

Chronicles

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Engaging with Public Policy: An Immigration Scholar in Three Presidential Campaigns

By Wayne Cornelius

Distinguished Professor Emeritus of Political Science

My first dip into policy-relevant research came in 1975, and it was entirely serendipitous. I had been trained as a political scientist at Stanford to do survey research. My dissertation project had been a survey study of political attitudes and behavior among residents of lowincome neighborhoods of Mexico City, most of whom had originated in small rural communities. Five years later, I decided to study the rural-tourban migration process from the front end, doing a survey study of high-emigration towns in the northeastern region of Mexico's Jalisco state. When I got there I discovered that the people leaving the region were not going to Mexican destinations but rather to the United States. Instantly, I became a student of international migration, and that became the focus of my research and teaching career.

Shortly after I began publishing the results of my Jalisco field study, I was asked to write a policy memo for the Latin America staff of **Jimmy Carter's** National Security Council, which had just begun to get interested in international migration issues. Based on that memo, I wrote an oped that was published by *The New York Times*. The article argued that Mexican migrants were more likely



Pete Buttigieg and Wayne Cornelius

to be a net economic benefit to the country than a burden on taxpayers, drawing upon survey data that I had collected of migrants' public benefits utilization and their contributions to tax revenues.

Substantively, the focus of my policy-relevant research has been on how various kinds of immigration control policies influence individual-level decisions to migrate or to stay at home, with special attention to the efficacy and unintended consequences of tougher border enforcement. This was one of the perennial subjects of the field studies that my UCSD students and I conducted in rural Mexico from 2005-2015. We accumulated quite a large body of survey and qualitative data on this question - evidence that dovetailed nicely with what sociologist **Douglas Massey** and his Princeton-based field research teams were finding. Border management thus became my professional comfort zone.

I have advised three presidential campaigns on immigration and refugee issues. My first experience, in 2007-08 with Barack Obama, was disappointing. The chair of Obama's immigration task force had reached out to me. We had many conference calls but there were no specific writing assignments. Most of the "asks" were intended to involve us in routine campaign tasks, like fund-raising and making cold calls to Iowa farmers. My ignorance of agricultural policy was profound and doubtless was revealed to each and every farmer with whom I awkwardly chatted. In hindsight, the Obama immigration advisory team was window dressing.

I sat out the 2016 election cycle, feeling no affinity with either **Hilla-**

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ry Clinton or Bernie Sanders, and having convinced myself that Hillary would coast to victory. But in January 2019, when 37-year-old South Bend Mayor Pete Buttigieg began his improbable presidential bid, I jumped at the chance to be part of his historic candidacy. I had no contacts with Pete's campaign staff, who at that time consisted of four full-time employees. I sent an over-the-transom email to the campaign's general mailbox, offering my services and CV. Fortunately, an alert college student intern fished the email out and routed it to the policy issues staffer.

I soon discovered Rule #1 of campaign policy advising: "You never know enough, about enough subjects, to do this kind of work." It was humbling to discover that, despite being a full-time immigration scholar for more than four decades, I knew so little about so many immigration-related issues that the campaign was concerned about. You need to be prepared to do a whole lot of new research, usually under considerable time pressure. I spent more time ploughing through on-line research sources during the Mayor Pete and Joe Biden campaigns than I had ever done before. I was constantly reaching out to other scholars who had done much more work than me on certain topics. One example: Before these campaigns I had always told anyone who asked, "I don't do refugees!" But these campaigns were happening in the aftermath of the 2018 "migration crisis" at the border, which mostly involved asylumseekers, not economic migrants. The Trump administration had taken aim at caravans, at asylumseekers who were allegedly "gaming the system," and it had implemented policies like

"metering" and "Remain in Mexico" aimed at blocking access to the asylum process and making it more difficult to gain legal representation not to mention the horrendous family separation policy, which was designed to deter would-be asylumseekers. So, refugees were the elephant in the room, and I had to get up to speed quickly. I reached out to one of my former UCSD Ph.D. students, Idean Salehyan, who has become a national authority on refugee movements. I also sought advice from local-level NGO leaders, who were more likely than scholars to know what was happening on the ground.

During the Buttigieg and Biden campaigns I was tasked to write or contribute to a total of two dozen full-length policy memos, each on a different topic - everything from options for modernizing our border ports of entry to combating human trafficking and creating a new culture of accountability in our immigration enforcement agencies. About which of these two dozen topics did I know enough, from the get-go, to write a decent policy memo? Perhaps one or two of them. I feel that I became a truly broad-gauge immigration scholar through my work in these campaigns. The bottom line is that you need to be willing to stretch yourself well beyond your usual bounds of professional competence. That's often scary, but it can also be very rewarding.

I mentioned the need for extensive internet-based research. That was important not just to put data and ideas into my head but also to report that knowledge. Each policy memo was deeply sourced, and all sources had to be accessible on-line. Each memo included dozens of embedded URLs. Footnotes were definitely out—they take up too much space, and we were working within

severe length constraints. The longest policy memo was supposed to be just 10-11 pages -- even for huge, complex subjects like border management strategy. Issue briefs were typically three pages.

There were many requests for one -pagers, consisting of talking points to be inserted in the candidate's daily briefing book, input for public statements, and tweets to decry various anti-immigrant actions by the Trump administration. We were also asked to write op-eds, under our own name, to be published in major newspapers of battleground states. The one-pagers and 750-word op-eds illustrate another benefit of policy advising: It teaches you to write with great parsimony. Strunk and White's memorable advice - "Omit unnecessary words!" - was my mantra.

Another important learning experience from the campaigns was deepinto-the-weeds "policy-wonkery." I have never considered myself a policy wonk, but I came closer to becoming one during these campaigns. My previous forays into policy analysis had always involved evaluating existing policies - what had worked, what didn't, and why. But designing new policies, trying to anticipate unintended consequences and potential obstacles to implementation - that was an entirely different kettle of fish. For each policy change that we proposed, a detailed timeline for implementation had to be laid out. What would President Biden need to do about this on Day 1? In the first 100 or 200 days? The first year? Making these finely calibrated distinctions required a lot of guesswork. For example, it's fine to call for rolling back the odious "Remain in Mexico" policy. But how do you do that without provoking a new surge of asylum-seekers, before the capacity to control such a surge is fully in place?

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I quickly learned that to be effective, I needed to draw upon the skill sets and experience of the exgovernment people on our team. Working with these folks was not always easy. One had to navigate around some very big egos. But there was real synergy, and the final product was always much better than it would have been if only academics had been involved.

What happens when you disagree with the candidate on some issue? That did not happen during the Biden campaign, but it did occur once with Mayor Pete. The issue came up in one of the early primary debates, when the moderator asked a "Raise-your-hand-ifyou-agree" question. The subject was decriminalizing unauthorized border crossings, which Julián Castro had been pushing most aggressively. All but two of the candidates raised their hands to support this idea (Joe Biden was not among them). When Pete's hand

went up, my at-home response was "Oh no!" I knew that the polling data showed that decriminalization was a non-starter with most Democrats and independents, and it would be a four-alarm fire in the general election -- Trump would have attacked it non-stop as an "open borders" policy. But Pete had already taken the position, in a highly public forum. So, how to get him to walk it back? First, I consulted with the legal eagles on Pete's immigration advisory team. Their advice was: "Don't try to change the statute – just change how it's enforced." That led me to think of an obvious walk-back strategy: Talk about changing prosecution priorities: Target serious felons and national security risks, rather than routine immigration offenses like unlawful entry or repeat entry by economic migrants and asylumseekers. I wrote a memo entitled "Contextualizing Decriminalization," which went through the legal arguments concerning Section 1325 of the Immigration and Nationality Act - the one that defines unauthorized entry as a crime. I summarized the relevant polling data and suggested several talking points for the walkback. That was enough for Pete. He is super-smart and politically agile. He never again mentioned "decriminalization" as a policy prescription.

One final question: How much difference does policy advising make? What really happens to the products? Much of the time, the memos and talking points seemed to disappear Into a black hole. Feedback was rare. All of it had been requested by campaign staff, but, more often than not, it was hard to tell what specific use was being made of all this material. For whom were we writing? My position was that everything should be potentially useful to both the campaign staff

(for speeches, debate preparation, tweets, etc.) and to the transition team – the people who would translate our ideas into policies once victory had been secured. As immigration receded into nonissue status in the contest with Trump, I concluded that I was writing mainly for the transition team.

One major exception to the pattern of limited feedback was a proposal that I developed for Mayor Pete -- something that I dubbed a "Community Renewal visa." In a nutshell, this was a new, place-based visa that would steer new refugees and other immigrants to specific counties that had been losing working-age population and whose public finances had been depleted by that population decline. The idea fit neatly into the "rural revitalization" plan that was being put together for Pete's campaign. I developed a fairly elaborate implementation plan to go with the basic idea: What kinds of places would be eligible to receive CR visa-holders, what requirements would visa holders have to meet, the mechanics of matching visa-holders with destination communities, and so forth. I sent the proposal up the campaign food chain, and less than three weeks later, I heard Mayor Pete advocate for it during a nationally televised primary debate. I nearly fell off my sofa! This idea was later folded into Biden's plans for legal immigration reform and refugee resettlement. It was definitely my greatest hit of the 2019-20 election cycle.

Wayne Cornelius is Distinguished Professor of Political Science and Gildred Chair in U.S.-Mexican Relations, emeritus, at UC San Diego. This article is adapted from a presentation to the graduate students of the Department of Sociology, UCLA, October 23, 2020.

Remembering Two Great Visionary Oncologists: Waun Ki Hong and John Mendelsohn. Part I: Hong

By Scott M. Lippman, MD, Director, Moores Cancer Center, and Razelle Kurzrock, MD, Associate Director, Clinical Sciences

This is a single remembrance of two singular men, whose distinctive and distinguished lives, interests, and contributions to the field of oncology intersected and intertwined over decades and locales.

Their stories and origins could not have been different; their key traits, strengths, and ambitions were admirably the same. Both were visionaries and elite thinkers who pushed back boundaries and when pushed back, pushed back harder still. They were highly principled, took risks, challenged dogma, shifted paradigms, and led practice-changing advances. They inspired. They were brothers in science, medicine, and life, competitively pursuing common goals in the lab, clinic, and on the tennis court.

Waun Ki Hong, MD and John Mendelsohn, MD were our colleagues and mentors -- a claim that could be made proudly by literally hundreds of doctors and researchers around the world. Both passed away in 2019, Hong at his home in California at the age of 76, Mendelsohn at his Texas home at the age of 82.

They are best known in recent years for their extraordinary work and leadership at the University of Texas MD Anderson Cancer Center Mendelsohn served as the center's president from 1996 to 2011; Hong was head of the Division of Cancer Medicine until 2014. But their influence extended -- and continues



Waun Ki Hong

to be felt -- far beyond those hallways in Houston. They positively and profoundly changed the study and practice of oncology and the lives of countless patients.

Hong, or Ki to his friends, was born in Japanese-occupied Korea during World War II. He lived in a small village 30 miles outside Seoul, the sixth of seven children. Those were difficult times, but worse followed with the Korean War, Yet Ki persevered, crediting his oldest brother, the late Suk Ki Hong, MD, Ph.D. a prominent renal physiologist, for inspiring him to pursue a career in medicine, following his steps to Yonsei University School of Medicine. Ki also served as a South Korean Air Force flight surgeon during the Vietnam War.

In 1970, with his young, pregnant wife **Mi Hwa** and just \$451 in his wallet, Ki immigrated to the U.S. in search of better career opportunities. With much effort, he managed to get an internship at Bronx-Lebanon Hospital in New York City. It was a grueling experi-

ence, on-call every other night for twelve months combined with trying to learn a new culture, language, and the complexities of parenthood.

A two-year residency at Veterans Affairs Medical Center in Boston followed, providing the opportunity to care for multiple cancer patients and stimulating Ki's interest in the field of oncology, particularly in the context of head and neck cancer, among the most debilitating and disfiguring diseases. A prestigious fellowship at Memorial Sloan Kettering Cancer Center in New York came next in 1973, following a memorable interview with Irving Krakoff, MD, then Chief of the Medical Oncology Service, who could discern through the difficult English, intense passion and keen insight. Together with his signature work ethic, Ki took full advantage of the opportunity to learn from the likes of **Joseph Burchenal**, MD, David Karnofsky, MD, and Robert Wittes, MD, who encouraged him to pursue a career in academic oncology. He returned to the Boston VA in 1975, where he became Chief of Medical Oncology and made the first of several research world marks when he tackled the debilitating nature of laryngeal cancer therapy.

Partnering with **Gregory Wolf**, MD, at the University of
Michigan, he formed the VA Cooperative Group for Laryngeal Cancer Study to fund the practicechanging trial showing that a combination of chemotherapy

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In 1983 he received a call from Krakoff, who had moved to MD Anderson and realized he needed leaders of Ki's caliber to rebuild the Division of Medicine. Ki became Chief of the Section of Head and Neck Medical Oncology, his role expanded over the next eight years to assume the Thoracic Section; later combined, making the Sections a Department of Thoracic/Head and Neck Medical Oncology for which Ki was the founding Chair. It was an inspired choice because Ki had a knacks for inspiring others, bringing together investigators from diverse fields within basic, clinical and population sciences in a new, unified mission.

His next mark introduced unrivaled rigor to the fledgling field of chemoprevention, derided by some as "soft science." Beginning in Boston, with more passion than funding, he was able to convince **Loretta Itri**. then at Hoffmann-La Roche to take a risk on him and his nascent discipline. Fueled by early successes, his work took off in 1991 with the award of a Program Project grant, the first of many NCI awards in this field. Early testing of high-dose retinoic acid in head and neck cancer. at the forefront of translational research, provided proof-of-principle that human cancer development could be interrupted, allowing for better understanding of premalignant biology. It was a landmark, paving the way for FDA-registration trials of other agents and sites and

attracting hard-core basic scientists and many others, including colleagues like Elizabeth Blackburn, PhD, (Nobel Prize 2009)) to develop the cutting-edge concept of "Cancer interruption," leading Stand Up to Cancer (SU2C) and innovative leaders in Pharma to invest in this strategy, including William Hait, MD, PhD, at JNJ, who established a vanguard cross -sector cancer "interception accelerator" platform involving imaging devices and computational genomic and other technologies to explore, detect, and disrupt early disease-causing projects, increasingly linked to the germline and continually redefined by microbiota and other discoveries.

Ki's last major research mark was Biomarker-integrated Approaches of Targeted Therapy for Lung Cancer Elimination, aptly dubbed BATTLE: setting the bar high and embracing difficult challenges to set new standards, in this case a breakthrough trial design. The biological possibility of the BATTLE design was clear and compelling: assess tumor biology and targets at the time of drug selection. The then current standard in this setting, however, used archival diagnostic tissue, not reflecting current tumor biology that evolves with time and prior treatments. The challenge centered on the feasibility of a complex Bayesian adaptive randomization, requiring core-needle rebiopsy and molecular profiling in the second-line setting. It was a daunting, seemingly impossible task. There was much skepticism. But the approach proceeded in spectacular fashion, completed in record time with < 1% incidence of serious complications among patients undergoing lung biopsy,

unequivocally establishing the feasibility of a challenging medicine design that has become a leading edge in cancer medicine. BATTLE was the culmination of a recurring transdisciplinary theme in his career, and at the opposite end of the disease spectrum.

In similar fashion, Ki was a staunch proponent for development of a new Investigational Cancer Therapeutics department at MD Anderson, with an essential tissue-agnostic pathway-driven phase-1 strategy. It wasn't a popular idea. The program would be enormously expensive. It would be unprecedented to consider phase-1 drugs to be beneficial. But Ki was undeterred. He had the keen intuition that genomics and molecular science could direct and accelerate early drug development. In 2004 he created a phase-1 "program" pioneering genomically-driven umbrella protocols, basket trials and molecular tumor boards. With dramatic growth in patient and trial numbers, targeting virtually every aspect of known signaling defects, addressing an unmet clinical need, Ki provided ample, obvious and overt support to help make the program a department (in 2007) and the idea a stunning reality. The clinical benefit of this vanguard approach was recently validated by the first FDA tissueagnostic approval (of a TRK inhibitor).

Adapted from *Cancer Cell* (Feb. 11, 2019)

NEXT: JOHN MENDELSOHN.



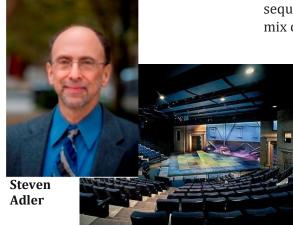
La Jolla Playhouse: The Once and Future Theatre

By Steven Adler

Professor Emeritus of Theatre

The UCSD Theatre District. which anchors the southwest corner of campus, features four distinctly different theatres and associated workshops, offices, and rehearsal halls. It is the envy of most universities and professional companies. One might assume that this impressive complex was the result of wise campus planning and harmonious collaboration between the university and La Jolla Playhouse. In fact, what exists now is the result of more than seventy years of blood, toil, tears, and sweat shed by civic leaders, lawyers, judges, philanthropists, administrators, educators, and theatre artists...and some con men. too.

By the end of WWII, La Jolla native son Gregory Peck, under contract to Hollywood film czar David O. Selznick, had begun a steady rise to fame as a leading man in movies after acting on Broadway. His resumé included Spellbound, The Yearling, and Duel in the Sun, but he longed to return, when filming would allow, to the stage. Opportunities to do so in movie-centric Los Angeles were limited. Several colleagues shared his desire to tread the boards. Peck's costar in 1947's Gentleman's Agreement, Dorothy McGuire; Mel Ferrer (who would later marry Peck's Roman Holiday costar, Audrey Hepburn); Joseph Cotten: Jennifer Jones: and others agreed to form a summer stock company. Their attempt to lease an LA theatre failed due to lack of funding. Eventually, Selznick, who would soon marry his girlfriend, Jennifer Jones, agreed to loan the



Mandell Weiss Forum Theatre

group \$20,000, with the caveat that they work at least 100 miles from Hollywood (bad reviews for his actors in the boondocks would not make waves nationally). San Diego, Peck's hometown, fit the bill.

The local Kiwanis Club agreed to support the fledgling troupe, "The Actors Company in La Jolla," and helped them find a theatre. La Jolla High School's auditorium (dubbed "La Jolla Playhouse" in the summer months) was far from ideal. The sightlines were awful, the wooden seats uncomfortable, the acoustics dreadful, and the technical capabilities minimal. Still, it was available, so it would suffice...and it did so for eighteen seasons, despite audience and performer frustration with the space. Plays (rarely musicals), which usually ran for a week, were wellknown and well-worn crowdpleasers. The main draw was the participation of Hollywood stars, for whom a few weeks of "slumming" in La Jolla was a happy diversion. The theatre's inaugural production in 1947 was Night Must Fall, which featured the original West End and Broadway star, Dame May Whitty. Subsequent seasons showcased a mix of lesser-known actors as

well as celebrities like Vincent Price, Vivian Vance, Groucho Marx, and Eartha Kitt (the last two needed Peck's muscle to secure housing in La Jolla because of La Jolla's covenant restrictions on Jews and Blacks). Mel Ferrer directed one play that first season and Peck appeared in the finale, *Angel Street*.

Dorothy McGuire didn't appear until 1949 due to film commitments, but remained involved in decision-making. Some of the founders eventually dropped out, but Peck, Ferrer, and McGuire stayed the course, although their participation waned due to their success in movies. Peck's letters in the Academy of Motion Picture Arts and Sciences library feature lively correspondence between him and Ferrer in which they expressed, with great humor and even greater zeal, their hopes for the Playhouse: a year-round company, a suitable auditorium, and a greater emphasis on new plays.

In 1954, the Kiwanis withdrew their support. The Theatre and Arts Foundation of San Diego County, an outgrowth of the Playhouse's women's auxiliary group, was incorporated to fundraise for a new theatre (in 1960, the foundation assumed oversight of all the theatre's operations, maintaining "La Jolla Playhouse" as its DBA). In 1954, the Playhouse also received not-forprofit status as a charitable organization (it had been running on a for-profit basis, ploughing

the income into the cost of operations). The cumbersome approval process was fast-tracked by Arizona senator **Barry Goldwater**, who owned a house on Mount Soledad. Goldwater urged the foundation to create an educational program to cement its tax-exempt status. The result was a science-lecture series at the Scripps Institution of Oceanography (SIO) and at area schools.

The board's first president was Marian Longstreth, whose indefatigability and devotion to the Playhouse were legendary. She had her capable hand in every aspect of operations, from determining the price of a Coke at the concession stand to serving as fundraising ambassador to the business community and local government. Longstreth committed herself to the search for the Playhouse's Holy Grail: a new theatre. She needed to raise a sizable sum. Coincidentally. SIO needed a new auditorium. Enter Roger Revelle.

The theatre's board knew that La Jolla would be the site of a new UC science and engineering hub. What better place for a theatre than a university? SIO director Revelle, whom Longstreth had invited onto the board, had enthusiastically supported marrying the Playhouse and UC as early as 1952. A UC Regents gift of land at the "top of the hill" seemed eminently sensible to him and he lobbied hard for it. In 1955, the Playhouse scored two essential victories: San Diego City Council granted a forty-nineyear lease, for one dollar annually, for six acres for frontage and parking, and on November 18 the Regents deeded twelve acres for the theatre itself. The location was indeed at the "top of the hill," by the southwest corner of Torrey Pines Rd. and La Jolla Village Dr., where the Venter Institute stands today.

In fundraising mode, Revelle wrote a public letter about the value of the arts at a university (undated: probably 1956): "Our increasingly complex society depends for its very survival on the work of scientists and engineers...But whether their work is to be used for good or ill is determined in part by whether [they] understand the world of human beings...We learn how to act in the human world through experience—our own experience and that of others. And it is, above all, the artist who makes us see vividly the experience of others...For this reason we shall make certain that... students have the opportunity to gain in understanding and insight by a close association with the new theatre." He never referred to La Jolla Playhouse by name, mentioning only that "the Regents felt, quite wisely...that the theatre should be a private non-profit enterprise, related to the University but managed independently."

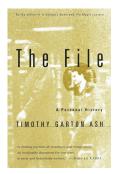
The Regents expected the university to make use of the theatre, likely as a lecture hall. They were generous in deeding the land, but that was the extent of their largesse. The Playhouse would have to raise the funds on its own. And so began the long saga of chasing a dream. The Regents deeded the land in 1955. The Playhouse opened in its new home, the Mandell Weiss Theatre, in 1983. What happened in those intervening 28 years?

Peck and Ferrer envisioned an 850-seat Broadway-style proscenium theatre. Noted Los Angelesbased architect **William Pereira**, who would design San Francisco's Transamerica Pyramid and UCSD's Geisel Library, was intrigued, but board members felt that a San Diego architect would be a smarter choice, and in 1956 the board engaged the firm of Mosher and Drew (they de-

signed the Coronado Bridge, the Golden Door Spa, and the first building of Muir College). By Robert Mosher's own admission in a 2015 interview with me, "I didn't know anything about theatre!" To remedy this, Mosher, who coincidentally had just begun a two-year sabbatical to work as architectural editor at *House Beautiful* magazine in New York City, spent his free time observing the distinguished Broadway set designer, Jo Miel**ziner**, whom the Playhouse had hired as a consultant. Mosher's 1957 design for the Playhouse included not only a 998-seat theatre, but a scene shop, rehearsal hall, restaurant, classrooms, and symposium hall. According to Mosher, Longstreth lobbied strenuously for a glamorous building; he considered her vision unrealistic, given the available funds. Construction, budgeted at \$1.7 million, was to start in 1958, but the money was only trickling in. The board agreed to Mosher's advice to trim the scope, and he began a redesign. The planning (and the fundraising) would grind on for another few years, resulting in 1962 in a significantly more modest design in both scope and opulence. By that time, however, the budgetary goalposts had moved again. In late 1963, with an estimated shortfall of more than \$500,00, the board released Mosher and Drew from its contract. The Playhouse was back to square one. Part II—next issue

Steven Adler, Professor Emeritus of Theatre and Provost Emeritus of Warren College, is the author of books about the Royal Shakespeare Company and Broadway. He stagemanaged nine shows at La Jolla Playhouse, including 80 Days and The Laramie Project.

Emeriti Association Book Club



February 22 Ω 12 - 1:15 PM "The File" by Timothy Garton Ash

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HE LANGUAGE

OF THE

THIRD

REICH

Both events are held via Zoom.

Please RSVP

https://hrweb.ucsd.edu/ea/

"The Language of the
Third (Imperium) Reich"
by Victor Klemperer
March 22 Ω 12 - 1:15 PM

Chronicles

Newsletter of the UCSD Emeriti Association

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Mark your calendar for 2021 events!



"Artificially Intelligent Models of Cancer for Diagnosis and Treatment"

Presented by: Trey Ideker, Professor of Medicine

Wednesday, February 10, 2021 ∞ 3:45 PM - 5:00 PM

All Emeriti Association events for 2021 are held via Zoom. RSVP https://hrweb.ucsd.edu/ea/ to receive the Zoom link.



"How (and Why) the Jerboa Got Its Long Feet"

Presented by: Kim Cooper, Associate Professor, Biology

Wednesday, March 10, 2021 ∞ 3:45 PM - 5:00 PM