Kansas City, Lynna found herself not only unable to work, but even to move on her own. Ahead lay months, even years, of rehab, where success was measured not in terms of research projects completed, but in being able to turn her head or roll to a sitting position. "I remember thinking, if I just work hard enough, I'll get it all back," she recalls thinking. "Denial is a wonderful thing."

Today, Lynna is back in Southern California, living not far from her four grandchildren (including a set of triplets). While she cannot move her legs, after much hard work she has partial use of her arms and hands. A painful but effective tendon transfer has enabled her to use a pen, a fork, and to hold books to read to her grandchildren. She recently passed the test for her California driver's license using a specially-equipped van, and she can now visit the many friends she treasures in the area.

Learning didn't stop for Lynna with her dissertation. "I don't know what I'll do when I grow up," she jokes. "I'm still exploring." She has taught an economics class at a state university since the accident, and she definitely wants to stay involved in the private university where she had a faculty appointment as well. She's studied

writing at UCLA and is working her way through "a stack of applied economics books about

three feet high—from game theory to the economics of the movie industry." She likes antiquing and is active in the Red Hat Society, a social organization for women over 50.

At first after her accident, Lynna's will to live centered on her children. But she remembers a turning point, around Christmas a year later, when she struggled to eat in a restaurant with her son and daughter. "I realized I'm glad to be alive for myself," she recalls. "For the past year, it was for the kids that I had struggled. I think that was the first time I was happy for *myself*."

Today, Lynna is always learning. "At the end of your degree, you kinda know the maximum of what you're going to know," she says. "I think I have other ideas of how to apply what I learned in economics now. I have had the time to explore areas I didn't have then."

And her life is full. "There's always something interesting to do—books to read, programs on PBS to watch, people to call, places to go," she says. "I am never bored."



**Sheng-Kai Yang, M.S.,** *Management of Information Systems*, 1999, earned an M.B.A. from the University of San Diego in 2004.

## MATHEMATICAL SCIENCES

**Michael P. O'Keeffe, M.A.,** *Mathematics*, 1982, has been appointed head of investment management and guidance for Merrill Lynch Global Private Client Group. O'Keeffe previously spent 18 years with Wilshire Associates, a leading investment consulting firm.

**Henry Schultz, Ph.D.,** *Mathematics*, 1974, retired from Amgen after 11 years. Schultz was a computational biologist for Amgen and was also involved with research automation. He previously served as assistant professor

at the University of Michigan-Dearborn, senior computer application specialist for Lockheed Skunk Works, manager for advanced design at CADAM, Inc., software manager for 3D systems, and an independent consultant.

**Robert J. Tucker, M.S.,** *Mathematics*, 2001, participated as a speaker in the Math Modeling workshop at Pomona College in November 2004. He works at Southern California Edison.

## POLITICS AND ECONOMICS



**Samih Antoine Azar, M.A.,** *Economics*, 1990; *Ph.D., Economics*, 1998, was promoted to associate professor at Haigazian University. He presented

seven papers at local and international conferences. He has published in applied financial economics, applied economics letters, and applied economics. Six of his papers are being considered for publication in refereed journals.

**Michelle Benson, M.A.,** *Political Economics*, 1997; *Ph.D., Political Science*, 1999, has published "The Relevance of Politically Relevant Dyads in the Study of Interdependence and Dyadic Disputes" in *Conflict Management and Peace Science* (forthcoming) and "Dyadic Hostility and the Ties That Bind: State-to-State versus State-to-System Security and Economic Relationships" in *Journal of Peace Research*, 41 (6): 659-676. Benson and her husband, **Gregory Saxton, M.A.,** *Public Policy*, 1998; *Ph.D., Politics and Economics*, 2000, have coauthored

"Social Capital and the Growth of the Nonprofit Sector" in *Social Science Quarterly* (forthcoming).

**Peter H. Bresler, M.A.,** *Government*, 1975, is an estate planning attorney, practicing with his wife in San Francisco, California, as Bresler & Lee.

**Robert J. Bunker, M.A.,** *Government*, 1987; *Ph.D., Political Science*, 1993, and his wife **Pamela Ligouri Bunker, M.A.,** *Politics and Policy*, 1994, presented "Encyclopedia of Less-Lethal Weapons" at the Second International Policing Conference in Adelaide, Australia in 2004. In 2004, he also presented "Introduction to Terrorism: Epochal Change" at the Intelligence Officer/CPO Symposium in Virginia Beach, and "The Terrorism Early Warning Group" at the U.S. Department of Homeland

# EL PAYASO, THE CLOWN

David Rosales (M.F.A., 2000) is dead serious about clowns. *El payaso*, which means “the clown” in Spanish, has been a central element in Rosales’ work since he studied at CGU. *El payaso* is both fun and scary, good and evil, inside and outside the establishment. In the duality of the clown, Rosales found a mechanism through which the complicated Mexican and American layers of his Chicano heritage could be explored.

It was while studying at CGU that Rosales began using the figure of the clown. “Some of my instructors were still of the modernist class, and they suggested that I abandon my cultural identity. Doing so will allow the greater community to ‘get it,’ they suggested. I held this identity dear, so I started exaggerating it. They told me to minimize it, so I maximized it.” Rosales carried this tongue-in-cheek approach into his art. “The clown is a powerful critical tool,” Rosales explains. “He can laugh at himself and he can laugh at you. He can cheer on the system while exposing its flaws.”

Rosales wasn’t at odds with his teachers. “It’s wrong to say I was reacting against my department,” he says. “Instead, I was reacting to it. I loved being a student at CGU. It was an environment of creative exploration that allowed me to think beyond the confines of what had been for me a relatively standard, Modernist concept of art,” says Rosales.

“Roland Reiss helped me understand the need for every artist to separate his art into distinct elements, eliminating those elements he didn’t need and emphasizing those he did,” Rosales continues. “The end of the first year was hard for me and my entire class. We shared those moments of self-doubt and fear and gained a better understanding of what it meant to be in a graduate program where the reasons for our art were constantly challenged and questioned. Creativity is important, but careful evaluation of what it is you want to be creative about is essential.”

One of the elements Rosales chose to emphasize was his Chicano heritage. “Chicano is a word I use to describe the people I come from. Chicanos are American and Mexican but not really either one,” he says. “My father was born in Colton, California, while my mother was born in Michoacan, Mexico. I grew up somewhere in the middle.”

For Rosales, this middle space, which is often interpreted as a question



of ambiguity, isn’t a burden to be carried, but a boon to be expressed. “My grandfather moved to America after the Mexican Revolution and worked for the railroads. My father was an artisan, a WWII vet, as well as a 1939 Golden Gloves Lightweight Champ,” he explains. “Just as I use my mixed heritage, I also use these stories, and in particular, the boxer as artistic metaphors. My art is influenced by these personal family narratives and events. This history is not a burden on my art, but the inspiration. Without this past my art would not exist. I would not exist.”

After being featured in *Contemporary Chicana and Chicano Art* (Bilingual Review/ Press, Arizona State University, 2003) Rosales’ work toured the country in an exhibition called “Chicano Art for Our Millennium” and was included in a book of the same name (Bilingual Review/ Press, Arizona



State University, 2004). In addition, his work will be included in a third book titled *Chicano Art for our Communities: Four Decades*

of *Chicano Art* to be published next year. Rosales’ traditional art, experimental explorations, and information about upcoming shows can be viewed at <http://www.elpayaso.com>.

Security/Office of Domestic Preparedness in Miami. Bunker has published a number of works and is editor of *Networks, Terrorism and Global Insurgency* (Routledge, 2005).

**Kenneth John Cook**, *Master of Business Economics, 1967*, was elected president of the National Coalition for Aviation Education, which represents over 50 organizations, such as NASA, FAA, AOPA, AIAA, and supporting groups that encourage students to seek a career in aviation and aerospace.

**Hans Eckert**, *Master of International Studies, 1975; M.A., Government, 1977; Ph.D., International Relations, 1978*, left Claremont after 30 happy years to build

an eight-acre Kona coffee farm in Hawaii. He also opened a bed and breakfast, Mango Sunset Bed and Breakfast, at Lyuman Farms ([www.mangosunset.com](http://www.mangosunset.com)).

**Jeff Ferguson**, *M.A. Economics, 1994*, was appointed free-market investment correspondent for the Free-Market News Network Corp. Ferguson will contribute news stories and features to the site’s new eWire news service.



**Mack Gilkeson**, *Ph.D., Government, 1977*, was featured in the October 2004 issue of the *Rancho Bernardo Sun*. Gilkeson enlisted in the USC navy V12 program

in 1942, and after World War II, earned several degrees, including a Ph.D. in chemical engineering from the University of Michigan. While teaching at Tulane University and later at Harvey Mudd College, he took leaves to work on industrial development in Mexico, Brazil, Papua New Guinea, and India. In the 1970s, he traveled to India under a USAID project to develop a program to help unemployed Indian engineers to become entrepreneurs. Gilkeson has also worked with the National Science Foundation as liaison with Argentina, Brazil, and Mexico, and served as associate executive director of the American Society for Engineering Education in Washington, D.C.

**Oskar Gruenwald**, *M.A., Government, 1967; Ph.D., Government, 1972*, is founder and editor of the *Journal of Interdisciplinary Studies*. Sixteen volumes of the journal have been published between 1989 and 2004. In 1991, the journal was nominated to the International Social Science Honor Society. Additional information about the journal is available at <http://www.jis3.org/>. Gruenwald recently organized the 6th World Congress of the International Christian Studies Association. He is a cofounder of this organization.

**Christopher Hoene**, *M.A., Public Policy, 1996; Ph.D., Political Science, 2000*, is manager of research and the municipi-



palities in transition program for the National League of Cities in Washington, D.C. He was a speaker at the 2004 annual conference of the League of California Cities on the topic "The Future of Public Finance."

**Sylvie Huysmans, M.A., *Politics and Policy*, 2004**, is project coordinator with in the Generation Europe Foundation in Brussels, a foundation selected by the European Commission to inform young people of the 25 EU member states about their rights as European citizens and about the EU in general. She coordinates the publication of a European school agenda that is published in 27 editions and 19 languages. Huysmans was a fellow of the Belgian American Education Foundation, and after completing her M.A. at CGU, began her career as a trainee at the European Parliament in Brussels.

**Jae Kyoo Lee, M.A., *Political Economics*, 2000; *Ph.D., Politics and Policy*, 2003**, is president of Daegu University in South Korea.

**Carlos Munoz, Jr., Ph.D., *Government*, 1973**, is one of 28 civil rights activists being honored in a traveling national exhibition tour. The exhibition, titled "The Long Walk To Freedom," includes a video, historical and contemporary photographs, and a graphic timeline developed by the Schomburg Center for Research and Black Culture. It was organized by Community Works and funded by the National Endowment for the Arts, the California Arts Council, and the Friends and Foundation of the San Francisco Public Library.

**Eric J. Solberg, Ph.D., *Economics*, 1974**, emeritus professor of economics at California State University, Fullerton, published "The Gender Pay Gap by Occupation: A Test of the Crowding Hypothesis" (*Contemporary Economic Policy*, 21[1], January 2005).

**Joe Sonneman, M.A., *Government*, 1970; *Ph.D., Government*, 1977**, is a member of the Alaska Democratic State Central Committee, chair of Alaskans for Fair Elections (Recount), member of the Juneau Commission on Aging, and vice president elect of Pioneers of Alaska, Men's Igloo #6. Sonneman is also the author of *Stealing PFDs* (Five Star Publishing, 2004), a short history of Alaska Permanent Fund and political attempts to utilize fund money for government, and *National 'Say "Hi" to Joe' Day*, a photo book.

**Sam Torres, Ph.D., *Criminal Justice*, 1983**, has spent the last three years as chair of the Department of Criminal Justice at California State University, Long Beach. He developed a forensic science and crime scene analysis certi-

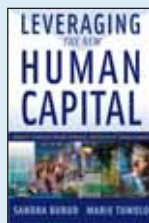
## ALUMNI BOOKNOTES

### Featured recent works by alumni authors



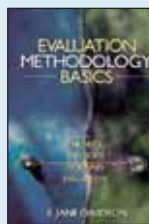
***Philosophy of the United States: Life, Liberty and the Pursuit of Happiness***  
**Gordon L. Anderson, M.A. Religion, 1984; Ph.D., Religion, 1986**  
Paragon House Issues in Philosophy, 2004

Anderson's book outlines the philosophy of the United States beginning with contributions to Western thought developed from ancient Babylon through the Roman Empire, the Middle Ages, and the Enlightenment, focusing on the relationships between government, philosophy and religion, and love, power, and justice. It explains several issues not resolved at the founding that confront the present generation and concludes with an explanation of why the legitimacy of the United States government is in decline both at home and abroad and suggestions for restoring that legitimacy.



***Leveraging the New Human Capital: Adaptive Strategies, Results Achieved, and Stories of Transformation***  
**Sandra Burud, Ph.D., Education, 1986, and Marie Tumolo, Ph.D., Executive Management, 2004**  
Davies-Black Publishers, 2004

This book tells the stories of four companies' transformation – Baxter International, DuPont, SAS, and First Tennessee National Corporation. It reports evidence from 550 research studies finding that when organizations adapt to the structural shift in the work force and invest in human capital, they are better able to grow profits and revenues, sustain growth over longer periods, and generate substantially more value to shareholders. The book is supported by a grant from the David and Lucile Packard Foundation and is sponsored by the Peter F. Drucker and Masatoshi Ito Graduate School of Management and the School of Educational Studies at CGU. Burud is a member of the Board of Visitors of the School of Educational Studies and visiting research faculty at the Peter F. Drucker and Masatoshi Ito Graduate School of Management and the School of Educational Studies at CGU. Previously, she was a consultant with clients such as Microsoft, Warner Bros., PAGE, and the Los Alamos National Laboratory. Tumolo has been a management consultant with Gemini Consulting and KMPG LLP, and a vice president with Merrill Lynch & Co. Her client list includes Fortune 50, middle-market, and closely held companies. She is currently an assistant professor at Temple University.



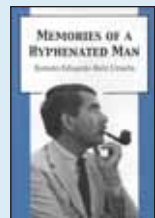
***Evaluation Methodology Basics: The Nuts and Bolts of Sound Evaluation***  
**Jane Davidson, Ph.D., Psychology, 2001**  
Sage Publications, 2004

This book provides a step-by-step guide for conducting an evaluation. It focuses on the "big picture" questions that evaluators seek to answer, and how the nature of such questions is linked to evaluation methodology choices. Davidson explains how to use qualitative and quantitative data and "relevant values," such as needs, to draw evaluative conclusions. Information about the book is available at <http://www.sagepub.com/book.aspx?pid=10303>.



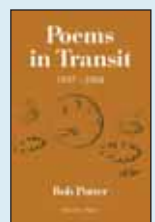
***The Choice: Poland, 1939-1945***  
**Irene Eber, Ph.D., Asian Studies, 1966**  
Schocken Books, 2004

Holocaust survivor Eber recreates life in wartime Mielec, Poland, including the moment in 1942 when the Germans marched Jews out of town and toward the death camps. When an opportunity arose for her to escape, Eber left, despite her father's wish that the family stay together. This began her life-long journey toward reconciling her grasp at freedom with her separation from her family, setting her on a path to self-acceptance.



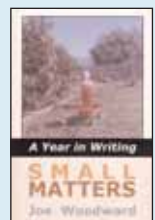
***Memories of a Hyphenated Man***  
**Ramón Eduardo Ruiz Urueta, M.A., History, 1948**  
The University of Arizona Press, 2003

Ruiz tells the story of his life as a unique individual who, while shaped by his upbringing and drawing on deep cultural roots, steadfastly followed his own compass in life. The book tells of a man who beat the odds as it addresses the ambiguities associated with race, class, citizenship, and nationality for Mexicans and Mexican Americans. A historian, author, and intellectual, Ruiz was awarded the National Humanities Medal by President Clinton.



***Poems in Transit 1957-2004***  
**Bob Potter, M.A., English, 1962; Ph.D., English, 1965**  
Solstice Press, 2004

Simultaneously a narrative, a collection of photographs and a gathering of poems, *Poems in Transit* begins in the present, at the author's 70th birthday, and proceeds backward by decades. There are poems about public events and figures and snapshots of travels in England, France, Greece, and Japan. The collection also focuses on love, death, fatherhood, student riots, military life, and childhood as a "Hollywood brat." Potter is the author of 27 plays produced in the U.S., Canada, and England. For 38 years, he was professor of English and dramatic arts at the University of California, Santa Barbara.



***Small Matters: A Year in Writing***  
**Joe Woodward, M.A., Education, 1989**  
iUniverse, Inc., 2005

In *Small Matters*, Woodward delivers a one-year slice of life in the Los Angeles suburbs with this collection of stories about everyday people who struggle, triumph, and make a difference. Woodward has written for numerous publications including the *Los Angeles Times*, *Claremont-Upland Voice*, and *Poets & Writers Magazine*. A finalist in the Glimmer Train Press Short Story Awards for New Writers, he has taught writing at Brooklyn College, Kingsborough Community College, and City University of New York.

*Alumni, if you are interested in submitting a booknote, e-mail [alumni@cgu.edu](mailto:alumni@cgu.edu) with your name, the publisher, the publication year, and a brief summary of your book, along with a photograph of the book cover. Books to be featured in the Booknotes section should have been published no earlier than 2004.*

# <http://alumnicommunity.cgu.edu>

## Announcing The Claremont Connection

CGU'S new Online Alumni Community Page

### Connect

- Find friends in the alumni directory

### Update

- Create a personal profile page
- Post a virtual "Alumnote"
- Add photos

### Communicate

- Join an online discussion
- Register for alumni events online
- Sign up for a free @alumni.cgu.edu e-mail forwarding address

### Network

- Make business connections
- Post your resume and search resumes
- Check out mentoring opportunities

The screenshot shows the homepage of 'The Claremont Connection - CGU's Online Alumni Community'. At the top is a navigation bar with links: Community Home, CGU Alumni Home, CGU Home, News, Events, and Update Your Information. Below this is a sidebar with a red background containing links: Community Home, Alumni Directory, News, Events, Features (with sub-links: Career Center, Classifieds, Online Alumnos, Alumni Photo Galleries, Member Photos, Help), CGU Alumni Home, Giving to CGU, and Privacy Policy. The main content area has a header 'Welcome to The Claremont Connection CGU's Online Alumni Community' followed by a welcome message: 'Thank you for visiting the Claremont Connection, CGU's dynamic new online alumni community. As a member of the Claremont Connection, you have access to a worldwide directory of CGU alumni. You may create your own profile page, post photos, e-mail classmates via the site, and register for alumni events securely online. Membership is free, a lifelong benefit to all CGU alumni. To get started, click on "First Time Login." We will be launching additional features in the coming weeks. Visit the site often and enjoy making new connections and renewing connections with CGU alumni.' To the right of this text is a photo of graduates in caps and gowns. Below the photo is a 'News' section titled 'Special Features of the Online Alumni Community'.

### To log in...

(First 100 registered users receive a CGU key chain)

1. Go to The Claremont Connection at <http://alumnicommunity.cgu.edu>
2. Click on First Time Login. Search for your name
3. Enter your Temporary Password - your temporary password is the 5-digit ID number located on the mailing label of this magazine

cate program as well as a high-tech crime certificate, and is currently developing an off-site M.S. program for local criminal justice agencies.

#### RELIGION

**Bruce Epperly, M.A., Religion, 1977; Ph.D., Religion, 1980**, is director of continuing education and associate professor of practical theology at Lancaster Theological Seminary. His most recent book is *Walking in Light: A Jewish Christian Vision of Health and Healing* (Chalice Press, 2004), cowritten with Rabbi Lewis Solomon. This is the second book of their trilogy on Jewish-Christian theology and spiritual formation.



**Nancy Howell, M.A., Religion, 1987; Ph.D., Religion, 1991**, professor of theology and philosophy of religion at Saint Paul School of Theology, was granted a \$6,000 award from the Institute for Research on Unlimited Love for her course Science, Theology, and Ministry.

**Lee Klosinski, M.A., Religion, 1987; Ph.D., Religion, 1988**, oversees the health and education programs, client services, and media and marketing for AIDS Project Los Angeles. He serves on several commissions including the AIDS Research, Syphilis Elimination, and TB Elimination task forces. Klosinski's work has been published in the *Journal of Homosexuality*, *Journal of Acquired*

*Immune Deficiency Syndromes*, and *AIDS Education and Prevention: An Interdisciplinary Journal*, among others. He has presented at international conferences, the National HIV Prevention Conference, the American Public Health Association Annual Conference, and the U.S. Conference on AIDS.

**Olav Bryant Smith, M.A., Philosophy, 1995; Ph.D., Religion, 2001**, has written a new book, *Myths of the Self: Narrative Identity and Postmodern Metaphysics* (Lexington Books, 2004).

**Petra Verwijs, Ph.D., Religion, 2004**, won the 2004 Prize for Outstanding Paper awarded by the International Organization for Septuagint and Cognate Studies for her paper "The

Septuagint in the Peshitta and Syro-Hexapla Translations of Amos 1:3-2:16."

#### IN MEMORIAM

**Ann T. Brott, M.A., Education, 1970**

**Burton F. Henderson, M.A., English, 1935**

**Charles James Jefferson, Ph.D., International Relations, 1975**

**Maureen Martinez, MA, Education, 2003**



# upcoming

## MAY

**14** 78th Annual Commencement Exercises. 10 a.m. at Mudd Quad. More information: <http://www.cgu.edu/pages/1249.asp>

**16** Module I, Summer Session begins.

**17** Information session, Peter F. Drucker and Masatoshi Ito Graduate School of Management. Information about the Executive Management Program, MBA Program, and the Master of Science in Financial Engineering Program will be presented. 5 p.m. to 7 p.m., 1021 North Dartmouth Ave.,

Claremont, Burkle Building, Room 16. More information: <http://www.cgu.edu/pages/1724.asp>



- **Gaddi Vasquez**, Director, U.S. Peace Corps
- **John W. Bachmann**, Senior Partner, Edward Jones; Chairman of the U.S. Chamber of Commerce; Member of the Board of Trustees of Claremont Graduate University

For more information see back page or visit: <http://alumnicommunity.cgu.edu/washingtonDCconference> 909.607.7149 or [alumni@cgu.edu](mailto:alumni@cgu.edu)

**21** Center for Process Studies lecture. Donald Dayton, speaker. 4:10-6 p.m., Haddon Conference Room, Butler Building, Claremont School of Theology. Center for Process Studies: 909.621.5330 or <http://www.ctr4process.org/events/CPSEvents.htm>

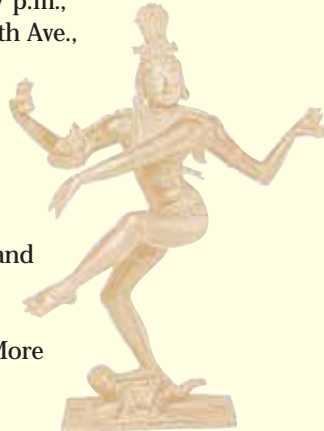
**11** Information session, Peter F. Drucker and Masatoshi Ito Graduate School of Management. Information about the Executive Management program, MBA Program and the Master of Science in Financial Engineering Program will be presented. 9 a.m. to 11 a.m., 1021 North Dartmouth Ave., Claremont, Burkle Building, Room B 16. More information: <http://www.cgu.edu/pages/1724.asp>

## JUNE

**17-19** "Lakshmi, Saraswati, Kali and Juan-Yin: Metaphors for Change." Indic Council event. Asian Studies on the Pacific Coast Conference. More information: Religion & Culture, 909.607.9592.

**21-22** First Annual Claremont Graduate University Alumni and Friends Conference in Washington, D.C. on "Economics and Politics in an Age of Terrorism." Panels with key government leaders, distinguished CGU faculty and alumni, and reception on Capitol Hill, tours of the D.C. area.

- **David Dreier**, Congressman (R-California 26th), M.A. Government '77
- **Diane Watson**, Congresswoman (D-California 33rd), Ph.D. Education '87
- **Jerry Lewis**, Congressman (R-California 41st)
- **Thomas A. Farrell**, Deputy Assistant Secretary for Academic Programs, U.S. Department of State (Head of the Fulbright Program), M.A. Asian Studies '73
- **Admiral Bobby R. Inman**, Interim Dean and Lyndon B. Johnson Centennial Chair in National Policy at the University of Texas at Austin, former director of the National Security Agency and Deputy Director of Central Intelligence



## JULY

**11-15** "Evaluation & Applied Methods." School of Behavioral and Organizational Science, professional development workshop. Information: [www.cgu.edu/pages/465.asp](http://www.cgu.edu/pages/465.asp)

**11** Module II, Summer Session begins.

**19** "Christ-Centered Faith in an Evolutionary Universe." Michael Dowd, speaker. 4:10-6 p.m., Haddon Conference Room, Butler Building, Claremont School of Theology. Center for Process Studies: 909.621.5330 or <http://www.ctr4process.org/events/CPSEvents.htm>





## First Annual Claremont Graduate University Alumni and Friends Conference

# ECONOMICS AND POLITICS IN AN **AGE** OF **TERRORISM**

June 21-22, 2005, Washington, D.C.

### Lodging at the Hay-Adams Hotel:

The Hay-Adams Hotel has been rated "Top 100 Best in the World" by Conde Nast and "Best Hotels in the World" by Travel & Leisure. A limited number of rooms are available at the Hay-Adams at a reduced CGU conference rate. For reservations, call 1-800-424-5054 and mention the Claremont Graduate University conference on June 21-22, 2005. Reserve early to guarantee a room.

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### at the Hay-Adams Hotel, across from the White House

#### • Briefings by Congressional and policy leaders including

- **David Dreier**, Congressman (R-CA-26th), M.A. Government '77
- **Diane Watson**, Congresswoman (D-CA-33rd), Ph.D. Education '87
- **Jerry Lewis**, Congressman (R-CA-41st)
- **Thomas A. Farrell**, Deputy Assistant Secretary for Academic Programs, U.S. Department of State (Head of the Fulbright Program), M.A. '73
- **Gaddi Vasquez**, Director, U.S. Peace Corps
- **John W. Bachmann**, Senior Partner, Edward Jones; Chairman of the U.S. Chamber of Commerce; Member of the CGU Board of Trustees
- **Admiral Bobby R. Inman**, Interim Dean and Lyndon B. Johnson Centennial Chair in National Policy, University of Texas at Austin; Former Director, National Security Agency
- Featuring a special presentation and welcome by CGU's new President, **Robert Klitgaard**, in his first appearance before taking office on July 1. Klitgaard is CGU's 13th President, an international leader in government, policy, and higher education.

#### • Reception on Capitol Hill

#### • Private Meeting in the House Appropriations Committee Room



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