

Volume 11 Number 1
Summer 2010



the Flame

The Magazine of Claremont Graduate University



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*the*Flame

The Magazine of
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Summer 2010
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Eusebio Alvaro (left) and Jason Siegel



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Organ donation is not a controversial issue. National surveys and census research report that anywhere from 85-90 percent of Americans are for organ donation, though just 25-30 percent have filled out a donor card. School of Behavioral and Organizational Sciences Research Professors Eusebio Alvaro and Jason Siegel are studying – and reconciling – this disparity between people's attitudes towards donation and their lack of action.
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CGU alumna Jacqueline Doud has spent more than 30 years as a senior administrator in higher education, and the last 10 as president of Mount St. Mary's College. Her story continues a series of profiles celebrating our university's outstanding individuals.



As my tenure as interim president draws to an end, I find myself in a reflective mood about this unique institution we all love. Together, we have faced a very difficult time in the history of higher education. As a result of the ongoing financial crises beginning in October

2008 that widely affected most public and private institutions, we had to make painful reductions in expenses, including cancelling plans for new staff positions and cutting some current positions. Regrettably there have been no salary raises for any of us during this period, but there have been no cuts in faculty positions. On the contrary, we have engaged new faculty members to replace those who retired or who have left the university, and we have added three new faculty positions during the last academic year. That pattern continues with searches for at least eight faculty members already approved for the next academic year. Recognition continues to come to individual faculty members, such as those featured in this issue of the *Flame*. With a capable and dedicated staff, a creative, cooperative, and excellent faculty, and a strong board of trustees, Claremont Graduate University remains strong, and it remains an exciting and creative place to be.

At the close of the academic year 2009-2010, we can look back on a stellar year. Our enrollment is up considerably, the gifts to the university have increased each of the last two fiscal years, and we have managed to balance the university's budget, even ending each year with substantial surpluses. With the arrival of the faculty of the new School of Community and Global Health, research grants to faculty have increased by more than \$20 million; and this year we celebrated the move of the Getty Leadership Institute to our

campus, along with a \$2.2 million grant from the Getty Foundation. Nationally, the distinguished reputation of this university's faculty members and our alumni and alumnae has been enhanced by new achievements. The celebration of the 100th anniversary of the birth of Peter F. Drucker became a global celebration. In Claremont, a week of celebrations were highlighted with a gathering at the university President's House of more than 100 leaders in business and nonprofit organizations from all over the United States. The celebrations continued in New York at the World Business Forum, in Japan, South Korea, China, Brazil and Vienna, Austria, Peter Drucker's birthplace. The result has been a significant expansion of the global recognition of the Drucker-Ito School of Management and a rapid expansion of the work of the Drucker Institute. These celebrations continue even now and will culminate with a final celebration in November, again in Vienna.

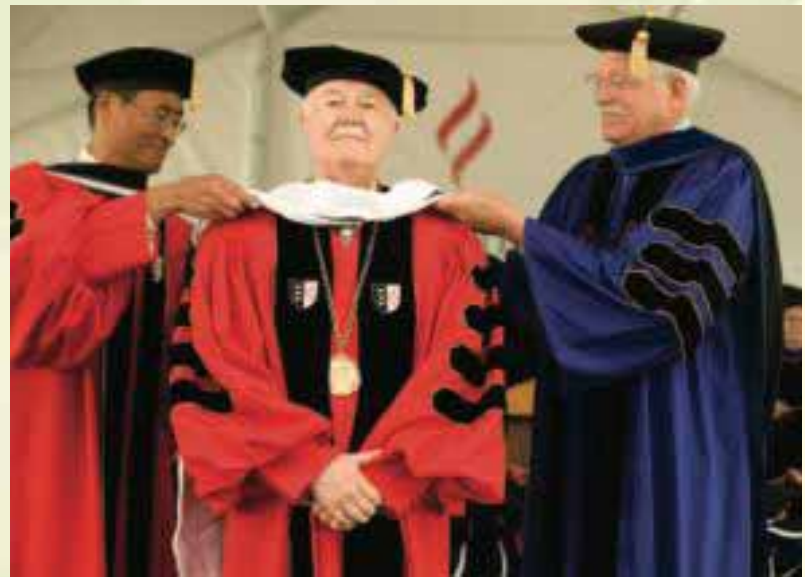
All of us are filled with excitement and anticipation about the imminent selection of the next president of the university. Led by Trustee Beverly Ryder, the Presidential Search Committee has done a wonderful job identifying a large group of very interesting and accomplished candidates. All of us have met with the four finalists, and at this point, I am confident that the search process will be concluded with an announcement of a very able new president. (*New president just announced; see page 11.*)

I have been honored and delighted to serve as the interim president during the last four months of academic year 2009, and all of academic year 2010. For me it was partially an experience of coming home to an institution where I was privileged to teach for almost 25 years. I was appointed to the

then Claremont Graduate School faculty soon after my arrival at the Claremont School of Theology in 1965, and later served for six years as chair of the Graduate School Department of Religion. In 1988, I was appointed the acting director of the Center for Humanities and served for one year in that capacity before departing from Claremont for the remainder of my academic career – that is, until early in February 2009, when I was called out of retirement to become the interim president of Claremont Graduate University. It has been a time of adventure and invention that has been immensely satisfying and enjoyable for me. The unwavering support and helpfulness of the board of trustees, the warm reception and support of the faculty, the welcome from countless alumni and alumnae, and the constant support of able administrative colleagues created an environment in which I could do the work I needed to do. Together, we have made significant progress in preparing the way for the exciting new era that we hope for under the leadership of a dynamic new president. That is what we all agreed we wanted to do.

For me, commencement has always been a high point in the academic year. It is the time when we award academic degrees to those who have earned them with honor, excellence, and determined perseverance. We see in the gathering and celebrations of students, faculty, and family members the faces of a community that shares in the pride and hope of the occasion. This year was no exception. On an incredibly beautiful and pleasant morning, we awarded degrees to more than 370 students from eight of the nine schools of the university. I had the feeling that here is that for which we strive – confirmation of what we do with new evidence of the energy and effectiveness of our work in the persons of those who come here to study.

Finally, I must confess that I was completely surprised and deeply honored by the action of the faculty and the board of trustees to award to me the Doctor of Humane Letters, *honoris causa* at the 83rd Annual Commencement of the university on May 15. I have never received an honor that meant more to me, and never an honor that was such a complete surprise. Now I have something that I never thought possible – a degree from Claremont Graduate University, my working home now for a total of 26 years!



Interim President Hough receiving his honorary doctorate from CGU Provost Yi Feng (left) and Chairman of the CGU Board of Trustees Donald Baker.

Peter Drucker goes back to school

The Drucker Institute at Claremont Graduate University has established a Drucker-in-High-Schools program, which introduces Peter Drucker's timeless teachings on effective management, ethical leadership, and social responsibility to 10th, 11th, and 12th graders. The program, which teaches students how Drucker's work can impact their daily lives, has spread as far as New Zealand.

Drucker-in-High-Schools was launched in April 2009 at Camino Nuevo High School, a charter school in Los Angeles. Initiated by the Drucker Society of Los Angeles, the program taught a group of students the Drucker basics and then asked them to apply these management fundamentals to a community-service project. They were also asked to use the same principles in helping shape their college plans.

Specifically, the students learned what Drucker called "the five most important questions you will ever ask about your organization": What is our mission? Who is our customer? What does the customer value? What are our results? What is our plan?

The Camino Nuevo students wanted to improve the safety of their neighborhood, so they chose to clean up a notoriously filthy underpass in Silver Lake. They assumed that by cleaning up the area, the amount of crime would drop.

However, as Drucker Institute Program Manager Lawrence Greenspun pointed out, the underpass quickly regressed to the way it was before, and the students grew frustrated.

"That's when we asked the students to go back over Drucker's teachings and see what they missed," Greenspun said. "They hadn't actually asked who their customer was and what the customer considered valuable. It turns out when they went back and asked the local residents how they wanted their neighborhood to improve, it was with more lighting and a higher police presence."

The Camino Nuevo students went back to the drawing board and petitioned the City of Los Angeles to make these adjustments. According to Greenspun, police patrols have increased, leading to an improved sense of safety.

Justin Stewart, senior lead officer for the police department's Rampart Division, praised the students for their initiative. "You are the type of responsible and proactive young leaders that every community needs," he told them in a March 25 letter.

Camino Nuevo's Edwin Jovel said the Drucker program has taught him "to think critically and to plan ahead," as well as see himself as an "agent of change in the community." Jovel used the five-questions framework to apply to a summer study-abroad program. He also taught his uncle "a little bit of Drucker," helping him with his struggling automotive repair business. Jovel, along with other Camino Nuevo students, took a trip to Claremont in February to visit the Drucker Archives.

This program is also being used at Claremont High School, where it is led by the Drucker Society of CGU. Claremont High teacher (and Drucker alumnus) Richard O'Neill said the program caught him and his students by surprise.

"I don't think my students saw themselves as social sector 'doers,' and the fact that they set ambitious goals for community work, and then saw them through, changed them in a totally unexpected way," O'Neill said. "The fact that none of us expected these outcomes makes it especially meaningful. These students will leave the Drucker program stronger than when we all waded in."

Greenspun said the program is being pitched to high schools all over the United States. It is also up and running at a school in Wellington, New Zealand.

"Something is happening here. These kids are managing service projects now, and are going to be able to use this education as a framework for a self-management tool for their post-high school plans," Greenspun noted.

The Drucker-in-High-Schools program is generously supported by Deloitte of Los Angeles, City National Bank, and the Baxter Foundation.

If you would like to get involved, please e-mail Lawrence Greenspun at lawrence.greenspun@cgu.edu.

Global Health Symposium making global impact

Only two years after its arrival, CGU's School of Community and Global Health (SCGH) has already established a tradition that puts it at the forefront of the global health movement. Its annual Global Health Symposium is attracting interested stakeholders from around the region and the world, which is essential for the implementation of innovative technologies that are being developed for health promotion, research, and education.



Andy Johnson

This year's conference, held in May 2010, was titled "Global Challenges for the 21st Century: The Epidemic of Chronic Disease From East to West." The symposium focused on the pandemic of non-communicable chronic diseases – such as those caused by obesity, smoking, and unhealthy environments – and innovative solutions to their prevention and control.

"There are so many dimensions to this conference, it's hard to characterize," said SCGH Dean Andy Johnson. "But what we're trying to find are ways to use new, emerging technologies that will connect people at all levels – people who generate knowledge, people who practice in the field, people who have the potential for distribution – through commercial and other means to do what we think of as part of the new public health." Discussing the scope of the problem and nature of prevention and control was keynote speaker Liming Lee, vice president of the Chinese Academy of Medical Science/Peking Union Medical College.

As demonstrated at the symposium, the new public health is all about new technologies. One common theme was the promise of telemedicine, discussed by several participants, such as keynote speaker William Ruh, vice president of the Systems Technology Group for Cisco Systems, Inc.; Dr. Mario Molina, an MD as well as president and founder of Molina Healthcare, Inc.; and CGU Associate Professor Tom Horan, who through his Kay Center for E-Health Research has helped develop the

HealthATM, a machine that uses electronic health records to allow patients to better manage their health concerns.

Many members of the SCGH faculty also presented on their current research projects. Professor Kim Reynolds discussed his work exploring the influence of the built environment on physical activity and obesity. Assistant Professor Jerry Grenard presented on how new technology can measure cue-induced eating among adolescents. Additionally, SCGH Media and Technology Specialist James Pike and SCGH students presented on enhanced learning environments and technology in the classroom, respectively.

One of the reasons why this symposium is so important is that no individual can implement new technology in isolation. "What we're trying to do takes integration across a number of systems: people with the communications technology, people with the communications systems, people who are public-health practitioners and public-health educators," said Johnson. "The public sector, private sector, and the academy have to work together. We're looking at ways to try to do this."

Spurred on by the success of their first two symposiums, planning is already well underway for the Third Annual Global Health Symposium. With the assistance of Pomona College Professor Deborah Burke, who also runs the school's Cognitive & Aging Lab, the symposium is scheduled to take place on that school's campus and will likely use innovative technology to simulcast the proceedings around the world.

Videos of the entire conference are available online through CGU's iTunes University page (just type "Claremont Graduate University" in your iTunes search bar).

IRIS@CGU:

Improving services for students with disabilities

Educating struggling learners, including those with disabilities, can be challenging, particularly if teachers and school leaders are unprepared. IRIS-West, one part of a national center, is providing training and outreach services about effective instructional practices to the nation's teacher educators and professional development providers.

IRIS@CGU staff. First row (L-R): Deb Smith, Sue Robb; second row (L-R): Roxanne Watson, Monique Villanueva, Heather Halk, Jackie Lewis, Heather Wizikowski, Jennifer Johnson



A key focus is helping the next generation of teachers be highly effective. The IRIS Center for Training Enhancements develops a variety of interactive materials and posts them on its barrier-free website. One of the strategies used by IRIS-West staff is working directly with college faculty across the country. The goal is for faculty to include instructional units and other resources about educating students with disabilities in their courses.

While more and more students with disabilities are learning in inclusive elementary and secondary classes alongside their peers without disabilities, educators do not always have the training to work with these children. As a result, the federal government decided to invest in training materials and outreach services so the next generation of teachers would be better prepared. To fulfill this mission, the IRIS Center was founded in 2001 at Vanderbilt University.

The IRIS Center is made up of three collaborative teams: IRIS-Central (headquartered in Vanderbilt University), IRIS-West, and IRIS-East (located in Washington, DC). While the three teams' work often overlaps, the main responsibility of IRIS-West is outreach and training. Initiated in 2006, this work is supported by a \$9 million five-year grant (#H325F060003) from the Office of Special Education Programs to Vanderbilt with a subcontract to CGU of some \$500,000 per year. This supports an array of training activities,

including the delivery of two-day faculty seminars where the IRIS-West staff and expert trainers work directly with college and university faculty across the nation.

The task is ambitious and audience vast. "Our primary focus is to provide seminars, workshops, and training activities to every college of education in the country," said Deb Smith, co-principal investigator of the IRIS Center.

One only needs to visit the IRL (IRIS Resource Locator) on the IRIS Center's website (www.iriscenter.com) to get an idea of the voluminous free online resources available to these educators. The interactive modules, case studies, activities, information briefs, and podcasts provide a wide array of evidence-based practices relevant to teaching struggling students from pre-K through high school.

"The resources are vast and extensive," said Sue Robb, IRIS-West director of outreach services. "The challenge with the training is to get faculty up to speed with what's available – and then, how they can embed these resources into their courses at the university level."

Well into its fourth year of work, IRIS-West's results are already impressive. Through its seminars and workshops, it has directly served over 400 college and university faculty, professional development providers, and state department officials. Faculty members have come from more than 160 universities based in more than 23 states. This outreach has resulted in an increased use of the center's website. In 2009, over 700,000 individuals accessed IRIS resources through the site, and that number is rising. In the first three months of 2010, over 250,000 had already used the materials. Additionally, the funding for this project has been able to partially support eight School of Educational Studies doctoral students.

Project Coordinator Roxanne Watson, also a doctoral student, said, "We're experiencing a higher demand for our seminars. That has to do with the outreach we're doing, the familiarity with what we're doing, and the demand out there for this kind of training."

For more information on IRIS@CGU, and a link to the IRL, visit their website at www.cgu.edu/iris.

The only constant in party politics is change

American legislative history is punctuated by political clashes over contentious issues. An issue as complicated as immigration pressures political parties to continually adapt, its members to change positions, broker deals, or compromise, all the while lionizing or vilifying each other. Famously, it can be a process as appealing to behold as sausage-making, but for School of Politics and Economics (SPE) Professor Gyung-Ho Jeong these episodes provide crucial insights into how Congress works.



Gyung-Ho Jeong

He recently co-authored a paper, “Cracks in the Opposition: Partisan Realignment in the U.S. Senate Negotiations over Immigration Policy,” with Camilla Schofield from Balliol College, Oxford University and Itai Sened and Gary Miller from

Washington University in St. Louis that reveals the protean nature of American political parties.

The paper argues that from the Reagan era to the present, the “big tent” coalition of the Republican Party – that has consisted of both “traditional” pro-business advocates and “emerging” social-values conservatives – has been tested by wedge issues like immigration. Historically, the more pro-business Republicans were quiet about immigration reform because they wanted to maintain a steady flow of cheap labor, while social conservatives charged that immigrants threatened traditional American values. Analyzing three major immigration bills from 1986, 1996, and 2006, the paper exhibits how this controversial issue has caused the Republican (and Democratic) Party to ideologically realign and evolve their public message. Jeong and fellow researchers found that immigration policy debates have, over time, obliged both parties to focus on social aspects over economic. As a response to the values-based stance of many Republicans, Democrats have

more recently tended to emphasize the civil-rights facets of immigration. This is a departure from their previous position, which was to protect domestic workers from competing with cheap immigrant labor.

“The paper’s authors and I are fascinated by how political parties change their positions over the years on the same issue,” said Jeong. “Therefore this project became focused on party realignment, which also happens to be one of the main topics in American politics.”

The paper was presented (and well received) at a conference this past March put on by the Public Choice Society, a scholarly community of some 300 members from 16 countries that facilitates the exchange of work and ideas at the intersection of economics, political science, and sociology.

This project is part of a series of research endeavors begun while Jeong was still a graduate student at Washington University in St. Louis that apply game theory techniques like spatial voting theory to real legislative politics.

Looking forward on immigration politics, Jeong believes we’ll continue to see much of the same: “Party positions on immigration have been internally unifying and externally polarizing over the years, so I expect to see a lot of inter-party conflicts and less bipartisanship. On the other hand, I also expect that the issue has the potential to reveal internal divisions within parties. On health-care reform, we saw socially conservative Republicans and economically conservative Republicans uniting. But on immigration, it will require more effort by party leadership to maintain unity.”



research, teaching, outreach



Tom Horan

Reducing roadway fatalities and increasing Internet traffic

Everyone is familiar with weather maps. Most Angelinos are very familiar with traffic maps. Now, CGU Associate Professor Tom Horan has developed maps detailing road safety, and it's helping millions understand road conditions and prevent fatal car accidents.

"I've been working on a variety of research studies on health and transportation," said Horan, who is the director of the Kay Center for E-Health Research in CGU's School of Systems Information and Technology (SISAT), and has researched the role of information technology in making emergency response systems more effective. "I started to think about the public health problem of transportation. It's the number one killer of teenagers in this country. There are 40,000 automobile fatalities a year. It really is a health issue, but there was no way to understand that."

From that idea SafeRoadMaps was born. The SafeRoadMaps development team includes SISAT research faculty members Brian Hilton and Ben Schooley, as well as several SISAT students. Working under the technical direction of Hilton, the team created the SafeRoadMaps website (www.saferoadmaps.org), which offers a variety of features, including an interactive map that shows visitors where vehicular fatalities have occurred in their community. After typing in an address or zip code, users can also view information on when the accidents occurred, how many people were involved, whether the fatality was a driver or pedestrian, whether alcohol was involved, and even a photo of the spot on the roadway where the accident happened.

The SafeRoadMaps site is part of a multiyear collaboration with the University of Minnesota's National Center for Excellence in Rural Safety (CERS). Lee Munnich, the center's director, notes that "SafeRoadMaps has provided an invaluable tool for communicating about the issue of traffic safety and raised national policy awareness to this public health problem."

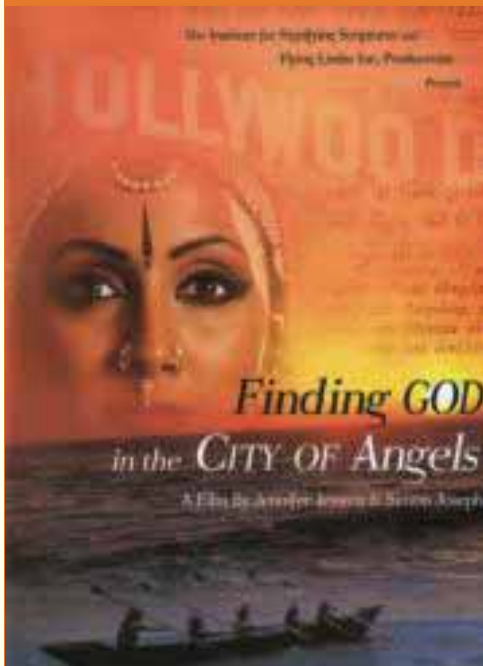
When SafeRoadMaps was first launched in the summer of 2008, Horan's expectations were modest. But by March 2010 the site was approaching 10 million hits and researchers are now developing version 3.0. New features include updates with recent crash fatalities, "heat" maps with multi-year (2001-2008) crash data, and specific queries for varieties of users, including travelers, policy researchers, and analysts.

While the site was created for public use, Horan recognized that the information provided could also be utilized by government agencies to improve road safety. He says he has already been approached by driver's education organizations about creating a SafeRoadMaps module for students. Additionally, in January he briefed United States Transportation Secretary Ray LaHood and his senior staff on SafeRoadMaps.

Though Horan's research is novel and unique, he points out that it's on the continuum of the work that created the field of public health: "Epidemiology got its start when there was a cholera outbreak in London. An intrepid researcher named John Snow mapped the cases and discovered it was originating from a specific public water pump. What we're trying to do is bring that same sensibility – a map, a visual tool that can help people understand the problem of public safety – and improve upon it."



School of Religion's Institute for Signifying Scriptures premieres film *Finding God in the City of Angels*



This past February, *Finding God in the City of Angels: Scriptural Communities and Dynamics in Los Angeles*, a film conceived and produced by the School of Religion's Institute for Signifying Scriptures (ISS), premiered at the Garrison Theatre of the Claremont Colleges.

The documentary, a research project of ISS, culminates more than a year of investigative work, exploring how the astonishing variety of religious communities in Los Angeles is matched by the equally varied ways these communities (and individuals within them) conceive of, respond to, and interact with various forms of scripture.

Responses to the film have been enthusiastic. College and university libraries, scholars, and researchers are expressing great interest in purchasing the film as a teaching and research tool, and in screenings and discussion.

Furthermore, ISS Director and School of Religion Professor Vincent Wimbush hopes that future screenings at relevant film festivals and meetings of scholarly organizations will result in the film being taken up by a major distributor or by educational television.

CGU students were integral in the production of the film. They participated in everything from location scouting to assisting on shoots, and collaborating with a professional team of filmmakers to capture the rich textures of Los Angeles' eclectic landscapes and peoples.

For more information or to see a trailer, visit the film's website at www.findinggodintheCityofAngels.com. Additionally, DVDs are available at www.signifyingscriptures.org.

CGU Religion students honored with \$20,000 fellowship from Fund for Theological Education



School of Religion PhD students Charlotte Y. Augustine and Richard W. Newton, Jr. were recently selected to receive 2010 Fund for Theological Education (FTE) Doctoral Renewal Fellowships worth \$20,000 each. The pair will also attend the 2010 FTE



Leaders in the Academy Conference, "Theological Education and African American Religious Leadership: New Paradigms, Perspectives and Paradoxes," held June 11-13 at Chicago Theological Seminary and Catholic Theological Union in Chicago.

FTE supports rising scholars from underrepresented racial and ethnic groups who plan to teach religion, theology, and biblical studies in theological schools and universities. About one-third of North American theological schools report they do not have a person of color on their faculties. FTE fosters excellence in the theological academy by identifying talented doctoral students, accelerating successful completion of their PhD program, and providing professional development opportunities.

"The pace of change to a pluralistic society adds a sense of urgency to this work of developing diverse educators to teach, lead, and serve diverse communities," said Sharon Watson Fluker, FTE vice president for Doctoral Programs and Administration.

Claremont Graduate University appoints Deborah A. Freund as president



Professor Deborah A. Freund has been appointed CGU's 15th president by the university's Board of Trustees. Freund will be the first woman to serve as president of the institution.

Freund was vice chancellor for Academic Affairs and provost at Syracuse University from 1999-2006, and has held the title of distinguished professor of public administration and economics from Syracuse's Maxwell School of Citizenship and Public Affairs since 2004.

In addition to her faculty position at the Maxwell School, she is also a senior research associate at the school's Center for Policy Research. Freund will be

completing her responsibilities at Syracuse over the next few months and will formally take office this fall. Current Interim President Joseph C. Hough will continue until Freund's arrival.

She is married to renowned labor economist Thomas J. Kniesner, the Krisher Professor of Economics and a senior research associate at the Center for Policy Research at Syracuse. At a date to be determined, he will bring his considerable expertise to CGU's School of Politics and Economics as a university professor. They have a son, William Kniesner, age 15.

For more information on this recent announcement, check the fall edition of the Flame or visit www.cgu.edu.

SES is honored with four Fulbright awards

The School of Educational Studies (SES) was honored with four awards from the Fulbright Program this year, two for faculty – Daryl Smith and DeLacy Ganley – and two for staff – Heather Halk and Jennifer Julian Johnson.



Daryl Smith

Smith has been selected for a Fulbright Specialists Grant in Peace and Conflict Resolution at the University of the Free State (UFS), South Africa, to work with UFS in institutional transformation and the development of the International Institute of Diversity (IID). The IID is envisaged as a center of academic excellence for studying transformation and diversity in society – using the UFS as a living laboratory – and for combating discrimination, as well as enabling and enhancing reconciliation in societies grappling with issues of racism, sexism, and xenophobia. IID will also add impetus to the university’s existing wider transformation program.

Ganley received a grant from the Fulbright-Hays Group Projects Abroad Program that will fund a trip to Vietnam for several CGU faculty and students this July. The program, Vietnam: an Opportunity for Inter-Cultural Education (VOICE), aims to extend the scope of CGU students who have been teaching for a year by providing them with foreign experience.

A budget officer for IRIS-West, Halk has been awarded a Fulbright English Teaching Assistantship in Indonesia and will spend a year there beginning in August 2010. She said of her award: “I am thrilled to be a part of a long tradition of community building and friendship between Fulbright scholars and the communities in which they work. As an English teaching assistant I hope to create a curriculum that both reflects the students’ culture and offers a window into mine.”

Johnson, a cultural and media studies student in the School of Arts and Humanities, is also a student worker for Special Education Faculty Needs Assessment (SEFNA) and IRIS-West. She has been awarded a J. William Fulbright scholarship to go to the Slovak Republic and serve as a cultural ambassador for the US Teaching English/American Studies program in arts-based pedagogy. She will also be researching theatre and media arts in rural communities within the Slovak Republic, working with local communities in performance and documentary.

The Fulbright Program was established in 1946 by US Senator J. William Fulbright, and is administered by the US Department of State’s Bureau of Educational and Cultural Affairs. It awards a range of scholarships that foster international research and collaboration, operating in over 155 countries around the world.

Claremont Symposium on Applied Social Psychology a standing-room-only success

Leaders face new challenges as they cope with changes in culture, technology, and the workplace. On March 6, a sold-out crowd gathered for the 24th Annual Claremont Symposium on Applied Social Psychology, where some of the most widely read scholars in the field of leadership studies discussed the latest psychological research on interpersonal leader-follower relations.

In particular, the conference, titled “When Near is Far and Far is Near: Distance in Leader-Follower Relationships,” tackled the impact of distance – physical, interpersonal, and social – on our organizations, our governments, and our societies.

The conference was organized by School of Behavioral and Organizational Sciences (SBOS) Associate Professor Michelle Bligh and Ronald Riggio, director of the Kravis Leadership Institute at Claremont McKenna College. The Claremont Symposium on Applied Social Psychology began in 1986 under the leadership of SBOS Emeritus Professor Stuart Oskamp. Over the years, the series has examined a broad range of topics crucial to our understanding of human relationships and the building of a healthy, diverse society.

For more information on the conference, including video of select speakers, visit www.cgu.edu/leaderfollower.



Michelle Bligh

Museum leaders from around the world explore their evolving field at Getty Leadership Institute's MLI program

The Getty Leadership Institute at Claremont Graduate University (GLI at CGU) is convening more than 30 museum leaders from the United States and around the world to engage in the renowned Museum Leadership Institute (MLI), in which participants explore the increasingly complex challenges museums face. The program will be held at the Getty Center in Los Angeles, from July 10-July 29, 2010.

Now in its 32nd year, MLI offers intensive executive education and is the world's foremost professional development program for senior museum executives. This is borne out through the geographic diversity of the museums represented and the caliber of the program's participants, who are selected based on their ability to influence policy and effect change at their institutions.

This is the first MLI since the Getty Leadership Institute moved from the Getty Center to its new home at Claremont Graduate University in January 2010. Getty support continues with the Getty Foundation's three-year, \$2.2 million grant supporting GLI at CGU. Though GLI is housed on CGU's campus, this year's MLI will still be held at the Getty Center in Los Angeles.

Since 1979, over 1,000 museum professionals from the United States and more than 25 additional countries have attended. These individuals are responsible for leading a diverse collection of museums around the world.

MLI faculty come from the top ranks of educational institutions, including the University of Southern California, the University of Virginia, and the Center for Creative Leadership. Course work – covering strategic thinking, finance, and organizational behavior – addresses topics such as building public understanding, achieving financial stability, and leading organizational change. Case studies and exercises for MLI combine current events and trends with academic theory and best practices.

For more information on the Getty Leadership Institute at Claremont Graduate University, visit www.cgu.edu/gli.



Samir Chatterjee

From April 8-9, over 125 attendees traveled to the CGU campus to take part in the first annual Spring Health Informatics Workshop; the theme was Bridging the Disconnect Between Health Care Providers and Information Technologists. The workshop was a collaborative effort between CGU's School of Information Systems and Technology (SISAT) and Loma Linda University (LLU). The workshop was designed to promote a better understanding of the complexities of electronic medical records and the importance of including clinicians in the design and adoption efforts of various health IT projects.

SISAT holds Spring Health Informatics Workshop

CGU SISAT Professor and workshop designer Samir Chatterjee explained, "We have seen informatics specialists design silo-type systems that were counterintuitive to practicing physicians. At the same time, proper software choice, continuity, and maintenance fees have been perceived as barriers to EMR [electronic medical record] growth. Today, health care is one of the least productive industries for technology-inspired cost reduction and greater productivity."

The Workshop Planning Committee recruited a team of experts who examined the importance of IT systems integration from multiple factors and standardization with patient care as the unifying theme.

Topics covered included deployment issues for electronic health records, what health care

can learn from social networks, the role of regional health-information exchanges, and the emerging wireless health-care technologies. Security and privatization and IT innovations were also explored.

CGU Interim President Joseph Hough noted: "We are excited at the tremendous strides that our Health Information Management program continues to make. I commend our SISAT faculty, who demonstrate leadership and passion in health-care IT space and addressing the important disconnect between physicians and IT specialists."

The response to the workshop was overwhelmingly positive, and plans for a second event in 2011 are already underway.

For further information, visit the workshop website at www.cgu.edu/shiw.

CGU welcomes new board member Megan Scott-Kakures

Megan Scott-Kakures is vice president and general auditor of Edison International and Southern California Edison. She has held that position since April 2007. As the general auditor, she is responsible for oversight of Edison's internal audits department and the execution of the company's internal audit function.

Prior to this appointment, Scott-Kakures was elected associate general counsel in 2007 and assistant general counsel in 2002 in the SCE law department. She supervised regulatory work for the company before the California Public Utilities Commission relating to distribution service, energy procurement, customer rates, and affiliate transactions. Scott-Kakures joined the law department in 1994 and worked until 2002 on generation, customer service, and restructuring of the electric industry.

Scott-Kakures received her BA in 1981 from Claremont McKenna College (magna cum laude) and her JD in 1984 from the University of Michigan Law School (cum laude). After law school she served as a law clerk for the Honorable Ralph B. Guy, Jr., US District Court for the Eastern District of Michigan and the Sixth Circuit Court of Appeals. From 1986 to 1994 Scott-Kakures worked as a commercial litigation attorney at Loeb & Loeb in Los Angeles.

18th Annual Kingsley and Kate Tufts Poetry Awards Ceremony held in Pasadena



D.A. Powell

The School of Arts and Humanities concluded its 2009-2010 Poetry Series with the Kingsley and Kate Tufts Poetry Awards Ceremony on April 28.

The event featured readings from D.A. Powell, winner of the \$100,000 Kingsley Tufts Poetry Award for his book *Chronic*, and Beth Bachmann, winner of the Kate Tufts Discovery Award for her book, *Temper*.

In addition, the 2009-2010 Poetry Series featured readings at the Geffen Playhouse by Gabrielle Calvocoressi and previous Kate Tufts winners Matthew Dickman and Janice Harrington; a week-long residence on the CGU campus by 2009 Kingsley Tufts winner Matthea Harvey; and readings at Boston Court in Pasadena by past Kingsley Tufts winners Lucia Perillo, Carl Phillips, and Robert Wrigley.

The Kingsley Tufts Poetry Award was established at Claremont Graduate University in 1992 by Kate Tufts to honor the memory of her husband Kingsley Tufts. It is the world's largest monetary prize for a single collection of poetry. The Kate Tufts Discovery Award was initiated in 1993.

Video of the Kingsley and Kate Tufts Poetry Awards Ceremony can be found on CGU's iTunes University site. To find it, just search "Tufts Poetry" in your iTunes search bar.

Janet Farrell Brodie named dean of the School of Arts and Humanities

Effective July 1, CGU History Professor Janet Farrell Brodie will be the new dean of the School of Arts and Humanities (SAH).

"My two predecessors, Professors Patricia Easton and Marc Redfield, created an exciting environment for learning. With the help of the extraordinary staff at SAH and the dedicated faculty, I'm excited about the work ahead," she said.

"President Hough and I take great pleasure in appointing Professor Brodie," said CGU Provost Yi Feng. "She has been playing an important faculty leadership role in the History Department and throughout the university, serving on many important faculty committees, including the Faculty Grievances Committee, Faculty Research Committee, and the Nominations and Elections Committee, which she chairs."

Brodie has been chair of the History Department since 1997, and will continue keeping close contact with students in the arts and humanities. "They are the heart and soul of this institution," she said.

Brodie received her PhD in history from the University of Chicago in 1984. Her special interest is US social and cultural history in the nineteenth and twentieth centuries, with particular emphasis on gender, women, material culture, and environmental history. Her research interests include war and American cultural history, Cold War secrecy, and how women and gender figure in Cold War history.



In Memoriam

Hedley Morris

Written by Ellis Cumberbatch, professor in the School of Mathematical Sciences

Hedley Morris, a full professor in the School of Mathematical Sciences, died on February 7, 2010, from a heart attack. Hedley first came to Claremont Graduate School for a year's visit in 1983 from Trinity College, Dublin. He was interested in the concept and operation of the Math Clinic. He joined the Mathematics Department at San Jose State University in 1986, and he supervised many clinic projects there and at CGS/CGU. He was a year long visitor to CGU in 1998-1999. Subsequently he and his family bought a house in Upland, he resigned from SJSU, and joined CGU in 2007.

Hedley gained a BS in 1968 and a PhD in 1971 in mathematics at King's College, University of London. His early work was in mathematical physics and he is joint author of a book on solitons and the Backlund transformation. His interests broadened into many diverse areas of mathematics and he was a prolific researcher.

During his periods at CGU, Hedley collaborated extensively with faculty and students. He was always receptive to challenging problems and often came up with solutions or fast algorithms overnight. In the applications of the work we do in semi-conductor modeling it is necessary that complicated problems get accurate and economically computable answers, and Hedley was instrumental in facilitating many of these resolutions for our group. Likewise he had a flair for the use of wavelets and other exotic algorithms for problems needing reductions in computer time and space in their solution. At his death he was collaborating with many faculty and students in an amazing array of problems. These include: mathematical modeling of fast-acting insulin for diabetes treatment, target recognition of radar images, modeling of dental implants, financial mathematics, and watermarking of electronic documents.

We shall all miss him, his ready wit, and his constant good humor.

Hedley Morris



Barrett (right) with Peter Drucker

Ross Barrett

Ross Barrett, a media executive and emeritus member of the Board of Trustees at Claremont Graduate University, died this May at his home in Los Angeles. He was 99.

Born April 21, 1911 in Washington, DC, Barrett came to California in 1946 after serving as lieutenant commander in the office of Secretary of the Navy James Forrestal during World War II. He worked in marketing, advertising, and communications, spending the last 25 years of his business career at Metromedia, Inc., where he retired as senior vice president. Throughout his career he was active in a number of civic and charitable organizations, including serving as director of both the Los Angeles and San Francisco Chamber of Commerce.

Before joining the board at CGU, Barrett was a visiting lecturer at what is today known as the Peter F. Drucker and Masatoshi Ito Graduate School of Management, and sat on the School of Educational Studies' Board of Visitors.

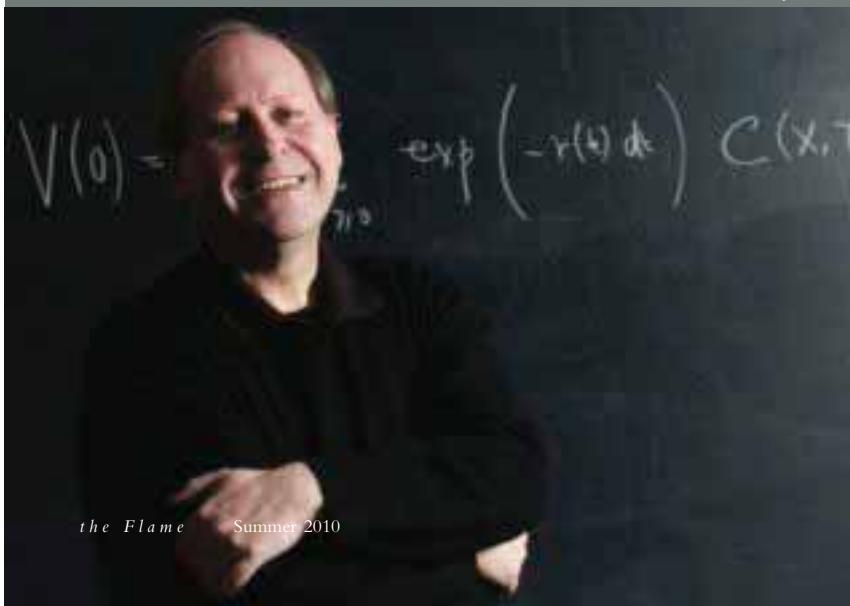
It was Barrett's wish that donations made in his memory go to either CGU; c/o David Carpenter, Claremont Graduate University, Office of Advancement, 165 E. 10th Street, Claremont, California 91711; or to Marycrest Manor, 10664 St. James Drive, Culver City, California 90230.

Bill Lucas

Bill Lucas, professor of mathematics at Claremont Graduate University from 1984 to 1998, passed away on Monday, June 7, after a series of illnesses. He was 77 years old. Lucas is survived by his wife Carolyn, four children, and five grandchildren.

Lucas, a widely recognized expert in game theory, operations research, and mathematics education, left Cornell University to join the Department of Mathematics at Claremont Graduate School in 1984. While at CGU, he chaired the math department from 1988-1991 and supervised 21 PhD students during his academic career.

In 2006, the Mathematical Association of America and a large number of Lucas' colleagues, friends, and family established the William F. Lucas Fund and presented a short course in his honor.



NEW INSIGHTS ON AN OLD CITY

by Brendan Babish

For many scholars, locating primary sources has gotten much easier with the advent of digital archives. Still, all the world's libraries have not been digitized (yet), and occasionally one needs to trek across town, across the country, or halfway around the globe for the source material they need. This summer Professor Tammi Schneider and her students will be taking this process even further when they dig up their own primary sources in Akko, Israel for a class on archaeology, culture, and conservation that includes the excavation of an ancient city.

Schneider's interest in the ancient Near East allows her to work not only in front of a classroom or in her office surrounded by mounds of books, but out in the open air. In CGU's School of Religion, she teaches courses on ancient history, Near Eastern languages and literature, archaeology, and women in the Hebrew Bible. Echoing these themes, she recently published *Mothers of Promise: Women in the Book of Genesis*, which provides new perspectives on the women in Genesis through cultural and archeological insights. And to the envy of many whose research keeps them bound to a desk, Schneider regularly participates in archaeological digs, generally within Israel. In that history-rich country, one of her favorite places is Akko.

"My first trip to Israel was in 1978 and I went with my mom and grandma. We went to Akko and I just thought it was the coolest place in the world," she recalled. "You walk through the town and there are ancient remains all over the place, from all different time periods. Even more amazing, all these structures are still being used."

As amazing as Akko is to wide-eyed young tourists, one's appreciation only grows with knowl-

edge of the city's remarkable past. Located on the western coast of Northern Israel, Akko's history includes a mixture of communities representing all the major religions and cultural traditions of the region. It is one of the oldest continuously inhabited sites in Israel. In the Old Testament, Akko is one of the locations from which the Israelites could not drive out the Canaanites (due to their strong fortifications). In Greek mythology it is where Hercules found herbs to heal his wounds. Later, it would be conquered by Alexander the Great, who was one of many to capture the city. Over subsequent millennia, Akko passed from Roman to Arab rule, which was then periodically interrupted by European Crusaders, who used the city as a stronghold and entrée into the Holy Land. Akko is still home to perhaps the best preserved Crusader fortresses in the world.

"There are other Crusader fortresses throughout Israel, but they're all falling down. The fortresses in Akko are preserved underground, so they're intact and you can still walk through the whole city," said Schneider. "You can even have a banquet in the same hall they used to have their banquets."

CGU Trustee Mashi Rahmani is a major supporter of the Akko project. He has been instrumental in providing funding for student participation and logistical support of the dig this summer. The faculty and students of the Akko project are deeply grateful for his commitment to their research.

“WE ARE WORKING ON THIS TEL WITH THE CITY TO BETTER UNDERSTAND AND ARTICULATE WHAT IS THERE. IT’S NOT A BUNCH OF ARCHAEOLOGISTS ASKING ARCANE QUESTIONS; WE WANT TO TIE WHAT WE’RE DOING TO MODERN AKKO.”



Tammi Schneider

From the sixteenth century until World War I, Akko was controlled by the Ottoman Empire. In 1799, Napoleon Bonaparte laid siege on the city but was repulsed by Ottoman troops. Later, while still under Ottoman rule, Bahá'u'lláh – founder of the Bahá'í Faith – was imprisoned there for 26 years. After his release, he spent his final years under house arrest at Akko's Mansion of Bahjí, where he died in 1892. His shrine, which includes his remains, is located beside the house. The house, shrine, and its surrounding gardens are the most sacred pilgrimage sites in the world for Bahá'ís.


The modern city of Akko reflects this colorful past in both its architecture and its vibrant, multicultural communities. In Akko's Old City, elaborate, but deteriorating, Ottoman buildings exist side-by-side and on top of Crusader neighborhoods. Just outside its walls is Akko's ancient tel – a raised mound covering the remains of an ancient city – that had been the population center from 3,000 BCE until approximately 1,000 CE. Tel Akko covers what was a major Canaanite and Phoenician port city, and is where Schneider and her class will be digging up relics from the Roman, Byzantine, and Hellenistic periods.

Which is not to say that this trip is all about uncovering ancient relics – though that certainly is part of it. The project, described by Schneider as “holistic archaeology,” is also about better understanding Akko's modern concerns through a deeper understanding of how the city previously functioned. To do that will require a comprehensive understanding of modern Akko. “Normally, when archaeologists – and I'm making a gross generalization – pick a site they have a research question that they want answered and they pick a tel that can answer it. They don't really care about the local community,” said Schneider. “We also have a research agenda, and there's a ton of stuff we're interested in, but we are working on this tel with the city to better understand and articulate what is there. It's not a bunch of archaeologists asking arcane questions; we want to tie what we're doing to modern Akko, a city where a number of different groups have a stake in how they are represented and whose interests are not always in line with other stakeholders in the town.”

The genesis of the project originated with Schneider's colleague and friend, Ann Killebrew, an associate professor of CAMS (classics and ancient Mediterranean studies) and Jewish Studies at Pennsylvania State University. Like Schneider, Killebrew's interests run from ancient history and archaeology to contemporary cultural issues. So when Killebrew secured permission and funding for excavating Tel Akko, she asked her friend to join her.

“I've known Tammi for over two decades. She brings so many areas of expertise to the project, including a multi-disciplinary approach to reconstructing the past, which is so appropriate for Akko,” said Killebrew. “I am delighted she and her CGU students will be joining the Akko Archaeological Project. They will doubtlessly make a significant contribution to our understanding of Akko's past, present, and future.”

The tel has been excavated many times before, but no previous findings have ever been published. The group led by Schneider and Killebrew will not only be doing new digging, but also cleaning up previous data so it is scientifically useful. In addition, the excavation will be done in a way that preserves



the remains so that the town can use it for future educational and tourist purposes. By doing so, Akko can also be a model for many other Middle East cities in similar situations. To help facilitate this, the archaeology team is also partnering with several government agencies, including the Israel Antiquities Authority (IAA).

“There is a strong ‘research that matters’ component to this. And it’s transdisciplinary. On a dig you need to have archeologists, but you also need pottery people, bone people, botanical specialists, photographers, and architects – all working together,” said Schneider.

For some CGU students it’s not just the dig that will be transdisciplinary. While there is one class based primarily on archaeological field work (“Archaeological Field Method”), the trip itself – which runs from July 4-July 30 – is also available as a rigorous transdisciplinary course (“Akko: Public Archaeology, Conservation, and Heritage”) that should give students a comprehensive understanding of Akko: its archaeology and history; its culture and religion; and the unique challenges and opportunities the city’s tourism industry and local government face.

All students will be waking up early and arriving on the tel at five a.m. There they will be digging within their own five-by-five meter grid for the next seven-and-a-half hours, with their lunch and morning snack brought to them. Of course, students will be expected to record everything they find – pottery, botanical remains, bones, etc. – and wash the ceramics in preparation for the pottery specialist. Throughout the trip, students will also be meeting with representatives of local heritage and preservation projects, such as the Old Acre Development Company, Amindar (the Israel National Housing Company), and IAA. “We want our students to see the whole gamut, from what happens when you find something in the field to when it goes on display in a museum,” said Schneider.

School of Religion student Nick Pumphrey, who had previously visited Akko in 2008, is particularly interested in what other pieces of history are buried underneath the city. “When

I first visited Akko, I fell in love with the city. Walking through the streets, you frequently pass Crusader walls. And you’re allowed to tour the old fortresses, as well as the tunnels that lie below,” he said. “Not only did I want to return to see the city, I’m also excited at getting a chance to dig at Tel Akko. Maybe we’ll uncover the Ancient Canaanite City. With this much history in a small place there’s a chance of finding a wide variety of artifacts.”

Though students will put in a full day of work in the field, most will also be attending early evening lectures. These provide comprehensive background on Akko’s history, religion, and modern concerns. The faculty specialists providing the lectures include Martha Risser, who teaches Mediterranean archaeology at Trinity College; Farooq Hamid, a Muslim world specialist from the University of California, Riverside; Gary Gilbert, a specialist in the history of Judaism and early Christianity from Claremont McKenna College; and CGU Professor Lori Anne Ferrell, who will provide colorful commentary on the Crusaders’ conquering, occupying, and eventual surrender of Akko.

“I am so excited about, literally, relocating my knowledge of Christian history in the medieval and early modern eras – the Crusades and their aftereffects in renaissance epic poetry and drama – into the actual stones and streets of Akko,” said Ferrell. “Finding an actual place to set your theory and ideas, reorienting them in the mind’s eye, makes for a most exciting and satisfying scholarly pilgrimage.”

For Schneider, her colleagues, and her students, this trip provides unique and profound opportunities for learning and discovery. Researchers would be hard pressed to find another city in the world that offers the depth of history and breadth of culture all within such a compact area. But of course, it would be impossible to deny the sheer joy curious researchers get from just rolling up their sleeves and digging in the dirt. “Four weeks is a long time to spend working outside in an Israeli summer,” said Schneider. “But when you’re out there, you’re filthy and you’re having fun. You don’t care about anything else.”

A background image of a musical score with various notes and clefs on a light-colored background.

The phone call every composer

DREAMS ABOUT

by Brenda Bolinger





Alan Stacy (*Community and Global Health*) is the principal investigator of a \$2.4 million grant from the NIH to study neurally plausible spontaneous and protective processes in teenage stimulant use. The grant supports faculty and graduate student research on the dramatic growth in methamphetamine use in at-risk adolescents. He also had a review published in the *Annual Review of Clinical Psychology*, with R.W. Wiers, called “Implicit cognition and addiction. A tool for explaining paradoxical behavior.”



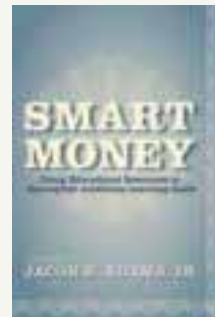
Gail Thompson (*Educational Studies*) was a featured guest on Dominique DuPree’s Front Page radio program on KJLH radio in Los Angeles. The interview focused on how parents can improve their children’s academic skills. Thompson presented “Hopefulness or Hopelessness: What Educators Believe About Race Relations in the U.S.” at the American Educational Research Association’s Annual Meeting in Denver. She conducted several workshops: “How Parents Can Help African American K-12 Students” at the Skirball Cultural Center in Los Angeles for the Jack and Jill Association, and two workshops called “The Power of One: How You Can Help or Harm African American Students” for Teacher Education interns. Thompson also received a Fletcher Jones Foundation grant for a book project that will help adult victims of child abuse move forward in life. And, as a member of the California State Board of Education’s African American Advisory Committee, she worked with other members to prepare recommendations about “teacher quality.” As an advisory committee member of CARE, a special project that focuses on improving conditions in North Long Beach, she attended “planning” meetings.



Bin Xie (*Community and Global Health*) received a research grant from the National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK) to investigate stressful life events, genetic variants, and obesity in Chinese adolescents. He also co-authored a couple of papers in *Diabetes Care* titled “Collaborative care management of major depression among low-income predominantly Hispanics with diabetes: A randomized controlled trial,” and in the *American Journal of Geriatric Psychiatry* titled “Collaborative depression treatment in older and younger adults with physical illness: Pooled comparative analysis of three randomized clinical trials.”



Paul Zak (*Politics and Economics*) had several recent interviews: NPR on trust in government; the *Dr. Phil* show discussing “Why men cheat”; and the Discovery Channel’s *Daily Planet* on “Test Tube Wedding.” He also appeared in several articles: “The Brain’s Moral Molecule” in the *Templeton Report*, “Is the Supernatural only Natural” in the *Wall Street Journal*, “My big fat geek wedding” in *New Scientist*, and “Weddings help families bond so they will assist in raising the children” in the *Daily Telegraph*.



Smart Money: Using Educational Resources to Accomplish Ambitious Learning Goals

Edited by Jacob E. Adams, Jr.
(Harvard Education Press, 2010)

Education finance has emerged as one of the most pressing public policy issues of the new century. Americans spend more than \$500 billion a year on elementary and secondary education, yet neither policy-makers nor practitioners seem to know how to align these resources with student learning goals. In fact, spending increases have outstripped achievement gains. It seems that the connection between resources and learning is growing weaker, not stronger.

Drawing on the work of the School Finance Redesign Project at the University of Washington’s Center on Reinventing Public Education, *Smart Money* brings together research on education finance policy and on the uses of school and district resources, thus providing a uniquely comprehensive analysis of school finance systems. It also sets forth an agenda for developing and supporting successful strategies for school finance and resource-use at the federal, state, district, and school levels.



Design Research in Information Systems: Theory and Practice
by Alan Hevner and Samir Chatterjee

(Springer, 2010)

The study of information systems (IS) design is an essential part of the education of IS students and professionals. The purpose of this book is to provide a thorough reference on design science research (DSR), and it comes from two authors closely identified with DSR – Alan Hevner and Samir Chatterjee. As founders of the Design Science Research in Information Systems and Technology (DESRIST) annual conference, and as leading educators and researchers in the field, these authors, along with several invited contributors, are uniquely qualified to create this easy-to-read, easy-to-understand, and easy-to-apply text/reference.

Suitable for graduate courses in IS, computer science, software engineering, engineering design, and other design-oriented fields, it can be used as a core text or a reference for doctoral seminars in DSR. IS faculty and researchers will find much of value here as well. It requires no extensive background in design and can be appreciated by practitioners working in IS or technology design.



(L-R) Lyricist Lynn Ahrens, Boyer, Freeman, De Niro, Jones, Harris, and Lockhart at a press conference preceding the premiere

Though Boyer does not exclusively classify himself as a composer of works that center on historical events, his creativity has often been sparked by themes of history, as well as mythology. His evocative, atmospheric works about the Trojan War and the exploits of the Greek gods on Mount Olympus, as well as the sinking of the Titanic and the lives of American immigrants, demonstrate his strength in capturing the essence of important, archetypal events and characters, real or imagined.

“The common thread that links all of these is that they are stories which speak to some universal experience or truth. That is what makes such stories memorable, and that is what attracts me, and so many other artists, to them. This provides a kind of universally understood foundation on which to build a composition,” said Boyer.

Ellis Island: The Dream of America, Boyer’s composition celebrating the historic American immigration experience, is lauded as his most successful work thus far. Since its 2002 debut, it has been performed by 50 orchestras in more than 100 live performances. Using projected images from the Ellis Island archives and spoken text from the Ellis Island Oral History Project, Boyer created an emotionally powerful, multi-media opus, which was nominated for a 2006 Grammy Award and is one of the most-performed large-scale American orchestral works of the last decade.

Similarly, the Kennedy brothers tribute is a multi-media production: a 15-minute work containing excerpts from speeches delivered by the Kennedys, read in the premiere performances by acclaimed actors Robert De Niro, Morgan Freeman, and Ed Harris; original narration contextualizing the quotes, crafted by Tony Award-winning lyricist Lynn Ahrens; the voices of the Tanglewood Festival Chorus; and a video component, assembled from historical photographs and films, all presented within Boyer’s original orchestral score.

“For me, the most inspiring aspects of the Kennedy brothers’ legacy are a commitment to idealism, and a sense of enduring optimism for our nation and for mankind. I see my role in this project as endeavoring to reflect and amplify the timeless words of the Kennedys through the special power that belongs to music alone,” said Boyer.

An exciting but daunting task, made more challenging by an extremely narrow timeline, Boyer steeped himself in the demanding process, eating, breathing, and sleeping with the project: “This was on my mind all the time. Literally, from the second I’d wake up, I’d think about it every moment until I went to bed. Even in sleep, I had dreams about it.

“It’s a multi-step, multi-faceted process to create a piece of this scope, to create this full score document that contains every note, every articulation, every dynamic played by every instrument, and every note sung by the chorus.”

Having done preliminary research on JFK a few years ago when exploring the idea of composing a piece focused on the revered president, preparation for the Boston Pops commission began with revisiting previously gathered materials.

“I do my best to become knowledgeable about the subject matter, as I believe this is important in its own right, and helps to inspire creativity on some subconscious level,” said Boyer.

Immersing himself in the iconic brothers’ lives, he also visited their graves at Arlington National Cemetery.

“It was a profoundly moving experience to visit their final resting places. It gave me an even greater sense of respect and reverence for the places of the Kennedy brothers in American history,” he said, noting that some of the most famous words of John and Robert Kennedy surround their gravesites. “Most of these words carved in stone are also words spoken with the



(L-R) Dennis Alves (director of artistic planning, Boston Pops), Ahrens, Boyer, and Edward M. Kennedy, Jr. at the premiere

“I realized that Peter’s was the perfect voice for the project. His music exults and elevates, while never overpowering. It has a distinctly ‘American’ feel, a buoyancy and optimism that I feel is perfect for the occasion.” – Keith Lockhart

music in the new work, so this filled me with a sense of great responsibility for the task at hand.”

While crafting the music, Boyer listened to archival recordings of the brothers’ speeches and edited together audio clips matching the quotes selected for the tribute.

“This was a great help as I was composing, as I could, for example, hear JFK’s own voice delivering sentences from his 1961 inaugural address as I composed the music which will accompany those words.”

To further prepare, Boyer listened to nearly every commercial recording of the Boston Pops released over the last 30 years, concentrating on music performed under the batons of the orchestra’s Laureate Conductor John Williams – one of Boyer’s greatest influences – and current conductor Lockhart.

Thoroughly engrossed and equipped, Boyer crafted and composed, often into the middle of the night, with the first few weeks devoted to creating more than a dozen possible musical themes for the piece. Judging the feel and ambience of each potential melody, he determined which would most suitably evoke an atmosphere worthy of the Kennedys’ words, which Boyer likened to “American scripture.”

“When dealing with JFK’s inaugural address, one of the most famous political speeches of the century, one feels a certain responsibility to it.”

Envisioning a composer at work, one might imagine a figure hunched over a piece of manuscript paper, pencil in hand, smudges of lead on paper and person. In today’s technological world, such conventional – and laborious – methods are not as common: sophisticated music technology is ubiquitous in the composition world, and invaluable in Boyer’s studio.

The intricate process of crafting, first, a “short score,” a detailed outline of the essential elements of the composition, and then orchestrating the “full score,” the complete rendering of every note played by every instrument or sung by the chorus, is immensely faster and easier with the aid of music-notation software. Replace the traditional image of a composer auditioning notes and chords on his piano with the contemporary picture of a musician laboring at his computer, and you have more realistically conjured Boyer at work: entering notes via electronic key-



Boyer and Vicki Kennedy at the premiere

board, notes he can then manipulate, edit, play back, and program to approximate the sound of each orchestral instrument, individually and simultaneously. And with the Boston Pops rehearsing Boyer’s composition only two times before the premiere performance, the score and performance materials had to be flawless.

“When I sense that I’ve succeeded, that audiences have responded in a way which attests that all of us – composer, performers, audience – have shared in the same powerful human experience, then it is rewarding beyond words,” he said. “And if I have helped strengthen the connection that listeners feel to the powerful words of these three iconic Americans in a directly emotional way through music, thereby honoring the Kennedys’ legacy, it is as meaningful an outcome as I can imagine for a composer.”

Further confirming Boyer’s success with *The Dream Lives On*, CGU Vice President of Advancement Gregory Pierre Cox regards the composition’s immediate acclaim with an aficionado’s eye. “I’ve spent part of my career working with orchestras,” said Cox. “So I can appreciate the scope of this achievement, which is yet another example of how our excellent faculty represent our university to the nation and world. It’s an accomplishment we can all be proud of.”

Adding to this praise, and echoing Boyer’s respect of the Kennedys, CGU Interim President Joseph C. Hough celebrates his most recent and prestigious accomplishment. “As a longtime admirer of the dedication to public service that was so evident in the lives of John, Robert, and Ted Kennedy, I am especially pleased that our own Professor Boyer was selected to honor these men,” said Hough.

The Boston Pops’ recording of The Dream Lives On: A Portrait of the Kennedy Brothers is now available for purchase through Amazon.com, Apple’s iTunes store, and at www.bostonpops.com/kennedy.

HOW TO CROSS

“SAVE A LIFE”

From Your To-Do List

by Kevin Riel

Despite the to-do list on the fridge and Post-it notes littering our desk drawers, many of the tasks we mean to do remain undone. Sure, we paid the electric bill, but maybe let another month pass without completing an organ-donation card.

This month millions of Americans will continue forgetting to fill out that card, and about 20 people will die today because of it.



Organ donation is not a controversial issue. National surveys and census research report that anywhere from 85-90 percent of Americans are for organ donation, though just 25-30 percent have filled out a donor card. Today, there are more than 100,000 people on waiting lists for organs. These are people hoping to be one of the roughly 78 who everyday receive a transplant thanks to those who spent a few moments to check a box and sign their name.

“One of the biggest problems is that signing an organ-donation card can be put off for 60 years, until you die,” said Eusebio Alvaro, a research professor at CGU’s School of Behavioral and Organizational Sciences (SBOS). “There is no intrinsic motivation to do it other than you’ll momentarily feel good about yourself – which is great – but it’s just not that important in people’s day-to-day lives.”

Alvaro and fellow SBOS Research Professor Jason Siegel are behavioral psychologists studying – and reconciling – the disparity between

people’s attitudes toward donation and their lack of action.

This work began back in 1999, when Alvaro and Siegel were still graduate students at the University of Arizona. Their long-standing collaboration with Sara Pace Jones at the Donor Network of Arizona resulted in the award of a multi-year grant from the Health Resources and Services Administration (HRSA) – an agency of the United States Department of Health and Human Services – to discover the causes of and solutions to low organ-donation sign-up.

One of the things they’ve discovered is that this disparity is not just attributable to procrastination or forgetfulness. “There are a lot of false beliefs out there,” said Siegel. “And the media is not very helpful in this regard. Assertions such as a doctor may let you die early or that you can’t have an open-casket funeral are completely false, but people still believe and transmit them. Or people are uncertain about the process; they have concerns about how it all works. So any time you have something where people aren’t very motivated coupled with these fears and concerns, the behavior is rarely going to happen. What we’ve had to do is figure

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out ways to provide behavioral supports, to get people to have positive attitudes so they'll sign donor cards. This is where the bulk of our work has been focused, both the successes and the failures."

Working with their long-term partners at the Donor Network of Arizona, Alvaro and Siegel have done everything from producing media campaigns for TV and radio to organizing community functions; they've even set up booths at swap meets and an NBA game – all with varying levels of success. At a Phoenix Suns game, for instance, they got only 10 out of 19,000 spectators to fill out organ-donation cards. Still, they've learned a great deal from their years of mixed results. After conducting numerous focus groups, they have developed what they call "probably our biggest success," the IIFF model.

The evolution of the IIFF model began with a study at a town-hall meeting they set up in which a panel of donor specialists talked for an hour and everyone in the audience received a donor card. The cards were either collected at the end or people were urged to mail them in. Forty percent of the group whose cards were collected signed up, while only 10 percent mailed in completed forms.

"To us that was a huge aha moment. This became the first and most important component of the IIFF model. We realized that we have to take it out of people's hands, because they're so unmotivated that if we don't get them when they're actively engaged, they're never going to send anything in. We then did some more focus groups to see if this was the case, and we started getting 50 to 60 percent sign-up," said Siegel.

IIFF stands for immediate opportunity, information, focused engagement, and favorable activation. As Siegel remarked: "If you do these things, people will register . . . for lack of a better movie quote." This means that if potential donors are first given the opportunity to register immediately in a motivational context (after a film, focus group, or discussion); second, given correct information (particularly on eligibility); third, have their attention actively focused on the issues surrounding organ donation; and last, have a favorable attitude about the outcome (for instance, thinking about saving a life rather than their own death): people will register.

This model is primarily targeted at those whom Alvaro and Siegel call "passive positives," people who want to donate, but have yet to sign up.

"The people who are against organ donation — that 10 to 20 percent — we have almost nothing to do with," said Siegel. "We're focused on getting the passive positives to register, and that's where the IIFF model is most effective."



Alvaro (left) and Siegel

Though most of their work is directed at non-living organ donation, the pair also work in the living donation field as well. “Here the issue to overcome is information,” said Alvaro. “For so many people, the knowledge just isn’t there, the process is a mystery to them. They don’t know how to have conversations with family or friends. We’re trying to give them the necessary skills so they can have this kind of difficult conversation.”

Before getting involved in organ donation, Alvaro and Siegel both worked in the television and film industry. “We both decided that we wanted to use our media talents to help people in the health realm, rather than work in the commercial industry and convince people to buy more soap or else feel miserable about themselves. That eventually led both of us here, to CGU” said Siegel.

It was especially CGU’s commitment to transdisciplinarity that was of interest to Alvaro and Siegel. “CGU has been a perfect home for our research because organ donation brings into play a lot of different fields,” Siegel explained. Aside from working with different disciplines within SBOS like cognitive and social psychology, the pair also works with CGU’s School of Community and Global Health and School of Educational Studies. “We have great relationships with people from all these schools. And, when you look at it, the problems of organ donation are not best served by just one academic approach. With a good intersection of different thinkers we get the programs that are going to be effective,” concluded Siegel.

Working within SBOS, though, the two are comfortably at home. They credit SBOS faculty with being incredibly welcoming, with some – such as Professor William Crano, Emeritus Professor Stuart Oskamp, and Dean Stewart Donaldson – acting as mentors.

According to Crano, who has worked especially close with the pair as an advisor: “This is applied psychology at its best. The work is not just scientifically sound, but can also make a major contribution to people who are suffering.”

“They are rising stars in the field of applied psychological science,” said Donaldson. “Their contributions to CGU and our school have been extraordinary in terms of mentoring and publishing with students, and in securing extramural funding to support students and cutting-edge research.”

Alvaro and Siegel also just published a book they edited (and were contributors to) through the Claremont Applied Social Psychology Series, *Understanding Organ Donation: Applied Behavioral Science Perspectives*. The content was produced from SBOS’s 2007 Claremont Symposium on Applied Social Psychology, which brought leading scholars in the field of organ donation to CGU.



“It was a wonderful conference,” said Alvaro. “We got to know all these scholars really well and they all contributed to the book. It’s created a nice little community in the field and we really couldn’t have done this without the help of CGU.”

Another useful CGU resource is its ready supply of eager graduate students. “They’re involved in every aspect,” said Siegel. “Both in the research and out in the field. We haven’t put out a publication since we’ve been here that doesn’t include students on it. Whether it’s data analysis, coming up with ideas, doing research, they are participating with us every step of the way. We use our status in the donor field to give the students real-world experience, and in exchange we get their dedication and hard work.”

And there is plenty of hard work left to do. Outside CGU, Alvaro and Siegel (and many of their students) spend a good deal of time with procurement organizations, transplant centers, and hospitals sharing what they’ve learned, while also learning from nurses, doctors, and surgeons what problems persist.

“Everyday 20 people die: these are someone’s parents, someone’s kids, someone’s loved ones who don’t have to die,” said Siegel. “We feel very lucky because we’re pretty sure that our work is going to save a life or two, hopefully a lot more. And again, it’s not about the people who are against organ donation; we’re not interested in changing anyone’s opinion. If you don’t like donation, fine; but if you do – to these people we ask: please take the steps to sign up because there is almost no doubt about it, you can save a life.”

faculty achievements



Jacob Adams (*Educational Studies*) was invited to join the National Education Association's (NEA) Great Public Schools Indicators Project, a national initiative that will identify and validate indicators and measures regarding school readiness, workforce quality, conditions of teaching and learning, school engagement, standards and curriculum, school accountability, and school funding. The project will run for 12 months.



Dale E. Berger (*Behavioral and Organizational Sciences*) received the WPA 2010 Outstanding Service Award for "Exceptional achievements which have contributed to the advancement of the science and profession of psychology." He, along with several students, presented the following at the meeting of the Western Psychological Association in Cancun, Mexico: "Introduction to binary logistic regression and propensity score analysis"; "Using technology for teaching and learning statistics: What matters?"; "Surveying computer-based statistics instruction tools via GAISE recommendations," with A.T. Saw, J.C. Mary, and G. Sosa; "The efficacy of computer-assisted statistics instruction: A mixed effects moderator analysis," with G. Sosa, A.T. Saw, and J.C. Mary; and "Results of a meta-analysis on computer-assisted instruction in statistics Education," with J.C. Mary, A.T. Saw, and G. Sosa.



Samir Chatterjee (*Information Systems and Technology*) was elected to the Education Strategy Council of AHIMA to set national curriculum and competencies on Health Information Technology and Health Information Management. He was invited to present one of his papers, "Healthy Living with Persuasive Technologies," to the VA Journal Club. He served on the technical program committee for DESRIST 2010 and Persuasive 2010 international conferences. Chatterjee is also the principal investigator on a \$50,000 grant from the CA Endowment to explore the use of simulation as a technique to promote EHR adoption by physicians.



Carl Cohn (*Educational Studies*) discussed an EdSource study on the importance of middle school and its impact on student success in "Middle-school configurations not as important as intervention." He also joined a National Research Council committee that will conduct an independent evaluation of Washington, DC school reform efforts.



Barbara DeHart (*Educational Studies*) received the 2010 Effie H. Jones Humanitarian Award. The annual award goes to members of the American Association of School Administrators. DeHart was honored along with three other veteran administrators for their effort and commitment to elevate the status of minorities and women in education, and for their legacy of justice, humanity, and promise for children.



Stewart Donaldson (*Behavioral and Organizational Sciences*) published "Positive organizational psychology, behavior, and scholarship: A review of the emerging literature and evidence base" in the *Journal of Positive Psychology*, with CGU student Ia Ko; and "University-based evaluation training programs in the United States 1980-2008: An empirical examination" in the *American Journal of Evaluation*, with CGU student John LaVelle. He also published "The 2009 Claremont Debates: The Promise and Pitfalls of Utilization-Focused and Empowerment Evaluation" in the *Journal of MultiDisciplinary Evaluation*, with colleagues Michael Quinn Patton, David Fetterman, and Michael Scriven. Donaldson organized and led a symposium at the Western Psychological Convention in Cancun on "Thinking Outside of the Classroom: Opportunities and Challenges for Distance Education in Psychology," with CGU students Kelly Neff, Shabnam Ozlati, and Natasha Wilder. He also organized and led a three-day conference at the Rockefeller Foundation in New York on "Best Practices in International Development Evaluation," with CGU faculty member Tarek Azzam and CGU student Natasha Wilder.



Lori Anne Ferrell (*Arts and Humanities*) is presently a visiting residential fellow at All Souls College in Oxford. She spoke at the Folger Shakespeare Library on "New Ways to Look at Shakespeare's Religion." She gave the plenary address at the 35th annual New College Conference on Medieval and Early Modern Studies: "The Suicide Trick and the Meaning of Death in *King Lear*." She also gave another version of this talk on *King Lear* to the Oxford Seminar on Literature and History. Ferrell traveled to the University of Notre Dame to serve as the external reviewer of the Nanovic Interdisciplinary European Studies Center.



Robert N. Hudspeth (*Arts and Humanities*) published "Letter Writing" in *The Oxford Handbook of Transcendentalism*. He also gave a paper titled "Margaret Fuller and the Experience of Urban Culture" at a conference, "Margaret Fuller and Her Circles," organized by the Massachusetts Historical Society on the occasion of the 200th anniversary of Fuller's birth.



Charles Kerchner (*Educational Studies*) was cited in recent articles: a *Washington Examiner* article, "2 strikes spotlight California teacher frustration," about walkouts resulting from the state's deep budget crisis; and in an *Education Week* article, "Union Victory in L.A. Schools Showdown Ups Ante," about the Los Angeles Unified Board of Education's decision to turn the majority of the campuses under the "public school choice" policy over to teacher-led proposals. Kerchner wrote two blog entries for the *Huffington Post*: "The Death of Public School Choice" and "LA Schools' Big Experiment." Kerchner and co-authors received an award for their book *Learning from L.A.: Institutional Change in American Public Education* at the

2010 AERA Annual Meeting in Denver. The book was also named an "Outstanding Academic Title of 2009" by *Choice* magazine.



Henry Krips (*Arts and Humanities*) published an article for the journal *Culture Unbound* (2010): "The Politics of the Gaze: Foucault, Lacan and Zizek." He will also be a Senior Visiting Templeton Fellow at the Institute for Quantum Optics, run by the University of Vienna and Austrian Academy for Sciences, for two months this summer, working on the philosophical implications of quantum teleportation effects.



Jacek Kugler (*Politics and Economics*) gave talks at the Coast Guard Academy on "The Diversity Imperative: Building Capacity for a Pluralistic Society," and at the University of Akron on "The Diversity Imperative: Monitoring Progress." Kugler was selected as a Fulbright Specialist Scholar to the University of Free State, South Africa. With Ronald Tammen and William Thompson, he founded and became the first chair of the Political Demography Section at the International Studies Association.



Gondy Leroy (*Information Systems and Technology*) had the work she has done to improve the lives of children diagnosed with autism spectrum disorder honored by the Allergan Foundation, a nonprofit philanthropic organization based in Orange County, California. The result of Leroy's research, conducted in collaboration with researchers at Old Dominion University, is PixTalk, a free software application containing thousands of pictures that is downloadable to any Smartphone or PDA. The PixTalk application is an ongoing project for Leroy, and the Speech and Hearing Center at California State University, Fullerton has recently joined the project as a testing and evaluation partner.



Wendy Martin (*Arts and Humanities; Transdisciplinary Program*) gave a lecture at Metropolitan State University in Minneapolis, Minnesota, "An Adventure at the Last: Emily Dickinson and Death." She also served on the WASC External Review Team for SOKA University.



Lucinda McDade (*Botany*) has been elected to a three-year term as the first-ever chair of the Botanical Society of America (BSA) Advisory Council. The BSA is the largest professional society of plant scientists in the United States.



Jennifer Merolla (*Politics and Economics*) and Elizabeth Zechmeister gave talks on their book, *Democracy at Risk*, at Northwestern University; Loyola University of Chicago; University of California, Riverside; and Loyola Marymount University. They also published an article entitled "Terrorist Threat, Leadership and the Vote: Evidence from Three Experiments" in *Political Behavior*. Merolla presented "The Use of Party Labels as Heuristic Shortcuts in Mexico," with Laura B. Stephenson, Elizabeth J. Zechmeister, and Kerstin Fisk (CGU student), at the annual meeting of the Midwest Political

NEW FACULTY

Tarek Azzam

*School of Behavioral and Organizational Sciences
PhD, University of California, Los Angeles*



Why CGU? Claremont Graduate University is an institution focused on tackling real-world problems through the use of applied research. This is a mission that I personally believe in, and it is a mission that I am honored to be part of.

Teaches: "Evaluation Theory"; "Evaluation Procedures"; "Foundations of Program Evaluation"

Teaching style: I believe that students should have the opportunity to learn through experience. In my classes students work on activities and projects that push them to apply what they have learned in the readings and lectures to real-world situations.

Research: I am currently interested in understanding the relationship between evaluation and politics. I am particularly interested in knowing how the political context influences the methodological decisions of practicing evaluators. I am also interested in exploring new technologies that can aid in the understanding of data and information.

Favorite book in his field: *Evaluation Roots* by Marvin C. Alkin

Inspiration: Finding solutions to social issues and the opportunity to be creative and innovative in my work.

Interests outside his field: Designing and creating mid-century inspired furniture.

faculty achievements

Science Association. She also presented two papers at the annual meeting of the Western Political Science Association, one with CGU student Lindsay Eberhardt entitled “Shaping Perceptions of Sarah Palin’s Charisma,” and one with CGU students Constantine Boussalis and Caryn Peiffer entitled “Identity and Support for North American Integration.”



Susan J. Paik (*Educational Studies*) became the co-director of the Urban Leadership Program in the School of Educational Studies. She is currently the co-editor of the *Educational Practice Series* at the International Academy of Education. Paik currently serves on several advisory boards including the Editorial Board of the *American Educational Research Journal – Social and Institutional Analysis*. She collaborated with her doctoral students and helped sponsor three panels at the annual student research conference sponsored by the Mentor Minority Program, Graduate Student Council, and Transdisciplinary Studies Program. She was the chair of panels involving 10 doctoral students, who presented excellent work in “Historical Perspectives on the Struggle for Educational Equality,” “The Culture of Education in South and East Asia: The Case of Taiwan, Bangladesh, and Nepal,” and “Global Perspectives on Social and Cultural Capital: The Case of Mexico, U.S., and Switzerland.” She also collaborated with Rev. O. Leon Wood to teach research methods in the CGU Ronald E. McNair Scholars Program.



Allon Percus (*Mathematical Sciences*) received a grant from the Office of Naval Research on “Mathematics of Communication and Control for Dynamic Mobile Aquatic Sensors,” April 2010-September 2012.



William Perez’s (*Educational Studies*) book, *We ARE Americans: Undocumented Students Pursuing the American Dream*, was featured in an article on the challenges undocumented college graduates face when looking for jobs. It was also featured in an article by the Associated Foreign Press, in *Vivelo Hoy*, and in *Diario*. He was interviewed about the book on Radio Netherlands. Perez was interviewed by *Telemundo* news about his education research. He also wrote an article for the *Huffington Post* advocating for the *Dream Act*, “Risking Deportation, Undocumented Students Publicly Disclose Their Status to Advocate for the *Dream Act*.” His article “Extending Our Investments: Higher Education Access for Undocumented Students” was published in *Diversity Digest*.



Linda Perkins (*Educational Studies*) is a consultant for the Woodrow Wilson Foundation and is a member of a selection committee for their national fellowship program for students from select liberal arts colleges to obtain degrees in teacher education at the graduate level. She is also the chair of the Minority Fellowship Selection Committee of the American Educational Research Association. Perkins presented “May Edward Chinn: The Healing Hand of Harlem” at the “Women and Girls of Color Conference” in New Haven,

Connecticut. She also serves on the editorial committee of the *History of Education Quarterly*.



Mary Poplin (*Educational Studies*) delivered the lecture, “Social Justice Beyond Compassion and Politics,” at the University of Toronto. She also spoke on her research on high-performing teachers, *Finding Calcutta*, and/or worldviews at the University of Arizona, University of Toronto, Belmont University, Pepperdine University, and Tulane University.



Becky Reichard (*Behavioral and Organizational Sciences*), in association with her colleague, Stefanie Johnson (Claremont McKenna College alumna) at the University of Colorado-Denver, received a three-month contract with the Soaring with Eagles Foundation (SEF) to develop a leadership curriculum for college freshman. The program will be piloted at Kansas State University in fall 2010. Also assisting with the project are Professors Ron Riggio and Susan Murphy from Claremont McKenna College’s Kravis Leadership Institute.



Tammi J. Schneider (*Religion*) published an article entitled “The Whole Eve” in *Teaching the Bible*, an e-publication. Her article “Achsah, the Raped Pilegesh, and the Book of Judges” appeared in *Women in the Biblical World: A Survey of Old and New Testament Perspectives*.



Jason Siegel (*Behavioral and Organizational Sciences*) had two publications: “Passive-positive organ donor registration behavior: A mixed method assessment of the IIFF Model,” with E.A. Alvaro, W.D. Crano, A. Gonzalez, and J. Tang, in *Psychology: Health and Medicine*, and “A mass mediated intervention on Hispanic organ donation,” with E.A. Alvaro, W.D. Crano, and A. Dominick, in the *Journal of Health Communication*. He also co-edited a book with E.A. Alvaro, *Understanding Organ Donation: Applied Behavioral Science Perspectives*.



Deb Smith and Sue Robb (*Educational Studies*), along with colleagues Jane West and Naomi Chowdhuri Tyler, published an article, “The closing education landscape: How can special education leadership preparation make a difference for teachers and their students with disabilities?”, in *Teacher Education and Special Education*, the journal of the Teacher Education Division of the Council for Exceptional Children.



Daryl Smith (*Educational Studies*) was selected for a Fulbright Specialists Grant in Peace & Conflict Resolution at the University of the Free State (UFS), South Africa to work with UFS in institutional transformation and the development of the International Institute of Diversity (IID). She was also quoted in a *Chronicle of Higher Education* article, “A Drive to Diversify the Faculty Yields Results in Rochester.”



Alan Stacy (*Community and Global Health*) is the principal investigator of a \$2.4 million grant from the NIH to study neurally plausible spontaneous and protective processes in teenage stimulant use. The grant supports faculty and graduate student research on the dramatic growth in methamphetamine use in at-risk adolescents. He also had a review published in the *Annual Review of Clinical Psychology*, with R.W. Wiers, called “Implicit cognition and addiction. A tool for explaining paradoxical behavior.”



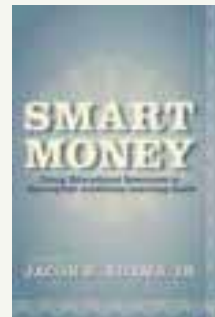
Gail Thompson (*Educational Studies*) was a featured guest on Dominique DuPree’s Front Page radio program on KJLH radio in Los Angeles. The interview focused on how parents can improve their children’s academic skills. Thompson presented “Hopefulness or Hopelessness: What Educators Believe About Race Relations in the U.S.” at the American Educational Research Association’s Annual Meeting in Denver. She conducted several workshops: “How Parents Can Help African American K-12 Students” at the Skirball Cultural Center in Los Angeles for the Jack and Jill Association, and two workshops called “The Power of One: How You Can Help or Harm African American Students” for Teacher Education interns. Thompson also received a Fletcher Jones Foundation grant for a book project that will help adult victims of child abuse move forward in life. And, as a member of the California State Board of Education’s African American Advisory Committee, she worked with other members to prepare recommendations about “teacher quality.” As an advisory committee member of CARE, a special project that focuses on improving conditions in North Long Beach, she attended “planning” meetings.



Bin Xie (*Community and Global Health*) received a research grant from the National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK) to investigate stressful life events, genetic variants, and obesity in Chinese adolescents. He also co-authored a couple of papers in *Diabetes Care* titled “Collaborative care management of major depression among low-income predominantly Hispanics with diabetes: A randomized controlled trial,” and in the *American Journal of Geriatric Psychiatry* titled “Collaborative depression treatment in older and younger adults with physical illness: Pooled comparative analysis of three randomized clinical trials.”



Paul Zak (*Politics and Economics*) had several recent interviews: NPR on trust in government; the *Dr. Phil* show discussing “Why men cheat”; and the Discovery Channel’s *Daily Planet* on “Test Tube Wedding.” He also appeared in several articles: “The Brain’s Moral Molecule” in the *Templeton Report*, “Is the Supernatural only Natural” in the *Wall Street Journal*, “My big fat geek wedding” in *New Scientist*, and “Weddings help families bond so they will assist in raising the children” in the *Daily Telegraph*.



Smart Money: Using Educational Resources to Accomplish Ambitious Learning Goals

Edited by Jacob E. Adams, Jr.
(Harvard Education Press, 2010)

Education finance has emerged as one of the most pressing public policy issues of the new century. Americans spend more than \$500 billion a year on elementary and secondary education, yet neither policy-makers nor practitioners seem to know how to align these resources with student learning goals. In fact, spending increases have outstripped achievement gains. It seems that the connection between resources and learning is growing weaker, not stronger.

Drawing on the work of the School Finance Redesign Project at the University of Washington’s Center on Reinventing Public Education, *Smart Money* brings together research on education finance policy and on the uses of school and district resources, thus providing a uniquely comprehensive analysis of school finance systems. It also sets forth an agenda for developing and supporting successful strategies for school finance and resource-use at the federal, state, district, and school levels.



Design Research in Information Systems: Theory and Practice
by Alan Hevner and Samir Chatterjee

(Springer, 2010)

The study of information systems (IS) design is an essential part of the education of IS students and professionals. The purpose of this book is to provide a thorough reference on design science research (DSR), and it comes from two authors closely identified with DSR – Alan Hevner and Samir Chatterjee. As founders of the Design Science Research in Information Systems and Technology (DESRIST) annual conference, and as leading educators and researchers in the field, these authors, along with several invited contributors, are uniquely qualified to create this easy-to-read, easy-to-understand, and easy-to-apply text/reference.

Suitable for graduate courses in IS, computer science, software engineering, engineering design, and other design-oriented fields, it can be used as a core text or a reference for doctoral seminars in DSR. IS faculty and researchers will find much of value here as well. It requires no extensive background in design and can be appreciated by practitioners working in IS or technology design.

Arts and Humanities

Margaret Adachi, MFA 1991; **Lisa Adams**, MFA 1980; **Dawn Arrowsmith**, MFA 1982; **Enid Baxter Blader**, MFA 2000; **Dean DeCocker**, MFA 1989; **Jacci Den Hartog**, MFA 1986; **Brad Eberhard**, MFA 2007; **Jason Eoff**, MFA 1995; **Terri Friedman**, MFA 1993; **Wendell Gladstone**, MFA 1998; **Dion Johnson**, MFA 2000; and **Kristi Lippire**, MFA 2002, joined two additional artists for the inaugural group show in the *Set Theory* series of exhibitions at the Torrance Art Museum from May–June of 2010. The *Set Theory* series deals with the overlapping personal dialogues between artists, over a period of time, and based around a central nexus-point artist, engaging with the intellectual and practical shared concerns and discussion held between them. The nexus-point artist for *Set Theory* was Roland Reiss, former chair of the CGU Art Department.

Andrea Anderson, PhD, *Music*, 2001, presented a guest piano recital and master class at Campbellsville University in Kentucky on January 28 and 29, 2010. Anderson takes a transdisciplinary approach to music, using her love of impressionism to explore the connections between painting, music, and poetry of that era.

Jane Castillo, MFA 1999, participated in *Conceptual Landscapes*, a two-person exhibition held from February through March at Movimiento de Arte y Cultura Latino Americana in San Jose, California. *Conceptual Landscapes* focused on ancestry, nature, and form and featured a site-specific installation and works on paper. Castillo's installation, "Brown Sugar," acted as a commentary on the history of capitalism by addressing her Columbian, Filipina, African, and Spanish heritage, and the role slavery played in sugar production in her home country. Castillo's book, *Line: 7 Elements of Art* (Crystal Productions), also won second place for Best Art Book – English at the 2009 Annual International Latino Book Awards.

Terry Clark-German, MFA 1996, was accepted into the Doctorate of Medical Humanities program at Drew University in New Jersey. He expects to graduate sometime after 2012. Clark-German is currently the quality assurance manager in the Department of Medicine, Clinical Trials Office at Memorial Sloan-Kettering Cancer Center in Manhattan.

Gregory Dodds, MBA, 2000; MA, *History*, 2000; PhD, *History*, 2004, was granted tenure at his undergraduate alma mater, Walla Walla College, where he teaches history. Reviews are also out for his book, *Exploiting Erasmus: The Erasmian Legacy and Religious Change in Early Modern England* (University of Toronto Press), which *Renaissance Quarterly* calls "an impressive piece of transdisciplinary scholarship, moving comfortably from the material culture of the book to the finesse of historical theology and political history . . . Dodds explores both the varied appropriation of Erasmus's texts and, more broadly, the impact of 'Erasmian styles' of religious thought."



Robert Dunlavey, MFA 1984, earned the first-place prize from the International Regional Magazine Association for his darkly humorous illustration of "Worst Case Scenarios" in the 40th anniversary issue of *Adirondack Life* magazine. *Adirondack Life* covers historical, political, social, recreational, and environmental issues affecting the 6 million-acre Adirondack Park in New York State. Dunlavey has been an illustrator and graphic designer for the past 25 years.



Adrienne Luce, MFA 1994, was appointed to be the executive director of the California State Summer School Arts Foundation on March 17, 2010. Prior to accepting this position, Luce was an implementation manager for the Los Angeles County Arts Commission and had spent nine years at the Getty Center, first in the Conservation Institute and then as an educational specialist at the J. Paul Getty Museum. She has also served on the boards of Inner-City Arts and The MOCA Contemporaries.

Lee Ann Meyer, PhD, *History*, 1996, joined the law firm of Best, Best & Krieger LLP as part of the firm's environmental and natural resources practice group in March 2010. Meyer, a former senior appellate attorney for the District Court of Appeals in Los Angeles, will focus on litigation and appellate work. In earlier years, Meyer clerked for a judge on the Ninth US Circuit Court of Appeals, and was a member of the *UCLA Law Review* while working on her JD at that institution.

Joseph Stanton, MA, *English*, 1973, was the recipient of the 2010 Tony Quagliano International Poetry Award. This biennial award of \$1,000 recognizes an accomplished poet with an outstanding body of work, and a poet who consistently strives for cutting-edge and avant-garde innovation in their work. Stanton was also promoted to the rank of full professor of art history and American studies at the University of Hawaii at Manoa.

Behavioral and Organizational Sciences

John Chavez, MA, *Psychology*, 1984; PhD, *Psychology*, 1985, does contract work with the Los Angeles Department of Mental Health Services by providing assessment of foster children as well as court-paned work for dependency, juvenile delinquency, and custody cases. In his private practice, he works with immigrant populations seeking psychological assessments that can either be used for political asylum or hardship cases that can affect their residency status in the United States.

Bianca Montrosse, MA, *Psychology*, 2003; PhD, *Psychology*, 2009, accepted a tenure-track faculty position in the education department at Western Carolina University in Cullowhee, North Carolina. Montrosse's concentration at CGU was program evaluation, and she plans to apply those skills in her new position.



Geoffrey Smart, MA, Psychology, 1996; PhD, Psychology, 1998, published the book *Who: The A Method for Hiring* (Ballantine Books) in September 2008, and it was recently named the number one best business and management book for 2009 in Canada by the *Globe and Mail* newspaper. It was also named a top-five business book for 2009 in China by the *Shanghai Daily*. Upon its release, *Who* spent two weeks at number one out of the 24 million titles listed on Amazon.com, and was on every major bestseller list in the United States.

Peter F. Drucker and Masatoshi Ito Graduate School of Management

Ali Kasikci, EMBA 1994, was promoted to the position of vice president for strategic planning and development of Montage Hotels and Resorts. In his previous position as managing director of the Montage Beverly Hills, Kasikci oversaw the development of that location in a widely recognized five-star hotel, one which holds the impressive distinction of being the first hotel and residences to receive Gold LEED certification in Southern California.

Educational Studies

Carol Dickerson, PhD, Education, 2009, is the newest member of the board of advisors for the accounting department at California State Polytechnic University, Pomona. Dickerson currently teaches accounting and business ethics at Chaffey College in Rancho Cucamonga, California, and also teaches business ethics at the women's prison in nearby Chino.

Walter Leonard Hightower, PhD, Education, 1992, co-presented a one-day workshop for the Council for the Advancement and Support of Education (CASE), entitled "Strategic Marketing Planning for Universities and Colleges: From 30 Thousand Feet to Safe Landing, How to Design and Implement a Successful Marketing Plan." The workshop was hosted by Concordia University in Irvine, California, where Hightower, now the principal at HighTower Consulting, was previously the vice president for university marketing and strategic planning.

Diana Kelly, PhD, Education, 1993, recently published two chapters: "Modeling Best Practices in Web-Based Academic Development" in *Applied E-Learning and E-Teaching in Higher Education* (R. Donnelly and F. McSweeney), and "Evaluating Teaching and Learning: Enhancing the Scholarship of Teaching by Asking Students What They Are Learning" in *The Scholarship of Teaching and Learning in Higher Education* (R. Murray). Kelly is currently staff development coordinator for Southwestern College in Chula Vista, California.



Madrid, second from left; Nagal, third from right

Mike Madrid, PhD, Education, 1986 and **Greta Nagel, PhD, Education, 1992**, hosted a reception and grand opening of "Memories of Mexican Schools" on March 8 at the Museum of Tolerance in Los Angeles. "Memories of Mexican Schools" is the first installation of *A Class Action: Mendez v. Westminster and the Grassroots Struggle for School Desegregation*, and will be at the Museum of Tolerance from February 8-August 23, 2010. Madrid is the education director for the College of Educational Studies at Chapman University, and Nagel is the founding director of the Museum of Teaching and Learning.

Mariana Robles-Dalany, PhD, Education, 2002, began a new position as assistant professor of teacher education and director of the Liberal Studies Program at California Lutheran University. Robles-Dalany was most recently lower schools director for Polytechnic School in Pasadena, California, and has taught and serves as an administrator in both public and private K-12 schools in California.

Kathleen Ross, PhD, Education, 1979, was honored with the Henry Paley Memorial Award at the National Association of Independent Colleges and Universities annual meeting in February 2010. The award recognizes an individual who embodies the spirit of unflinching service towards students and faculty of independent higher education. Ross is the founding president of Heritage University in Washington State, and retired at the end of the 2009-2010 academic year.

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(L-R) Arts Management students Anna Panoyan, Tiffanie Lam, Lusine Vandanyan, Claudia Sandoval, Alfredo Christiansen, Lisa Woon, Megan MacDonald, Maureen Salsitz, and Jessica McLoughlin (MA, Arts Management, 2010)

CGU hosts reception at the Getty Center

The Office of Alumnae and Alumni Relations invited current CGU Arts Management students and alumni to join with arts industry leaders at a reception held by the Getty Leadership Institute (GLI) at CGU during the 2010 Annual Meeting of the American Association of Museums.

The reception, held at the terrace restaurant at the Getty Center in Los Angeles, included graduates of the GLI's museum leaders program as well as CGU Interim President Joseph Hough, Arts Management Director Laura Zucker, GLI at CGU Director Phil Nowlen, and Deborah Marrow, director of the Getty Foundation. Students and alumni took the opportunity to network with leaders throughout the field before enjoying one of the Getty's featured exhibitions, Leonardo da Vinci and the Art of Sculpture: Inspiration and Invention.

alumni booknotes



Van Gogh's Untold Journey: Revelations of Faith, Family, and Artistic Inspiration Creative Storytellers, 2010 **William Havlicek** *PhD, Philosophy, 2006* Havlicek's revealing book is based largely on Vincent Van Gogh's more than 900 astonishing letters, which help Havlicek provide new insight into the artist's true character, which was nurtured by his abiding faith, the influence of family, and the tender solicitude he felt for humankind. *Untold Journey* holds some compelling revelations, among them the role played by Johanna Van Gogh-Bonger, his sister-in-law, without whom the inimitable Van Gogh would have never been known; as well as the artist's vicarious relationship with Charles Dickens. But perhaps most revealing is Havlicek's discovery of how the inspired words of Victor Hugo, embodied in one of his characters in *Les Misérables*, gave Van Gogh the idea for one of his most celebrated paintings of all: "The Starry Night."



Ubiquitous Developments in Knowledge Management: Integrations and Trends IGA Global, 2010 **Murray Jennex** *MS, Information Science, 1995; PhD, Management of Information Systems, 1997* *Ubiquitous Developments* depicts new technologies, approaches, issues, solutions, and cases that offer assistance to organizations that are implementing knowledge-management initiatives. Contributing to the existing knowledge-management literature, this comprehensive reference presents new insight into the continual evolutions and integration of knowledge management in modern organizations. By providing a knowledge base for academics, practitioners, and researchers, this book fits perfectly within any library setting: assisting business personnel, management, graduate students, and academic researchers.



Trusting Others, Trusting God: Concepts of Belief, Faith and Rationality Ashgate Publishing, 2009 **Sheela Pawar** *PhD, Religion, 2002* Based on Pawar's doctoral dissertation, *Trusting Others* examines common perceptions of trust in humans and in God from a philosophical point of view. The book investigates the concepts of moral and religious trusts. The question of why or how it is rational to trust anyone has been the typical focus of philosophers, with an underlying assumption that trust must be justified. In most cases, trust (even – or perhaps especially – religious trust) is portrayed as irrational. Pawar argues that a grammatical investigation of the concept of trust can help rectify this treatment, and she cites the work of philosopher Annette Baier as presenting trust as a relationship of utility, or the means to an end.



Sons of the Fathers: The Virginia Slavery Debates of 1831-1832 Lexington Books, 2009 **Edited by Erik Root** *PhD, Politics and Policy, 2006* Possibly the greatest debates to have occurred in any southern state before the Civil War, the Virginia Slavery Debates were conducted in the House of Delegates from 1831-1832. The speeches documented in this book provide, for the first time, an unedited version of that debate, one in which many of the sons of America's founders deliberated over the necessity of emancipating the slaves in Old Dominion. The forces for emancipation, led by Thomas Jefferson's grandson, argued for a proposal of gradual emancipation, against the historical backdrop of the Nat Turner slave rebellion of August 1831, which left some 60 men, women, and children dead. The House of Delegates rejected the emancipation plan, resulting in a rift between what is now Virginia and West Virginia that was never to heal.



Irigaray and Kierkegaard: On the Construction of the Self Mercer University Press, 2009 **Helene Tallon Russell** *PhD, Religion, 1997* Beginning with an analysis of Augustine's formulation of Christian selfhood, which incorporates Plotinus' claims that the one is the good, and multiplicity is therefore a sin, Russell explores the critical alternatives to the creative construction of selfhood offered by Søren Kierkegaard and the French feminist Luce Irigaray. Kierkegaard views the self as complex, relational, and processive, consisting of three pairs of polar elements within three spheres of existence, with the spheres and elements dialectically interrelated to each other. Irigaray criticizes the cultural and philosophical norms of Western discourse as phallogocentric and monistic – a system built about the repression of the feminine. Russell argues that the apparent unity of the self is a problematic and fictitious conception, and that a dialogue between these two diverse thinkers provides a fruitful groundwork for reenvisioning and building up the concept of self as multiple, embodied, and relational.



The Politics of Food: The Global Conflict Between Food Security and Food Sovereignty Praeger, 2010 **William Schanbacher** *PhD, Religion, 2009* In this impassioned, well-researched book, Schanbacher makes that case that the food-security model for combating global hunger – driven by the United Nations, the World Bank, and the International Monetary Fund, among others – is a failure, too dependent on trade and too reliant on international agribusiness. Instead, the emerging model of food sovereignty is the more effective and responsible approach. *The Politics of Food* uses numerous case studies of helping local farmers and businesses produce better quality food to examine the critical issues of global trade and corporate monopolization of the food industry, while examining the emerging social-justice movements that seek to make food sovereignty the model for battling hunger.



Gloria Willingham, *PhD, Education, 1996*, was appointed interim provost and senior vice president of Fielding Graduate University in Santa Barbara, California. Willingham has held a vast range of executive leadership positions in higher education, health care, and the military – all with a focus on education and training. She incorporates her own experience as a student at Little Rock’s Central High School soon after its turbulent desegregation in 1957 to teach about social justice and the possibilities for personal and community engagement in education.

James Zarrillo, *PhD, Education, 1988*, was appointed associate dean of the College of Education and Allied Studies at California State University, East Bay in Hayward, California. Zarrillo, a professor in the Department of Teacher Education, is working on the fourth edition of his popular methodology text, *Teaching Elementary Social Studies: Principals and Applications* (Pearson).

Mathematical Sciences

Thomas Iverson, *PhD, Mathematics, 1975*, received a Presidential Service Award from Central College in Pella, Iowa, during their commencement exercises on May 15, 2010. The award winner is selected by their president in honor of an individual who has given selflessly to Central College. Iverson is a professor emeritus of mathematics, and served the college for nearly 26 years in various capacities, including faculty member in mathematics and computer science, interim dean, interim president, and provost and senior vice president before his retirement in 2002.

Politics and Economics

John Eastman, *MA, Politics, 1988; PhD, Government, 1992*, is running as a candidate for attorney general for the state of California. Eastman is dean of the Chapman University Law School, founder and director of the Center for Constitutional Jurisprudence, and has clerked for Supreme Court Justice Clarence Thomas.



Mark T. Green, *MA, Political Economics, 1997; PhD, Political Science in Economics, 1999*, was named a principal at the Family Business Consulting Group, Inc. in April 2010. Green was an integral force in expanding the West Coast footprint of the firm, which advises family-owned

businesses that range in size from Fortune 500s to smaller, more closely held companies. Green will continue to focus his work on helping his clients – who come from industries including manufacturing, timber, publishing, and transportation – successfully transition from one generation to the next.

Dwayne Hunn, *MA, Government, 1969; PhD, Government, 1984*, co-wrote *Ordinary People Doing the Extraordinary: The Story of Ed and Joyce Koupal and the Initiative Process*, which Ralph Nader listed as one of his top 10 books for 2009. Hunn is the executive director of People’s Lobby, Inc., whose mission is to foster the growth of democracy by improving politics in the United States.

David Lyman, *MA, Politics and Policy, 2009; PhD, Politics and Policy, 2009*, is the principal planner for the City of Bakersfield, California, and in this role recently oversaw the completion of the Mill Creek Project. At \$15 million, Mill Creek is one of the largest urban redevelopment projects ever undertaken by Bakersfield, and was completed without the use of any general-fund money. The project converted the Kern Island Canal area into an attractive linear parkway, and serves the city’s ultimate vision of incorporating aesthetics into the goals of business and economic development.

Tim Sullivan, *PhD, Government, 1970*, was named interim president of the American University of Kuwait beginning in January 2010. He will serve until a new president is elected. Sullivan recently retired as provost emeritus of the American University in Cairo, a position which he held from 1998-2008. During his tenure the university added new programs and planned and built a \$400 million campus in New Cairo. He is also working on a new book that will be published sometime this year.

Religion

Richard Curtis, *PhD, Religion, 2006*, announced in March that he is running to represent the state of Washington in the United States Senate as an independent. Washington recently changed its primary system so that an independent candidate has a significantly better chance of winning a major election. In April, Curtis presented a paper entitled “Theology and the Politics of Deception” at the Pacific Northwest Regional Meeting of the American Academy of Religion.

Lori Krafte, *PhD, Religion, 1989*, joined Cincinnati-based Wood, Herron & Evans, LLP in April 2010, which is the region’s largest intellectual property practice. Krafte counsels clients in all areas of advertising and media law, privacy, trademarks, copyrights, and domain-name disputes and other Internet law matters. She teaches advertising law and trademark law at the University of Cincinnati College of Law.

Peter Pettit, *MA, Religion, 1990; PhD, Religion, 1993*, was promoted to associate professor at Muhlenberg College in Allentown, Pennsylvania. Pettit is the director of the Institute for Jewish Christian Understanding, and his courses focus on both the history and present dynamics of the Jewish-Christian relationship, including a travel seminar that traces post-Holocaust developments in the relationship in Europe.

To submit an alumnote go to <http://alumnicommunity.cgu.edu/submitalumnote>. Your ID is the five-digit number on the mailing label of this magazine.

In Memoriam

Ernest Theodore Burroughs, *MA, Philosophy, 1991; PhD, Philosophy, 1997*

Kenia Marie Casarreal, *PhD, Psychology, 1981*

Mary Susan Herczog, *Current Student*

Elyse W. Kerce, *PhD, Psychology, 1988*

Tim L. Mazzoni, Jr., *MA, History, 1961; PhD, Education, 1971*

alumni profile

Geoff Smart is a *Who* to know



When Peter Drucker asked his students to draft a career plan for themselves, he was taken aback by the boldness of Geoff Smart's. "Nobody likes a young know-it-all," the management expert whispered to Smart. At the time it was humiliating, humbling, and – most important of all – a learning experience.

"He was whispering, though everyone could hear it, since his microphone was on," recounted Smart. "He said, 'Your success will hinge on your ability to earn the trust and respect of older clients and colleagues. Don't forget that.' And I haven't. That advice was very valuable, especially when I started my company."

While working on a dissertation on management assessment in private equity, Smart boldly put his ideas to work through the founding of ghSMART & Company, where he still serves as chairman and CEO. ghSMART is a management consulting firm for CEOs and investors that assists its clients in the "who" questions: Who should run your business? Who should be in charge of executing what priorities? Who do you want to become as a leader? The Harvard Business School has deemed ghSMART a "pioneer" in professional services, while the publications *BusinessWeek*, *Private Equity Analyst*, and *Buyouts* all describe the firm as a leader in the field.

The company's mission – to use expertise in human behavior to help CEOs and investors build valuable companies – is a reflection of Smart's studies. At CGU he received his MA and PhD in psychology through the School of Behavioral and Organizational Sciences (SBOS), but was also able to take classes at the Peter F. Drucker and Masatoshi Ito Graduate School of Management.

"I have always loved researching and helping solve problems at the intersection of human behavior and finance," Smart noted. "That's why I'm so grateful to CGU for its flexible, 'choose your own adventure' approach to curriculum. That's exactly what I needed to achieve my career goals."

Surprisingly – or perhaps not, considering his "bold" career plan – Smart's goals were not merely founding and running his own company. These past few years he has added bestselling business author and philanthropist to his impressive resume. In 2008, Smart published the *New York Times*-bestselling book *Who: The A Method for Hiring* (cowritten with Randy Street), a handy, accessible book on how to find and hire the right people for your business.

All of this success has also allowed Smart to give back. He recently launched the SmartKids Leadership Program, which provides 10 years of mentoring support and cash to talented seventh graders living in extreme poverty. The program will be selecting its first SmartKid later this year.

The diversity of Smart's endeavors can be traced back to his CGU dissertation committee, chaired by Drucker School Professor Vijay Sathe and featuring SBOS faculty members Stewart Donaldson, Kathy Pezdek, and Cherry Granrose. Sathe helped Smart translate his work into metaphorical typologies, a trick also employed in the writing of *Who*. Granrose stressed the importance of sharing your success, an idea that inspired SmartKids. Pezdek and Donaldson both assisted with the research models that not only served as the foundation for ghSMART, but earned Smart's dissertation special prominence. "Their help led me to produce a dissertation that won a spot in the *Frontiers of Entrepreneurship* journal and at their event in Brussels, Belgium, where I was one of the only students presenting alongside a dozen or so professors," Smart said.

"Geoff was one of the most focused and enthusiastic students I've ever had," remarked Donaldson, now dean of SBOS. "Many of his innovative ideas and career aspirations, which seemed overly optimistic at the time, are now blossoming in front of our eyes. I'm amazed at what he has been able to accomplish in a short amount of time."

The timeless – and ageless – joy of making music



Many parents remember their children's first words; few can recount the first time they play on a xylophone. For School of Educational Studies (SES) doctoral student Paul Morehouse, the distinction isn't as profound as you might think.

Morehouse – a music performer, composer, and teacher – is researching the true nature of a young child's relationship with music. Though he has been a professionally performing musician since 1963, it was his 11 years

working with children through the California Arts Council that inspired this interest in the educational benefits of music. As an artist-in-residence for the council, he introduced elementary-age schoolchildren to music making, particularly in the form of percussion instruments like drums, tambourines, and cowbells. The program was called Music as a Creative Language.

"I created a lot of activities based on the language level of my students, which is very natural, because what is a song? It's language and music together," Morehouse said. "But then I got offered a position to design and facilitate a music program by an agency that ran seven developmental child centers around Los Angeles. The thing was, these centers were for children from infancy up to age five. I told my wife at the time, 'I don't know if this is going to work. These kids might just prefer rolling the drums around on the floor.' But the results were amazing. Not only did they love it, but it was evident how much they truly valued the experience and really respected the instruments."

Morehouse was surprised to learn that preschoolers' affinity for music-making was nearly identical to that of elementary school students: "There's this amazing behavior in human beings that's there almost from birth. We all have a natural propensity for making music," he said.

It was around this time he was introduced to the work of early twentieth century psychologist Lev Vygotsky; in particular, Vygotsky's theory of the zone of proximal development (ZPD). The ZPD is a theoretical locus where children can reach their true potential with the help and guidance of an adult, as opposed to what a child is able to learn on their own. While Vygotsky didn't construct his theory in regards to music making, Morehouse knew what he was doing in the classroom was applicable: "Children love making sound. But getting them to follow musical structures can occur only in the zone of proximal development – where they receive guidance from an adult," he explained.

This introduction to the theory behind his practical work led Morehouse – who received a BA in music education and an MA in education – back to academia. Teaching children to perform music over so many years showed him that there was more to this endeavor than the current research was capturing. "There's a lot written about how music for children aids cognitive development," he noted. "And it does enhance language and literacy, which is a big plus. But I also want to bring attention to a child's true, real experience of music; what I've seen when children close their eyes and lose themselves in making music. This is something that's extremely valuable to other cultures, but has fallen a bit to the wayside in ours."

Morehouse's doctoral advisor, SES Professor Mary Poplin, affirms the uniqueness of this research. "No one has ever really considered what a developmental theory of music would entail," she said. "His work could advance the entire field of music education. The arts have been a much neglected topic in the last few decades in education, but such a central part of human flourishing."

For more information on Morehouse's work, visit his website: www.musicmeansme.com.



Jacqueline Doud's Life of Service

by Pat Maxwell

"We hope that education lifts the individual, who then lifts society," says Doud. "If you do that enough, you reach a critical mass."

Jacqueline Powers Doud's downtown office overlooks a common area of manicured lawns and well-maintained trees, bordered by modified Victorian-style homes. Her office, for this campus, is in the historic Doheny Mansion near the Natural History Museum and Rose Garden in Los Angeles. Museum quality paintings and tapestries adorn the hallway walls.



Outside, it's a warm spring afternoon. Students bask in the sun with their computers and books resting on wrought-iron patio furniture outside a café. There's a sense of tradition with a dose of possibility.

Doud was named the 11th president of Mount St. Mary's College in the summer of 2000. About half of her time is spent

on this campus and the other half on the college's Chalon Campus, perched above the Getty Museum in the Santa Monica Mountains. "Tuesdays and Fridays are here," she says. But today is Monday. In an hour she'll host a reception in one of the great rooms downstairs for representatives from Kaiser Permanente. She goes where needed.

In 1976, Doud graduated with a PhD in higher education from Claremont Graduate University, then known as Claremont Graduate School. While at CGU, she met her husband, Robert Doud, who received a PhD in philosophy and recently retired professor emeritus at Pasadena City College. Doud's dissertation, *An Inquiry into the Effects of a College Education on the Attitudes, Competencies, and Behavior of Individuals*, became part of the timeless textbook titled *Investment in Learning: The Individual and Social Value of American Higher Education* by her mentor and CGU Professor, Howard R. Bowen.

The work presents the benefits of higher education both to the individual and to society, concluding that it's worth the cost. It argues, wrote the California Higher Education Policy Center, "that higher education should continue to be expanded and made available to a wide range of the population, not for economic reasons but for the cause of increased humanity and personal fulfillment."

Through an interesting turn of events, Doud now leads a college tasked with the application of the very concept she helped Bowen put into text. The Sisters of St. Joseph, when establishing the Doheny Campus in 1960, wished to empower underrepresented women to realize their full potential and contribute to society.

The campus offers a distinguished two-year program that is referred to as an alternative access program. The majority of students are

Latinas, followed by Pacific Islanders and African Americans. Often they are the first generation in their families to pursue a degree in higher education. The women show promise of being able to do excellent academic work but might not be ready to enter a baccalaureate program directly. When they are ready – be it in one, two, or three years – they transfer to the college's baccalaureate program on their Chalon Campus or to another college.

Making it Possible

Doud has led many successful initiatives in more than 20 years as a senior administrator in higher education. Among her notable fundraising achievements is a capital campaign she launched early in her appointment as president. The goal was to raise \$45 million for campus renovations, endowment, and program enhancements. At the end of the quiet phase, in 2005, they had already raised more than half. By the end of the campaign, in June of 2008, they surpassed the goal by \$8.7 million.

Perhaps just in the nick of time. A personalized mix of financial aid makes it possible for each student to pursue a private education at Mount St. Mary's College. It includes Cal Grants, Federal Pell Grants, student loans, work study, and discounted tuition through what is called the Mount grant. Some of the money from the capital campaign went to the improvement of endowment for scholarships, the Mount grants.

If the current economic woes facing state and federal governments cut the Cal Grants or Federal Pell Grants it could have a devastating impact on students from low-income households. Doud speculates that it's unlikely that either of these grants will disappear entirely. "But, for those families operating on the margin if one of those things goes," she said, "then they're out of luck."

Whatever may come, state or national, the college has a contingency plan. Enrollment is on the rise over the past two years and they don't wish to turn students away. "We're always putting it together and making it possible," Doud said. "Talent should not be excluded because of financial barriers."

Service to Others

Over the years Doud has garnered numerous awards for her public service and leadership. She was the first recipient of CGU's Hausam-Fisk Award for Distinction in Higher Education, and is a past recipient of the Distinguished Alumni Service Award and Distinguished Alumni Award.

In February, she was one of five individuals recognized by Cardinal Roger Mahony for "significant leadership in improving lives of Southern Californians." A tribute to her in the program for the dinner remarked that "she inspires women to become leaders who embrace service to others as part of their daily lives."

Not surprising, it's a value embodied by Mount St. Mary's College. So much so that they were included with a total of 10 highly regarded institutions of higher education to participate in the GoodWork™ Project. They were selected as one of three case studies doing exemplary work in educating students about civic responsibility.

"We hope that education lifts the individual, who then lifts society," said Doud. "If you do that enough, you reach a critical mass."

Perhaps then, the possibilities are endless.

Listen to Doud online as she talks about her mentor and CGU Professor Howard R. Bowen and how she came to study at CGU in 1976. Visit the Flame online at www.cgu.edu/flame.

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Commencement 2010



CGU held its 83rd commencement ceremony on Saturday, May 15. Congratulations to all of our recent graduates.

Honorary degree recipients included Father Gregory Boyle, founder and executive director of Homeboy Industries; Heidi Hartmann, president and founder of the Institute for Women's Policy Research; and CGU's Interim President Joseph C. Hough, Jr.

For more information on the commencement ceremony, and video of the event, visit www.cgu.edu/commencement.