



Robert F. Wagner
Graduate School
of Public Service

Harold Varmus, Nobel Laureate and Former NIH Director, Outlines His Vision for 'Science Peace Corps'

Annual Schwartz Memorial Health Policy Lecture at NYU's Wagner School Focuses on Scientific and Medical Strategies to Increase Health and Wealth of World's Poor

The AIDS pandemic is only the most visible and urgent of the many health challenges facing citizens in developing countries. Others include malaria, drug-resistant tuberculosis, childhood diseases and inadequate maternal and prenatal healthcare. This burden of disease causes staggeringly high mortality rates among the poor in the Third World, especially in sub-Saharan Africa.

Public health experts increasingly argue that there is an intrinsic linkage between the health condition of a nation's people and the potential economic growth needed for a nation to develop. They make the case

that good health is a necessary predicate to, not just a result of, economic development.

On February 28th, **Harold Varmus, MD**, president and CEO of Memorial Sloan-Kettering Cancer Center, co-recipient of the 1989 Nobel Prize in medicine, and former director of the National Institutes of Health, delivered the 2nd Annual Arnold Schwartz Memorial Health Lecture at the Wagner School. Entitled



Dr. Harold Varmus

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UPDATE

Spring 2002
Volume 8, Issue 3

I N S I D E

ALUMNI ASSOCIATION
BOARD ELECTIONS

ANDREW CUOMO ON
CAMPAIGN FINANCE
REFORM

NEW DEAN'S
COUNCIL MEMBERS

R E S P O N D I N G T O 9 . 1 1

Recovery, Rebuilding & A Memorial: What Do New Yorkers Think?

Citizens Gather At Forum Co-Sponsored By NYU To Discuss and Vote On Their Approaches to Rebuilding New York

Over 600 citizens came together on February 7, 2002, at the South Street Seaport in Manhattan to discuss their ideas about the vision and values that should drive the recovery and rebuilding of downtown New York City in the wake of the destruction of the World Trade Center. They included those affected most directly by the September 11th disaster—survivors, families of victims, and downtown Manhattan workers, residents and small business owners – and police officers, firefighters, students and parents as well as foundation and NGO leaders and elected and appointed government officials.

Entitled "Listening to the City," the forum was co-sponsored by members of the Civic Alliance to Rebuild Downtown New York, a program of the Regional Plan Association, New York University's Wagner School of Public Service (**Center for Excellence in New York City Governance, Institute of Civil Infrastructure Systems, and the Rudin Center for Transportation Policy and Management**), the School of Law, and the **Furman**



The "Listening to the City" forum gathered over 600 citizens at the South Street Seaport on February 7th to voice their own ideas about rebuilding New York City.

Center For Real Estate and Urban Policy.

Using "electronic town meeting" tools – wireless laptop computers, polling keypads and trained facilitators from *AmericaSpeaks* – participants talked about the impact of September 11th; the economic, social and infrastructure principles for rebuilding; and the form and spirit of an appropriate memorial at the World Trade Center site.

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RELATED NEWS: • WTC Research Teams Present Findings, Pg 3
• Wagner Alum Central to WTC Emergency Efforts, Pg 10

T H O U G H T S



From the Dean

Dear Wagner Community:

As I wrote to you in our last issue, the events of September 11 certainly put public service in the spotlight, and here at Wagner we have seen the result of this focus in an increased interest in preparing for a public service career – applications to Wagner are up 30% from last year.

Wagner is continuing to play a significant role in the research and planning for the rebuilding of lower Manhattan in the aftermath of September 11. Several NYU centers, led by the Center for Excellence in New York City Governance, co-sponsored "Listening to the City," an event that brought together hundreds of citizens – including those most affected by the disaster – to participate in an "electronic town meeting" to ensure that their voices are heard in the planning process for the World Trade Center site. The Institute for Civil Infrastructure Systems (ICIS) co-hosted the first workshop for National Science Foundation-sponsored research on the disaster and is continuing to conduct and assist in the coordination of research efforts of NSF-supported scholars from all over the United States.

But our research and policy centers have been active on other fronts as well, as you will read in these pages. Notably, in the spirit of new partnership among NYU's many schools, the Law School's Furman Center for Real Estate and Urban Policy has become a joint center with Wagner. With a special focus on urban housing policy, this center is directed by Professor **Michael Schill** (jointly appointed at Wagner and Law), and several Wagner faculty members have been active collaborators. The formal partnership will offer increased opportunities for our faculty and students working in this important area.

It is a great honor for the school that three of its professors recently won prestigious honors in their fields: **Dick Netzer**, professor emeritus, was elected to the College of Fellows of the

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N E W S

Mayor Bloomberg Taps Wagner People for Key Posts

In staffing his new administration, NYC Mayor Michael Bloomberg has tapped several members of the Wagner School "family":

- Alumni **Iris Weinshall** continues as commissioner of Transportation, **John Odermatt** was promoted to commissioner of the Mayor's Office of Emergency Management, and **Martha Hirst** was chosen to be the commissioner of Citywide Administrative Services
- Former Wagner student **Jerilyn Perine** is now the commissioner of Housing Preservation & Development
- **Susan Kupferman**, former co-director of the Rudin Center for Transportation Policy and Management, was recruited to be the director of the Mayor's Office of Operations
- Adjunct professor and Dean's Council member **Ray Kelly** has become police commissioner, and adjunct professor **Marc Shaw** is now deputy mayor for operations
- Wagner professors **Mitchell Moss** and **Ellen Schall** have served as advisors to the mayor and his transition team

ARE YOU WORKING IN THE ADMINISTRATION?

If you are a Wagner alum working at any level of the Bloomberg administration, we want to know. Please use the form on the back page to update your information.

Former HUD Secretary Andrew Cuomo Unveils Campaign Finance Reform Proposals in Policy Speech at NYU's Wagner School

In the first major policy address of his campaign, **Andrew Cuomo**, Democratic candidate for governor and former secretary of Housing and Urban Development, unveiled his proposals to reform New York State's campaign finance system at an appearance March 21st at New York University sponsored by the Wagner School.

Tying the issue to a renewed interest in government and public service after September 11th, Mr. Cuomo said, "Our first mission must be to restore the public trust, and this will only be done when we address the way our campaigns are financed, giving the government back to the people. Campaign finance reform and public ethics reform must be the starting point."

Mr. Cuomo outlined his ten-point plan, called "High Standards–Low Limits." Among his specific proposals were lowering the current contribution limit on donations for statewide offices from \$45,000 to \$2,000 per election, capping total gubernatorial campaign spending to \$7 million in the general election, establishing a public financing system with required debates, and banning contributors from receiving state contracts for two years after giving a donation.



Andrew Cuomo

Mr. Cuomo is the second of the major candidates for NYS governor to deliver a policy speech at NYU's Wagner School. NYS Comptroller **H. Carl McCall** presented a speech in November 2001, and Governor George Pataki has been invited to speak at the Wagner School in the coming months.

RESEARCH CENTER NEWS

Real Estate and Urban Policy Center Joins Wagner School's Roster of Research Resources



Michael Schill

The **Furman Center For Real Estate and Urban Policy** is now a joint research center between the NYU School of Law and the Wagner School, announced Wagner Dean **Jo Ivey Boufford** and Professor **Michael Schill**, the Center's director and a

faculty member with joint appointments at the Law School and Wagner.

The Furman Center, the first joint research center between the Law School and Wagner, is named in honor of **Jay Furman**, an alumnus of the Law School and a university trustee. Furman, an international real estate investor and developer, provided generous financial support to endow the Center. According to Mr. Furman, "Issues of housing, land use and the built environment are more important in New York than anywhere else in the nation. The joint center will create synergies among the faculties, students and alumni of the two schools and generate solutions to many of the pressing housing and land use issues of our generation."

"This collaboration represents the Wagner School's ongoing efforts to create centers of knowledge that bridge academic disciplines and harness the many intellectual resources of New York University to enhance the education of our students in public service," said Dean Boufford. "The Furman Center's work on legal and public policy issues involving real estate, housing and urban affairs is a critically impor-

tant resource for policymakers in New York, and will be further strengthened by Wagner faculty through this new partnership."

"This designation formalizes an already existing, but informal, working relationship between the schools," said Professor Schill. "Greater cooperation will bring more opportunities for joint academic programming for students, increased research opportunities for the faculty and Wagner's other research centers, and greater ability to serve the needs of our schools' alumni in the real estate and housing fields. Further, it will make housing and real estate policy an even more visible part of Wagner's already premier urban planning program."

In addition, Boufford and Schill expressed the desire that the Center would enable the schools to increase the prominence of their joint JD/MPA program.

On Thursday, February 7, 2002, NYU's **Furman Center For Real Estate and Urban Policy** co-sponsored a conference with the Federal Reserve Bank of New York on "Policies to Promote Affordable Housing." Professors **Ingrid Gould Ellen** and **Amy Ellen Schwartz** presented a paper entitled "The Role of Government in Providing Housing Assistance: New York City's Ten-Year Plan," co-authored with Professor **Michael Schill** and Research Fellow **Ioan Voicu**. Professor Schill presented another paper entitled, "The State of New York City's Housing and Neighborhoods: An Overview of Recent Trends" (co-authored with Furman Center Associate Director Glynis Daniels).

WTC RESEARCH TEAMS PRESENT FIRST FINDINGS AT WAGNER

Engineers and social scientists funded by the National Science Foundation (NSF) to conduct research in the wake of September 11th discussed their progress at a workshop co-hosted by the **Institute for Civil Infrastructure Systems (ICIS)** at the NYU Wagner School.

The researchers have collected and begun analyzing data on building structures, infrastructure (transportation, utilities and other physical services) and safety and emergency response at the World Trade Center and Pentagon sites. At the conference held December 12th and 13th, they presented the results of their analyses to date and met with NYC public officials to explore opportunities for future research. Noteworthy among the presentations was University of Maryland Professor Frederick Mowrer's contention that inadequate or faulty fireproofing which had gone unrepaired for years may have played a role in the collapse of the World Trade Center. This initial finding adds a new wrinkle to the debate over why the towers collapsed, and Professor Mowrer cautioned that there isn't yet a final conclusion as to the exact cause.

Wagner's Professor **Rae Zimmerman** and ICIS have been acting on behalf of NSF as a contact point for and to assist coordination among these research teams in the weeks following the terror attacks. ICIS provides short-term resources, such as the use of computers and space, and is assisting with longer-term "network support."

"We are establishing a database of contacts ranging from technical experts in academia to government liaisons close to the public services that are affected by or are responding to this emergency," said Zimmerman, director of ICIS. "We are also planning a web site so researchers can coordinate among themselves and know each others' site visit schedules."

Zimmerman is leading a related NSF-funded study, *Urban Infrastructure Services In A Time Of Crisis: Lessons From September 11, 2001*.

New Leader for Rudin Center



Allison L. C. de Cerreño

Allison L. C. de Cerreño is the new co-director of the Rudin Center. She succeeds **Susan Kupferman** who left in February to join NYC Mayor Michael Bloomberg's administration as its new director of the Mayor's Office of Operations.

Prior to joining the Rudin Center, Dr. C. de Cerreño was director of science & technology policy at the New York Academy of Sciences where, among other responsibilities, she led two major efforts: developing pollution prevention plans for the New York/New Jersey Harbor, and boosting technology-led economic development in the Tri-State Region.

Dr. C. de Cerreño was associate director of studies at the Council on Foreign Relations from 1996 to 1998, and has taught courses in international relations at City University of New York's Hunter and City Colleges. She holds a Ph.D. in political science from the Graduate School and University Center of the City University of New York.

RESEARCH CENTER NEWS

Rudin Center Honors Transportation Leaders

Jack Rudin joined Lee Sander, co-director of the Rudin Center for Transportation Policy and Management, and Wagner School Dean Jo Ivey Boufford in honoring the 2002 recipients of the Center's annual Leadership in Transportation Awards at a January 31st reception held in Greenberg Lounge. The awards recognize the outstanding work of individuals and agencies to advance the quality and efficiency of the region's transportation system. This year's honorees were: **Francis Lombardi**, chief engineer of the Port Authority of New York and New Jersey, winner of the Public Servant Award; **Iris Weinshall** (MPA '87), commissioner of the NYC Department of Transportation, winner of the Public Agency Award; **John Kaehny**, executive



Francis Lombardi



Iris Weinshall



John Kaehny



Joseph Hoefmann



Arthur Imperatore, Jr.

director of Transportation Alternatives, winner of the Civic Leadership Award; and **Joseph Hoefmann**, senior vice president of NYC Transit and **Arthur Imperatore, Jr.**, president of NY Waterway, who were given special tributes in honor of their efforts to provide transportation in the aftermath of the September 11th terrorist attack on the World Trade Center.

This year's ceremony also included a special tribute to the late Lewis Rudin, a long-time member of NYU's Board of Trustees. The tribute recognized the Rudin family's continued and generous financial support for NYU, and in particular for the Center's research and policy work regarding urban transportation issues.



From left to right: Lee Sander, co-director of the Rudin Center for Transportation Policy & Management; Jack Rudin, brother of the late Jack Rudin, NYU Trustee; and Wagner School Dean Jo Ivey Boufford.

Taub, Furman Centers Launch Housing Breakfast Series

The **Taub Urban Policy Research Center** and the **Furman Center For Real Estate and Urban Policy** have begun a monthly breakfast series on housing. The first breakfast on February 28th featured **Jerilyn Perline**, commissioner of the NYC Department of Housing Preservation and Development and a former Wagner graduate student in urban planning, who spoke on "New Directions in Housing Policy."

Center for Excellence Wins Kellogg Grant

The W.K. Kellogg Foundation recently awarded a \$275,000 grant to the NYU Center for Excellence in NYC Governance for the purpose of aiding the Center's efforts to assure that a diverse group of communities has a voice in the urban planning process to rebuild lower Manhattan.

A portion of the grant helped fund the Center's involvement with the Listening to the City event of February 7, 2002. The balance will support other CFE projects to enhance citizen engagement around the rebuilding process, including follow-up events planned by the Civic Alliance.

STUDENT NEWS

Letter from the Wagner Student Association President

In my last letter, I detailed the three key focus areas for the 2001-2002 Wagner Student Association (WSA): Community, Curriculum, and Career Development. Now, as the academic year winds down, I am happy to report that we were able to achieve considerable strides in each of these areas. But we did not go it alone. In fact, our success has been due in great part to the collective efforts of Wagner's student body, faculty, administrators, and alumni.



Laurel Molloy

Throughout the year, there has been an abundance of topical and social events sponsored by student groups, academic programs and specializations, and Wagner offices. Each one has served as a forum for learning outside of the classroom – about the world around us, about the field of public service, about ourselves, about one another. We've had everything from trips to local museums and waterfronts, to expert panels and lectures, to service projects in New York City and beyond.

Notably, two of the year's most widely attended events were the fall and spring Town Hall sessions. Intended to serve as an opportunity for students, faculty, and staff to collectively discuss ways to enhance the Wagner experience, these meetings proved highly productive. They generated a number of ideas that have since been realized and others that are in the process of being implemented.

In addition to being the WSA's guiding principles for 2001-2002, Community, Curriculum, and Career Development are perhaps the three primary reasons that students attend Wagner, making improvements in these areas all the more significant and promising.

Sincerely,

Laurel Molloy
WSA President

Recovery, Rebuilding & A Memorial

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Several common themes regarding downtown Manhattan's future emerged from these discussions; key among them, that downtown Manhattan become a "vibrant, 24-hour mixed-use community" and that it be a "seamless transportation hub [with] all types of transportation (underground, surface, ferries) linking all parts of region." The participants also said that any "memorial should be integrated into [the] total picture."

Without focusing on an exact design or structure, the collective thinking about the essence of any memorial centered on a few themes: a sacred place to mourn; something reflecting the magnitude of what happened and its global impact; and an honoring of the heroism of the police, firefighters and emergency service workers as well as the "everyday people" that died.

"This was the start of a broad public conversation among the people of New York City and the region. It is their vision that will help to create our



From left to right: an unidentified participant; Robert Yaro, president, Regional Plan Association; Dan Doctoroff, the NYC deputy mayor for economic development; Arthur J. Fried, executive director, NYU Center for Excellence in NYC Governance; Louis R. Tomson, executive director, Lower Manhattan Development Corporation; and Wagner Dean Jo Ivey Boufford.

future," said **Arthur J. Fried**, executive director of the **NYU Center for Excellence in New York City Governance** and a forum organizer.

Among the public officials who attended and delivered remarks were **Charles Gargano**, chairman and CEO of the Empire State Development Corporation; **Louis R. Tomson**, executive director of the Lower Manhattan Development Corporation; and **Dan Doctoroff**, the NYC deputy mayor for economic development.

A final report from this forum, the first of several planned by the Civic Alliance, will be presented to the Lower Manhattan Development Corporation to help guide its planning and rebuilding efforts. Mr. Tomson, in closing the meeting, stated that "the report coming out of today's work will be something that we rely on very heavily as we go forward." A much larger event involving specific building proposals is being planned for later this year.

The Rockefeller Brothers Fund and the Fund for the City of New York, key financial supporters of the operations of the Center for Excellence, also provided funds to support Listening to the City. Beyond providing a \$75,000 grant, the Rockefeller Brothers Fund's President Stephen Heintz also helped secure funding from other groups. Other funders were: The Commonwealth Fund, the Ford Foundation, the JM Kaplan Fund, the Rockefeller Foundation, the Sloan Foundation, the Surdna Foundation, the W.K. Kellogg Foundation, the Andy Warhol Foundation for the Visual Arts, the Charles H. Revson Foundation, the Edna McConnell Clark Foundation, the FB Heron Foundation, the Geraldine R. Dodge Foundation, and the Schumann Fund for New Jersey.

THOUGHTS

From the Dean

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American Institute of Certified Planners; Professor **Steve Finkler** won the 2002 Ross Products-AACN Pioneering Spirit Award by the American Association of Critical-Care Nurses; and Adjunct Professor **Martin Ives** was awarded the S. Kenneth Howard Award by the Association for Budgeting and Financial Management (ABFM).

We are also hosting influential leaders in global public service. Nobel laureate **Harold Varmus, MD** was eloquent in his remarks about the interdependence of developed and developing countries in achieving global health, and we are honored that former South African President **Nelson Mandela** will participate in the rescheduled dinner in his honor in May to launch our African Public Service Fellowship Fund.

Finally, we continue to receive excellent support from our alumni and friends. Building upon last year's record-breaking fundraising for our annual fund, the Wagner Alumni Association held a successful Dean's Circle event to cultivate more high-level donors. Also, we have expanded the Dean's Council with prominent individuals in business, media and public service who are committed to Wagner's future developments.

It's been a challenging year, but the Wagner community has responded to these challenges and continues to flourish and contribute to our NYC community and beyond.

Sincerely,
Jo Ivey Boufford, M.D.
Dean

Harold Varmus

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"Globalizing Biomedical Sciences," Dr. Varmus's address outlined the significant themes of his vision for a more active approach by developed countries for tackling the public health challenges faced by the developing world.

Despite great strides in medical and scientific research during the 20th century – such as the discovery of cures for malaria and tuberculosis – there remains, said Dr. Varmus, a great disparity between health outcomes in rich and poor countries. He lays the blame for this in part on a failure to focus research dollars or to apply discovered solutions towards actually addressing public health problems in the developing world.

"We have had a very successful century scientifically, but one that is subject to criticism with respect to health outcomes, the equity with

which we apply solutions, our ability to find solutions, and our willingness to invest in some of the diseases that are most rampant in poor parts of the world. What can those of us who are scientists interested in health do to make the next century a better one?" asked Dr. Varmus. In response, he proposes three solutions:

- globalizing the "culture of science" and disseminating worldwide vital scientific research and medical knowledge through free Internet-based access to the leading scientific journals;
- creating a "Science Peace Corps" by which newly minted science graduates and senior scientists from developed countries go to those parts of the world now underserved by science and aid in the building of a local science and medical research capacity;
- adopting the recommendations of the

December 2001 report "Macroeconomics and Health: Investing In Health For Economic Development" from the World Health Organization, which calls for, among other things, increased, smarter investments in the public health systems within the developing world as both an end unto itself and as a means to economic prosperity.

The Arnold Schwartz Memorial Health Lecture is named for the late Arnold Schwartz, a founder of Paragon Oil Company and well-known health and education philanthropist. His widow Marie Schwartz, a NYU Life Trustee, made a gift of \$100,000 to the Wagner School to endow this lecture series, now in its second year. Last year's inaugural speaker was Yale Medical School Dean **David A. Kessler, MD**, the former commissioner of the US Food and Drug Administration.

FACULTY NEWS



Louis Stewart

Assistant Professor **Louis Stewart** and co-author **Archie Lockamy** wrote the cover story, "Integrated Performance Measurement Systems for Health Care Organizations," in the December 2001 issue of

the *Healthcare Financial Management Journal*. Professor Stewart also wrote "Management Control Theory and Its Application to US Medical Practice: A Critical Review of Contemporary Literature" for *Research in Healthcare Financial Management*, Volume 6, Number 2, 2002.

Associate Professor **Paul Smoke** delivered the framework paper on "Intergovernmental Fiscal Transfers in Developing Countries: Issues and Policies," which was prepared with Larry



Paul Smoke

Schroeder of Syracuse University's Maxwell School, at an Asian Development Bank conference on Intergovernmental Transfers in Asia at the National Institute of Public Finance and Policy in New Delhi in September 2001. In November, Professor Smoke delivered a paper on "Strategically Implementing Fiscal Decentralization in Developing Countries" at the 94th Annual Conference on Taxation of the National Tax Association in Baltimore. Further, he gave a presentation on "The Benefits and Pitfalls of Decentralization: What Do We Know About Making It Work?" at the Association of Collegiate Schools of Planning Annual Research Conference in Cleveland.



Dennis Smith

Associate Professor **Dennis Smith's** article "Performance Management in New York City: COMPSTAT and the Revolution in Police Management," co-written with former NYC Police Commissioner William

Bratton, was published in *Quicker, Better, Cheaper? Managing Performance in American Government* [December 2001], edited by Dall Forsythe. Professor Smith has also been appointed a member of the Editorial Board of the *Journal of Comparative Policy Analysis*.

Research Professor **Joseph P. Viteritti's** essay "School Choice and Educational Opportunity," originally published in the *Brookings Review* (1999), has been translated into Spanish for a new book *Nuevas Tendencias en Políticas Educativas*, Myriam Andrada, et. al. eds. (Buenos Aires: Granita). His essay *School Choice: Beyond the Numbers*, originally

published in *Education Week* (2000), has been reissued in a new book *School Reform: The Critical Issues*, William Evers, et al, eds. (Stanford, Hoover Institution Press).

Professor **Leanna Stiefel** completed her year as president of the American Education Finance Association with delivery of the presidential address at the AEFA's annual research conference in Albuquerque, New Mexico in March. She traced the intellectual history of the organization, pointing out several areas that needed more attention at the

conferences, including the federal role in school finance and the financial implications and consequences of school racial segregation in the U.S. At the conference, Professor **Amy Ellen Schwartz** presented a paper co-authored with Professor **Robert Berne** and Professor Stiefel on the Campaign for Fiscal Equity court case. Also presenting papers were Wagner PhD's **Patrice Iatarola**, **Ross Rubenstein**, and **Michele Moser** and Wagner doctoral students **Hella Bel Hadj Amor**, **Dae Yeop Kim** and **Carole Portas**.

Professor **Victor G. Rodwin** organized a meeting in London with the International Longevity Center-UK and the London Regional Office of the National Health Service on "Older People in the City." Professor Rodwin also delivered a lecture, "Update on French Social Policy: Families and Health Care," on March 18th at NYU's Maison Française.



Victor Rodwin



Sue Kaplan

Clinical Professor **Sue Kaplan** has been elected chair of the board of the Bank Street College of Education, for a term beginning in September 2002. The College is composed of a Graduate

School of Education, serving about 1000 students; a School for Children and Family Center, serving 500 children; a Division of Continuing Education; and a Publications and Media Group, which prepares learning materials for and about children. Bank Street works in more than 400 schools in New York City, as well as in 14 other cities across the country.

Professor **Rae Zimmerman** has been appointed to the Committee on the Review and Evaluation of the Army Chemical Stockpile Disposal Program of the National Academy of Sciences.

Professor Zimmerman also organized a panel and presented a paper at the Metropolitan Chapter of the American Planning Association Conference on December 6th entitled, "Planning for Equity in Public Infrastructure Services."

Professor Zimmerman also published an article entitled, "Social Implications of Infrastructure Network Interactions" in the *Journal of Urban Technology* (December 2001). She is the principal investigator of two National Science Foundation grants related to the September 11th attack. The first is a grant for a national research workshop (described under ICIS activities). The second is a research grant, "Urban Infrastructure Services in a Time of Crisis: Lessons from September 11th," which will explore relationships between infrastructure resiliency and its condition before, during and after the attack.

Professors **Steven Finkler** and **John Billings**, MS Student **Shalabh Gupta**, MD, and colleagues at the NYU School of Medicine published an abstract, "Cost-Effective Treatment of Congestive Heart Failure: Inpatient Cardiac Rehabilitation Program versus Home Health Care," in the April 2001 issue of the *American Journal of Physical Medicine and Rehabilitation*.

Associate Professor **Sonia Ospina** and her colleagues on the Ford Foundation Leadership for a Changing World (LCW) Research and Documentation project hit the road this semester to conduct in-depth interviews in 20 LCW awardee communities. Joining her in this work are **Bethany Godsoe** [MPA '01] associate project director for LCW, **Jennifer Dodge**, Wagner PhD candidate and research assistant for LCW, and **David Gomez**, also a Wagner PhD candidate. The interviews take an appreciative approach to narrative inquiry and are aimed at discovering how these communities engage in the work of leadership. Based on these interviews, the LCW team will develop a leadership story for each program awardee. The stories will be part of a national communications effort to broaden the conversation about leadership across the country.

Professor **Ellen Schall**, Professor Ospina and Bethany Godsoe were guest speakers at the William Alanson White Institute program in December 2001 in Organizational Development and Consultation study group. They shared their approach to leadership based on their work with Leadership for a Changing World. Also, in December, Professor Ospina made a presentation to the Manpower Demonstration Research Corporation that shared both the theoretical approach to leadership and the methods she and her colleagues are using for Leadership for a Changing World.

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Robert F. Wagner Graduate School of Public Service



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FACULTY NEWS

NYU's Institute for Education and Social Policy, directed by Wagner-affiliated Professor **Norm Fruchter**, completed a five-year study of the New York City Annenberg Challenge education reform project, the New York Networks for School Renewal (NYSNR). The study found that the NYNSR schools, which are smaller, more personalized learning environments, achieved improved academic performance for a diverse population of students within the existing bureaucratic structures.

Assistant Professor **Dwight Denison** recently presented research on the incentives of local governments to use tax-exempt debt that affects the decision by a community to use tax or debt financing of government projects. The research was presented at the National Tax Association Annual Conference last November and at the Association for Budgeting and Financial Management Annual Conference held in January. Professor Denison also co-authored, with Professor Finkler and Dean Mead, an article for the *Journal of Policy Analysis and Management*. [Volume 21, (#1Winter)] entitled "GASB Statement 34: Curriculum and Teaching Concerns for Schools of Public Policy and Management," which discusses important accounting and policy aspects of new government accounting regulations. He also recently wrote an article, "Bond Insurance Utilization and Yield Spreads in the Municipal Bond Market," for *Public Finance Review* [Volume 29 (September #5)], advancing the theory of risk aversion among bond buyers and market segmentation by risk to explain the proliferation of municipal bond insurance.

AWARDS & HONORS



— ADJUNCT PROFESSOR IVES HONORED —

From l to r: Adjunct Professor Martin Ives, Professor Steve Finkler, Wagner student Janet Samuels, Professor Dwight Denison, Wagner PhD student Dean Mead, Wagner PhD alumna Michelle Moser and Wagner PhD student Patrice Iatarola.

Adjunct Professor **Martin Ives** was awarded the S. Kenneth Howard Award by the Association for Budgeting and Financial Management (ABFM) at its annual meeting in January held in Washington DC. The Howard Award recognizes a practitioner for lifetime achievements in the field of budgeting and financial management. Professor Ives has served as the deputy comptroller of both New York City and New York State and is the past director of research of the Governmental Accounting Standards Board.

Professor Emeritus **Dick Netzer** was elected to the College of Fellows of the American Institute of Certified Planners (AICP), one of the highest

honors that the AICP bestows upon a member. Fellowship is granted to members of AICP who have made significant contributions to planning and society and achieved excellence in professional practice, teaching and mentoring, research, public/community service, and leadership.

Professor **Steven Finkler** won the 2002 Ross Products-AACN Pioneering Spirit Award from the American Association of Critical-Care Nurses in recognition of his pacesetter contributions that have made financial management knowledge readily accessible to nurses, and his continued collaboration with nurses as a teacher and co-investigator. The award, to be presented at the Association's May 7th Atlanta conference, recognizes far-reaching contributions that exemplify a pioneering spirit and influences the direction of acute and critical care nursing.



David Jacobson

Assistant Professor **David Jacobson** won an "Idea Prize" from the Koerber Foundation, which is based in Hamburg, Germany. The foundation's "USable" competition honors ideas related to civic engagement that can be implemented in Germany.

Professor Jacobson won for his proposal, "Creating Stakeholder Learning Collaboratives in Germany," which outlines a new approach to education reform and workforce development. The Koerber Foundation will help Professor Jacobson promote his approach in Germany, beginning at an awards ceremony and conference in Potsdam this June.

Health Policy and Management Hosts 8th Annual Health Adjunct and Affiliate Luncheon

On March 5, the Health Policy and Management Program hosted its 8th Annual Health Adjunct and Affiliate Luncheon in honor of its adjunct faculty, Residency Program preceptors and program affiliates. Held at the Greenberg Lounge at the NYU School of Law, the event featured a presentation on the lessons learned from 9/11 by **Theresa Bischoff**, president of NYU Hospitals Center.

Following the opening remarks by Dean **Jo Ivey Boufford** and Professor **Anthony Kovner**, director of the Wagner School's Health Program, faculty members presented ACE Awards (Adjunct/ Affiliate Committed to Excellence) to three individuals in recognition of their outstanding commitment and contribution to the program: **Cindy Boester**, regional manager for the coding, compliance & education division for QuadraMed; **Robert Jacobs**, president of Health Resources Optimization, Inc.; and **Nancy O'Toole**, vice president of operations in clinical services at St. Vincent's Catholic Medical Center.

DOCTORAL NEWS

DISSERTATIONS

Patrice Iatarola and **David Sandman** successfully defended their dissertations in the Fall 2001 term:

Equity and Distribution of Resources and Performance Across Elementary and Middle Schools within Large Urban School Districts: Evidence from NYC, by Patrice Iatarola. Committee: L. Stiefel (Chair), A. Schwartz, R. Berne, N. Fruchter, and D. Denison.

Man to Man: The Impact of Male Patient and Physician Gender Concordance on Receipt of Preventative Care, by David Sandman. Committee: J. Billings (Chair), J. Blustein, J. Cantor, J. Boufford and D. Delia.

PUBLICATIONS

Colin Chellman with Professor **Dwight Denison**: "Double Bottom Line Investment: Responsible Investing in Nonprofit Organizations," *Journal*

for *Nonprofit Management*, Summer 2001, pp. 46-65.

Melissa M. Bottrell, **James F. O'Sullivan**, and **Melissa A. Robbins ('01)** (with co-authors Ethel L. Mitty and Mathy D. Mezey): "Transferring dying nursing home residents to the hospital: DON perspectives on the nurse's role in transfer decisions," *Geriatric Nursing*, 2001, pp. 313-17.

Allon Yaroni (with co-author David Rosenbloom): "The Transferability of New Public Management Reforms: Caveats from Israel," *Israel Affairs*, Summer 2001, pp. 81-99.

PHD ALUMNI REPORT

Suk-Won Lee (PhD '01) was recently appointed assistant professor of public administration at Seoul National University in Korea.

Ross Rubenstein (PhD '97) recently published "Paying for Grades: Impact of Merit-Based Financial Aid on Educational Quality" (co-

authored with Gary Henry) in the Winter 2002 *Journal of Policy Analysis and Management*, pp. 93-109.

Catherine Hamilton (PhD '01) was awarded the Medical Care section's Student Paper Award at the American Public Health Association meeting for presenting her dissertation, "The Impact of Health Insurance on the Lives of Low Income Adults — The Effectiveness of the Vermont Health Access Plan."

Joe Benning (Ph.D. '01) just began his employment as a senior economist at the Chicago Board of Trade after having served as a Visiting Fellow at Rutgers' Center for Global Change and Governance this past fall.

Wagner PhD-student **Laura Peck** has been appointed Assistant Professor at the Arizona State University School of Public Affairs.

From The Examining Room to The Chat Room—Is Information Technology the Prescription for Better Healthcare?

The January Wagner-Commonwealth Health Dialogue, entitled "From Examining Room to Chat Room: Is Information Technology the Prescription for Better Health Care," examined the growing use of information technology in health care across a spectrum from hospital-based clinical and administrative information systems to the provider-patient relationship, and the consumer use of the internet for health information.

The dialogue brought together some of the top experts in these areas:

Ann C. Sullivan, senior vice president and chief information officer of Maimonides Medical Center in Brooklyn, which was named one of the most Influential IT Organizations in the United States by *Advance Executives*; **Thomas Delbanco**, M.D., chief of the Division of General Medicine and Primary Care at Beth Israel Deaconess Medical Center; **Mary Jo Deering**, deputy director for Management and e-Health in the U.S. Department of Health and Human Services' Office of Disease Prevention and Health Promotion; and **Dr. George Anderson**, MD, who has had a 30-year career in health care information technology and who has served as president and chief executive officer of Oceania, Inc., which developed software solutions for physicians and other healthcare providers.

Sullivan said Maimonides' IT system, Eclipsys, is used by all parties in the hospital and has brought extraordinary efficiencies. They have seen a 68% decrease in medication processing time; 60% decrease in medication discrepancies; 20% overall decrease in duplication of ancillary

orders; and 48% decrease in laboratory tests. These savings contributed to a 12.4% decrease in length of average stay and 8.7% decrease in re-admissions, and generated nearly \$20 million in increased admissions. They also led to much better information at the point of care, better regulatory compliance and increased patient satisfaction.

While acknowledging that real progress has been made, Dr. Anderson challenged the notion that health care was in the middle of a "technological revolution." "Off the shelf" solutions to health care IT needs are usually not available, medical software development is expensive, and medical applications using products created for other purposes often do not work. "Yes, we are experiencing real change," he said. "But the transformation is slow and far from complete."

Dr. Delbanco framed his analysis of IT usefulness in terms of how it helps in the doctor-patient relationship. He said IT has given doctors and patients the ability to easily "convene around a shared patient record." This, combined with a streamlining of information flow to clinicians, administrators and clerks, helps keep the patient fully informed. He regrets that IT has brought about a loss of privacy of the medical record, but said that at this point, "there's no going back."

According to Dr. Deering, a Pew Internet and American Life Project survey found that 70% of those who search for health information on the internet said that information influenced their decision about treatment; 50% said it led them to ask a doctor new questions or get a second



From left to right, Dean Jo Ivey Boufford, George Anderson, Mary Jo Deering, Ann Sullivan and Thomas Delbanco.

opinion; and 28% said it affected their decision about whether or not to visit a doctor.

The National Committee on Vital and Health Statistics has been pushing for the development of a National Health Information Infrastructure (NHII) in order to capitalize more fully on dramatic transformations in information and communication technologies to improve health on a national and global scale. Dr. Deering said the NHII should be a set of technologies, standards, applications, systems, values, and laws that support all facets of individual health, health care, and public health, and that connects distributed health information in the framework of a secure network with strict confidentiality protections. But, she said, to implement the NHII, strong federal leadership, increased health-related IT funding and laws that protect privacy and make health data gathering easier are needed.

Funded by a generous grant from The Commonwealth Fund, the Wagner-Commonwealth Dialogue Series creates opportunities to facilitate the timely translation of health services research findings—even work in progress—from the researcher to practitioner, policymaker and the informed public.

NEW MEMBERS JOIN DEAN'S COUNCIL AT JANUARY MEETING



The Wagner School Dean's Council: standing, from left to right, Morris Reid, NYU Law School Dean and President-designate John Sexton, Daniel Brodsky, Byron Lewis, Luis Miranda, Leonard Schaeffer and Stanley Brezenoff; seated from left to right, WAA President Robin Barnes, Wagner Dean Jo Ivey Boufford, Rossana Rosado and Fred Hochberg.

The Wagner School Dean's Council, a group of external advisors on strategic and development issues, has added several new prominent members: UniWorld Chairman and CEO **Byron Lewis**; Dewey Square Group principal **Morris Reid**; Wellpoint Chairman and CEO **Leonard Schaeffer**; and *el diario/LA PRENSA* publisher and CEO **Rossana Rosado**. They join current members: **Stephen Berger**, chairman of Odyssey Investment Partners; **Stanley Brezenoff**, president and CEO of Maimonides Medical and chair of the council; **Daniel J. Brodsky** (MPA '70), a partner with The Brodsky Organization; **Fred P. Hochberg**, former deputy administrator and acting administrator of the Small Business Administration; **Raymond W. Kelly**, the NYC police commissioner; **Mary McCormick**, president of the Fund for the City of New York; **Luis A. Miranda, Jr.**, president of Miranda y Mas; **John J. Sweeney**, president of the AFL-CIO; and Wagner Alumni Association President **Robin A. Barnes** (MPA '99) (*ex officio*).

TENNEY SCHOLAR HONORED



From left to right: Sharna Goldseker, Elizabeth Ivry, Patricia Tenney, Maggie Tenney Embry, Jennifer Kasoff, Anne Tenney-Unger, Joan Tenney Howard, Patrick Sommerville and Dean Jo Ivey Boufford.

Wagner student Elizabeth Ivry was honored as the 2001 Tenney Scholar at a reception held in December by the daughters of the late Charles H. Tenney and his wife for whom the scholarship fund is named.

The annual "Tenney event," held at her home by Mrs. Tally Embry and her sisters Patricia Tenney, Joan Tenney Howard and Anne Tenney-Unger, also honored the past recipients of the scholarship that is awarded to qualified Wagner students committed to public service and who reflect the spirit of their father, Judge Tenney. The past recipients are Jennifer Kasoff (2000), Patrick Sommerville (1999) and Sharna Goldseker (1998).

The Charles and Joan Tenney Memorial Scholarship Fund was established at the Wagner School in honor of Judge Tenney's friendship with Mayor Robert F. Wagner. Tenney and Wagner were close friends for over 50 years, and Tenney served for almost a decade in Wagner's mayoral administration in posts ranging from corporation counsel to deputy mayor for city administration.

NEW DEAN'S COUNCIL MEMBERS



Byron Lewis

BYRON E. LEWIS

Byron Lewis is the founder and chairman and CEO of UniWorld Group, the largest African-American-owned advertising firm in the United States. UniWorld is a full-service

agency that helps such clients as AT&T, Burger King, and Ford Motor Company reach minority consumers.

Mr. Lewis, who has a B.S. degree from Long Island University, is a native of Newark, NJ and attended New York University from 1958 to 1960. Among his affiliations, he is a director of American Association of Advertising Agencies and a director of the American Institute for Public Service.



Morris Reid

MORRIS REID

Morris Reid is a principal in the Washington, DC office of The Dewey Square Group, a lobbying firm, where he focuses on marketing strategies, advocacy and business development.

Prior to joining Dewey Square, Mr. Reid was director of Vice President Al Gore's office at the Democratic Convention in Chicago and deputy director of Vice Presidential Operations for Clinton/Gore '96. Mr. Reid previously served as executive aide to Secretary of Commerce Ron Brown and subsequently as a senior staff person with the US Department of Housing and Urban Development.



Rossana Rosado

ROSSANA ROSADO

Rossana Rosado is the publisher and CEO of *el diario/LA PRENSA*, the oldest Spanish-language daily newspaper in the United States. Previously, she was vice president of

public affairs at the NYC Health & Hospitals Corporation, a producer of public affairs programming and public service director at WPIX television and a reporter at *el diario/LA PRENSA*.

LEONARD D. SCHAEFFER

Leonard D. Schaeffer is chairman and CEO of WellPoint, one of the nation's largest publicly-traded healthcare companies. Previously, Mr. Schaeffer served as president of Group Health, Inc. He was administrator of the Health Care Financing Administration in the U.S. Department of Health and Human Services in the Carter administration.



Leonard D. Schaeffer



Wagner Alum plays Central Role in WTC Emergency Effort



John Odermatt

As was the case for millions of other New Yorkers, September 11th started out as an ordinary workday for **John Odermatt** (MS in Management, '97), first deputy director of the Mayor's

Office of Emergency Management (OEM). As he and his colleagues were having coffee at the OEM command center on the 23rd floor of 7 World Trade Center in downtown Manhattan, they heard a thunderous crash as the first plane slammed into the North Tower of the World Trade Center.

"We evacuated and headed for the OEM's other office nearby on West Street," Odermatt explained. As they did, the second plane slammed into the South Tower, and they had to dodge falling debris from the 110-story buildings.

Eventually, Odermatt would meet up with Mayor Rudolph Giuliani, OEM Director Richard Sheirer, Police Commissioner Bernard Kerik, and Fire Commissioner Thomas von Essen. Within hours of the crashes, the decision was made to set up the OEM command post on Pier 92 on Manhattan's west side to direct the immediate rescue effort and the early recovery effort.

In just 32 hours Odermatt set up the command post and was thrust immediately into the key role of being the top, hands-on official to coordinate the work of some 200 agencies, 40% of which have offices below Canal Street.

One of the most daunting tasks Odermatt faced was the repair of the power infrastructure in lower Manhattan. With the Verizon building damaged, there was limited phone service for weeks, and the destruction of a power transfer station knocked out electricity to the area. Furthermore, there was a significant danger that Freon tanks from air conditioning units in the World Trade Center would rupture and catch fire, creating deadly mustard gas.

In recognition of the enormity of Odermatt's job and how effectively he accomplished it, Mayor Michael Bloomberg appointed Odermatt commissioner of the OEM on April 4th of this year.

But that is only the latest in a series of positions of increasing public responsibility in Mr. Odermatt's career. He started his climb in policing very quickly, making sergeant and lieutenant within seven years of entering the Housing Police in 1982. By 1994, he had

achieved the rank of captain and was made chief of staff to the chief of the Housing Police.

When the Housing Police Department joined with the NYPD in 1995, Odermatt was given the responsibility of strategically reorganizing administrative operations to prepare for the historic merger.

Shortly after the merger was completed, he was promoted to deputy inspector and was designated as commanding officer, Housing Bureau Special Projects Unit.

A year later, he was designated the executive officer of the department's Intelligence Division, with 350 uniformed personnel under his command. Odermatt became involved with OEM after he was promoted to inspector in July 2000 and was named the first deputy director of the Office of Emergency Management.

Slightly weary but determined, Odermatt declared, "I hope we never have a bigger challenge than this, but we'll be prepared for anything."

Parts of this article appear in an article by John Toscano, which first appeared in the Western Queens Gazette, 12/12/01

Wagner Honors Top Annual Donors



Dean's Circle members (from left to right): Barbara Green, Phyllis Santry, Shereen Margolis, Raymond Margolis, Wagner Dean Jo Ivey Boufford, WAA President Robin Barnes, James Drinane, Laura Cronin, and Mr. and Mrs. R. Arnold Handler.

On February 4th, close to 75 alumni, faculty and friends gathered to honor the 19 individuals who contributed \$1,000 or more to the Wagner Annual Fund. This group makes up the Dean's Circle and is responsible for having contributed approximately \$30,000 since 1999 for scholarships and other important projects of the Wagner School. **Wagner Jo Ivey Boufford** introduced these important donors as well as the Friends of

Wagner, donors who have contributed \$250 or more to the Annual Fund.

Robin Barnes, president of the Wagner Alumni Association and co-host of the event along with Dean Boufford, noted that, "these funds increase Wagner's capacity to provide scholarships to deserving students as well as enable the school to make some strategic investments in new programming and activities not covered with other support." Ms. Barnes continued by saying that, "Wagner alumni are a phenomenal group of individuals who, because they gave back to the community on a daily basis, are predisposed to give financially." The Dean's Circle and Friends of Wagner also include individuals who are not alumni but are dedicated to the mission of the Wagner School. This year, the Dean's Circle welcomed into its ranks Florence and R. Arnold Handler, parents of a current Wagner Student, and Raymond Margolis, the father of Wagner alumna and Alumni Association board member Shereen Margolis.

Laurel Molloy, president of the Wagner Student Association, closed the program by issuing a challenge to alumni. She announced that the class of 2002 would set a goal to raise \$2002 if an alumnus or group of alumni would match that amount. Last year, the class of 2001 raised \$2001. That amount was matched by Dr. **Cynthia Ambres** (MS'95). Individuals interested in matching this year's class gift or making a donation to The Wagner Annual Fund should call **Mondell Sealy**, director of development and alumni relations at (212) 998-6915.

Annual Fund Donor Honor Roll

We again gratefully acknowledge those alumni and friends who have supported the Wagner Annual Fund during the fiscal year of September 1, 2000 – August 31, 2001. Below are listed additional contributors to the Annual Fund. Your generosity clearly demonstrates your commitment to our mission to effectively educate tomorrow's best and brightest public service leaders. We are proud to have all of you as integral partners in the Wagner School's recent growth and success.

FRIENDS OF WAGNER

Friends of Wagner demonstrate their commitment to providing a quality graduate education to the future leaders in the field of public service through gifts of \$250 - \$999 to the Wagner School. This gift club was launched last year and the individuals listed represent the Charter Members of Friends of Wagner.

Karen Blatt

William Grinker

Luis Miranda

DONORS UP TO \$99

Adriana Collins	Cheryl J. Richardson	Leonard Shaw	Elysa H. Surrey	Cheryl Waldman-Brancato
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	Gail M. Shands	Rev. Dr. Kevin Sullivan		

If you believe that you made a contribution and your name was unintentionally omitted, please contact Mondell Sealy, Director of Development and Alumni Relations, at (212) 998-6915 or mondell.sealy@nyu.edu so that we may correct the error.

VOTE FOR THE WAGNER ALUMNI ASSOCIATION BOARD MEMBERS!

The mission of the Wagner Alumni Association is to advance the interests of our alumni, promote public service, and further the goals of the Robert F. Wagner Graduate School of Public Service and the New York University community. The Wagner Alumni Association seeks to work collaboratively with the alumni and the Wagner School administration.

You can vote for the following WAA board positions:

- ☐ One year terms: President, Executive Vice President, Vice President for Development, Treasurer, Recording Secretary and Corresponding Secretary
- ☐ Two year terms: Directors

You may obtain a ballot from <http://www.nyu.edu/wagner/alumni-waa-elections.html> or request one by fax or e-mail from: Mondell A. Sealy, Director of Development and Alumni Relations • Fax: (212) 995-4020 or • Email: mondell.sealy@nyu.edu

All requests must include your name and graduating class. Please submit the name(s) of your nominated candidates, along with contact information, by May 10th. – Please submit your completed ballot by June 24th via website, fax or e-mail. Questions? Contact the WAA Nominating Committee Chair: Cleveland E. Beckett, Jr., WAA President 1998-2000 at clevelandbeckett@hotmail.com or (212) 344-7474 ext. 106

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In an effort to provide services to our Alumni, the Wagner School is seeking to update contact information and learn about the evolving careers of our graduates. We are receiving an increasing number of requests from current students and alumni looking to reach out to the Wagner community and locate old friends and classmates.

Using the UserID and Password on your address label, please go to www.violetnet.nyu.edu to update your information online, or complete the following and return using the enclosed postage-paid envelope:

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This information will be used for statistical tracking and to assist Wagner in maintaining a comprehensive and current alumni database. If you would like any of this information to be confidential, please specify.

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