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The Magazine of Claremont Graduate University

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On the **EDGE**
of an **EMPIRE**

The Allure of Toxic Leaders
Outsourcing: Bane or Blessing?

The Allure of Toxic Leaders

Outsourcing: Bane or Blessing?

The Allure of Toxic Leaders

Outsourcing: Bane or Blessing?

"As a result of my education, I live more fully.
I give more fully."

Help nurture a DREAM

As a Ph.D. student of Religion and Culture in the School of Religion, Robin Owens works with Professor Vincent Wimbush, who challenged her to consider an alternative approach to the academic study of sacred texts. This approach places less emphasis on the meaning of texts and poses the fascinating question, "What does it mean that people are using sacred texts in the ways that they do?"

"After all," she says, "sacred texts are all around us—the Bible, in particular. It's not just in our churches. It's in popular music, political speeches, on billboards, in sitcoms, and in popular books. How are these texts being used and what does that mean?"

Robin's research explores African Americans as a particular culture and the Bible as a particular sacred text to examine how and why African Americans make and remake their social selves through their use of the Bible.

She is currently studying scripturalizing practices among late twentieth-century African American cultural icons such as Oprah Winfrey, Alice Walker, Toni Morrison, and Susan Taylor.

Robin's goal is to pursue her passion to teach and make a difference in people's lives. Her research will help people to consider the inter-relationship between culture and sacred texts in ways that will allow them to embrace their religious and cultural selves and to recognize that they don't need to choose between the two.

theFlame

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contents

- 4 student spotlight
- 5 letters
- 6 news from 10th and College



Features

10 On the Edge of an Empire

Building on a rich heritage of boom towns and entrepreneurs, CGU's neighbor, California's Inland Empire, is one of the fastest growing regions in the country.

14 The Pursuit of Happiness

A CGU professor is helping pioneer Positive Psychology, a new direction in the field that focuses on mental health rather than mental illness.

16 Outsourcing: Bane or Blessing?

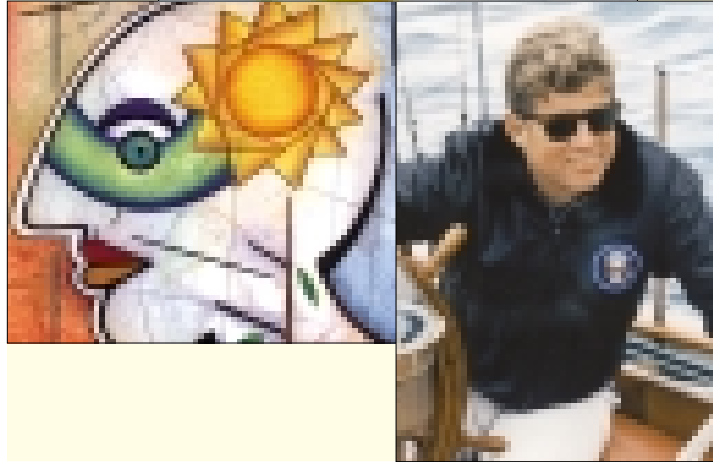
As worry over offshoring of American jobs proves to be an issue in this election year, CGU professors offer their perspective.

21 That Certain Something

Charisma—some people just have it, right? Don't be so sure, says organizational behavior professor Michelle Bligh, whose research has produced surprising results.

22 The Allure of Toxic Leaders

In a soon-to-be-released book, professor Jean Lipman-Blumen examines what it is about some leaders that compels us to follow them, even when it is at our own peril.



25 the pets of CGU

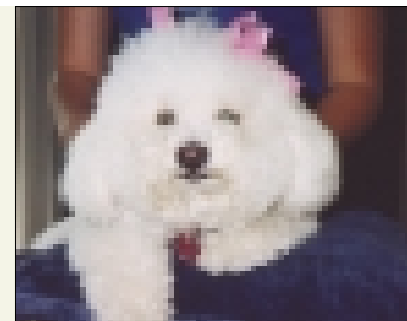
26 faculty spotlight

27 bookshelf

28 alumnotes

35 upcoming

36 parting shot



CGU president accepts new post at the University of Tulsa

Steadman Upham, president of Claremont Graduate University since 1998, has accepted the presidency of the University of Tulsa, a private university with about 4,000 undergraduate and graduate students in Oklahoma. He will assume his new post in Tulsa on September 1. He left CGU on July 16.

Dr. Upham leaves behind a legacy of outstanding accomplishment at CGU. The years of his presidency saw:

- A doubling of the endowment from \$67 million to more than \$135 million as current pledges are paid.
- A quadrupling of support for research and development, and greatly expanded faculty grant-getting.
- The creation of three new schools as part of Claremont Graduate University—the School of Information Science, the School of

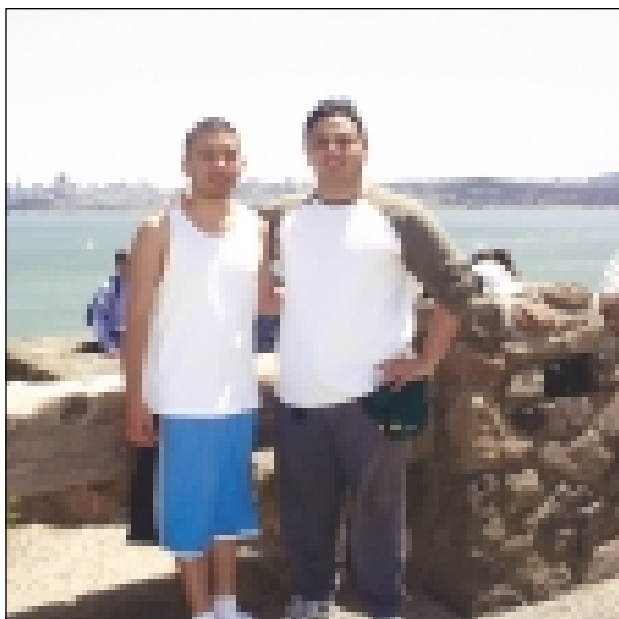
Mathematical Sciences, and the School of Religion.

- A campus master plan for growth over the next several decades. Campus beautification has already been accomplished, and a plan has been initiated to expand the campus with the development of land north of Foothill Boulevard for student apartments.
- The completion of the university's most successful fundraising campaign, with \$54 million raised on time and over goal.
- The designation of CGU as a doctoral research extensive university by the Carnegie Foundation for the Advancement of Teaching.
- Receipt of the university's largest gifts ever (\$20 million from Masatoshi Ito and \$10 million from Edward Jones, SunAmerica, and The Starr Foundation).

- Broadening and diversification of the Board of Trustees to include more women, minorities, and CGU alumni.
- A significant increase in faculty and student diversity.
- Reinstitution of a far-reaching alumni program.
- Steady improvement in faculty salaries.
- Creation of the university's transdisciplinary agenda with the creation of the Kozmetsky Chair and Kozmetsky Fellows.
- A balanced operating budget every year of his presidency.

"The trustees join me in applauding the many contributions made by Stead as president of CGU," said Lawrence R. Glenn, chair of the Board of Trustees. "His numerous accomplishments and leadership moved the university to a new level. We are grateful to

student spotlight



Richard Cortes, right, a doctoral student in the School of Educational Studies, mentors college students like Roger Acevedo, left, who recently went with Cortes to visit UC Berkeley and San Francisco State University.

From violence to victory

by Richard Cortes

I am constantly reminded of my turbulent and impoverished past as I scratch my itchy stomach every single day. For the rest of my life I have to live with a 16-inch horizontal scar—the result of a 1991 gang-inflicted multiple stab wound to my lower intestines. Being at the wrong place at the wrong time, I was minutes away from breathing my last breath. "No, not me!" I shouted. I had just been accepted to three universities and had recently paid for my cap and gown. I was never involved with gangs, but I was expected to eventually fall prey to violence as a result of living in a low-income barrio. I would've had to have been very sheltered, or lucky, not to experience violence. In order to survive, many who reside in these environments learn strategic coping mechanisms. One example is through the power of another individual's love and support.

Growing up in a single-parent household, I was lucky to have a father figure, my high school counselor, Robert Miller. He was a loving, selfless mentor who cared and sacrificed for his students. He could have taught at a suburban school near his home in Chatsworth, but this Anglo-American chose to endure L.A. traffic in order to share his knowledge and wisdom with vulnerable students at a downtown high school.

Mr. Miller was my idol, my savior. I wanted to emulate him. After finishing my B.A. in psychology, I immediately began my master's program in counseling. During my tenure at California State University, Northridge, I participated in a collaborative mentoring program, serving first-generation college students. In this pilot program, I formally served as a mentor for two male Latino freshmen for two years. This



him and Peggy for what they have given to the university and we wish him every success at Tulsa.”

Dale Berger, chair of the Faculty Executive Committee, said that “President Upham has had a profound impact

on CGU in his six years with us. CGU is stronger in many ways, enjoying increased financial stability and greater national recognition. Faculty especially appreciated his accessibility and open style of leadership and the many events hosted at the Upham home.”

Board chairman Glenn announced that William L. Everhart has been named interim president, to serve until a new president joins the university. Everhart is CGU’s senior vice president for finance and administration and has worked closely with President

Upham since joining the university in 1999.

Everhart said that he “accepted this assignment because I want to do everything I can to ensure a smooth transition for our community during this time of change. The university has made steady progress over the past few years and built upon a strong foundation of academic strength, financial integrity, and collegial relations. I see my task as providing an environment conducive to continuing this progress.”

Chairing the presidential search committee are two members of the Board of Trustees: John F. Llewellyn, president and CEO of Forest Lawn Memorial Parks and Mortuaries, and Stephen D. Rountree, president of the Los Angeles Music Center. Plans are underway to expand the committee to include faculty, staff, students, alumni, and others representative of CGU’s constituencies.

experience made it possible for me to write the program’s first mentoring manual, to aid future mentors.

Being a mentor is like being a big brother to these young students. I study with them, have dinner with their families, go on excursions, visit museums, and communicate with them at least once a week via email or phone. I show them that there is more out there than run-down liquor stores. Recently, I was able to take a few to visit UC Berkeley and San Francisco State University. They witnessed so much beauty and culture. What saddens me is the many disadvantaged students who don’t ever have the opportunity to leave their own neighborhoods.

Since 1998, I have been serving as a college counselor at both Santa Monica College and Pasadena City College. In conjunction with the TRIO/Student Support Services program, I work primarily with first-time, underprivileged college students. In 2001, I came across the Salvadoran American Leadership and Educational Fund (SALEF), a nonprofit organization that serves and advocates for civil and educational equality for Central American and other Latino residents. Without hesitation, I became involved as a guest speaker and mentor for their PASO Unido Mentoring program.

This year, I was honored to receive their “Outstanding Volunteer of the Year” award and to receive awards from the California State Assembly Speaker, Fabian Nuñez, and the Los Angeles Board of Education President, Jose Huizar. I am grateful to SALEF and applaud their tireless efforts to help bring social justice and equality to the Latino community. Most importantly, I am grateful to God that I was given another chance at life so I could help make a change in my community, and I will continue to do whatever it takes to educate and empower those who need it most.

Richard Cortes, a doctoral student in the School of Educational Studies, is a counselor at Pasadena City College and Santa Monica College.

Letters to the Editor

It seemed to me that you would like to know some of the comments I have received from readers of your article, “For Those Who Love, Time Is Not,” in the Spring 2004 issue of *the Flame*.

My sister, Cissy: “Thank you for sending the wonderful article from *the Flame*. I cried through the whole thing!”

My brother, Mike: “The article certainly honored our parents.”

My daughter-in-law, Debbie: “That was a wonderful article, so well written and with such feeling. You can tell the writer was quite moved by the book.”

My daughter-in-law, Kim: “This article is wonderful. It makes me want to read your book all over again. I have said it before—it is such a treasure that you (and your mother and father) gave us. I have been thinking about this for a while—inspired by your parents’ letter writing, of course. I have decided that for each of my children’s birthdays (starting this year), I will write them each a letter expressing how I feel about them, what their personalities are like, what they enjoy doing, and the like. Of course, it won’t be something I give them, at least in these early years, but something I will put away for them to discover as you did your parents’ letters. I hope it will mean as much to them. Thanks for sharing this with me.”

My son, Edward: “What a great article! I learn more about you and the impact of the book with each commentary I see.”

My daughter, Amy: “What a beautiful review of your book! It obviously moved the reviewer, Marilyn Thomsen, deeply. It sent the essential messages of your book far and wide—the gift of steadfast love, the importance of faith in coping, the sacrifice for freedom.”

My niece: “I’m posting the article in my English classes as an example of fine writing and stunning layout.”

A friend: “As I read the article a quote that is one of great truth came to mind and would not leave. It is Cicero’s statement, ‘The strength of the republic lies in the character of its citizens.’ I hope this country can continue to produce men and women with the character of your parents; and so long as it can, I feel we can be confident of its future. Thank you for making their story available to the public and to me in particular.”

Kay Klein Brigham
M.A., History, 1958

Arts and Humanities fills need with two new degree programs

With arts and culture organizations looking for strong leadership and few specialized training programs offered in Southern California, two new CGU programs are addressing the need.

The new Master's degree in Arts and Cultural Management (MACM) combines management, policy studies, and decision-making training with advanced study in the humanities. A joint venture between CGU's Peter F. Drucker and Masatoshi Ito Graduate School of Management and the Centers for the Arts and Humanities, the degree is unique in California and one of only a handful of similar programs in other parts of the country.

"We have interviewed managers in a range of arts and cultural organizations throughout Southern California," says



Patricia Easton, dean of the Centers for the Arts and Humanities at CGU.

"Universally, [arts leaders] say the same thing. There is no 'farm system' for arts and culture leaders and few people come to it from a business management back-

ground, which means many don't have the necessary skills to lead an organization effectively."

To balance the classroom training with hands-on experience, the program offers an array of internship opportunities with arts and culture organizations throughout Southern California.

The CGU Centers for the Arts and Humanities is also offering a new degree concentration in Museum Studies within M.A. and Ph.D. degree programs in Cultural Studies. It will combine humanities and social science study on the theory, research, history, and practice of museums, reinforced with applied experience through work or internships.

A planning grant from the Ford Foundation helped make possible the design of the new programs. The grant project was directed by visiting scholar Constance Devereaux, who will also teach courses on arts public policy. Both the MACM and Museum Studies programs will welcome their first class of students in the fall of 2004.

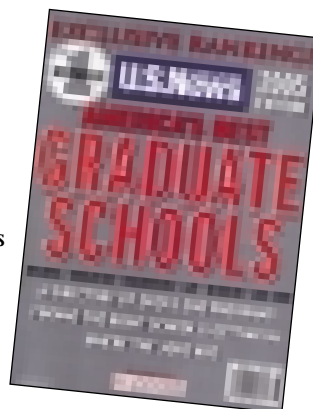
CGU fares well in U.S. News rankings

Claremont Graduate University's degree programs fared well in this year's *U.S. News and World Report* graduate school rankings released April 2.

The Peter F. Drucker and Masatoshi Ito Graduate School of Management jumped 19 places from last year's ranking among business schools to 59th in the nation. Nearly 300 business schools participated in the *U.S. News* survey out of a total of 377 accredited graduate business programs nationwide. Ranked just below the University of Oregon and tied with Case Western Reserve University in Ohio, the Drucker School ranked seventh among California schools with MBA programs. More than 50 such schools operate in the state.

"It is always gratifying to see the strong positioning for our programs recognized," says Cornelis A. de Kluyver, dean and professor of management at the Drucker School. "It bodes well for the future of the school."

The School of Educational Studies at CGU tied with the University of Oklahoma for 58th in the nation. The school ranked sixth among education schools in California, out of a total of 40 in the state. An article accompanying the rankings in the *U.S. News* special issue showcased the Teacher



Education Internship Program within the School of Educational Studies.

Other ranked programs at CGU include the Master of Fine Arts (MFA) degree, last ranked in 2003. The university's MFA programs tied for 34th with the University of Pennsylvania and the University of Michigan. The painting and drawing specialty within the MFA category was ranked 14th, putting it on a par with Columbia University and California Institute of the Arts.

Select social science and humanities programs were ranked in 2001. They included CGU's doctoral degree programs in history (26th), English (34th), political science (45th), economics (51st), and psychology (102nd).

Bachmann, Virgil receive President's Medal

The President's Medal, CGU's highest honor, was awarded to John Bachmann, CGU trustee and former managing partner of St. Louis-based financial services firm Edward Jones. Bachmann was honored for his many years of dedicated service to the university and the financial services industry.

Robert L. Virgil, principal at Edward Jones, also received the medal for his leadership in higher education and his recent efforts on behalf of the Peter F. Drucker and Masatoshi Ito Graduate School of Management.

The medals were awarded in March at separate ceremonies.



Bachmann



Virgil



The "Ellesmere Psalter," a beautifully decorated manuscript book of Psalms produced in England in the 14th century. The illuminated capital includes a representation of King David playing the harp. Text is in Latin (Vulgate translation).

Huntington exhibit features the Bible

Lori Anne Ferrell is guest curating "The Bible and the People," an exhibition at the MaryLou and George Boone Gallery of the Huntington Library, Art Collections, and Botanical Gardens. Ferrell is co-curating the exhibition with Stephen Tabor, the Huntington's curator of early printed books. The show, which will run from September 4, 2004, through January 5, 2005, sheds new light on the Bible's cultural impact.

"The Bible and the People" presents a cultural history of the Bible that spans 11 centuries, exhibiting nine rooms of treasures drawn almost entirely from the Huntington's collections. The more than 140 items on display include illuminated medieval manuscripts and the Gutenberg Bible, as well as first editions of the Geneva Bible of 1560; the 1611 Authorized Version (or "King James") Bible; the first Bible printed in the New World, the Rev. John Eliot's Algonquin Bible of 1663; and the Bay Psalm Book of 1640. Another highlight is the nineteenth-century extra-illustrated "Kitto Bible," which contains more than 30,000 engravings, prints, and drawings (including an original watercolor by William

Blake) in 60 giant volumes. The exhibit also features a cache of salesmen's "dummy" Bibles, as well as the scripts used in selling Bible subscriptions door-to-door in the late nineteenth century.

The Claremont School of Theology's Ancient Biblical Manuscript Center will lend images of the Dead Sea Scrolls, which were discovered in the twentieth century. There are movie stills from early Hollywood films, a twenty-first century New Testament formatted as a magazine for teenage girls, and a twenty-first century Bible annotated specifically for African American women's study groups. "This is very much a show for the public," says Ferrell.

Ferrell, professor of religion at both CST and CGU and director of their joint graduate

curriculum, began working on the exhibit last year. The focus of Ferrell's own research is post-Reformation religious controversy and its effects on sixteenth- and seventeenth-century English theology, literature, and political theory. "One of the great wonders for me in working with rare, early modern books," she says, "is that every time I touch one, I'm aware that people from the past also touched—as they read—this same book."

Ferrell is interested in the Bible because it is such a foundational text for Western literary and political culture. "The King James Bible is a masterwork of prose and the most influential book in the English language," she says. "The overall message of the show is that the Bible has been adapted to the needs of people in every age."

Kate and Kingsley Tufts Awards honor poets

The annual Kingsley Tufts Poetry Awards ceremony took place on April 17 at The Huntington Library, Art Collections, and Botanical Gardens in Pasadena. Henri Cole was awarded the \$100,000 Kingsley Tufts prize and Adrian Blevins was awarded the \$10,000 Kate Tufts Discovery Award prize.

MY TEA CEREMONY

*Oh you bowls, don't tell the others I drink
my liquor out of you. I want a feeling of beauty
to surround the plainest facts of my life.*

*Sitting on bare heels, making a formal bow,
I want an atmosphere of gentleness to drive
out the squalor of everyday existence
in a little passive house surrounded
by black rocks and gray gravel.*

*Half-cerebral, half-sensual, I want to hear
the water murmuring in the kettle
and to see the spider, green as jade,
remaining aloof on the wall.*

Heart, unquiet thing,

*I don't want to hate anymore. I want love
to trample through my arms again.*

Henri Cole, Kingsley Tufts Award Winner
for his book *Middle Earth*.



Henri Cole



*As for my daughter,
she's water; it's my job to keep her from spilling
over or out while she waddles along beside me
like a wild duck or a daisy or a dance,
since she really is a whole silliness of girl-babble
and blithe and founding and fleece. O, child,
O delirious impossibility—bridge, dream, howl,
hitch—please come hear this meager salute.*

Adrian Blevins, Kate Tufts Discovery Award Winner
for her book *The Brass Girl Brouhaha*.





Denisa Chatman-Riley

Dreaming is believing

Oliver Wendell Holmes once wrote, “What lies behind us and what lies ahead of us are tiny matters compared to that which lies within us.” Denisa Chatman-Riley is proof that he was right.

Chatman-Riley, a doctoral student in English literature, was awarded the Pamela M. Mullin Dream and Believe Award during CGU’s May 15 commencement ceremony. The award, which provides a full year’s tuition plus a living stipend of \$25,000, will help Chatman-Riley realize her dream of becoming a professor of the history of African American literature.

As a young girl living in Riverside, California, Chatman-Riley dreamed of being a teacher and a writer, and even penned her first book, *Mera the Mermaid*, when she was just seven years old. Sadly, it would take tragedy to reignite that sense of childhood promise and potential.

After spending her teenage years in Houston, Texas, Chatman-Riley joined the U.S. Army. Stationed in Europe and working as a “spoon,” or army cook, she became enamored with European culture and the strong sense of history it evoked. “I cried at the Louvre,” she recalls. “I couldn’t help it. There was just so much to feel.”

During this time, she realized it was just this sense of history that she lacked. Indeed, as she later came to believe, it was this sense of history that all African Americans lacked.

After nine years, Chatman-Riley achieved the rank of sergeant and returned to the U.S., where she worked at different government jobs while starting a family. A significant challenge arose when Chatman-Riley’s second child, Johnisa, now 16, was born with a serious genetic disorder that would prevent her from learning how to speak and walk. Aided by a supportive family, Chatman-Riley persisted as only a mother can—until tragedy struck.

In a 13-month span, Chatman-Riley’s life was thrown into chaos. In 1995, her mother suffered a fatal stroke on the way to work. In August of 1996, her best friend was murdered. And in January 1997, her husband suffered a fatal heart attack. Life had been unfair, even cruel, but at the darkest hour, surrounded by death, Chatman-Riley chose life. A dream still lived within her, and she

would see it to fruition.

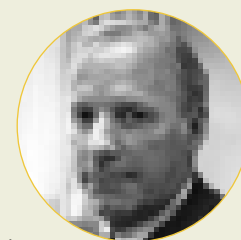
After finishing her B.A. in English at the University of California at Riverside in 2000, Chatman-Riley came to CGU with the hopes of “resurrecting forgotten African American writers. Sadly,” she says, “to say they were forgotten is to say they existed, and for many of them, this wasn’t the case. Their work exists, but no one reads them. So I took it as my project to uncover them, to reveal the powerful African American literary and cultural legacy that history has ignored.” Chatman-Riley’s first chance to share her insights will come next fall when she teaches a class on African American literature at the University of Redlands.

“For African Americans, there is a great sense of empowerment that goes with understanding this legacy,” says Chatman-Riley. “It shows people like my high school-aged son what’s possible. They have a legacy and a history, and because of that, they have a future as bright as they want it to be.”

In Memory

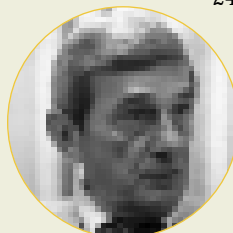
Conrad Briner, professor emeritus of education, died at his Claremont home on December 18. He was 78.

Briner, who was a decorated World War II veteran, joined CGU’s faculty in 1962, eventually serving as chair of the education department. He became known nationally as a progressive educator who, during the Civil Rights Movement, was on the forefront of training a new breed of school administrators to meet the needs of minority groups seeking better education. He was also an innovator in teaching conflict resolution and problem understanding skills to school principals.



French Rowe Fogle, professor emeritus of history and English literature, died on March 24 at his Pomona home. He was 92.

Fogle taught at CGU for more than 20 years before his retirement in 1979. After serving with distinction in World War II, Fogle became a top scholar of English Renaissance literature and served in many leadership roles in scholarly organizations. He was also active with the Huntington Library as a member of its permanent research staff. After his retirement, he served as a consultant to the director of Honnold Library of the Claremont Colleges.



New boardroom unveiled

The School of Politics and Economics (SPE) dedicated the new Edward Balitzer Boardroom in a ceremony on April 30. The renovation was paid for by a generous gift from SPE Board of Visitors member Alfred Balitzer (seated center, Ph.D. Government, 1993). The room, which is named in honor of Balitzer's late father, will be used for school meetings and thesis defenses.



Bridging the digital divide and ensuring effective use of technology: A community informatics model

An innovative graduate class matched information technology with grassroots nonprofit organizations. The class was designed and cotaught by Lourdes Arguelles, professor of education and cultural studies; Tom Horan, associate professor of information science; and Rick Worthington, professor of political science at Pomona College. Students worked with four nonprofit groups using a client-centered, team-based, and asset-based approach.

"When people ask 'How can we bridge the digital divide?' says Arguelles, 'often, the answer seems to be to buy more computers. Instead, our graduate students listened to the needs of the community, made inventories of their assets, and assisted the client groups in implementing effective, low-cost solutions to technology.'

"We developed a community of practice that was transdisciplinary, technologically sophisticated, intercollegiate, and interdepartmental," says Arguelles. It was also multinational. In a class of 14, there were students from six countries, including Korea, China, Mexico, and Indonesia. "The emphasis was on effective use of technology to assist grassroots community

groups in solving problems and developing social capital," explains Arguelles. "Our goal was for nonprofits and community-based organizations to spend less money on unnecessary programs and on computers that will never serve their purposes."

One of the most important accomplishments that came out of these partnerships was matching limited resources with the perception of large needs. Learning was a two-way street. Community projects introduced students to the constraints of nonprofits, such as limited time, nonexistent budgets, and lack of knowledge about the possibilities and limitations of information technology. There were many "aha" moments on both sides.

"People often prey on organizations that don't understand technology," explains cultural studies student Tracy Mendoza. "We found nonprofits being ripped off by paying too much for DSL, software, web services, you name it." The class provided a firsthand learning experience about many important variables, including organizational resistance to change. "Given the cost and obsolescence of technology, how do small community nonprofit

its manage to let clients know about their services? These are some of the issues our students grappled with," explains Horan.

The class worked with four community-based organizations to design technical solutions. "This was not a 'top-down' based model of helping the disenfranchised but a client/university partnership where clients also evaluated the graduate students," notes Arguelles.

"The partnerships created a great opportunity, because typically information science is not involved in community service," says Horan. "When one of our students discovered that his team's nonprofit needed computer systems, he arranged for 10 computers to be donated by Northrop Grummond."

Student teams designed new web pages, installed PayPal, taught staff to design web pages, networked computers, documented software, and made recommendations for free and low-cost solutions. Grassroot organizations that the students worked with included Liberidad del Puebla, California Wellness Organization of Pomona, Christian Business Development, and the Ontario/CGU/Pitzer Partnership.

Community Informatics was funded by seed grants from Fletcher Jones and James Blaisdell Foundation fellowships and included an international working conference on Social Networks, Social Capital, and Technology, sponsored by the Canadian government.

For more information, go to <http://www.communityinformatics.net/projects.html>.

On the EDGE of an EMPIRE

By Bryan Schneider

The pioneering spirit of California's Inland Empire is captured in a humble hamburger joint opened by two brothers in San Bernardino that sparked a global industry, by the first naval orange tree planted in Riverside spawning a new citrus boom, and by the free-wheeling romance of the most famous road in America—Route 66—and its kitschy roadside comforts, like the Wig Wam Motel and the Magic Lamp Inn. Dreamers have flocked to the Inland Empire for centuries. They're still coming in large numbers today.

Some define the Inland Empire as Riverside and San Bernardino counties. Others see it as the stretch of land encompassing the 909 area code. Either way, Claremont Graduate University resides on the edge of one of the fastest growing areas in the country, what *USA Today* has called "a bellwether of America's suburban future." Faculty, staff, students, and alumni of CGU are actively engaged in this new inland bonanza.

HOMETOWN SPIRIT

"There is a strong sense of place and community here," says longtime Redlands resident Larry Burgess, a CGU alumnus, member of the Centers for the Arts and Humanities Board of Visitors, and director of the highly regarded A.K. Smiley Library in Redlands. Even though the city's population has more than doubled since 1970, Burgess still sees strong membership in the community. "We have a great many active citizens here who really make the quality of the community," he says.

"Our neighborhood has a great hometown feel," says Joy Kliewer, director of alumni relations at CGU and an alumna

herself, who lives in Alta Loma. "There is a slower pace to life. Yet you're kind of in the middle of everything. You can drive to the mountains, to the desert, to the beach, in about the same time."

According to Annette Steinacker, CGU associate professor of politics and policy, the hometown community spirit Kliewer and Burgess speak of is no accident. Many inland cities are carefully planning, building, and renovating public spaces to nurture this atmosphere. "They're using a post-World War II period design to achieve an old downtown flavor, a small-town kind of environment," says Steinacker. In fact, she says, the Inland Empire is on the forefront of a national trend called "New Urbanism," developing city centers of mixed-use residential, retail, and office space.

The Claremont Village and the "Village Expansion" currently underway, extending shops, cafes, and other businesses beyond Indian Hill Boulevard, is one example of this trend. The small-town atmosphere of Ontario's Holt and Euclid district, with its rows of old storefronts and apartments anchored by green spaces and an all-American gazebo, is another such project. Pomona's downtown redevelopment efforts are attracting urban professionals to the area and spawning a vibrant arts scene. The revival of downtown Riverside continues around the majestic Mission Inn, which played host to the recent meeting between President Bush and newly-elected Governor Schwarzenegger—a governor who may have become familiar with the Inland Empire filming scenes for *Terminator 2: Judgment Day* in a nearby Fontana steel mill.

These efforts aim to build a sense of community against the social fragmentation that has plagued many suburban areas. It is yet another enticement offered to coastal professionals looking for bigger houses at lower cost, and businesses

An innovative partnership tackles the challenges of growth

As the Inland Empire leads the state and most of the nation in job growth and new housing, there are also many attendant challenges to this growth, making the picture, for some, not so rosy.

"For every low-income building you see, there are three families outside living in cars," says Lourdes Arguelles, professor of education and cultural studies at CGU. "People are being pushed out. There just isn't

The Sultana Corridor of Ontario, which OCUP serves, is one such poverty trap area. Working with support from the City of Ontario and a grant from the U.S. Department of Housing and Urban Development, OCUP functions as a grassroots think tank, identifying and exploring social problems and developing solutions. Based out of Ontario House in a downtown neighborhood, the partnership is an innovative association of Ontario residents, community-based organizations, schools, city officials, and Claremont Colleges faculty and students. The program's research and service focus on health, housing, and education.

Marie Sandy, program director of OCUP and a

As home prices continue to rise, these working poor face higher rents and join an increasing population who can no longer afford a house in the inland valleys. In 2003, only a third of Inland Empire families could afford a median-priced home there.

The Ontario Community-University Partnership is addressing the housing problem through research on home "selling points" and barriers to home ownership in Ontario. The results will assist the city in helping more people buy homes through better allocation of resources via down payment assistance and other programs. The partnership is also offering free training in financial management skills to Sultana families and producing a housing resource guide to help residents understand the housing resources available to them.

The partnership is addressing the problem of employment and job training through an internship and job placement program developed in the new International Trade Academy at Chaffey High School. By helping Sultana residents take advantage of local opportunities in international trade and goods distribution, the program is preparing students for entry-level jobs in one of the hottest industries in the area.

Despite the problems that have accompanied the explosive growth of the Inland Empire, Marie Sandy sees a great deal of entrepreneurship and hope. "There is a lot of micro-enterprise going on in these neighborhoods," she says. "People come here because they are hopeful for a better life."

"Growth and gentrification in an area also produce greater pockets of inequality."

—Lourdes Arguelles, professor of education and cultural studies

enough affordable housing."

Arguelles, who cofounded the joint Ontario Community-University Partnership (OCUP), an innovative research and service organization in Ontario, says there has been an increase in the rate of homelessness accompanying the growth, as well as what she calls "poverty traps."

"Growth and gentrification in an area also produce greater pockets of inequality," says Arguelles, who defines poverty traps as "pockets of endemic need" where housing prices, high crime rates, and poor schools reinforce each other, keeping communities locked into poverty for long periods of time.

doctoral student in education at CGU, points to many of the factors affecting local poverty traps. "A large population is not getting services," says Sandy. "The California budget crisis is badly impacting the public schools. Adult education programs have been wiped out."

Another problem, according to statistics compiled by John Husing, is that more than 57 percent of new jobs created in 2004 are expected to be low-paying (\$15,000 to 20,000 a year) service sector jobs. Many of these jobs offer few, if any benefits. This situation, according to Marie Sandy, has already created a surge in the number of working poor.

looking for more space, less overhead, and perhaps a more hometown work environment.

EXPLOSIVE GROWTH

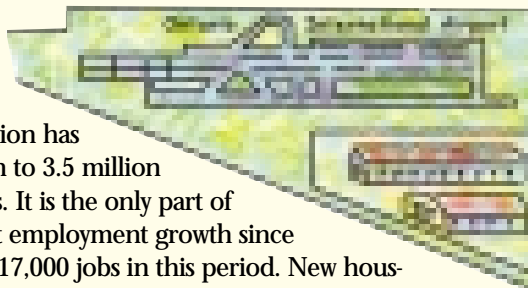
"We're seeing a wave of people and businesses coming out of the coastal counties," says Brian McGowan, economic development manager for the City of Ontario and doctoral student in politics, economics, and business at CGU. His office on the second floor of Ontario City Hall sits amongst a mess of boxes and dismantled cubicle partitions as the economic development office prepares for a move to a larger space.

"Businesses see their employees moving inland and start a satellite office out here. Then they look at all the economic advantages we offer and move their headquarters here," says McGowan.

In his three years promoting Ontario to businesses and corporations, McGowan has seen the city's population continue to surge, housing prices double and triple, scores of new businesses set up shop, and the Ontario Airport become a major transportation hub in California.

The explosive growth of Ontario, in fact, mirrors that of other Inland

Empire cities. The region has doubled its population to 3.5 million in the last two decades. It is the only part of California to enjoy net employment growth since 2000, adding almost 217,000 jobs in this period. New housing built between 1985 and 2002 covers a total of 163 square miles



in the region, an area the size of Riverside, San Bernardino, and Temecula combined. Nationally, the area was second only to Atlanta, Georgia in the number of single-family home building permits issued last year.

The Inland Empire has enjoyed many boom periods throughout its history, according to Burgess, a recognized expert on Southern California history. He can see the remnants of one such boom in Redlands' orange groves, one of the few orchards left, he says, from the thousands of citrus tree-lined acres that blanketed the region to feed a voracious East Coast appetite for the fruit in the late-19th and early-20th centuries.

In addition to growing citrus, entrepreneurs like Alfred North and the Chaffey brothers helped make wineries and dairy farms big business in the region. A few farms and vineyards remain, although many of the grapevines and the cow pastures have been supplanted by "big box" warehouses and new housing tracts.

"Logistics and distribution will always be big in the Inland Empire," says John Husing, who received his Ph.D. in economics from CGU and is a well-known expert on Inland Empire trends. "The area has long been a key transportation gateway into Los Angeles, beginning with the Santa Fe railway in the late 1800s and then, of course, Route 66."

Indeed, the *Inland Valley Daily Bulletin* estimates the Inland Empire is the destination of more than 34,000 trucks and 100 trains coming out of the ports of Los Angeles and Long Beach daily. Many large freight transport companies like United Parcel Service and Schneider Trucking have west coast hubs here. Mattel, Home Depot, Toyota, Wal-Mart, Kohls, and many other companies maintain warehouse distribution operations here as well.

AN UPSCALE MOVE

The new housing boom is the other headline of inland economic growth. And while many in the past came here for the region's relative affordability, it is now much more costly. With a large percentage of buyers coming from the affluent coastal areas, Inland Empire builders are trying to attract a more upscale market. "The high-end houses are selling before the dirt is even moved," says Husing, who lives in Highland near San Bernardino. "My next door neighbor is a lawyer who commutes to L.A. every day."

Inland Empire growth, according to Husing, began accelerating in the early 1980s with the commuter population moving inland and population-serving jobs popping up. At that time there was much more population than employment opportunities. In the mid-1980s, as available space diminished in coastal areas, the Inland Empire's large tracts of land brought more warehousing and distribution to the region. Now, he says, the Inland Empire is into a new phase where higher-paying professional jobs are moving in.

"We're now seeing back-office finance sector jobs locating here," says Husing. "Biotech firms are making their way here from the south. High-tech firms will locate here because they're no longer bringing in enough cash to locate in the expensive urban centers." Indeed, biotechnology firms like Guidant and LifePoint have grown here. High-technology companies like Environmental Systems Research Institute (ESRI) and JCM Engineering also call the Inland Empire home.

Explosive growth has not been without its problems. Infrastructure and other public works have often

failed to keep up with the surge in population. In the case of transportation, this has led to chronic traffic snarls on roads too small for the mass of commuters.

Brian McGowan acknowledges this lag, but sees improvement. "For awhile, Inland Empire cities were falling all over themselves for any kind of development they could get," he says. "That situation led to some poorly planned communities where roads and other infrastructure were not upgraded to deal with the added population. Now we have more power in dealing with developers because we are one of the few places left in Southern California with ample space to build. If developers want to build here now, they must set aside space for parks and assist with infrastructure."

CGU PLAYS A ROLE

Claremont Graduate University, for its part, is actively engaged in the region it borders, overseeing a range of research, outreach, and service programs in the area.

The California Policy Institute at Claremont (CPIC) under the auspices of the School of Politics and Economics (SPE), for example, is proposing to analyze the business climate in Ontario. This project would help the city establish a comprehensive economic database for tracking business trends. In the fall, SPE will host a public roundtable discussion of Inland Empire leaders discussing key issues in the region.

The School of Information Science is engaged in a number of pursuits serving the Inland Empire, including the Inland Valley Digital Corridor project, community informatics projects, and bimonthly



Poised between the nation's second largest city and its fastest growing region, CGU is impacting an area whose successes and follies are watched by the rest of the country and the world. As American cities and the world's urban populations continue to grow, never has this work been more important.

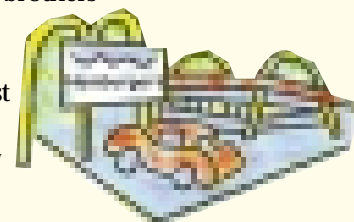
Inland Empire CIO Roundtables.

The Ontario Community-University Partnership and the Community Learning Network in Pomona are two programs founded by CGU professor of education and cultural studies Lourdes Arguelles. Both programs conduct research and offer innovative grassroots services to low-income residents in those areas.

Poised between the nation's second largest city and its fastest growing region, CGU is impacting an area whose successes and follies are watched by the rest of the country and the world. As American cities and the world's urban populations continue to grow, never has this work been more important.

Many see a common spirit shared by residents of the Inland Empire. "Californians are risk-takers, because most came here from somewhere else," says Husing. "We have a highly entrepreneurial culture."

That little hamburger shop in San Bernardino was built in 1940 by two brothers from New Hampshire. The brothers sold 15-cent burgers by the bagful and saw their business take off with local teenagers. But they believed they had a concept in "fast food" that could gain wider appeal. They called their shop McDonald's, and we know what happened after that.



By Marilyn Thomsen

It's ironic how Positive Psychology had its roots in a very negative situation.

Mihaly Csikszentmihalyi was celebrating his thirty-fifth wedding anniversary on the Big Island of Hawaii in 1998. One afternoon, tired of the pool and the shallow water around the resort, he decided to swim out of the bay and into the ocean beyond. "The current took me, and with the big waves, pretty soon I was a half mile from the entrance to the bay," he recalls. "I got scared, because all there was were large, rough, black lava rocks on the shore. I swam to them, hoping to find a place to climb out, but the waves kept slamming me into the rocks. I was bloody all over. A couple of times I almost passed out."

What happened next is subject to the variations of individual memory. Martin Seligman's memory is that he waded in to help rescue Csikszentmihalyi from the water. As Csikszentmihalyi remembers it, he was able to propel himself out of the sea despite "looking like raw hamburger." While he was staggering

A life worth living

Since World War II—when, according to Seligman, many psychologists discovered they could earn their living treating mental illness and researchers found they could get grants by exploring pathology—psychology has mainly been about what is broken in people. By contrast, Positive Psychology calls for scientific exploration into human well-being. Seligman, in *Authentic Happiness*, highlights three areas of study: positive individual emotion, such as happiness and optimism; positive traits, among them courage, intelligence, and integrity; and positive communities. Says Csikszentmihalyi, "I think psychology could be a lot more helpful to society if it could tell people about what kind of life is worth living, what kind of behavior is going to be more satisfying throughout life instead of just how to prevent and fix things."

In his president's inaugural address at the 1998 annual meeting of the American Psychological Association (APA), Seligman called for Positive Psychology to be the "Manhattan Project for

The pursuit of happiness

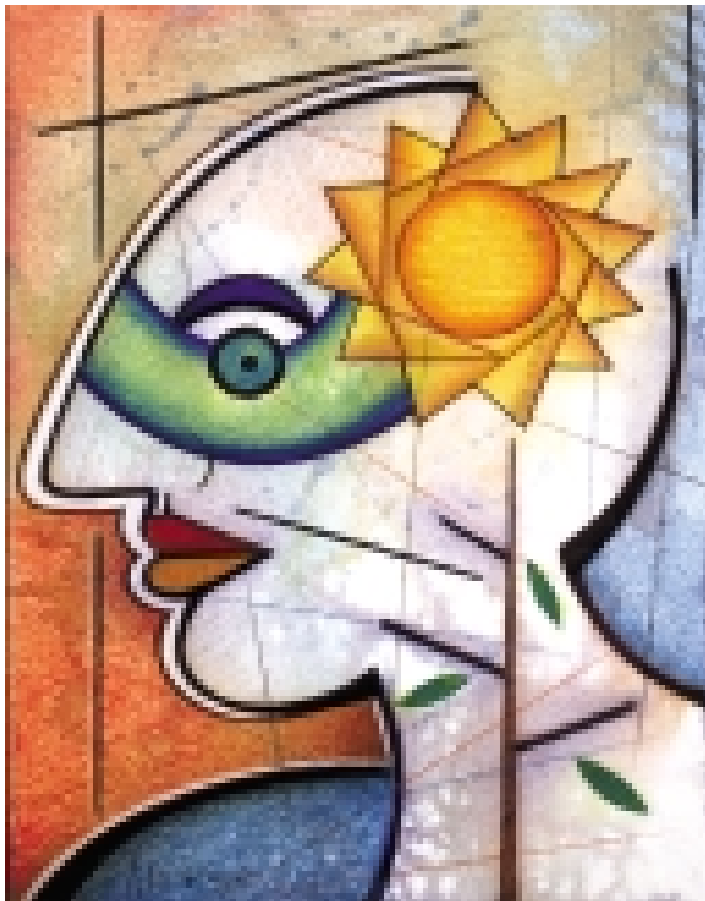
back to the resort on a small pathway, he recalls, a man approached him and offered to take him to the first aid station. "Halfway back he says to me, 'Aren't you Mike Csikszentmihalyi? I'm Marty Seligman.' We had met at a conference 20 years before."

Whichever version is more accurate, what followed is clear: the two renowned psychologists spent the next couple of days in a nearly unbroken stream of conversation. Seligman was soon to begin his term as president of the American Psychological Association and was looking to leave a legacy. "I have recently decided we have devoted too much time to understanding the negative aspects of life," he confided. They talked about Csikszentmihalyi's work on flow—the psychology of optimal experience, the phenomenon that sometimes accompanies activities having the right balance of skill and challenge that people find completely engrossing. His study dovetailed nicely with Seligman's work on optimism and offered direction for research about human strengths, not merely focused on mental illness. Before they left the island, they had formed a partnership that would expand to include other likeminded professionals and bear fruit in a new direction for the discipline of psychology.

the social sciences." Some in the field wondered aloud if this was the latest incarnation of positive thinking. Others embraced it with such enthusiasm that they wanted to make it a movement with its own journal and professional meetings. "I think that would be a mistake, because then nobody else would read what you're doing except people who are already identified with the movement," says Csikszentmihalyi. "The APA has something like 40 different divisions. Who needs a 41st? If we could infiltrate all the divisions, we would really transform psychology."

Could Positive Psychology be a threat to clinical psychologists operating out of a disease model of mental health? Csikszentmihalyi doesn't think it needs to be. "Nothing prevents clinical psychologists from training themselves in Positive Psychology," he notes. Adds Seligman, "Positive Psychology is a supplement to clinical psychology, another arrow in the quiver of clinical psychologists. It is certainly not a replacement."

"I think the bigger threat is from life coaching," says Csikszentmihalyi. "They picked up on Positive Psychology more than clinical psychology did." The speed at which Positive Psychology is catching on gives him pause. "Sometimes I feel that maybe it's premature to run away with these ideas. Maybe it



A POSITIVE PSYCHOLOGY PRIMER

For the past 50 years, psychology has delved ever deeper into what makes people unhealthy and unhappy and what can be done to fix it. The discipline has operated primarily out of a disease model of mental health. (Martin Seligman, former president of the American Psychological Association, says of the National Institute of Mental Health that, despite its charter, it should “now more appropriately be renamed the National Institute of Mental Illness.”)

Positive Psychology turns that thinking on its head. It asks, What makes people happy? What makes communities strong? What can we do to help our children, and ourselves, to pursue lives that have meaning and purpose?

Seligman urges people to find and use what he calls their “signature strengths”—qualities that are deeply authentic to who they are. He has found through rigorous research that time-honored virtues such as optimism and gratitude are powerful engines of happiness today.

Csikszentmihalyi’s decades of study into the theory of flow finds applications in Positive Psychology as well. “Even the most unhappy person has certain things that they enjoy more than others, he says. “If you have the person identify those parts of his or her life that are less negative and try to build on those and make them a more frequent part of life, you can begin to see transformation.

“Pay attention to what you do, see what makes you feel best,” he says. “Then if that’s something you want to live with for the rest of your life, do more of it. I think this is Positive Psychology.”

opiness

would be better to do another 10 years of research before we go public.” He looks thoughtful. “On the other hand, if there wasn’t this enthusiasm, people might not do the research.”

Seligman lauds Csikszentmihalyi as “the brains and historical anchor of the operation” in Positive Psychology, dubbing himself “the cheerleader.” Asked what’s next in the Positive Psychology future, he responds, “empirically validated interventions that lastingly raise happiness.”

Part of that future is taking shape at the Quality of Life Research Center, directed by Csikszentmihalyi and housed in the Drucker School at CGU. Through research and conferences, it adds to the body of knowledge in Positive Psychology. Already it has hosted meetings on the role of the arts in daily life and alternatives to materialism. Among current research is a study on Good Work in Higher Education, and another called The Donors Study.

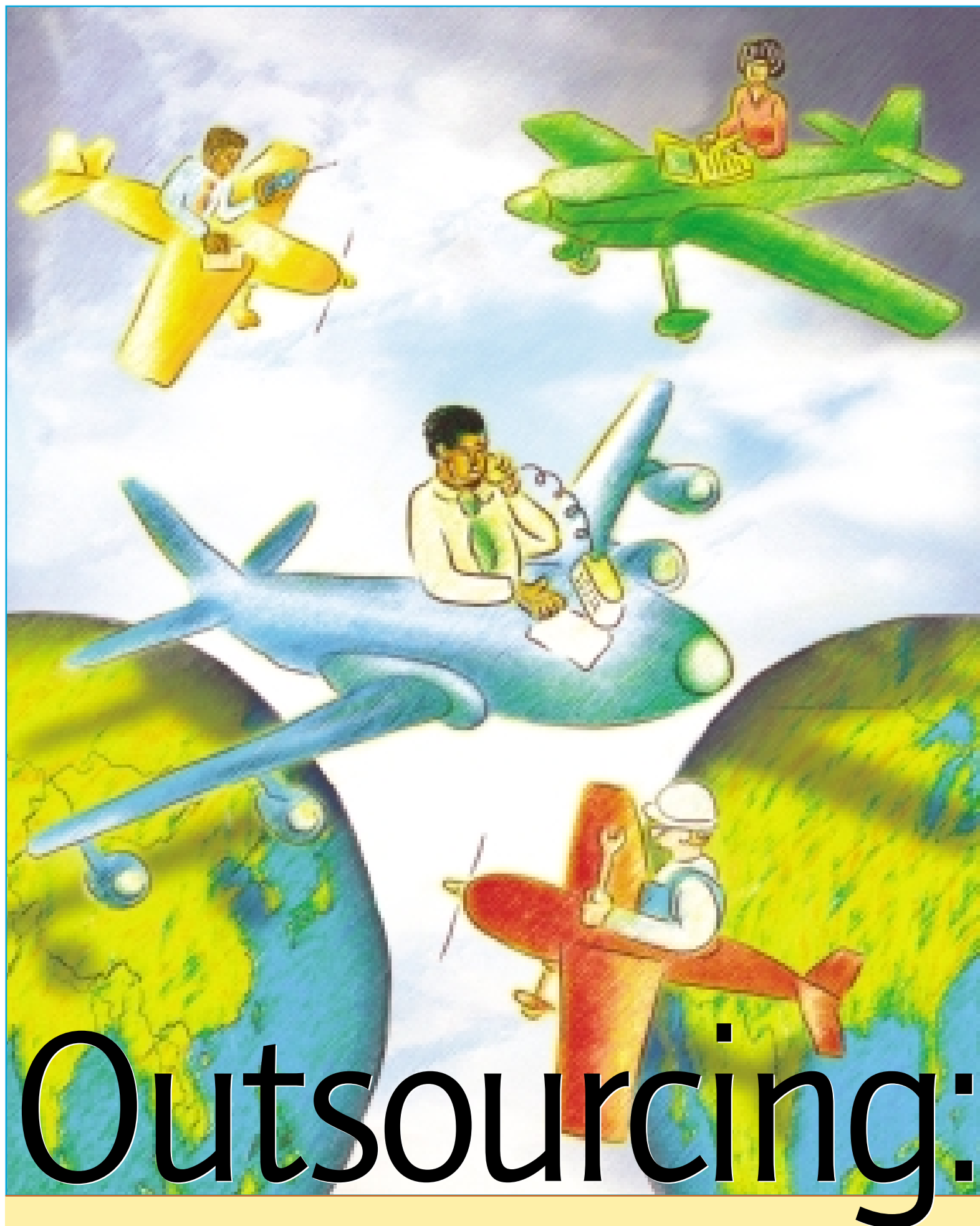
A major focus of the institute’s current efforts is the Good Work Project, a collaboration between Csikszentmihalyi, Harvard professor Howard Gardner, and Stanford’s William Damon, exploring work that embodies excellence and meaning. “I see Good Work as fitting within the bigger Positive Psychology,” says

Csikszentmihalyi. His most recent book, *Good Business*, examines “leadership, flow, and the making of meaning” and has become a best-seller in Europe.

The next big thing

It took a near-death experience in the Pacific six years ago to launch Csikszentmihalyi into the Positive Psychology endeavor. He no doubt hopes his launch into future professional directions is less traumatic.

“I keep my eyes open for where the next big opportunity is,” he says. “I don’t make plans. Positive Psychology and Good Work were completely serendipitous. They just happened. A connection was made organically. The more we talked, the more we said, ‘We have to do something.’ And then we did it. I’m sure that something like this will come up again soon. And if it’s really part of what we deeply believe, we’ll do it.”



Outsourcing:

With concern over U.S. outsourcing of jobs overseas reaching a high point in this election year, the Flame's news editor, Bryan Schneider, and editor Marilyn Thomsen convened a roundtable discussion with three CGU faculty members familiar with the issue. They addressed the validity of these fears and provided unique insights into the history, policies, and real impact of outsourcing not often presented in the popular media. Participants in the roundtable included Arthur T. Denzau, professor of economics; Samir Chatterjee, associate professor of information science; and Thomas D. Willett, Horton Professor of Economics and director of the Claremont Institute for Economic Policy Studies. Sunile Rongala, visiting scholar in the Freeman Program in Asian Political Economy and CGU alumnus, also contributed to the discussion.

the Flame: Is there reason to be worried about offshoring of U.S. jobs, particularly at a time when we are seeing not just manufacturing, but also high-paying professional jobs going overseas?

Denzau: What's happening is just the continued evolution of one type of outsourcing. When I worked at Motorola in the 1960s, we were outsourcing the labor-intensive assembly process to Malaysia, Korea, and Monterrey, Mexico. It enabled us at Motorola to compete effectively with other firms in the U.S. and later Japan. I think that's the same sort of thing that is going on now. In fact, business services, which is often talked about as a big outsourcing industry, has generated a trade surplus for U.S. firms from the post-World War II period on. The latest estimates are \$60 billion net surplus in favor of the U.S.

the Flame: But isn't this a process that is accelerating now? Aren't we seeing a wider variety of jobs offshored?

Chatterjee: I come from the high technology side of things. High-tech has always been an American thing, whether it is defense, aerospace, computers, or software applications. For perhaps the first time now there is very active competition, and a major portion of high-tech work is going offshore. Is that something we should be alarmed about? I seriously think we should be. In the past, the best and brightest minds flocked toward these technical areas, but there has been a disturbing trend in the U.S. in recent years. Students are not as interested in science and mathematics as they once were. The U.S. has always been able to rely on foreign students coming in and contributing to the high-tech world, but now for the first time they are not coming here. This is partly because of the security issues, but it is also because there is greater opportunity in

their home countries. The jobs they are taking at home are not just cheap coding work, but complex engineering design. In Bangalore, India, there is a Jack Welch Technology Center which is designing the next jumbo jet. This is a very high-tech, complex project, not just cheap labor. When this type of project begins to go offshore, over time, America's innovation and leadership is at stake. I am worried about that.

Willett: I'm not worried. I view myself as much a global citizen as an American citizen. I am happy if we get better while another country gets still better at something, as long as they're not going to be a military opponent. So much of the discussion assumes America has got to be first, and if it isn't, we should worry. We used to say, "Oh those Latin Americans who worry about being bought up by foreign investment, how parochial." But when the Japanese bought the Rockefeller Center, a lot of Americans reacted the same way. There are lots of things that we need to do to make our economy better. And outsourcing can be a symptom of those things that need improvement. In almost no case is limiting outsourcing or employing protectionist policies going to be the right thing to do.

Chatterjee: But I still think we should be alarmed because of the reason many firms outsource. What you read in the popular press is that firms outsource to cut costs. But that's not often the real reason. In many cases, a company doesn't have the skill set it needs domestically, so they look for that skill set outside. What I'm concerned about is that if we keep looking outside the country for that skill set, what are we essentially saying? We are saying that a particular skill somehow migrated elsewhere. Over time, this fundamental shift can be troubling. Forrester Research estimates 3.3 million U.S. jobs and over \$136 billion in wages will be moved abroad by 2015.

bane or blessing?

the Flame: Are there examples of countries around the world that have pursued protectionist policies and been hurt by them?

Willett: Look at most of Africa. The evidence is overwhelming that if countries follow very heavily protectionist policies, it's going to be disastrous. Look at the difference between North and South Korea.

Denzau: Before World War II, the north was the industrialized part of Korea and the south was the agricultural part. It doesn't look like that today. The persistence of protectionist policies creates new political interests that become stubbornly entrenched and take a nation down a path that is ultimately destructive. In 1900, Argentina and Chile were among the wealthiest countries in the world, but then protectionism put

had one idea—go to America. Students at the Indian Institute of Technology knew maps of Manhattan by their fourth year because they knew where they were going. But since this policy change in the early '90s, that exodus is not continuing. The brain drain has reversed, and many are staying home now. For the first time I'm seeing many of my classmates who were here in America going back to India.

One educational advantage in India is that every Indian parent's dream, no matter what their economic level, is that their kid get an advanced education. When I was growing up in India you could either become a doctor or an engineer. If you became anything else, people would say, "Oh, you didn't make it." A significant percentage of the Indian population is highly skilled and highly motivated. There is now an Indian dream

People ask, "What if all the jobs go abroad and we don't have a competitive economy?" Sometimes it looks like that. But over the medium and longer term, that's not going to happen.

them into a sustained condition as middle-income countries, preventing continued economic growth.

the Flame: What policies are appropriate regarding outsourcing?

Denzau: Instead of trade restrictions, it would be better to resolve the skill deficiencies in America through policies addressing domestic concerns like education.

Willett: The economic system in which the education takes place also makes a huge difference. In India, for example, until the economic reforms that started with the new prime minister, economic growth was distressfully low. With these new reforms,

you're seeing a substantial increase in economic growth. So you need both the education and the basic framework of good economic policies.

Chatterjee: The significant change in India happened around 1991, when the government changed what had been a largely socialist economic policy and decided to open up the markets. I left India in 1988. At that time, 99 percent of the students who graduated from the top institutes of India

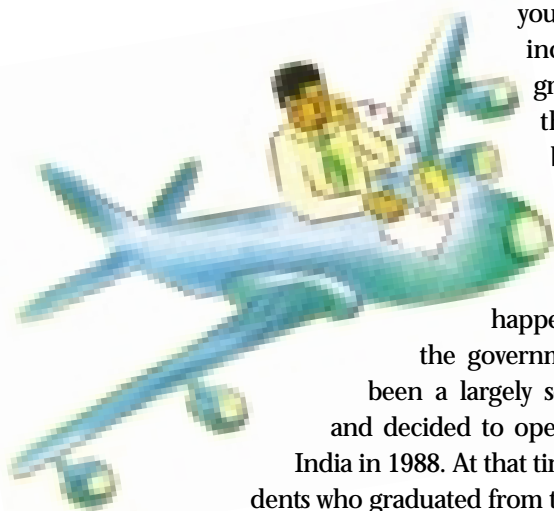
which looks very much like the American dream. And the biggest advantage in India is English. The British once ruled over us, so it's English-speaking skilled labor. You can't go wrong with that.

the Flame: John Kerry has proposed eliminating tax incentives for overseas operations. Is that a good idea?

Willett: This whole issue of taxation is related not just to outsourcing, but also international trade. It may be a sensible position on Kerry's part to remove offshore tax breaks. Most Americans don't realize we are under economic sanctions from the European Union right now for illegal tax practices. The way we do corporate taxation of exports is illegal under W.T.O. These tax policies are essentially subsidies for exports. We need to rethink our entire system of international taxation.

the Flame: Getting back to the broader issue of the effect of offshoring on the U.S. economy, what we usually see in the media is jobs leaving the country. What is the real impact on the economy over the long-term?

Willett: One of the biggest problems with this concern over job losses is that analytically, estimates of job creation and job loss due to outsourcing are irrelevant because jobs follow comparative advantage. This means they go where products or services



es can be done cheaper. Politically, however, job creation and loss are not irrelevant. For the performance of our economy, except in the shortest of the short runs, how many jobs are created or lost from any particular activity does not make a difference, because there are all kinds of changes happening all the time. The trouble is, when you say that, it sounds like you have completely lost touch with reality. It is very hard to sell sensible economic policies in the political marketplace. You see the jobs that are lost and the protectionists say, "Here's what's lost. Show me where the new jobs are going to be." Almost by definition, we don't know exactly where new jobs will be created.

Rongala: The real rate of job outsourcing is at about 5 percent, not more than that over 10 years. But the politicians don't

comparative advantage in anything?"
ing to happen because things will adjust.

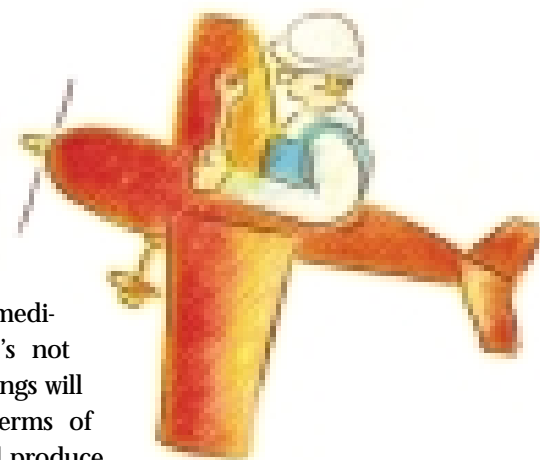
address that. And when we talk about loss of manufacturing jobs, the primary reason for that loss of jobs is the American consumer who demands cheaper goods.

Chatterjee: This is a knowledge economy. The key thing is getting ahead in knowledge. That's one area where I am very satisfied. A recent study looked at research and development spending. The U.S. is way ahead of any other country when it comes to spending on R&D. Yes, there is some software work going out. Yes, some electronics work is going out. But there are emerging areas like nanotechnology, robotics, and biotechnology such as genomics, where the U.S. is much ahead. These innovations will create many new opportunities.

the Flame: But even if companies reinvest the money they saved from outsourcing into new technologies that spawn new jobs, what's to stop them from shipping out those new jobs at some point?

Denzau: It is basically a continuum—a process of new products and production processes. If you innovate continuously, the routine production processes may be outsourced, but much of the production will stay where the product started. In areas like defense electronics, automation systems, and a variety of other industries, the bulk of the production will stay where the technology originated, because the product continually changes.

Willett: People ask, "What if all the jobs go abroad and we don't have a comparative advantage in anything?" Sometimes it looks like that. But over the medium and longer term, that's not going to happen because things will adjust. We can think in terms of exchange rate. If India could produce everything cheaper than America, they would be running a huge balance of payment surplus. They would then have a lot of inflation domestically or their currency would appreciate. That would change the relative pricing, and it would keep changing until there were less things that India still produced cheaper. That adjustment process doesn't always work as perfectly as I just described it, but it does basically work.



the Flame: With reports of poor working conditions in some manufacturing operations, is the U.S. promoting bad labor practices and environmental policy by outsourcing low-paying manufacturing jobs to countries that have weaker regulations than we do?

Denzau: One must ask, "Why are those people working in those sweat shops under those conditions?" They are working there because the alternatives domestically are worse for them. The way things are going to get better is if people have greater opportunities and greater income. Trade and economic growth provide those things for them.

Chatterjee: I certainly think that any American corporation that is trying to take advantage of poor working conditions should be concerned. Until U.S. companies show some concern for this, America should not talk about human rights.

Denzau: Firms that have bad reputations environmentally or ignore sweatshops get boycotted. They get a lot of bad publicity. That's creating demands to clean up their operations. As the information gets easier and easier to obtain, there is greater pressure on companies to think about working conditions and the environment.

the Flame: Is the benefit of outsourcing within developing countries often very disproportionate? Are the poor really getting opportunities to escape poverty with the jobs they are being given?

Chatterjee: That is one area where I think India is not doing very well. The manufacturing jobs have not really gone to India. They've gone to China and Mexico. The white-collar jobs going to India are benefiting just a small population. The

the Flame: So why is antiglobalization such a big thing? Why do people carry around anti-McDonald's signs in Europe?

Willett: A lot of it is anti-Americanism, but look at the demonstrations against the World Trade Organization. What is interesting is that in the U.S., the far left and the far right are very



We should recognize, though, that with offshoring going beyond manufacturing now, we see a different set of people threatened by it, people who often speak louder and more articulately about their concerns.

middle class is getting richer. The poor are getting poorer, and the gap is widening.

the Flame: What are some of the drawbacks in trying to save as much money as possible on labor?

Denzau: One possible drawback is lower product quality, but over time, saving production costs at the expense of quality doesn't work. In the 1950s, Japan was known for producing cheap, low-quality stuff. China was known for the same shoddiness when they began exporting. As both countries were exposed to international competition, they had to improve quality. Now Japanese quality in many products is the world standard. China is still competing largely on the lower cost of labor. But with entry into international markets, they've had to improve quality. The Chinese are able to put together a combination of moderate quality and very low cost, allowing them to beat out many competitors.

the Flame: How big an impact is jobs outsourcing really going to have on the November elections?

Denzau: If job growth continues, I don't see this issue having as much bite. We should recognize, though, that with offshoring going beyond manufacturing now, we see a different set of people threatened by it, people who often speak louder and more articulately about their concerns. Job loss in the Silicon Valley, for example, has been really substantial since 2000. Politicians use this issue to mobilize those sorts of people and those fears politically.

anti-W.T.O. viewing it as foreign imposition on national prerogatives. But everyone else in the world views the W.T.O. and International Monetary Fund as agents of America. So there really is a pretty strong connection between anti-Americanism and anti-globalization. Is any of the protest justified? Absolutely. There are lots of problems in world trade. Both the U.S. and the Europeans are incredibly hypocritical. We preach free trade, and yet we still keep tremendous trade barriers against a lot of the developing countries. Our agricultural protections are absolutely disgraceful. So in the broad arena, protesting globalization makes no sense, but there are lots of things in the global economy well worth protesting.

the Flame: If other parts of the world are more successful and wages go up, won't our wages go down?

Denzau: No, because then they'll start importing more American goods and coming into the U.S. as tourists.

Chatterjee: American exports are increasing because of globalization. More jobs are being created, some of which stay in the U.S. I was reading an article in the *New York Times* by Thomas Friedman, who went to Bangalore and visited a call center where he saw hundreds of Indian people doing white collar jobs—tech support, call centers, credit-card processing and so on. So the journalist asked the C.E.O. of the company, "How does this benefit America?" The C.E.O. said, "Look around this room. See that computer—it's built by Compaq. The software inside it is Microsoft. See that phone over there? It's from Lucent. The air conditioning is from Carrier. And guess what that water brand is? It's from Coke."



Cha-ri-sma (kə-ríz-mə)

- (n.) 1. a divinely inspired gift, grace, or talent.
2. a special quality of leadership that captures the popular imagination and inspires allegiance and devotion.
3. a special charm or allure that inspires fascination or devotion

—Webster's New World Dictionary

That certain SOMETHING

By Marilyn Thomsen

"Yesterday, John Kerry and Ralph Nader met face to face. It was an historic meeting. Astronomers today said their meeting actually created what is called a charisma black hole."

—Jay Leno on "The Tonight Show"

Charisma. Elvis had it. So did John F. Kennedy, Winston Churchill, and Mahatmas Gandhi. Madonna and Tom Cruise have it in spades. A lot of people on reality TV wish they did.

It's that special something that sets a few people apart from the rest, that draws us to them as if by some magical force of their personality. You're either born with it or you're not. We all recognize it when we see it, right?

Not so fast. Could charisma be, at least in part, in the eye of the beholder? Does what we view as charismatic change with changing circumstances? Can leaders put on charisma like a new suit of clothes? Researchers at CGU are providing insight into questions such as these. The answers they are finding may surprise you.

Is former California Governor Gray Davis really more charis-

matic than Arnold Schwarzenegger, "the Governor"? At first glance it seems unlikely, if not downright preposterous. Yet that is indeed what Michelle Bligh, assistant professor of organizational behavior, found in a study of Southern California college students the day before the state's recall election last October. "We showed them videos of the two-minute closing statements of Cruz Bustamante, Schwarzenegger, and Gray Davis," says Bligh. "We also had them rate their perception of whether California was in a state of crisis and rate their tendency to attribute outcomes to leaders. Despite all the media cynics talking about how Gray Davis is dull and boring, if you didn't see the state in a crisis and you were a Democrat, you saw Davis as charismatic"—and rated him more so than the action star.

"By most people's accounts," Bligh continues, "Arnold is

The allure of toxic leaders

“I’m deeply suspicious of charisma.”

So says Jean Lipman-Blumen, who has spent her career studying leaders as good as Martin Luther King and as destructive as Jim Jones. In her newest book, *The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians—and How We Can Survive Them*, to be published in September by Oxford University Press, she looks at toxic leadership “both as a set of behaviors as well as a set of qualities that people have within their character.” She hopes that by pulling back the veil on the behavior of toxic leaders she can help lessen their grip on the people who follow them.

To be sure, charisma, by itself, does not make a leader toxic. “Max Weber, the German sociologist, defined charisma as ‘a gift of grace,’” Lipman-Blumen says. “In contemporary parlance, people use the word ‘charisma’ to mean sexy, attractive, charming. Traditionally, it meant a divine gift that compelled people to hold a person in awe. You couldn’t help but follow that person.”

But too often, she notes, charisma “can draw you down the rabbit hole to toxic leadership. When people have charisma, we often pay attention only to that. We let the person’s charisma blind us, and we may not recognize if they are toxic.”

When we are fortunate, charisma is a force for good. Mahatmas Gandhi was not a gifted orator. He was known on occasion to sit down before completing a speech he had begun. But his vision was so compelling, and pursued so singlemindedly to the benefit of his people, that he achieved outcomes far beyond what might have been expected without his special gift of charisma.

Too often, though, leaders polish their charisma instead of their characters. “They feel they can get by with charisma,” Lipman-Blumen says, citing the example of Bill Clinton. “He was a very talented policy wonk, but he spent so much time honing his charisma that he forgot about his character. He felt he could get out of any tight spot he might get himself into by turning on his charisma.”

This summer Lipman-Blumen is working with Michelle Bligh on a study of Presidential speeches. She is especially interested in language the speeches contain about threat and safety. “I got the idea from listening to Bush’s State of the Union address,” she says. “I began to wonder whether in election years Presidents are more likely to talk about threats from which they can keep us safe and if this makes them more likely to be elected.”

Positive leaders, Lipman-Blumen says, help their followers face problems and find solutions. Toxic leaders, by contrast, portray themselves as the key to the solution, the ones who can bring safety. Therein lies the root problem of toxic leaders. “There is no safety,” she says. “Life isn’t safe. Nobody can keep us safe. The human condition requires that we inevitably live on the edge of uncertainty and unpredictability.” Anyone who says they can keep us from all harm is creating an illusion—like that spun by Hitler, who promised the German people a Third Reich that would last a thousand years.

How can we tell when a leader has become toxic? In the ten years she spent researching the book, Lipman-Blumen developed criteria for identifying leaders who had crossed the line. One powerful sign is that the leader leaves the followers worse off than they were before the leader found them. Jim Jones of the People’s Temple, for example, manipulated his followers so profoundly that they ended up killing themselves in a mass suicide.

Some leaders appear to have a noble vision. But “how do you detect when a noble vision has the seeds of toxicity in it?” Lipman-Blumen asks. “One way to recognize emerg-

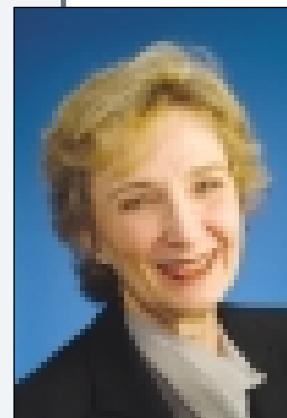
more charismatic than Gray Davis. But we can’t just assume. It’s in the eye of the beholder.”

Bligh, who joined the CGU faculty in Behavioral and Organizational Sciences in 2002, has also studied public perceptions of President George W. Bush’s charisma before and after the September 11 tragedy. As someone who closely follows politics, she was intrigued by what she saw as a transformation of Americans’ perception of Bush. “Before 9/11 there were questions about his foreign policy, about whether he had really won the election, and about whether he was intelligent enough to lead the country.

“Then 9/11 happens. His polls skyrocketed. All of a sudden Americans were highly satisfied with his leadership. That led my colleagues and me to ask, ‘What’s going on here?’”

They gathered a collection of Bush’s speeches from his inauguration until six months after the September 11 attacks. Using powerful content analysis software, they searched for changes in the Presidential language. What they found was dramatic. “His speech became much more active and aggressive, more intangible and ambiguous,” she notes. “We have the speeches, such as denouncing the evildoers and ‘We will not falter; we will not fail.’ That type of rhetoric really changed after the crisis.”

But not everything could be explained



Jean Lipman-Blumen



Michelle Bligh

continued on page 24

“All of a sudden we have a terrorist enemy who hates America and wants to obliterate us. As a result, we have people perceiving President Bush in a whole new light—and we argue, a more charismatic light—because of the situation”

—Michelle Bligh

by Presidential speech. Followers—the American people—had been changed by the tragedy as well. “There were a lot of references in the media about how Americans were for the first time fearing for their own safety, feeling more vulnerable,” she says. “All of a sudden we have a terrorist enemy who hates America and wants to obliterate us. As a result, we have people perceiving President Bush in a whole new light—and we argue, a more charismatic light—because of the situation.”

So did September 11 magically transform President Bush into a more charismatic individual? No, says Bligh. “I would argue that it was because of the situation involving an external enemy and being uncertain and fearful that more people were likely to see him as charismatic than before the crisis. It contributes to the argument that charisma is more something you attribute to someone. What you see as charisma may or may not be what I see as charisma, which makes it an even more interesting phenomenon to me. It’s not black or white. It’s shades of gray.”

This summer, Bligh and Jean Lipman-Blumen, professor of public policy and organizational behavior in the Drucker School, are collaborating on a more far-reaching study of charisma and the Presidency. For the past year, Bligh has been collecting inaugural addresses and other pivotal speeches given by 38 of the country’s 43 Presidents. (A few were excluded because their time in office was too short for them to have left much of a body of work.) Using software programs such as Diction and the Dictionary of Affect in Language, they will study whether Presidents viewed as more charismatic than others used

more emotion and affective language than the non-charismatics. “Historians have decided that the modern charismatic Presidents are Teddy Roosevelt, Franklin Delano Roosevelt, John F. Kennedy, Ronald Reagan, and Bill Clinton,” says Bligh. “I’ve already done some analyses looking at how optimistic, how security focused, and how certain the language is in some of the President’s speeches,” she says. “Jean’s interested in the danger of leaders who deliberately instill a sense of anxiety and fear in their followers and present themselves as the only source of protection and security.” (See “The allure of toxic leaders,” page 22.)

IS CHARISMA TO BE FEARED?

Robert Dawidoff, a professor of history at CGU who studies the American Presidency, suspects that the most charismatic Americans never became President. “It seems to me that the Constitutional structure is designed—when it works—to destroy charisma,” says Dawidoff. “No matter what the President does, the minute he is able to establish a direct connection with the people, what happens? The Congress and the Supreme Court are there to restrain the power of the executive.”

“Our system is structured in such a way that it downplays charisma,” notes Jennifer Merolla, an assistant professor of politics at CGU who specializes in voter behavior. “There are so many strong institutions that prevent truly charismatic leaders.”

Charismatic figures? Dawidoff mentions Elvis, maybe, Frank Sinatra and Maria Callas, definitely. But Presidents? “I think one of the things we should be aware of in democratic life is charisma,” he says, “because it is exactly the opposite of our

ing toxicity is when the leader calls for destroying something else in order to make us better and bigger. Toxic leaders are always talking about purifying the world—which usually means getting rid of the people with whom they don't agree." We should see a giant red flag of trouble ahead "when we have to make something or someone else smaller or worse off in order to enhance ourselves."

People not only follow toxic leaders, says Lipman-Blumen—they often seek them out and even create them. For example, she says, "People may push the leader to promise them more than is humanly or realistically possible. You see this in all kind of situations, such as when the staff push the leader to guarantee that he or she can produce a result when there isn't any evidence for it."

Lipman-Blumen says she wrote the book "because I've seen so much suffering in the world's organizations and I have been amazed at the fact that people who really knew that somebody was a toxic leader let that person keep going as the leader of the organization for long periods of time. And I kept asking myself, 'Why?'"

"When people have charisma, we often pay attention only to that. We let the person's charisma blind us, and we may not recognize if they are toxic."

One reason, she says, is that people find it seductive to be near the center of power. She saw this powerfully demonstrated when she worked on the domestic policy staff at the White House. "What shocked me was the people who worked there for long hours on a volunteer basis, even when they had to hire babysitters. People loved the idea that they were where important decisions were being made and that they were part of the action."

Though crises make us particularly vulnerable to toxic leaders, sometimes we are fortunate enough to see good leaders emerge instead. Lipman-Blumen cites the example of former New York Mayor Rudolph Giuliani. "One week before 9/11, he was being booed on a parade route," she notes. "He just ran down the parade route to seek shelter from the cat calls. One week later, he's transformed into a fantastic leader."

Why the sudden transformation? "He didn't lie to people," Lipman-Blumen says. "He didn't create illusions. Remember the most striking thing he said? When they asked him on the very first day, 'How many have died?' He didn't say, 'Don't worry. It won't be too many.' He said, 'We don't know, but it will inevitably be more than we can bear.' What a good leader does is create a safe environment in which the constituents can confront the problem, even if it's a very painful problem, and somehow work their way through it."

So how do we get more good leaders? Lipman-Blumen thinks the answer is twofold. First, we must recruit them. "Instead of waiting for the most power-hungry person in the room to elbow his or her way to the head of the line, why don't we say to someone we recognize as trustworthy, 'You would be really good for this leadership responsibility, and we want you to do it.'"

And we can act on our own leadership potential as well. "We have to start thinking about leadership differently," Lipman-Blumen says. "We think that leadership is a privilege. I think instead we should think of it as a responsibility that we all have to various degrees. We can't just lay it off on other people who are willing to do the work for us. We all have a responsibility to contribute whatever amount of leadership talent we have to the level that's appropriate."

By so doing, we can play our part in draining the swamp of toxic leadership and contribute to a healthier future, to the benefit of ourselves, our organizations, and indeed our entire communities.

—by Marilyn Thomsen

system. We are supposed to be a system based on natural rights and the capacity of the individual to make rational decisions. Even patriotism is supposed to be limited.

"I think charisma is what the Founders were afraid of," Dawidoff adds. "They were afraid of tyranny from the top."

Is charisma likely to be a factor in this year's Presidential election? Merolla says it's hard to tell. Political science researchers have shown that voters make their choices based on three components: party identification, issues, and candidate qualities. "The early characterization was that if you voted based on candidate traits, that was irrational or ignorant voting," she says. "But subsequent studies showed that it's not irrational. It's an important component when you're electing leaders." However, she says, researchers do find that "less sophisticated voters rely more on candidate background, charisma, and appearance, as opposed to competence, integrity, and issues."

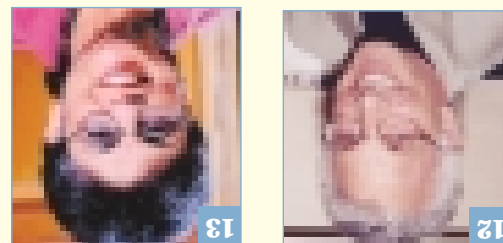
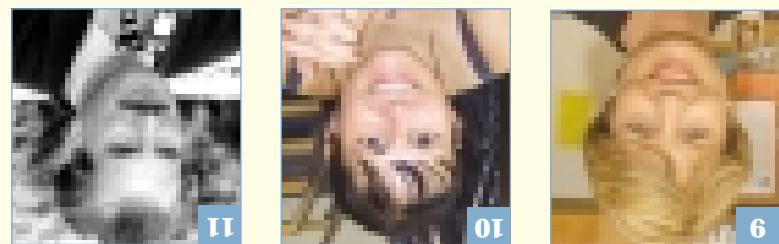
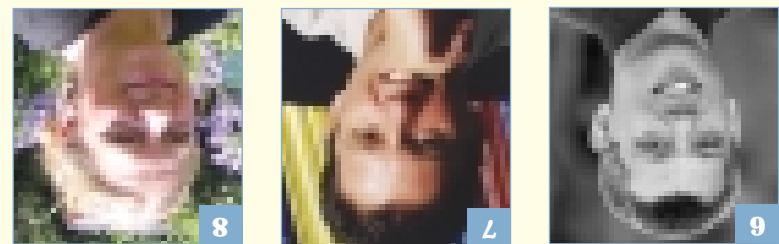
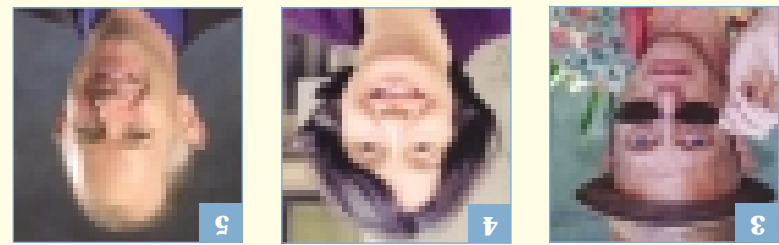
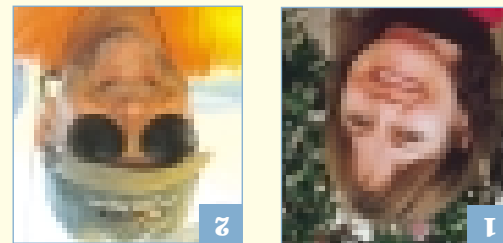
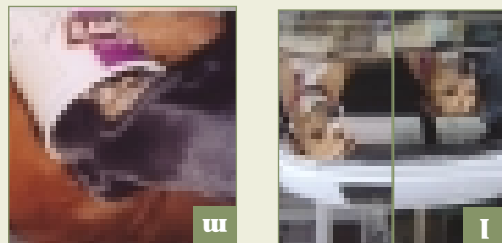
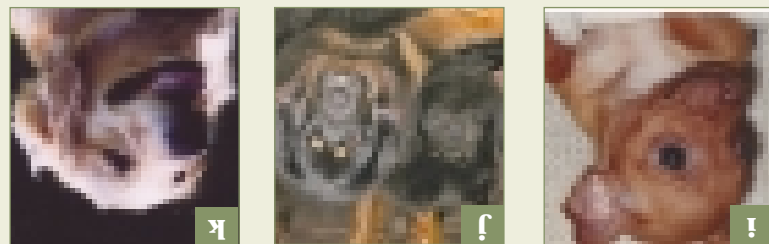
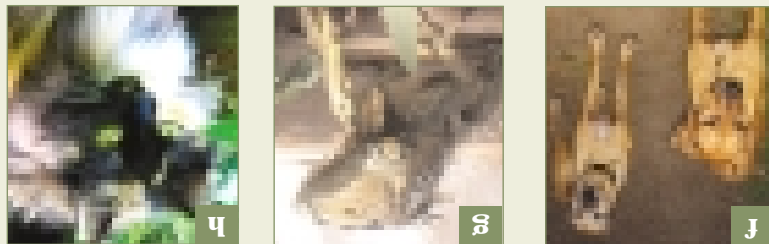
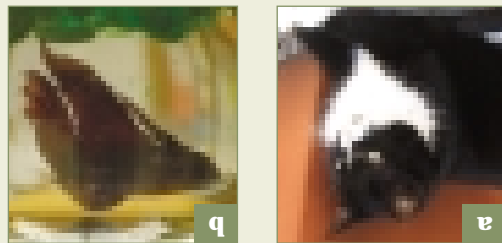
Predicting the outcome of this year's election "is really tough," Merolla says. "It depends on the context, on what's happening. The country is evenly divided by partisanship, so charisma may make somewhat of a difference." She points to research on the 1996 election. "Studies have shown," she remarks, "that if the economy of 1996 had been like it was in 1992, Clinton would have lost the election, even though most people would have seen him as being the more charismatic candidate."

Charisma—whether it's "a divinely inspired gift" or a gift born of exceptional circumstances, it's sure to play a role in how we see leaders now and into the future. "We Americans tend to put our leaders up on a pedestal and believe that they are responsible for a lot more than they really are," says Bligh. Whether or not they are able to deliver in the harsh light of reality will determine in large measure whether we continue to perceive them through our own eyes as superheroes—or as leaders whose feet are, indeed, made out of clay.

Pets of CGU

Matching Game

Look closely at the creatures below. Do they resemble anyone you know? Who bonds with the iguana? Who feeds the fighting fish? Match the human with the pet—and be prepared for a few surprises!



ANSWERS: **1, m** Carol Ellis, *director, The Writing Center* (dog: “STAR”); **2, c** William Everhart, *interim president* (dog: “LUCKY”); **3, k** Robert Dawidoff, *professor, history* (dog: “BUDDY”); **4, h** Wendy Martin, *professor, English* (cat: “PASTA”); **5, f** James Wallace, *professor, finance* (dogs: “KATE & SAVANNA”); **6, a** Allan Omoto, *professor, psychology* (cat: “PANDORA”); **7, e** Stewart Donaldson, *dean of the School of Behavioral and Organizational Sciences* (dog: “DIAMOND”); **8, i** Brenda Leswick, *associate vice president, human resources* (dog: “MAGGIE”); **9, b** Natalie Blickenstaff, *assistant to the provost* (fish: “SWEETIE-PI” named by Teresa Shaw); **10, g** Rachel Weiss, *research faculty, Institute for Research on Social Issues* (iguana: “DONOVAN”); **11, l** John Regan, *professor, educational studies* (dogs: “BIN BIN & DA DA”); **12, d** Lewis Snider, *professor, political science* (cat: “BORIS”); **13, j** Lourdes Arguelles, *professor, education and cultural studies* (dogs: “KARMA & BODHI”)

faculty spotlight



Lourdes Arguelles (*Education*) and **Thomas Horan** (*Information Science*) hosted an international conference on “Technology, Social Networks, and Border Crossings” in March. Arguelles is also involved in a national demonstration project, supported by a \$1 million Congressional appropriation, for the TestEdge Learning Program. Administered through the nonprofit Institute of HeartMath, TestEdge is designed to provide K-12 students with the tools needed to manage the emotional and academic challenges associated with high-stakes tests. Arguelles coauthored an article with Rollin McCraty and Robert Rees titled “The Heart in Holistic Education,” published in 2003 in the journal *Encounter: Education for Meaning and Social Justice*. In June, she gave a plenary panel presentation at a cultic studies conference at the University of Alberta, Edmonton titled “Women and Children as Human Cargo: A Destructive Sect’s Trafficking Mechanisms for Undocumented Border Crossing.”



Michelle Bligh (*Psychology*) coauthored a paper selected for a “best papers” designation at the 2004 Academy of Management meetings in August. The paper is titled “Political Leadership in Crisis: The Role of Charisma in the California Recall Election.” Bligh also coorganized a symposium on “Organizational Ethics in Theory and Practice: A Global Perspective,” to be held at the same conference. In June, Bligh was copresenter for a paper titled “Different Routes to Charisma and Taking the Road Less Traveled: An Analysis of Gandhi’s Rhetorical Leadership,” at the 2004 Cross-Cultural Leadership and Management Studies Conference in Seoul, South Korea.



Peter Boyer (*Music*) received an honorary Doctor of Music degree from Rhode Island College, his alma mater. Boyer premiered a new orchestral piece with the Pacific Symphony in Costa Mesa in June. “Ellis Island: The Dream of America” premiered in New York City with the Brooklyn Philharmonic on July 10. Fifteen performances of the piece are currently scheduled nationwide for the upcoming season.



Christina Christie (*Psychology*) received a grant from the John and Dora Haynes Foundation for “Understanding Who Is Influencing Policy Decisions: A Study of Los Angeles County Program Evaluators’ Training and Practice.” She also continues evaluation projects for Pasadena City College.



William Crano (*Psychology*) has received a grant to study “Reducing Inhalant Use in Young Adolescents” from the National Institute of Mental Health.

Mihaly Csikszentmihalyi (*Drucker*) will study “The Relationship between Academic Integration, Social Integration, and College Student Persistence and Achievement” with a grant from The Spencer Foundation.

Carol Ellis (*director, The Writing Center*) is the editor of an upcoming special issue on creative nonfiction for *Women’s Studies: An Interdisciplinary Journal*. The issue will include an excerpt from her forthcoming book *How She Thinks*.

Yi Feng (*dean, School of Politics and Economics*) has been named the Luther Lee Chair in Government.



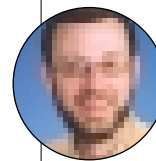
Darren Filson (*Economics*) will study “The Impacts of Price Caps on Innovation and Firm Survival in the Pharmaceutical Industry” with a grant from the John and Dora Haynes Foundation.



Jennifer Merolla (*Politics and Policy*), along with colleagues at the University of California, Davis, received a grant from the UC Junior Faculty Research Program to run experimental studies on the usefulness of party cues in the formation and expression of policy preferences in the U.S., Canada, and Mexico.

Lorne Olfman (*dean, School of Information Science*) was the keynote speaker at the Fifth Annual Global Information Technology Management World Conference held in San Diego on June 14. The title of his talk was “Extreme Learning.”

Allen Omoto (*Psychology*) recently coauthored chapters on the subjects of measuring relationship closeness and volunteerism, appearing in three recent books: *Handbook of Closeness and Intimacy* (Erlbaum, 2004); *Improving Leadership in Nonprofit Organizations* (Jossey-Bass/John Wiley & Sons, 2004); and *The Social Psychology of Good and Evil* (Guilford Press, 2004). Since the beginning of the year, Omoto has presented a number of papers stemming from his research on older adult communities. He has presented at the annual meetings of the American Psychological Association (July), the Society for Psychological Study of Social Issues (June), the Compassionate Love Research Conference (May), the Western Psychological Association (April), an invited colloquium at the University of Minnesota (April), and the Society for Personality and Social Psychology (January).



Craig Pearce (*Drucker*) received the “Ascendant Scholar Award” from the Western Academy of Management in April.

Laurie Richlin (*director, Preparing Future Faculty*) coedited the May issue of the quarterly journal *New Directions for Teaching and Learning* titled "Building Faculty Learning Communities: New Directions for Teaching and Learning." She also cowrote five chapters of the volume.

Daryl Smith (*Education*) coauthored the first of a series of articles in *Diversity Digest*, a journal published by the Association of American Colleges and Universities, about the Campus Diversity Initiative (CDI), a multi-campus project funded by The James Irvine Foundation aimed at increasing faculty diversity. The article was a product of Smith's work with the CDI Evaluation Project, a collaboration between CGU and the Association of American Colleges and Universities.

Annette Steinacker (*Politics and Policy*) is finishing up a statewide research project on voter support of smart growth initiatives and affordable housing, with grant support from the Fletcher Jones Foundation and the John and Dora Haynes Foundation.

Gail Thompson (*Education*) is conducting a project titled "Why Sheniquah and Javier Can't Pass the Test: A Case Study of an Underperforming School," with a grant from the John and Dora Haynes Foundation.

The Asian Political Economy Project, led by **Thomas Willett** (*Economics*), with visiting scholar and CGU alumnus Ramkishan Rajan, organized a workshop on "Reserve Accumulation and Exchange Rate Policies in Asia," held last November. In April, the project leaders hosted a conference on the "Political Economy of Exchange Rate Policy." A session on the "Political Economy of Regional Integration" was held in late June at the Western Economic Association meeting in Vancouver, Canada. A letter to the editor by Willett titled "IMF: Governments Need to Be Persuaded to Mend Their Ways" was published in *Financial Times* (April 27, 2004).

The Center for Neuroeconomics Studies, directed by **Paul Zak** (*Economics*), has been working on projects involving the neural substrates of trust and trustworthiness, how the brain evaluates and executes the choice between two risky rewards, and areas in the brain associated with intelligence. Zak is currently serving as associate editor of the *Journal of Economic Behavior and Organization* and wrote articles appearing in upcoming issues of the journals *Philosophical Transactions of the Royal Society* and *Annals of the New York Academy of Sciences*. He also coedited the forthcoming book *The Euro, the Dollar and the Future of the International Monetary System* (Edward Elgar Publishers). In the fall of 2004, the School of Politics and Economics will inaugurate the first doctoral program in the world in neuroeconomics.

bookshelf



Through Ebony Eyes: What Teachers Need to Know But Are Afraid to Ask About African American Students

By Gail L. Thompson
(Jossey-Bass, 2004)

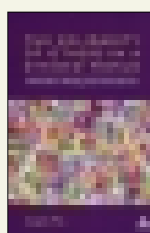
This book takes on the volatile topic of the role of race in education and explores the black-white achievement gap and the cultural divide that exists between some teachers and African American students. Based on research conducted with 175 educators, *Through Ebony Eyes* offers examples and personal stories demonstrating the cultural differences that exist in schools. It also offers a long-term professional development plan to help teachers become more effective in teaching African American students.



Step Wars: Overcoming the Perils and Making Peace in Adult Stepfamilies

By Grace Gabe and Jean Lipman-Blumen
(St. Martin's Press, 2004)

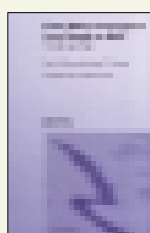
With an increasing number of people over the age of 65 remarrying, *Step Wars* provides a practical guide for facing the increasingly common and complex challenge of blending adult families. The book is written for both the couple getting married as well as their adult children and is the only book on the market focusing on this issue. Presented through case studies, chapters address concerns frequently faced, including inheritance and financial issues, health and illness challenges, and the role of grandchildren.



The Solidarity of Others In a Divided World: A Postmodern Theology after Postmodernism

By Anselm Min
(T & T Clark International, 2004)

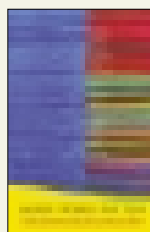
Globalization brings together different groups into common space and produces both differentiation between people and a greater sense of interdependence in which we are compelled to find a way of living together despite our differences. Using the paradigm of "solidarity of others" as the central theme of theology, Min appropriates and renews the doctrine of the Holy Spirit and the Spirit of solidarity and recaptures the potential of the classical, authentically Christian metaphor of the body of Christ as embodiment of this solidarity.



Fiscal Policy Convergence from Reagan to Blair: The Left Veers Right *Routledge Frontiers of Political Economy Series*

By Ravi K. Roy and Arthur T. Denzau (Foreword by Thomas D. Willett)
(Routledge, 2004)

This book charts the rise of consensus politics over the last two decades that has seen Republican and Conservative economic policy under Reagan, Bush, Thatcher, and Major change little with Democrat and "New" Labour under Clinton and Blair. This book explores the process and offers a comprehensive explanation as to why these seemingly divergent fiscal policy agendas converged.



More Stories We Tell: The Best Contemporary Short Stories by North American Women

By Wendy Martin, ed.
(Pantheon, 2004)

In the introduction to this new anthology, editor Wendy Martin states that the book "provide(s) representative narratives that are a pleasure to read and portray women's experiences in the final decades of the twentieth century and the beginning of the twenty-first." The volume includes short stories by Margaret Atwood, Ann Beattie, Sandra Cisneros, Louise Erdrich, Mary Gaitskill, Gish Jen, Jamaica Kincaid, Jhumpa Lahiri, Alice McDermott, Lorrie Moore, Alice Munro, Joyce Carol Oates, ZZ Packer, and many others.

ARTS AND HUMANITIES



Lisa Adams, M.F.A., 1980, exhibited a series of new paintings titled "What Happened?" at The Office: An Art Space in Huntington Beach, California in April and May. Adams' work was also featured in the group exhibition "L.A. Woman" at Gallery C in Hermosa Beach, California and "Carpetbag and Cozyspace" at Healing Arts Gallery in Brooklyn, New York. Her upcoming solo exhibitions include an exhibit that opens January 8, 2005 at the Double Vision Gallery in Los Angeles and an exhibition opening on January 17, 2005 at Whittier College. Adams' exhibition "Wish I Was Here" at the Sandbox in Venice, California was featured in the January issue of *Art in America*, and a profile of her work with commentary by architect Frederick Fisher appeared in the June issue of *Angeleno* magazine. She is currently working on a public art commission for a new fire station in Watts,

Los Angeles. Adams' website is <http://www.lisamakesart.com>.

Karen Andrews-Jaffe, M.A., English, 1985; Ph.D., English, 1995, is associate professor of urban studies and English in the Westmont College Urban Program in San Francisco.

Rae Ballard, Ph.D., English, 1977, is professor emerita at Pasadena City College. She headed the English and foreign languages department at the college until 1993.

Jean Baughman, Certificate, Education, 1947; M.A., Music, 1947, is program director for Young Audiences of Kern County, a nationwide network bringing fine arts into the schools. She completed a Cesar Chavez grant project on Mexican culture and folk dancing with California State University, Bakersfield, Bakersfield City Schools, and Young Audiences.

Rick Boettger, M.A., English, 1978, teaches part time at the University of

California, Berkeley and spends the winters in Key West, Florida.

Jack Call, M.A., Philosophy, 1993; Ph.D., Philosophy, 2001, wrote "The Ethics of Cloning Humans and the Concept of Personal Identity," an essay that was published in the *National Social Science Journal* in 2002.

Timothy Stephen Cares, M.A., English, 1992, taught a class for the University of California, San Diego Extension in the spring.

Dee Marcellus Cole, M.A., Art, 1984, has a three-year solo traveling exhibition "Carnival Seekers Times Two." Her sculptures have been shown in Montana, North Dakota, and South Dakota. Cole's latest work has been displayed in the Armstrong Gallery in Pomona, California.

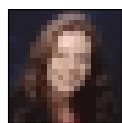
Lisa Colletta, Ph.D., English, 1999, has been appointed to a tenure-track assistant professorship at Babson College. Colletta has taught at Scripps College, Claremont McKenna College, and Boston University and was program coordinator for the M.F.A. writing program at the California Institute of the Arts. She is author of *Dark Humor and Social Satire in the Modern British Novel* (Palgrave Macmillan, 2003) and co-editor with **Maureen O'Connor, M.A., English, 1994; Ph.D., English, 2001**, of *Wild Colonial Girl: Essays on Edna O'Brien* (University of Wisconsin Press, 2005). She is writing a book on the life and work of British novelists in Hollywood. Colletta was awarded a fellowship at the Huntington Library to edit the letters of Christopher Isherwood to his mother, which will be published by the University of Minnesota Press.



Alexander Couwenberg, M.F.A., 1997, had a painting featured in the Diet Pepsi commercial that aired during the 76th Annual Academy Awards on February 29.

Kelly Douglass, M.A., English, 1995, presented a paper titled "A Cannibal's Almanac: Silko's Use of Metaphor" at the 2004 Native American Literature Symposium in Minneapolis.

William Douglas Edmondson, Ph.D., History, 1969, taught history at Western State College of Colorado for 25 years and received the institution's 1995 Distinguished Emeritus Award. He has also taught at the University of Redlands and Whittier College.



Fran Engelcke, M.F.A., 2002, was awarded the 2003 John Ryan

Journalism Award for photography by the Motor Sports Press Association.

Andrew J. Fleck, M.A., English, 1994; Ph.D., English, 2000, is assistant professor in the English department at San Jose State University.

Kelly Fuller, M.A., English, 1996, a Ph.D. candidate in American literature at CGU, is writing her dissertation on activist Mary Austin (1868-1934). Fuller received fellowships from the Huntington Library and the Bibliographical Society of America and was awarded the Houghton Mifflin Fellowship to conduct her dissertation research at Harvard University.



John S. Gordon, M.F.A., 1973, is the new provost for the Otis College of Art and Design.

John Haas, Ph.D., History, 1994, is chair of the history and political science departments at Cerritos College. After the tragedy of 9/11, he developed a virtual learning world civilization class with the International Pacific College in New Zealand and LaGuardia College in New York. Students from Japan, Korea, Indonesia, China, and New Zealand are enrolled in the course. Haas was recognized for his contributions to Cerritos College with an Excellence Is the Standard award.



Lucy Hermes Griesbach, M.F.A., 2001, a digital artist in Los Angeles, received an Artists' Resource for Completion

Grant from the Durfee Foundation for her exhibition "Through the Loop-hole." The show was on view at The Harris Gallery at the University of La Verne. Griesbach, known professionally as Lucy H. G., has exhibited nationally and internationally and heads the Multimedia Department at Los Angeles Mission College. Her artist portfolio is available at <http://www.workofbox.com>.


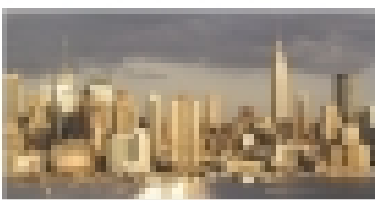
Lucia Hodgson, M.A., English, 1995, published *Raised in Captivity: Why Does America Fail Its Children?* (Graywolf Press, 1997).

Donald Holroyd, M.A., English, 1957, continues to teach one course a semester at York College of Pennsylvania, tutors refugees for the York Literacy Council, and supports lobbying activities of Bread for the World.

Cindy Iles-Nelson, M.F.A., 1984, is teaching art part time in the upper school at Crossroads School for Arts and Sciences in Santa Monica.

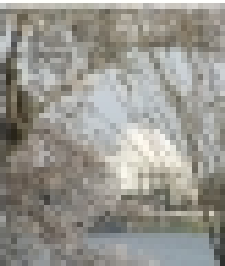
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For additional information, contact the CGU Office of Alumni Affairs at alumni@cgu.edu or (909) 607-7149.

Susan Clair Imbarrato, Ph.D., English, 1993, is associate professor of English at Minnesota State University, Moorhead. She is the author of *Declarations of Independence in Eighteenth-Century American Autobiography* (University of Tennessee Press, 1998). Imbarrato was awarded the Roland and Beth Dille Distinguished Faculty Lecturer award in 2004.

Rochelle Johnson, M.A., English, 1993; Ph.D., English, 1999, is editor of several books including *Rural Hours* (University of Georgia Press, 1998); *Reading the Earth: New Directions in the Study of Literature and the Environment* (University of Idaho Press, 1998); *Susan Fenimore Cooper: New Essays on Rural Hours and Other Works* (University of Georgia Press, 2001) and *Essays on Nature and Landscape by Susan Fenimore Cooper* (University of Georgia Press, 2002). She is director of environmental studies and assistant professor of English at Albertson College.

Barry Keenan, M.A., History, 1965; Ph.D., History, 1969, is professor of history and director of the East Asian Studies Program at Denison University. He is a member of the International Advisory Board for the journal *China's Education: Research and Review*. Keenan's article "Revitalizing Liberal Learning: The Chinese Way" appeared in *Change* magazine (November/December 1998). Keenan is writing a book on Confucian self-cultivation for the modern age.

Barbara Kerwin, M.F.A., 1995, is working on three shows: "Shakespeare as Muse," for the Schneider Museum in Ashland, Oregon; "Abstraction," an exhibit of 10 Los Angeles painters in Atlanta; and a show with the working title "Decades of Abstraction" to be held at the Riverside Museum in 2005. Kerwin is studio arts chair at Los Angeles Mission College. She has been represented by the Ruth Bachofner Gallery since 1996, and has had more than 60 exhibitions in Los Angeles, New York, and Canada. Her work is featured in the April/May 2003 issue of *Modern Painters*, a British magazine.

Leslie E. Kreiner, Ph.D., English, 2001, is director of Americana: The Institute for the Study of American Popular Culture and editor-in-chief of *Americana: The Journal of American Popular Culture*.

Erika Kreger, M.A., English, 1992, is assistant professor in the English department at San Jose State University. Her publications include "Henry David Thoreau (1817-1862)" in *Biographical Dictionary of Literary Influences: The Nineteenth Century* (Greenwood Press, 2000) and "A Bibliography of Works by and About Caroline

Kirkland" (*Tulsa Studies in Women's Literature*, Fall 1999). She is co-editing *The Letters of Salmon P. Chase and His Daughters* (Kent State University Press).

Armand Larive, Ph.D., Philosophy, 1976, is retired from the ministry. Larive is author of the book *After Sunday: A Theology of Work* (Continuum, 2004).

Christopher McBride, Ph.D., English, 2001, is assistant professor in English at Solano Community College. His book, *The Colonizer Abroad: Island Representations in American Prose from Herman Melville to Jack London* (Routledge, 2004), is based on his CGU dissertation on nineteenth-century American literature.



Paul Mundschenk, Ph.D., Asian Studies, 1976, philosophy and religious studies professor at Western Illinois University, presented the university's 2004 Distinguished Faculty Lecture, "Spirituality and Religion, Love and War: Whither the Human Future?" in March.

Kayo Nakamura, M.F.A., 2003, assistant professor of art and design at Biola University, is writing a new curriculum focusing on conceptual issues for the university's design emphasis. She recently completed the residency program for advanced visual artists at the Skowhegan School of Painting and Sculpture.

Eric Niebuhr, M.F.A., 2000, is involved in the exhibition and book *100 Artists See God with Independent Curators International*. The exhibition was held at the Jewish Museum in San Francisco and moves to the Laguna Art Museum in Laguna Beach July 24 through October 3, 2004, and the Contemporary Art Center of Virginia June 9 through September 4, 2005.

Ben Nyce, M.A., English, 1956; Ph.D., English, 1967, published *Scorsese Up Close: A Study of the Films* (Rowman & Littlefield, 2004). He retired in 2003 after 37 years of teaching literature and film at the University of San Diego.

Edith Piness, M.A., Liberal Studies, 1973; Ph.D., History, 1977, is director of the San Francisco Museum and Historical Society, president emerita of the California Historical Society, and secretary of the Historical Society's Foundation Board. She is also a director of the Institute for Historical Study in the San Francisco Bay area.

Albert Richard Rice, M.A., Music, 1978; Ph.D., Music, 1987, wrote *The Clarinet in the Classical Period* (Oxford University Press, 2003). He provides tours and

curates the instruments at the Fiske Museum at the Claremont Colleges. Rice is also a librarian with the Los Angeles Public Library.



Greg Rose, M.F.A., 1997, had his first museum solo exhibition at the Kemper Museum of Contemporary Art in Kansas City in 2003. Over the past four years, Rose has had solo art exhibitions in Santa Monica and San Francisco and has been included in various group shows, including "New Economy Painting" at ACME Gallery, Los Angeles, and "L.A. Scene" at Numark Gallery, Washington, D.C. Rose had another solo exhibition at Hosfelt Gallery in San Francisco and will display his work at the Carol Berg Gallery in Los Angeles beginning September 11. Rose's work has been reviewed in the *Los Angeles Times*, *Art Issues*, *LA Weekly*, *Artweek*, the *San Francisco Chronicle*, *ArtNet*, and the *Kansas City Star*.

Kurt Smith, M.A., Philosophy, 1993, was recently awarded tenure at Bloomsburg University of Pennsylvania. Smith has published articles in *Dialogue* and *History of Philosophy Quarterly* and is author of "Descartes's Life and Works" in *The Stanford Encyclopedia of Philosophy*. His article "Rationalism and Representation" will appear in *A Companion to Rationalism* (Blackwell Publishing). Smith is participating in the 2004 National Endowment for the Humanities Summer Institute.

Curtis Stage, M.F.A., 1999, exhibited his work with other international new media artists at the Thailand New Media Art Festival 2004 in Bangkok in March.

Dean Terry, M.F.A., 1991, is assistant professor of aesthetic studies at the University of Texas at Dallas. He sold his new media entertainment company, PixelWave, to Atom Films /Shockwave, and returned to his home state of Texas to teach, make art, and write.

Laurel Covington Vogl, M.F.A., 1968, is retiring after 36 years of teaching. She served as chair of the art department at Fort Lewis College for seven years.

George Williams, Jr., M.F.A., 1996, was promoted to associate professor with tenure at Beloit College, where he also serves as chair of the art and art history department.

BEHAVIORAL AND ORGANIZATIONAL SCIENCES

Hector Xavier Barrera, M.S., Human

Resources Design, 2000, was promoted to senior human resources manager with Northrop Grumman Space Technology Sector in Redondo Beach.

Linda Brekken, M.A., Psychology, 1976; Ph.D., Psychology, 1985, received the Service to the Field Award from the Division of Early Childhood of the Council for Exceptional Children. Her accomplishments include developing early intervention and early childhood special education in California and developing the Hilton-Early Head Start Training Project, one of the largest early childhood research and training projects.

Harry Coffey, M.A., Psychology, 1971; Ph.D., Psychology, 1978, started a group mental health practice in September, 2002. The practice offers psychotherapy, education, consultation, clinical supervision, and evaluations.



Neal M. Goldsmith, Ph.D., Psychology, 1983, is a psychotherapist specializing in psychospiritual development. He has authored dozens of articles and is a frequent speaker on such topics as transpersonal psychology, spiritual emergence, resistance to change, and drug policy reform. Goldsmith works with such companies as AT&T and American Express to facilitate innovation and change.



William David Marelich, Ph.D., Psychology, 1997, is assistant professor of psychology at California State University, Fullerton. His work has been published in *AIDS Care* and the *Journal of Applied Social Psychology*, and he is co-author of *The Social Psychology of Health: Essays and Readings* (Sage Publications, 2004). Marelich was a National Institute of Mental Health postdoctoral fellow at UCLA from 1997 to 1999.

Jill Nemiro, Ph.D., Psychology, 1998, has published *Creativity in Virtual Teams: Key Components for Success* (John Wiley & Sons, 2004). Nemiro is assistant professor in the psychology and sociology department at California State Polytechnic University, Pomona and an adjunct faculty member in the M.S. in human resources design program at CGU.

Michael Scott Stefanko, M.A., Psychology, 1982; Ph.D., Psychology, 1989, is deputy chair of the Caltech Alumni Fund and past president of the Association for Criminal Justice Research in California.

THE DRUCKER SCHOOL

J. C. Abad-Schoster, M.B.A., 1973, was honored by the Universidad del Centro del Peru as Doctor *Honoris Causa* for outstanding professional achievements as a Fortune 100 senior Vice President for Latin America, an entrepreneur, management consultant, and faculty member.

Marilyn Ambrosini, M.A., Management, 2002, founded The Art of Learning, a service providing tutoring in physics, chemistry, mathematics, reading, writing, and English, and workshops for SAT preparation and high school entrance exams in April 2003. She is active with Soroptomist International of San Dimas/La Verne and is a member of the San Dimas Chamber of Commerce. Ambrosini is senior secretary in the CGU Office of the Provost and Vice President for Academic Affairs.

Mesfin Ayenew, M.A., Government, 1974; M.B.A., 1980, is an executive with WorldSpace Corporation, a company that provides information and entertain-

ment to a global area that includes more than 5 billion people.

Joe C. Bartlett, M.A., Executive Management, 1988; Executive Master of Business Administration, 1988, was elected president of the American Chamber of Commerce in Indonesia for 2004.

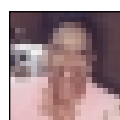
Fred Beck, Master of Business Economics, 1971, is a volunteer management consultant to the Los Angeles area for social service and educational agencies.

Jesse O. Blasongame, Certificate, Executive Management, 1999; Executive Master of Business Administration, 2000, is enrolled in a Ph.D. program at Aston University in England.

John Leonard Carroll, former student, was reassigned from Defense Trade International Space Agreements Officer with the U.S. State Department to Chief, Spacecraft Branch, Space-Based Infrared Satellite Systems Program Office, Space and Missile Systems Center at Los Angeles Air Force Base.

Diane Lynn Hejna, Executive Master of Business Administration, 1990, is director of the Ecology program at St. Joseph Health System. She serves as a trustee on the Mercy Housing Corporate Board, St. Vincent De Paul in Orange County, California and on the RETA Board.

Elsa Hsu, M.B.A., 2001; Master of International Studies, 2002, was promoted to assistant vice president in the Marsh Employee Benefits Services practice.



Melodie Mayberry-Stewart, M.A., Executive Management, 1989; Ph.D., Executive Management, 1997, chief technology

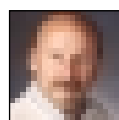
officer for the City of Cleveland, was honored with a 2004 National Technical Association, Inc., Nsoroma Award by the Cleveland Chapter of the NTA for her scientific, technological, and educational accomplishments, and community involvement. Mayberry-Stewart has served on some 20 boards in California, Nebraska, Tennessee, Illinois, Ohio, Pennsylvania, and New York. She is immediate past chair of the National Board of Directors of the National Black MBA Association and is currently a national director of the National Girl Scouts of America, president of the Pine Forge Academy Foundation, and member of the board of trustees of Pine Forge Academy. She also serves on the State of Ohio Digital Government Summit Committee. Mayberry-Stewart received the Women of Achievement Award from the NAACP Legal Defense Fund in Los Angeles and has been selected to appear in *Who's Who of Women Executives*. She has been featured in *Ebony* magazine as one of "100 Most Promising Corporate Women," and is a recipient of the National Managerial

Leadership Award from *U.S. Black Engineer and Information Technology* magazine.

Gary Pestana, M.B.A., 2000, was named environmental practice leader for Marsh in Los Angeles.

Marc Richmond, M.B.A., 1993; M.A. Politics and Policy, 1993, has joined What's Working, an ecological building consulting firm. Richmond is also a dance instructor.

Benjamin E. Rubin, M.B.A., 2003, has joined Gabelli Asset Management, a diversified asset management and financial services company. Rubin will serve as a member of the firm's West Coast marketing team.



Peter Sealey, M.A., Executive Management, 1990; Ph.D., Management, 1994, was appointed visiting profes-

sor at the Graduate School of Business at Stanford University. He also serves as adjunct professor of marketing at the Haas School of Business at the University of California, Berkeley, where he is co-director of the Center for Marketing and Technology. Sealey is founder, CEO, and majority shareholder of Los Altos Group, Inc., a diversified management consulting firm. Sealey is also a special managing partner of Digacomm, L.L.C., a private investment firm. Sealey serves on the boards of directors of a number of technology companies. His publications include *Not on My Watch: Hollywood vs. the Future*, co-authored with Peter Dekom (New Millennium Press, 2003).

Jane Stallman, Executive Master of Business Administration, 1985, is a senior partner in the Center for Strategic Facilitation as well as her own firm, Stallman Communications. Stallman is convener of the Local Sustainable Economic Development thread at the Institute of Cultural Affairs conference in Guatemala.

Janet Starcevic, M.B.A., 1979, teaches kindergarten and middle school math, and coordinates her school district's Gifted and Talented Education program. Starcevic earned her California teaching credential from California State University, Chico and also spent five years as a hospital marketing director.



Allyson Stewart-Allen, M.B.A., 1985, is co-author of the best-seller *Working with Americans* (Prentice Hall, 2002).

She is an international marketing and strategy consultant, advising U.S. and European organizations on growing businesses across the Atlantic. Stewart-Allen appeared weekly for four years on Sky News as the "Muse of Marketing," and she frequently appears as a market-

ing expert on CNN's World Business and Business International programs. She is a member of the European faculty of Duke Corporate Education, Forum Corporation, the Institute of Directors, and Management Centre Europe (American Management Association). She is also a Fellow of the Marketing Society and member of the Chartered Institute of Marketing and the American Marketing Association. Stewart-Allen can be reached at allyson@intermarketingonline.com.

EDUCATIONAL STUDIES

Marcia London Albert, Ph.D., Education, 1987, participates as a co-investigator for the James Irvine Grant at Loyola Marymount University. She is director of the Learning Resource Center at the university and recently received funding to enroll in a graduate course, "Clinical Bioethics and Religious Traditions."

Barbara Angel, Certificate, Education, 1970; M.A., Education 1970, retired from school psychology at the Chino Valley Unified School District. She is working part-time as an independent educational psychologist.



B. Dean Bowles, M.A., History, 1959; Ph.D., Education, 1967, is emeritus professor at the University of Wisconsin-Madison.

Karen Cadiero-Kaplan, Ph.D., Education, 2001, is author of *The Literacy Curriculum & Bilingual Education: A Critical Examination* (Peter Lang, 2004).

Nancy J. Edwards, Ph.D., Education, 1982, published a short story and poetry in *Orpheus* (California State University, 2003). Edwards' poem "Valley Appetite" was selected by Fresno Public Radio to be read on air. Her original lyrics series, "The Earth Remembers," was performed at Christ and St. Stephens Church in New York City.

Anna Cathleen Greiner, Ph.D., Education 1997, is vice president for academic affairs and provost at National University.

Helen Sarchet Hamilton, Certificate, Education, 1967; M.A., Education, 1970, taught for the last 25 years in the Palm Springs Unified School District. She has served as a mentor teacher, Native American Education tutor, and member of the California Retired Teachers Association.

Peggy Marjorie Hawley, Ph.D., Education, 1968, published a revised edition of her book *Being Bright Is Not Enough: The Unwritten Rules of Doctoral Study* (Charles C. Thomas, 2003).

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PROFESSOR, AUTHOR, GRAPE FARMER

Aris Janigian, (Ph.D., Psychology, 1989) is celebrating the recent publication of his first novel, *Bloodvine* (Heyday, 2003). Hailed by the *Los Angeles Times* Book Review as “a large achievement,” and described by Colgate University professor and author Peter Balakian as “a riveting and beautiful novel—full of passionate human drama and the large elemental sense of the San Joaquin Valley,” *Bloodvine* tells the story of two Armenian brothers as they struggle to overcome family conflict, the unpredictability of the soil, and the transgenerational trauma of being survivors of the first modern genocide.

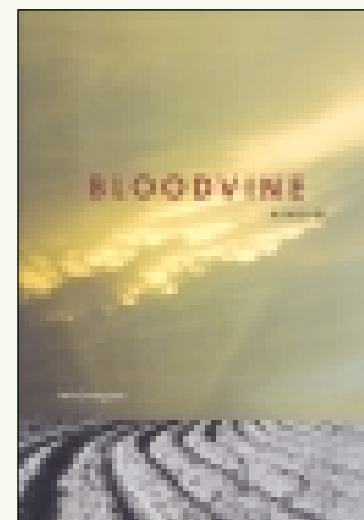
For Janigian, this broad, historical drama is also a personal one. “After finishing my Ph.D. at CGU, my father called me up to help with the grape harvest,” he recalls. “He started telling me these stories, and in particular, he started telling one about his brother. They’d had a falling out, and he had never told me why, until then. A week later my father passed away, having never finished telling me the story. As a son, and as an inheritor of that history, I guess I felt compelled to bring it full circle, so I did in the only way I knew how: I wrote a novel.”

With a Ph.D. in psychology, a teaching position in postmodern theory and humanities, and a burgeoning fiction career on the horizon, Janigian is an embodiment of transdisciplinarity. “CGU professor Allan Wicker told me I’d never amount to much of a psychology professor because I had too many interests,” says Janigian. “I, of course, took it as a compliment. He was right. I was all over the place. I think I actually audited more classes than I took.”

Janigian’s dissertation, a Marxist-informed study of the effects of labor on well-being, reflected his broad interests. “I remember CGU psychology professor Barbara Gutek giving me a funny look after I turned in my dissertation,” says Janigian. “I can still remember her saying, ‘There are a handful of schools in the U.S. that would accept this as a dissertation. You’re lucky we’re one of them.’”

Janigian eventually taught in the psychology department at Cal State Long Beach, but he became disillusioned with the need to empirically test every good idea he had. “I didn’t fit the mold,” he reflects, “I was a speculative thinker, rather than a researcher.” Not long after leaving CSULB, Janigian found a fit at the prestigious Southern California Institute of Architecture (SCI-Arc) as a humanities and theory professor. “Their teaching philosophy, ‘Teach what you are interested in,’ came as a ray of light,” he says. “Someone recommended me to them and I’ve been there ever since.”

Janigian currently lives in Los Angeles. He splits his time between teaching, writing, and harvesting grapes and says, “After my father died, I stepped into his boots, metaphorically and literally. I still wear them seasonally. And as long as I do, I still feel that he’s with me.”



Merritt Victor Hemenway, Ph.D., Education, 1999, is principal of Bishop Amat High School. Hemenway has been a high school principal for 23 years and delivers presentations on the topics of technology in education and inclusive education to professional educational groups. Hemenway’s school recently applied to offer the International Baccalaureate curriculum to its students.



Candace Introcaso, Ph.D., Education, 1996, was named president of La Roche College. Introcaso is a member of the board of trustees of La Roche College, and a member of the Congregation of Divine Providence, which founded the college. Introcaso served as vice president for planning and assessment at Barry University from 2000 to 2004 and between 1997 and 1999 was assistant vice president for academic affairs at Heritage College.

Julie Kate Jacobson, Ph.D., Education, 1999, teaches at Scripps Ranch High School in the Cross-Cultural Language and Academic Development (CLAD) Program and Masters of Reading Program at San Diego State University. She is co-author of *Accommodating Differences Among Second Language*

Learners: 75 Literacy Lessons (Academic Professional Development, 2003) with Diane Lapp and Maria Mendez.

Michael E. James, Ph.D., Education, 1987, is author of *The Conspiracy of the Good: Civil Rights and the Struggle for Community in Two American Cities, 1875-2000* (Peter Lang, forthcoming). James will be writing a social justice curriculum for elementary and middle schools in the coming year.

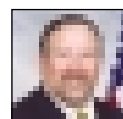
Linda Kambeitz, Certificate, Education, 1978; M.A., Education, 1978, is coordinator for the Corona-Norco Unified School District Beginning Teacher Support and Assessment (BTSA) program. She is on the advisory board for California State Polytechnic University, Pomona, School of Education (teacher preparation) and served as a reader for the State of California for SB 042, the new teacher credentialing standards in California.

Barbara Kaufman, M.A., Executive Management, 1992; Ph.D., Education, 1997, published several articles including “Leadership Styles: From Consensus to Accountability” (*University Business*, April 2004), “Building Organizational Alignment: Stories that Sell, Stories that Tell” (*The Journal of Business Strategy*, March/April 2003), “Profiles in

Courage: Grappling with Dysfunctional Board Relationships” (*The Journal of Business Strategy*, November/December 2002), “Presidential Fundraising Activities: The Impact on Internal Leadership Effectiveness” (July 2004), and “Learning the Hard Way: Why Leaders Fail to Address Burn Out Issues” (*The Handbook of Business Strategy*, September 2005).

Marina Madrid, M.A., Education, 1994, and her husband Mark Morales have a new baby, Sevilla Marieliza Madrid-Morales, born September 15, 2003.

Mike Madrid, Ph.D., Education, 1986, has been appointed education director with the School of Education at Chapman University. He served for eight years as assistant superintendent of personnel services for Little Lake City School District. Madrid has worked for more than 30 years in the California public school system.



Charles Milligan, Ph.D., Education, 1992, was honored by the Ridgecrest, California, City Council. In a ceremony at City Hall, the Council proclaimed June 10 as Dr. Charles Milligan Day. Milligan is superintendent of Sierra Sands Unified

School District. He has worked in elementary and secondary education as a teacher, assistant principal, principal, and assistant superintendent. He serves as a consultant with school boards and administrators, publishes articles, and speaks on the topic of increasing student achievement through reality-based leadership. He previously spent 20 years with the U.S. Marine Corps as a gunnery sergeant.

Judy K. Montgomery, Ph.D., Education, 1986, co-authored *East Meets West: Using Children’s Books as Clinical Intervention for Language and Reading Disabilities* (AGS Publishing, 2004). She is president of the Division for Communicative Disabilities and Deafness of the Council for Exceptional Children.

Robert William Nafie, Ph.D., Education, 1988, has chaired several school accreditation teams for the California Association of Independent Schools and the Western Association of School and Colleges.

Gayle Noble, Ph.D., Education, 1992, received the Stanback-Stroud Diversity Award, a statewide honor from the Academic Senate for California Community Colleges and the Foundation for California Community Colleges. Noble is a professor at Coastline Community

College and previously served as leadership advisor for Coastline's Student Advisory Council and developed the concept for Coastline's Student Success Center.

Carol Ortman Perkins, Ph.D., Education, 1987, retired from her position as professor at Minnesota State University, Mankato in July, 2003. Perkins previously chaired the women's studies department at the university and served as acting dean of the College of Social and Behavioral Sciences.

Anita Louise Queen-Brown, M.A., Teacher Education, 2002, is the Gifted and Talented Education (GATE) coordinator at her school site in the Bassett Unified School District.

Penelope Walters Swenson, Certificate, Education, 1973; Ph.D., Education, 1997, associate professor of education at California State University, Bakersfield, developed a fully online M.A. program and teaches courses in the areas of curriculum and instruction and educational administration. Swenson is writing on the topic of technology, including distance learning.

Felton Carl Williams, Ph.D., Education, 1985, was elected to the Long Beach Unified School District Board of Education, Area 2.

Tracy Williamson, M.A., Education, 1991; Ph.D., Education, 2000, is a psychologist at Camp Pendleton Naval Hospital in California. Williamson is also director of

public relations and student affairs at the California Graduate Institute.

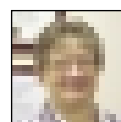
Gloria Willingham, Ph.D., Education, 1996, delivered the keynote address, "Diversity Alive: Working Twice as Hard!" at the Association of California School Administrators Leadership Summit, Regions 5 and 6.

Marilyn Bart Winters, Ph.D., Education, 1984, is currently teaching at California State University, Sacramento.

GEOLOGY

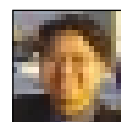
Earl Pampeyan, M.A., Geology, 1953, served as a geologist with the U.S. Geological Survey from 1952 through 1990.

INFORMATION SCIENCE



Pat C. Ames, Ph.D., Information Science, 2003, is vice chancellor for information technologies at Indiana University, South Bend.

Gemal Seede, M.S., Management of Information Science, 1996; Ph.D., Information Science, 2002, is executive producer for the science fiction movie *Alliance*.



Joe Vatanasombut, M.S., Management of Telecommunications, 1996; Ph.D., Information Science, 2001, wrote his dissertation on *Factors Affecting Retention of Customers Who Are Users of Computerized Applications on the Internet: The Case of Online Banking*. The work was among the top ten best-selling dissertations by UMI (University Microfilms). His research was supervised by Israel Spiegler, Seev Neumann, the late Magid Igbaria at CGU, and Antonis C. Stylianou at the University of North Carolina at Charlotte.

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MATHEMATICAL SCIENCES



Mohamed O. El-Doma, Ph.D., Mathematics, 1986, teaches mathematical sciences at the University of Khartoum in Sudan. He

has held faculty appointments in mathematics at the University of Tennessee in Knoxville, the University of Michigan-Dearborn, and Texas A&M University. He has conducted research and delivered presentations at universities across the world and has received numerous honors.

POLITICS AND ECONOMICS

Hans Brattskar, Ph.D., International Relations, 1987, served at the Norwegian

Mission to the United Nations as head of the Political Section at the UN Mission and also coordinator for Norway in 2001 and 2002. In 2003, Brattskar became the Norwegian ambassador to Sri Lanka.

Art Bridge, M.A., Government, 1977; Ph.D., Government, 1982, hospice chaplain at Legacy Health System, offers end-of-life spiritual care for hospice patients. He also teaches philosophy at Marylhurst University and has completed a draft of a novel.

Gaspere M. Genna, M.A., Political Economics, 1998; Ph.D., Politics and Policy, 2002, accepted a tenure-track appointment as assistant professor in the government and international affairs department at the University of South Florida, Tampa. He will also be a research fellow at the USF Globalization Research Center. Genna is currently working on two manuscripts: one dealing with public opinion towards European integration and one on comparative regional integration with Yi Feng, dean of the School of Politics and Economics at CGU.


Emily Gill, M.A., Government, 1968; Ph.D., Government, 1971, is professor of political science at Bradley University. In 1995, she was awarded Bradley University's Rothberg Award for Professional Excellence. She is author of *Becoming Free: Autonomy and Diversity in the Liberal Polity* (University Press of Kansas, 2001), a book examining the tensions between diversity and autonomy with regard to national citizenship, culture, ethnicity and gender, religious beliefs, sexuality, and education. Her most recent article focuses on President George W. Bush's faith-based initiative and will be published in the journal *Perspectives on Politics*. Gill is president of the board of the Central Illinois Chapter of The Interfaith Alliance, and serves on the boards of Planned Parenthood Heart of Illinois, the Peoria Chapter of the ACLU, and Friends of People with AIDS. Gill has been married for 25 years to James Temples. Their son, Robert, is a junior at Bradley University.



Bernard K. Ham, M.A., Politics and Policy, 1984, has joined the Washington, D.C. office of Baker and McKenzie, a global law firm.

Tamara Henderson, M.A., Economics, 1993; Ph.D., Economics, 1996, published *Fixed Income Strategy: The Practitioner's Guide to Riding the Curve* (Wiley & Sons, 2003). She is deputy head, European Fixed Income.

Runzhong Hu, M.A., Public Policy, 1998; Ph.D., Politics and Policy, 2003, was promoted to associate professor at Fudan University in Shanghai.



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Venilde de Ascencao Jeronimo, M.A.,
International Political Economics, 1996; Ph.D., Political Science, 1998, is

one of 108 regional finalists for the 2004-2005 White House Fellows Program, a program that provides experience in working with the highest levels of federal government and trips to study U.S. policy both domestically and internationally. Past recipients include Secretary of State Colin Powell, Secretary of Labor Elaine Chao, and United Nations Foundation President and former U.S. Senator Timothy Wirth.



Doron Kochavi, Master of International Studies, International Relations, 1978; Ph.D., International Relations, 1980, was appointed to the Pacific Council on Foreign Relations by former Secretary of State Warren Christopher.

Quan Vu Le, Ph.D., Economics, 2000, was appointed to a tenure-track position at the Albers School of Business and Economics at Seattle University.

Dennis J. Mahoney, M.A., Government, 1982; Ph.D., Government, 1984, published *Politics and Progress: The Emergence of American Political Science* (Lexington Books, 2004), a book based on his dissertation at CGU.

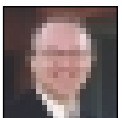
Carlos Muñoz, Jr., Ph.D., Government, 1973, authored "50 Years After Brown, Latinos Paved Way for Historic School Desegregation Case," an essay that went out on the Knight-Ridder News Service wire on May 17, the anniversary of *Brown v. Board of Education*.

Masa Naito, Ph.D., Economics, 1999, accepted a position as associate professor with tenure at Nigata University in Japan.

Kwang-Woo Park, M.A., Urban Institutions, 1975; Ph.D., Economics, 2003, has accepted a tenure-track position in the economics department at Minnesota State University, Mankato.

Geoffrey Carver Rogal, M.A., Politics and Policy, 2003, is teaching English, history, and political science at Mashrock Foreign Language Institute in Kimpo City, South Korea.

David Roth, M.A., Politics and Policy, 2001, has been appointed chair of the California Student Aid Commission.



Steve Rundle, M.A., Economics, 1993; Ph.D., Economics, 1998, participated in a panel discussion on "Corporate

Social Responsibility: Innovations and Opportunities" at a recent conference

sponsored by the Center for Applied Christian Ethics at Wheaton College.

Ira Schoenwald, Ph.D., Government, 1979, is associate vice president for human resources and professor of government at Illinois State University.



Eric Solberg, Ph.D., Economics, 1974, published "Occupational Assignment, Hiring Discrimination, and the Gender Pay Gap," in *Atlantic Economic Journal* (March 2004).

Joseph Sonneman, M.A., Government, 1970; Ph.D., Government, 1977, was elected secretary of the Greater Juneau Democratic District Committee and District 3 committeeman to the Alaska Democratic State Central Committee. Sonneman's article on new views of the former workers compensation law appeared in the *Alaska Bar Rag*. His photographs were displayed at the Friendly Planet Gallery in Juneau. He is currently working on a video on the Navajo Nation Fair.



Jem Spectar, Ph.D., Political Science, 1999, has been appointed provost and vice president for academic affairs at

Western Oregon University. He is currently associate provost for academic affairs and professor of political science at the University of Scranton, Pennsylvania. Previously, he was the director of studies at Rockefeller College and a lecturer in the politics department at Princeton University. His current scholarship focuses on second and third generation international human rights and human security dilemmas in an era of rapid globalization.

Robert J. Sully, M.A., Government, 1977; Ph.D., Government, 1979, founded the Argonaut Company in 1961, a firm that provides architecture, engineering, urban planning, and project management services around the world. Sully served as a trustee of the Claremont University Center and a member of the board of governors of then Claremont Graduate School from 1980 to 1985. He assisted with the design of several buildings at the Claremont Colleges. Sully has taught at Mount St. Mary's College, Loyola Marymount College, and the University of California, Santa Barbara.



Fred Thompson, Ph.D., International Relations, 1972, was a visiting fellow at the Centre for the Study of Risk and

Regulation at the London School of Economics. Thompson is completing his term as inaugural editor of the *International Public Management Journal*. He is a recipient of the Distinguished Research Award of the National



TEACHING WITHOUT BORDERS

Fred Mednick (*M.A., Education, 1982*), founder and president of Teachers Without Borders (TWB), is celebrating the opening of a new chapter in Afghanistan. In February 2004, TWB teamed with Afghanistan's Minister of Education and the organization Advocates for Afghanistan in an effort to help reenergize teacher training while creating a network of support for the successful reconstruction of Afghanistan.

Mednick's interest in comparative and international education grew into a dissertation in which he interviewed teachers throughout the world, exploring the challenges and opportunities they faced in their professional lives. "At one point I asked, 'What do you see outside your window?' and for some reason that touched many," reflects Mednick. "It was through these interviews that I realized that teachers were the glue of society. They know who's sick, who's missing, who's orphaned by AIDS, and who's been conscripted by the army or the sex trade. I began to realize how influential a global teacher community could be, and that teachers, because of their intimate access to people's everyday lives, could be as powerful as any top-down international relief agency."

In 2000, a year after receiving his Ed.D. from Seattle University, Mednick founded Teachers Without Borders, a nonprofit, nondenominational, international, nongovernmental organization devoted to closing the education divide through professional development and community education for teachers. It works primarily, but not exclusively, in developing countries, attempting to build a sustainable network of resources and involvement. TWB continues to expand its influence through collaborative partnerships with companies such as Cisco Systems, Microsoft, and DHL, who have donated everything from shipping services to computers.

Mednick cherishes the human side of the work. "We opened a Community Teaching and Learning Center in Israel's Negev Desert with the help of local hero Jihad El-Sana, a professor from Ben Gurion University," says Mednick. "Despite horrific events surrounding the area, Jewish and Arab volunteers have managed to continue teaching. They are literally teaching without borders." Mednick continues, "El-Sana called me several months ago to say that his mother—who has always been illiterate—has joined a group of other women weavers to learn how to read. 'How wonderful it is, Fred,' he wrote to me. 'My mother is in second grade!'"

Prior to founding TWB, Mednick was principal of Oakwood School in Los Angeles and the prestigious Bush Upper School in Seattle. He currently lives on Mercer Island, Washington, with his family.

Alumni~ What's New?

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

Name _____
First Name Middle Name Last Name

Last Name Used While at CGU _____

Home Address _____
(Please include apartment number)

City _____ State _____ Zip Code _____ Country _____

Phone Number _____
Home/Phone _____ Work Phone _____

E-Mail Address(es) _____

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

Submissions may be edited; however space availability is the magazine.
Deadline for Fall 2004 *Alumni* issue: September 15, 2004

Details and send this form with any photos to the Office of Alumni Affairs, Claremont Graduate University, Jagels Building, 501 East Ninth Street, Claremont, CA 91711-0000 (tel 909-607-4200 CXTEN@CGU.EDU; alumni@cg.edu). This form may also be completed online via the "Update Your Information" form at http://alumni.cgu.edu/update_alumni_info.htm.

*Photos may be e-mailed in .JPG, .EPS, or .TIF file format in 300 dpi or submitted by mail to the Office of Alumni Affairs at the address above. Photos may be used, altered, cropped and posted electronically.



Association of Schools of Public Affairs and Administration and the American Society for Public Administration.

Gandasari A. Win, *Certificate, Education, 1968; M.A., Government, 1968; Ph.D., Government, 1968*, is professor emeritus of political science and history at Golden West College. Win is active in the Methodist Church in Boulder.

RELIGION

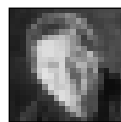


Don C. Benjamin, *Ph.D., Religion 1981*, published *The Old Testament Story: An Introduction* (Fortress Press, 2003). His previ-

ous books include *Social World of Ancient Israel, 1250-587 BCE* (Hendrickson Publishers, 1993) and *Old Testament Parallels: Laws and Stories from the Ancient Near East* (Paulist Press, 1997), both co-authored with Victor H. Matthews. Benjamin teaches biblical and ancient Near Eastern studies at Arizona State University.

David A. Carlson, *M.A., Religion, 1987; Ph.D., Religion, 1988*, is senior pastor of Red Hook Family Church in Barrytown, New York. He was appointed professor of religion with the Cheongshim Graduate School of Theology in Korea.

James L. Catanzaro, *Ph.D., Religion, 1964*, is the author of *Ascend—Releasing*



the Power of the Human Spirit (Chalice Press, 2004). His online world religions course, including streamed interviews with more than 50 leading authorities on religion, was recognized for its path-breaking design by *Syllabus Magazine*. Catanzaro has served as president of colleges in California, Ohio, Illinois, and Tennessee.



Monica A. Coleman, *M.A., Religion, 2003*, has written *The Dinah Project: A Handbook for Congregational Response to Sexual Violence* (Pilgrim Press, 2004). She is director of the Womanist Religious Studies Program and assistant professor of religion at Bennett College for Women in Greensboro, North Carolina. Coleman is an ordained elder of the African Methodist Episcopal Church and has contributed to such publications as *Essence*, *The AME Church Review*, and *The African American Pulpit*.

Craig Alan Evans, *M.A., Religion, 1980; Ph.D., Religion, 1983*, is the author of the book *Jesus and the Ossuaries* (Baylor University Press, 2003).



Dean Fowler, *M.A., Religion, 1972; Ph.D., Religion, 1976*, has written *Love, Power, and Money: Family Business Between Generations* (Glengrove Publishing, 2002). He is president and owner of Dean Fowler Associates, Inc., a firm of family business consultants specializing in the emotional dynamics that impact the design of integrated family business plans.



Nicholas Gier, *M.A., Religion, 1969; Ph.D., Religion, 1973*, retired after 30 years of teaching at the University of Idaho. He has published four books, six book chapters, and 33 articles, including *God, Reason, and the Evangelicals: The Case Against Evangelical Rationalism* (Lanham University Press of America, 1987) and *The Virtue of Nonviolence: From Gautama to Gandhi* (SUNY Press, 2004).

James Goehring, *M.A., Religion, 1981*, is professor of religion at Mary Washington College. He has edited or authored six books including the English translation of the Nag Hammadi text *The Three Steles of Seth, The Roots of Egyptian Christianity* (co-edited with Birger A. Pearson), and two books honoring James M. Robinson (each co-edited with Charles W. Hedrick and Jack T. Sanders). Goehring was the recipient of a National Endowment for the Humanities Fellowship for work on a critical edition of *The Coptic Life of Abraham of Phow*.



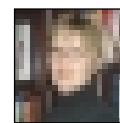
J. Thomas Howe, *Ph.D., Religion, 1999*, is professorial lecturer in theology at Georgetown University. In 2000, Howe won the Bross Prize, an award that is presented every 10 years for a distinguished unpublished manuscript that investigates the relationship between a discipline and the Christian religion. Howe's manuscript, "Faithful to the Earth: Nietzsche and Whitehead on God and the Meaning of Human Life," was published in 2003 by Rowman & Littlefield Publishers. Howe is a member of the Board of Visitors of the School of Religion at CGU.



Jaewan Joo, *M.A., Religion, 2003*, is teaching theology and philosophy of religion as an assistant professor at the Graduate School of Theology at Sun Moon University in Korea.

Derek Malone-France, *M.A., Religion, 2000; Ph.D., Religion, 2001*, was awarded the 2004 Duke University Award for Excellence in Teaching Writing.

Samuel M. Powell, *Ph.D., Religion, 1987*, published *Participating in God: Creation and Trinity* (Fortress Press, 2003).



Kathryn J. S. Smith, *M.A., Religion, 1996; Ph.D., Religion, 1997*, was promoted to associate professor of biblical studies at Azusa Pacific University. She currently serves as chair of the Department of Biblical Studies.

James Wallis, *M.A., Religion, 1988*, presented the paper "L.L. Langer's Contribution to Holocaust Studies" at the Sixteenth Annual Meeting of the Far West Popular Culture and Far West American Culture Associations.

IN MEMORIAM

William Adegbola, *Ph.D., Education, 1981*

Lawrence A. Bennett, *M.A., Psychology, 1954; Ph.D., Psychology, 1968*

Scott Boydell, *M.S., Human Resources Design, 1997*

Roger W. Handwork, *M.A., Political Economics, 1952*

Phillip D. Kaufman, *M.A., Psychology, 1985; Ph.D., Psychology, 1989*

David Charles Toppino, *M.A., Economics, 2001*

upcoming

AUGUST

12 Chet Jaeger & Friends. An interactive Dixieland jam session. Musical Evening in the Garden. 6:30 p.m., Rancho Santa Ana Botanic Garden. Free and open to the public. Contact: Ann Joslin, (909) 625-8767, Ext. 251.

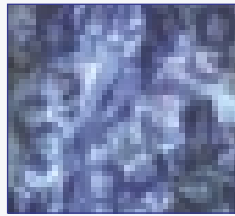
17 "A Whiteheadian Aesthetics of Morals: From the Metaphysics of Creativity to an Ethics of Creativity." Brian Henning, speaker. 4:10 p.m.–6 p.m., Haddon Conference Room, Butler Building, Claremont School of Theology.

18 Opening of Professional Group Show entitled "Full House." Curated by David Pagel, featuring five female artists: Olivia Booth, Liz Larner, Candace Nycz, Lecia Dole Reccio, and Monique van Genderen. East Gallery, Art Building. Contact: Wendy Duckering, (909) 621-8071.

31 Classes begin.



SEPTEMBER



1 Claremont Mathematics Colloquium. Various speakers. The Colloquium generates exposure and sharing of mathematical interests. Wednesdays at 4:15 p.m. If you would like to receive the weekly notice, contact Mary Solberg: (909) 621-8080 or mary.solberg@cgu.edu.

1 Deadline for entries for the Kingsley Tufts Poetry Award and Kate Tufts Discovery Award. Contact: Betty Terrell, (909) 621-8113 or betty.terrell@cgu.edu.

14 Opening for Rhode Island School of Design Exhibition. Curated by Vanessa Madrid and Maureen Staley. Art Department galleries. Contact: Wendy Duckering, (909) 621-8071.

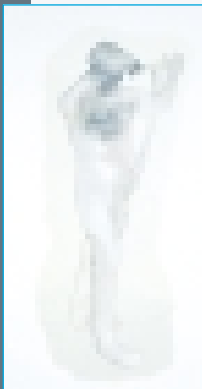
14 "The Making of the Hebrew Bible." William Schniedewind, speaker. Public Lecture Series of the Institute for Antiquity and Christianity. 7:30 p.m., library of the Institute for Antiquity and Christianity. www.cgu.edu/inst/iac or (909) 621-8066.

14 "Process Theology: An Introductory Introduction." John B. Cobb, Jr., speaker. 4:10 p.m.–6 p.m., Kresge Chapel, Claremont School of Theology. Center for Process Studies: (909) 621-5330.

15 "Five Key Ingredients to Growth: Lessons Learned at Jacobs." Richard Slater, speaker. 6 p.m.–9 p.m., Santa Ana Performing Arts and Events Center. Executive Forum Series, Peter F. Drucker and Masatoshi Ito Graduate School of Management. (909) 607-8725 or www.druckeralumni.org.

23 Visiting artist lecture. Monica Majoli, speaker. Location TBA. 4:30 p.m.–5:30 p.m. Contact: Wendy Duckering, (909) 621-8071.

29 CGU Alumni Reception at the Japan Society in New York City—featuring a private tour of the exhibit "Skin of the Nation" by preeminent postwar Japanese photographer Shomei Tomatsu. Students, faculty, guests, and friends are welcome. 6 p.m. Wine and hors d'oeuvres served. \$10 registration fee. Contact: (909) 607-7149 or alumni@cgu.edu.



OCTOBER

6 Visiting Artist Lecture. Jeffrey Vallance, speaker. Location TBA. 4:30 p.m.–5:30 p.m. Contact: Wendy Duckering, (909) 621-8071.

7 Third Annual Patricia A. Reif Memorial Lecture, School of Religion. Beverly Wildung Harrison, speaker. 7 p.m., location TBA. Contact: Katie Van Heest, katrina.vanheest@cgu.edu.

7 "The Representation of the Coptic Patriarchs of Alexandria in Art." Gawdat Gabra, speaker. Public Lecture Series of the Institute for Antiquity and Christianity. 7:30 p.m., library of the Institute for Antiquity and Christianity. www.cgu.edu/inst/iac; (909) 621-8066.

10-16 The 2004 Kingsley Tufts Poetry Award winner, Henri Cole, will be in residence. Contact: Betty Terrell, (909) 621-8113 or betty.terrell@cgu.edu.

18 Capitol Group Exhibition. Art Department galleries. Contact: Wendy Duckering, (909) 621-8071.



21-24 "Religious Interpretations of Evolutionary Biology: Neo-Darwinism in Dialogue with Lynn Margulis and Process Thought." Francisco Ayala, Ursula Goodenough, Lynn Margulis, and Howard Van Till, speakers. Center for Process Studies. Registration fee for daytime sessions is \$50. Evening lectures are free and open to the public. Contact: (909) 621-5330 or sweeney@ctr4process.org.

NOVEMBER

6-7 Rancho Santa Ana Botanic Garden, Annual Fall Plant Sale featuring over 10,000 native and California-friendly plants. 11 a.m.–4 p.m. on Saturday, and 9 a.m.–noon on Sunday. Contact: Ann Joslin, (909) 625.8767, Ext. 251.

11-13 "Dreams and Visions." Interdisciplinary conference. Contact: www.cgu.edu/inst/iac or (909) 621-8066.

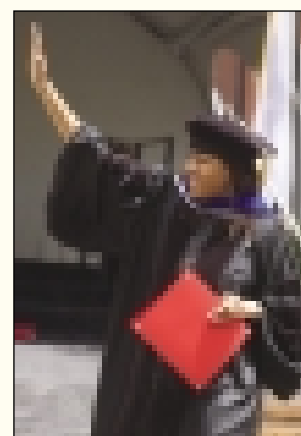
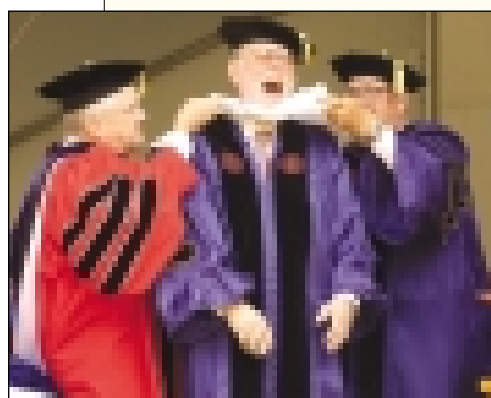
13 Alumni Day for the Peter F. Drucker and Masatoshi Ito Graduate School of Management. Contact: (909) 607-7359 or www.druckeralumni.org.



DECEMBER

4 Cultural Studies Field Research Methods Conference. Noon–5 p.m., Board of Trustees room. Contact: Amanda Matthews, (909) 621-8612 or amanda.matthews@cgu.edu.

parting shot



COMMENCEMENT 2004

For the 538 graduates honored at CGU's 77th commencement on May 15, the journey does not end, but continues into the world of ideas shaped by their studies here. John Seely Brown, former chief scientist of the Xerox Corporation, delivered the commencement address and received an honorary doctorate. CGU's new red doctoral robes made their debut. For graduates and their loved ones alike, the day was a glorious celebration of dreams fulfilled and dreams that lie ahead.

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