2002-09-01

University of San Diego News Print Media Coverage 2002.09

University of San Diego Office of Communications and Marketing

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USD Print Media News Coverage

September 2002
Office of the President
USD president focuses on campus projects in her last state of the university address (San Diego Daily Transcript). ................................................................. 1
For the Record (San Diego Business Journal). ................................................. 3
Around town (San Diego Union-Tribune) .......................................................... 4
Lawyer takes helm of Catholic review board [Hendershott, Hayes] (San Diego Union-Tribune). .............................................................. 5
Membership of National Review Board Announced (Western Kentucky Catholic) 6
Deborah Horwitz Honored (San Diego Jewish Times) ........................................ 7

College of Arts and Sciences
A way to bring good things to life [Hendershott] (San Diego Union-Tribune) ........ 8
Rash of abductions sets off moral panic [Hendershott] (Californian) .................. 9
Signings [Hendershott] (San Diego Union-Tribune) .......................................... 10
America’s Selective Compassion [Bryjak] (San Diego Union-Tribune) ............... 11
Rabbinic Insights [Dosick] (San Diego Jewish Times) ....................................... 13
Dos Lieben Es A Chiuov [Dosick] (San Diego Jewish Times) ......................... 15
Educators see national interest spike in Islam, Arabic studies (San Diego Union-Tribune) .............................................................. 17
The future from Torrey Pines hill (San Diego Union-Tribune) ......................... 19
Islamic Studies’ Young Turks [Nasr] (Chronicle of Higher Education) .............. 21
The Timken (San Diego Business Journal) .................................................... 25
Report: Business Travel Sags as Leisure Gets in Gear (San Diego Business Journal) 26
Aqua Logic Puts The Chill Into Live Seafood [Fink] (San Diego Business Journal) 27
Center For Christian Spirituality (Southern Cross) ........................................ 29

School of Business Administration
Premier Real Estate Researcher Joins USD Faculty [Worzala] (San Diego Metropolitan) 31
Worzala joins USD’s Real Estate Institute (San Diego Daily Transcript) ............. 32
On the Move [Worzala] (San Diego Union-Tribune) ........................................ 33
USD Names Research Director of RE Institute [Worzala] (San Diego Business Journal) 34
Paying For An Advanced Degree (San Diego Metropolitan) ............................ 35
August sales disappoint retailers in key season [Gin] (San Diego Union-Tribune) .... 38
Summertime Blues [Gin] (San Diego Daily Transcript) ..................................... 39
It’s a rare bird who feathers retirement nest [Gin] (San Diego Union-Tribune) ....... 40
San Diego’s fiscal indicators plunge [Gin] (San Diego Union-Tribune) ............... 42
Scheduling Programs With Repetitive Projects Using Composite Learning Curve Approximations [Amor] (Project Management Journal) .................................................. 43
HR Solutions hires 4, promotes 3 [Saloka] (Press) ......................................... 58
People On The Move [Rand] (Deseret News) .................................................. 59
40 Under 40 [Ives] (San Diego Metropolitan) ........................................ 60
Devine heads up business banking at Mid-State (Pacific Coast Business Times) .... 61

**School of Education**
S.D. tries new principles in training its principals [Fink] (San Diego Union-Tribune) .... 62

**Institute for Peace and Justice**
Palestinian touts nonviolent means; Physicist gives speech at USD (San Diego Union-Tribune) ......................... 65

**Kyoto Symposium**
Biologist tapped for Kyoto Prize (Golden Triangle News, La Jolla Village News) .... 67

**School of Law**
Peregrine unit’s sale no boon to everyone [Wiggins] (San Diego Union-Tribune) .... 68
Accounting practice gone awry [Patnoy] (San Diego Union-Tribune) ..................... 69
Experts make case for defense attorneys [Berend] (San Diego Union-Tribune) ....... 70
Gavel to Gavel [Berend] (San Diego Union-Tribune) ....... .......................... 72
Children’s advocates reflect on decade of progress [Fellmeth] (Sacramento Bee) ...... 74
Caring for Our Kids Should Be the Bottom Line [Fellmeth] (Los Angeles Times) .... 75
Ethics panel investigates ex-councilwoman [Fellmeth] (San Diego Union-Tribune) ... 76
Consumer Group Announces Support for Plastic Pipe Lawsuit (Business Wire) ...... 78
Port opts to can gas storage tanks (San Diego Business Journal) ....................... 80
‘Consumer-friendly’ contact lens bill OK’d [D’Angelo Fellmeth] (San Diego Union-Tribune, Los Angeles Times) ...... 81
Doctor discipline faulty [D’Angelo Fellmeth] (Orange County Register) ............... 82
Proposed ballot statement sparks lawsuit [Whitney] (San Diego Union-Tribune) ... 86
Judge’s criminal conviction in spotlight during campaign (San Diego Union-Tribune) .... 87
Peer Review [Hurd] (Chronicle of Higher Education) .................................. 89
ATLA officers [Casey] (Trial) ........................................................... 91
Traditional Jurist Strives to Exhibit Moral Fortitude [Hake] (Daily Recorder) ....... 93
The Red Mass (Southern Cross) ....................................................... 95

**Other USD-Related News**
College news [Spencer] (Maryland Independent) ........................................ 96
Whatcom People [Johnson] (Bellingham Herald) ....................................... 97
South Sound People [O’Byrne] (Olympian) .............................................. 98
Knights in Action [Schmitt] (Columbia) ................................................. 99
Teens Only [Kalna] (Advocate, Greenwich Time) ..................................... 100
Latinos sinking in earning power [Valencia] (San Diego Union-Tribune) .......... 101
Reassessing [Spengler] (San Diego Union-Tribune) ................................ 105
One Hour (San Diego Union-Tribune) ..................................................... 107
Tennis Anyone? [Manning] (Traill County Tribune) .................................. 109
‘Business Triathlete’ Course Helps Executive Assistants Go the Distance (San Diego Business Journal) ............. 110
Trends [Zoppa] (Restaurants and Institutions) .......................................... 111
Alliegiances dominate S.D. school board race [Nakamura] (San Diego Union-Tribune)

Athletics
Football coach is only one skipping classes at USD (San Diego Union-Tribune)
Princeton stunned at the end (Sunday Record)
Toreros use Yale as measuring stick (San Diego Union-Tribune)
Ng returns USD to the win column (San Diego Union-Tribune)
USD pushed around on trip to Azusa (San Diego Union-Tribune)
USD sweeps in men's and women's cross country (San Diego Union-Tribune)
USD women triumph in cross country (San Diego Union-Tribune)
Collins earns athletic honors [Howard] (Orange County Register)
Local colleges (San Diego Union-Tribune)
USD volleyball improves to 10-3 after sweeping opponents (San Diego Union-Tribune)
USD wins easily (San Diego Union-Tribune)
USD's Conley scores eight points in men's soccer win (San Diego Union-Tribune)
Local Colleges (San Diego Union-Tribune)
USD sked includes trip to face UCLA (San Diego Union-Tribune)
Hoop Dreams (San Diego Union-Tribune)
Work in Progress (San Diego Union-Tribune)
Spirit's search for new coach reportedly turns toward da Luz (San Diego Union-Tribune)

TV/ Radio
Roundtable Discussion; UCSD-TV [Neu] (Sept. 10)
9/11 Anniversary; "Full Focus" KPBS-TV [Neu] (Sept. 11)
Bells Ring at USD for 9/11 Anniversary; KGTV (Sept. 11)
USD Memorial Service; KFMB [Sr. Rodee] (Sept. 11)
9/11 Events; KUSI (Sept. 11)
Effect of 9/11 on Society; XETV [Hendershott] (Sept. 11)
Student Cheating; "Full Focus" KPBS-TV [Hinman] (Sept. 24)
Title IX; "These Days" KPBS-radio [Malachowski] (Sept. 26)
Charger Ticket Cost to City; KFMB [Gin] (Sept. 30)
Office of the President
University of San Diego President Alice Hayes speaking at USD Wednesday.

USD president focuses on campus projects in her last state of the university address

By MICHELLE CADWELL BLACKSTON
San Diego Daily Transcript

University of San Diego President Alice Hayes gave her last state of the university address Wednesday.

After eight years, Hayes plans to retire at the end of the academic year.

"The university is in good shape financially," Hayes said to a group of business and community leaders at a breakfast meeting. "We do not get financial assistance from the state or the church. We depend on the kindness of our friends."

The theme of her speech, she said, was the new Donald P. Shiley Center for Science and Technology, which is scheduled to open in May 2003. Hayes, a former biology teacher, said the $47 million facility will better prepare students to work in the high-tech and biotechnology fields.

USD enrolled more than 6,000 full-time students this fall and kept with its mission to remain small while applications for admission increased, she said.

"The class is stronger in talent,"
Continued From Page 1A

Hayes said. “We have high hopes from this freshman class.”

The majority of the science and technology center is paid through corporate sponsorships and community donations. Recently, USD reported receiving $1 million from the Los Angeles-based Fletcher Jones Foundation. Earlier this summer, inventor and philanthropist Donald Shiley and his wife, Darlene, gave the university $10 million for the facility.

USD broke ground in 2001 on the 150,000-square-foot facility, which will house the university’s chemistry, biology, physics and marine science and environmental studies departments. It also will have aquariums, an astronomy deck, an aviary and a greenhouse. It will be the largest building on campus.

The $1 million gift from Fletcher Jones will be used for a biology wing that includes teaching laboratories for molecular biology and genetics, 10 research laboratories and office and conference space.

Also in her state of the university address, Hayes thanked the many businesses that continually support campus projects. During her tenure, major projects with the campus have been completed, including the Jenny Craig Pavilion, the Joan B. Kroc Institute for Peace and Justice, Tecolote Village, campus plazas and parking garages, as well as the Center for Science and Technology. Other projects include a new alumni center yet to be started.

She also outlined two projects to be started in the schools of education and business. Both are expanding and need additional buildings and classroom space, she said.

Again, Hayes invited businesses to help pay for the projects.

Further, she said the university has an economic impact of $300 million to the San Diego community based on a report for 2000-2001. Just five years earlier, USD’s economic impact was $200 million. The university has a $170 million budget, she said.

Hayes also touted the university’s commitment to teaching ethics and values. “We reaffirm our requirement that all USD students will study ethics,” she said. “There is a need for integrity in the corporate world.”

Hayes, 64, spent 41 years as an administrator and faculty member in Catholic colleges and universities. When she retires, she said she plans to travel, write, serve in the community and take on new activities.

The USD board of trustees will begin a search for a new president this fall.

michelle.blackston@sddt.com
Source Code: 20020918tbb
## FOR the RECORD
### CALENDAR

**WEDNESDAY, SEPTEMBER 18**

- **Le Tip/Mission Valley** meets from 7:16 a.m. to 8:31 a.m. at the Tickled Trout, 2151 Hotel Circle S., Mission Valley. For information, call Jim at (858) 643-5029.

- **BusinessLink USD** presents "The Eighth Annual State of the University Address and Breakfast" from 7:30 to 9 a.m. at the USD Hahn Center Forum A/B, 5998 Alcala Park. There is no cost but reservations are required. For information, call (819) 260-4690 or go to (http://corporate.sandiego.edu).

- **Leads Club Inc.** meets at 7:30 a.m. at Argyle Four Seasons Aviara, 7447 Batiquitos, Carlsbad. For information, call Amy Carlson at (800) 783-3761.

- **Henry DeVries Communications** presents "New Client Lead Generation for Professional Service Firms" from 8 to 9:30 a.m. or from noon to 1:30 p.m. at 9265 Dowdy Drive, Suite 214, San Diego. There is no cost to attend and breakfast/lunch will be served. For information, call Andra at (858) 566-8491 or go to (www.henrydevries.com).

- **The San Diego Advertising Club** presents "Why San Diego is America's Super City" at 11:30 a.m. at the Quality Resort, 875 Hotel Circle S., Mission Valley. Cost: $35 to $55, includes lunch. For information, call Helen Baker at (858) 576-9533.
AROUND TOWN

Around Town is a weekly calendar of business-related events. Deadline for calendar items is three weeks in advance. Mail them to: Darlene M. Alilain, Around Town, The San Diego Union-Tribune, P.O. Box 120191, San Diego, CA 92112-0191 or e-mail them to darlene.alilain@uniontrib.com.

TOMORROW

■ MIT Enterprise Forum: "The Bottom Line on Business Ethics: Is There One?" 5 p.m., UCSD Faculty Club, UCSD Campus, 9500 Gilman Drive, La Jolla. Cost: $45. Reservations: (619) 236-8940 or www.sdmitforum.org.


THURSDAY


■ University of San Diego: Annual State of the University Address and Breakfast, 7:30-9 a.m., Rahn University Center Forum A/B, University of San Diego, 5998 Alcala Park, San Diego. Free. Reservations: (619) 260-4690.


NEXl MONDAY

■ San Diego Chapter of National Association of Investors Corporation, monthly information meeting, 6-7:45 p.m., Rancho Bernardo Library, 17110 Bernardo Center Drive, San Diego. Free. Information: (858) 487-5142.


Upcoming conventions in San Diego

<table>
<thead>
<tr>
<th>Group</th>
<th>Location</th>
<th>Date</th>
<th>Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharp Healthcare Employee Meeting</td>
<td>San Diego Convention Center</td>
<td>Sept. 18-19</td>
<td>12,000</td>
</tr>
<tr>
<td>Golden State Gay Rodeo Assoc.</td>
<td>Radisson Hotel San Diego</td>
<td>Sept. 19-22</td>
<td>1,500</td>
</tr>
<tr>
<td>Shaklee Leadership Convention</td>
<td>San Diego Concourse</td>
<td>Sept. 20-22</td>
<td>2,000</td>
</tr>
<tr>
<td>Nat. Automated Clearing House Assoc.</td>
<td>Loews Coronado Bay Resort</td>
<td>Sept. 21-26</td>
<td>350</td>
</tr>
<tr>
<td>Amer. Acad. of Otolaryngology, Head Neck</td>
<td>San Diego Convention Center</td>
<td>Sept. 22-25</td>
<td>8,500</td>
</tr>
</tbody>
</table>

San Diego Union-Tribune
Lawyer takes helm of Catholic review board

By Sandi Dolbee
STAFF WRITER

A retired deputy attorney general for California, who converted to Catholicism five years ago, has been tapped to lead a local review board that will help the Catholic diocese assess cases of clergy sexual abuse involving minors.

"I feel honored and I feel challenged," M. Gayle Askren said.

In an interview yesterday, Askren, a Coronado resident, said he supports the zero-tolerance policy U.S. bishops adopted in June.

"We are very shocked when anything like this ever happens — and surprised," he said of the misconduct accusations against priests in decades-old cases. "But the overall message that is finally getting clear to all of us is that there will be zero tolerance.

Askren’s appointment by Bishop Robert Brom was announced yesterday by the Roman Catholic Diocese of San Diego, along with the appointments of five other lay people, one priest, one deacon and one nun.

Establishing local review boards was part of policy adopted by the U.S. Conference of Catholic Bishops at its Dallas meeting. The nine-member board will help Brom assess allegations and policies involving the sexual abuse of minors.

The other members include:

- Adlin deCardi, a marriage and family therapist and a parishioner at St. Gregory the Great in Scripps Ranch. deCardi also will serve as assistance coordinator for the diocese, helping with the pastoral care of people who say they were abused as minors by church personnel.

- Monsignor John Dickem, pastor of St. Mary Magdalene in San Diego and a former rector of St. Francis Seminary in San Diego.

- Dr. Sue Hauwiller, a periodontist who also served as an advocate for victims of sexual harassment and assault in the military. Hauwiller is a member of Blessed Sacrament in San Diego.

- Anne Hendershott, professor of sociology at the University of San Diego and author of the recently published book, "The Politics of Deviance." Hendershott is a member of Immaculata church on the USD campus.

- Deacon James Scull, who is assigned to diaconal ministry at Ascension parish in Tierrasanta. Scull also is director of laboratory services at Alvarado Hospital Medical Center.

- John Shean, former vice president of sales and marketing for the Chargers who is a religious education teacher at Mission San Diego de Alcala.

- Rodrigo Valdivia, a canon law expert and vice chancellor of the diocese.

- Sister JoCeal Young, director of mission services at Scripps Mercy Hospital and a member of the Sisters of Mercy since 1955.

In addition to the local review boards, there also is a national panel that will oversee the implementation of the zero-tolerance policy nationwide. USD President Alice Hayes is among its members.

Askren, a parishioner at Sacred Heart Church in Coronado, retired from the state Attorney General's Office last year and is now an attorney in private practice.

The first meeting of the local board was held two weeks ago, Askren said. The next meeting is set for November.

As he spoke about his appointment, Askren said yesterday that he was reminded of something his parish priest observed recently about this scandal.

"The historical aspect of this is that it's bringing people together," Askren said. "... It's bringing us into this issue like never before, and it's inviting us all to participate in this.

Sandi Dolbee: (619) 293-2082; sandi.dolbee@uniontrib.com
WASHINGTON, D.C. - Belleville Bishop Wilton D. Gregory, president of the U.S. Conference of Catholic Bishops (USCCB), announced on July 24, 2002, the appointment of an additional 8 members to the National Review Board which will assist and monitor the USCCB’s planned office for Child and Youth Protection. One additional appointment is awaiting confirmation of acceptance.

These appointments will bring the board to its full complement.

Those named are: William R. Burleigh, chairman of the board and former CEO of the E.W. Scripps Company, Union, Kentucky; Nicholas P. Cafardi, dean of the Duquesne University Law School, Pittsburgh; Jane Chiles, former director of the Kentucky State Catholic Conference; Alice Bourke Hayes, president of the University of San Diego; Pamela D. Hayes, attorney in private practice with a concentration on criminal defense litigation and federal civil rights litigation, New York City; Paul R. McHugh, M.D., chairman, Department of Psychiatry and Behavioral Sciences, Johns Hopkins University School of Medicine, Baltimore, 1975 to 2001; Leon E. Panetta, director, Leon & Sylvia Panetta Institute for Public Policy, Monterey Bay, California; and Ray H. Siegfried, II, chairman of board, the NORDAM Group, Tulsa.

They join the previously announced members who form the board’s “core group”: the Honorable Frank Keating, governor of Oklahoma, chairman; Robert S. Bennett of the firm of Skadden, Arps, Slate, Meagher and Flom, Washington, D.C.; Anne M. Burke, justice of the Illinois Court of Appeals; and Michael J. Bland, Psy.D., clinical counselor and clinical-pastoral coordinator for victim assistance ministry, Archdiocese of Chicago.

The core group nominated additional members for the Board with Bishop Gregory making additional choices and final appointments.

“I was greatly encouraged that so many distinguished Catholic lay people — who already have numerous responsibilities and commitments — responded so quickly to a request to assist the Conference,” Bishop Gregory said.

“The membership of this board demonstrates that the Bishops are seeking the forthright advice of the laity to help resolve the crisis brought on by the sexual abuse of young people by members of the clergy and by whatever deficiencies there were in our past response to this abuse,” Bishop Gregory continued.

Governor Keating said, “This is an impressive group of Catholic lay leaders who are committed to restoring credibility and faith in the Church.

“I appreciate their willingness to take on such a great challenge and I look forward to working with them.”


ARTICLE 8 of the Charter authorizes the establishment of an Office for Child and Youth Protection whose tasks will include:
— assisting individual dioceses/eparchies (dioceses of the Eastern Churches) in the implementation of “safe environment” programs as described in Article 12 of the Charter;
— assisting the provinces and regions into which the dioceses/eparchies are grouped in the development of appropriate mechanisms to audit adherence to policies;
— producing an annual public report on the progress made in implementing the standards in the Charter (including the names of those dioceses/eparchies which, in the judgment of the Office, are not in compliance with the provisions and expectations of the Charter).

ARTICLE 9 of the Charter states that the work of the Office for Child and Youth Protection will be assisted and monitored by a Review Board appointed by the Conference President and reporting directly to him. The board will:
— approve the annual report of the implementation of the Charter in each diocese/eparchy before the report is submitted to the President of the Conference and published;
— approve as well any recommendations that emerge from this review;
— commission a comprehensive study of the causes and context of the current crisis in order to understand the problem more fully and to enhance the effectiveness of future response;
— commission a descriptive study, with the full cooperation of the dioceses/eparchies, of the nature and scope of the problem within the Catholic Church in the United States, including such data as statistics on perpetrators and victims.

The Board will participate in the search for the director for the Office of Child and Youth Protection to be appointed by the Conference’s general secretary, Monsignor William P. Fay.
Deborah Horwitz Honored

Deborah G. Horwitz has been chosen as this year's recipient of the American Jewish Committee's Colonel Irving Salomon Human Relations Award, to be presented on Thursday, Oct. 3, at Congregation Beth Israel in La Jolla.

A national vice president of the AJC and past president of the San Diego Chapter, Horwitz is also the founder and former president of EdUCatel, a non-profit foundation supporting local public schools. In 1999 Horwitz received a California Woman of the Year Award from the California State Legislature for her support of public education.

Alice Bourke Hayes, president of the University of San Diego, will be the keynote speaker. All proceeds from this event benefit the San Diego chapter of the AJC. For information call 858-278-5943.
College of Arts and Sciences
A way to bring good things to life

Anne Hendershott

The TV commercials for General Electric’s 4D Ultrasound System are stunning in their ability to truly “bring good things to life.” Set to the haunting refrain of Roberta Flack’s “The First Time Ever I Saw Your Face,” viewers are invited to watch an expectant couple gaze longingly at the image of their unborn child as he sucks his thumb, kicks his legs and almost seems to smile.

“4D” is shorthand for four-dimensional — the fourth dimension being time. For the viewer, the image is startling because we know at once there is something spectacular happening here. The live action images of the unborn child provide an unmistakable reminder that life has begun. For the expectant parents, the technology provides an opportunity to experience their unborn child in a way never possible before.

The response from parents has been tremendous. While there remains limited access to the technology, large medical schools like UC San Diego have found that parents are even more excited about the technology than the doctors. On GE’s Web site, one mother recalled that “I even think I saw him smile,” while another found that “the images made me feel so close to my baby — it actually made me cry!”

While the main medical advantage of the new ultrasound technology is to visualize movement patterns of the unborn child to allow conclusions to be drawn about the child’s development, the real advantage of the images is that they provide us all with just one more reminder that a life has been created and waits to be born. It is a reminder that the life of every child begins when the chromosomes of the sperm fuse with the chromosomes of the ovum to form a new DNA complex. More importantly, the images provide us with a wondrous irony — that the onset of individual life is not a dogma of the church but a fact of science.

The pro-choice rhetoric of the past held that since there is no agreement about the beginning of human life, it is therefore a private religious or philosophical decision — one that the state and courts should do nothing about. Technology should have put this lie to rest long ago. As Walker Percy wrote, “How much more convenient if we lived in the 13th century when no one knew anything about microbiology and arguments about the onset of life were legitimate.” Unlike the earliest philosophers who could not know when life really began, we now know for sure. “Compared to a modern textbook of embryology, Aquinas sounds like an American Civil Liberties Union member.”

Today, it is not misguided ecclesiastics who are trying to suppress an embarrassing scientific fact of the beginnings of life. Rather, the suppressors are the pro-choice advocates, the courts and a few dissident doctors. They continue to try and convince us that a fetus is not a child, and that it is a woman’s right to hold dominion over her body—even when she is carrying a child. They require, as they have at some medical schools, that all OB/gyn students receive training in abortion procedures, and have demanded Draconian rules on the right of assembly for pro-life activities.

Now there is a new “pro-choice” campaign to block the option for the “Choose Life” license plates in California, Florida, Louisiana and more than a dozen other states. The Center for Reproductive Law and Policy, and Planned Parenthood have each filed cases in federal courts throughout the country challenging the constitutionality of what the CRLP Web site calls the “license plate scheme.” Claiming that the license plates violate the Constitution’s establishment clause, the CRLP Web site maintains that “by delegating important, discretionary governmental authority to religious organizations, it excessively entangles government with religion and demonstrates a preference for one religion over all others.”

Planned Parenthood won a request in federal court to prevent the state of South Carolina from making “Choose Life” license plates. When a “choose life” message is at stake, the pro-choice advocates continue to attempt to give no one a choice.

Recently, the attacks have begun on the 4D Ultrasound. In an article entitled, “They Bring Good Spin to Life” The American Prospect online’s Matthew Nisbet complains that “the 4D ultrasound commercial is a milieu of clever illusion” and asserts that the ad “blurs the distinction between a fetus and a newborn infant.” Isn’t this what the pro-life community has been saying for decades? The 4-D imaging ads pose a threat because they bring an unborn child to life in a way that no 9th grade biology textbook ever can.

It is doubtful that pro-choice providers will be installing the new 4D technology in their facilities. They know, as any viewer of the General Electric commercial knows, that this technology provides a window into the world of the unborn child. And this message will continue to threaten their work.
Rash of abductions sets off moral panic

Call it the summer of deviance. Girls abducted from their bedrooms, snatched from their yards, victims of crimes too horrible to imagine. A serial murderer stalking the streets of Baton Rouge, La., a co-ed in her twenties and two middle-aged women among the dead. Near round-the-clock coverage of a California trial of a child-killer whose cache of child pornography included the types of pictures the Supreme Court decided to protect on First Amendment grounds.

Anne Hendershott, a professor of sociology at the University of San Diego, says in her book, "The Politics of Deviance," that decades of political pressure by advocacy groups and ideologues have left us with the inability to recognize deviance when we see it, or do anything to curb it.

Until deviance became a forbidden subject, Hendershott says, sociologists studied "topics ranging from promiscuity and cheating on exams, to addiction, pedophilia, deviant subcultures, organized crime and serial murder, in an effort to understand how groups draw boundaries around acceptable behavior and punish violators."

Hendershott catalogues a variety of deviant behaviors from drug abuse to pedophilia that have been "normalized." In 1994, for example, the American Psychiatric Association revised its Diagnostic and Statistical Manual so that neither pedophilia nor child molestation could be considered indicative of psychological disorders. "To qualify as disordered," Hendershott reports, "molesters must feel 'anxious' about the acts or be 'impaired' in their work or social relationships." Meanwhile, drug abuse is "medicalized" to ensure that those who take drugs not be stigmatized or held morally responsible.

Not only does this lead to confusion about culpability, it also fuels what others have dubbed "moral panics."

Since most people have an innate sense of revulsion at certain deviant behavior, "[m]oral panics are most likely to erupt when traditional norms and values no longer appear to have much relevance to people's lives but there is little to replace them. People's awareness of this vacuum," Hendershott says, "makes them all the more susceptible to panic-mongering."

She cites examples from the satanic-cult panic of two decades ago, when Americans became obsessed by stories of daycare workers allegedly sexually abusing children in rituals. Innocent people went to jail and many lives were ruined on the basis of false memories fostered by overzealous therapists.

Though child abduction cases are real, the obsession with these stories may be an example of moral panic.

Constant media coverage gives us the sense that predators lurk on every corner and there is little we can do to protect our children, despite evidence that child abductions by strangers have declined. "When a society's moral boundaries are sharp, clear and secure, and the central norms and values are strongly held," Hendershott writes, "moral panics rarely take hold."

Hendershott's book is a sobering examination of the moral confusion that shrouds deviant behavior from proper scrutiny and opprobrium and the moral panics that lead us to imagine deviant behavior everywhere.

LINDA CHAVEZ is president of the Center for Equal Opportunity. Her column appears Thursdays in The Californian. E-mail: at comment@ceousa.org.
SIGNINGS, ETC.

ANNE HENDERSHOTT — "The Politics of Deviance," 7 p.m. Thursday, Barnes & Noble, 7610 Hazard Center Drive, San Diego.

MARK WEISS — Poetry readings in collaboration with Claudia Politi's exhibit, "Impressions of the Floating World," 7 p.m. Thursday, Moctezuma Books and Gallery, 289 Third Ave., Chula Vista.

JAN BURKE — "18," 4:50 p.m. Saturday, Mysterious Galaxy, Suite 302, 7051 Clairemont Mesa Blvd., San Diego.

MITCHEL GOLDMAN AND DIANNE YORK-GOLDMAN — "Beauty Basics for Teens," 1 p.m. Saturday, Barnes & Noble, 40570 Winchester Road, Temecula.
The aftermath of Sept. 11 resulted in an ongoing celebration of the United States and core American values (liberty, independence, self-reliance) by way of prayer vigils, rallies, charitable contributions and ubiquitous flags. Implicit in recognizing the suffering and death of so many people in developing nations is a critique of American society and ourselves. Should there be a more equitable distribution of income and wealth in the world? What obligation do rich nations have toward poor countries? Should I forget the next "must have" purchase and help the many who have so little?

While the courage displayed by New York City firefighters and police officers on Sept. 11 makes us proud to be Americans, confronting the reality of 24,000 poverty-related deaths each day forces us to deal with a fundamental aspect of our lives as self-indulgent consumers.

The perpetrators of Sept. 11 were a band of identifiable evildoers whose training and tactics lend themselves to a straightforward, although not necessarily simple, military solution. Victims of wrongdoing are all the more sympathetic when the cause of their suffering is undisputedly wicked. But who is to blame for the starvation-related deaths that claim the lives of over 8 million people a year (a number greater than the population of New York City)? Corrupt governments? Underdeveloped economies? Backward social systems?

One way to avoid the emotional discomfort triggered by contemplating our well-being with the wretched existence of others is to give little thought to the latter.

In a 1759 book, "The Theory of Moral Sentiments," Adam Smith posed a moral dilemma for the typical European "man of humanity." Suppose, asked Smith, that this individual learned of a devastating earthquake that destroyed China. How would he react? The renowned Scottish economist and philosopher surmised that he might reflect deeply on the precariousness of the human condition, but in the end, the death of even so many people in a foreign land would have little impact on his life. He would "pursue his business or his pleasure ... with the same tranquility as if no such accident had happened."

But let us suppose, Smith continued, that this individual were to learn that he would lose his little finger the next day. He will spend a restless night filled with anxiety and dread, whereas, "provided he never saw them, he will snore with the most profound security over the ruin of a hundred million of his brethren."

This incomparable calamity would generate far less concern than his own "paltry little misfortune."

Since, according to Smith, we are creatures of self-interest, what if anything compels us to give precedence to the needs of others over those of our ego? His answer rests on the more sublime aspects of human nature — "reason, principle, conscience ... inhabitants of the breast" capable of "counteracting the strongest impulses of self-love." For Smith, it is not the love of humanity that on occasion leads us to these "divine virtues," but "the love of what is honorable and noble, of the grandeur and dignity and superiority of our own characters."
It is not easy to mute the Herculean drive of self-interest in a consumer driven society. But the egoistic aspect of ourselves must be consciously, doggedly, held in check if the more noble components of our humanity are to be heard. Only then will we be able to look beyond our personal and national troubles and identify with the suffering of mankind, to fully understand that “we are but one of the multitude, in no respect better than any other in it.

...We tend to view compassion in terms of a zero-sum game; that is, the more we give to one or more victims the less we have to impart to others. But altruism is not a form of limited psychological capital that can be spent until there is no more. Rather, our compassion is as all embracing or narrow as we choose to make it.

Sept. 11, 2002, should be an occasion of national resolve to use our economic power as stridently as we have our military might to vanquish poverty-borne diseases globally. Nothing would be a greater tribute to those who perished in the attacks than for the United States to exercise its collective “divine virtue” by way of leading an international effort to preserve the lives of destitute people in their name.

Barrie Maguire
Not long ago, in response to the events that her country and her family had experienced in the previous 12 months, Queen Elizabeth II of Great Britain called the passing year an "annus horribilis," a horrible, a dreadful, a terrible year.

As this year in the Jewish calendar folds into the new year, many of us can echo the Queen's sentiments. This has, indeed, been a horrible, a dreadful, a terrible year.

We have been living in what one observer has called "a halo of pain." Our beloved United States was brutally attacked. Thousands died; our national psyche was battered. We went to — and still are — at war to root out the terrorists. Yet, the terrorist leader eludes our grasp.

Our beloved Israel has been under constant siege and attack. Hundreds of Israelis have died at the hand of the dastardly terrorists who bomb busses and discos and vegetable markets and university cafeterias. Thousands more have been injured in the attacks, and Israel's psyche — and ours — has been continually bruised and battered. The politicians seem to have no answers; the military strategists flounder.

Like the prophet of old, we call out, "Peace. Peace." But, like the prophet, we, in our time know, "There is no peace." We know that our homeland and our brothers and sisters will survive, but we wonder: what price survival? We call out for miracles but, so far, it seems as if our cries are met with silence.

Back here in the United States, the economy has left many of our friends without jobs, and all of us with diminished resources, thinner portfolios, and pensions and retirement savings in jeopardy. Financial giants we thought we could trust have failed us — riddled with mismanagement and corruption.

Children have been snatched from their play and their bedrooms; raped and tortured and killed by perverted and twisted men. Fires devastated our forests; floods destroyed priceless treasures; tornadoes ripped the roofs off our heads.

Ill health and death are surely both part of the ebb and flow of life. Though we are rarely ready for them, we expect them to come our way. Yet this year, sickness and death somehow seem more prevalent — and more poignant — than almost ever before.

It is impossible to look at a September 11 widow or orphan without feeling the pain of innocent victims and the anguish of shattered innocence. Even the places we thought were islands of calm and serenity have disappointed us. Martha Stewart — paradigm of home and hearth — got caught up in financial shenanigans.

Baseball, the game where grown men play like boys, saw grown men acting like little boys, as multi-millionaires fought over a larger piece of the pie, and we the fans, who provide the pie were almost left holding the empty pie tin.

Even what are supposed to be the safest of havens have become whirlpools of turmoil and distrust. The Catholic Church has been rocked with sexual scandal. The Jewish world continues our internal struggles and daily must fight for the very survival of our promised land. The Muslim world is tainted by fundamentalist terrorists who pervert the name and the purpose of faith. The religious institutions and the faith communities stand literally, with their backs to the wall, pushed by unrestrained passions of persona and politics to the brink of shattering.

Now, there is the threat that our president will go to war to root out another evil. And we are left to wonder: what new forces of evil will be unleashed in retaliation?

Our world, our daily existence, feels topsy-turvy, upside down; we are falling deeper and deeper into Alice's rabbit hole.

We pray daily for Masheach, for the messianic time of redemption and salvation. But, Masheach tarries. And, more than ever, so many live in bewilderment and pain and despair.

We are, of course, not unique. There have been scores of times, hundreds
of times throughout the history of the world when dark despair prevailed. And surely, even in the bleakness of this time, we are better off than many have been before.

Yet, we sense an urgency, a flight of time and space that is swifter and greater than ever before. We feel as if we are caught up in a vortex, moving inextricably toward a conclusion that we cannot yet see, an ending — and perhaps, a new beginning — we cannot yet know.

We know that when our backs are up against the wall, there is only one way out. Break through the back wall. We need to go as far backward as we must in order to have the possibility of moving forward once again.

And, so, we have but one choice in the darkness, one remedy for our despair.

Tikkun.

Hope.

The hope in a better tomorrow — the promise of a better tomorrow — has inspired and sustained the Jewish people, and, indeed, all of human-kind throughout history.

After the flood will come that rainbow that will light up the sky of our lives.

And from where does our hope come?

"Hope in God. Be strong and have courage. Yes. Hope in God." 

"It is better to hope in God that to trust in princes of men."

"When evil ones try to destroy me; when war is waged against me, even if my father and my mother forsook me, I would still be confident. For, God is my light and my salvation, the stronghold of my life."

"Rachel weeps for her children and refuses to be comforted ... Yet God says, 'Restrain from weeping. There is reward for your work. There is hope for your future."

And one part of us wants to jump in the air, pump our fists, and yell out, "Yes!" All we need do is put our faith and our hope in God, and God will save us.

And part of us believes that with all our heart, all our soul, all our might.

And still, part of us says, "We've heard it all before." We've prayed and worked for — and been promised — Masheach for centuries and millennia.

And, yet, here we sit, in the shadow of Auschwitz, with starving children at our feet, warfare before our eyes, our land and our brethren under siege.

Where is the fulfillment of hope?

Where is the promise of Earthly Paradise?

Where is Masheach already?

Where is God?

And in our questions, there is disappointment and bewilderment.

And in our questions, there is tired resignation.

And, in our questions, there is anger.

And in our questions, there is righteous indignation.

And in our questions, there is the answer — waiting for us to discover and uncover.

For, as the very core of our beings, the place where our soul mission resides, the place where the reason and the purpose for our very existence lives, we know: we are partners with God in every phase, in every aspect, of this universe.

And, so we know: in the Now Time, there is no Reality until it is co-created in the Moment through clear Intention.

We cannot sit waiting for Masheach.

We cannot sit waiting for God.

We need to act as co-creators of Reality.

And we know that tikkun olam, the balancing, healing, transforming, perfecting of the world, comes about not just through acts of social justice and lovingkindness — as vital as they are — but also through acts of the spirit; acts of partnering with God to bring the spirit of goodness and right and compassion and justice and peace and love into this world — to co-create Paradise on Earth.

How do we co-create?

We use our knowing to align with the Divine flow — with God's word and will and plan.

We use our discernment to choose. 

"Behold, I have put before you this day good and evil. Choose good."

And we need to be present, each and every millisecond with Love.

There is no place anymore for hatred or jealousy or bigotry or anger or fear.

Even the slightest sliver of hatred can infuse the world with its poison, and dash the Divine co-created plan.

There is place only for Love.

The Divine flow calls for Love, only Love.

When we align with the Divine flow, when we co-create with the Divine flow, when we are in clear Intention with the Divine flow, we bring love.

And, then, we bring Eden on Earth.

And, then, all is well.

Rabbi Wayne Dosick, Ph.D., is the spiritual guide of The Elijah Minyan, an adjunct professor at the University of San Diego, and the Director of The Soul Center for Spiritual Healing. He is the award-winning author of six critically acclaimed books, including Golden Rules, Living Judaism, and Soul Judaism: Dancing with God into a New Era.
A few weeks ago, we attended the Joan Baez concert at Humphrey's by the Bay. It was an extraordinary evening, not so much for what it was, but for what it recalled.

Of the hundreds at the concert, no one was under the age of 40, and few were under the age of 50. We are the baby boomers, the aging hippies, who came to listen not so much for what we would hear, but for what we might be able to remember and to recapture — even for a few hours.

Some things, of course, could never be the same. The signs at Humphrey's warned that smoking — of any kind — is strictly forbidden. So, instead of the smell of marijuana wafting through the crowd, the only smells were of popping popcorn and teriyaki chicken on the grill. We knew that we were getting old. Tastes may not have changed in all these years, but the menu surely has.

Even though Joan had planned a program, she really didn’t need one, because people kept calling out the names of their favorites songs, asking her to sing not her new compositions, but the real oldies. She often laughed and said, “Boy, I haven’t sung that song in 20, 30 years.” But, it didn’t matter. Once she began, she didn’t have to remember the words, because everyone knew the words, and sang along, and prompted her when she, herself, forgot.

So, we remembered. We remembered a time when our music had a message, when it spoke to our hearts and to our souls. We remembered when the folk music of Joan Baez, Pete Seeger, Peter, Paul, and Mary, and Simon and Garfunkel called us and inspired us to social justice — to equality for all people: for blacks, for women, for the vulnerable and the needing. We remembered when our folk music called us and inspired us to oppose war and to seek peace. We remembered when our folk music called us and inspired us to work for a world of decency and dignity, a world of justice and compassion, a world of peace and love.

I don’t want to criticize the music our youngsters listen to today. To me, it is just a cacophony of loud, pulsating noise, with words that are barely intelligible, and make little sense. The few words that I can make out seem rather gross and offensive. But, I can’t criticize what I don’t understand. So I am sure that there must be some redeeming element to today’s contemporary music.

But, where is its message? Where is its call? Where is its cause? Where is its inspiration?

What — if anything — calls to your young people today? What inspires them? What touches their hearts and their souls?

I teach senior undergraduates. A month or two before graduation each year I ask, “What are you going to do when you graduate? What are you going to do with your major, with the education you’ve gotten here?”

A few know: “I’m going to law school.” “I’m applying to med school.” “I’m going to grad school for a Ph.D. in marine biology.”

But, only months and weeks before graduation, too many of our seniors do not know, or even care about, what they are going to do.

“I don’t know. I haven’t decided yet.”

“I don’t know. I guess I’ll get a job this summer.”

“I don’t know. Maybe I’ll move back in with my parents.”

“I don’t know. I don’t have a clue.”

Now, I don’t want to imply that the only reason for getting a college education is to get a profession or a job. Education for education’s sake is a noble and worthy goal. But, said to say, the curriculum at most of our universities these days requires a bare minimum of general education courses, and, then, a large focused concentration in a major field of study. Truth be told, except in a few notable universities with core curriculum, most of our students leave our schools culturally illiterate, having been exposed to no scope and sequence of history, literature, philosophy, or the arts. It is becoming impossible to make a cultural, literary, or historic reference or allusion in class without being stared at by blank faces.

And if our young men and women are not getting a full education, how much the more so they are not being inspired to lives of high purpose.

A number of schools — mine happily included — have requirements for community service, so our students are exposed to the needs of our society through their volunteerism. But, all too often, they just put in their hours to obtain the necessary academic credits, without being moved to the cause they are fostering, or the pain they are helping to alleviate.

Their music, their television shows, their video games, their so-called cultural icons, do not give them any sense of purpose and mission.

And sadly, watching too many of our children and our grandchildren getting caught up in the rhythms and the schedules of their everyday lives, we ourselves sometimes get ensnared in their systems, and we forget — or ignore — the purpose and the mission of our lives: the purpose and the mission that we are supposed to be conveying to the next generation.

Our music of the ’60s only reiterated for us what we had already learned at home from our parents and grandparents; it only reiterated for us what the texts and the traditions of our Jewish heritage taught us: Dos leiben es a chiuov. This life is an obligation.

In the shadow of Auschwitz, in the shadow of Hiroshima, in the shadow of Israel’s War of Independence, in the midst of the communist threat of the Cold War, we knew: Dos leiben es a chiuov. This life is an obligation.

We could not abide inhumanity. We could not abide injustice. We could not abide prejudice, or bigotry, or blind
hatred. We could not abide intolerance, or oppression, or persecution. *Dos leiben es a chiuv.* This life is an obligation.

We didn't have the luxury of selfishness or self-centeredness. We didn't have the luxury of wasting time. We didn't have the luxury of drifting without sense of purpose or mission. *Dos leiben es a chiuv.* This life is an obligation.

We were the survivors, left to tell the tale. We were the pioneers, reading to conquer new vistas. We were the hope of the ages, ready to fashion a new world.

And, so, we took up our obligation, we accepted our responsibility. We would give meaning to the lives of the dead who lay before us. We would give hope to the scattered and end the two millennia exile from our promised land. We would build an America of equality and justice for every human being. We would feed the hungry, clothe the naked, and educate the illiterate, and lift up the downtrodden, and give hope to the hopeless. Eventually, we would stop an unjust war, and bring down an unjust president. *Dos leiben es a chiuv.* This life is an obligation.

Did we succeed? Not fully. But did we try? Of course. And, we never stopped trying, because we understood the teaching of the ancient sage: "It is not your task to complete the work, but you are not free from trying." We never stopped trying, because we understood that we had no choice. *Dos leiben es a chiuv.* This life is an obligation.

And did we make a difference? Absolutely.

The world is far from perfect, the pain of individuals, and of nations, and of Mother Earth, Herself, is still great. But, we have been the conscience and the movers of a generation. We have steered our world toward being a more just and peaceful society. Despite our personal foibles and our collective failings, we have set the vision of everlasting and enduring harmony and peace. In the words of the old prayerbook, we have given purpose to our work, meaning to our struggles, and direction to our striving.

So, after a lifetime of meeting our obligation to life, after meeting our responsibility as partners with God, what now? What do we do now? Where do we go from here?

First, we renew our commitment to teach our children and our grandchildren that life has high and noble purpose, that life has reason and mission that goes far beyond themselves and their own pleasures and proclivities. *Dos leiben es a chiuv.* This life is an obligation. This is the teaching and the guidance we need to give to the next generations, even if they don't yet know, even if we sometimes forget.

And then we need to know that while our obligations to life remain, the form of those obligations, the fulfilling of those obligations, is undergoing subtle yet powerful change.

For all our lives, we fulfilled our obligations and responsibilities by DOING. We worked frenetically to do, to accomplish, more and more and more. The more we did, the closer, we thought, we would come to achieving the good, closer and closer to y'mot hamasheach, the messianic days of transformation and perfection.

But, now, we can meet our obligations and our responsibilities not only by doing, but by BEING. We need to learn to BE in God-Space, TO BE aligned with the Divine Flow, TO BE in Divine Intention, TO BE in God-Love.

God has given us the place and the pathway. God has brought us to a new Now Time. Now, it is to us to Co-CREATE in the Moment, with clear Intention.

Now is the time TO BE in Truth. In BEING, we are Love. In BEING, we bring Love. In BEING, we are Love. In BEING, we are At-One with Love. All is One. One is All. All is Love. Love is All.

*Dos leiben es a chiuv.* This life is an obligation.

In BEING, we fulfill our obligation in a new unfolding and deeply sacred way.

In BEING, Eden comes to Earth.

Rabbi Wayne Dosick, Ph.D., is the spiritual guide of The Elijah Minyan, an adjunct professor at the University of San Diego, and the Director of The Soul Center for Spiritual Healing. He is the award-winning author of six critically acclaimed books, including *Golden Rules*, *Living Judaism*, and *Soul Judaism: Dancing with God into a New Era*. 
By Michelle Locke
ASSOCIATED PRESS

SAN FRANCISCO — A year ago, Nicole Lau toiled in a relatively obscure field as she worked on a degree in ancient history with a minor in Middle East and U.S. studies. Not any more.

Students like Lau have become recruitment material for government agencies and nonprofits desperate for expertise on the Muslim and Arab worlds, as well as people fluent in Middle Eastern languages.

Universities are responding with new courses addressing the huge gap in U.S. knowledge revealed by the Sept. 11 terrorist attacks.

"One of the few good things that came out of Sept. 11 is now people are eager to know and learn about Muslims and Islam," said Walid Bishawi, who helped create the Center on Islamic and Arabic Studies at San Diego State University.

The center, which was formed two years ago to fill a gap in course offerings, has responded to that interest by creating a minor in Islam and Arabic studies and offering several new courses, including Arabic.

A new interest in Islam is evident nationwide, educators say.

"There was a tremendous spike in the public's desire for information" after the attacks, says Amy Newhall, executive director of the Arizona-based Middle Eastern Students Association.

In San Diego, colleges and universities are responding to the demand by hiring specialists to teach more Middle Eastern history, religion and language courses.

At the University of California San Diego, three political science courses are being added: international terrorism, national security strategy and the politics of Israel. In addition, the campus will offer an Arabic class and the extension program will add two or three new Arabic classes.

At the University of San Diego, a full-time professor was hired to teach two Middle Eastern history classes and two Islam theology classes. Last year, the university offered no Middle Eastern history classes.

At SDSU, some classes on Islam that would typically draw 20 students more than tripled in enrollment over the summer. The university, which hopes to start offering a bachelor's degree in Islam and Arabic studies soon, is making plans to attract educators from the relatively small pool of qualified professors.

Still, it takes years to reshuffle academic priorities, and public university budgets are suffering as state revenues take a dive along with the rest of the economy.

Budgets are particularly tight for language classes, which must be kept small and have not been a priority in the largely monolingual United States, said John Eisele, president of the American Association of Teachers of Arabic.

"The prestige in a foreign culture field goes with the literature or with the religious studies," Eisele said, "and less so with the language teaching." That second-class status didn't help when security agencies found themselves unable to quickly translate and analyze the huge volume of terrorist communications intercepted before and after the attacks.

In Monterey, the Pentagon's Defense Language Institute is among the government agencies trying to fix that problem. Founded to teach Japanese to Army personnel during World War II, the institute now has about 600 students learning Middle Eastern and Central Asian languages.

The institute, which had dropped Dari and Pashto in 1989, received approximately $1 million as part of Operation Enduring Freedom, and "essentially overnight," hired Afghan exiles from around the country to resume teaching these and other languages deemed needed in the terror war, provost Steven Payne said.

"They're looking at this as a great opportunity to help their former homeland," Payne said.

Although many Americans find it...
difficult to learn, more college students are tackling Arabic. A survey of association members showed a 10 percent increase in enrollments as of January, Eisele said. But the real growth will happen this fall.

At Eisele’s school, the College of William and Mary in Virginia, first-year Arabic classes filled up so fast this fall that sections were added to give freshmen a chance to enroll.

The new students include people interested in government service, people whose families are from the Middle East or have lived in that region, and people who are just curious.

Since Sept. 11, Lau has shifted her focus at San Francisco State to the modern Middle East, and hopes to put her learning to practical use in a non-military government job.

Beyond language, the newly emerging field of Islamic studies covers a broad curriculum — from ancient poetry and modern literature to archaeology and religion — and many countries, not just Afghanistan and others associated with Sept. 11.

Carel Bertram, one of San Francisco State’s new hires, was at the University of Texas Austin this spring, teaching a class on Islamic architecture that usually drew less than a half-dozen students. Suddenly, she was looking at 48 students majoring in everything from pharmacy to botany.

“I looked at them, and I said, ‘What are you guys doing here? You can’t be interested in this.’ But they were.”

Staff writer Eleanor Yang contributed to this report.
The future from Torrey Pines hill

Chuck Nathanson had to learn to breathe again. In the process of beating an often-deadly disease, he began to take regular walks — climbs, really — up Torrey Pines hill in La Jolla. As he struggled to build his lungs, he also learned something about San Diego — something that most of us know but cannot quite put our finger on.

“When I would get to the top, I would see the golf course, all green and manicured and gorgeous, and the Torrey Pines Lodge, the height of comfort; ocean view rooms starting at $480 a night.”

Concentrating on building the strength and rhythm of his intake and output, he would turn to his left and see the other San Diego, a horizon of drying brush and shaved brown hills, so vulnerable to abuse and fire. Perhaps because health was on his mind, he would stand there in the offshore breeze and consider the disconnection between reality and denial, how easy it would be for this region to slip back into desert.

“We don’t have energy or water of our own; we don’t have an adequate transportation infrastructure; we lost our manufacturing base. We have people who bring us money — retirees, the Navy; and immigrants who bring us their labor, and we can’t house them — or policemen, firemen, school teachers,” says Nathanson. Nathanson is director of San Diego Dialogue, a UCSD-based regional public policy program, with an invited membership of local leaders, best known for its cross-border work.

Without the political will and vision to deal with these issues, San Diego’s horizon looks grim, indeed. “Right now, we look pretty unsustainable,” he says.

In any urban region, two keys unlock the door to a decent future: creativity and a way to organize that creativity. We’ve certainly got the raw material: a critical mass of gifted scientists; the power of UCSD’s research departments; the applied talents of SDSU; the ethics expertise of USD; the fertile industrial parks; the expertise of current and former members of the military; the sophisticated (but fragmented) environmental community; and the churning borderland energy of Mexico and all our newer neighbors from Laos and Ethiopia and so many other states of mind.

However, a region rich in creative individuals and enclaves does not necessarily a creative community make.

Pollster Daniel Yankelovich, who moved to San Diego three years ago, is fascinated by the richness here and appalled at the public disengagement, the almost complete lack of civic infrastructure — that strong web, outside of government and beyond pure business interests, that should attend the larger public interests.

“The goal should be to build a new cohesiveness,” he says. “New York is one example of where that happened.”

New York was always filled with gifted individuals, but in the 1950s, all those scattered writers and artists and professors coalesced primarily around the journal Partisan Review, elevating...
New York to the level of Paris as one of the world’s intellectual Meccas. Could something similar happen in diminutive San Diego? Yankelovich thinks so. “But where’s the institutional glue? The main institutions in San Diego are the universities, but they’re not cohesive.”

That will always be true as long as UCSD’s upper echelon views the other universities as the poor relatives. If the universities can’t pool their talents on behalf of a region, can we expect other less-endowed institutions to do so?

In fairness, UCSD’s Civic Collaborative is focusing more research on San Diego’s regional issues. “Our newness and diversity mean that we don’t really know ourselves,” says Mary Walshok, UCSD associate vice chancellor who, with communications professor and provost Michael Schudson, directs the Civic Collaborative.

Currently writing a book to be called “Milieu: The Power of Place and the Innovation Process,” Walshok is less interested in the standard machinery of local or regional government than she is in the potential of our extraordinary cultural stew.

Over 300,000 Asians live in our county, “and within this population are groups with deep cultural differences,” she says. “We have Muslim and Hmong communities; the list goes on and on — all this bounty in expertise and religious heritage. While there is less friction among these cultures than in most other urban regions, they seldom interact.”

What if they did? What ideas would be born, products designed, art created, friendships made?

“We need to build more activities that help people cross the boundaries of culture, religion and ethnicity,” Walshok argues. “Balboa Park does it. Events such as San Diego’s Street Scene do that.” (Arguably, the opera does not.)

“We need to start talking about how to create new public spaces, where San Diegans can encounter each another in ways other than just by walking past each other on the street,” she says.

Our region’s great challenge will be to move away from being a collection of narrowly focused plantations — malls, isolated cultures, cut-off research departments, elite political networks — and toward becoming a rain forest.

UC Berkeley urban planner Annalee Saxenian uses the analogy when describing creative communities. A plantation, she says, is tightly organized, but it only produces a few products; a rain forest may appear chaotic and messy, but no single species dominates, and the forest is a rich pool of cross-fertilization and biodiversity. That could be San Diego’s future.

Getting there from here will, however, demand organization — the creation of the large public dialogue Chuck Nathanson yearns for. San Diego Dialogue, he admits, has yet to create such a public conversation. But he reports a growing restiveness among Dialogue members, an intensifying hunger to create something larger in size, in scope, in ambition: a San Diego kitchen table where everyone gets invited to breakfast.

He thinks about that dream often as he climbs the Torrey Pines hill and looks out over the green golf course and drying horizon. Being a creative community should be as easy as breathing, but as Nathanson discovered when he faced his own mortality, sometimes you have to learn to breathe.
Islamic Studies’ Young Turks

New generation of scholars deplores problems of Muslim world and seeks internal solutions

BY DANNY POSTEL

When Edward W. Said reviewed Bernard Lewis’s What Went Wrong? Western Impact and Middle Eastern Response in the July Harper’s, he didn’t mince words.

An “intellectual and moral disaster,” he called it, an “ideological portrait of ‘Islam’ and the Arabs” suited to “dominant pro-imperial and pro-Zionist strands in U.S. foreign policy.” He objected to Mr. Lewis’s argument, widely cited since September 11, that the Islamic world has become “poor, weak, and ignorant,” ruled by a “string of shabby tyrannies” whose principal opponents are theocratic revivalists even more hostile to modernity than the despots who oppress them.

The very problem Mr. Lewis posits—that something has gone terribly wrong in the “lands of Islam,” and that Muslims have tended to blame others for it—is, in Mr. Said’s words, “fabricated.”

Disagreement between Mr. Lewis, an emeritus professor of Near Eastern studies at Princeton University, and Mr. Said, a professor of English and comparative literature at Columbia University, has framed much of the scholarship on Islam and the Middle East since the publication of Mr. Said’s seminal Orientalism (Pantheon Books) in 1978. But the landscape is now changing as an emerging group of Muslim scholars shifts the terms of the debate.

That group is beginning to ask precisely the question that Mr. Lewis posed. Whatever they think of his work as a whole, the question “What went wrong?” and the vital corollary “How can we make things better?” are central to their project.

Mr. Lewis, now in his 80s, has been a towering figure in scholarship on the Islamic world for several decades. Though written before the terrorist attacks, What Went Wrong? (Oxford University Press) was excerpted in The New Yorker last November and quickly became a best seller when it was published in January.

He argues that while the Islamic world was at the forefront of human civilization and achievement for several centuries, it has been in a protracted state of decline during the modern age. Once vitally engaged with the outside world, it has turned inward and views the West with increasing hostility and paranoia. It has become intolerant, insular, and obsessed with its own victimization.

Many Muslims have a “strong, visceral reaction” to Mr. Lewis that has “nothing to do with the merits of his arguments,” says Seyyed Vali Reza Nasr, author of Islamic Leviathan: Islam and the Making of State Power (Oxford University Press, 2001), who recently left a position as associate professor of political science at the University of San Diego. “It has everything to do,” he says, with Mr. Lewis’s reputation as a leader...
of the intellectual camp associated with Zionism and hostility toward Islam.

But "why is it that Bernard Lewis is one of the few people to ask questions?" wonders Nader Hashemi, a professor of political science at the University of Toronto, who is writing his dissertation on anti-Semitism, the Arab-Israeli conflict, and Islam. "Why are Muslims not asking the same question?"

SHifting SANDS

Mr. Hashemi and other disdained Muslim thinkers—including Khaled Abou El Fadl, a professor of law at the University of California at Los Angeles and author of Rebellion and Violence in Islamic Law (Cambridge University Press, 2001)—oppose not only the authoritarian regimes that rule most Muslim countries, but also the Islamist movements that have risen to prominence in recent decades. These scholars, who regard such movements as reactionary rather than liberating, call for a radical transformation in the very structure of Islamic civilization—an opening up of Islamic societies to dissent, toleration, pluralism, women’s rights, and civil liberties.

Do these ideas have a place in Islam? In the forthcoming The Place of Tolerance in Islam (Beacon Press, November), the Kuwaiti-born Mr. Abou El Fadl writes that it would be "disingenuous to deny that the Koran contains verses that lend themselves to intolerant interpretations," like those that espouse: "Whosoever follows a religion other than that of Islam he will not be accepted from him, and in the hereafter he will be among the losers," and the one that exhorts Muslims to battle unbelievers "until there is no more turmoil or oppression... and until faith and all judgment belong to God."

What Islam’s holy book offers are "possibilities for meaning, not inevitabilities," he argues. Moreover, he writes, other passages, which "have not been adequately theorized by Muslim theologians," expose tolerance and pluralism: "To each of you God has prescribed a path and a way. If God were to have wished, He would have made you a single people;" and, "Who is more beligerent, those who follow Jewish scriptures, the Christians, the Sabians, and any who believe in God and the Final Day, and do good, all shall have their reward with their Lord and they will not come to fear or grieve."

Thus not only can the Koran "readily support an ethic of diversity and tolerance," but Islamic civilization was "pluralistic and unusually tolerant of various social and religious denominations," for centuries, Mr. Abou El Fadl writes. As contemporary fundamentalists are "increasingly shutting off the possibilities for a tolerant interpretation of the Islamic tradition," turning "its richness and humanity into 'a distant memory,'" the task for Muslim reformers, he contends, is to champion "an enlightened interpretation of Islam compatible with pluralism, toleration, and human rights.

To be sure, there are differences among the new disdained Muslims. Some, like Mr. Abou El Fadl, are devout Muslims, much of whose scholarship deals with the Koran and Islamic theology. Others are more secular, including Eremb Quekshi, an independent scholar who is co-editor of a forthcoming essay collection, The New Crusades: Constructing the Muslim Enemy (Columbia University Press, 2003). They approach Islam more on cultural and political than on religious terms.

One dilemma for the emerging Muslim scholars is the possibility that they will be perceived as intellectual sellouts aligned with supporters of Israel and U.S. foreign policy. "Faisal Ajami Syndrome," the Iranian-born Mr. Nasser calls it, Mr. Asad, director of Middle East studies at the Johns Hopkins University and author of The Dream Palace of the Arabs: A Generation’s Odyssey (University Press, 1996), is highly critical of both Arab politics and much of the Arab intelligentsia. Muslim democrats believe that reform can draw on the Islamic tradition itself.

New Paradigm

Key in their project is a call for a rethinking of the role of the Muslim intellectual. The Arab intelligentsia has failed to challenge the regime’s ‘wildest and most paranoid fantasies,’ wrote Kamal Maksoud in a recent essay in Dissent. A professor of Middle East studies at Brandeis University and author, most recently, of Cruel Silence: War, Tyranny, Uprising and the Arab World (WW Norton, 1993), the Iraqi-born

"Are you there because you want to be at Yale? Are you there because you want a MacArthur award?"

Before your job can offer are "possibilities for meaning, not inevitabilities," he argues. Moreover, he writes, other passages, which "have not been adequately theorized by Muslim theologians," expose tolerance and pluralism: "To each of you God has prescribed a path and a way. If God were to have wished, He would have made you a single people;" and, "Who is more beligerent, those who follow Jewish scriptures, the Christians, the Sabians, and any who believe in God and the Final Day, and do good, all shall have their reward with their Lord and they will not come to fear or grieve."

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MFA in International Development

A Abdullah Al Ahmad. An-Najah, 0f Emory U. Scholar of Islam can get "trapped into a dilemma..."
Continued From Preceding Page

The positive attitude was greater even than having low blood pressure or low cholesterol—each of which has been shown to increase life span by up to four years—and more significant than lower weight, exercise, and not smoking, each of which increase life span by one to three years.

Using information from 660 participants aged 50 and older from a small town in Ohio, Ms. Levy and her co-authors compared mortality rates with participants’ answers to questions 23 years earlier, such as whether they agreed or disagreed with the statement: “As you get older you are less useful.”

An earlier study by Mr. Levy showed that a positive attitude improves the cardiovascular response to stress. In addition to a greater willingness to live, may explain the increased life span, the researchers wrote.

The allure of sperm: In the race to the egg, the sperm from wood mice work together, defying the age of women’s suppression, the researchers noted.

More evidence of the power of positive thinking: Researchers have found that older people who feel all right about aging actually live longer.
Continued From Page A16
lar significance, according to Ziauddin Sar­
dar, author of Islamic Futures: The Shape of
Ideas to Come (Mansell, 1985), is that the re­
port’s authors “place the blame for these
problems squarely on Arab states them­
selves.”

“They make short shrift of the scapegoat
theories so common in Arab self-justifica­
tion,” he wrote in the New Statesman, a left­
of-center British magazine.

Also in July, the government of Malaysia
convened an international conference on
“Islam and Politics” in order, it said, to pro­
mote “progressive Islamic thought.” Schol­
ars from Egypt, Indonesia, Iran, Pakistan,
Sudan, South Africa, Turkey, and the United
States gathered to discuss such topics as
“Islam, Human Rights, and Democracy” and
“Islamic States Post-1945: An Assessment.”

“Are some of the values that underlie hu­
man rights, women’s rights, and democracy
incompatible with certain conceptions of Is­
lam?” asks a promotional flyer for the con­
ference. “What would be the scope and ex­
tent of reform that would be required in Is­

Those are precisely the kinds of questions
that Mr. Qureshi and Mr. Hashemi plan to
take up in a new journal, Salam. They want
the journal, for which they are seeking a fi­
nancial backer, to be a forum for critical in­
trospection and dialogue for Muslims
throughout the diaspora.

Such developments could be viewed as
supporting Mr. Said’s claim that there are
myriad “counterorthodox” voices within
Arab and Muslim intellectual life. The new
dissidents, alternatively, believe that things
are—slowly—beginning to move in the di­
rection that they are urging.

Mr. Nasr points out that the things that
give Muslim scholars in the West a platform
from which to speak—degrees from Western
universities, positions within secular institu­
tions—are not viewed by religious Muslim
scholars in the Islamic world as authorizing
those diaspora scholars to speak about Islam.

Mr. An-Na’im wants to challenge that.
A key element of the dissidents’ project,
he says, is to redefine authority in the Is­
lamic world, to “shift the basis of author­
ity and of religious discourse from the
clergy to a secularized, liberal discourse,
thereby challenging the hegemony of tra­
ditional voices within Islam.” That poses a
dilemma for Muslim reformers, he ar­
gues—“how to retain credibility as inter­
nal agents of change while being critical of
the beliefs and practices of their own com­

The goal, he says, is “not to compete on
the old grounds, but to create new ones.”
The Timken Museum of Art in Balboa Park will be closed through December for the installation of a new climate control system. During the closure, several paintings will be loaned to the University of San Diego and the San Diego Museum of Art. They will reopen with a special exhibition of bronze sculptures. Stay tuned!
Report: Business Travel Sags as Leisure Gets in Gear

Barona Valley Resort & Casino Already Open

For Reservations

New national data collected by the Travel Industry Association reflects the tourism market's performance here.

Echoing what local analysts and executives have been saying about San Diego, TIA reports that leisure travel continues to be the strongest sector nationally.

Research from the Washington, D.C.-based group shows a 2 percent increase for the first six months of 2002, compared to the same time period last year.

Business travel is far weaker, with a 9 percent decrease in the same time frame.

TIA noted the economy has not been recovering as quickly as expected, and the decline has been continuing for three years.

Auto travel increased 3 percent in the first half of the year, when compared to the same time period in 2001. In contrast, air travel saw a 10 percent decline.

Final data on summer travel was not available, but the season is expected to have performed well. Leisure travel volume in June was up 4.5 percent compared to June 2001.

Dr. Suzanne Cook, senior vice president of research said in a media release from the organization that the group expects the summer figures to show a 2 percent increase.

"However, travelers are continuing to spend less money on travel, as concerns about personal finance have led consumers taking more economical vacations," Cook said.

Checking In: The Timken Museum of Art is in the midst of a $450,000 construction project that includes the installation of a new climate control system. The project began last month and is expected to be completed in December. In the meantime, several of the paintings from the Balboa Park institution were loaned to the San Diego Museum of Art and the University of San Diego.

The San Diego Chamber Orchestra’s new executive director John Santuccio arrived in time for the group’s 2002-03 season, which begins Oct. 11 with “From Russia With Love.”


The deadline for the next Tourism & Hospitality column isSept. 26. Rodrigues can be reached at (858) 277-6359, Ext. 107, or via e-mail at trodrigues@sdbj.com.
Aqua Logic Puts The Chill Into Live Seafood

BY LEE ZION
Staff Writer

A San Diego company earns its cold cash by keeping fish cool.
Aqua Logic, Inc. makes titanium water chillers for seafood wholesalers, marine biology labs and even industrial applications. Major universities in the area use Aqua Logic water chillers for marine research, said Gary Benzel, president of Aqua Logic.
Keith Fink, lab manager of the marine and environmental studies program at the University of San Diego, praised the performance of Aqua
Continued from Page 1

Logic's chillers.

"They're extremely reliable," he said. "They just seem to be workhorses ... Occasionally, I'm understaffed here because in the summer I don't have all my work-study students or my TAs, so that (chiller) might get three months' coating of dust and dirt and salt, and it doesn't care."

Fink uses a 1-horsepower chiller that can cool 500 gallons of water to 59 degrees, and a three-quarter horsepower chiller that can cool 500 gallons of water to 64 degrees. He plans to upgrade to another 1-horsepower chiller next year, he said.

A more common application for Benzel's chillers can be seen in many local Asian restaurants, where live seafood is kept.

"There's a huge push in those restaurants to have live seafood ... (which) tastes much better," he said. "Among Chinese and Vietnamese people ... the fact that the fish was alive just before they cooked it is a big thing to them."

Putting live fish or seafood, a tank of chilled water sounds simple. But many technical challenges get in the way, Benzel said.

Type Of Metal Important

"One of the parameters for keeping fish alive is temperature control. And since lobsters are seawater (dwellers), you have very few metals that will transfer heat, hold the pressure of refrigeration, and yet be non-corrosive," he said.

Common metals can't stand up to long-term stress. Salt water dissolves copper-nickel compounds, and copper is toxic to some animals. That means the dissolved metal has to be filtered out, which is a laborious process. Stainless steel will eventually corrode due to electrolysis, Benzel said.

That leaves gold, platinum and some exotic, "space-age" metals. Of these, Aqua Logic uses titanium, which is the least expensive. The size of the machines varies from about the size of a breadbox to a "very small car," Benzel said.

Benzel got into water chillers due to his experiences in the lobster business. In 1979, he got a job on the docks of Gloucester, Mass., where he processed lobsters as they came in off the fishing boats.

After four years, Benzel became a plant manager. In that time, he resolved to do something about the high ratio of product lost when lobsters died in storage.

"They had an antiquated system that had been built 25, 30 years prior, and they were losing a huge amount of lobsters every day ... due to bad water quality. I became very interested in water quality," he said.

The lobsters were stored in a 60,000-gallon tank of water drawn from the harbor. However, several local factories dumped waste oil into the same harbor, Benzel said.

"When we would suck up that water, it would put oil in the tanks ... so they would die in mass numbers," he said.

Temperature was another problem.

"Since it was an open system, we didn't care about temperature control, because whatever the temperature in the harbor was, was what was going into the tanks," he said. "And that worked during certain times of the year, but ... in the summer time, it didn't work well at all."

Benzel tackled both filtration and refrigeration. By 1983, he and his management team had built a prototype titanium water chiller.

The parent company of the lobster operation, Master Marine, was encouraged by the success of the device. They provided the seed money to help found Universal Marine Industries, a San Francisco-based firm which developed the technology for filtering and refrigerating seawater, he said.

Research Labs

Later, the company branched out into standalone water chillers, which had a market among marine research laboratories and also among firms that make lobster tanks, Benzel said.

"A lot of the companies that make the lobster tanks, or the fish tanks, don't make the (chiller) equipment; they buy it from vendors. So we became a vendor."

Benzel worked for the company until 1987, he said. In 1989, he started Aqua Logic in San Diego, manufacturing a newer design of water chiller.

Benzel and his wife chose to locate in San Diego primarily because of the weather. They also had several business contacts based in Los Angeles, he said.

"My wife and I both didn't want to live in L.A. So we figured that San Diego was close enough to capitalize on (the business in) L.A., and still live in a place where there was quality of life," Benzel said.

The company has grown from $50,000 in revenues in 1989 to $2.5 million in projected sales this year. Last month, the company almost doubled the size of its headquarters when it moved from its 7,800 square-foot office to its new 13,000-square-foot space along Clairemont Mesa Blvd.

Aqua Logic has now designed several new chillers for other applications, Benzel said.

"We're going strictly from aquaculture and mariculture and that sort of thing, and we're really branching out," he said. "We've got orders pending right now for a company that manufactures ... 13,000 pounds of guacamole a day. And they're using our chillers to chill the guacamole."

Still another application is for industry. One manufacturer had problems with equipment overheating, and Benzel was able to provide a chiller that supplied coolant to the machines, he said.

But Benzel is still attracted to the challenge of making products to protect live seafood.

Also, seafood wholesalers continue to buy from Aqua Logic, which shows the tremendous amount of trust people have in his product.

"The systems that we do in Mexico ... (have) 100,000 pounds of live crustaceans in the tanks. And for us to build a system that reliable, that can keep those animals alive, has been such a huge challenge for us. There's a lot of pressure in the live seafood business, because any kind of equipment failure and everything dies. So the fact that they use our equipment shows very high trust."
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School of Business Administration
Take Money And Run?
What About Ethics?

Professor Marc Lampe's business ethics course always begins at the same point.

Lampe, who teaches at the University of San Diego's business school, tells his students that the back door of an armored truck has just flown open, dumping money into the street in front of them.

The truck driver continues down the street, oblivious to this. Bystanders are picking up cash out of the street. There is not a police officer in sight.

"What would you do?" Lampe asks. "What should you do?"

He says he is surprised that a majority of students will invariably report they would take the cash.

"It goes beyond that," Lampe says. "Some of them find ways of justifying why they should be able to keep the money."

There is no indictment of the business community in this. Business people act just like third-grade teachers, government patent office clerks, X-ray technicians or anyone else. This is simply the way our society is.

Lampe, a lawyer with a master's degree in business administration, thinks most Americans have skillfully found ways of making themselves comfortable with wide ethical latitudes.

"There are rationalizations we use to feel comfortable with our ethical choices," he says. "Not only do we have devices that allow us to take the money from the armored truck, but we have ways of making ourselves feel good about it, too."

Might we feel that a bank has ripped us off and we deserve that money? Maybe we feel that, since we don't know whose money it is, it doesn't matter that we take it. Maybe our imaginations run wild with reasons to keep it.

Lampe actually teaches rationalizations to his students. He thinks he can make a bigger impact by addressing core ethics and the values behind them than in tackling more sophisticated ethical dilemmas or quandaries.

"I want to keep it basic because I want people to see what they do in their own lives," he says.

Here are some common rationalizations that come from the Josephson Institute of Ethics in Los Angeles. Each of us probably can find our behavior somewhere within them. Try them on yourself:

- I'm just fighting fire with fire. This is based on the false assumption that deceit, lying and breaking promises are justified if others are doing the same thing.
- It doesn't hurt anyone. This is used to excuse misconduct, treating ethics as one factor in decision-making, rather than ground rules.
- Everyone's doing it. This is the "safety in numbers" rationale. Cultural or organizational behaviors become ethical norms just because they are norms.
- I've got it coming. Those who feel overworked or underpaid use this to justify taking favors or gratuities as fair compensation.

There are other rationalizations out there, but this small sampling demonstrates how easy it can be to subvert ethical behavior in business.

"My hope is that if I teach this, some day a student will see this behavior and understand it," Lampe says. "I hope it will ring a bell with them and maybe cause them to act ethically."

Day in and day out, few of us really think about our behavior from an ethical standpoint. But maybe we need to use a little closer scrutiny from time to time.

Recent events surrounding Enron, WorldCom and a dozen other major corporations have illuminated the behavior of executives at the higher ends of business.

If every worker acted the way those executives have, we would see chaos in our business world. Rules would soon mean nothing and no one could be trusted. Ultimately, our economic system would collapse.

That's why Lampe's work is so important. He is calling our attention to how we think and act. There's something in that for us all.

By Michael Kinsman

Kinsman's e-mail address is michael.kinsman@uniontrib.com.
Premier Real Estate Researcher Joins USD Faculty

One of the nation's premier researchers in real estate studies, Elaine Worzala, has joined USD's Real Estate Institute. Worzala, who comes from Colorado State University, is the new research director and professor of real estate for the institute. She is president of the International Real Estate Society and also sits on the board of the American Real Estate Society. "Professor Worzala is a true leader in a field that is a vital part of San Diego's economy," says Mark Riedy, the institute's executive director. "Her combination of real-world industry and academic experience will be of great benefit to the region."

Sounding equally thrilled is Worzala. "I'm looking forward to doing research that can help San Diego find answers to the challenges it faces in areas such as the affordability of housing and transportation infrastructure," she says.

Worzala's specialties include real estate valuation and investment, as well as institutional investments, including international real estate. She also will teach both undergraduate and graduate courses and lead the development of a new master of science program in real estate.

— San Diego Metropolitan Staff
Worzala joins USD's Real Estate Institute

Dr. Elaine Worzala, one of the nation's premiere researchers in real estate studies, has joined the University of San Diego's Real Estate Institute.

Worzala comes from Colorado State University and has been named research director and professor of real estate for the institute. She is the current president of the International Real Estate Society and also sits on the board of directors of the American Real Estate Society.

"Professor Worzala is a true leader in a field that is a vital part of San Diego's economy," said Mark Riedy, the institute's executive director. "Her combination of real-world industry and academic experience will be of great benefit to the region." The Real Estate Institute was founded by Riedy in 1998.

"I'm delighted to join USD," said Worzala. "I'm looking forward to doing research that can help San Diego find answers to the challenges it faces in areas such as the affordability of housing and transportation infrastructure."

Worzala's specialties include real estate valuation and investment, as well as institutional investments, including international real estate.

In addition to conducting industry-oriented research and developing new sources of research funding, Worzala will teach both undergraduate and graduate courses. She said her goal is to have a new a master of science in real estate degree program approved and ready to go a year from now.

Worzala earned her Ph.D. in real estate and urban land economics, along with graduate and undergraduate degrees, at the University of Wisconsin. Her industry experience includes working as a commercial real estate appraiser in San Francisco.

Worzala's husband, David Wyman, will also be teaching at USD in the areas of entrepreneurship and leadership.

On The Move
Richard Spaulding

See On the move on 2B
ON THE MOVE

Personnel moves in San Diego County

Public Solutions has added Jim Lantry as principal, Neena Ovalle as director of client services and Ann Mears as director of marketing communications.

Jerry Leaming has joined Davidson Communities as vice president of finance and controller.

Dr. Elaine Worzaia has joined the University of San Diego's Real Estate Institute. Worzaia will be conducting industry-oriented research and developing new sources of research funding in addition to teaching undergraduate and graduate courses. She is the president of the International Real Estate Society.

TaylorMade-adidas Golf in Carlsbad promoted Sean Toulon to vice president for global product and brand creation and Merle Marting to the same position for Maxfli.

Callaway Golf of Carlsbad named Ian Rowden to the new role of executive vice president in charge of key business, market, operational and strategic planning initiatives.

Send items for this column to: Darlene M. Allain, On the Move, The San Diego Union-Tribune, P.O. Box 120191, San Diego, CA 92112-0191, or e-mail them to darlene.allain@uniontrib.com.
Elaine Worzala has joined the University of San Diego's Real Estate Institute as research director and professor of real estate. Worzala comes to USD from Colorado State University.

Her specialties include real estate valuation and investment and institutional investments, including international real estate. She is president of the International Real Estate Society and sits on the board of directors of the American Real Estate Society.
Paying For An Advanced Degree

With federal loans down to 4.06 percent, it's never been cheaper to finance an MBA

By Liz Swain

With the economy in transition and the stock market fluctuating, now is the time to invest in yourself by earning a master of business administration degree. The most common way to finance an MBA is the federal Stafford student loan, which allows graduate students to borrow up to $18,500 each school year.

"Not many investments particularly today, give a greater return, says Bruce Williams, University of Phoenix vice president and director of San Diego campuses.

The interest rate on Stafford loans is set July 1 this summer it dropped from 5.99 percent to 4.06 percent.

Other methods for paying for an MBA range from employer reimbursement to scholarships.

The key to financing an education is to plan ahead. "A lot of people wait until the end," says Aldo Ruggiero, financial aid counselor at University of California, Irvine. Instead of procrastinating, students should explore financing options while researching which campus to attend and what to study. In addition to the traditional MBA, campuses such as the University of San Diego offer the international master of business administration. For the midcareer professional, San Diego State University and UC Irvine have executive MBA programs. Already have an MBA? There's a doctorate in business administration program at Alliant International University.

Keep career objectives in mind when selecting a campus, says Lee Bbrand, dean of admissions for the University of Redlands School of Business. "Not all top-school grads get the top jobs," he advises people to ask themselves, "What school is well-regarded in my industry?"

Another important issue is the cost of graduate school. California State University, San Marcos' MBA program costs less than $8,000. That amount covers tuition, fees and books, says Keith Butler, program operations manager. State funding allows CSU to keep costs low. About 90 percent of students work full time, and program tracks range from 16 to 28 months. Track length varies because students may need to take business courses before beginning graduate studies. Keller Graduate School of Management's MBA program costs $22,000, says Thomas Horstmann, San Diego Center director. The program consists of 16 courses, and the center schedules five terms each year.

National University's MBA program consists of 12 courses and costs $11,940, says Matthew Levine, director of financial aid. Each course is one month long. National and the University of Phoenix are among the schools that schedule courses on campus and online. The University of Phoenix costs about $9,000 per year, and the MBA program is about two years long, Williams says.

San Diego State University's executive MBA program is a two-year, all-inclusive program. The $30,480 cost includes fees, books and meals, says Candace Williams, program director.

Chapman University's graduate programs include the 36-unit master of arts in organizational leadership degree. The total cost for classes is $10,980, says June Goodrich, financial aid adviser.

The USD MBA program requires 48 units.

The key to financing an education is to plan ahead.
Tuition this fall is $775 per unit for a total of $37,200, says Stephani Richards-Wilson, assistant director of the graduate business program.

The UC Irvine Graduate School of Management’s executive degree program costs $56,000 when courses are taken continuously for seven quarters, reports Ruggiero. The fully employed MBA program costs $58,500 and takes about three years to complete. The health care MBA is $56,000 if students attend courses from fall through spring for two years. All UC! program fees include the cost of a mandatory laptop.

At the University of Redlands, tuition runs $10,000 annually. Add in books, and Bertrand says the two-year program costs $24,000.

At Alliant International University, the fee is $435 per unit for the MBA and International MBA. The yearly cost is $7,416 for two semesters, says Parvesh Singh, university director of financial aid. The number of units required for the graduate business degrees varies because they are based on transfer credits, Singh says. For a student who earned an undergraduate bachelor’s degree at Alliant, 104 units are needed for an MBA. The doctorate is $485 per unit, and the program consists of eight units.

Campus representatives say most students use federal loans to pay for graduate school. Stafford loans can be subsidized. The government pays the interest on $8,500 of a subsidized loan. The subsidy is based on financial need, and that status is based on information that the applicant provides on the Free Application for Federal Student Aid. The form, known as FAFSA, is available in financial aid offices and online at www.fafsa.ed.gov.

At USD, about 56 percent of graduate students seek financial aid, says Judith Lewis Louge, director of financial aid services. However, 42 percent of students in the MBA and IMBA programs rely on financial aid. The lower percentage might reflect employer benefits, she says. Employers may pay for the entire graduate program or just some classes.

Geico insurance company provides tuition assistance because the organizational leadership graduate degree is required of its employees, says Chapman’s Goodrich. At SDSU, Williams says that about 50 percent to 60 percent of students in the executive MBA program receive tuition assistance from employers. About 20 percent to 40 percent of employers provide full reimbursement. Sometimes the amount of reimbursement depends on company policy or how the business is doing that year, says Williams.

Some employers base the reimbursement amount on the employee’s grade. Some employers pay 100 percent of course costs for an A and 70 percent for a B, says Horstmann of Keller. He adds that Keller’s deferral plans allow the student to make two or three pay-

ment Test and previous grade point average. The university also gives $4,000 grants. Eligibility is based on GMAT, GPA and need, says Singh.

The University of Phoenix has an alumni scholarship. Financial aid advisers refer students to resources such as FastWeb (www.fastweb.com), a free scholarship search service. After filling out an online profile, the student is directed to potential scholarships.

Not all scholarships are based on prior grades; some are based on essay writing. Aid available in August included the $1,500 Best Book Buys Scholarship. Applicants were asked to write up to 500 words on the topic, “What book should our political leaders read and why?” A 1,500- to 2,500-word essay on brand names could net a $3,000 scholarship from the Institute for Brand Leadership.

Working on campus is another way to pay for an MBA. At USD, qualified students can receive up to seven fellowships, says Richards-Wilson. The fellowship covers 80 percent of the cost of a graduate business course. In exchange, the student

Financial Aid Resources

For additional information about loans and scholarships, check with campus financial aid offices. For general information about financial aid and links to topics such as graduate school, go to www.finaid.org.

For more information about graduate programs:
• Alliant International University: (858) 635-4615.
• California State University, San Marcos: (760) 750-4267.
• Chapman University: (619) 296-8660.
• Keller Graduate School of Management: (619) 296-8660.
• National University: (800) 628-8648.
• San Diego State University executive MBA: (619) 594-6010.
• University of Phoenix: (800) 473-4346.
• University of California, Irvine: (949) 824-4622.
• University of San Diego: (619) 260-4840.

June Goodrich, financial aid adviser at Chapman University, says Geico provides tuition assistance to employees in the organizational leadership graduate degree program. (photo/lambertphoto.com)
Don’t expect your MBA automatically to open the door for a raise or promotion, cautions Lee Bertrand, dean of admissions for the University of Redlands School of Business. Bertrand advises people seeking advancement to examine the “revenue side of your education.” And if you desire an MBA, Bertrand’s tips could help to persuade your employer to help with tuition.

Bertrand says the first step is to set a pay increase goal of 20 percent. That could mean a change in departments or employers if the employer won’t look beyond an outdated image of you. “The rule of ‘once a secretary, always a secretary’ usually applies,” says Bertrand. “That’s not restricted to secretaries.”

The next step in advancement is asking the boss for a raise. If turned down, ask, “How can I improve?” Make a list, says Bertrand, and work on improving. Check back with the boss in 90 days and discuss your progress. Ask again for a raise. If your request is rejected, tell the boss that you’ll continue working on the list. “Repeat this process every 90 days,” says Bertrand. “I have friends and students who did this two or three times. They were promoted or got raises.”

Also work during personal time at home on improving yourself. Bertrand advises students buy and use an etiquette book by someone like Leticia Baldridge or Ann Landers. A pop culture etiquette book is a waste of money, he says.

Another self-improvement tip hits close to home. “Ask the people you live with which mannerisms you should improve,” says Bertrand. “If the mannerisms bother the people at home, they certainly annoy the people at work. Don’t get angry; improve yourself.”

Bertrand also advises students to learn to write well. “Memos, studies, strategic plans and evaluations are a big part of business life,” he says. Learning to use statistics also is helpful. “Study a few books on the subject,” says Bertrand. “Tie statistics into what you do at work.”

He also advises learning more about Daniel Goleman’s concepts of emotional intelligence. Basically, “It’s how you get along with people. It goes back to etiquette,” says Bertrand.

If your list of goals includes an MBA degree or other career-related studies, Bertrand says to make an appointment to talk with management about financing your education. “Start with your boss, not HR,” Bertrand says. “(Human Resources) is responsible for following the rules, not making them.” Let your boss know that you will stay on if the employer pays for your education. In addition, tell the boss “you expect to be considered for raises as if you came in from the outside,” he says. That strategy forces the boss to regard you as a valuable employee, “not someone they did a favor for,” says Bertrand.

He admits that these strategies don’t always work. “You’re not going to be well-received all the time; you have to persevere.” But to illustrate that it can work, he cites a former student who followed this strategy. His salary rose from $40,000 to $110,000 in five years.

— Liz Swain

She adds that prospective students should also consider the time involved in getting an MBA. Time spent in school is time away from family or in other pursuits. However, time spent in school can lead to a higher income. “When you make more over a lifetime, it’s a big incentive,” says Lewis Louge. “Don’t forget, life changes. If you have an opportunity to get a degree now, you shouldn’t put it off.”
August sales disappoint retailers in key season

By Dean Calbreath
STAFF WRITER

With economists' fears of a double-dip recession deepening, American families slashed their back-to-school spending last month, leaving some of the nation's biggest retailers holding the bag.

Nationally, August was the worst month for department stores since September 2001, when terror fears kept shoppers away from malls.

Usually, the back-to-school season is second only to Christmas as the busiest period of the year for retailers. Instead, same-store sales at department stores slipped an average of 4.8 percent in August, compared with a year ago, according to a report released yesterday by Bank of Tokyo-Mitsubishi.

At chain stores, sales grew 1.6 percent in August, the report said. But that was well below the bank's expectations. In comparison, sales at chain stores grew 3.8 percent in August 2001.

ShopperTrak RCT, a Chicago firm that tracks 15,000 individual stores, reported a 2.4 percent sales gain in August — again, the worst performance since September 2001.

Consumer spending is a key indicator of the health of the economy, since retail sales constitute the bulk of the gross national product.

Fears of a weakening economy helped push the troubled stock market further down yesterday. The Dow Jones industrial average shed 141.42 points, or 1.7 percent, to 8,283.70. The tech-heavy Nasdaq composite index fell 3.2 percent to 1,251. The broad S&P 500 index fell 1.6 percent to 879.15.

Not surprisingly, retailers were the hard-hit in the latest stock slump.

The share prices at Saks dropped more than 3 percent after the tony chain reported a 3.3 percent decrease in same-store sales. Federated Department Stores and Sears Roebuck each suffered major declines yesterday morning, although they recovered nearly all of their price by the time trading closed.

Locally, shares in the troubled San Diego discount chain Factory-2-U Stores dropped nearly 10 percent to a four-year low of $2.10, after the chain reported that August sales were 12.5 percent lower than last year.

"The back-to-school season for apparel has been a disappointment for most retailers. Sales were below our expectations as well," said chief executive Mike Searles, who announced his resignation last week in the wake of declining sales.

Searles said his stores in San Diego, the Central Valley and Texas performed the best — meaning they declined by less than 5 percent — while sales in Los Angeles, Phoenix and the Pacific Northwest did much worse.

Shares of two other local retail chains — Charlotte Russe and Petco — each fell nearly 3 percent yesterday.

Some store owners say they have not been affected by the decline. Retailers in San Diego's malls said they had a healthy Labor Day turnout, partly because of the sweltering weather.

"Maybe we were helped out a little by the heat," said a clerk in a women's clothing store in the Fashion Valley mall. "Some shoppers might have been looking for a place to get out of the sun."

Nationally, some stores — mostly discounters — did manage to eke out sales gains. J.C. Penny Co., for instance, surprised analysts with a 2.9 percent gain in same-store sales, slightly better than expectations. Sales at the Gap fell 2 percent, but that was a smaller drop than analysts had expected.

BestBuy posted same-store increases of 2.7 percent, while Wal-Mart reported a 3.8 percent increase.

Declining consumer confidence, compounded by rising unemployment, could spell further trouble for retailers.

In San Diego, confidence about the local economy last month was 21.7 percent lower than it was in August 2001, according to a monthly survey by The San Diego Union-Tribune released yesterday. Part of the dip is attributed to concerns about job stability, since the local unemployment rate has risen above the 4 percent mark.

"People's fears about the current job situation have gotten much worse," said Erik Zboyan, a researcher with the Union-Tribune. "If people feel like there aren't any jobs out there, and if they see the unemployment figures continuing to rise... then they're likely to cut back their spending."

Alan Gin, an economist with the Real Estate Institute at the University of San Diego, said the decline in confidence, coupled with rising unemployment, "are a signal that the national economy is not out of the woods yet and that the problems are filtering down to San Diego. Our job market is not as strong as it was a year ago."

The Associated Press contributed to this report.

Dean Calbreath: (619) 293-1891; dean.calbreath@uniontrib.com
By TIM COFFEY
San Diego Daily Transcript

A pair of economic reports released Wednesday show San Diego's economy slowed dramatically in June and July, with the latter month providing the biggest decline since terror attacks stalled the economy last year.

The Index of Leading Economic Indicators for San Diego County showed the combined percentage change from June and July was the biggest two-month decline, at 1.3 percent, since the September-October period last year, when the local economy slowed by 1.4 percent.

The low level of activity, characterized by a broad decline in the indicators, dropped the regional index to 136.5, the lowest point in more than four years.

One local economist was optimistic the new low in San Diego County's economy was the second dip in a double-dip, or W-shaped, recovery.

However, the next question — when will the upturn take hold — was hard to answer. "At this point it's uncertain," said Alan B. Gin, author of the index and an economics professor with the University of San Diego. "We don't know how long this downward trend is going to go. I think that we'll have problems through the end of 2002 and it could spill over to the beginning of 2003."

Gin previously thought a turn around would occur in the fourth quarter of 2002, at the latest.

In the last two months, the index showed marginal growth among the positive indicators and precipitous declines in the slumping indicators. The ratio for negative-to-positive indicators was 4-2 in June and 5-1 in July. The lone positive mark was a 1.74 percent combined increase in help wanted advertising despite a 4.51 percent combined rise in unemployment claims.

Perhaps the most alarming issue from an indicator that turned negative in July for the first time this year — consumer confidence. All of this year, and for much of the previous two years, consumer confidence supported the hope of a quick turnaround while other indicators, such as the index, fell.

Faltering consumer confidence means purchases of big-ticket items — cars and major household appliances — could soon drop.

Gin believes most of the decline in consumer confidence is the result of continued profit concerns for national, bellwether companies.

"The fact that there is some weakness there is hurting us, both in terms of our companies that do business nationally and with tourism," he said, "We still have been affected by what occurred after Sept. 11."

The weakness in the national economy also manifested itself in San Diego's regional unemployment numbers, which moved above the 4 percent threshold earlier this year, the highest since 1997.

Local unemployment was 4.1 percent in June and July, according the California Employment Development Department.

National concerns beyond economics have made their way into the local equity markets, as well. The San Diego Stock Exchange, a listing of all 166 publicly traded companies based in San Diego, fell 1.12 percent in June and 1.56 percent in July.

Gin said the biggest concerns there were lack of confidence in corporate America and the increased threat of war.

He said consumer confidence could be further derailed because so many Americans invest in public companies.

"This negative wealth affect could have some implications as far as economic indicators," Gin said.

The Index of National Economic Indicators fell 0.32 percent in June and 0.65 percent in July.

The local economy could also feel the impact of fewer building permits for condominiums and apartment buildings. In July, just 62 permits were issued, well below the monthly average of 500.

Multi-family construction is down 18 percent for the year compared to last year, Gin said.

The near-term problems associated with fewer permits are fewer construction jobs and increased pressures on current housing prices.

The July report on housing affordability showed less than 20 percent of San Diego residents could afford the median-priced home, according to the California Association of Realtors.

The Index of Economic Indicators has now fallen five consecutive months after climbing in both January and February.
It's a rare bird who feathers retirement nest

By Craig D. Rose
STAFF WRITER

Meet Dolores Forsythe, statistical minority.
It's not just that Forsythe has her own consulting firm.
Or even that Forsythe's firm is successful, by her account.
What makes the 55-year-old Coronado resident a remarkable minority in this region is that Forsythe has a retirement plan — a plan that should pay her a comfortable pension when she gives up working.

Many San Diegans are painfully aware of the "sunshine tax" — the lower wages and sky-high housing prices that have plagued the region. But fewer realize that living here extracts what might be called a retirement tax.

Of major metropolitan regions in the nation, San Diego ranks well below average in the percentage of workers covered by any type of retirement plan — whether a 401(k) savings plan or more traditional pension plan with a

SEE Pensions, H4

Not the retiring kind
Add one more cost for living in Southern California — a lack of pension plan coverage. San Diego, Los Angeles and Riverside have among the lowest levels of coverage of any major population center.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>2000 Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minneapolis-St. Paul</td>
<td>62.9%</td>
</tr>
<tr>
<td>Washington, DC</td>
<td>62.9%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>58.0%</td>
</tr>
<tr>
<td>St. Louis</td>
<td>56.5%</td>
</tr>
<tr>
<td>Boston</td>
<td>54.5%</td>
</tr>
<tr>
<td>Detroit</td>
<td>54.3%</td>
</tr>
<tr>
<td>All</td>
<td>51.8%</td>
</tr>
<tr>
<td>Chicago</td>
<td>51.5%</td>
</tr>
<tr>
<td>Phoenix</td>
<td>50.8%</td>
</tr>
<tr>
<td>Dallas</td>
<td>50.0%</td>
</tr>
<tr>
<td>Atlanta</td>
<td>49.2%</td>
</tr>
<tr>
<td>Houston</td>
<td>48.9%</td>
</tr>
<tr>
<td>San Diego</td>
<td>46.4%</td>
</tr>
<tr>
<td>Riverside-San Bernardino</td>
<td>44.4%</td>
</tr>
<tr>
<td>New York</td>
<td>43.3%</td>
</tr>
<tr>
<td>Los Angeles-Long Beach</td>
<td>39.4%</td>
</tr>
</tbody>
</table>

SOURCE: Employee Benefit Research Institute
Work force here more transient and plans less guaranteed payout.

The low rates of retirement extend beyond San Diego and afflict workers in the entire Southern California region. Among major population centers, in fact, Southern California ranks at the bottom, along with New York City.

Experts offer an array of reasons for the region's low rate of retirement plan participation. They cite the region's low level of unionization, larger number of small companies, and transient work force.

"One of the benefits that unions push for is a retirement or a pension plan," said Alan Gin, associate professor of economics at the University of San Diego. "And we don't have much unionization."

Gin also provided statistics indicating that San Diego has a higher percentage of smaller companies than the national average. The smaller companies often balk at the cost of establishing and maintaining plans.

Sheffler Consulting Actuaries, which assists companies in setting up plans, says initial costs begin at $2,000 and rise as the number of workers increases. Administrative costs run an additional several thousand dollars per year. These do not include the contributions per employee that a company chooses to make each year.

Beyond costs, the low rate of pension plan coverage reflects a failure to make the issue a priority, according to one regional think tank.

"This is just another example of how we need to look at the quality of jobs we are creating in San Diego," said Paul Karr, communications director for the Center on Policy Initiatives.

"We can create a lot of jobs and diversify our regional economy, but if we're not looking at the quality of those jobs in terms of wages, health care (coverage) and retirement, in particular, then we're looking at a rather bleak and unsustainable future."

Neither the San Diego Regional Economic Development Corp. nor the San Diego Association of Governments — both of which play key roles in local economic planning — studies retirement plan participation.

Labor unions do focus on the issue and say workers not only need coverage but the right type of retirement plans.

Jerry Butkiewicz, secretary-treasurer of the San Diego Imperial Counties AFL-CIO, said unions place a priority on defined benefit plans, those that guarantee a fixed pension, as opposed to defined contribution plans such as 401(k) plans, which provide no such security for employees.

Beyond the problem that the lack of retirement plans creates for workers, it may contribute to regional work force turnover, said Miriam Rothman, associate professor of human resource management at USD. She suspects that the absence of retirement coverage is another reason people leave San Diego.

"People from out of the city or the state tend to be here for 10 years or so, and then they realize their career does not look too bright and they tend to go back where they came from," said Rothman.

As they leave, some may use the profit generated from the sale of their homes as at least a partial offset to their lack of a pension plan.

For others, there may be no retirement plan.

"I think people will continue to work," said Leo Morgan, a consulting actuary at Watson Wyatt Worldwide in San Diego.

But Forsythe, who is putting tens of thousands of dollars annually into her plan, is looking forward to the day when she stops working and starts collecting her benefit.

Meantime she says, she's trimming her tax bill with the pension plan contributions.

"I've got a blessed life," she said.
San Diego's fiscal indicators plunge

By Thomas Kupper, STAFF WRITER

An index of San Diego leading economic indicators suffered its largest decline in July since the Sept. 11 terror attacks, the University of San Diego reported yesterday.

Local economists said the plunge suggests that San Diego County will not pull out of its economic slowdown until early 2003 at the soonest, after hints of a recovery earlier this year.

A fifth consecutive month of rising initial unemployment claims was the biggest factor pulling down the index, which aims to forecast the health of the local economy six months to a year in the future.

But most other indicators — including building permits, stock prices for local companies and consumer confidence — also declined. Only help wanted advertising, an indicator of companies' hiring plans, improved.

Alan Gin, the USD business professor who compiles the index, said San Diego's economy is unlikely to surge forward as long as the national economy remains soft.

"Right now there seems to be a malaise about the national economy," Gin said. "Some of the numbers are positive, but it's just not very strong."

While the USD index fell steadily from mid-2000 until late 2001, the decline in San Diego's economy has not been as severe as in most other regions of the country.

The local unemployment rate hit a five-year high of 4.4 percent in July — compared with a national rate of 6.0 percent — and improved to 4.1 percent in August, according to the state Employment Development Department.

But the region's employers are adding jobs at a slower pace than they did in the boom years of the late 1990s. That will continue if the national economy remains soft, said Kelly Cunningham, an economist with the San Diego Regional Chamber of Commerce.

"San Diego is not going to escape," Cunningham said. "I still think things will start to pick up. But maybe we were a little over-optimistic that it would happen quickly."

Gin said his indicators show a "double-dip" pattern, which suggests the local economy will remain sluggish even if it does not fall into an all-out decline.

He said the rise in unemployment claims suggests some companies are cutting back, though he said he expects the unemployment rate to remain around 4 percent or slightly lower.

"It might not be one company closing down and laying off thousands of people," Gin said. "But what we're seeing is 5, 10, 20 people losing their jobs at a time, and that's building up."

Overall, the index fell 0.8 percent in July, the fourth straight month of decline after four months of improvement through March. USD also reported yesterday that the index fell 0.5 percent in June.

In both June and July, the index reflected deterioration in unemployment claims, local stock prices, building permits and the national index of leading economic indicators.

Consumer confidence rose in June but then fell in July, while help wanted advertising improved in both months.

Thomas Kupper: (619) 293-1037; thom.kupper@uniontrib.com

### Indicators at a glance

The Index of leading economic indicators for San Diego County includes the following components. Here is a look at how those components fared in July compared with the previous month:

<table>
<thead>
<tr>
<th>Component</th>
<th>July 2002</th>
<th>June 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential building permits</td>
<td>-1.25%</td>
<td></td>
</tr>
<tr>
<td>Initial claims for unemployment</td>
<td>+2.38%</td>
<td></td>
</tr>
<tr>
<td>Area companies' stock prices</td>
<td>-1.56%</td>
<td></td>
</tr>
<tr>
<td>Consumer confidence</td>
<td>-0.06%</td>
<td></td>
</tr>
<tr>
<td>Help wanted advertising</td>
<td>+1.33%</td>
<td></td>
</tr>
<tr>
<td>National index of leading economic indicators</td>
<td>-0.65%</td>
<td></td>
</tr>
</tbody>
</table>

### Source

SOURCE: University of San Diego
Scheduling Programs With Repetitive Projects Using Composite Learning Curve Approximations

Jean-Pierre Amor, University of San Diego, School of Business Administration, 5998 Alcala Park, San Diego, CA 92110-2492 USA

Programs that deliver a relatively small number of similar products arise in a variety of industries. In the defense industry, the budgetary reductions that followed the end of the Cold War and the increasing complexity and cost of major weapon systems have led to the procurement of shrinking quantities of combat ships and aircraft from the prime contractors. In the aerospace industry, the nature of space missions and their related activities imply fairly small orders for spacecraft, satellites, and rocket boosters. And in the housing industry, it has long been a common practice to build the more expensive homes in relatively small tracts. These types of programs also occur in the provision of certain services, such as management consulting, the upgrade of existing equipment, the change of software, or the introduction of a process improvement or of a new monitoring system.

Frequently, these types of programs consist of a one-time order for a product that the contractor has never produced before, and due to the complexity of the product, each “unit” requires the execution of a distinct project. Thus, the scheduling of such programs—that is programs with repetitive projects—is very complicated. It also is very important because the cost per unit produced can be quite high. The program manager, who is responsible for providing an accurate delivery schedule to all parties, must make the development of this schedule the most important planning activity.

What the Problem Entails
The scheduling of a program is used to make an a priori estimate of its overall duration and cost. This enables the manager to set a completion date, to budget resources, and to allocate resource usage. Scheduling also permits control over the timing of ongoing activities to ensure the timely completion of each project.

The scheduling of programs with repetitive projects often involves balancing two opposite tendencies. On the one hand, when the contractor has little or no previous experience with the product, it is imperative to take advantage of the learning phenomenon and execute as many projects as possible with the same resources, e.g., individuals, crews, teams, materials, or equipment. This lessens the cost of the resources used because the project performance time decreases as the number of repetitions increases. In the extreme case, all the projects would be performed in a single sequence—all in series. On the other hand, the need to deliver each unit by its contracted due date to avoid a penalty cost often requires that several projects be executed simultaneously. In the extreme case, all the projects would be performed simultaneously—all in parallel. Thus, a major challenge...
Appendix 1. Project Details
Data on 12 software projects was collected. A brief description of the projects follows for the interest of the readers of this paper.

<table>
<thead>
<tr>
<th>Project</th>
<th>Value</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities information and reporting management system</td>
<td>$1 million</td>
<td>15 months</td>
</tr>
<tr>
<td>Data transmission security system</td>
<td>$4 million</td>
<td>Two years</td>
</tr>
<tr>
<td>Network management software</td>
<td>$4 million</td>
<td>One year</td>
</tr>
<tr>
<td>Financial systems</td>
<td>$14 million</td>
<td>Two years</td>
</tr>
<tr>
<td>Software project for a major defense project</td>
<td>Not reported</td>
<td>Two years</td>
</tr>
<tr>
<td>Photo and driver's license information system</td>
<td>$2 million</td>
<td>One year</td>
</tr>
<tr>
<td>Flip-Chip implementation</td>
<td>Not reported</td>
<td>Not reported</td>
</tr>
<tr>
<td>Business process control system</td>
<td>Not reported</td>
<td>Not reported</td>
</tr>
<tr>
<td>Implementation of a new corporate reserve database</td>
<td>$6.5 million</td>
<td>One year</td>
</tr>
<tr>
<td>Development of a new version of software</td>
<td>$1.5 million</td>
<td>One year</td>
</tr>
<tr>
<td>Accounting system implementation</td>
<td>$0.5 million</td>
<td>Three months</td>
</tr>
<tr>
<td>Design and implementation of a software system to manage customer contract information</td>
<td>$1.2 million</td>
<td>Two years</td>
</tr>
</tbody>
</table>

Francis Hartman, PhD, PMP, is a professor of project management at the University of Calgary and holder of the Natural Sciences and Engineering Research Council of Canada (NSERC) and Social Sciences and Humanities Research Council of Canada (SSHRC) Chair in Project Management. Before accepting this position in 1991, he gained more than 30 years of experience in the industry on more than $30 billion worth of diverse projects. His industrial experience spans all phases of projects from selection to decommissioning. He is the principal researcher behind the development and testing of Strategically Managed Aligned Regenerative Transitional (SMART) project management, which is used to enhance the effective management of a growing number of projects, programs, and businesses. Through Quality Enhanced Decisions Inc., he offers consulting services related to use of SMART management at the project, program, and corporate levels to Fortune 100 companies, merging enterprises, and government agencies at the local, national, and global levels.

Rafi Ashraf, PhD, PMP, obtained his master's degree in computer science and a PhD in project management from the University of Bradford, U.K. He has more than 20 years of experience in academia and business in the United Kingdom, Middle East, and Canada. Ashraf is a project management consultant and has worked in the information technology (IT), telecommunications, energy and utility industries. He also is an adjunct professor at the University of Calgary and an instructor at the PMI South Alberta Chapter Project Management Professional (PMP) preparation workshop. His research interests include project management maturity models, project management office, CSFs, and project management issues in IT/information systems and e-Business/e-Commerce. He has published 25 research papers in global journals and conference proceedings.
to the program manager in order to minimize the total cost of the program is to determine:

- How many parallel sequences to operate;
- How many projects to assign to each sequence.

**How the Problem Has Been Addressed**

This important scheduling problem has been addressed before, albeit with some restrictions. In 1996, Shhtub, LeBlanc, and Cai developed an integer programming problem, which seeks the least cost assignment of repetitive projects to a given number of available teams. Thus, in their formulation, the number of parallel sequences is fixed, while the optimal assignment of projects to these sequences must be determined. Their objective function is defined as the sum of the production and penalty costs, less any early completion incentives for early project completion. Although their function is not closed due to the function's ability to handle any type of learning curve and of penalty/incentive cost structure, the authors efficiently obtained near-optimal solutions using the pair-wise swap algorithm (1996).

In 1991, Shhtub offered a heuristic search procedure for solving a somewhat different formulation of this scheduling problem. His goal was to find the number of parallel project sequences, which minimizes the sum of the production and penalty costs, less any early completion incentives. However, a constraint implied by his search procedure is that the sequences must be of equal or nearly equal length. That is, the numbers of projects assigned to the parallel sequences/teams can differ by, at most, one. For example, with eight projects and three sequences, the assignments would be as follows:

- Sequence/Team 1: Project 1, Project 4, Project 7;
- Sequence/Team 2: Project 2, Project 5, Project 8;
- Sequence/Team 3: Project 3, Project 6.

Thus, in this formulation, the assignment of projects to parallel sequences is a fixed process while the optimal number of sequences must be determined. While many feasible project-to-sequence assignments are ignored by this simple, partial enumeration procedure, Shhtub does obtain satisfactory solutions to his formulation (1991).

**Limitations of the Previous Approaches**

These two formulations suffer from a common limitation. They do not explicitly address the contents of the projects such as the activities involved, their precedence relationships, and the learning rates of the resources that perform these activities. This omission can cause substantial inaccuracies when forecasting the program schedule and costs.

Focusing on heuristic algorithms that might efficiently solve their optimization problem, Shhtub, LeBlanc, and Cai (1996) ignore the project details altogether. Essentially, they assume that a project can be viewed as a macro-activity performed by a single, possibly very large, resource entity (team). Hence, the only learning rate required for their model's time and cost calculations is that of a projectwide resource (the project learning rate). Because this rate is typically unknown at the start of a new program, the authors assume its value is a priori. However, because a project's activities usually are defined in terms of the specialists who perform them and because these specialized activities are learned at rates that can vary considerably (the activity learning rates), this assumption can lead to substantial errors when estimating the project completion dates and certain costs associated with the overall program. Consequently, errors also can be made when searching for a combination of sequences and projects, which would minimize the total cost of the program. To address these issues, the authors recommend extending their model by breaking down the work content of each project into specific tasks, i.e., by explicitly addressing the activities.

In his earlier article, Shhtub (1991) does model the various program costs down to the level of the project activities. He also assumes that each activity is, under normal conditions, performed by one unit, i.e., worker or crew, of a single type of resource. However, to reduce the extensive computations associated with repeated applications of the critical path method (CPM), Shhtub further assumes that all the activities/resource types learn at the same rate. This quick approximation is tantamount to assuming a priori knowledge of the overall project-learning rate, as is done later (1996). It also is subject to the same possibilities for error.

Admittedly, Shhtub advises the reader utilize this restrictive assumption/approximation "... during the early stages of the program (when data availability is limited) to analyze the tradeoffs between alternative schedules" (1991, p. 53). He subsequently recommends relaxing that assumption and using the full-blown procedure "... for fine tuning of the delivery schedule when accurate data ... are accumulated" (1991, p. 53). At that point, however, many of the extensive computations that were avoided by the quick approximation still must be performed. Thus, it is doubtful that practitioners would ever carry out the full-blown procedure.

**Proposed Solution**

To improve the scheduling of programs with repetitive projects, the analysis must be conducted at the level of project activities. However, the data tracking and the computational workload associated with this level of detail quickly become overwhelming. Thus, it is imperative to make the schedule and cost estimation processes very efficient—sufficiently accurate and relatively inexpensive.

In a 1993 article, Amor and Teplitz do explicitly address the project contents in the scheduling of programs with repetitive projects by incorporating detailed (task level) learning effects into the CPM (1993). However, soon thereafter, several practitioners expressed concern over the heavy computational requirements of that approach. As a result, they developed an efficient approximation method (Amor & Teplitz, 1998) by extending Badiru's composite learning rate approximation in critical resource diagramming (1995). Their approximation method dramatically reduces the computational workload, while still providing accurate estimates of project delivery dates. In both the 1993 and the 1998 articles, however, contractual due dates and program costs are not included. Thus, in the absence of penalties, the projects always are conducted in a single sequence—all in series.
In this research effort, an efficient program-scheduling tool is developed by implementing the Amor and Teplitz approximation method for project composite learning curves (Amor & Teplitz, 1998) in the context of Shtub's full-blown procedure for scheduling programs with repetitive projects (Shtub, 1991).

**Evaluation of Shtub's Scheduling Approach**

**The Basic Tradeoff.** The scheduling of programs with repetitive projects is characterized by two potentially conflicting considerations:

- The need to complete each unit by its due date (according to the contract schedule);
- The learning phenomenon. Frequently, the contractor has little or no experience with the product, and therefore, substantial reductions in time and cost per unit (as the number of repetitions increases) are anticipated.

Because of the first consideration, there is a tendency to set up operations all in parallel, so that meeting the due dates is assured. However, the second consideration encourages producing the units all in series, so that the learning effects are maximized. Of course, there are many other less extreme options. The delivery schedule depends on how many parallel sequences are utilized and how many projects are assigned to each sequence. Thus, to make a sound scheduling decision, it is essential to compare a variety of parallel sequencing options, which trade-off the penalty associated with late deliveries with the savings due to learning and to any incentive payments for early completion. Also, the analysis should be conducted at the level of project activities to ensure sufficient accuracy.

In the articles previously discussed, the risk of overshooting the contracted due dates is not considered. Hence, a correct trade-off between penalty and resource utilization costs occurs when the total cost of the program is minimized. In the context of Shtub's approach, this means when the optimal number of (equal/nearly equal) sequences to be operated in parallel has been found (Shtub, 1991). A slightly generalized version of Shtub's cost model, which was used in this research effort, is presented in Appendix 1. In this model, the total program cost is the sum of the resource utilization, hiring, firing, and penalty costs, minus the value of any incentives resulting from early project completions. Although the cost equations are fairly complex, the following discussion is based primarily on the number of projects in the program (N), the number of activities in each project (M), the assumed common learning rate (r), and the number of parallel sequences to be used (x).

**Computational Workload.** Because Shtub's numerical search heuristic for identifying an optimal number of parallel sequences (1991) is quite straightforward, the core of his contribution resides in his program cost calculations. However, as mentioned earlier, his equal learning rates assumption essentially bypasses the analysis at the project level and can lead to appreciable errors in program schedule and cost calculations. This assumption does yield a quick approximation to the full-blown procedure. Shtub makes this approximation because, as he calculates it, the full-blown procedure requires applying the CPM to N program networks (one for each possible value of x), each with N activities, and evaluating the M activity learning curves, each for N repetitions. Thus, even for moderate values of M and N, the original procedure can represent an enormous amount of data-tracking and computations.

With his quick approximation (which the author refers to as tangent approximation) on the other hand, Shub shows that the work simply consists of executing the CPM on one project network (that of the first project) with M activities and evaluating one learning curve, i.e., the common one, for N repetitions using the critical path duration of the first project as the duration of the first repetition. This work covers the case of a single sequence (x = 1). Following this, Shub applies his fixed project-to-sequence assignment process (illustrated earlier) to "pick off" the estimated project delivery dates in the various parallel sequence options (x = 2 through x = N). Although the quick approximation yields a tremendous computational advantage, it is not quite as dramatic as it appears.

The computational reduction due to the equal learning rates assumption appears larger than it actually is because, to perform the full-blown procedure, it really suffices to deal with the all in series (x = 1) situation; that is, to apply the CPM to N project networks, each with M activities, and evaluating the M activity learning curves, each for N repetitions. Following this, the fixed projects-to-sequence assignment process can be used to "pick off" the estimated project delivery dates for the other options (x = 2 through x = N). Thus, there is no need to apply the CPM to entire program networks, and the computational workload associated with the full-blown procedure really is far less than reported by the author. The author calls this computational simplification the "streamlined full-blown procedure" and, of course, it leads to exactly the same solution as Shtub's full-blown procedure.

For the all-in-series situation, the computational requirements of the streamlined full-blown procedure are similar in nature to those addressed by Teplitz and Amor (1993). Nevertheless, as mentioned earlier, such requirements still are too much for most practitioners. For each repetition of the project, each activity time must be adjusted for the learning effect, using appropriate parameters in the learning curve equation (typically of the log-linear form) before applying the CPM. Hence, there is a need to approximate the streamlined full-blown procedure in such a way that the data-tracking and

![Table 1. Required Calculations for Various Scheduling Procedures](image)
<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Immediate Predecessor</th>
<th>Time @ SRQ (days)</th>
<th>Rate of Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Excavate and pour footers</td>
<td>—</td>
<td>4</td>
<td>90%</td>
</tr>
<tr>
<td>B</td>
<td>Pour concrete foundation</td>
<td>A</td>
<td>2</td>
<td>95%</td>
</tr>
<tr>
<td>C</td>
<td>Erect wooden frame, including rough roof</td>
<td>B</td>
<td>4</td>
<td>85%</td>
</tr>
<tr>
<td>D</td>
<td>Lay brickwork</td>
<td>C</td>
<td>6</td>
<td>85%</td>
</tr>
<tr>
<td>E</td>
<td>Install basement drains and plumbing</td>
<td>B</td>
<td>1</td>
<td>90%</td>
</tr>
<tr>
<td>F</td>
<td>Pour basement floor</td>
<td>E</td>
<td>2</td>
<td>70%</td>
</tr>
<tr>
<td>G</td>
<td>Install rough plumbing</td>
<td>E</td>
<td>3</td>
<td>85%</td>
</tr>
<tr>
<td>H</td>
<td>Install rough wiring</td>
<td>C</td>
<td>2</td>
<td>85%</td>
</tr>
<tr>
<td>I</td>
<td>Install heating and ventilating</td>
<td>C, F</td>
<td>4</td>
<td>90%</td>
</tr>
<tr>
<td>J</td>
<td>Fasten plaster board and plaster</td>
<td>G, H, I</td>
<td>10</td>
<td>90%</td>
</tr>
<tr>
<td>K</td>
<td>Lay finish flooring</td>
<td>J</td>
<td>3</td>
<td>85%</td>
</tr>
<tr>
<td>L</td>
<td>Install kitchen fixtures</td>
<td>K</td>
<td>1</td>
<td>90%</td>
</tr>
<tr>
<td>M</td>
<td>Install finish plumbing</td>
<td>K</td>
<td>2</td>
<td>85%</td>
</tr>
<tr>
<td>N</td>
<td>Finish carpentry</td>
<td>K</td>
<td>3</td>
<td>80%</td>
</tr>
<tr>
<td>O</td>
<td>Finish roofing and flashing</td>
<td>D</td>
<td>2</td>
<td>85%</td>
</tr>
<tr>
<td>P</td>
<td>Fasten gutters and downspouts</td>
<td>O</td>
<td>1</td>
<td>90%</td>
</tr>
<tr>
<td>Q</td>
<td>Lay storm drains for rain water</td>
<td>B</td>
<td>1</td>
<td>90%</td>
</tr>
<tr>
<td>R</td>
<td>Paint</td>
<td>L, M</td>
<td>3</td>
<td>95%</td>
</tr>
<tr>
<td>S</td>
<td>Sand and varnish floors</td>
<td>N, R</td>
<td>2</td>
<td>70%</td>
</tr>
<tr>
<td>T</td>
<td>Finish electrical work</td>
<td>R</td>
<td>1</td>
<td>80%</td>
</tr>
<tr>
<td>U</td>
<td>Finish grading</td>
<td>P, Q</td>
<td>2</td>
<td>90%</td>
</tr>
<tr>
<td>V</td>
<td>Pour walks and complete landscaping</td>
<td>U</td>
<td>5</td>
<td>90%</td>
</tr>
<tr>
<td>W</td>
<td>Finish</td>
<td>S, T, V</td>
<td>0</td>
<td>—</td>
</tr>
</tbody>
</table>


Table 2. Tasks, Precedences, Times and Improvement Factors for Housing Example
computational requirements are dramatically reduced. Obviously, such an approximation must be sufficiently accurate to obviate the need for a follow-up with the (even streamlined) full-blown procedure, as suggested by Shhtub. For this purpose, Shhtub's quick approximation will not do.

Accuracy. Basically, Shhtub's quick approximation requires very few computations (one CPM and N learning curve calculations), but its accuracy is not very predictable. By assuming, a priori, a common learning rate, r, for all the project activities, two types of errors arise, which eventually affect the schedule and cost estimations.

First, the composite learning curve of the M activities [which is not log-linear even if, as is usually assumed, the individual activity learning curves are log-linear (Amor & Teplitz, 1998)] is approximated by a log-linear curve, which coincides with the composite curve only at one point—corresponding to the first project. The amount and direction of the divergence between the composite curve and Shhtub's "tangent approximation" is unknown and totally dependent on the value of r, the assumed common learning rate. There is no guidance regarding how to select a "good" value for r.

Because the composite learning curve of the M activities is at the heart of the resource utilization cost calculations (see Appendix 1), it follows that the amount and direction of the error in the approximated resource costs are likewise unknown and unpredictable. Strictly speaking, Shhtub's quick approximation is not necessarily a tangent to the composite learning curve. It simply coincides with that curve at only one point and tends to diverge rapidly from that curve as the number of projects increases. Nonetheless, from this point on, the author shall refer to that approximation as the tangent approximation.

Second, the project composite learning curve [which also is not log-linear even if, as is usually assumed, the individual activity learning curves are log-linear (Amor & Teplitz, 1998)] is approximated by a log-linear curve, which coincides with the composite curve at only one point—corresponding to the first project. This composite curve reflects the fact the critical path may change from repetition to repetition (Amor & Teplitz, 1998). Again, the amount and direction of the divergence between the composite curve and Shhtub's "tangent approximation" is unknown and totally dependent on the value of r, the assumed common learning rate. Again, there is no guidance regarding how to select a "good" r.

Because the project composite learning curve is the basis for determining the delivery dates, and because these dates are at the heart of the penalty/incentive cost calculations (see Appendix 1), it follows that the amount and direction of the error in the approximated penalty/incentive costs are likewise unknown and unpredictable.

Essentially then, for any given number of parallel sequences, the project delivery dates and the total program cost cannot be reliably and accurately estimated with Shhtub's tangent approximation. Hence, the optimal number of sequences, provided by his search heuristic, also may be in error. Consequently, there is a need for a more predictable approximation method that is economical and sufficiently accurate to obviate the need for a follow-up with the streamlined full-blown procedure.

An Efficient Approximation Procedure
The efficient approximation method mentioned earlier (Amor & Teplitz, 1998) constructs a log-linear secant to a project's composite learning curve. This approximation requires calculating the critical path times of the first and last projects of interest—using appropriate task times from the individual activity learning curves—and estimating the slope of the log-linear curve passing

![Figure 1. Activity-on-Node Network for Housing Example](image)


![Figure 2. Completion Times: IDEAL - Up to Six Parallel Sequences](image)
through these two points. Thus, the "secant approximation" generates, a \textit{posteriori}, an approximate learning rate, $r_p$, for the project. The computational requirements of this method (two CPMs, each with $M$ activities, and two $M$ learning curve calculations) are not very different from those of Shub's "tangent approximation." For the composite learning curve of the $M$ activities, the secant approximation generates, a \textit{posteriori}, another approximate learning rate, $r_s$, which can be viewed as that of an all-in-series network of the project's $M$ activities. This learning curve is used in the resource utilization cost calculations (see Appendix 1).

The direction of the divergence between a composite learning curve and its "secant approximation" is always the same. Because the composite curve is convex (Amor & Teplitz, 1998), the secant approximation always overestimates it. The amount of divergence cannot be bounded theoretically, but Amor and Teplitz demonstrate, via examples from several industries, that the accuracy of the approximation is well within 4%. In fact, the accuracy is within 2% in most cases (Amor & Teplitz, 1998).

For comparison purposes, the numbers of required calculations for the various procedures are summarized in Table 1. Note that the number of calculations associated with the "secant approximation" is independent of $N$, the number of projects in the program—an attractive feature from a practitioner's point of view.

Therefore, an efficient program-scheduling tool is developed in this research effort by implementing the Amor and Teplitz (1998) approximation method in the context of Shub's (1991) full-blown procedure. This tool combines the CPM, individual task learning curves, and the "secant approximation" with Shub's cost model and search heuristic. The resulting package dramatically reduces the computational workload required by Shub's approach (quick/tangent approximation followed by the streamlined full-blown procedure), while providing sufficiently accurate and robust results. This last point is illustrated in the next section, which compares the results from the two approximation methods (for those practitioners who might consider using only the quick approximation and ignore the follow-up) to the "ideal" results of the full-blown procedure.

## Results

A spreadsheet is used to integrate the various elements of the author's approximation procedure for scheduling sequences of similar projects. An example from the house construction industry, developed by Amor and Teplitz (1998), is used to:

- Compare the accuracies of the tangent and secant approximation methods;
- Examine the robustness of these methods over a range of plausible scenarios.

This example is used because it is conservative; it generated the largest error (3.3%) among the various examples reported. The author's results indicate that the secant approximation method is consistently more accurate than Shub's tangent approximation.

**House Construction Example.** The author uses the multiunit construction program presented by Amor and Teplitz (1998). This example had been drawn from Latona and
<table>
<thead>
<tr>
<th>Description</th>
<th>Notation</th>
<th>Value(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of projects</td>
<td>N</td>
<td>30</td>
</tr>
<tr>
<td>Contract schedule excursions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract schedule A</td>
<td>D_j</td>
<td>120 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>180 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>240 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>j = 1 through j = 10</td>
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<tr>
<td></td>
<td></td>
<td>j = 11 through j = 20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>j = 21 through j = 30</td>
</tr>
<tr>
<td>Contract schedule B</td>
<td>D_j</td>
<td>180 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>270 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>360 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>j = 1 through j = 10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>j = 11 through j = 20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>j = 21 through j = 30</td>
</tr>
<tr>
<td>Contract schedule C</td>
<td>D_j</td>
<td>270 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>405 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>540 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>j = 1 through j = 10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>j = 11 through j = 20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>j = 21 through j = 30</td>
</tr>
<tr>
<td>Contract schedule D</td>
<td>D_j</td>
<td>360 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>540 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>720 days</td>
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<td>j = 1 through j = 10</td>
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<td></td>
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<td>j = 21 through j = 30</td>
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<tr>
<td>Penalty cost excursions</td>
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<tr>
<td>Daily penalty cost</td>
<td>p_j</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>j = 1 through j = 30</td>
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<td>Daily penalty cost</td>
<td>p_j</td>
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<td>Daily penalty cost</td>
<td>p_j</td>
<td>$125</td>
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<td>Daily penalty cost</td>
<td>p_j</td>
<td>$250</td>
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<td></td>
<td></td>
<td>j = 1 through j = 30</td>
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<tr>
<td>Daily penalty cost</td>
<td>p_j</td>
<td>$500</td>
</tr>
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<td></td>
<td></td>
<td>j = 1 through j = 30</td>
</tr>
<tr>
<td>Daily incentive cost</td>
<td>g_j</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>j = 1 through j = 30</td>
</tr>
<tr>
<td>Number of activities</td>
<td>M</td>
<td>23 (the twenty-third represents project completion – 0 days)</td>
</tr>
<tr>
<td>Activity first performance time (days)</td>
<td>t_j</td>
<td>8.1; 2.8; 11.8; 17.7; 2.0; 21.4; 8.8; 5.9; 8.1; 20.1; 8.8; 2.0; 5.9; 13.2; 5.9; 2.0; 2.0; 4.2; 21.4; 4.4; 4.0; 10.1 (based on data from Table 2)</td>
</tr>
<tr>
<td>Daily resource cost</td>
<td>k_i</td>
<td>$300/crew</td>
</tr>
<tr>
<td></td>
<td></td>
<td>i = 1 through i = 22</td>
</tr>
<tr>
<td>Hiring cost</td>
<td>h_i</td>
<td>$300/crew</td>
</tr>
<tr>
<td></td>
<td></td>
<td>i = 1 through i = 22</td>
</tr>
<tr>
<td>Firing cost</td>
<td>f_i</td>
<td>$400/crew</td>
</tr>
<tr>
<td></td>
<td></td>
<td>i = 1 through i = 22</td>
</tr>
<tr>
<td>Initial number of crews</td>
<td>c_i</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>i = 1 through i = 22</td>
</tr>
</tbody>
</table>

Table 3. Input Data for Base Case and Excursions
Nathan (1994), with the learning curve data extracted from Teplitz and Amor (1993) and adapted to that situation.

Table 2 lists the tasks, precedence, and times at standard reference quantity (SRQ) and rates of improvement associated with the construction of a single home. The SRQ normally represents a unit beyond which a fully experienced worker is considered to demonstrate no perceptible future improvement. In this example, the SRQ is assumed to be unit 100. Although there are 23 tasks listed in the table, only the first 22 are time-consuming activities; the twenty-third task simply represents the project completion. Based on their precedence relationships, the tasks are arranged in a moderately complex network (see Figure 1). Coincidentally, there are 22 possible paths through the network, all which could be a critical path at any time throughout this repetitive program.

The author examined the construction of a 30-house subdivision and, as done earlier (Amor & Teplitz, 1998), made two simplifying assumptions. The first assumption is that all workers and crews are new hires with no previous experience with their upcoming tasks. This assumption serves two purposes:

- If all workers are equally experienced/inexperienced, it is not necessary to maintain learning curves depicting the actual repetitive position of each worker;
- The “early stage” of a learning curve is the most demanding on the accuracy potential of the approximations.

The second assumption is that no house in a parallel sequence is started until the previous house has been completed, i.e., only x houses are under construction at any given time in the program. Normally, of course, a given task is performed on more than one house at a time (within any given sequence), resulting in a shorter program duration. While this assumption avoids the complexity of dealing with “overlapping” projects, it does tend to overstate the beneficial impact of incorporating learning curves (Amor & Teplitz, 1997).

Because, in this paper, the house construction example is used with a cost model, additional data are obtained from Shub's paper (1991) and from informal conversations with a building contractor. These data then were adapted to the current example. Table 3 lists the values of all the inputs for the cost model defined in Appendix 1. It includes the values that are used later in the robustness excursions. For the base case, analyzed in the next section, Contract Schedule B (first 10 houses due on day 180, next 10 houses due on day 270, and last 10 houses due on day 360) and a penalty cost of $50/day are used. This table presents the information in the same order as it is introduced in Appendix 1 under “Assumptions and Notation.”

Comparative Accuracy Results. In this section, the author compares the accuracy of the tangent and secant approximations methods for the base case in the house construction example. The streamlined, full-blown procedure is used to obtain the ideal results, to which the approximated results were compared. In the Figures 2, 3, 4, 5, 6, 7, 9 and 10, the curves corresponding to the full-blown procedure are labeled “IDEAL.” To use the tangent approximation method, an a priori value for the common learning rate, r, must be selected. This value is used for approximating:
The composite learning curve of all the activities, which is required for calculating the resource utilization cost;
- The project composite learning curve, which is needed for calculating the delivery dates and the penalty costs.

Shhtub furnishes no guidance for selecting a good value of $r$. In his example, he uses 0.85 and, because the activity learning rates are not provided, one can only assume that 0.85 is a relatively central value for the individual rates he has in mind. In the author's housing example, the largest and smallest learning rates are 0.95 and 0.70 respectively; their mean is 0.861, their median is 0.875, their mode is 0.90, and their Delionback weighted average (NASA, 1975)—at the first unit—is 0.831. From among the activities that are on the critical path of the first project, the largest and smallest learning rates still are 0.95 and 0.70, respectively; their mean is 0.844, their median is 0.90, their mode is 0.90, and their Delionback weighted average (NASA, 1975)—at the first unit—is 0.804. Which one of these numbers would make a good, a priori estimate for $r$?

The initial estimate for $r$ can affect greatly the computations in the tangent approximation method and, hence, the comparative accuracy results. Consequently, the author was reluctant to select only one value for $r$. Based on the potential choices listed, the author used three values: 0.80, 0.85, and 0.90. Because they are extreme among the calculated measures of centrality and to develop empirical bounds on the error of the tangent approximation method, the values of 0.80 and 0.90 were selected. The value of 0.85 also was used because it is Shhtub's choice and because it is halfway between 0.80 and 0.90. In the Figures 4, 5, 6, 7, 9, 11, 12, 13, and 14, the curves corresponding to these three estimates are labeled "Tgnt (0.80)," "Tgnt (0.90)," and "Tgnt (0.85)."

As mentioned earlier, the secant approximation method produces a posteriori approximate learning rates, $r_s$, and $r_p$, for the all-in-series and project networks. These rates are derived from the slopes of the log-linear secants (to the composite learning curves) "passing through" projects/houses 1 and 30. In this example, these rates turn out to be 0.844 and 0.831, respectively. In the Figures 4, 5, 6, 7, 9, 11, 12, 13, and 14, the curves corresponding to a secant approximation are labeled "Scnt (1-30)."

### Table 4. Comparative Optimization Results for the Base Case

<table>
<thead>
<tr>
<th>Method and parameter</th>
<th>Optimal number of parallel sequences ($x^*$)</th>
<th>Minimum total cost (TC*)</th>
<th>Error</th>
<th>Percentage error</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDEAL</td>
<td>4</td>
<td>$1,421,277</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Scnt (1–30)</td>
<td>5</td>
<td>$1,454,832</td>
<td>$33,554</td>
<td>2.4%</td>
</tr>
<tr>
<td>Tgnt (0.85)</td>
<td>5</td>
<td>$1,479,731</td>
<td>$58,454</td>
<td>4.1%</td>
</tr>
<tr>
<td>Tgnt (0.80)</td>
<td>4</td>
<td>$1,328,746</td>
<td>($92,532)</td>
<td>-6.5%</td>
</tr>
<tr>
<td>Tgnt (0.90)</td>
<td>6</td>
<td>$1,619,996</td>
<td>$198,719</td>
<td>14.0%</td>
</tr>
</tbody>
</table>

The inverse relationship between the number of projects in a sequence and the number of sequences used;
- The fact that increasingly shorter portions of the early part of the composite learning curve (of all the activities) are used as the number of sequences increases.

### Comparative Penalty Costs

Figure 6 displays the project composite learning curves. Although the vertical scale is different from that of Figure 4, the general observations are similar, as should be expected, for both sets of curves. Figure 7 displays the penalty cost curves as functions of the number of parallel sequences used. Again, the ideal curve is well approximated by the secant method, and the Tgnt (0.80) and Tgnt (0.90) curves bound a broad spectrum of approximations. Note, however, the convergence of the tangent curves as the number of sequences increases. This is due to:

- The composite learning curve of all the activities, which is required for calculating the resource utilization cost;
- The project composite learning curve, which is needed for calculating the delivery dates and the penalty costs.

Shhtub furnishes no guidance for selecting a good value of $r$. In his example, he uses 0.85 and, because the activity learning rates are not provided, one can only assume that 0.85 is a relatively central value for the individual rates he has in mind. In the author's housing example, the largest and smallest learning rates are 0.95 and 0.70 respectively; their mean is 0.861, their median is 0.875, their mode is 0.90, and their Delionback weighted average (NASA, 1975)—at the first unit—is 0.831. From among the activities that are on the critical path of the first project, the largest and smallest learning rates still are 0.95 and 0.70, respectively; their mean is 0.844, their median is 0.90, their mode is 0.90, and their Delionback weighted average (NASA, 1975)—at the first unit—is 0.804. Which one of these numbers would make a good, a priori estimate for $r$?

The initial estimate for $r$ can affect greatly the computations in the tangent approximation method and, hence, the comparative accuracy results. Consequently, the author was reluctant to select only one value for $r$. Based on the potential choices listed, the author used three values: 0.80, 0.85, and 0.90. Because they are extreme among the calculated measures of centrality and to develop empirical bounds on the error of the tangent approximation method, the values of 0.80 and 0.90 were selected. The value of 0.85 also was used because it is Shhtub's choice and because it is halfway between 0.80 and 0.90. In the Figures 4, 5, 6, 7, 9, 11, 12, 13, and 14, the curves corresponding to these three estimates are labeled "Tgnt (0.80)," "Tgnt (0.90)," and "Tgnt (0.85)."

As mentioned earlier, the secant approximation method produces a posteriori approximate learning rates, $r_s$, and $r_p$, for the all-in-series and project networks. These rates are derived from the slopes of the log-linear secants (to the composite learning curves) "passing through" projects/houses 1 and 30. In this example, these rates turn out to be 0.844 and 0.831, respectively. In the Figures 4, 5, 6, 7, 9, 11, 12, 13, and 14, the curves corresponding to a secant approximation are labeled "Scnt (1-30)."
number of parallel sequences used. Again, the ideal curve is well approximated by the secant method, and the Tgnt
(0.80) and Tgnt (0.90) curves bound a broad spectrum of approximations, especially when the number of sequences
is small. As with Figure 5, there is a convergence of the tangent curves. This is due to similar, though slightly more
complicated, reasons as for the resource utilization cost curves.

Comparative Hire and Fire Costs. Figure 8 displays the
hire and fire cost curves. These curves do not depend on
either of the composite learning curves (all M activities or
projects). Consequently, they are the same for all the meth­
ods being compared.

Comparative Total Costs. Figure 9 displays the total cost
curves as functions of the number of parallel sequences used.
As expected from the results, the ideal curve is well approxi­
mated by the secant method. However, the tangent method
yields a broad range of possible approximations between Tgnt
(0.80) and Tgnt (0.90). Of course, Tgnt (0.85) provides a bet­
ter fit, but it is not a good as that of Scnt (1–30).

Comparative Optimization Results. For each method and
parameter value discussed, the optimal number of parallel
sequences (x*), its associated minimum total cost (TC*), and
the error and percentage error from the full-blown procedure
are presented in Table 4.

Clearly, the secant approximation method results in much
smaller cost estimation errors than the tangent approximation
method. Although Scnt (1–30) would recommend using five
sequences rather than four, the error associated with following
that recommendation would result in an error of only $173
($1,421,277 with four sequences in IDEAL vs. $1,421,450 with
five sequences in IDEAL) after the fact, i.e., after program
implementation and assuming that the ideal curve turns out to
be a perfect forecast. Thus, for the base case example, the secant
method provides an approximation to Shub's full-blown pro­
cedure, which is superior to almost any reasonable application
of the tangent approximation method. However, what about
the robustness of these results?

Comparative Robustness Results:
Excursions from the Base Case

The base case is derived from the example in Amor and Teplitz
(1998) that turned in the largest error (3.3%) when they
estimated the duration of several programs (in various indus­
tries), each one using a single sequence of projects. Conse­quently, it does not seem beneficial to work with their
other examples. Instead, to investigate the robustness of these
approximation methods, the author conducted a series of
excursions from the base case by varying two key parameters
over relevant ranges of values. These two parameters are the
contract schedule and the daily penalties. The various other
parameters are far less significant.

Four contract schedules are examined, including the one
that is used in the base case. From the tightest to the loosest
schedule, they are labeled A, B, C, and D; their details are
shown in Table 3. For each contract schedule, five daily penal­ties are examined; they range from $0 to $500. (As mentioned
earlier, the base case uses Contract Schedule B and a $50/day
penalty.) Because when there are no penalty and incentive
costs the total program cost is independent of the contract
schedule, there are 17 data points/excursions (including the
base case) for use in the robustness analysis.

Ideal Minimum Total Cost. Figure 10 displays the ideal mini­
mum total cost, TC*, for each of the 17 excursions mentioned, as
obtained with the streamlined full-blown procedure. It also indi­
cates in parentheses under each data point the optimal number of
parallel sequences, x*, which yields the plotted value of TC*.

As expected, for any given penalty rate, the tighter the contract
schedule, the more sequences are needed to minimize the total
cost—because there is a greater likelihood of incurring penalties.
Naturally, the tighter the schedule, the larger the minimum total
cost. Also as expected, for any given contract schedule, as the
penalty rate increases, the number of sequences needed to mini­
mize the total cost tends to increase. The larger the penalty rate,
the larger the minimum total cost—until x* becomes greater
than the number of sequences beyond which there would be no
more late projects. This turns out to be the case for Contract
Schedule D, when x* becomes 3, because for that relatively loose
schedule there are no late projects when x is greater than 2.

ComparativeErrors Under
the Various Contract Schedules

Figures 11, 12, 13, and 14 display the percentage error of each
approximation method for each daily penalty under Contract
Schedules A, B, C, and D. That is, for each excursion, the

<table>
<thead>
<tr>
<th></th>
<th>CS (A)</th>
<th>CS (B)</th>
<th>CS (C)</th>
<th>CS (D)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scnt (1–30)</td>
<td>2.4%</td>
<td>2.5%</td>
<td>3.8%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Tgnt (0.85)</td>
<td>3.9%</td>
<td>4.1%</td>
<td>6.5%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Tgnt (0.80)</td>
<td>-14.8%</td>
<td>-14.8%</td>
<td>-14.8%</td>
<td>-14.8%</td>
</tr>
<tr>
<td>Tgnt (0.90)</td>
<td>25.9%</td>
<td>25.9%</td>
<td>25.9%</td>
<td>25.9%</td>
</tr>
</tbody>
</table>

Table 5. Comparative Maximum Percentage Errors
approximated minimum total costs are compared to the ideal minimum total cost, and the percentage errors are reported. Clearly, under contract Schedule A, Scnt (1-30) outperforms the tangent approximations examined—its error never exceeding 2.4% ($40,143).

Likewise, under Contract Schedule B, Scnt (1-30) outperforms the tangent approximations examined—its error never exceeding 2.5% ($37,524). Again, under Contract Schedules C and D, Scnt (1-30) outperforms the tangent approximations examined—its error never exceeding 3.8% ($51,429) and 2.9% ($34,506), respectively. Also note that, as the contract schedule loosens, the percentage error of the approximations tends to increase, regardless of the daily penalty values.

**Summary**

Based on the results shown in Figures 11, 12, 13, and 14, Table 5 presents the maximum percentage error in the minimum total cost for each contract schedule and penalty cost combination examined. Clearly, the secant approximation method is consistently more accurate than the tangent approximation method.

The only way that the tangent might outperform the secant is with an extremely fortunate and highly unlikely *a priori* estimate for r. However, it is also clear that, given the activity learning rates of the housing example, a choice of 0.85 (as Shub made in his paper) does turn in sufficiently accurate results. Nevertheless, why gamble with the unpredictable size and direction of its error when the secant approximation errs minimally and consistently (typically less than 4% and always as an overestimation).

**Conclusion**

An existing two-stage approach for scheduling programs with repetitive projects recommends performing an initial quick (tangent) approximation and following it later with a full-blown scheduling procedure. By assuming a common learning rate for all project activities, the tangent approximation, although computationally inexpensive, is not sufficiently accurate to obviate the need for the full-blown follow-up. The full-blown method, however, requires so much data-tracking and so many calculations that it is discouraging to practitioners. The secant approximation presented in this paper is significantly more accurate and reliable than the tangent approximation, while requiring only slightly more computation. Because the secant approximation comes sufficiently close to the full-blown (ideal) follow-up, the latter can be avoided altogether, making the secant approximation a sufficiently accurate and extremely economical procedure, which should be attractive to most practitioners.

The scheduling of programs with repetitive projects discussed in this paper (and in the associated references) does not consider two important factors: risk management and project overlap. For example, the activity times are assumed to be known with certainty, whereas they could be treated as random variables and dealt with using risk analysis techniques. Likewise, the projects in any given sequence are assumed to begin only upon completion of their predecessor, whereas they could be overlapped and analyzed using a newly developed technique (Amor & Teplitz, 1997). These considerations, however, are beyond the scope of the present work and are left as suggestions for further research. If they can be incorporated into the secant approximation.
method, that procedure will make the scheduling of sequences of similar projects even more valuable for program managers.

References


Each resource type has an associated hiring cost, $h_i$, e.g., in $$/crew;
Each resource type has an associated firing cost, $f_i$, e.g., in $$/crew;
Each resource type is available in a certain quantity, e.g., number of crews, $c_i$, at the beginning of the program, e.g., $c_i = 0$ through $c_i = N$, and must returned to that level at the end of the program.

For the cost functions and the optimization process:
- $x$ represents the number of (equal/near equal) parallel sequences under consideration, $x = 1$ through $x = N$;
- $T_i(x)$ represents the delivery date of project $j$ when using $x$ parallel sequences;
- $RC(x)$ represents the resource utilization cost when using $x$ parallel sequences;
- $HC(x)$ represents the hiring cost when using $x$ parallel sequences;
- $FC(x)$ represents the firing cost when using $x$ parallel sequences;
- $PC(x)$ represents the penalty cost when using $x$ parallel sequences;
- $IC(x)$ represents the incentive “cost” when using $x$ parallel sequences;
- $TC(x)$ represents the total cost when using $x$ parallel sequences;
- $[N/x]$ represents the next integer value of $N/x$, whenever $N/x$ is not an integer.

**The Cost Model**

\[
TC(x) = RC(x) + HC(x) + FC(x) + PC(x) - IC(x)
\]

where:

\[
RC(x) = x \sum_{j=1}^{N/x} \sum_{i=1}^{[N/x]} k_i t_i (j) \quad \text{if } N/x \text{ is an integer or}
\]

\[
= (x - [N/x] + 1) \sum_{i=1}^{[N/x]} \sum_{j=1}^{[N/x]} k_i t_i (j) \quad \text{if } N/x \text{ is not an integer}
\]

\[
HC(x) = \sum_{i=1}^{[N/x]} h_i \max \{x - c_i, 0\}
\]

\[
FC(x) = \sum_{i=1}^{[N/x]} f_i \max \{x - c_i, 0\}
\]

\[
PC(x) = \sum_{i=1}^{[N/x]} f_i \max \{x - c_i, 0\}
\]

\[
IC(x) = \sum_{i=1}^{[N/x]} g_i \max \{x - c_i, 0\}
\]
The total cost of the program, TC(x), which is to be minimized by choice of an appropriate number of (equal/nearly equal) parallel sequences, x, is simply the sum of the resource utilization, hiring, firing, and penalty costs minus the value of any incentives resulting from early project completions. Although there is but a single variable to optimize, x, the cost functions are relatively complex.

The resource utilization cost function, RC(x), has one of two forms, depending on whether or not the sequences are of equal length. In both forms, the inside summation represents the composite learning curve of the M activities; and the variable of interest, x, appears in several locations, including the upper limit of the outside summation. The hiring and firing costs functions are essentially linear.

The penalty and incentive costs functions are perhaps the most complex, because they depend in two ways on the delivery date, Tj(x), of each late/early project. First, in the summation limits, Tj(x) determines whether or not a project is included in the calculations; second, in the individual terms, Tj(x) helps determine the size of the penalty/incentive for the included projects.

Furthermore, a project's delivery date is itself based on that project's critical path as well as on the critical paths of all the projects preceding it in the (parallel) sequence to which it belongs. Hence, ultimately, Tj(x) depends on the project composite learning curve. Therefore, any analytical optimization clearly is out of the question and the search process must be numerical.

Jean-Pierre Amor, PhD, is associate professor of decision sciences in the School of Business Administration at the University of San Diego. He received his PhD in operations research from the University of California at Los Angeles. During his prior career with the U.S. Air Force, Colonel Amor was commander of a high-technology laboratory, which managed research and development projects associated with the Strategic Defense Initiative. While in the Air Force, Amor also planned and analyzed military operations at the Pentagon, NATO, and in Southeast Asia. At the university, he teaches courses in operations management and management science. His current research interests include project management, work in the 21st century, and complexity issues in organizations.
HR Solutions hires 4, promotes 3

Jay Zimmer, president and CEO of HR Solutions, announces the addition of four new associates and the promotion of three current staff members.

Linda Famille has joined the company as benefits administrator. She was previously employed by Tomar, O’Brien, Kaplan, Jacoby & Graziano in Cherry Hill for nearly 15 years. Famille is a New Jersey native and recently purchased a home in Ventnor.

Retired U.S. Marine Corps Maj. Don Angely, HR Solutions’ new payroll administrator, has returned to New Jersey from Florida, where he was employed with Gevity HR for seven years. Angely served 25 years in the Marines and is a member of the Retired Officers Association and Marine Corps League.

Fred Supnick and S. Rand Koryga have joined HR Solutions’ regional sales force. Supnick will be based in Burlington and Camden counties in addition to Philadelphia. He has experience as an account manager with Epix and Extensis, two other professional employment organizations in the tri-county area.

Koryga was formerly with Citadel Communications Co. Inc. as local sales manager and has been a top account executive and director for other organizations in New York and New Jersey. Koryga holds a degree in business and marketing from Rowan University.

Terri Rogers has assumed the position of controller and systems administrator. Joan Conn is HR Solutions’ client relations specialist. Conn has been employed by HR Solutions for more than two years and will be pursuing a certificate in life and health insurance this month.

Andrea Saloka has assumed the role of business development specialist. She received her bachelor’s degree from the University of San Diego.
People on the move

- **IHCA Health Plans** announced two additions to its volunteer governing board. **Edward G. Kleyn** is president of the Northern Utah Area for Wells Fargo Bank. Kleyn is a graduate of Weber State University, the University of Utah and the Pacific Coast Banking School at the University of Washington. **Thomas B. Morgan** is an executive vice president at Zions Bancorp. Morgan also is a graduate of the Pacific Coast Banking School and is a past chairman of the Utah Chapter of the American Institute of Banking.

- **David R. Crim** was hired as operations manager of the Newgate Mall in Ogden. Crim will oversee the physical structure of the mall and coordinate with contractors on new store build-outs and facility improvements. He is a WSU graduate.

- **Amy Quinn** has been promoted to director of in-flight, flying for SkyWest Airlines, a subsidiary of SkyWest Inc. Quinn will be responsible for training new hires, as well as yearly certifications for safety, first aid and customer service. She also will help manage the airline’s in-flight department. Quinn has more than 15 years of experience in the airline industry.

- **Fairbanks Capital Corp.** announced that **Theodore B. Korzenski** has been hired as vice president of default servicing. Korzenski will be responsible for the management of Fairbanks’ loan resolution, foreclosure and bankruptcy departments. He is a graduate of Hamilton College in Clinton, N.Y.

- **Irwin Union Bank** has named **Tamelsa Powers** as chief financial officer and vice president of cash management. Powers will provide cash management and commercial banking services to clients throughout the Salt Lake area. She has more than eight years of banking experience and carries professional licensing in the securities and insurance industries.

- **Casen Payne** has been promoted to systems administrator at Arzonet, a Utah-based Internet service provider. Payne was formerly assistant systems administrator at Arzosnet. In his new role, he will be responsible for ensuring day-to-day, 24-hour reliability to the company’s network of phone lines, computers and modems.

- **Zions Bank** announced two staff additions. **Angela Twitchell** was hired as marketing officer. She will be responsible for marketing projects for the Women’s Financial Group and private banking divisions at Zions. Wilkinson is a graduate of the University of Utah.

- **ClearOne Communications** has named **Gregory L. Rand** as chief operations officer. He will be responsible for all operational aspects of the company, including engineering, manufacturing and quality assurance. Rand has more than 15 years of business management experience. He is a graduate of the University of North Florida and the University of San Diego.

- **Peoples Health Network** sponsored the annual 7K run, which took place Saturday, Sept. 7.

- **Peggy Lander**, partner and executive vice president of account services at Richter7, has been named to two boards in Salt Lake City: the Salt Lake Area Chamber of Commerce Board of Governors and the Child Abuse Prevention Center Board of Directors. Richter7 is a full-service advertising and public relations firm.
They Sue You, Soothe You, Move You And More

Meet 40 Overachievers Younger Than 40

It is once again San Diego Metropolitan's privilege to present 40 of San Diego's brightest and most accomplished men and women from throughout the county.

As with previous years, these young professionals, executives, entrepreneurs and civic leaders impressed us and our independent judges — John G. Davies, regent, University of California, of counsel at Allen Matkins Leck Gamble & Mallory; Randa Trapp, counsel, Sempra Energy; Abigail Barrow, director, UCSD Jacobs School of Engineering; Richard Croward, executive director, San Diego Port; Sandy Pasqua.

AN ACCESSIBLE CEO

Cuyamaca Bank's Bruce A. Ives believes in being available and friendly.

People who call Cuyamaca Bank to speak to Bruce Ives, 37, may find themselves speechless when the CEO himself answers his telephone. His philosophy is to be accessible, so he frequently gives out his personal number. He also encourages his employees to be available to the public.

That may say something about the growth of Cuyamaca Bank under his tenure, increasing from $51 million in assets when he started Oct. 1, 1999, to $89 million three years later.

Of course, it's more than answering his own phone that makes Ives successful. A major factor was being accepted into a one-year First Interstate Bank Executive Mentorship Program in 1989, the year he received his economics degree from San Diego State University.

"Going into banking was my intention from my junior year in college on," Ives says. After hearing a speaker in a banking class, "I was intrigued and did research and applied. We learned everything about banking, from soup to nuts."

Soon after First Interstate Bank was acquired by Wells Fargo, Ives was lured to Scripps Bank to open an office in Encinitas. Within a year, that office had grown to $32 million in assets.

When he had the opportunity to move to Cuyamaca Bank, Ives went for it. He was hired as CEO and was elected to the bank's board.

He also serves on the boards of East County Boys & Girls Club, Minnow Lake Foundation, SDSU Alumni Association, Community Bankers of California and the California Bankers Association. In addition to his economics degree, Ives has obtained an advanced degree in banking from the University of Washington's Pacific Coast Banking School. He also graduated from California Banking School, conducted through the University of San Diego.

A San Diego native, Ives lives with his wife, Gail, in Point Loma, where he grew up. He plays golf and tennis, likes to travel and is the father of Brittany, 12; Brandon, 9; and Ashley, 6.
Devine heads up business banking at Mid-State

Jeff Devine, 33, is the regional vice president of Mid-State Bank & Trust in the Santa Barbara corporate banking region, from Carpinteria to Buellton.

As regional vice president, Devine heads up a team of corporate and business bankers. This team serves the needs of businesses and real estate investors by delivering lines of credit, equipment loans, commercial real estate loans, lease financing, deposit products and cash management services.

Devine, who earned a bachelor’s degree in quantitative economics from the University of San Diego, has had an impressive 14 years of experience in the financial services industry. He has also held positions in commercial, retail, private and investment banking.

Devine, who resides in Santa Barbara with his wife and two sons, volunteers his time locally for the United Way, Boy Scouts of America and the Ensemble Theatre.

What is your favorite thing about living and working in Santa Barbara?

The business community is smaller than one might expect for a town the size of Santa Barbara. If you don’t already know someone who you want to know, it’s easy to find someone you do know who can make an introduction for you.

What is the best piece of business advice you’ve ever received?

Character counts. Always do the right thing, which is not necessarily the easy thing. Work with, hire, and associate with others who feel the same way.

What is in your CD player right now?

U2, “The B-Sides”

—Kate Hersberger
School of Education
S.D. tries new principles in training its principals

Part of high-stakes overhaul of schools

By Lisa Petrillo
STAFF WRITER

Caroline King's first big step was to chuck her yuppie telecommunications career and go teach in the inner city where she grew up.

Now King is taking the next step, training to run her own urban school so no more schoolchildren suffer the way she feels she did, with burned-out teachers and beat-up books.

It is a big step, not just for King, but potentially for the future of education.

King is part of a small but key element in the high-stakes overhaul of the San Diego Unified School District.

The 4-year-old shake-up of the nation's 13th largest district has commanded national attention as educators watch whether there is a winning strategy worth following in the reform efforts of Superintendent Alan Bersin, a prosecuting attorney turned school chief.

King plays a part in that reform, as one of the next generation of administrators trained under a new city schools program that aims to transform the bureaucratic managerial job of principal into that of a master teacher.

Part of her training — and what makes her training so unusual — was her paid internship last year, working as a co-principal at Encanto Elementary School, a 1,000-student school in San Diego's urbanized southeastern edge.

"I know I can lead, I could make change. I know I've seen the impact just in this year," said King, a fashion-model-tall grandmother who visibly burns with desire to transform urban schools.

Beaming at her from across the room is Elaine Fink, the head of the city schools' administrator program...
The Leadership Academy opened in late 2000, following the first phase of San Diego Unified's Blueprint for Student Success. The blueprint calls for reforming the 140,000-student district and raising test scores by emphasizing reading and math above all else for all students, and adding intensive professional training for all teachers and administrators.

One of the major changes under the blueprint was redefining the job of principal, changing the balance of the job to focus less on bureaucratic details of running schools and emphasizing improving classroom instruction of teachers.

Now city schools principals are required to spend at least two hours every day in the classroom at all 182 campuses, from Scripps Ranch to San Ysidro.

Principals work more like classroom coaches, bringing in outside experts and videotaping lessons for later scrutiny, all with the intent of improving teaching performance.

"There's a new job now," said Fink. "We can't accomplish what we need to do with the same old stuff and the same old people."

That, educators say, is a huge change.

The classroom has traditionally been the province of the teacher.

Yet, Fink believes that tradition is too limiting, like a fruit withering on the vine. She advises her principals-in-training to put fresh air and fresh eyes into every classroom.

"You go in the classroom, you close the door and all you know is what you learned from the university," said Fink. "What we're saying is open your door, bring lots of heads into the room."

Not everyone believes the changes are for the better. J.M. Tarvin, former La Jolla High principal, criticizes the academy for focusing too much on only one aspect of the job, instruction, which he complains throws off the delicate balance among the scholastic, social and managerial aspects of the crucial role of principal.

A typical principal has to manage a physical plant as big as 30 acres, a budget of perhaps $8 million, with different funds earmarked by law for separate operations, such as special education or gifted programs.

They'll have potentially 50 teachers to shepherd and evaluate, scores of bus drivers and support personnel to oversee, sports teams and extracurricular activities to monitor. Not to mention 1,000 students or more to educate and 2,000-plus parents to deal with, as well as community members.

Tarvin, executive director of the San Diego Administrators Association, said, "They haven't changed the job. School principals still have to do everything they did before. They just have less training now to do that."

Fink dismisses critics of the academy's blueprint approach to training. "The critics, they just want to tear down. What do they have to offer instead? The old way wasn't working. It's time to try something new."

For San Diego Unified Principal Jeanine Steeg, a 20-year veteran, visiting all 64 classrooms at the 1,430-student Zamorano School she runs takes her three hours a day. "Our days have definitely been extended. My average day is 12 hours. It's a lot to ask. It's expected. You have no choice."

Yet, Steeg has found a lot of good in the new emphasis on instructional leadership at the campuses and the training of prospective leaders on the job.

She has seen the leadership academy in action after having two academy interns working under her at Zamorano in Bay Terraces last year, and she said she found the style of training was valuable.

"It's excellent training. It provides immediate experience, perhaps not as much as they need to run a school on their own, but for the good ones, that will come."

Leslie Barnes always dreamed of being exactly what she is, a public school principal, and as a child she used to gather neighbor kids in her garage to hold "school."

She is one of the experienced administrators who went through the Leadership Academy. Barnes said she learned to bring a new focus to the job she already loved and acquired some new skills before she even finished the program.

On the job as a principal, she decided to shake up the traditional sit-down office interview for some prospective teacher candidates for her school, Rolando Park Elementary. "I called them all ahead of time and told them they would also have a 30-minute writing segment and have to prepare and execute a lesson plan in one hour. Several candidates dropped out."

Fink applauded Barnes for seeking the kind of teacher the blueprint wants, one who is unafraid of outside scrutiny and someone open to collaboration in the classroom.

To get into the academy, most candidates like Barnes are recruited, and the slots are competitive, requiring essays and an extensive application process.

"We're looking for leadership ability, someone who, when they talk, people listen," said Fink, explaining that the primary focus is on leadership because, in her view, that's...
what brings success in the classroom.

One lure of the program to prospective students is that it offers what others at universities like San Diego State cannot: fully paid internships.

The academy is backed by $4.7 million in private funds from Los Angeles-based developer Eli Broad's philanthropic educational foundation. And $750,000 more comes from the foundation of Bank of America.

In addition, San Diego Unified spends $6.6 million on the program, according to district officials. About $4.6 million of that comes from the blueprint budget for the first three years of the program, plus $960,000 of district expenses that is reimbursed through the Broad Foundation fund.

Prospective principals-in-training pay about $2,400 in tuition for the 24 credit units they must complete through USD. They are paid their full salary during the program, and city schools also covers the cost of the substitutes filling in for them.

In its first two years, the academy has graduated 25 instructional leaders; about half have taken posts as principals and vice principals within the district.

Although that 50 percent rate may not broadcast big success, officials said the actual number is hard to estimate because many of the other academy graduates are awaiting paperwork processing at the state level to get necessary credentials, or awaiting school board approval to officially get leadership jobs.

An additional 120 candidates are enrolled in the leadership program, which can take between one and two years to complete. It trains not just principals and vice principals but also administrators to go back into the schools as math and literacy coaches.

The program runs through the School of Education at the University of San Diego, a private Roman Catholic liberal arts university with 7,000 students.

It is designed and taught by USD professors and city schools educators. So far it's been an in-house "grow-your-own" operation for San Diego Unified, but this fall the university has included one other district, Chula Vista, as an experiment before opening up to other county schools.

The academy's efforts are being watched by a professional industry group, the Association of California School Administrators, whose officials have been advocating more practical instruction from state education schools, which are establishing new standards for administrator training.

Doug Meyers of the state association said: "Our members would go through the traditional training and say, 'What the heck was that all about? It had nothing to do with my job.' And teachers who thought about being administrators went through the training and would say, 'Well, that was dumb, I'm staying in the classroom, the money's better and there's less hassle.' It's a thankless job, being a principal these days. You have to find some way to get good people to want it."

Lisa Petrillo: (760) 752-6741; lisa.petrillo@uniontrib.com
Institute for Peace and Justice
As fighting between Israelis and Palestinians festers, a Palestinian physicist says nonviolent resistance, in the tradition of Gandhi in India, might help ease the conflict.

Speaking at the University of San Diego last night, Ghassan Andoni described how members of a group he helped found have peacefully defied the Israeli military by removing military roadblocks, delivering medicine to Palestinians under curfew and occupying houses and political headquarters set for demolition.

One technique is recruiting Europeans and Americans, or "blonds," to accompany the Palestinians so that Israelis are more reluctant to shoot, he said. "We need to wage peace . . . and be courageous in taking actions," said Andoni, who helped found the International Solidarity Movement.

Andoni, who has taken part in other nonviolent political efforts in that region, started the group with a Palestinian-American, an American Jew and an Israeli Jew. Some 2,000 people, many from the United States and Great Britain, have joined in the actions.

Analyzing recent developments in the Middle East, Andoni said the moment is urgent because Israeli political and military efforts are destroying Palestinian civil society, including its economic and social structures.

He said both Israelis and Palestinians are willing to deliberately kill innocent civilians to weaken the other's resolve and win the war. Speaking at the Joan B. Kroc Institute for Peace and Justice, Andoni questioned why someone would think Palestinians would not enter Tel Aviv and other Israeli cities to kill when Israelis kill in Palestinian cities.

He condemned the violence of both sides, but said the escalation in recent months has bought a sense of urgency for resolution.

"Palestinians and Israelis are tired, and when both parties get tired together you have hope," Andoni said.

The International Solidarity Movement will try to curb the region's violence without resorting to violence, either physical or verbal, he said. "It doesn't mean not being engaged," he added.

The approach requires patience, Andoni said, but he openly questioned whether Palestinians have such patience now amid high levels of violence.
Another chance comes in the October olive harvest, he said, when Palestinian farmers will find Israelis blocking them from reaching their fields. Andoni offered an invitation to Americans.

"We need people to accompany Palestinian villagers and protect them as they go to their fields to collect their crops and bring them back," he said.

He urged Americans to see the conflicted areas and reach their own judgments about the region's politics.

"It's an opportunity for you... to discover it for yourself," Andoni said.

David Graham: (619) 542-4575; david.graham@uniontrib.com
Kyoto Symposium
It is with considerable pride that I note many of my former colleagues are today's technology leaders.

— Dr. Leroy Edward Hood

Hood's research and background have led him to the field of analysis of protein and DNA has become a milestone in the field, leading to this success and ultimate recognition.

Hood has played a crucial role in advancing life sciences, contributing particularly to the successful mapping of the human genome during the 1990s. Original predictions were that this process would require up to 100 years to complete.

Hood's research and background have led him to the field of analysis and understanding of amino acid sequences. Amino acids are molecular units that make up proteins. All proteins are various compositions of 20 specific, naturally occurring amino acids. Research into this area is essential to the field of molecular biology.

Hood's successful research in developing automated instruments for the synthesis and determination of protein and DNA has become a milestone in the field, leading to this success and ultimate recognition.

Since 1980, Hood has focused on the advancement of research in the amino acid discipline. An automatic peptide sequencer, developed in 1980 and more sensitive than its predecessors, led to automated DNA sequencers later in the 1980s, and finally the advancement of DNA research based on amino acid sequencing. Because of Hood's research, the entire field of DNA research has been enhanced.

Hood is the only American honored this year with a Kyoto Prize, and is the 25th American laureate in the award's 18-year existence.
School of Law
Shareholders, vendors have 44 lawsuits pending

reorganization plan, it’s hard to gauge just how much will be available to unsecured creditors.

Those creditors range from vendors to landlords, business partners to bondholders. The businesses on Peregrine’s list of creditors include restaurants, courtiers and staffing contractors.

Peregrine, whose chairman is Padres owner John Moores, already has taken steps to make itself a smaller company. Since news of its accounting problems became public in May, the company has slashed its staff size from 3,450 workers to about 650 by the time the sale of Remedy closes.

The company also has proposed rejecting leases on several of its buildings nationwide, including three of the five high-rises at its pooh Carmel Valley campus. In addition, it is abandoning room-guarantee contracts with the San Diego Convention Center and downtown hotels for a now-canceled customer conference that was scheduled for 2003.

Among the creditors with the most at stake are 36 investment companies that hold $270 million in Peregrine debt, which comes due in 2007.

Many of those bondholders declined to comment for this story. A Peregrine spokeswoman said the company is negotiating with them as part of the bankruptcy.

One of the bondholders is Tulsa-based Prescott Capital Management, which owns $2 million in Peregrine bonds. Lee Brewer of Prescott said the bankruptcy “was always a possibility. You’d prefer it didn’t happen. But they are selling Remedy. We’ll have to see how far the cash goes from that.”

Prescott also ranks among Peregrine’s largest stockholders with 6.6 million shares, or 3.4 percent of the company’s outstanding shares. Because Peregrine’s debt holders are still working to present the court with a proposal that will allow the $60 million loan to be approved.

Even though the company is headquartered in San Diego, Peregrine filed for reorganization in Delaware, where it is incorporated.

The Delaware bankruptcy court has a reputation for its expertise in handling complex cases, like Peregrine’s, said Mary Jo Wiggin, a law professor and bankruptcy specialist at the University of San Diego School of Law.

Peregrine’s proposed sale of Remedy — perhaps its leading business unit with 700 employees and revenue of $250 million over the past 12 months — is a sign that Peregrine is trying emerge from bankruptcy as a viable company, legal experts say.

“They’re getting ready to sell something that they can turn into cash, and cash is king,” said Margaret Mary Mann, a partner in the Luce Forward Hamilton law firm who specializes in insolveney cases. “That indicates to me that they already have made some of the tough business choices.”

BMC has links to Moores, Peregrine’s chairman. Moores co-founded BMC with less than $1,000 in 1980, but left a decade later amid lawsuits between him and his former partners and has long since sold off his stake in the company.

BMC officials said negotiations between the two companies ignited when Gary Greenfield joined Peregrine as chief executive officer in June. BMC chief executive Robert Beauchamp said Remedy was attractive in part because it remains intact, despite Peregrine’s troubles.

“One of the things that impressed me most about Remedy is they have intensely loyal customers,” Beauchamp said. “And their management is still sitting there. It amazes me they’ve been able to hang together in what has been a hurricane for them.”

Staff writer Kim Peterson contributed to this report.

Mike Freeman (760) 476-8209; mike.freeman@uniontrib.com
Accounting practice gone awry

The trouble with good ideas is that as soon as they take root, the underground burrowers (gophers in the garden, accountants in the corporate world) find a way to chew them up to their partisan advantage.

Consider the accounting concept of mark to market. "In principle, it's a great idea," says Frank Partnoy, University of San Diego law professor, but corporations have been abusing the concept disgracefully.


The new book will have plenty to say on mark to market accounting, says Partnoy.

In the old days, a company would purchase an asset — say, a piece of land — and keep it on the books at its original price. "The value could go up or down, but no one would know," says Partnoy.

Along came mark to market, or valuing an asset on the balance sheet at the current market value at a specific point in time, even though cash realization of the asset may be years away.

Obviously, this gives a company latitude to mark the value of an asset up to an unreasonable level, as long as the CPA firm goes along with the ruse.

Enron was a classic example. It invested in a hot stock named RhythmsNetConnections. As it rocketed up 30 times its original price, Enron was all too happy to mark the asset to market. "As it went down, they used all kinds of vehicles to avoid marking it to market," says Partnoy, who has studied Enron closely.

Other Enron tales abound, as congressional hearings and press reports attest. While he was chairman, Ken Lay was on the board of Indianapolis' Eli Lilly. In early 2001, Enron announced that it had entered into a $1.3 billion, 15-year contract to supply electricity to Lilly.

However, Indiana had not yet deregulated electricity, so Enron could not fulfill the contract. In marking the asset to market, Enron took it upon itself to predict when Indiana would deregulate, and how much Enron would make over the 10 years of the contract.

Enron — believing in its prescience — put a value of well over half a billion dollars on the contract. It had also paid Lilly $50 million in advance — one reason it got the contract.

On another occasion, Enron announced a 20-year deal with

\[\text{SEE Bauder, C7}\]

Enron rode practice to fortune, collapse

Blockbuster's entertainment service. Convoluted financing was arranged.

Enron established three pilot projects, and using mark to market accounting, chalked up $110 million as profit. Arthur Andersen approved. Blockbuster called off the deal only seven months after it was launched. Employees were astounded at Enron's hubris in reporting such huge profits from a project that never really got rolling.

Another time, Enron agreed to supply 15 Quaker Oats plants with natural gas and electricity over 10 years. Enron reported more than $20 million in profits on the deal before it had ever supplied anything to Quaker, thanks to mark to market accounting.

Enron had deals going out as long as 24 years and had no hesitancy predicting profits therefrom, despite volatile energy prices and other vicissitudes.

All told, Enron is said to have booked about $10 billion from advance energy deals. Mark to market estimates accounted for one-third to one-half of profits in its final years, according to reports.

But the problem is not just Enron and other notorious bad boys, says Partnoy. "It involves every company that is required to mark to market," he says. "It includes Wall Street banks; it includes companies with financial subsidiaries like G.E. and Ford."

It's not just for derivatives. The mark to market technique is used on all kinds of assets, he says.

Mark to market is particularly useful in income-smoothing. "If you're having a good quarter, you may want to save for a rainy day," says Partnoy. "Companies use mark to market to hide the volatility of their earnings."
Defense attorneys know that we’re not held as the pillars of the community to begin with, although frankly we’re the ones that make sure this country doesn’t turn into a police state.”

STEVEN CARROLL, San Diego County Public Defender

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**Experts make case for defense attorneys**

By Alex Roth
STAFF WRITER

Suppose a man is charged with murder and confides to his attorney that he and he alone committed the crime. And suppose his attorney later discovers a witness who honestly believes he saw a different person kill the victim.

Is it ethical for the attorney to let the witness testify for the defense?

A number of prominent criminal lawyers and legal-ethics experts gave the same answer during interviews last week: Yes. Not only would it be ethical, they said, it probably would be a professional requirement.

“If a defense lawyer can find a guy who believes the sun rises in the west and sets in the east, and that testimony will somehow help his client out, he has a duty to put that guy on the stand,” said Alameda County Prosecutor Jim Anderson, one of the state’s most experienced death-penalty prosecutors.

This hypothetical takes on special relevance in the wake of news that David Westerfield’s attorneys tried to reach a plea agreement shortly after his Feb. 22 arrest on charges of kidnapping and murdering 7-year-old Danielle van Dam.

Sources told The San Diego Union-Tribune that attorneys for Westerfield told prosecutors he would tell them where to find the girl’s body in exchange for a sentence of life in prison without parole instead of the death penalty.

The deal fell through after volunteer searchers found the Sabre Springs girl’s body Feb. 27 off a rural road east of El Cajon.

News of the aborted plea deal prompted a visceral and widespread public reaction,

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**ATTORNEYS** CONTINUED FROM PAGE A1

Death sentences often overturned on grounds of inadequate defense

Many fellow lawyers also have felt compelled to voice support for Westerfield’s two main attorneys, Steven Feldman and Robert Boyce. Two ethics experts said there is absolutely no evidence Westerfield’s attorneys committed any violations of the California Rules of Professional Conduct, the ethical standards for the state’s lawyers.

During the trial, Westerfield’s lawyers attacked the lifestyle of Danielle’s parents, who smoked marijuana and admitted swapping sex partners with friends. The defense suggested someone within the van Dams’ circle of friends might be responsible for the girl’s abduction.

The defense also called several insect experts in an attempt to show that Danielle’s body was dumped while Westerfield was under constant police surveillance and, therefore, he could not have been the person who did it.

Ethics experts say the defense was appropriate because there is a difference between suggesting alternative interpretations of the evidence and deliberately misstating facts to a jury.

Lying in court can get a lawyer disbarred. Clouding the prosecution’s case is by definition the defense attorney’s job. “They did a superlative job as incredibly competent lawyers,” said Laura Berend, a professor at the University of San Diego School of Law who teaches ethics and criminal practice.

Neither Feldman nor Boyce lied to the jury, the experts said. Instead, they presented evidence that Superior Court Judge William Mudd ruled the jury would be allowed to hear.

Feldman and Boyce then offered the jury interpretations of that evidence. It was up to the jurors to decide whether those interpretations were reasonable.

The state ethics code forbids lawyers from allowing a witness to testify after the lawyer knows the witness plans to lie on the stand.

That scenario is different than letting witnesses testify to what they honestly believe, even when the defense attorney privately knows or has reason to believe that the witness is off base, said Gerald Uelmen, a professor at Santa Clara University School of Law and a top scholar in the field of legal ethics and criminal procedure.

“There’s certainly never been a lawyer disciplined for putting on a witness who in good faith believes the testimony he is giving,” Uelmen said.

The reason for this distinction is simple, legal experts say: Defense attorneys occupy a unique role in the criminal justice system in that their only loyalty is to their clients.

Many defense attorneys say they try to avoid forming any judgment about their clients’ guilt, regardless of the evidence. Once the case goes to trial, their job is to present to the jury any legally admissible evidence that will benefit their side.

“You have a right to an attorney who is in your corner and fighting all the way, and if they don’t fight all the way they’re unethical,” said San Diego County Deputy Public Defender Kathleen Cannon.

Cannon said she views her job as being “the voice, the body through which (the client) acts in a courtroom.”

Many defense lawyers point out that a deliberate refusal to present evidence that would
benefit one’s client — even a client who was obviously guilty — could be grounds for professional sanctions and a new trial.

This is especially true in California death-penalty cases, where the 9th U.S. Circuit Court of Appeal — the second-highest court in the country — frequently overturns death sentences on the grounds that the defendant’s attorneys failed to present an adequate defense.

In other words, a vigorous defense in court is required for a death penalty to be carried out.

Some defense lawyers who followed the Westerfield trial speculate that the primary strategy of Feldman and Boyce was to save their client’s life, which is not uncommon in death-penalty cases. The defense may have been working under the assumption that Westerfield would be convicted of the charges but that the jury might be coaxed into sparing his life if they still had lingering doubts about his guilt.

In the week since the start of the public uproar against Feldman and Boyce, many of their fellow defense lawyers have found themselves wondering what the public thinks Westerfield’s attorneys should have done:

Deliberately avoid consulting any experts? Conceal any witnesses who might cast doubt on the prosecution’s case? Just concede the case?

These lawyers say the public furor suggests the misguided notion that, although every client might have the right to a defense, if a lawyer thinks his client is guilty the lawyer should not try too hard.

KATHLEEN CANNON,
San Diego County
deputy public defender

Alex Roth: (619) 542-4558;
alex.roth@uniontrib.com
During the penalty phase in the David Westerfield murder trial, Beth Karas delivers an update to Court TV viewers.
Roni Galgano / Union-Tribune

Cable’s Court TV brings trials into our homes and finds there are plenty of ‘friends of the court’

By Preston Turegano
ARTS/ENTERTAINMENT WRITER

n a day when most San Diego TV news stations and cable news channels were not downtown covering the David Westerfield murder trial, Court TV’s Beth Karas was ensconced under a tent outside the county courthouse, updating viewers on the trial’s penalty phase.

“This has clearly been one of the more interesting cases I’ve ever covered,” said Karas, one of three Court TV field reporters who traverse the nation to sit in on high-profile trials. “Circumstantial cases often can be more potent and stronger than other cases. The Westerfield case wasn’t a whodunit, but rather how-did-he-do-it. I think that’s what intrigued viewers.”

And for the last 11 years, Court TV has enthralled viewers, moving from a little-watched start-up network to now being seen in almost 80 million households. Its appeal is in concert with the popularity of syndicated court shows like “Judge Judy,” and crime-related series on the broadcast networks like the multiple “Law & Order” shows.

A former assistant district attorney in Manhattan, Karas went to work for Court TV eight years ago, thrilled about the cable channel’s educational aspect.

“Yes, there’s an entertainment aspect to it (Court TV), too, but it’s taught people about the criminal justice and civil law systems,” said Karas, who, before Westerfield, covered some of the trial of Kennedy cousin Michael Skakel (who was sentenced last month for a 1975 murder).

Karas came to San Diego in late May to prepare for Westerfield and is committed to staying until the jury decides if the 50-year-old convicted murderer should die or go to prison for life without the possibility of parole for the kidnapping and slaying of 7-year-old Danielle van Dam in February.

For Westerfield’s prosecution before Superior Court Judge Wil-
The typical trial viewer is female and age 18 to 49.

Court TV

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The typical trial viewer is female and age 18 to 49.
Children's advocates reflect on decade of progress

By Mareva Brown
Sacramento Bee staff writer

Ten years ago, one of the state's leading child advocacy agencies and Sacramento's then-presiding juvenile court judge joined forces to put into practice a novel idea. Give children who had been taken into the foster care system their own independent attorneys and investigators who could advocate in court for what was in the child's best interest.

It was good practice, they reasoned, far better than allowing children to be represented by county staff attorneys who might be reluctant to wage war against another branch of the same government entity.

"The theory behind it was that this is a group that ought to be able to sue on behalf of children," said Robert Fellmeth, executive director of the Children's Advocacy Institute in San Diego. "At the time it was proposed, we had county employees representing the kids. And that's a problem, because you can't sue yourselves. You can't appeal a mistake you've made."

Fellmeth sold his idea to Judge Roger K. Warren, who was pushing for reform in dependency court at the time. Together, with a grant from the state Judicial Council, the two created a nonprofit law firm dedicated solely to representing foster children and launched the project in Sacramento.

Tonight, the firm -- Sacramento Child Advocates -- will celebrate its 10th anniversary at a dinner party at a private home with a keynote address by state Attorney General Bill Lockyer. The event will honor the 16 attorneys and their staffs who represent Sacramento County's roughly 5,500 foster children.

Most of the firm's attorneys have gone to law school specifically to work in the field of public interest law or to represent children. They work long hours and take work home every night to prepare to argue six or more cases in court each day.

"It is a very dedicated staff," said attorney Mike Hansell, the firm's executive director. "They're willing to work for non-profit wages and totally dedicated to advocating for the best interests of children in Sacramento County."

Hansell said an entry-level SCA attorney makes roughly half what a new attorney at a private firm might earn.

Most of California's counties use public defenders or appointed private attorneys to represent foster children.

Judge Kenneth G. Peterson, who currently presides over the county's juvenile court, said the children's attorneys receive rave reviews from bench officers, but he wishes the state budget would allow him to hire more of them.

Children's attorneys in dependency court, where child welfare cases are heard, struggle to represent as many as 500 clients each, a daunting task.

The firm's format, which has been duplicated by a few courts nationally but none in California, is unique in several respects. Its nonprofit status makes it eligible to solicit some grants and allows private donors to make gifts tax deductible.

And it is structured to act as an independent investigatory agency. Unlike social workers from Child Protective Services, SCA attorneys and social workers are divorced from the obligation of aiding parents and are solely focused on finding the best life path for the children.

Pairing social workers with attorneys ensures the ability to call expert witnesses and provides an independent check of the county's handling of foster cases.

"It's important," said Fellmeth. "You have to be able to check on what the county is doing."

The Bee's Mareva Brown can be reached at (916) 321-1088 or mbrown@sacbee.com.

The Bee's Mareva Brown can be reached at (916) 321-1088 or mbrown@sacbee.com.
Caring for Our Kids Should Be the Bottom Line

By ROBERT C. FELLMETH

The long labor now done, the California Legislature has given birth to a monster that will eat away our public investment in children, child programs and education for decades to come.

It will leave many poor children, who don't have the Social Security safety net of the elderly, bereft.

It's a disgrace that children suffer most under this wrongheaded state budget.

And it raises profound questions about our commitment to the children who are our common legacy. How might these cuts have been avoided, given our state budget deficit?

Perhaps our big-time campaign-donor prison guards should not be able to retire at age 50 with as much as 90% of their top pay for life. Perhaps the $5.7 billion in state tax deductions and credits for business and the elderly enacted since 1999 should be reexamined.

Instead, California's lawmakers have cut public investment in children more than the members of any other Legislature in the nation since the Great Depression—not the $7 billion that Gov. Gray Davis has contended but more than $13 billion.

The cuts are everywhere: job investment in impoverished parents facing an imminent loss of the federal safety net; basic K-12 education investment (once again, California is about to slip to last place in the nation in class size); investment in higher education (slots for youth needing post-high school training will decrease in relation to population).

The 100,000 foster children—kids so abused that the state has removed them and taken parental jurisdiction—will continue to suffer neglect, substantially being abandoned at the age of 18, despite the $350 million solemnly promised to them by the Assembly Democratic caucus at the start of the year.

That is only the start. Virtually every penny of new federal money going to California for children is being diverted to general fund relief. Federal dollars will not supplement state efforts but supplant them.

The Healthy Families program has signed up some new children for medical coverage, but hundreds of millions in federal money will be returned to Washington for distribution to other states because California cannot come up with its 33% match. These cuts will occur along with a 6% gain in personal income projected for 2003.

If we adults paid the same percentage of our income in public investment in children as our parents did in 1979, we would be investing $15 billion more than the sum provided in the current state budget. Yet in the eyes of lawmakers, all that matters is that we have avoided a tax increase.

Our values and biases are revealed not so much by what we say as by what we choose to talk about. Tax levels are on the media-public policy table. But tax spending is not. Children are not, unless one happens to be abducted. Yet abductions actually are down markedly, while massive negative trends in youth employment, teacher quality, classroom size, child health coverage and child hunger get no media coverage.

And if we do discuss them, it is rarely in relation to public investment.

News anchor and writer Tom Brokaw calls those who matured during the Depression and World War II "the Greatest Generation" for their courage and generosity. Yet their remarkable sacrifice was not that atypical.

The United States long has stood for investment in its children above all else, from the communities in the pioneer West selling crops to build schoolhouses to immigrant families committing their savings so children could go to college or own homes.

It is the current group of baby boomers—self-indulgent and shameless takers—who are the anomalous generation.

Robert C. Fellmeth is a professor of public interest law at the University of San Diego Law School and director of the Children's Advocacy Institute, which publishes the annual California Children's Budget.
Examination is focused on unpaid campaign bills

By Caitlin Rother
STAFF WRITER

Former San Diego Councilwoman Linda Bernhardt, who escaped prosecution for failing to pay $51,165 in debts to campaign vendors from her 1989 election and 1991 recall, probably thought the controversy was well behind her.

So it must have come as a surprise when she learned she is under investigation by the San Diego Ethics Commission for failing to pay campaign bills within the 90 days required under the municipal code.

Bernhardt, who does land-use work for a Los Angeles law firm, faces a potential fine of up to $5,000 for every day she didn't pay her campaign bills, most of which are owed to a Glendale printing company and a political consultant.

In addition to Bernhardt's two campaign committees, the commission is investigating five others for failing to comply with the 90-day provision.

One of the five is believed to be County Supervisor Ron Roberts' committee. According to the disclosure report he filed in July, his campaign still owes $58,637 to vendors he hired during the 2000 mayoral race, which he lost to Dick Murphy.

Roberts would not confirm he is being investigated. In a written statement, he said: "We are making every effort to pay off this debt as soon as possible. In fact, we have several fund-raising events scheduled over the next two months. It is my understanding that the preliminary review process of the Ethics Commission is conducted on a confidential basis, so it would be improper for me to confirm or deny that my campaign has received any communication on this matter."

Some political observers praised the commission for its efforts. They said the city is long overdue in going after candidates who purposely

SEE Bills, B4
spend more money than their campaigns have raised and try to unfairly influence the outcome of an election, knowing the city historically has ignored the violations.

"The problem with deficit financing a campaign is who the hell is going to pay off the deficit?" said Robert Fellmeth, director of the Center for Public Interest Law at the University of San Diego.

Answering his own question, Fellmeth said the debt could be paid by special interests funneling money through a political consultant or by contributors who are not disclosed until after the election.

"And that's not an ideal situation," he said.

Representatives of the candidates under investigation, however, expressed outrage that the commission is moving to enforce a provision of the law the City Attorney's Office previously deemed too vague for criminal prosecution.

In Bernhardt's case, critics said, the commission was abusing its power and wasting taxpayer money by pursuing a candidate that the city attorney and district attorney chose not to prosecute in 1991.

"What's the point of this, that's my question, I mean really, get a life. This is 12½ years ago," said Rick Taylor, the Los Angeles political consultant to whom she still owes a portion of the debt. Taylor said he could not remember the outstanding amount and her recent reports did not list specific bills.

"I'm probably owed a million and a half dollars from candidates," Taylor said. "That's an account I don't even think about. It was so long ago, why even care?"

Charlie Walker, the commission's executive director, said his office has a lower burden of proof than the district attorney's or city attorney's offices in pursuing vendor debt violations. That's because the commission can charge only administrative penalties, while prosecutors have to build cases that can stand up in court.

Commission members and staff routinely decline to discuss their investigations, as they did in this case. The commission's complaint log, however, is public. It lists when a complaint is filed or dismissed, the type of allegation and the status of an investigation. It does not cite the names of people under investigation or those who filed complaints against them.

Commissioners started investigating vendor debt violations earlier this year, when activist Mel Shapiro filed a complaint against 2nd District Councilman Byron Wear. Shapiro alleged Wear, who will leave the council this year because of term limits, essentially collected illegal campaign gifts during his 2000 mayoral campaign by asking vendors to withdraw invoices for debts that were at least 18 months old.

The Wear inquiry has proceeded further than any other the panel has conducted since it was seated more than a year ago. Shapiro said a probable cause hearing for Wear had been scheduled for Nov. 6.

But Friday, a Wear spokesman said it had been postponed for at least 30 days, which likely will be after Wear leaves office. The proceeding will be closed unless Wear requests otherwise.

Wear, who has expressed interest in a $139,476-a-year seat on the new Regional Airport Authority after he leaves the council, issued this statement Friday: "All campaign vendors were paid in full a year ago. It has not been determined whether that hearing will be public but Councilman Wear believes that San Diegans have a right to know the result. Councilman Wear believes that the case lacks merit and is eager to prove that to the Ethics Commission when the time comes to do so."

Bernhardt did not return calls to her office seeking comment.

David Gould, her Los Angeles-based treasurer, confirmed he received a letter from the San Diego Ethics Commission in late August, saying the probe was under way.

Gould blasted the commission for attempting to punish Bernhardt when she is only complying with the state law that requires her to keep filing reports despite having no financial means of retiring her debt. He said he told Walker the statute of limitations had run out, but said Walker argued the violation is as current as the last report she filed in July.

"They also know she has nothing. She doesn't own a house ... If they really do go after this, I will get someone to represent her in court and I will go after the city on this," Gould said. "It's a witch hunt, and for what purpose?"

Jim Sutton, a San Francisco attorney who works with local political consultant Tom Shepard, says he is representing three candidates under investigation, but he declined to identify them. He said he is representing them at no cost.

"This is outrageous," he said.

"It's not fair on so many levels. ... When people just don't raise enough money to cover the debt, you've got to give people a certain amount of time to do that."

Sutton criticized the commission for enforcing what he called "a relatively obscure finance rule" before it educates candidates on the law.

"I assume at the end of the day, they're not going to put people in jail or force them to pay large fines," he said. "If you're going to do that, then issue a press release, hold a training seminar, but don't drag ... candidates through the mud."

Others had a very different take on the issue. The city's approach to vendor debt has always been a pet peeve for attorney Bob Ottilie, who has been a candidate and has represented campaign consultants.

"This issue is the biggest single problem in local elections, I've said it for years," said Ottile. "We all owe Dick Murphy a big thank you for creating this Ethics Commission now that we know it's aggressive and is going to go after the problems that have concerned so many of us in this community for so long."
Ottilie ran unsuccessfully for an at-large City Council seat in 1987. Last year, he represented fund-raiser Lacee Beaulieu in a billing dispute with Wear related to his mayoral campaign in 2000.

But to Ottilie, protecting vendors is not as important as "maintaining the integrity of the election process, because the candidate who carries debt even a day beyond the election is somebody who has spent more money to get votes than they had in the bank."

Political consultant Larry Remer, one of the vendors Roberts still owes, doesn't see what all the fuss is about. He called the vendor debt law "complete and total BS. . . . As a practical matter, no one pays attention to this."

He said the law favors wealthy candidates who can fund their own campaigns through personal loans or special interests and can hire expensive consultants. Conversely, he said, it works against lesser-known grass-roots candidates who cannot afford to hire such consultants or offer them victory bonuses.

The seven new vendor-debt investigations, which began in August, stemmed from referrals by the City Clerk's Office after all open campaign committees filed semianual disclosure reports in July. Other than Bernhardt and probably Roberts, it was not readily apparent which other candidates may be

Linda Bernhardt is the subject of an investigation into her unpaid political bills. This 1991 picture was taken at a news conference after she lost her City Council seat in a recall election. File photo
HEADLINE: Consumer Groups Announce Support for Plastic Pipe Lawsuit; Accuse Gov. Davis of Putting Campaign Dollars Ahead of Families and Consumers

DATELINE: LOS ANGELES, Sept. 6, 2002

BODY:

A coalition of consumer and business organizations today announced their support for a lawsuit filed against the State of California that accuses the Davis Administration of forcing families to spend millions of additional dollars on housing by illegally restricting the use of plastic pipe in new home and apartment construction in exchange for nearly $1.7 million in campaign donations by plumbers' unions in California. The plastic, known as "PEX," is widely used in the rest of the US, Canada and Europe for the safe delivery of drinking water.

"California families are being ripped-off for millions of dollars in the name of politics," said Jirn Conran, president of Consumers First! "Gov. Davis should be doing everything he can to reduce the high price of housing, not inflating prices to line the pockets of his contributors."

Home prices in Southern California have skyrocketed. According to the California Association of Realtors, just 31 percent of Los Angeles residents can afford a median priced home, down from 35 percent last year. The median price of homes and condos has risen 15 percent in Los Angeles County over the past year, to more than $266,000.

Unions have opposed the use of PEX because it costs less and is less expensive to install than traditional copper pipe. In a typical new home, the cost difference can be as much as $500 per house, with proportional savings for condos and apartments.

At current labor rates, on the 107,000 single family homes built in California last year, California families paid an extra $53.5 million "Davis Plumber's Tax" on new houses, according to Kevin Eckery, executive director of the California Coalition for Affordable Housing.

The lawsuit, filed in Los Angeles Superior Court by pipe producers, alleges that the California Building Standards Commission (BSC) and other state agencies responsible for adopting the California Plumbing Code, missed the legal deadline for approving an updated code by more than a year and a half, and compounded their error by illegally removing PEX as an approved building material before adopting an updated Plumbing Code on May 2, 2002.

The BSC's action puts PEX in consumer limbo. Communities in California that currently allow the use of PEX may continue to do so, but any expansion would have to be approved by each local building department or city council, a daunting task in a state with nearly 550 separate cities and counties.

The suit seeks to overturn the state's action on May 2, and recognize the automatic adoption of the Uniform Plumbing Code, effective October 2000. It names the BSC and five state agencies that advise the BSC on code adoption -- Department of Housing and Community Development (HCD), Division of the State Architect (DSA), Office of Statewide Health Planning and Development (OSHPD), Department of Health Services (DHS) and the Department of Food and Agriculture (CDFA).

By law, the BSC is mandated to update these building codes every three years, based on national model codes prepared by organizations like the International Association of Plumbing and Mechanical Officials (IAPMO), which
publishes the Uniform Plumbing Code (UPC). The law gives the BSC one-year from the date of its publication by IAPMO to review the Uniform Plumbing Code and make changes needed to adapt them to California. At the end of a year, if the BSC has not acted, then the Uniform Plumbing Code automatically becomes law.

The most recent update to the Uniform Plumbing Code was published in October 1999 and included the unrestricted use of PEX. The BSC adopted an updated California Plumbing Code, eliminating all references to PEX, on May 2, 2002, some two and a half years later, and more than one and a half years after their legal deadline for action.

The lawsuit also alleges that the BSC and the other state agencies violated the civil rights of PEX manufacturers by acting arbitrarily and failing to follow their own policies and procedures.

In August 2001, state agencies indicated support for the inclusion of PEX in the California Plumbing Code. The only opposition came from the California Pipe Trades Council, the statewide umbrella organization for the plumbers' unions, which suggested an environmental review should be conducted before PEX was included in the codes. Subsequently, the state agencies reversed themselves, using nearly identical language to suggest they didn't have time to do an environmental review before they could make a recommendation on the use of PEX in California.

In the end, the BSC ruled that an environmental assessment needs to be prepared evaluating the effect of PEX on the environment, but failed to require a similar assessment for any other proposed change in the Plumbing Code.

"This is especially absurd given the 2 1/2 years the BSC and other state agencies took to adopt the new code," said Eckery. "Even if they really needed an environmental review, which of course they do not, they had more than enough time."

The suit was filed in Los Angeles Superior Court. A hearing date has not been set.

The California Coalition for Affordable Housing is a coalition of consumer and business organizations dedicated to supporting affordable housing for California families. Members and supporters include the California Small Business Association, the Consumers Coalition of California, Consumers First!, the California Alliance for Consumer Protection and the Center for Public Interest Law.

CONTACT: California Coalition for Affordable Housing
Kevin Eckery, 916/296-5945
or
Jim Conran, 925/253-1937

URL: http://www.businesswire.com

LOAD-DATE: September 7, 2002
Not everyone was pleased with the Port Commission's recent resolution reaffirming an earlier decision to tear down three large National City tanks that could store gasoline.

David Diaz, project manager for Newport Petroleum of Signal Hill, was one of two people who opposed destroying the tanks.

The other was Michael Shames, executive director of Utility Consumers' Action Network.

About 15 residents and activists with environmental groups stepped up to support the tanks' demolition.

For nearly three years, Diaz and his petroleum shipping company have expressed interest in redeveloping the tanks for gas storage. The project would be done in two phases, costing about $5 million.

"We've experienced nothing but (the port's) effort to kill the project," Diaz said.

The National City tanks offer a 348,000-barrel capacity. Earlier this year, Robert Fellmeth, a professor at the University of San Diego and director of the Center for Public Interest Law, said those tanks could save San Diegans at least $105 million in cheaper gasoline prices.

Fellmeth said restricted storage space limits competition among gas station owners in San Diego, resulting in higher prices at the pump.
‘Consumer-friendly’ contact lens bill OK’d

Users can now buy them from any seller

By Jennifer Coleman
ASSOCIATED PRESS

SACRAMENTO — Gov. Gray Davis signed a bill yesterday that lets Californians have a prescription for contact lenses filled anywhere, not just through their doctors.

“This is a consumer-friendly bill that opens up the contact lens market to greater competition,” Davis said. That should lower prices for Californians who want to shop around for the best price on their lenses, he said.

Assemblyman Lou Correa, D-Anaheim, said optometrists previously were concerned about the safety of ordering contact lenses through Internet or mail-order companies. But the California Optometrics Association didn’t oppose this bill and instead worked to ensure that patients had fittings by their doctor before the prescription would be released, he said.

With the popularity of disposable and mass-produced soft contact lenses, once the lenses are fitted by a doctor, anyone can sell the lenses, Correa said.

The bill requires that online or mail-order contact lens sellers verify the prescription with the doctor’s office, if a written prescription isn’t sent with the order, to ensure that the prescriptions are correct and haven’t expired.

“This is really a great day for the 4 million contact lens wearers in California, including me,” said Julie D’Angelo Fellmeth of the Center for Public Interest Law in San Diego, which pushed for the new law. “It will allow consumers to comparison shop and purchase them at the store of their choice and at the price of their choice.”

In 1978, the Federal Trade Commission ruled that eyeglass prescriptions could be filled by retailers other than doctors. Then, however, contacts were glass disks that had to be custom-fitted to each patient.

Davis also signed bills that require:

■ Internet service providers give 30 days notice to customers before shutting down access to e-mail. The bill applies to company-wide shutdowns, not termination of individual customer accounts.

■ Health insurers to offer conversion policies to people who have become ineligible for group insurance.

■ High schools to allow students taking approved Internet-based courses to be counted as part of a school’s average daily attendance to determine the level of state aid.

■ Video game arcades to post signs notifying patrons of an industry-created “traffic light” rating system for the games and, when requested, to provide customers with a brochure describing the rating system. The bill was carried by Assemblyman Juan Vargas, D-San Diego.

■ Public and private colleges and universities to submit information to the California Postsecondary Education Commission on their compliance with federal crime reporting requirements and provides for additional reporting to the Legislature on campus violence.

■ Businesses that use automatic checkout systems to ensure that the price of each item is clearly displayed at the time the price is interpreted by the system.

■ That nurses in solo practice be allowed to prescribe medications under current standardized protocols and procedures.

■ School principals, at the request of the parents of students with special needs, to apply for waivers for the students from the High School Exit Exam education requirement.
Doctor discipline faulty

Hospitals' policing yields few reports to Medical Board - and sometimes years later.

By WILLIAM HEISEL and MAYRAV SAAR
The Orange County Register

Hospital disciplinary practices designed to weed out bad doctors often protect them instead.

An Orange County Register analysis of hospital and Medical Board of California records since 1997 found evidence of 50 doctors harming at least 119 patients and endangering untold others in hospitals. The doctors performed the wrong surgeries, sexually assaulted patients and left some permanently disabled. Only seven were barred by their medical centers.

A Register investigation in April showed that the Medical Board acts slowly against doctors who break the law and that it withholds information about these doctors from the public.

But the board is at the mercy of hospitals, which have greater access to patient records, stronger ties to the patients themselves and more power to take swift action.

The Medical Board is among the last to know about a doctor who injures patients. Board investigations come several years after hospitals have already scrutinized a physician through a self-policing system called "peer review."

In California, hospitals are required to examine doctors' missteps, mete out discipline and send reports to the Medical Board when a doctor has been punished.

There are more than 100,000 doctors in the state and 481 hospitals, yet the board receives about 100 disciplinary reports from hospitals every year. California's hospitals issue reports at half the rate of New York's 282 hospitals, New York Health Department statistics show.

The paucity of reports is partly due to what experts say is a lack of disciplining by hospitals.

"If this is the front line, the front line is caving," said Julie D'Angelo Fellmeth, administrative director for the Center for Public Interest Law, which lobbies for California health-policy reform.

In the past five years, the Medical Board took action against 16 Orange County doctors whose patients died after hospital treatment. These doctors either lost their licenses, agreed to surrender or faced fines and reprimand by the board. But none of those physicians had been removed from their hospitals' rosters.

"As long as it's an internal system, it's unlikely that they're going to be effective in bringing transgressions to light and making these people answer for what they do," said Jay Horton, a plaintiff's attorney in Santa Ana who has specialized in medical negligence for 33 years. "No one is looking over their shoulders to see whether or not disciplinary action was taken against the doctor."

Physicians say peer review is happening at hospitals and that it is the best way to ensure that knowledgeable, fair people judge a doctor's actions and correct problems.

"I think the general public has a vision that we are trying to cover up bad doctors," said Dr. Jeffrey Podlas, an ob-gyn at Hoag Memorial Hospital Presbyterian who has participated in peer review. "But you have to remember that eventually, bad doctors and dishonest doctors reflect badly on us. I think we're doing the best job we can."

Hospitals have power to punish

It took three fractured baby skulls before Hoag removed Dr. Robin L. Wulffson from its staff, according to medical records subpoenaed as a part of the doctor's lawsuit against the hospital. Those records, and the Medical Board's charges against Wulffson, tell this story:

On May 11, 1990, Hoag staffers noted an "adverse outcome" in Wulffson's charts. A coroner's report showed that a baby suffered a fractured skull and died during a difficult delivery. Wulffson came before a peer-review committee, saying the baby's head had been lodged in his mother's pelvis.
The peer-review committee in his department found Wulffson had not tried the right methods for the tough delivery and that he should be sent an educational letter, telling him what he should have done during the birth.

When Wulffson delivered a second baby with a skull fracture two years later, his peers issued another letter.

In 1993, Wulffson used forceps during a delivery that ended in a third child with a fractured skull. In the six years that Wulffson had worked at Hoag, no other ob-gyn there had any fractured-skull deliveries.

The doctor did not return several phone messages, but in a transcript of the committee hearings he said he was not responsible for the three babies' fractures. Still, Wulffson's fellow doctors found his delivery-room history troubling and recommended that the hospital yank his privileges.

In April and May of 1994, another group of doctors, the Hoag Judicial Review Committee, reviewed Wulffson's charts and heard testimony by Wulffson and others. The committee urged the hospital to kick Wulffson out. Hoag did, but that didn't stop him from practicing elsewhere.

At about that time, the Medical Board found out about the case. It negotiated a surrender of Wulffson's license three years later - seven years after he first came under scrutiny. His license has not been reinstated.

Wulffson delivered Jennifer La Bare's daughter, Bree, with a skull fracture in 1992.

"We got lucky because Bree seems like she'll be OK mentally, but for years we didn't know how things would turn out," La Bare said. "And he kept on delivering babies."

By law, all peer-review discussions are secret. Lawyers can't subpoena records of the meetings, and hospitals only have to report their findings to the Medical Board if a doctor's privileges are affected.

This setup is meant to ensure candid testimony from witnesses and other doctors. But Medical Board officials and some patient advocates say secret meetings allow hospital administrators to hide doctors' problems, rather than fix them. Peer review can drag on until a doctor resigns without the hospital having to act.

The Medical Board often takes a tougher stance than the hospitals. The board revoked seven local doctor's licenses based on problems that arose in hospitals since 1997. Hospitals had the opportunity to reprimand those seven doctors before the Medical Board took action. But none of the doctors had been removed from hospital rosters.

Doctor committees are difficult to motivate, experts say, because hospitals have little control over them. California is the only state in which doctors can't work directly for hospitals. Privileges to practice are granted, but hospitals don't employ doctors.

"These doctors on these committees are volunteering their time, and, given that the task isn't a very pleasant one - disciplining one of their fellow doctors - it can be hard to get them to work for free on that task," said Dorel Harms, vice president for professional services for the California Healthcare Association, the state's largest hospital lobbying group.

Hospitals also are reluctant to act, experts say, because many doctors have the means to initiate long, costly legal battles.

"I was in a case in a small town in Alabama where the hospital spent probably a half a million dollars just getting rid of a heart surgeon," said Doug Elden, founder of the National Peer Review Corp. in Chicago, a law firm that consults with hospitals on peer review. "He was wealthier than everyone else in town and could just keep fighting it."

Hospitals stall Medical Board

When hospitals do take action against a doctor, they're slow to report it. It took an average of three years for the Medical Board to find out about the 18 local doctors implicated in patient deaths in hospitals since 1997, the Register found. And it can take much longer.

"That makes it very difficult for the board to find out what really happened," said Fellmeth, of the Center for Public Interest Law.
The Medical Board didn't learn about Newport Beach thoracic surgeon Robert McKenna until five years after he removed Dennis Hubbard's healthy kidney and left a cancerous one behind, according to its records.

McKenna, who still is licensed to practice, did not return repeated calls seeking comment. He maintained in Hubbard's civil case against him that he had done the best he could given that the hospital did not provide Hubbard's kidney X-rays on the day of the surgery. That case settled in 1994. Later, he admitted to the Medical Board's charge of gross negligence.

McKenna performed the surgery in February 1989, and Hubbard went home thinking his bad kidney had been removed, according to Medical Board records. McKenna soon found out he had taken out the wrong kidney - the left one. In a letter to Hubbard's urologist, McKenna wrote that the post-surgery test results he saw showed "what was interpreted as a probable benign area in the right kidney."

Nearly four years later, that area - actually a cancerous tumor - had grown. A different surgeon removed it, telling the patient what remained of his kidney had a 14 percent chance of long-term survival according to Medical Board records. Hubbard has since moved back to his home state of Wisconsin.

"He was definitely in shock," said Hubbard's attorney, Sean Burke. "And he was fearful because he'd had this cancer still sitting in his system for three years, increasing the risk that it might spread."

The hospital, St. Vincent Medical Center of Los Angeles, told the Medical Board about the mistake five years after it happened, and the board suspended McKenna's license three years later. The board also placed the doctor on five years' probation, which he will complete this October.

The hospital declined to provide any information about McKenna.

Medical Board Executive Director Ron Joseph said if hospitals aggressively pursued doctors with histories of mistakes, they wouldn't send the state so few disciplinary reports - about one report a year for every five hospitals.

"That just doesn't seem to me to suggest that there is active peer review going on out there, active disciplining of physicians based on that peer review and credible reporting to the Medical Board," Joseph said. "We'll never know because how can we quantify what we're not being told?"

Hospitals that don't tell the board about bad doctors can be fined $100,000 - up from $10,000 under a state law that went into effect in January. The fine increase, meant to encourage hospitals to follow the rules, doesn't deter them from bending the rules, physicians and Medical Board officials said.

"You can get around fines for not reporting: Just don't do the peer review," said Dr. Ron Wender, president of the Medical Board's Division of Medical Quality. "That's an even bigger issue, making sure that hospitals are doing good peer review."

When the board does find out about bad doctors, it typically has to subpoena the hospital's records. The records often arrive with patients' names removed, Joseph said.

Deputy Attorney General Steven Zeigen, who prosecutes cases on behalf of the Medical Board, believes Anaheim Memorial withheld information about Dr. Andrew Rutland. The board is investigating Rutland, an Anaheim gynecologist, for alleged fraud and two infant deaths.

The Medical Board subpoenaed records from all the hospitals where Rutland practiced. Investigators thought they'd gotten everything. But in April, they received a call from Memorial's attorney, Shirley Paine, after the Register ran a front-page story detailing Rutland's history of patient complaints.

Paine said the information she gave to Zeigen is part of a private proceeding and didn't have to be disclosed to the Medical Board. Rutland's license is temporarily suspended, pending a hearing in October.

Patients are kept in the dark

Patients will likely never find out about problems their doctor has had at a hospital. The disciplinary records are secret. The Medical Board only will reveal that a doctor has lost his privileges, not why. The only records open to
the public are those sometimes found in lawsuits from patients. In Orange County, those are often destroyed if the case settles or is dismissed.

Patients can't even find out if their doctors have a history of drug abuse.

If doctors or nurses suspect a physician of using drugs on the job, they'll shy away from saying anything about it, said Dr. Shannon Chavez, a psychiatrist and recovering drug addict from San Diego. Chavez herself practiced medicine for nearly 10 years, even though her colleagues were wise to her cocaine addiction.

"I got in their faces and threatened a lawsuit, and they backed off," Chavez said.

To motivate doctors to seek help, the Medical Board allows doctors like Chavez to check themselves into drug treatment without their hospitals or board investigators ever finding out.

"If an individual says, my name is going to get smeared all over every place, where is my motivation for coming in?" said Arnie Zepel, case manager for the treatment program. "The goal is to protect the public. Second part of that is to help physicians get in recovery. Nothing is 100 percent perfect, but I don't think patient safety is compromised."

Patient advocates argue that secrets among doctors do jeopardize patients and keep them from making informed decisions.

Some hospitals, such as St. Jude in Fullerton, Orange Coast Medical Center in Fountain Valley and Huntington Beach Hospital, were open about doctors who had been investigated by the Medical Board.

Other hospitals released no details about actions they took against doctors and refused to say how long the doctors had practiced there.

One of those doctors, Dr. Dawn Parveeen Atwal at Long Beach Memorial, threatened to kill one of her patients and slice her children into pieces, according to the Medical Board's charges in that case. The Medical Board forced Atwal to continue seeking drug treatment and placed her on probation for seven years beginning last December. Atwal made an agreement with the board to admit to the allegations.

But Brian Greene, director of public relations and marketing for Long Beach Memorial, wouldn't say what, if anything, the hospital did to restrict her practice, only that she no longer worked there.

"The fact that they're not practicing medicine here speaks for itself," he said.

Contact Heisel at (714) 796-6853 or wheisel@ocregister.com. Contact Saar at (714) 796-6880 or msaar@ocregister.com.
Proposed ballot statement sparks lawsuit

By J. Harry Jones
STAFF WRITER

Superior Court Judge Geary Cortes, who pleaded guilty last year to a misdemeanor charge of battering his wife and who is seeking re-election, filed a lawsuit yesterday demanding that his opponent remove language from a proposed ballot statement that Cortes says illegally attacks his character.

A judge since 1993, Cortes is being opposed by University of San Diego law professor and fraud attorney Richard Whitney in the November election.

The second sentence of Whitney's proposed statement, which he has submitted for the sample ballot and information packet that the county will send to voters, reads: "Qualified: Richard Whitney is the only judicial candidate "Qualified to be a judge by the San Diego County Bar Association and the judicial candidate not serving criminal probation."

Candidates are told the information they submit to the Registrar of Voters should be a list of their qualifications and that the information cannot be used to attack an opponent.

Cortes, through his attorney, Michael Aguirre, says the reference to probation is a personal attack and therefore is illegal and must be removed before the statements are printed next week.

"Mr. Whitney can kick somebody when they're down, but he can't do it illegally," Aguirre said. "To attack his opponent in the candidate's statement that's paid for, essentially, by the county with taxpayer dollars, is against the rules. We think that a fair hearing will result in that portion of his statement being stricken."

The lawsuit, filed yesterday afternoon in San Diego Superior Court, must be acted on by Thursday, which is the deadline the county has given all candidates to challenge proposed statements. It was unclear yesterday evening when or where a hearing would take place.

In court papers, Aguirre says Whitney has ignored the anti-attack law that applies to all candidates, but that he has ignored an even more stringent law covering candidates for judicial office.

That law, Aguirre says, requires candidates not to "make reference to other candidates for judicial office or to another candidate's qualifications, character, or activities."

Bob Ottilie, Whitney's lawyer, issued this statement yesterday afternoon in response: "Neither Mr. Whitney nor the Registrar of Voters has been served with a lawsuit. The fact that Geary Cortes provided The Union-Tribune with a copy before Mr. Whitney tells us everything we need to know about Cortes' motivation. It is a publicity stunt designed to divert public attention from Cortes' criminal record and criminal probation. We will have no further comment until the lawsuit is properly served."

Cortes and Whitney each received about 42 percent of the vote in the March primary with candidate David Tiffany getting the rest.

It's unusual for a sitting judge to have his or her seat challenged and rare for a judge to be forced into a runoff election.

In November, Cortes pleaded guilty to a crime related to domestic violence. As part of an agreement, three of the four misdemeanor charges Cortes was facing were dismissed in exchange for his guilty plea. The charges stemmed from a series of alleged incidents on May 6, 2001, at his home and at the home of a neighbors in La Jolla.

As a result of the plea, Cortes was sentenced to three years' probation and was ordered to undergo 52 sessions of domestic violence counseling and perform 25 hours of community service work.

J. Harry Jones: (619) 542-4590; jharryjones@uniontrib.com
Judge’s criminal conviction in spotlight during campaign

By J. Harry Jones
Staff Writer
415 U.S. San Diego

A Superior Court judge convicted last year of battering his wife is facing a strong reelection challenge in which his criminal conduct is a central issue.

Judge Geary Cortes is opposed by fraud attorney Richard Whitney for the judicial seat Cortes has held for nine years.

“I have a simple message,” Whitney said. “When people find out there is a sitting judge serving criminal probation, they will vote for me. That, and the fact that I also have been endorsed by every law enforce-

ment group in the county.”

Cortes contends the conviction is irrelevant to his qualifications to be a judge.

Nonetheless, he is the only judge facing opposition on the November ballot.

Cortes was sentenced to three years of probation after pleading guilty in November to one misdemeanor count of battery against a spouse. As part of an agreement, three other misdemeanor charges were dismissed.

Cortes has remained on the bench, where he handles civil cases.

This week Cortes said what happened more than a year ago between him and his wife is “ancient history” and has been put behind us.”

SEE Judge, B4
Cortes stresses his experience, achievements

Cortes said his opponent "rides one horse, and one horse only and that involves our personal problem. This has nothing to do with my qualifications."

Voters who rely only on the official ballot statements for information about candidates will know nothing of Cortes' legal problems.

Hours before the voter pamphlets went to the printers this month, a judge struck a phrase from Whitney's proposed statement in which he declared himself to be the only candidate "not serving criminal probation."

State law forbids candidates from attacking the character of opponents in official ballot statements. Cortes sued, and the court agreed the phrase was a personal attack.

Cortes contends that Whitney included the phrase knowing it was illegal. "What does that tell you?" Cortes said. "It tells you the guy is willing to intentionally and knowingly violate the law to serve his own purposes."

In the March primary, Cortes took 42 percent of the vote and Whitney took 41 percent. Lawyer David Tiffany took the remainder.

While Cortes has his past to contend with, he also has the advantage of incumbency. He stresses his experience — he was in private practice for 16 years before becoming a judge in 1993 — and accomplishments on the bench.

He pioneered juvenile-court programs addressing truancy and mental health. He was the first judge to uphold the legality of Proposition 21, the 2000 tough-on-crime juvenile justice initiative. His decision was affirmed by the California Supreme Court.

Whitney, 44, has for a decade volunteered as a small-claims judge. After working for two large firms for 15 years, he established his own practice three years ago and specializes in insurance fraud.

He also teaches law to undergraduates at the University of San Diego. This is his second race for a judicial seat.

The San Diego County Bar Association has rated Whitney "qualified," its second-highest rating, while rating Cortes as "lacking qualifications." The bar does not elaborate on individual ratings, which are based on factors that include input from judges and lawyers.

Cortes dismisses the rankings as being "political and having nothing to do with performance." He touts endorsements from fellow judges as well as many attorneys.

The charges against Cortes, 51, stemmed from an altercation that began at a neighboring house May 6, 2001, and which, police say, continued inside the La Jolla home of Cortes and his wife.

According to court documents, the judge angrily barged into the house and grabbed his wife, lawyer Deborah Brickner, by the collar of her shirt and yanked her backward.

He insisted Brickner leave, but she refused. He grabbed her a second time by the front of her neck and started forcing her toward the door.

One of the neighbors called police and reported the attack. When police came to the couple's home on Paseo del Ocaso, Brickner told police that Cortes called her vulgar names when they got home and hit her several times. Brickner told police, according to court papers, she was afraid Cortes was going to kill her.

Two days later, Brickner recanted. She told police her husband was jealous and angry because she was at the neighboring house, where four single men lived. But she said Cortes did not strike her and that she acted irrationally.

"Geary never beat me," she said again recently. "This is something that has taken on a life of its own."

"I'm a good judge and a good person. I am," Cortes said during a recent interview.

"Asked why he pleaded guilty if no assault occurred, Cortes said "technically, she didn't want to leave and I escorted her out." His wife, who was present during the interview, said, "Because his wife was having a nervous breakdown."
A MODERN MAJOR GENERAL: The University of Pennsylvania shocked professors and students this month by tapping a two-star general with no experience in higher education as the institution's chief operating officer.

Maj. Gen. Clifford L. Stanley, 55, who will take over at Penn next month, has been in the military for more than 30 years and is the highest-ranking African-American in the Marine Corps. In 2001 he served as commanding general of the Marine base in Quantico, Va., where he also was responsible for training and education.

Most students and professors at Penn weren't quite sure what to make of the announcement, and some admitted to being apprehensive. Will General Stanley's military background, with its decisive chain of command, clash with the give-and-take atmosphere of the university?

"Obviously, the military is different than a research university," says David B. Hackney, a professor of radiology who led Penn's Faculty Senate until this academic year. "On the other hand, this is not an academic job."

As executive vice president, General Stanley will be responsible for running the business of the university, which includes facilities, human resources, public safety, and finance and investments.

His predecessor, John A. Fry, was also new to academia when he took the job at Penn in 1995. The former consultant instituted cost-cutting practices commonly used in business and, while his forceful manner didn't earn him many faculty friends, his tenure was considered a success. He left in June to take over as president of Franklin & Marshall College.

The few people on the campus who know General Stanley use words like "superb" and "remarkable" to describe him. He got to know some professors at Penn's Wharton School several years ago when he worked with M.B.A. students at Quantico on a leadership-training exercise.

"He is the most nonmilitary military person I have ever met," says Judith Rodin, Penn's president, who notes that General Stanley is known for consensus-building. She recalls her interview with him: "I came home and told my husband, 'I've found the guy.'"

General Stanley says he understands the discomfort of some people at Penn. Without personal experience, he says, it is easy to fall back on stereotypes. And, "we now have a society where there are so many who don’t serve in the military." But he says the job is "perfectly scripted for my skills. I’ve been very successful in nurturing a relationship with people who are invisible, who aren’t heard, and in representing their concerns.”

LEGAL MANEUVER: The University of Illinois at Urbana-Champaign has snagged one of law's most high-powered academic couples.

Heidi M. Hurd will take over next month as dean of the university’s College of Law, and her
husband, Michael S. Moore, has been awarded one of two new chairs that will each have an endowment of about $2.5-million.

Ms. Hurd, 41, has been interested in a dean’s job since the couple left the University of Pennsylvania two years ago for the University of San Diego. She is a prominent legal philosopher, and Mr. Moore, 59, is considered one of the country’s top scholars of criminal law. They met when she was a student and he was a professor at the University of Southern California.

Ms. Hurd has a Ph.D. in philosophy as well as a law degree. Her interdisciplinary style will be new to Illinois, which has had a more conventional approach. “Ultimately I think law resides at the junctions of many other disciplines,” she says.

At Penn and San Diego, the couple co-directed institutes for law and philosophy. To lure them to Urbana-Champaign, Richard H. Herman, the provost, created a Center for the Study of Law and Philosophy.

Ms. Hurd wants to increase the size of the law faculty and raise money to build a new law library.

COMINGS AND GOINGS: The University of Pittsburgh has hired Jeanne Marie Laskas, a columnist for The Washington Post Magazine and a widely published freelance-journalist, as an assistant professor in its creative nonfiction program. Ms. Laskas, 43, earned her master-of-fine-arts degree from Pittsburgh in 1985. She has published three books and is working on another about her adoption of two baby girls from China.

—ROBIN WILSON

Got a tip? E-mail peer.review@chronicle.com
President Mary E. Alexander believes ATLA’s membership “must remain united, courageous, and committed to protecting the civil justice system for consumers.” While fighting tort “reform” in Congress and the state legislatures, she plans to strengthen ATLA’s efforts to inform citizens about the importance of the civil justice system. She will also work to strengthen the ATLA Exchange, build the Endowment, expand ATLA PAC, and support the Center for Constitutional Litigation.

The founder of Mary Alexander & Associates in San Francisco served as ATLA’s president-elect in 2001-02, vice president in 2000-01, secretary in 1999-2000, treasurer in 1998-99, and parliamentarian in 1997-98. She is a former trustee of ATLA PAC and has cochaired the Public Affairs Committee and the ATLA PAC Task Force Committee. Ms. Alexander also served as chair of State Delegates, the Council of Presidents, and the Membership Committee.

She earned her B.A. in 1969 at the University of Iowa, her M.P.H. in 1975 at the University of California at Berkeley, and her J.D. in 1982 at the University of Santa Clara.

As president-elect, David S. Casey Jr. plans to continue protecting the rights of injured people by working with members to defeat tort “reform.” He is proud of ATLA’s work to keep a jury trial available to all Americans and says that an independent judiciary is “one of the most fundamental institutions of the democracy we enjoy.”

Mr. Casey believes that although “the challenges we face in the next year are enormous,” ATLA can beat back efforts by special interest groups and their allies in Congress to “wipe out the rights of consumers and victims.”

A partner with Casey, Gerry, Reed & Schenk in San Diego and a founding partner in the national firm of Herman, Mathis, Casey, Kitchens & Gerel, Mr. Casey served as ATLA’s vice president in 2001-02, secretary in 2000-01, treasurer in 1999-2000, and parliamentarian in 1998-99. He has been a member of the Board of Governors since 1984. He co-founded ATLA’s Leaders Forum and serves on the Endowment Board of Directors.

Mr. Casey earned his B.A. in 1972 at Trinity College in Hartford, Connecticut, and his J.D. in 1974 at the University of San Diego.

Todd A. Smith, ATLA’s new vice president, aims to maintain ATLA’s role as “the essential ingredient in ensuring a viable, strong civil justice system in America.” He is committed to responding to the challenges posed by well-organized and well-financed opponents of the right to trial by jury. Mr. Smith was proud to participate in the fight to overturn tort “reform” legislation in his home state of Illinois, and he will continue that effort on a national level.

A partner with Power Rogers & Smith in Chicago, Mr. Smith served as ATLA’s secretary in 2001-02, treasurer in 2000-01, and parliamentarian in 1999-2000. He has been a member of the Board of Governors since 1989 and has chaired the Legal Affairs, Constitutional Challenge, and Amicus Curiae committees, among others. He serves on the Endowment Board of Directors and is a trustee and fellow of the Roscoe Pound Institute.

Mr. Smith earned his B.S.B. in 1971 at the University of Kansas; his M.B.A. in 1973 at Northwestern University, Kellogg Graduate School of Management, near Chicago; and his J.D. in 1976 at Loyola University of Chicago School of Law.
New secretary Kenneth M. Suggs has set his sights on ATLA's promising future: "I want to focus on what we can be—on how we can be more relevant and useful to our members." He will help the association stay focused on ensuring that the "tort system, which has emerged as the only viable deterrent to unsafe conduct and products," remains intact.

Mr. Suggs is a founding shareholder at Suggs & Kelly, with offices in Columbia, Winnsboro, and Myrtle Beach, South Carolina; and Savannah, Georgia. He served as ATLA's treasurer in 2001-02 and parliamentarian in 2000-01.

He has been a member of ATLA's Board of Governors since 1988 and has served on the Budget, Legal Affairs, and Technology Task Force committees. Mr. Suggs has also been chair of the Judicial Independence Committee and cochair of the Legal Affairs and Public Affairs committees. He is a supporting fellow of the Roscoe Pound Institute.

Mr. Suggs received his B.A. in 1968 from Clemson University in Clemson, South Carolina, and his J.D. in 1975 from the University of South Carolina Law School.

Mike Eidson, ATLA's new treasurer, applauds the association's role in overturning state and national special-interest tort "reform" legislation and pledges to continue that important work. He believes that trial lawyers have a responsibility not only to represent plaintiffs in civil litigation, but also to educate the public, government, and media on the civil justice system and how it benefits society.

A partner with Colson Hicks Eidson in Coral Gables, Florida, Mr. Eidson served as ATLA's parliamentarian in 2001-02 and has been a member of the Board of Governors since 1991. He is a former member of the Budget, Organization and Home Office, and Executive committees, and serves as chair of the Legal Affairs, Judicial Independence, and Judicial Selection committees. Mr. Eidson also serves on the Technology Task Force Committee, ATLA's List Advisory and Exchange committees, and the ATLA PAC Board of Trustees.

Mr. Eidson earned his B.A. in 1968 from the University of South Carolina and his J.D. in 1971 from Emory University in Atlanta. He also studied history at Warwick University in Coventry, England.

ATLA's new parliamentarian is Kathleen Flynn Peterson. In the coming year, she will promote judicial independence, as well as ATLA's alliance with state trial lawyer associations. In an age when powerful interests spend millions on efforts to dismantle the civil justice system, she believes protecting clients' right to a jury trial is ATLA's most important responsibility.

Ms. Peterson will continue her support of ATLA's education programs, which "give lawyers at all levels the skills they need to succeed." She also encourages ATLA's ongoing efforts to embrace diversity within the organization.

Ms. Peterson is a partner with Robins Kaplan Miller & Ciresi in Minneapolis. She has served on the Board of Governors since 1993 and is a member of the Endowment Board of Directors and the ATLA Press Advisory Board. A former member of the Executive and Judicial Independence committees, she received the ATLA Lifetime Achievement Award in 1999.

Traditional Jurist Strives to Exhibit Moral Fortitude

BY LINDA RAPATTONI
SPECIAL TO THE DAILY RECORDER

SACRAMENTO — A portrait of Thomas More, double-framed and heavily varnished, hangs above the mantel in Judge Kenneth Hake’s home library. The reproduction of the famous Hans Holbein painting says a lot about the Sacramento Superior Court judge.

More, beheaded in 1535 for refusing to recognize Henry VIII as head of the church in England, and Martin Luther, whose 1517 attack on papal abuses began the Protestant Reformation, are the judge’s heroes.

Even though the two espoused opposite views on church authority, “they had great moral fortitude,” Hake said.

The artwork symbolizes not only the judge’s principles but also his preference for decorum and traditional furnishings. When the court moved its probate hearings across the street to a modern building, Hake left the assignment and assumed general trial duties so he could remain in his dark, wood-paneled chambers and courtroom.

“I’m a traditionalist,” Hake admitted. “I refuse to go into a plastic courtroom. It’s my intention to preserve this courtroom as long as it’s mine and keep it spotless.”

Hake has held court in the room for 12½ years.

A career in law was something Hake did not consider in his early life. His parents, whose roots were in the medical profession, abhorred lawyers, and it was assumed that he would study medicine. Hake decided on dentistry, and was accepted by Loma Linda University’s School of Dentistry.

One day, driving to the university while still an undergraduate, Hake offered a rain-drenched hitchhiker a ride.

The man turned out to be a history professor. Over the course of several more rides, the professor persuaded Hake to switch to law and introduced Hake to his first lawyer.

When, as a college student, Hake stepped into a law office for the first time, he was impressed by the lawyer’s punctuality, his well-ordered desk and his tailored suit.

Then the lawyer introduced him to two
Profile

Continued from page 1
deputy district attorneys who were “having a ball.”

“These guys were just crazy,” Hake said. “There was a lot of camaraderie. I said, ‘Gosh, this is fun!’

Hake stunned his parents with the announcement that he had decided to become a lawyer. He also shocked the dental school by turning down its offer.

After completing his first classes at USC Law School, however, he was disillusioned.

He decided to give dental school a try.

Before long, however, he began feeling uneasy again.

“I had this overwhelming feeling of failure because I had quit [law school],” Hake said. So he again told the dental school’s admissions staff that he had changed his mind. This time, he enrolled at Willamette University in Salem, Ore. After a year of getting his shoes soaked with rain and stuck in mud, he couldn’t take the weather anymore and transferred to the University of San Diego, where he earned his law degree in 1966.

Education

Law school was exactly what the doctor ordered, so to speak, although it “created a great stir in the family.”

“It was like a breath of fresh air,” Hake said. “I could break out of that mold.”

Years later, in an interesting twist of fate, Hake’s son, Kirkham, initially decided on a career in medicine.

“I never, ever tried to influence what he wanted to be,” the judge said.

When the dean of a medical school suggested that Kirkham, a college student, get some practical experience, he signed up to volunteer for a week in an emergency room.

“After his second night in the emergency, he came home shell-shocked,” Hake said.

Although his son was determined not to return, the judge said he demanded that he at least finish out the week before deciding to change his career plans. At week’s end, the younger Hake applied to McGeorge School of Law.

Now Kirkham Hake works as a lawyer in Southern California, where his father grew up. The judge’s daughter, Saacha, is a psychologist in La Mesa.

Kenneth Hake, born in Janesville, Wis., was raised in Westchester, near Los Angeles International Airport. His father first worked at General Motors, then in the defense industry.

He met his wife, Jeannine Hall, while he said, “He’s a very capable judge, and he’s a good man.”

Defense lawyer Laurence Smith, a Sacramento solo practitioner, said Hake is “fairly easy to work with."

“He’ll let you try your own case,” Smith said.

In late 1984, Hake was elected to the Sacramento Municipal Court, where he served three years before he was elevated to the Superior Court in 1988 by Gov. George Deukmejian.

Hake spent six years in the probate court, possibility of parole.

“I remember the woman made a tuna sandwich while her partner repeatedly stabbed the couple to rob them of $32, which they then spent on cocaine,” Hake said.

Tom Roehr, principal criminal attorney in the Sacramento County public defender’s office, has known Hake since he was a prosecutor.

“He is no foolishness and all business,” Roehr said, describing the judge’s bench demeanor. “He certainly is, and wants to be, in charge of his courtroom at all times. He’s very attentive to the attorneys. He tends to foresee any sort of an effort to play fast and loose with the rules on either side.”

In chambers, Hake puts pressure on both sides to try to resolve the case before it goes to trial, Roehr said.

“I think he has mellowed somewhat,” the lawyer said. “He’s not a prosecutorial ideologue. He’s pretty middle-of-the-road to various parties in the system. He hasn’t been that way always.”

Roehr said he has never disqualified Hake in any case because he always felt the judge would be fair.

Hake loves being a judge so much that he has no plans to take any vacation this year.

“I can’t think of anything I’d rather do. It’s an adventure. I get trials and I have no idea what it’s going to be like, who the lawyers will be. Every trial has new issues. It makes ordinary life rather routine and dull.”

Kenneth Hake

Sacramento Superior Court judge

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Rulings
The judge said one of his most memorable cases was a double-murder trial in which the defendants faced possible death sentences for the slaying of a couple who sold them a bed. Hake said he went through four jury panels and had to voir dire each of the prospective jurors in chambers one by one.

He took eight months to pick the jury; the trial — from jury selection to finish — took 17 months. Both defendants got life without

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He met his wife, Jeannine Hall, while he
University of San Diego School of Law
and the
St. Thomas More Society of San Diego
Invite you to

The Red Mass

Celebrated by
The Most Reverend Robert H. Brom,
Bishop of San Diego

Monday, October 7, 2002
5:30 p.m.

Founders Chapel ~ Founders Hall

University of San Diego
5998 Alcalá Park
San Diego, California

St. Thomas More Society
550 West C St.
Suite 1500
San Diego, CA 92101
(619) 233-4100

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John Altomare
Charles Li Mandri

A reception will follow in the
Founders Foyer & Patio and the French Parlor
A response is requested so we may obtain
an accurate catering count for the reception.

Please respond by September 27, 2002
Voice: 619-260-6848
Fax: 619-260-6815
E-mail: lawdean@sandiego.edu

Visitor parking permits will be available
at the kiosk at the main campus entrance.
Please be sure to obtain a permit and display it in your vehicle.
Other USD-Related News
College news

Dean's list

Rachael Clark of Bel Alton has been named to the dean's list for the spring semester at Villa Julie College in Stevenson, where she is pursuing a degree in business administration.

Clark is a 2001 graduate of La Plata High School. She is the daughter of Harry and Amy Clark of Bel Alton.

Katia Antionette Adams has been named to the dean's list at Radford University for the spring semester. Adams attained a 4.0 grade point average for the semester. A 2000 graduate of Thomas Stone High School, Adams has a concentration in managerial economics and is minoring in political science.

Adams is the daughter of Kathryn Adams and Anthony Adams of Brandywine.

Paul R. Spencer of Waldorf has been named to the honor roll with first honors at the University of San Diego for the spring semester. He has a 3.83 overall grade point average.

Spencer, a 2000 graduate of Westlake High School, is majoring in humanities and prelaw. He is the son of Rob and Cindy Spencer of Waldorf.

Shannon McGinnis has earned dean's list honors for the spring semester at Lynchburg College. She is the daughter of William and Mariam McGinnis of Waldorf.

Graduates

Michael Pubillones of Waldorf has been named to the dean's list at the University of Iowa's College of Liberal Arts for the spring semester.

Jennifer Manion of Waldorf has been named to the dean's list at Syracuse University's College of Visual and Performing Arts. Manion is a rising junior majoring in textile design.

Graduates

Brynine Berry, daughter of Bill and Bonnie Berry of Waldorf, graduated in May from the University of Maryland College Park Robert H. Smith School of Business with a bachelor of science degree in finance and a citation in international studies through College Park Scholars. She received a scholarship for all four years through the American Express Foundation.

Berry served as treasurer for Zeta Tau Alpha sorority her senior year. She completed an internship through the International Society of Certified Employee Benefit Specialists during her junior and senior years, working in the human resources department in Annapolis. She completed her last semester with a 4.0 GPA.

Berry is employed as a research analyst for Folger Nolan Fleming Douglas Inc., Capital Management Group in Washington, D.C. She resides in Laurel.

 Attend summit

Ferrum College students Curtis Bumgardner of Mechanicsville and Lindsay Cox of Waldorf attended the annual Citizens for Water Quality Summit in Charlottesville on July 13.

The Ferrum students set up a display explaining the water quality work at the College. The students featured work done with the Smith Mountain Lake Water Quality Program, the Claytor Lake Water Quality Program and the Virginia Department of Health Boater and Marina Education Program.

Scholarships awarded

Meghan Elizabeth Nyers of Bel Alton, a graduate of Maurice J. McDonough High School, was recently awarded a Trustee Scholarship by Wingate University President Dr. Jerry McGee. The scholarship was presented at an awards banquet during Accepted Students Day at the university. The four-year value of this award is $32,000. The Trustee Scholarship is awarded to students who are in the top of their high school graduating class and who have demonstrated a high degree of leadership and moral character. Nyers is the daughter of Lawrence and Jody Nyers.
In June 2002, Bellingham Technical College was granted a Phi Theta Kappa charter as the Beta Lambda Beta Chapter. Phi Theta Kappa is the international honor society of two-year colleges. Here is a partial list of charter members inducted on June 25: Michael P. Miller, Daniel Wayne Millsap, Camilla Ann Motes, Laurie Kathleen Mumm, Laurie Diane Nowak-Crawford, Keith Randall Nungesser, Nikki Yvonne Olson, William F. O'Neil, Bahareh Ashlynn Patrick, Susan Kathleen Reichel, Craig Daniel Rinas, Erin Elizabeth Roosma, Raghbir Singh Sandhu, Rodney Craig Sattler, Dolly Marie Saunders, Sean Dale Scott, Benton Webster Saugy, Jalen Shandler, Patrick Marshall Shoe, Barry Jay Smits, Jeremy James Spidle, John Wesley Stewart, Samantha Marlene Sylvester, Robert Thomas Tape, Robert E. Terpsma, Pamela L. Trotta, Michael A. Wells, Aaron Taylor Whitfield, Bert L. Wright, Karlene Rene Winchester, David Allen Woodell, Brad Aaron Wright, Wendy Kathleen Wright, William Hayward Wright, Yuri Yashchuk and Jennifer Lyn Young.

Annalisa Johnson of Bellingham was named to the spring semester honor roll at the University of San Diego, Calif. Johnson, an accounting major, will be a junior this fall.

Send Whatcom People items to Jessica Silvers, P.O. Box 1277, Bellingham, WA 98227; e-mail to jessica.silvers@bellinghamherald.com; or fax to 756-2826.
OLYMPIAN
OLYMPIA, WA
MONDAY 38,584
SEP 16 2002

SOUTH SOUND PEOPLE
HONOR ROLL
Olympia
Seth O'Byrne was named to the honor roll at the University of San Diego for the spring 2002 semester. He is majoring in English and business management.

SCHOLARSHIPS
Lacey
Heather Sevier was awarded a President’s Scholarship from Western Washington University, Bellingham. She is the daughter of Dean and Wendice Sevier of Lacey.

Olympia
Tiffany Buckhalter was awarded a Multicultural Achievement Program Scholarship from Western Washington University, Bellingham. She is the daughter of Cheri Lindgren of Olympia.

Kayla Galaktianoff was awarded a Multicultural Achievement Program Scholarship from Western Washington University, Bellingham. She is the daughter of Peter and Kim Galaktianoff of Olympia.

Thurston and Mason counties
The following students were awarded scholarships from Patrons of South Sound Cultural Activities, for their accomplishments in the arts:
- Mindy Anderson, Nelson Brown, Rhea Dorsey, Cara Sun Evans, Aaron Inglin, Christine Knackstedt, Noah Lambert, Amy Lee, Andrea Rennie, Melissa Sanborn and Nathan Wong.

ENLISTMENTS
Ashley M. Pickett enlisted in the Army’s Delayed Entry Program as a medical logistics specialist. She is a 2002 graduate of River Ridge High School and is the daughter of Tamaron L. and William L. Pickett of Olympia.

Crystal R. Larson enlisted in the Army Reserve and has enrolled in the Concurrent Admissions Program. She is a 2001 graduate of Yelm High School and is the daughter of Denise R. Larson of Olympia and Dana C. Larson of Ocean Shores.

ACCEP TED TO COLLEGE
4157
Olympia
Annika Shore will attend Sarah Lawrence College, Bronxville, N.Y., in the fall. She is a 2002 graduate of Capital High School and is the daughter of Andrea Osborne and Stan Shore, both of Olympia.

DEAN’S LIST
Olympia
Gregory Bishop was named to the dean’s list at Syracuse University, Syracuse, N.Y., for the spring 2002 semester. He is majoring in finance.

Kristin Kelly was named to the dean’s list at Seattle University for the spring 2002 quarter.

Rosalie Guard was named to the dean’s list at the University of Cincinnati for the spring 2002 quarter.
Record Number of College Scholarships Awarded for 2002-03 Academic Year

The Knights of Columbus Supreme Council awarded nearly 600 scholarships to undergraduate and graduate students for the 2002-03 academic year. This is the most ever awarded in one year by the Order. The scholarships are from several funds established by the Knights and are awarded primarily to the sons and daughters of members who are attending Catholic colleges and universities.

A total of 234 U.S. students received Knights of Columbus Fourth Degree Pro Deo and Pro Patria Scholarships of $1,500 each. These scholarships were awarded on the basis of academic excellence to incoming freshmen enrolled in bachelor's degree programs at Catholic schools. The recipients must be a Knight or Columbian Squire, the son or daughter of a Knight in good standing, or the son or daughter of a Knight who was in good standing when he died. Based on the satisfactory academic performance of each recipient, scholarships are renewed to a total of four years.

For this academic year, 62 new scholarships were awarded and 172 were renewed.

Christina M. Schmitt, a student at the University of San Diego in San Diego and daughter of Ralph J. Schmitt of Archbishop James V. Casey Council 9349 in Littleton, Colo.

Amy M. Sowinski, daughter of Gregory A. Sowinski of MacDonald-O'Neill Council 2032 in Rhinelander, Wis., and a student at St. Norbert College in DePere, Wis.

James E. Zeitschel Jr., a member of Msgr. Charles F. Muth Circle 4297 in Pasadena, Md., and a student at Loyola College in Baltimore.

Michael D. Zins, son of Rick R. Zins of St. Patrick Council 9585 in Cedar, Minn., and a student at Viterbo University in LaCrosse, Wis.
Hey, Cherie!

I am an African-American girl, age 15. My parents own their own company, and we live in a very nice neighborhood. There is only one other black girl at my school, Tisha, who has very "white" features. I, on the other hand, have African features, with a broad nose and large lips. Also Tisha’s skin is much lighter than mine.

She was elected class vice president, and she dated a boy I’ve been crushing on for years. She has many more friends than I do. I have friends, of course, but I feel there is a barrier to the depth of my friendships because of my skin color and my features. I’m not saying this to put myself down, just to describe the situation.

I feel that if I had plastic surgery to make my features less "African," I would fit in much better in my neighborhood and in society as a whole. Please don’t think that I’m ashamed of being black because I’m not. I have African art hanging in my bedroom and we’re planning a family trip to Africa. But I’m aware that there is still a lot of unconscious prejudice against blacks who are darker-skinned with more African features.

I hope to go to Harvard and one day be the CEO of a large corporation. I don’t want my looks to stand in the way of my success. I discussed this with my mother, and she said no to plastic surgery. However, my father said he would think about it. If you agree with me, I think it will add weight to my argument, as my parents read your column religiously. Thank you in advance.

— Girl With A Future

Hey, Girl!

Lemme make sure I’m following you here. You want to undergo major surgery to change the face God gave you so that you can fit better in the "white" world? On the "How Messed Up Is That?" scale of one to ten, your logic is running at about 11.

There’s nothing wrong with your dark skin color or your African features, girlfriend. And if you buy into a world that says there is something wrong with it, then all you do is perpetuate the bias.

Having African art in your room does not exactly prove that you are down with the African homies. How many black friends do you have? How many clubs or organizations do you belong to where there are more African-American kids than white kids?

What causes that are of particular importance to your own people do you work for? I suggest you look beyond the narrow confines of your white world and join the rainbow of which you are a beautiful part.

Katelyn Imbornoni, 17, senior

Amy Kalna of Greenwich, 19, senior, University of San Diego:

"Do not do the surgery. You want it for the wrong reasons. From what I’m reading, you want to lighten your skin to fit in. Being a young teenager is tough, dealing with the social aspects of life. Everyone wants to fit in. What you haven’t realized is that you already fit in. You have friends and live in a nice neighborhood. Be thankful for that. Please don’t get surgery for the wrong reasons; it’s just too superficial. Look at what happened to Michael Jackson!"

Hey, Cherie!

My brother swears that this kid flushed a small alligator down the toilet and it turned out that the alligator was pregnant and had babies, then they had babies, so it’s dangerous to sit on the toilet. I know it sounds stupid, but he swore it was true, and he wouldn’t do it unless he really meant it.

— Flush Fright

Hey, Flush!

This letter might or might not be legit, but I’ve received weirder ones that were for real, so here goes. Good news. The commodities of America are alligator-free. Your bro was playing a joke on you, even if he did swear. That’s the only thing that should bug you.

Katelyn Imbornoni: "Wow, what an interesting and obviously made-up story! I can’t assure you that there are no alligators roaming around in the sewers (I’m not going down there to check). I can assure you that even if there were, these alligators would have to be extremely small to be able to climb up through your pipes and into your toilet."

Amy Kalna: "Don’t worry about the toilet. If that ever did happen, the alligator would be flushed down into the sewer and possibly into the nearby river or ocean. But most likely, they wouldn’t be able to survive. Sewer pipes get as small as a foot in diameter. This is an old urban legend, so don’t worry. It’s not true."
Latinos sinking in earning power

In county, 22% live in poverty, data show

By Susan Gembrowski and Kim Peterson
STAFF WRITERS

Nearly 1 in 4 San Diego County Latinos live in poverty, and they are falling further behind all other ethnic groups in earning power.

The gap between the county's median household income and what Latinos earn has grown larger in the past decade, according to data released by the Census Bureau on Tuesday. Median income for Latino households rose only 1 percent, to $34,555, in 1999 compared to the 4 percent increase experienced by all households in the county, which have a median income of $47,067.

The data show the county's blacks are moving up the local economic ladder, albeit slowly. But the trend doesn't extend statewide, where black households earn less than others.

It's a different picture for Asians. They surpassed whites in median income on a statewide basis a decade ago but weren't shown to have jumped ahead of whites in the county until the 2000 Census.

Experts cite ongoing emigration.
Asians see largest gain in S.D. County

particularly from Mexico, and a lack of educational attainment as the reasons many Latinos are stuck at the financial bottom. Countywide, 22 percent of Latinos live in poverty, a larger percentage than any other ethnic group.

"New immigration is a major factor for Latinos, and that's especially true in San Diego," said Deborah Reed, an economist with the San Francisco-based Public Policy Institute of California, a nonpartisan research institution. "They have the highest poverty rates and take the lowest-wage jobs.

"There is a positive in that, as the longer they are here, they will do better. For those families, this may be short-term."

It's hard to pinpoint immigration's effect because, when calculating incomes, the Census Bureau does not take into account the time a person has lived in the United States.

The latest median income and poverty statistics were culled from the Census Bureau's long-form questionnaire, which was sent to 1 in 6 households across the nation in April 2000.

The census data show the county's highest median household income — $197,012 — is in Rancho Santa Fe. That's little surprise; an earlier Associated Press analysis found that the affluent enclave was the wealthiest place — that is, wealthiest city or unincorporated town — in the country. Close behind in median household income are the Fairbanks Ranch area, at $189,785, and the eastern portion of Carmel Valley, at $147,685.

The poorest neighborhood in the county is just east of downtown San Diego, where the new Padres ballpark is under construction and where there are numerous vacant storefronts and liquor stores. The East Village area is a center for the homeless, which is probably one reason the median income is $11,535.

In that area and in Sherman Heights, its neighbor to the east, about one out of every two people live in poverty. The 2000 Census considers a family of four earning $16,895 or less to be living in poverty.

Even as the economy and most of the county's households seemed to prosper, some areas became poorer from 1990 to 2000. A neighborhood in central Escondido had 1,687 more residents in poverty than in 1990, the greatest increase in the county.

But other places had increases in income over the decade. In San Ysidro, just east of Dairy Mart Road, the number of people in poverty was cut by a third, from 1,537 to 1,015. It was the county's largest decrease in poverty.

One expert on the area said the census data show the tract from another directly to the southeast since the 1990 Census. Community development manager Michael Freedman of San Ysidro's Casa Familiar social service agency also said the jump might be because several condominium projects were built there, which attracted buyers with higher incomes.

Education brings income

The lack of higher education is one major factor in the gap between the rich and poor. In the tract of Rancho Santa Fe, with the highest median income, 67 percent of the residents have a bachelor's degree or higher. Eighty-nine percent of the residents are white. In the area with the lowest income, 6 percent have a bachelor's degree or higher and 43 percent of the residents are Latino.

"You do have the large problem we have with the education of the Latino population, which has dropout rates significantly higher than the other groups," said Fernando Soriano, professor of human development at California State University San Marcos.

A decade ago, 21.6 percent of the county's Latinos dropped out of high school, compared to 9.6 percent of whites. Though the percentage of Latinos who did not graduate high school fell to 11.2 percent in 2001, the latest data available, it's 2½ times the dropout rate of whites. Latinos also are scoring significantly lower on the SAT, a test used to determine college admission.

Mary Catherine Swanson, founder and executive director of AVID, a program to help underachieving students attend college, said the problem is twofold:

First, the children of new Latino immigrants often have to leave school to get jobs, which are usually low-paying, to support the family. In addition, she said, the culture of the educational system can make it difficult for Latino students to get the classes they need to get into college.

"Schools set up barriers of grades, tests or expectations of teachers and counselors," Swanson said. "These systems have been in place and many people are blind to them."

However, Swanson said, progress is being made in both areas.

Without a high school or college education, laborers can get stuck in low-end jobs, and workers earning the state's minimum wage of $6.75 per hour are unable to pull out of poverty, said Sundari Baru, research director at the Center on Policy Initiatives, a local labor think tank that campaigns on behalf of working poor families.

"You need to be making $8.70 an hour to be at the poverty threshold for a family of four," she said. "The visitor industry is a big employer in San Diego and it doesn't pay very well as, say, the biotech industry. Those are low-wage jobs that don't provide ladders out of..."
poverty."
The common belief has long
held that if people got off wel-
fare and got jobs, they would no
longer be poor. As Barbara Eh-
renreich showed in her best-
selling book, "Nickel and
Dimes: On (Not) Getting By in
America," many people in the
United States have jobs yet can-
not earn a living wage. The
problem is worse in areas such as
San Diego County, where hous-
ing costs are skyrocket-
ing.
Latinos fit the profile of the
working poor in that they are
likely to be employed for more
than 35 hours per week and
have the lowest rate of welfare
of any other ethnic group, said
University of California Los An-
geles professor David Hayes-
Bautista, who heads the Center
for Latino Health and Culture.
"They are not poor because
they are not working," he said.
"They are poor because we
don't pay them. ... When we
look at the gazillions in Enron,
it did not trickle down. That
rising tide did not raise Latino
boats, even though they were
rowing the hardest of any-
body."

Getting by
City Heights resident Maria
Payan-Avina knows exactly
what the UCLA professor is
talking about. The 49-year-old
single mother emigrated from
Mexico 34 years ago. She dropped
out of high school, although she did earn an equiva-

lency diploma.

After Payan-Avina and her
husband split up, she moved
from place to place, always try-
ing to make enough to pay the
rent. She now lives in a one-
bedroom apartment with her
14-year-old son, Tomas, and her
12-year-old daughter, Sara-
rah.

She's employed as an out-
reach worker at Mid-City and
Linda Vista health clinics, yet
Payan-Avina said she can't
make ends meet on her $10 per
hour job.

"The only way I've been get-
ing by is sometimes I don't pay
these bills to pay these bills," she said. "How do we do it? We
don't buy clothes. We go to
second-hand stores. We buy
the cheapest shampoo you can
find. We are surviving on a mir-
acle."
Len Tu, executive director of the Asian Business Association, agrees that stereotyping all Asians as economically successful can hurt those at the bottom end of the spectrum.

“The average is skewed by the high-end professionals,” she said. “There is still a group that needs help.”

Though still on the low-end of the wage scale, African-Americans in the county have risen above the statewide trend. Census data show that blacks throughout California have a median income of $34,956 compared to $36,389 in San Diego County, where black household income rose 12 percent in the 1990s.

However, the black population countywide decreased by nearly 1 percent, to 8.7 percent of the county’s residents, which one expert said could be a factor in statistics showing a rise in its median income.

**Signs of prosperity**

But as the economic downturn of the past two years proves, many high earners have taken a recent fall. And in San Diego County at least, both of the poorest neighborhoods are probably headed for better times because of the impact of the new ballpark. Developers are building high-priced condominiums there, such as the 120-unit Parkloft at Eighth and Island avenues. New commercial and retail establishments are planned as well.

Sherman Heights is also improving, residents say. The area is better off than it was 15 years ago, when the drug dealing and violence were so bad that random bullets would sometimes pierce the walls of homes, said 60-year-old James Justus, who owns an automobile repair shop there.

Justus said Sherman Heights is home to many poor people because it was one of the most affordable neighborhoods in San Diego.

“They gave up that quality-of-life thing because it was the only place where they could live,” he said.

The neighborhood’s proximity to downtown is attracting new residents, he said. People are buying and fixing up spacious older homes and moving in, driving up the price of real estate.

But Cal State San Marcos’ Soriano warns: “Because of higher costs of housing, we are going to see a higher increase in poverty.”

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**Median county household incomes by race/ethnicity**

<table>
<thead>
<tr>
<th></th>
<th>1989</th>
<th>1999</th>
<th>Pct. change</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>45,454</td>
<td>47,067</td>
<td>4%</td>
</tr>
<tr>
<td>Latino</td>
<td>34,343</td>
<td>34,555</td>
<td>1%</td>
</tr>
<tr>
<td>White</td>
<td>48,597</td>
<td>50,482</td>
<td>4%</td>
</tr>
<tr>
<td>Black</td>
<td>32,613</td>
<td>36,389</td>
<td>12%</td>
</tr>
<tr>
<td>Asian</td>
<td>46,872</td>
<td>51,981</td>
<td>11%</td>
</tr>
</tbody>
</table>

* Adjusted for inflation

**Percent in poverty by race/ethnicity**

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>1990</th>
<th>2000</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>11%</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>Latino</td>
<td>23%</td>
<td>22%</td>
<td>-1%</td>
</tr>
<tr>
<td>White</td>
<td>7%</td>
<td>9%</td>
<td>3%</td>
</tr>
<tr>
<td>Black</td>
<td>21%</td>
<td>18%</td>
<td>-3%</td>
</tr>
<tr>
<td>Asian</td>
<td>13%</td>
<td>11%</td>
<td>-2%</td>
</tr>
</tbody>
</table>

NOTE: Percentages have been rounded

SOURCES: Lewis Mumford Center for Comparative Urban and Regional Research; U.S. Census Bureau; data analysis by David Washburn/Union-Tribune
Michael Spengler practically lived on airplanes. He traveled often as director of sales for a software company. He made lots of money, but he didn’t like his job.

The Spenglers figured that was the price they had to pay so Jennifer, 32, could stay at home with their toddler in a beautiful hillside La Jolla home with a Jaguar and a Lexus in the garage.

On the morning of the terrorist attacks, Michael, 34, was in an airplane as usual, waiting to take off for New York. Passengers were told there was an unspecified delay, so he got off the plane and went to the airport lounge where, along with dozens of other stranded travelers, he saw the unthinkable on the bar’s television.

He called his pregnant wife, who was still asleep in bed, to tell her the shocking news.

But it was months before the full impact hit the Spengler household.

One day, Jennifer was on her treadmill, watching “Oprah” and listening to the widows of those who died in the World Trade Center talking about how their husbands loved their jobs. “I just really started to cry,” she said. “If Mike died in an airplane on the way to a business meeting, I couldn’t say he died doing what he loved. It wouldn’t be worth it.”

Michael also had doubts about his career. In October, he hired a job coach to help him figure out how to get more joy out of his work. The coach told him it might not be possible and encouraged him to seek fulfillment from a hobby.

He chose photography. He and Jennifer met on the staff of the student newspaper at the University of San Diego, but he hadn’t picked up a camera in 12 years.

He started snapping pictures. Beautiful, black-and-white shots of his wife and daughter. Friends saw them and insisted he take photos of their children, too.

Then it hit them both. This is what he was meant to do.

So Michael Spengler took the plunge. He quit his job in April, just before his second daughter was born, and now does portrait photography.

“At first I didn’t worry about it at all. I thought it was cool he’d be at home,” Jennifer said. “When the reality of it hit, that’s when it got scary, because financially it’s going to be so different. We’ve had a lot of sleepless nights.

“But I’ve never thought that it was the wrong thing to do,” she added. “This is the life we were meant to be living.”

They nearly panicked and sold their home, but they decided to give themselves a year to see if they can still make their mortgage payments.

The Jaguar, fortunately, is paid for. The Lexus is gone. As are trips to Starbucks, dinners out, fashion shows and days at the Del Mar races.

On Sept. 1, Michael bought his own photo studio in La Jolla from a retiring photographer. Jennifer plans to work for her husband, helping him set up the business.

“We always envisioned living this simple small-town life, maybe in Colorado,” Jennifer said. “Then we realized, this is it.”

— LESLIE WOLF BRANSCOMB
Michael Spengler reacts to his 3-year-old daughter Kyra's decision to dine over the garbage container, as he holds daughter Mila with wife Jennifer looking on. The Spenglers were spurred by the Sept. 11 attacks to make major life changes. John Gastaldo / Union-Tribune
WASHINGTON — People who want to stay healthy need to exercise for at least an hour a day — double the previous workout recommendation — according to new dietary guidelines on fat, protein and carbohydrate intake.

In addition, the healthiest diets should get about half their calories from carbohydrates, about one-third from fat and the rest from protein.

The report, released yesterday in two phonebook-size volumes, draws on the results of more than 1,000 studies. It was commissioned by the Institute of Medicine, a prestigious organization that advises the government on medical matters.

The institute asked a panel of the nation's top nutrition experts for guidance on fat, protein, carbohydrates, fiber and other major components of the American diet. The guidelines spell

### Calories and activity

New dietary guidelines by the Institute of Medicine estimate daily energy requirements in calories. Figures below are for 30-year-olds of various sizes and levels of activity.

<table>
<thead>
<tr>
<th></th>
<th><strong>WOMEN</strong></th>
<th></th>
<th><strong>MEN</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Active</strong></td>
<td><strong>Sedentary</strong></td>
<td><strong>Active</strong></td>
</tr>
<tr>
<td>5 ft. 1 in. 96-132 lbs.</td>
<td>2,104-2,290</td>
<td>1,688-1,834</td>
<td>2,104-2,290</td>
</tr>
<tr>
<td>5 ft. 5 in. up to 150 lbs.</td>
<td>2,267-2,477</td>
<td>1,816-1,982</td>
<td>2,490-2,842</td>
</tr>
<tr>
<td>5 ft. 9 in. 125-169 lbs.</td>
<td>2,434-2,670</td>
<td>1,948-2,134</td>
<td>2,683-3,078</td>
</tr>
<tr>
<td>6 ft. 1 in. 139-188 lbs.</td>
<td>2,605-2,869</td>
<td>2,083-2,290</td>
<td>2,883-3,325</td>
</tr>
</tbody>
</table>

SOURCE: Institute of Medicine
One hour of exercise can be spread out

out what a person needs to do to maintain a healthy weight and reduce the risk of disease.

The institute was especially concerned about the rapidly rising numbers of those who are overweight or obese. The percentages are meant to help people achieve and maintain a normal body weight, said Joanne Lupton, chairwoman of the panel and professor of nutrition at Texas A&M University.

The exercise recommendation may seem daunting on a busy schedule, said panel member Dr. Benjamin Caballero of Johns Hopkins University.

The committee recommended at least one hour of moderate physical activity daily, such as walking, slow swimming, leisurely bicycle riding or golfing without a cart. That’s twice the latest government guidance recommended by the surgeon general in 1996.

However, Caballero said, “the one hour can be split throughout the day.” Also, more vigorous exercise, such as jogging, would require less time and be just as healthy.

Although they were enlisted to look at food, the scientists chose to include exercise recommendations because of research showing that physical activity is vital for disease prevention.

“Exercise in itself seems to be strongly associated with health,” Caballero said.

Current dietary guidelines target certain levels, such as less than 30 percent of calories from fat, for each nutrient. In the new report, scientists abandon the one-size-fits-all approach. For example, they said, fat should make up 20 percent to 35 percent of a person’s calories, while carbohydrates should make up about 45 percent to 65 percent.

“It gives people tremendous flexibility,” said Penny Kris-Etherton of Pennsylvania State University, one of the scientists on the panel. The report also made recommendations for children, pregnant women and nursing mothers.

The panel said that because fats, carbohydrates and protein can all serve as sources of energy, they can, to some extent, substitute for one another in providing calories.

The panel also set minimum levels for some dietary components. For example, adults should eat at least 130 grams of carbohydrates each day.

“This is the requirement for the brain to operate,” Lupton said.

Carbohydrates — the sugars and starches Americans love — supply energy to the body’s cells. Most people consume much more than 130 grams per day, largely because Americans eat so much sugar. For the first time, the institute specifically cautioned people about eating too many sweets.

“We suggest that no more than 25 percent of total calories should come from added sugars — essentially soft drinks, pastries, cookies, candy and other foods and beverages to which sugar is added during production,” Lupton said. People who eat too much sugar tend to eat too little of something else and too many calories.

The report also included the institute’s first recommendations for fiber, citing studies showing that people who eat healthy amounts of fiber have a lower risk of heart disease. Men younger than 50 should eat at least 38 grams of fiber each day, and women should eat at least 25. Older adults need less because they eat less food.

The scientists acknowledged that their numbers don’t describe typical American habits.

“We’re eating too much saturated fat,” Kris-Etherton said. “We’re not meeting fiber recommendations, and we’re certainly not meeting exercise requirements.”

People are also eating more calories than they’re burning, leaving them overweight or obese.

The new report says caloric consumption should depend on a person’s height, weight and sex. For example, a 30-year-old, average-height woman who weighs between 111 and 150 pounds should eat 1,816 to 1,982 calories a day if she doesn’t exercise. But, if she’s moderately active, she could eat 2,267 to 2,477 calories a day and still keep a healthy weight.

Kris-Etherton and her colleagues hope the new ranges might guide those who set food policy, and who influence people’s eating habits.

The report was prepared for government agencies that deal with health and nutrition in the United States and Canada. It could eventually lead to changes in food labels and government dietary recommendations.

Former Surgeon General David Satcher has organized a national summit of health and education experts next month to discuss ways to trim the fat from young people.

In addition to recommending an hour of exercise daily for adults, the same amount was suggested for youngsters, and comes at a time when concern is increasing over the number of obese children.
Tennis anyone?

I really enjoyed reading the recent article "Tennis, anyone?" that appeared in the Aug. 31 edition of the Traill County Tribune. I too, enjoy tennis and the many benefits it provides. Being new in North Dakota I am looking for anyone who holds the same passion for tennis as I do and would like to share my playing and coaching experience with them.

I recently graduated from the University of San Diego where I played NCAA Division I Tennis and have also been instructing for 10 years.

I really miss being involved in tennis both playing and instructing. If anyone is interested, give me a call at (701) 786-2632.

Krista Manning
Mayville
Business Triathlete’ Course Helps Executive Assistants Go the Distance

BY RENEE BEASLEY JONES  
Staff Writer

Executive assistants. They don’t just type memos, answer phones and fetch morning coffee for bleary-eyed CEOs like yesterday’s secretary.

Nowadays, executive assistants play pivotal roles, serving as an integral part of companies’ upper management teams. And in San Diego County, experienced assistants net salaries between $40,000 and $70,000.

“(CEOs) need a partner who can run with them, not just a servant to type a memo,” says Eve Nasby, regional manager at AppleOne, a San Diego employment service.

Officials with the University of San Diego continuing education department looked at the curriculum and noted no classes for executive assistants, said Jodi Waterhouse, the university’s manager of business and professional programs. Instead, students interested in that occupation were grouped into general business courses.

So the university developed a new continuing education program titled “The Business Triathlete: Management Training for Peak Performing Executive Assistants.”

Performing Executive Assistants.

The seven-week course teaches students how to use software programs to create presentations, manage projects and company meetings; use Internet search engines better suited to their jobs; engage in conflict resolution; and apply new leadership skills.

Each CEO demands different qualities and skills from an executive assistant, Nasby said. But there are some basics.

They include excellent use of Power Point, Microsoft Word and Excel. Well-honed organizational and communications skills are another must, Nasby said.

Executive assistants must possess strong personalities. “Someone who can have things roll off their backs. And someone who holds a high level of confidence,” she said.

AppleOne offices in Nasby’s region expect executive assistants to have a minimum of three to five years’ experience with one company before placing them with another firm.

She thinks USD’s program is a good idea. “Everybody out there (in the professional world) right now gets certification ...” Nasby said. “It improves credibility. But experience will still get the high-paying jobs.”

The class costs $1,550. It runs from Oct. 4 to Nov. 22. Sessions are held at the USD Manchester Conference Center and USD Technology Center.

Class size is capped at 30 students. The last day to enroll is Sept. 27.

Registration and information is available online at (www.sandiego.edu/pmt) or call Waterhouse at (619) 260-4231.
Helene Kennan often starts her day at a farmers market before heading off to work. But the kitchen about to benefit from just-picked tomatoes, summer squash, sweet corn and other local produce is not an upscale neighborhood spot or fine-dining restaurant. Kennan's bounty is headed for one of the noncommercial foodservice venues at the J. Paul Getty Museum in Los Angeles operated by Palo Alto, Calif.-based Bon Appetit Management Co., a unit of Compass Group PLC.

Once thought to be the last segment to respond to emerging food trends, noncommercial foodservice operations have become keenly astute and quick to incorporate quality and innovation. Aware that consumers have broad options, universities, medical centers, corporate dining and other operations have cooked up plenty of reasons for people to stay on site. "We have to be cutting-edge," says Robert E. Harbson, executive chef for foodservice at Princeton University in Princeton, N.J. "There are so many choices out there that it is hard to keep students on campus. As a self-operated establishment, we know that there are foodservice organizations hungry to have Princeton as a client. We have to be on top of our game."

Such competition along with customers who have experienced wider ranges of flavors provide impetus for noncommercial venues to remain current with food trends.

So what's hot? Freshness is paramount, evidenced by Italian, rye, cracked-wheat, sourdough and other breads and rolls baked on premise by HDS Services of Farmington Hills, Mich. At the self-operated food venues for corporate employees of The Limited, a Columbus, Ohio-based women's apparel retailer, seasonal ingredients such as summer stone fruits and fall root vegetables determine menus. Bold flavors and ethnic foods continue to hold sway, such as spicy fish, lime-ginger chicken and Indian curry stir-fry at the University of Georgia in Athens.

Menu items that steal attention in restaurants—braised meats in fine dining or ethnic flavors on the family-dining scene—often can be found in noncommercials. Aware that guests draw from diverse demographics, foodservice contractors temper these trends with a little restraint and a lot of menu variety.

"People don't want to eat trendy food every-
Sophisticated diners keep university, healthcare and corporate operations on top of trends.

At the J. Paul Getty Museum in Los Angeles, Bon Appétit Management Co. offers grilled shrimp with avocado, sweet corn and soy relish.

“It’s what makes you feel good, and for our students that means their favorite foods, whatever they may be,” says Wally Zoppa, executive chef at the University of San Diego. One popular item is a grilled cheese sandwich with a twist. Served at the campus La Paloma Café, the sandwich matches melted Swiss, Jack and Cheddar cheeses on sourdough bread with signature dressing and tomatoes.

“Today’s younger generation is more sophisticated than in the past,” says Harbison. “When we were growing up, comfort food was turkey, meatloaf and pot roast. Now it crosses ethnic lines like it never did before. It’s amazing how many kids know what miso is.”

GLOBAL INSPIRATIONS
Demand for bold, flavorful food shows no sign of slowing in any food-service segment. One of the food stations at Princeton University, for example, features popular restaurant-style dishes, most often reflecting ethnic influences. Tandoori chicken, salmon tacos and jerk-rubbed pork loin have rotated through the station.

Overall, flavors of the Mediterranean remain strong and Asian cuisines including Thai, Indian, Chinese and Japanese continue to dominate. Foods from warmer climates also are popular, perhaps because these parts of the world—South America, the Caribbean and Mexico for its regional cuisine—tend to feature hot, spicy cooking.

“People want to experience new and different things,” says Carol Sherman, senior director of the food and nutrition network that covers New York City’s New York University Medical Center and Mount Sinai Hospital. “Ethnic flavors fill that need.”

Japanese-inspired sushi is popular, Sherman says, in the form of cooked seafood such as California rolls. A wok station where customers select their own ingredients for stir-fries also has many fans.

At Middlebury College in Middlebury, Vt., ethnic flavors range from Thai fried noodles and Moroccan...
Most restaurant trends can be found at noncommercial foodservice operations, from seasonal ingredients to ethnic cuisines.

Salmon and lentils to Indonesian stir-fry and chicken with tequila-lime marinade. As at other campus dining services, Middlebury’s features bold flavors in more than one venue. At its retail operation, Le Chateau, fare is influenced by the Mediterranean, the American Southwest and Asia.

This fall, CulinArt is set to launch an Asian-inspired noodle bar where pastas such as lo mein, cellophane noodles and udon will pair with broths and condiments including chicken, shrimp, marinated tofu and an assortment of vegetables. Dishes will be made to order.

“In many ways, this is just a big bowl of chicken soup with more character,” says Beaulieu.

**CULINARY THEATER**

Given the growing perception of restaurants as entertainment, it is not surprising that noncommercial foodservice has capitalized on the excitement of display cooking. One of the most popular stations at Princeton is the Mongolian Grill, says Harbison. Guests select ingredients and sauces for a meal prepared on a large, fiery-hot flat-top grill, tossed and stirred with long wooden sticks. “The cooking technique is Mongolian in..."
Salads prepared with ingredients such as seared tuna and edamame convey freshness and bold flavors.

Mount Sinai NYU Health offers a Napoleon layering mascarpone cheese with raspberries and puff pastry.

At The Limited, display cooking plays into the energy of a fashion-forward retailer. The display station produces such items as chicken marsala, pan-seared tuna over mesclun greens, and made-to-order burritos, reminiscent of the mammoth renditions popularized by fresh-Mexican fast-casual concepts.

Sherman’s staff takes the theatrical aspect of dining further by bringing entertainment to the guests. “Our pastry chef, who wears a big hat and calls himself Mr. Sundae, goes to the pediatrics ward with ice cream and toppings,” she says. “We also do family-style dining, where the kids sit around a table instead of having a tray brought to their room, and we offer pizza parties and burger days.”

Staff also set up carving stations on floors where rehabilitation patients face extended stays. “We need monoto-

ny breakers for those patients who are with us for more than a few days,” Sherman says.

FRESH TAKES

Seasonal ingredients find their way into noncommercial menus, from high-end catering events to tossed-to-order salad stations. “We talk about what’s in season, what’s freshest at the markets,” says Brett Fairbanks, general manager of The Limited’s employee cafe. “In summer you’ll find squash and pesto in various dishes, such as an interesting slaw that’s a bit lighter as a barbecue option. In winter, root vegetables and other hearty dishes are slow cooked.”

Freshness, however, means more than just seasonal ingredients. It’s conveyed by assembling dishes to order, such as CulinArt’s noodle bowls. One of the contractor’s most popular new programs, says Beaulieu, is a toasted sandwich similar to those served at Quizno’s and other submarine chains, with the favorite Santa Fe chicken with bacon and chipotle spread.

“Offering customers something familiar done with a twist will always be popular,” he says.
Allegiances dominate S.D. school board race

Result of Lee, Nakamura contest could change votes

By MaureenMagee

STAFFWRITER

The San Diego school board election is once again shaping up as a referendum on Superintendent Alan Bersin and his classroom reforms.

Nowhere is this dynamic more evident than in the high-stakes race to represent the northeastern reaches of the city as incumbent Sue Braun steps down after 12 years.

The outcome of the November election could shift the voting balance on the board away from Bersin and his policies for the first time in the superintendent’s four-year tenure.

The two candidates competing for Braun’s seat on the school board offer dueling interpretations of the effectiveness of the San Diego Unified School District’s academic reforms.

Former Navy officer Jeff Lee is a fierce critic of Bersin and his policies. Lee’s candidacy appeals to a frustrated and organized network of parents and educators who disagree with the school district’s management and question whether the reforms are worthwhile.

Katherine Nakamura, a part-time university administrator, endorses the majority of changes made with the reforms. But she resists any suggestion that she would rubber-stamp district policies.

Nakamura captured nearly a third of the votes in the March primary, while Lee won about a quarter of the ballots cast in the race for District B, which includes Scripps Ranch, Mira Mesa and San Carlos. But next month, they face a larger test in the citywide general election that will poll voters from La Jolla to Logan Heights.

Board dominated by politics

The San Diego school board sets policy for California’s second-largest school system. The district has more than 140,000 students from kindergarten through high school, some 9,000 teachers and a $1.1 billion operating budget.

For the past four years, the polarized board has been dominated by politics, infighting and the challenges of reforming a large urban school district.

Both candidates are longtime parent volunteers with deep community roots. Both have children in the city’s schools. And each has the support of a school board member on either side of the Bersin debate.

Braun is part of a trio of trustees that has consistently approved Bersin’s policies. She is supporting Nakamura. Backing Lee is trustee Frances O’Neill Zimmerman, a critic of Bersin’s initiatives and management.

Lee has billed himself as a grass-roots candidate fighting the powerful forces of the city’s downtown establishment, just as Zimmerman did two years ago when Bersin supporters unsuccessfully financed a near-million-dollar effort to oust her.

So far, the well-heeled businessmen who tried to unseat Zimmerman have largely steered clear of the Lee-Nakamura race.

Much of Lee’s support comes from the teachers union and an established group of parents and educators that has challenged the Bersin administration through lawsuits, complaints to the state and federal governments, and protests.

The San Diego Education Association did not endorse Lee in the March primary election. But after the teachers union’s candidate, Johnnie Perkins, lost, the association chose Lee over Nakamura.

That Lee is the association’s second-choice is irrelevant to many teachers who are working for his campaign. Similarly, his supporters appear unfazed by questions about Lee’s temperament, which surfaced along with details about circumstances that ended his military career.

In 1996, Lee was removed from command of a Navy frigate following an investigation that upheld charges he assaulted crew members and ran the ship with an abusive climate.

Lee disputes many of the findings in the Navy investigation. He initially denied rumors about his Navy career and acknowledged them only when confronted with documentation.

Citing a Bronze Star for valor and an honorable discharge, Lee maintains that his military career was distinguished. He said his Navy experience only adds to his qualifications for school board.

A resident of Mira Mesa, Lee lives with his wife, Mitz, and their two sons. His Navy pension affords him the ability to work full-time on education issues and stay involved with his sons at school and in the Boy Scouts. With the neat-and-pressed appearance of a military man, Lee is mild-mannered and reserved — even when criticizing the superintendent or his policies.

To some of his backers, Lee represents their last hope to take Bersin to task and to raise the level of debate at the school board dais.

The co-founder of a local parent advocacy group, Lee has sat on several district and state academic committees. A regular at San Diego school board meetings for years, Lee would like to see some changes made at the district and with the “Blueprint for Student Success” reform.

“The blueprint was written to say some things that we would all agree with,” he said, adding that the plan’s “fatal flaw” lies with its instructional program.

Lee contends the district’s basic approach to teaching...
does not prepare students for the state's high school exit exam, which the class of 2004 must pass to graduate. However, he is vague on exactly what he would replace the program with.

Among the changes he would like to see:

- Give schools more flexibility in selecting the kind of training seminars their teachers attend; scrap much of the district's instructional programs in favor of curriculum that is more closely aligned to the state's grade-by-grade academic standards; and examine any link between instructional weaknesses and discipline problems.

A report released earlier this year showed that suspensions were at an all-time high in the district. Lee contends that "if the kids were being fully engaged in the classroom," discipline problems would be down.

Lee also questions the district's decision to impose full-day kindergarten classes at all schools.

"When they get tired, (kindergarteners) are not allowed to get rest," Lee said. "They are asked to do things that... take the fun out of kindergarten. I'm sure that all-day kindergarten is right for all kids."

Both Lee and Nakamura like the district's investment in classroom libraries, large collections of books organized by reading level and topic for a classroom. Both say they are concerned about low teacher morale. And both candidates question the three-hour high school English classes for struggling students.

Nakamura, an attorney, works 10 hours a week as an administrator at the University of San Diego.

A resident of Del Cerro, Nakamura has volunteered at schools and helped organize a foundation that recently replaced a dusty field with grass at her local elementary school. Like Lee, Nakamura has two sons attending schools in the district.

For years, a portion of her family income has come from the San Diego school district. Her husband, architect Kotaro Nakamura, is a partner with the firm Roesling. Nakamura Architects Inc, which has designed several school buildings. However, partners in the firm have said they would stop district contracts should Nakamura be elected.

Nakamura has embraced her husband's Japanese culture, which she says gives her family a deep appreciation for diversity.

After a recent trip to New York City's District 2 schools, where San Diego Chancellor of Instruction Anthony Alvarado conceived many of the reforms now in place here, Nakamura is more hopeful than ever that the district is headed in the right direction. She said she was particularly impressed with the praise she heard for Alvarado from both district officials and union representatives.

But Nakamura is not without her complaints of the district.

She questions the teacher-training schedule that has strained the district's supply of substitute teachers, leaving some classes without a qualified teacher for days at a time.

Nakamura is also concerned that classroom time is dominated by the basics and students are deprived of a balance of subjects like art, science and music. But at the same time, she said students need to learn to read and write at grade level before they can grasp other subjects.

Unrest among teachers, she said, must be addressed by the superintendent.

"It comes down to teachers feeling micromanaged and feeling that they are not part of things," Nakamura said. "We need to have a little less intrusion on the teachers."

For example, Nakamura said teachers are stressed out about complying with the district mandates that call for specific instruction techniques. She said they also worry about the scrutiny that now comes with their job in the way of classroom evaluations.

But even with the stress of the job, Nakamura believes teachers have forged a better connection with their students under the blueprint.

"Teachers are much more familiar with their students now and how can that be wrong?" she said.

Nakamura has won endorsements from five San Diego City Council members and the chamber of commerce, but said she "doesn't give her vote away to anybody." She said her "heart is with the middle class" and she would like to see families who have left the district for private schools return to San Diego Unified.

"We can't ghettoize education. How are we going to learn to work together if we are all in different school systems," she said. "I'm hoping the blueprint will restore people's confidence in public education."

But, said Nakamura, the school board never will win over the public unless it stops the infighting and public incivility that has plagued the five-trustee panel for the past four years. She said Lee's history with the Navy and the "abusive management" style that investigators noted in their inquiry should raise red flags about his ability to help steer education policy for more than 140,000 students.

"That's not the kind of person the board needs," she said. "The board needs someone who will listen to both sides and make fair decisions. Regardless of how people want to paint me, it's my job to be fair and impartial."

For the past four years, a three-member voting bloc of Braun, Ron Ottinger and Edward Lopez has avoided virtually any public debate of Bersin's reform plan. But all four candidates in the November election — Lee and Nakamura in the District B race and incumbent John de Beck and retired FBI agent Clyde Fuller, who are vying to represent District C — have campaigned heavily on the need to air the good and the bad of the blueprint.

Designed by Alvarado, the $100-million-a-year reform program has made dramatic changes at the district's 182 campuses. In the early elementary grades, students spend three hours each morning studying reading and writing. Struggling middle and high school students are enrolled in two- and three-hour English courses that leave little time for elective classes, like Spanish or art.

The district has hired a teaching coach for each school and has increased its budget for professional development from $1 million to $60 million a year in an effort to improve classroom instruction.

In the three years of the reforms, test scores have risen in the elementary grades. But scores have remained flat or dipped in some middle and high school grades.
Athletics
Football coach is only one skipping classes at USD

Kevin McGarry's doctoral studies are dormant. His thesis on leadership remains unwritten. His Ph.D. is still pending. He is not yet America's most overqualified football coach because coaching football tends to crowd out extracurricular activities, like attending class. Even at the University of San Diego, one of those places that keep pigskins in perspective, the faculty member for football is habitually overscheduled.

"If we ever get our program to the point where I can take a break, I'd like to finish what I started," McGarry said. "But when I became head coach, my time just evaporated."

Saturday, at Azusa Pacific, McGarry will open his seventh season in charge of the Toreros and his seventh year of leave from the doctoral program. At this rate, McGarry's next block of free time figures to coincide with his retirement. He'll be completing his doctorate about the same time I finish my novel.

McGarry is like a lot of men who plot a career path, only to find they've grown roots and responsibilities en route to the corner office. Stuff happens. Kevin McGarry transferred to USD from Mission Viejo's Saddleback College in 1976, joined the coaching staff in 1978 and has now been on site long enough to be designated a campus landmark.

"There's no good reason," he said, "to leave."

He presides over a program with few frills and no scholarships. His "temporary/permanent" office is a temporary pool looking for jobs. I had a friend of mine tell me, "The big time is where you are."

At this level, you're coaching athletes who are there because they love the game and as soon as they stop loving it, they walk.

After a quarter-century of coaching, McGarry finds his love for the game undiminished. His love for his job depends on which part of the job he is doing.

"When we changed from Division III to Division I-AA (in 1993) everything changed," McGarry said. "The job of the head football coach became a lot more administrative than in the past. The two hours that are absolutely my favorite part of every day is when we're out on the football field."

Until that changes, the thesis will have to wait.

Tim Sullivan (619) 293-1033; tim.sullivan@uniontrib.com.
Princeton stunned at the end

Princeton never trailed in its opener until Lehigh scored with 13 seconds left for a 31-24 victory Saturday at Bethlehem, Pa.

Lehigh (3-0), ranked No. 3 in Division I-AA, scored 24 points in the fourth quarter, winning it on former Rutgers quarterback Chad Schwenk's 12-yard pass Justin Barrasso.

Princeton's David Splitoff threw for 251 yards and two touchdowns, but a costly interception in the fourth quarter helped Lehigh to its first tie since the early minutes of the first quarter.

Lehigh extended its regular-season winning streak to 26 games.

PENN 52, LAFAYETTE 21 (at Easton, Pa.) — Stephen Faulk rushed for three touchdowns to give the Quakers (1-0) a 21-7 lead by the end of the first quarter.

Penn quarterback Mike Mitchell was 16-of-29 for 238 yards with one touchdown and no interceptions.

HARVARD 28, HOLY CROSS 23 (at Boston) — Neil Rose completed 19 of 22 passes for 240 yards and three touchdowns as the Crimson opened the season by extending their unbeaten streak to 10.

Carl Morris also made 11 catches for 210 yards and two scores for Harvard (1-0).

YALE 49, SAN DIEGO 14 (at New Haven, Conn.) — Junior quarterback Alvin Cowan set a Yale record by accounting for six touchdowns.

In his first career start, Cowan ran for 114 yards and three touchdowns. He completed 18 of 22 passes for 283 yards and three scores.

Tight end Nate Lawrence caught eight passes for 155 yards and a touchdown and tailback Rib Carr ran for 104 yards and a touchdown.

Yale, which led by 35-7 at halftime, scored on five of six first-half possessions.

Defensive tackle Bryant Dieffenbacher recovered a fumble on the first play from scrimmage and three plays later, Cowan passed 13 yards to Ralph Plumb for the score.

COLGATE 30, DARTMOUTH 26 (at Hamilton, N.Y.) — Justin Polk ran for 167 yards on 14 carries and scored on a rushing touchdown for Colgate.

Polk's six-yard run gave the Raiders their only lead of the game with 2:37 left to play. It was the senior's first rushing touchdown of his career.

Colgate (1-2) held on to its lead, after Dartmouth quarterback Brian Mann was intercepted with just over two minutes left.

Mann threw for 369 yards with one touchdown and an interception. The senior moved into fourth on Dartmouth's career passing yards list with 3,368 yards.
Toreros to use Yale as measuring stick

By Richard J. Marcus
SPECIAL TO THE UNION-TRIBUNE

It's a midweek evening and USD football coach Kevin McGarry is about to head down to practice in preparation for the Toreros' marquee game of the year. The phone in McGarry's office rings. It's a highly prized linebacker recruit from Orange County. "We are getting ready to play Yale on Saturday and I'm talking to a reporter about it," McGarry tells him.

Told that his voice inflection changed when he mentioned the word "Yale," McGarry said it was by design. "Yale has got that mystique — it is pretty much where college football started," he said. "Getting beat by Yale is more important for our recruiting efforts, program legitimacy and recognition than if we beat a team from Southern California that nobody has heard of."

Not that USD is planning to lose today in front of nearly 20,000 fans at the Yale Bowl in New Haven, Conn. It's just that the smaller, less-experienced Toreros know that being the Bulldogs' season-opening opponent is a tough assignment.

"I'm looking forward to this game — win, lose or called on account of darkness — because it is a measuring stick for our team," McGarry said. "We battle the Ivy League opponent. The Toreros lost both previous encounters but played well. Yale defeated host USD 17-6 in 1999 in the Bulldogs' lowest offensive output that season. In 2000, the Toreros traveled to Brown and lost 36-20.

"It wasn't like we didn't belong on the field with Brown," McGarry said. "We gave them everything they could handle."

Last season's game against Brown at USD, scheduled for the Saturday after Sept. 11, was canceled. "That game would have been a 6,000-seat sellout at Torero Stadium," USD athletic director Tom Iannacone said.

The Toreros' games against Ivy and Patriot League teams are scheduled to continue. USD will host Holy Cross (Mass.) in 2003 and travel to Holy Cross in 2004. Yale visits USD in 2005, and the Toreros travel to Yale in 2006.

"One way to make our football program stronger is to play games national in scope that give us name recognition, an academic connection with the opponent and raise our level of football," Iannacone said.

So, is there a buzz on campus in anticipation of the big game? McGarry and Iannacone said that while there is excitement around the university, the buzz would be much bigger if Yale were coming to San Diego.

"This game will draw a lot of attention, not just to our football program," Iannacone said, "but to USD in general."
Ng returns USD to the win column

By Glae Thien
SPECIAL TO THE UNION-TRIBUNE

Similar to the way he started last season for USD, Gavin Ng provided the Toreros with more good returns in their home opener last night.

Ng returned a punt 53 yards for a touchdown on his first opportunity to open the scoring in the first quarter against La Verne. It was just the kind of kick start that the Toreros needed, coming off a disappointing loss a week earlier.

USD then clung to a short lead much of the first half before pulling away with the help of four TD passes by Eric Rasmussen to prevail 39-8 before 3,168 at Torero Stadium.

Rasmussen finished with 299 yards passing on just nine completions in 11 attempts before leaving the game midway through the fourth quarter. Included were a 60-yard TD to Adam Hannula and a 64-yard TD to Kevin O'Connor, both early in the third quarter to build a 29-8 lead.

USD (1-1) finished with a 548-105 edge in total yardage over the Division III Leopards (1-1).

The Toreros had nine plays worth more than 30 yards — five of them on the first play of a drive. Also, they recorded five sacks and limited La Verne to minus-2 yards rushing on 37 carries.

"We stepped up and made some plays," Toreros coach Kevin McGarry said. "I could see our confidence level change once we started making some plays. Now we have a lot more confidence."

Ng, a junior return specialist who also plays cornerback, staked the Toreros to a lead with 7:49 left in the first quarter with the first punt return for a TD in his career.

"I was dreaming of that," Ng said. "Before the season, I said, 'I need to get a punt return for a touchdown.' Now I need an interception."

Ng had a 98-yard kickoff return for a score in a 34-13 victory over Azusa Pacific at home to start last season. In this season's opener, the Toreros fell 41-25 at Azusa Pacific.

After Ng's TD return this time, the Toreros started their next possession with a 43-yard run by Kenneth Villalobos to the La Verne 17. They eventually settled for a 30-yard field goal by Adam Williams for a 9-0 lead with 1:20 left in the first quarter.
USD pushed around on trip to Azusa

By Richard J. Marcus
SPECIAL TO THE UNION-TRIBUNE

AZUSA — With one game in the books in 2002, it's already back to the drawing board for the USD coaching staff and more bowls of Wheaties for the Toreros in the trenches.

In a game that wasn't as close as the score would indicate, the Toreros were physically punished in a 41-25 loss to nonconference foe Azusa Pacific in front of 2,825 at Cougar Stadium last night.

It's hard to win a football game while being outmuscled on both sides of the ball.

"I couldn't be more disappointed in how we played. I am absolutely stunned. I expected a lot more than this," USD coach Kevin McGarry said. "We played flat, scared and uninspired. We didn't have a soul on this team that stepped up."

Strategically, the Toreros seemed to be playing on empty as well.

"We start over," McGarry lamented. "We were lucky Azusa didn't score 100 points on us."

Defensively, USD's blitz packages put little pressure on Cougars quarterback Luke Winslow (15-of-21 for 225 yards and three touchdowns). In addition, the Toreros' man and zone pass coverages were burned for several scores.

"We didn't block well," McGarry said. "Rasmussen was running for his life all night."

Azusa Pacific held a total yardage advantage of 460-360 and a rushing advantage of 235-106.

With USD trailing 14-10 at the half, things didn't go as planned for the Toreros in the third quarter as they were outscored 21-0.

Cougar Dominique Degrammont initiated the second half by racing 87 yards down the left sideline with the kickoff for a score.

Leading 21-10, the Cougars stuffed the next USD drive and then drove 70 yards for another touchdown.
USD sweeps in men’s and women’s cross country

The USD men’s and women’s cross country teams each took first place in the Toreros’ 5K invitational meet yesterday at Morley Field.

The USD men, led by senior Antonio Lopez, won outright for the second straight year. The USD women finished tied for first with PLNU.

Lopez, who won the men’s race for the third straight year, finished in 16 minutes, 15 seconds. Ryan Burnett of PLNU took second place (16:37), one second ahead of USD junior Steve Trudelle.

PLNU’s Jessica Howard finished two seconds ahead of USD’s Tiffanie Marley to win the women’s race in 19:38.

Women’s volleyball

Noel Frohman slugged 17 kills and Holly Olmstead dished out 43 assists to lead USD to a 30-21, 30-19, 30-21 win over Montana in the USD Invitational at Jenny Craig Pavilion.

Debra Robertson and Devon Forster combined for an additional 23 kills for the Toreros.

Later in the day, USD (5-1) fell to No. 23 North Carolina 30-21, 35-37, 30-25, 30-16.

Elsewhere, SDSU improved to 3-3 on the year with a 30-20, 30-25, 30-16 win over San Francisco.

Men’s water polo

UCSD breezed past Whittier and Redlands by a combined score of 30-6 in the first day of the Triton Invitational at Canyonview Pool.

Against Whittier, 12 different UCSD players scored en route to an 18-2 victory.
LOCAL COLLEGES

USD women triumph in cross country

Competing in the Open Division of the 59th annual Aztec Invitational, USD's women's cross country varsity outran 11 other teams in yesterday's 5K at Balboa Park. The Toreros finished with 54 points, beating out runner-up Cal State San Marcos by 10 points and third-place PLNU by 33.

USD's Tiffanie Marley placed second individually with a time of 19:22. Teammate Jennifer Dowthit (San Pasqual High) finished third at 19:24 and USD's Kim Croswell (Fallbrook) was fourth at 19:32.

SDSU's women's team placed third in the Invitational Division, tallying 92 points, while first-place Arkansas had 22 and Northern Arizona 36 points.

Jennifer Stakiw of SDSU placed 13th (18:52), while Christal Cuadra finished 17th at 19:06 and Jamillah Titus and Alicia Stewart finished 18th and 19th, respectively, with a time of 19:11.

Paced by Ryan Burnett's sixth-place finish at 28:20, Trey Ashworth's seventh-place finish (also 28:20) and Carlos Verez-Sola's eight-place finish (28:31), PLNU's men's team won the Men's Open Division (8K) with 47 points. Cal State San Marcos's B Team was third (82 points) and Aliant International was fifth with 102 points.

USD's men's cross country team finished fourth in the Invitational Division, finishing with 118 points. Northern Arizona won with 16 points. Cal State San Marcos was third with 74 points. USD's Antonio Lopez placed ninth overall at 26:21. Kris Houghton of CSUSM was 11th (26:31) and teammate Rene Reyes finished 12th (26:31).

Soccer

- Cal State Monterey Bay's Jenni Cappicinni and Britanni Donachie scored in the Otters' 2-1 win in women's soccer over visiting Christian Heritage College. Junior midfielder Dannelle Mason scored for the Hawks.
- Tyler Tinling scored on a penalty kick 57 seconds into the game and Paul Szefler added another goal off an assist from Matt Couch as SDSU's men's team got its first win of the year, beating Westmont 2-1 at SDSU. Westmont is 3-2; the Aztecs are now 1-2-1.
- Christian Heritage College and host Cal State Monterey Bay played to a 0-0 tie in a men's game. The Otters outshot the Hawks 32-15. CHC goalkeeper Nick Gonzales made seven saves in the shutout.
- Four UCSD men's players — Sean Summers, Bobby Saadati, Ali Managhebi and Grant Nishio — scored as the Tritons built up a 4-0 lead en route to a 4-1 win over visiting Cal Poly Pomona in California Collegiate Athletic Association action. Jeremy Cookson made two saves and Scott Mazuerier one for the Tritons (3-1, 1-1). Saadati had one assist and Tiago Venturi had two assists against the Broncos (2-3, 1-1).
Collins earns athletic honors

Danny Collins, a graduate of Edison High, was selected Golden State Athletic Conference and NAIA Athlete of the Week after leading the Westmont College men's team to victory in the Heritage Club Classic in Santa Barbara this past weekend.

Collins has scored six goals in his first four matches this season, tying his total from a year ago. He also has an assist and leads the Warriors in scoring.

Westmont is 2-1 and plays at San Diego State on Saturday.

BITS & PIECES: Ducks execs set to speak at ESPN Zone

Mighty Ducks general manager Bryan Murray and the senior vice president of business operations will be the speakers at the Anaheim Chamber Sports Newsmakers Luncheon on Sept. 17 at ESPN Zone in Anaheim.

The program starts at 11:30 a.m. with a 20-minute social.

The event is open to the public. Tickets are $15 in advance, $20 at the door. Call (714) 758-0222 for reservations.

Mike Smith resigned as coach of the softball team at Biola and has accepted a position as assistant coach at UC Riverside. Biola was 156-72 under Smith's guidance and won the 2002 NAIA Region II Championship. He was GSAC Coach of the Year in 2001.

Katie McCluskey was hired as a third assistant coach for the Cal State Fullerton women's basketball team. McCluskey played for the Titans from 2000-02, averaging 1.7 points and 1.3 rebounds. She is a graduate of Fountain Valley High.

Lauren Fendrick recorded the 1,000th kill of her collegiate career Saturday against Rhode Island. She is the 19th player in the history of the UCLA women's volleyball team to do so.

Jessica Howard, a 2000 graduate of University High in Irvine, won the women's division of the University of San Diego Cross Country Invitational on Saturday at Morley Field in Balboa Park. Howard's effort helped Point Loma Nazarene finish the meet in a first-place tie with the University of San Diego. Howard finished the 3.1-mile course in a time of 19 minutes, 38.3 seconds.

The UCLA women's soccer team will play in an exhibition match against the Mexican National Team on Sept. 28 at Drake Stadium. The match, which is free, will start at 2 p.m.
No. 4-ranked in the NAIA, the Point Loma Nazarene University women's volleyball team remained unbeaten in the Golden State Athletic Conference after sweeping Biola, the nation's No. 9-ranked team, 30-27, 30-32, 30-24 last night at La Mirada.

Jamie Robinson had 22 kills and 14 digs, and Sola Del Rio had 44 assists for the Crusaders (11-2, 6-0). Rochelle Short had nine kills and 13 digs against the Eagles (15-2, 4-2).

**More volleyball**

Top-ranked Division II team Cal State San Bernardino beat No. 9 UCSD 28-30, 30-28, 30-28, 30-26 in a California Collegiate Athletic Association match at RIMAC Arena. The Tritons (10-3, 4-2) were led by Bonnie Wilson (22 kills, 16 digs). Jennie Wilson had 10 kills, 15 digs and five blocks against the Coyotes (14-0, 6-0).

**Vanguard** broke a nine-match losing streak when it upset the NAIA's No. 25-ranked Christian Heritage College 30-25, 30-20, 24-30, 30-26 in a GSAC match at Costa Mesa. It was Vanguard's first conference victory; the Lions are 1-6 in GSAC play and 4-10 overall. Emily Hethcock had 21 kills and 13 digs, Leslie Deckewietz had 12 kills and Corrie Wall had 21 assists, 12 digs and five aces in the losing cause for the Hawke (12-6, 4-3).

**USD** beat Colorado State 27-30, 31-29, 30-25, 30-23 in its second match of the day at the USD Tournament at Jenny Craig Pavilion. Noel Frohman had 24 kills, Debra Robertson 16 kills and Devon Forster had 14 kills and 22 digs, while Lindsey Sherburne dished out 54 assists against the Rams (9-6). Earlier, the Toreros (14-3) swept Columbia 30-15, 30-19, 30-17 as Forster totaled 13 kills and 13 digs, Robertson added 12 kills and two solo blocks and Katie Kahleweiss had 11 kills and seven digs against Columbia (5-6).

**Cross country**

Totaling 298 points, UCSD's men's team placed ninth of 37 teams at the Roy Greak Invitational in St. Paul, Minn. Wisconsin-LaCrosse won the race with 88 points. UCSD's Carl Lofstrom finished in 43rd place to lead the Tritons, taking the 8K course in a time of 26 minutes, 26.6 seconds, with teammate Neil Kalra coming in 45th at 26:28.0. UCSD's women's team was seventh overall at the Roy Great Invitational. Audrey Sung finished 10th to lead the Tritons, in a time of 18:40.9.

**USD**'s men's team finished 18th of 30 teams at the 4K Stanford Invitational. Antonio Lopez led the Toreros with a 33rd-place time of 24:53. The USD women's team placed ninth on the 4K Stanford Invitational course, led by Tiffanie Marley's time of 15:31, good for 29th place and followed by teammate Kim Croswell in 31st.

**The SDSU** women's team finished ninth in a different division of the Stanford Invitational, led by Jennifer Stakiewicz's 20th-place time of 21:50, and teammate Alicia Stewart's 32nd-place finish at 22:12.

**Women's golf**

With a final three-day score of 981, SDSU finished 18th at the Comcast/Dick McGuire Invitational, won by host New Mexico (891). Pepperdine's Katherine Hill and Oklahoma's Lisa Meldrum tied for first at 8-under 211. SDSU's Shayna Miyajima's 18-over 237 was good for 49th place.
The 26th-ranked USD women’s volleyball team swept UNLV 30-18, 30-26, 30-24 yesterday after sweeping Sacramento State 30-26, 30-25, 30-23 earlier at the Fresno State Quadrangular.

In the first match against Sac State, USD (10-3) received 43 assists and 11 digs from Lindsey Sherburne. Devon Forster had 17 kills, while Noel Frohman added 15. Sophomore Kristen Hurst had 18 digs.

Forster (18 kills) led the way against UNLV. Holly Olmsted had 32 assists and Frohman added 12 kills and 11 digs.

More women’s volleyball
- SDSU swept University of Alabama-Birmingham 30-20, 30-23, 30-18, then beat Wake Forest 30-28, 30-24, 23-30, 30-25 to win the Black & Gold Challenge at Winston-Salem.
- N.C. Melissa Cansdale had 12 kills and tournament MVP Aspen McPartland had 13 digs and eight kills for SDSU. Setter Melissa Wright had 27 assists against UAB (3-10). McPartland had 19 kills, 15 digs and three aces.
- UCSD (9-2, 3-1) swept Cal State Dominguez Hills (2-10, 1-3) 30-19, 30-22, 31-29 in a California Collegiate Athletic Association match behind Bonnie Wilson's 18 kills and Lauren Mills' 11 digs.
- Despite 20 kills from Michelle Carroll and Candice Olson’s 44 assists, Redlands beat Alliant International 30-23, 28-30, 30-20, 22-30, 15-10 at AIU.

Cross country
- Cal State San Marcos’ men’s team placed fifth, USD was 15th, UCSD finished in 20th place and PLNU placed 21st at the UC Riverside Invitational, an 8K run on the UC Riverside Farm Course. Rancho Bernardo alumnus Sean Ricketts, running for Cal Poly SLO, finished eighth, at 25 minutes, 6.80 seconds. USD runner Antonio Lopez finished 17th with a time of 25:27.70, followed in 18th place by Mar Vista alumnus Blake Swier (25:29.00), who ran unattached. Kris Houghton of Cal State San Marcos placed 21st with a time of 25:34.50. Ryan Burnett was PLNU’s top finisher at 22nd place at 26:41.60, while UCSD’s top finisher was Toy Fisher-Kirschner (27:12.60, 99th place).

In women’s cross country, Cal State San Marcos finished second, PLNU placed third and UCSD was sixth on a 5K course. Cal State San Marcos’s Anne Marie Byrne finished fourth at 19:30.90, followed by PLNU’s Jessica Howard (fifth, 19:40.90). UCSD’s Kara Cross was ninth at 19:50.10, CSSM’s Lenene Cox was 11th (20:00.10) and CSSM’s Felisha Mariscal was 13th (20:04.60). USD’s women ran in a different session of the UCR Invite, placing seventh, led by Escondido High alumna Jen Dowthit’s 13th-place time of 19:07.00.

Soccer
- CHC (5-2-2) shut out California Maritime Academy 4-0 at CHC. Freshman forward Drew Filer had one goal and two assists for CHC.
USD wins easily

USD's volleyball team improved to 11-3 with a 30-23, 30-24, 30-19 sweep of UC Riverside last night at the Jenny Craig Pavilion. Lindsey Sherburne had 38 assists and Noel Frohman 19 kills and 12 digs to lead the Toreros. UCR is 5-6.

More volleyball

Behind Emily Hethcock's 16 kills and 17 digs, Christian Heritage College, the NAIA's No. 25-ranked team, upset No. 7 Biola 33-31, 34-32, 39-13 in Golden State Athletic Conference action at CHC. The Hawks are 12-5, 4-2; Biola is 15-1, 4-1. Rochelle Short had 23 kills and 13 digs and Sola Del Rio had 44 assists as PLNU swept host Vanguard 30-28, 30-28, 30-26 in a GSAC match.

Soccer

Takashi Morita scored Alliant University's lone goal in a 2-1 GSAC loss to host Concordia of Irvine in men's action. Concordia scored in overtime to beat visiting AIU 2-1 in a women GSAC match.
LOCAL COLLEGES

USD's Conley scores eight points in men's soccer win

USD senior forward Tyler Conley tied a school record for points in a match with eight by scoring three goals and assisting on two as the Toreros beat visiting Drake 6-0 in SDSU/USD Tournament soccer play.

The Toreros (6-1), ranked No. 11 by Soccer America, scored a school-record six goals in the second half against Drake (1-4). Drake goalkeeper Zack Brennan had to fend off 25 shots on goal.

USD junior midfielder Scott Burrell had a goal and had three assists.

Toreros goalie Parker Jarvis faced only eight shots, making four saves.

More soccer

Rancho Bernardo High alumnus Eric Wohl scored twice, and senior Tyler Tiling (Vista) and sophomore Paul Szefler had one goal apiece — all in the second half — in San Diego State's 4-1 win over Indiana-Purdue in an SDSU/USD Tournament game.

The Aztecs are 2-2-1 ... Brian Coyne ended a scoreless tie in the 80th minute as Sonoma State beat host UCSD 1-0 in a California Collegiate Athletic Association game. UCSD is 4-2, 2-2; the Seawolves are 7-0, 4-0 ...

UCSD's Amy Goker and Lindsey Trejunkler scored in the second half as the Tritons (5-0, 4-0) came back from a 1-0 deficit to beat CCAA foe Sonoma State 2-1 at UCSD. Tritons goalie Kami Poma made two saves. Sonoma State is 4-2, 2-2.

Volleyball

Melissa Wright had 46 assists and 16 digs as SDSU defeated Winthrop 25-30, 30-13, 30-27, 30-16 at the Black and Gold Challenge in Winston-Salem, N.C.

Melissa Cansdale had 16 kills and Aspen McPartland added 14 kills, 12 digs and seven blocks for SDSU (7-6). Winthrop dropped to 8-4.
Tritons win again in water polo

Sophomores Jonathan Hopkins and Clark Petersen scored three goals apiece to lead the UCSD men's water polo team to a 9-4 triumph over BYU-Hawaii last night at Canyonview Pool.

UCSD (4-1), ranked No. 10 nationally, scored goals on each of its first two possessions and led 6-1 by halftime.

The Tritons next host top-ranked Stanford, the defending national champion, tomorrow afternoon at 3.

Women's soccer

Brenna Mullen scored two goals three minutes apart and Brooke Roby chipped in two assists as USD came from behind to defeat visiting Cal State Northridge 3-1.

After a scoreless first half, the Toreros (3-1-1) went down 1-0 in the 70th minute. They took the lead eight minutes later after Mullen scored from 35 yards.
COLLEGE BASKETBALL

USD sked includes trip to face UCLA

By Hank Wesch, STAFF WRITER

Games at UCLA and San Diego State and a visit from Utah highlight the recently finalized USD men's basketball schedule.

The USD-UCLA game on Nov. 26 at Pauley Pavilion will be the second in which former UCLA All-American Brad Holland coaches against his alma mater. In his first season as a Division I coach, Holland's 1992-93 Cal State Fullerton team lost to the Bruins 90-82.

Coach Rick Majerus' Utah team comes to the Jenny Craig Pavilion on Dec. 23. The Toreros play SDSU on Jan. 8 at Cox Arena.

USD and San Diego State had a difficult time setting a date to renew the rivalry and it was the final step in the Toreros' scheduling process. The schools, Holland said, are in the process of negotiating a four-year agreement in which specific dates for the game will be set in advance.

USD opens the WCC at home for the first time in five years, facing Santa Clara on Jan. 11. (Complete schedule under Scoreboard, this page).

Aztecs changes

Cox Channel 4's decision to televise two additional San Diego State men's basketball games brings to 22 the number of games that will be telecast. Channel 4, which had already planned to televise eight games, has added road games at Long Beach State (Dec. 10) and Wyoming (March 1).

In a scheduling change, SDSU's road game at Air Force has been moved from Jan. 27 to Jan. 11.

The Aztecs also announced that the majority of the team's home games this year will start at 7:05 p.m., a half hour earlier than last year.

— MICK McGRANE
ESCONDIDO — A job as assistant director of ticket sales for the Padres was no longer a comfortable fit for Brooks Barnhard. That's not to say he wasn't doing good work. But something that had been a part of his life since he was 8 was missing. It was basketball.

"I just ran dry working in sales," said Barnhard, 31, the former Escondido High and USD standout. "I love the game of basketball and love working with kids."

Barnhard finally decided it was time to turn in his dress shirt and tie for shorts and a t-shirt and commit to his passion. Earlier this year, he started P.L.A.Y. Basketball clinics for kids. The acronym stands for Practice, Learn, Apply, Youth.

To those who know him, the transition didn't come as a surprise.

"Basketball is such a big part of his life," said Paul Baldwin, boys basketball coach at Escondido High who played on the same Cougars team with Barnhard. "If you get away from it, there would be kind of a void. You have that desire to still be around the game."

In college and while playing professional basketball in Spain, Portugal and France, Barnhard took part in numerous camps, speaking to kids about the game. Barnhard believed the service was simply part of being a player. He has also helped Baldwin with his camps.

"I just really didn't think it was something I could do full-time," he said. "I didn't really investigate it at the time."

A few years ago, he decided to look into the idea, and with the support of his family — some of whom thought he was nuts for giving up his job — he worked planning the clinics. He knows he will never make as much money as he did with the Padres and won't get the recognition he received while playing center at USD, where he was team MVP in 1993-94. His goal is simply to help children who may be going through what he went through during his middle-school years.

"My eighth-grade year I tried out and made the team but didn't play until the last game of the year," Barnhard said. "I could have quit or kept trying out for teams and riding the bench, but the coach told me if I worked hard I could be good. "I want to encourage kids to keep going and not quit, regardless of their strength, talent or size."

Barnhard says the clinics are for all kids, regardless of whether they can dribble the ball, make a jump shot or even a layup.

"Watching a player I have been working with improve and perform at a higher level competitively is one of life's greatest joys," Barnhard says on his Web site, www.play-bc.com.

After nine months on his own, Barnhard said he has no regrets.

"It's always scary when you start your own business," he said. "It doesn't matter what you're doing, there are always risks. But I remember a lady telling me, 'If you love what you do, things will just fall in place.' "

Denise T. Ward can be reached at (619) 718-5304 or at denise.ward@uniontrib.com

P.L.A.Y. clinics
WHAT: Basketball instruction by former Escondido High and USD standout Brooks Barnhard.
WHERE: San Pasqual Union School, 15305 Rockwood Road, Escondido.
WHEN: Mondays, 6-7 p.m.
COST: $10 per session, advance registration required.
PHONE: (619) 850-2209.
One-time USD standout Brooks Barnhard gave up his job as assistant director of ticket sales for the Padres. Larry Gagnon
Jason Relyea rushed for 314 yards in a playoff victory over Valhalla last year. He had 1,323 for the season.
POWAY — Poway High football coach Ron Murphy says students at his school are often unfairly stereotyped as being more privileged and less hungry than kids who attend schools in other areas of the county.

Murphy says players like Jason Relyea destroy that stereotype.

Relyea, a 6-foot-1, 210-pound senior running back/safety, leads Poway into its season opener a week from tonight at Ramona.

Last year he broke the school's season rushing record and was the North County's third-leading rusher with 1,323 yards. He scored 11 touchdowns on 200 carries.

"He's a blue-collar kid," said Murphy, whose team finished 7-5 last year. "He has a tremendous work ethic and great character. He leads by example. He's one of those kids who when we're running sprints he'll run out there with the slowest kid and run him back in and do those kinds of things."

Damien Gonzalez, a former Army-Navy Academy head coach and USD assistant, is in his first year as Poway's running backs coach. He says he has been blown away by Relyea's work ethic.

"He has to be the hardest working player I've ever seen," Gonzalez said. "He goes 100 percent in practice. I've never seen anyone like him. His motor is non-stop."

"You get a lot of guys who are special players, but they tend to take downs off. He doesn't. He's absolutely amazing."

Relyea says his mother, Vickie Tibbs, instilled the trait in him from an early age.

"She constantly pushed me to get things done and don't waste time," said Relyea, 17. "When I was in middle school she always made me redo my homework if she found problems. She's always wanted me to do things to my full potential."

Mom's guidance has paid off. Relyea has worked his way into becoming a Division I prospect. Colorado, Oregon, Oregon State and Notre Dame are just a few of the schools Relyea says have expressed interest, though he has not received any formal scholarship offers.

Most of the schools are recruiting Relyea as a safety. He says he doesn't care what position he plays.

"I just like being out there and helping put my team in position to win every game," said Relyea, whose father, Skip, is Poway's offensive line coach.

That attitude — coupled with a fiery competitiveness — are other things that separate Relyea from most other players, Murphy said.

"He's one of the most competitive kids I've ever been around, but not in a bad way where he throws temper tantrums and things like that," Murphy said. "He just hates to lose."

Murphy says Relyea wasn't playing his best in an opening-round playoff game against Valhalla last season. At the half, he let Relyea know about it.

"I got on him hard," Murphy recalled. "I said he was tip-toeing around and not hitting the hole hard."

Some players might not have handled the criticism well. Murphy says Relyea used it to his advantage.

"He just got (mad) and ran for 314 yards that game, 236 in the second half," Murphy said. "He just responded and was running with bad intentions. We won the game 36-10 going away. It was an example of his character."

Relyea, who also plays on the school's basketball and baseball teams, says one of the highlights of his football career came last season when the Titans knocked off San Pasqual. In the win, Relyea scored two touchdowns and had two interceptions.

"It was special because they were always talking down (to) us and saying we were no good and we just stepped up and beat them and played a great game," Relyea said. "It was a lot of fun."

Relyea says playing for Poway often feels like wearing a Boston Red Sox jersey into Yankee Stadium.

"Everyone always wants to knock us rich kids off," he said, "but I look forward to the challenge. I'd rather things be hard than easy."

Whitelaw Reid can be reached at (619) 293-1829 or whitlaw.reid@unicontrib.com.
By Mark Zel9ler
STAFF WRITER

The San Diego Spirit is approaching its fifth month without a permanent head coach, but the endless search appears to be narrowing on a familiar name: Tony da Luz.

The former USD and current Wake Forest women's coach is one of three finalists for the Spirit job reported Saturday by "Inside Soccer," the weekly radio show on KSDO-AM hosted by Sockers coach Brian Quinn.

Contacted at his home in North Carolina last night, da Luz would not confirm if he is in the running for the job, saying: “I really don’t have any comment. I think it’s just because of my past affiliation with USD and me coming from San Diego.”

Mitch Murray and deposed Boston Breakers coach Jay Hoffman.

But da Luz is the most intriguing choice and, according to one WUSA source, the most coveted candidate by new Spirit general manager Dave Presher.

Da Luz, the captain of the USD men's team in the early 1980s, began the Toreros women’s program in 1992 and went 46-42-3 in five seasons. He was hired by Wake Forest in 1997 and has reached the NCAAs in all five seasons.

Da Luz also worked as an assistant under Seamus McFadden on the USD men's team from 1985-1991.

Murray and Hoffman have impressive resumes, but both have drawbacks. Murray, who reached the NCAA final four three times in his 11 seasons as Santa Clara's head coach, has never coached women at a high level. And Hoffman couldn't win with one of the most talented rosters in the WUSA; the Breakers and the Spirit are the only teams that have not made the playoffs.

Murray "retired" in May from college coaching and moved to the Phoenix area, where he is director of soccer operations at the Sereno Soccer Club. Hoffman, an assistant on the U.S. women's national team in the 1999 World Cup, was dismissed the day after the Breakers' final game.