January
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Annual Review

Murray Weidenbaum Center on the Economy, Government, and Public Policy

Washington University in St. Louis
The Murray Weidenbaum Center on the Economy, Government and Public Policy serves as a bridge between policymakers and academics by conducting scholarly research, public affairs programs, and other exchanges at the intersection of government and business — helping to shape some of the most important public policy issues facing America. In its thirty-second year, it continues to educate business leaders, policymakers, journalists, and the general public through its multifaceted program of conferences, meetings and lectures, retreats, publications, and online resources. In addition, the media coverage it receives and speaking engagements by its faculty help further the discourse on important public policy concerns.

The Center also plays a key role at Washington University through its sponsorship of cutting-edge faculty research. This support is provided through both small grants and the establishment of larger programs. Of particular importance is its three-year research and education program titled Multinational Enterprises and the Global Political Economy. This program focuses on how firms evaluate and manage politics in countries where they conduct business and how they identify factors that most influence success.

Also key is the Center’s continual focus on regulation. For 29 years, the Center has released an annual report examining the expenditures and staffing of federal regulatory agencies of the U.S. budget. This regulatory tracking tool is extensively referenced in textbooks, government papers, and prominent newspapers. In addition, the Center’s monthly regulatory e-mail, “Studies in Regulation,” outlines important studies that have been produced by the Weidenbaum Center or other organizations. The e-mail summarizes the studies and provides links to these reports, helping to keep supporters abreast of important regulatory issues.

And finally, but not least, are the Center’s special programs such as its Media Program and its Summer Institute on the Empirical Implications of Theoretical Models (EITM) program. Its annual media program brings writers, reporters, editors and producers together with academic experts for an intense, interactive seminar that examines the role that numbers, statistics, and data analysis play in the news, public policy, and politics. Its National Science Foundation-sponsored EITM program brings top faculty and graduate students from across the nation to study ways to better test theories of political and economic processes.

The Center continues to work with an array of departments and organizations at Washington University. It draws together many in our community to better understand public policy issues. I thank all of those involved in the Center’s programs and those who continue to support its efforts.

Mark S. Wrighton
Chancellor
Washington University in St. Louis
I am pleased to report on another very productive year of research and public affairs programs at the Weidenbaum Center. The Center continues to pursue a vigorous program that addresses major public policy issues through research and reports, public debates, conferences (both public forums and scholarly conferences), public policy discussions and meetings, and other special programs. This report covers January 2006 through June 2007, as the Center is changing its reporting to a fiscal-year basis rather than a calendar-year basis.

The Center’s outreach programs highlight the importance of public education. Our 2006 and spring 2007 forum programs focused on the international economy, health-care reform, issues surrounding women’s negotiation in business and participation in elected office, and transportation policy. The Center’s annual Media Retreat, which brought 20 editors and managers from major news organizations together for seminars on coverage of the economy, business, and politics, was a great success once again. Our breakfast speakers program focused on topics such as energy policy and alternative energy sources, the federal deficit, environmental protection, technological challenges to homeland security, poverty and income distribution, federal science policy, and election returns. Select transcripts of these programs are available to the general public through the Center’s website.

The Center also played an important role in enhancing research and support to economists, political scientists, and other faculty at Washington University. The Center provided small grants for cutting-edge faculty-initiated research projects, supported efforts to locate outside-funding sources, submitted proposals, and administered awards, worked with faculty on major programs that combined research and public affairs events, and sponsored scholarly workshops and conferences. Two major initiatives continue to be our program on Citizenship, Civil Society, and Democratic Values, which I co-direct with Professor James Gibson, and our program on Multinational Enterprises and the Global Political Economy, led by Professor Nathan Jensen. We are working on developing similar programs over the next few years.

Steven S. Smith
Director
Murray Weidenbaum Center on the Economy, Government, and Public Policy

Letter from the Director

Weidenbaum Center Continues to Pursue Major Public Policy Issues

This report covers January 2006 through June 2007 as the Center is changing its reporting to a fiscal year basis rather than a calendar year basis.
Murray Weidenbaum, founder of the Weidenbaum Center, is an integral part of the Center and continues to serve as its honorary chairman. In 2006-2007, he received several awards and honors. He also had important public speaking opportunities.

Awards and Honors
In April 2006, Professor Weidenbaum received Washington University’s highest honor, the “Search” Award. The award represents the unrelenting pursuit of truth and knowledge. Robert Virgil presented Professor Weidenbaum with the award, saying, “It is with great personal pleasure and deep respect that I present this award to Murray Weidenbaum, who personifies with extraordinary distinction Washington University’s mission of teaching, research, and service to society.”

To honor more than 40 years of exceptional service to the University, the community and the nation, the University and the Center commissioned a portrait of Professor Weidenbaum (displayed in the Center’s offices in Eliot Hall).

The Center also released a DVD, “Murray Weidenbaum: A Life of Scholarship and Public Service.” Steven Smith’s narration summed up his achievements: “Murray Weidenbaum has been a major influence on American economic policy for decades. Two senior executive branch positions, countless public commissions, and a long teaching career at Washington University… But it is more than his expertise in economics that has made Murray a force in public policy, it’s the person… Murray’s career and scholarship and public service continues to serve as a model for us all.”

Lectures
Professor Weidenbaum gave a number of talks on the Washington University campus. He took part in a panel on U.S.-China Business Relations and another on U.S. Elections. He gave a talk on “Think Tanks in the USA” and he spoke on “Social Responsibility of Business.”

He was a speaker on the University’s alumni cruise from Prague to Berlin. His two lectures were titled, “An American Look at the Czech Republic” (printed in USA Today Magazine and Vital Speeches) and “Looking at the German Economy” (printed in USA Today Magazine).


Publications

Finally, Vital Speeches and USA Today Magazine printed versions of his U.S.-China Relations conference talks.
Steven Smith is a professor in the political science department, the Kate M. Gregg Professor of Social Sciences, and director of the Weidenbaum Center at Washington University. He is responsible for sponsored research, public outreach programs, programs such as the Center’s EITM Summer Institute, and the general direction and administration of the Center. He also pursues his own research projects, does public speaking around the country, and is often called upon for commentary on American and Russian politics for the press and electronic media.

Publications

Professor Smith completed his monograph, *Party Influence in Congress*, which was published by Cambridge University Press in spring 2007. This work focuses on the difficult yet important analytical task of filtering out the effects of party activity on legislators’ behavior and policy outcomes from the concurrent effects of other political forces. He examines the forms of party influences and issues faced when evaluating its importance. Some analysts argue that political influences, such as constituency preferences, ideological motivations, and other factors, render the effect of the political parties inconsequential. Among his discoveries are that parties do not typify a symmetrical behavior, with the majority party favoring and the minority opposing passage of legislation, but an asymmetric behavior. The majority party is more cohesive than suggested by its members’ underlying policy positions, whereas the minority party’s members are more likely to show variation in voting on the winning as foreseen by their general policy positions. He concludes by assessing significant factors that shape the strength of party influence. Aspects of his study were released in 2006 in *Legislative Studies Quarterly* and another paper is under review at a political science journal.

He is working on a book on the development of party leadership in the U.S. Senate, a topic which emerged relatively late in the Senate’s history and has not been systematically treated by scholars (to be published in 2008).

He is also planning the fifth edition of his textbook, *The American Congress* (Cambridge University Press) with former Center graduate fellows Jason Roberts (University of Minnesota) and Ryan Vander Wielen (Temple University).

In the arena of international politics, he is collaborating on a book on the development of presidential-parliamentary relations in Russia. The project recounts the evolution of democratic practices in Russia and addresses how various political forces influence the use of presidential decree-making power and regular legislative policy-making processes.

 Lectures and Public Speaking

In 2007, Professor Smith gave the Eliot Lecture, “The Next Turn in American Politics: Congressional Politics in a Presidential Age,” at the University of London. The lecture addressed the causes and consequences of partisan polarization in national politics. He continued to actively represent the Center and the University in the media during the midterm election process — appearing on national and local television. He was also quoted in major newspapers and other publications.

He spoke before a number of organizations including Citizens Bank of St. Louis. In these talks, he addressed a variety of topics concerning American national politics.
Paul Rothstein continued his dual role as the Center’s Associate Director and as Associate Professor in the Economics Department. His annual efforts to enhance the Center’s mission include assisting the public policy programs, supporting the evaluation of faculty programs, and working with writers, reporters, editors and producers at the Center’s annual media seminar. Professor Rothstein’s research analysis included the following projects:

**Missouri’s System of Business Tax Credits**

Paul Rothstein and research assistant Nathan Wineinger launched a special research project examining the market for transferable tax credits — a notable tool in local economic development in Missouri and many other states. Because Missouri’s 53 tax credit programs — which offset over $350 million in state taxes — are integral to the state’s economic and social policy, comprehending the state’s economy requires a grasp of the tax credit system. Transferability allows recipients who have more tax credits than tax liability to sell what they cannot use.

The research investigated the six largest of the 30 transferable tax credit programs. Professor Rothstein and Mr. Wineinger looked at (1) the market efficiency as seen in the gap between the tax credit’s value and its sales price, (2) the cost-benefit analysis of the programs to determine whether or not transferability is good for the state, and (3) whether a responsible entity should be involved in the transferable tax credit market.

The two researchers concluded that programs of this nature could stimulate the state’s economy, but it is doubtful that these particular programs do so. The basic problem is that they are neither structured nor evaluated according to any clear economic rationale. In a subsequent paper, Professor Rothstein will utilize state-provided data to analyze the determinants of the market prices for the transferable tax credits.

**Economics of Eminent Domain**

In the fall of 2006, Professor Rothstein completed a study with Thomas Garrett, of the Federal Reserve Bank of St. Louis, on the economics of eminent domain. This study, entitled “The Taking of Prosperity?”, was published in the January 2007 issue of *The Regional Economist*, a publication of the Federal Reserve Bank of St. Louis.

Gloria Lucy, the Center’s assistant director and business manager, has taken the lead in expanding the Center’s efforts in support of faculty grantsmanship. Grant proposals for anthropology, education, economics, and political science to National Science Foundation, National Institutes of Health, and other agencies and foundations that previously went through department offices now are prepared and administered by Mrs. Lucy.

She also has taken the lead in expanding the Center’s Eliot Society membership. In the past six months, the Center added 20 new members. Mrs. Lucy also manages a wide variety of public affairs programs for faculty, students and local contributors. Most popular are the monthly breakfast series and the Center’s Eliot Society Public Policy Luncheon Series. Her professionalism, tremendous efforts, and exceptional dedication have enhanced not only the Center but the College of Arts & Sciences as well.

**Special Washington University Arts & Sciences Award**
Growth in Regulation Slows

For 29 years, the Center has released an annual report examining the expenditures and staffing of federal regulatory agencies of the U.S. budget. The 2007 report was coauthored by the Weidenbaum Center’s Melinda Warren and Jerry Brito of the Mercatus Center at George Mason University.

Regulations impose social costs on individuals and businesses beyond the direct tax dollars expended to write and enforce them. Not only are there costs associated with compliance, but regulations can also restrict opportunities and choices, which impose opportunity costs. Tracking the expenditures of federal regulatory agencies, and the trends in regulatory spending over time, helps analysts monitor the growth in regulations with which American businesses, workers, and consumers must comply. This information serves as a barometer of regulatory activity, providing policy makers and others with useful insight into the composition and evolution of regulation.

The 2008 Budget request calls for expenditures on regulatory activities of $46.6 billion in fiscal year 2008, a 1.7 percent increase (in real, inflation-adjusted terms) from fiscal year 2007. This reflects a 43 percent increase over staffing levels in 2000, largely due to the Transportation Security Administration’s employment of over 57,000 airport screening agents in 2003 (currently down to 43,000 agents).

5.2 percent greater in real terms than actual fiscal year 2006 expenditures.

In addition, regulatory expenditures and staffing are significantly larger in 2008 than they were in 2000. The Budget calls for expenditures that are 51.8 percent higher than in 2000—an increase in real spending on regulatory activities of $13.2 billion between 2000 and 2008.

The requested level of staffing on regulatory activities in fiscal year 2008 is 251,595 full-time equivalent workers, or 7,385 (3 percent) more employees than in fiscal year 2007. This statistic is extensively referenced in textbooks, government papers, newspapers, and radio. Most recently, articles about the 2007 report appeared in the National Journal, the San Francisco Business Times, and 34 other business journals around the country. In addition, Melinda Warren spoke on the radio program “The Daily Debrief with Amy Morris” on Washington, D.C.’s Federal News Radio AM 1050.

Monthly Regulatory Update Newsletter
As a service to the Center’s friends and donors, a monthly email, Studies in Regulation, outlines important studies of regulation that have been produced by the Weidenbaum Center and other organizations. The email summarizes the studies and provides links to these reports.
Weidenbaum Center Forum Series

In its sixth year, the Weidenbaum Center Forum Series continues to make a major impact on public policy education. Seven major forums on topics of national and international importance were held. Topics in international monetary policy, U.S.–China business relations, global challenges to U.S. business, transportation policy, and women’s issues were among those addressed. Below are short descriptions of each of these forums.

**International Economy**

**Promoting U.S.–China Business Relations.** Along with two Washington University centers — the Center for New Institutional Social Sciences and the Whitney R. Harris Institute for Global Legal Studies — and Oxford University’s Centre for Socio-Legal Studies, the Center hosted a conference on U.S.–China business relations. Speakers included business and industry leaders, academics, and key players inside the Chinese government. The program focused on intellectual property rights in China from both the Chinese and U.S. perspectives and practical issues in U.S.–China commercial relations. The conference began with a public forum followed by more scholarly workshops. Speeches by the former head of China’s state intellectual property rights office, the chairman of the U.S.–China Economic and Security Review Commission, a representative of the Chinese Ministry of Commerce and several prominent American China scholars made up the majority of the first day. Nobel prize winner Douglass North provided the final keynote discussion of the public forum. The scholarly workshops on the second and third days of the conference provided more technical information on issues such as the rule of law in China, centralization and decentralization in China, the World Trade Organization and intellectual property rights, and China’s progress in developing modern business practices.

**The Euro and the Dollar in a Globalized Economy.** The Center continued its international focus with a conference centered on a set of themes related to how globalization affects the United States and the European Union as well as the role of the euro and the dollar in the international financial system. This forum was cosponsored with Washington University’s Department of Economics and supported by the Delegation of the European Commission to the United States. Forum speakers provided both U.S. and European perspectives on each topic. The first session looked at the challenges of globalization for industrial economies and how two emerging global players — China and India — have affected these challenges. The following session examined global imbalances in international financial flows. John Taylor of Stanford University gave the luncheon keynote presentation. He listed policy principles for successful exchange rate diplomacy, including creating a positive economic environment, avoiding currency market interventions, avoiding verbal intervention, and confronting broader ramifica-
tions of exchange rates. Taylor also affirmed that the multilateral approach to diplomacy should be theoretically preferred, but alliances are situation-specific.

The summary panel discussed the international role of the dollar and the euro. Senior economists and policy makers evaluated the presentations given at the conference, reiterated what was learned, and pinpointed outstanding issues that remain unaddressed.

Continuing the international theme, the Center’s conference on Global Challenges to U.S. Business addressed political developments that affect American business with a focus on the new challenges and directions in political risk analysis. The forum, the first in the Center’s research program, “Multinational Enterprises and the Global Political Economy,” featured leading experts from political science, business and economics.

The keynote speaker, Geoffrey Garrett of the University of Southern California, argued that there are three ways to see the U.S.-China relationship: (1) as an economic threat, (2) as a geopolitical rivalry or (3) as an economic opportunity. Without strong political leadership, he argued that the former two views will predominate. The complication with the U.S.-China relationship is that the key to global growth is also the United States’ only potential political challenger. He supports the policy of helping to promote Chinese economic reform as the right policy.

Panelists on the first panel, “Challenges to American Business Abroad,” touched upon the rebirth of the New International Economic Order (NIEO), the importance of the Doha Round of WTO talks and the bilateral Free Trade Agreement programs, and the efficiency and effectiveness of multinational enterprises.

The second panel, “Politics and Political Risk in the Developing World,” addressed three major themes: the response of multinational corporations to elections in developing countries, the relationship between political risk and multinational investment in the developing world, and international lobbying and influence strategies.

Health Care Reform

Medicaid Financing: Challenges for Missouri and the Nation. The Weidenbaum Center, along with Washington University’s Center for Health Policy, the Federal Reserve Bank of St. Louis, and the Missouri Foundation for Health, hosted a conference that addressed one of the nation’s most challenging issues: how to finance Medicaid. The forum dissected the current state of Medicaid, the relationship between the federal government and the states, and examined possible solutions.
to reform the system. Economists, public policy researchers, health care providers and a politician all shared their respective views in this lively debate.

Keynote speaker Tommy Thompson provided an overview of the Medicaid system in the United States and how it can be improved locally and nationally. Thompson stressed that, after the 2008 election, the number of uninsured and the cost of Medicaid will mount. He urged Missourians to transform health care from a curative system to a preventative system to safeguard against chronic diseases, employ disease management, and improve information technology. He advocates providing health insurance for the uninsured through the private sector.

Economists focused on the financing of Medicaid and free market versus public provision of health care. John Holahan of the Urban Institute recommended expanding uniform Medicaid coverage to reduce the uninsured, transferring of more fiscal responsibility to the federal government, and restricting of financial manipulation. Len Nichols of the New America Foundation advocated universal insurance coverage, making health insurance a market-place, limiting employers’ control while retaining the labor force, and a commitment to stewardship over the health-care system.

Practitioners and health-care providers discussed the future of Medicaid. A particularly interesting panel featured practitioners and hospital administrators from urban and rural Missouri hospitals.

**Women – Negotiation and Participation**

*Increasing Women’s Participation in Elected Office* brought together academics and politicians from across the nation to analyze the causes of and potential solutions to the stalled growth of women involved in elected office.

Debbie Walsh, Director of the Center for American Women and Politics at Rutgers University, detailed the slow, steady growth in women’s participation throughout the late 20th century and lamented the small changes in the numbers since 2000. Fewer women are being elected because fewer women are running for office. She advocated programs designed to support women in politics and a push by political parties to promote women’s political involvement.

Harriett Woods, former Missouri State Treasurer and former Missouri State Senator Sarah Steelman spoke on the challenges facing female candidates for political office and the obstacles that must often be surmounted. She encouraged any woman who has the slightest interest in politics and in changing government to “get in there and do it.” The conference ended with a strong bipartisan call, “Republicans and Democrats, we need more women.”

**Women Don’t Ask: Negotiation and Gender Divide.**

The Weidenbaum Center, the School of Medicine’s Office of Faculty Affairs, Women and Gender Studies, the School of Social Work, the Medical School’s Academic Women’s Network, and the Association of Women Faculty jointly hosted a forum on women and negotiation. Linda Babcock, James M. Walton Professor of Economics and the former acting Dean at Carnegie Mellon University’s H. John Heinz III School of Public Policy and Management, was the keynote speaker. Her discussion centered on the costs and consequences surrounding women’s lack of negotiation.
Babcock’s research and experiments, which are at the crossroads between economics and psychology, illustrated that women are less keen on initiating negotiation than men. Babcock found that women perceive negotiation as frightening while men find it to be exciting and fun. She attributes the socialization process to this gender pattern, as women are taught to be more socially passive than men.

Babcock stressed that the costs of women’s lack of negotiation are far-reaching in both their personal and professional lives. In a broad economic sense, their lack of negotiation impedes the narrowing of salary gaps between genders, puts organizations at risk for discrimination lawsuits, reduces productivity when women’s positions are not matched with their talents, and is responsible for higher turnover when women leave organizations where their talents are not adequately compensated.

To help solve the negotiation gap, Babcock encourages institutions to stress to women the importance of negotiation, and to engage them in negotiations. Women need to determine what they want and to consider it negotiable. Finally, she called for the education of young girls on how to negotiate so “we can break down society’s expectations about women in negotiation.”

Transportation
A St. Louis Forum, MapQuest: Jobs and Community Life During the I-64 Reconstruction, focused on how the partial reconstruction of I-64, a major interstate running through St. Louis, will affect the area. The conference united academic experts in transportation, economics/finance and government officials. Forum participants elaborated details on the project and its upcoming actions. They also discussed the many concerns voiced by the local community and its diverse businesses. Panelists examined at length the economic impact of this public project and the effect on the communities involved.

Research presented here suggests the impacts include more minor crashes, significant amounts of noise and dust, and some street damage due to construction equipment. Some businesses will undergo more patronage, others less, and some of the latter will adapt by changing locations. Normally, commuters readily adapt their routes and driving times, but existing research reveals that few car users will find alternative transportation.

Construction will not be easy for the affected communities, but problems should be manageable. St. Louis should offer adequate alternative road capacity to reassure minor economic impact. The Missouri Department of Transportation (MoDOT) has and will continue to collaborate with local government officials in developing critical aspects of the project throughout its duration.

The forum has much broader implications beyond St. Louis. The importance of a strong transportation system is essential for economic vitality. Economic adjustment is deemed necessary when a major highway is closed for a lengthy period in all areas of the country.

Continuing Influence of the WC Forum
Agendas, transcripts, and streaming video or audio of most Weidenbaum Center Forums can be viewed on the website http://wc.wustl.edu. These programs are a lasting researchable resource for business, media, and academics. By making these programs easily accessible, the impact of the Center’s work is greatly increased and instantly viewable around the world.
Public Policy Speakers Series

The Center’s Breakfast Series looked at a variety of important public policy issues in 2006 and spring 2007. Experts were given an opportunity to present their views and voice their concerns on many important issues. The following is a summary of these programs. Transcripts of select programs can be obtained by accessing the Center’s website, http://wc.wustl.edu.

Lessons From My Years at Edward Jones

Robert L. Virgil, former Dean of the John M. Olin School of Business, and former Director of Management Development for Edward Jones, revealed some of the key insights he acquired over the years at Edward Jones. His talk focused on three primary points: (1) business schools matter because they provide important fundamental training and knowledge that one cannot learn on the job, (2) management is a challenging and rewarding career, and (3) successful managers anticipate change, especially shifts in public opinion.

Solar Energy: Poised for a Takeoff

Anders Carlsson, Professor of Physics at Washington University, discussed the problems and promises of solar derived energy, the need for energy solutions, and the available and upcoming technology. Professor Carlsson stressed that with such problems as global warming and the insecurity in the Middle East, there is a great need for new sources of energy. He promoted the use of photovoltaic energy generation — stressing that a harvest of diminutive energy that hits the earth from the sun would provide more than enough energy for years to come. He also spoke on technical difficulties such as land use and inefficient cheap materials. Professor Carlsson concluded that efficiency will continue to rise and costs will continue to decline as research progresses.

Technological Challenges for Homeland Security

Ronald Indeck, the Director of the Center for Security Technologies (CST) at Washington University, addressed technological challenges facing national security. He discussed the problems with processing data efficiently and effectively, while maintaining individual civil rights. The main issue lies with the exponential growth of the amount of data generated in the world (doubling roughly every year), and the “bottle-necking” effect as data is being manipulated to extract the most useful information. However, Professor Indeck was quick to add that new technology is being implemented that allows for parallel processing of information. New innovations will help deal with “bottle-necking” and reduce the problem of greater volumes of information. He also stressed the need for anonymizing the data and only collecting reasonable data in order to safeguard citizens’ rights.

The Federal Deficit and its Future Consequences

Tim Penny, a former member of Congress, faculty member at the University of Minnesota, and prolific writer of books such as Common Cents, spoke on the federal budget process, the balanced budget of the 90s, and the current deficit. Dr. Penny outlined how the current budget process developed, from its early history when the White House had little to say...
on the matter to when Congress changed budgetary authority from a part-time to a full-time executive branch. He also recounted when problems between them arose under Nixon and a Democratic Congress. He noted how a mounting budget deficit led to the enactment of the Budget Enforcement Act in 1990, which capped discretionary spending and disallowed tax cuts without offsetting budget cuts. The subsequent expiration of the Act paved the way for the current large federal deficit.

New Approaches/New Innovations to Environmental Protection

Donald Coursey, University of Chicago, spoke on eliciting dependable measures of preferences and values for public goods, such as environmental quality and endangered/threatened species. Professor Coursey discussed comparisons of demand for international environmental quality, environmental legislation in the United States, public preferences for environmental outcomes relative to other social and economic goals, and costs related to the protection of endangered species regardless of their biological value in the ecosystem.

U. S. Energy Security

John Hofmeister, President of Shell Oil Company, offered his views on Shell’s role as an energy supplier in terms of public policy, politics, social responsibility and environmental responsibility. He talked about the high tension and turmoil around energy policy, energy strategy, the serious debate about price volatility, energy security, and future alternative sources of energy. Hofmeister stated that while they believe that the reserves of oil and gas are far greater than any that have been consumed, the company is committed to exploring alternatives such as unconventional oil and gas, coal to generate electricity (IGCC coal gasification technology), liquefied natural gas, biofuels, solar energy, wind energy, and hydrogen fuel cell power. He emphasized that technical breakthroughs are needed to bring down costs and make a number of these options feasible. To conclude, Hofmeister advocated a culture of conservation and efficiency.

Lessons From Hungary

George H. Walker III discussed his experiences as former U.S. Ambassador to Hungary. He gave a talk on his experiences as former U.S. Ambassador to Hungary, including the Hungarian president and the Hungarian relationship between the two countries. He also spoke about his personal experiences in Hungary, including the problems they face, and his efforts to promote U.S.-Hungarian relations. He also reflected on his time there, what he learned about Hungarians, the problems they face, and his efforts to promote U.S.-Hungarian relations. He also spoke about the Hungarian president and the Hungarian relationship between the two countries.
opposition leader. He discussed his efforts to bring them together to find common ground.

**November Elections and Their Continuing Impact**

The Center’s Director Steven Smith presented a rundown of the November 2006 returns and the 110th Congress. He examined the Republican vulnerability coming into the election, the role of money in the election, and the depth and sweep of the democratic success. Considerable attention was given to the preview of the new Congress and its forthcoming relationship with the President. Professor Smith pointed out that the Democrats’ victories extended beyond the U.S. Congress. It brought back the balance of power in statehouses and governorships prior to the Gingrich Revolution in 1994. He said these Democratic victories were anticipated due to Bush’s unpopularity in the polls, the war, a scandal-plagued GOP, and the historical precedent of the opposition party gaining in the sixth year of a presidency.

He concluded that the GOP is divided as it tries to determine if it is too conservative or not conservative enough. However, he also pointed out that the Democrats might have difficulties achieving their agenda with slim majorities and a lack of voter and party consensus on Iraq policy.

**Electric Utility Industry Challenges**

Gary Rainwater, Chairman and CEO of Ameren Corporation, discussed the future of the utility industry and its challenges. He spoke on deregulation and how it stalls as prices rise more quickly in deregulated states (such as Illinois) than in regulated states (such as Missouri). He attributed this trend to natural fairly strong monopoly characteristics.

Mr. Rainwater also addressed customer concerns regarding massive, relatively long power outages that took place in 2006 due to devastating storms. He emphasized that lack of maintenance did not cause the outages as newer lines suffered as much damage as older lines. Fallen limbs and trees on private property were responsible for the majority of the damage. Ameren has limited access to these areas creating an enormous challenge in terms of cost and effort to protect lines.

**Principle Versus Pragmatism in American Foreign Policy: Reflections from Hungary**

János Horváth, an influential member of the Hungarian Parliament and Professor of Economics at Butler University, spoke on principle versus pragmatism in American foreign policy. Horváth discussed America’s institutional foundation based on the principles of democracy and free markets. He said that Hungary’s move from communism to democracy has not been a smooth transition. He attributes the difficulties to the resurgence of former Communist members in politics and their acquisition of Hungarian enterprises.

He further urged the United States and Hungary to be patient with each other in establishing a long-term alliance.

**Federal Science Policy**

Washington University’s Chancellor Mark S. Wrighton delivered his statement on American research universities and the impact of current federal science policies on these academic institutions. In particular, he focused on different factors that have led to the success of the American research university enterprise. Chancellor Wrighton attributed the strengths of exemplary American research universities such as Washington University to several factors: institutional diversity in the United States, independence of public and private universities, autonomy of faculty members, close support and partnership between federal institutions and universities, America’s philanthropic spirit towards universities and simultaneous collaboration and cooperation among America’s universities.

Furthermore, Chancellor Wrighton expressed a concern over the current
budget situation as federal support for areas such as physical science and engineering are being withheld. To continue excellence in research and education among research universities, he called for the government to reaffirm policy commitments and to reverse the current budget trend in areas related to the future of scientific research.

**Delivering America’s Energy Security**

**Red Cavaney**, President and CEO of the American Petroleum Institute (API), offered his perspectives on the future outlook on America’s energy demands and ways to satisfy the future needs. Mr. Cavaney highlighted the importance of the topic by stating that the pressure created by global demand has changed the landscape of how we need to look at energy. He showed that the global demand for energy will increase by 50% by the year 2030, mostly from industrializing countries. Although the growth in energy delivery will lead to economic growth, the demand will create pressure on energy resources. He believes energy is needed in every single form that can be delivered competitively in a sustainable way. However, he highlighted three issues that confound the task to secure energy: government taxation of the industry, which impedes industry production; nature and man-induced climate change, which requires emission reduction; and finding alternative ways to deliver ethanol, of which the United States is the largest user.

**Women in Negotiation**

**Linda Babcock**, James M. Walton Economics Professor at Carnegie Mellon, spoke on negotiation and the gender divide. Her economic and psychological experiments show that (1) women wait for opportunities to be offered rather than initiating a negotiation, (2) women perceive negotiation as an anxious and daunting process, and (3) that women are socialized to be less aggressive than men. Further, her research shows that young girls are learning these similar behaviors. Therefore, Dr. Babcock emphasized that women must determine what they want and negotiate for it — setting an example for young girls and paving the way for the advancement of women in society. She also stressed the costs to society from women’s lack of negotiation — less women in top-level management positions, gender-related lawsuits, amplification of the salary barrier between genders, and a lower productivity in institutions overall. Thus organizations play a key role and should encourage and support women as they negotiate. Finally, women should mentor other women and assist them in negotiation.

**Poverty and Income Distribution**

**Gary Hoover**, Associate Professor of Economics at the University of Alabama and Associate Professor (Honorary) of the Weidenbaum Center, focused his talk on the distribution of income among the poor and its impact on economic growth. In his research, Professor Hoover explores whether dramatic economic growth leads to dramatic economic reduction in poverty, and whether the association between the two phenomena is linear or dynamic. He showed that prolonged economic growth between 1962 and 1972 coincided with a 50% reduction in poverty. However, the economic boom from 1983-1989 did not see a decrease in poverty at the magnitude noted a decade earlier. He disagreed with the notion that economic growth in the 90s was due to poverty reduction in the 60s. He reasoned that the social programs implemented in the 1960s helped many poor but left out the extremely impoverished. In other words, the assertion did not take into account the income distribution among those in poverty.
In June of 2006 and 2007, the Center hosted its fifth and sixth Media Retreats. These programs were led by Dr. Russell Roberts, Director of the Weidenbaum Center’s Media Retreat and Richard J. Mahoney, the Center’s Distinguished Executive-in-Residence.

These media programs bring together writers, reporters, editors and media producers with academic experts for an intense, interactive seminar dissecting the roles of numbers, statistics, and data analysis in the news, public policy, and politics. They also facilitate better understanding of public policy issues among journalists. Representatives of the media from CBS, ABC News, Associated Press, Boston Globe, USA Today, Chicago Tribune, Washington Post, Nightly Business Report, CNN, Dow Jones, St. Louis Post-Dispatch, Wall Street Journal, and NPR attended the event in the past two years.

Speakers included Steven Smith, Paul Rothstein, Richard Mahoney, and Murray Weidenbaum (Weidenbaum Center), Russell Roberts (Weidenbaum Center and George Mason University), Professor Don Coursey (University of Chicago), Professor Donald Cox (Boston College), and Professor Bruce Yandle (Clemson University).

Some of the participants’ feedback included the following comments:

- I think in terms of time utilized... this was one of the best seminars I have ever attended.
- It was that mix of being really relevant to issues and topics I deal with as well as “brain food” — material that is so interesting you’ll think about it for a long time to come.
- The combination of practical, employable advice on how to be smarter consumers of data and the interaction with smart, interesting fellow journalists and economists were most valuable.
- Very engaging discussion and helpful tools to evaluate the relevance of numbers.
- Loved the blending of philosophy, economics and public policy — very thought provoking.

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Steven Smith provides an informal presentation to media members at the 6th annual media retreat.
Weidenbaum Center Annual Dinner

The Center holds an annual dinner that brings in experts in economics and political science to discuss a major issue in public affairs.

2006 Annual Dinner

Honorees
Special recognition was given at the above annual dinners to James E. Schiele and Richard J. Mahoney for their efforts to promote and enhance the Center and its program areas. James E. Schiele is the Center’s Eliot Society and Corporate Committee Chairman. Richard J. Mahoney continues to serve as the Center’s Distinguished Executive-in-Residence.

2007 Annual Dinner
The Center’s May 14, 2007 annual dinner featured the Honorable Ernesto Zedillo, former President of Mexico, Director of the Yale Center for the Study of Globalization, and Professor of International Economics, as its keynote speaker. Dr. Zedillo spoke on “More, Not Less, Globalization is the Answer.” Dr. Zedillo discussed the benefits as well as possible challenges to the globalization process.

James E. Schiele  Richard J. Mahoney

Murray Weidenbaum Center on the Economy, Government, and Public Policy
January 2007-2008
In the springs of 2006 and 2007 and the fall of 2006, the Center continued to host monthly luncheons exclusively for Weidenbaum Center donors at the Eliot Society giving level ($1000 or more annually). These luncheons brought together Eliot Society members with faculty experts and community leaders in a free exchange of ideas about critical issues in public policy. Center director Steve Smith coordinated these meetings with occasional help from economists Murray Weidenbaum, the Center’s honorary chairman, and Paul Rothstein, the Center’s associate director. In addition, Richard Mahoney, the Center’s executive-in-residence, was a regular participant.

Other Washington University experts participating included faculty from the departments of Political Science, Economics, Law, Engineering, as well as the Center for New Institutional Social Sciences, American Culture Studies, and the School of Business. Community experts came from the Federal Reserve Bank of St. Louis, the St. Louis Regional Chamber and Growth Association, and University of Missouri, St. Louis.

After brief introductory comments from an expert who facilitated the conversation, three or four topics were discussed in detail. While the topics continually changed, discussions focused on issues relating to the economy, energy policy, the federal budget, regulatory reform, taxes, environmental policy, health-care policy, multinational corporations, international affairs, terrorism and national security.

Eliot Society Public Policy Luncheons

The Center’s Eliot Society Luncheons looked at a variety of important public policy issues. Experts were given an opportunity to summarize the issues and then have an open discussion with Center members.
Center Sponsored Research Programs

The Weidenbaum Center is engaged in building more comprehensive research programs in public policy areas that complement the expertise of University faculty. Two programs have been formalized and a number of new programs are being planned.

Multinational Enterprises and the Global Political Economy

The Center’s program on Multinational Enterprises and the Global Political Economy is directed by political scientist Nathan Jensen. The program sponsors research and public affairs programs centered on the relationship between multinational corporations, national governments, and domestic economies. It was established to facilitate closer contact between U.S. businesses and academia. The program analyzes how democratic governments decrease risks for multinationals, how current measures of political risks perform in predicting financial market flows, and how the International Monetary Fund and the World Trade Organization impact the future profitability of multinational firms in emerging markets.

The program provides support of three broad research initiatives: (1) political risk and development (2) multinationals and domestic society, and (3) competition for multinational investment. Academic workshops, graduate student training, and community outreach programs, such as public policy conferences, lectures, and debates are also continually organized as part of the program.

The program’s first major academic conference and public forum was held on March 23, 2007. The public forum brought experts from across the globe to discuss global challenges to American businesses. An academic workshop bringing together leading academic scholars on these topics was hosted on March 23-24. (See Weidenbaum Center Forum for further details.)

Citizenship, Civil Society & Democratic Values Program

Citizenship, Civil Society & Democratic Values Program sponsors research and programs on the social foundation of democratic processes in the United States and abroad. Political scientist James Gibson spearheads this program. Its objective is to broaden and deepen democracy through comprehension of its cultural roots, the social barriers to majority rule, and the respect for minority rights. The program seeks to examine issues such as trends in civic engagement and political participation, the development of democratic norms, evolving forms of political organization and social networks, and the causes and consequences of globalization.

In 2006, the program was heavily involved in analyzing a survey of the attitudes and behaviors of the American public on civic engagement, citizenship, and political tolerance. The survey was one of the most comprehensive research efforts of grassroots democracy in the United States. Important findings revealed a prevalence of political intolerance, albeit less universal than during the late 1940s-50s. A second survey on a similar topic was also conducted in the spring of 2007 to formulate a series of data points that enables an analysis of change. Such ongoing and extensive data collection will allow one to perceive the evolution of the American political culture in response to external events, and its influence on the democratic politics in the country.

Currently, the National Science Foundation is supporting two of its projects: Assessing the Consequences of Politicized Confirmation Process and Politicization of State Judicial Elections: The Effects of New Style Campaigns on State Court Legitimacy.
Center Sponsored Faculty Research

A major goal of the Weidenbaum Center is to help sponsor and support research by Washington University faculty primarily in the Departments of Economics and Political Science. One of the ways the Center does this is by providing grants to initiate faculty projects and encourage research and development.

Economic Stratification

A Weidenbaum Center grant provided Ping Wang, Chairman of the Department of Economics, the funding to work with several colleagues on his project, “Economic Stratification in a Dynamic Process of Economic Development.”

This research project addresses the underlying determinants causing stratification (grouping members of the population into relatively homogeneous subgroups before sampling) in the process of economic development. Residential stratification due to racial and economic forces has received considerable attention in both the economics and sociology professions. A standard measure of segregation indicates that most of the 30 largest U.S. metropolitan statistical areas are highly stratified. Moreover, despite a decline in racial segregation, economic stratification has risen sharply over the past three decades. This trend has led to various adverse socioeconomic consequences, particularly low intergenerational mobility of residents in low-income neighborhoods that led to urban ghettos.

Three types of human capital spillovers — intergenerational, peer group externalities in schooling, and peer group externalities at work — are considered. The project models parents’ investment decisions in their child’s education and their students’ education efforts. It also includes heterogeneous preferences for non-schooling local amenities as a source of economic segregation and shows that local amenity preferences and human capital factors may reinforce each other, jointly influencing the likelihood of economic stratification.

Findings provide a general guidance for policy prescriptions. For example, an appropriate local tax structure, an early childhood development program and a distribution-mixed school system with small class size are powerful instruments to mitigate adverse socioeconomic consequences of sustained stratification.

Chinese Hydropower Policy

Another Weidenbaum Center grant provided seed money for research that has contributed to Political

Knowledge Creation

Marcus Berliant’s work on knowledge creation benefited from the Center’s grant program. Professor Berliant and his collaborator examined the central role of accumulated tacit knowledge in the operation of firms. In their model, the knowledge each worker has is a function of their work history, particularly through their interactions with coworkers. Workers are horizontally differentiated by the knowledge they have at any particular time. The model predicts that dynamic interaction patterns in the course of the creation and transfer of knowledge only take place in one of four specified sequences. One equilibrium path of the model has all agents working together initially, but then splitting into smaller groups endogenously, suggesting a sudden split of large research firms into smaller firms. Surprisingly, even though there are no markets and agents that behave myopically, this equilibrium path approaches the most productive state. The work has applications to the theories of economic growth, the development of local cultures, and the size of R&D teams. An upcoming publication from this project is “Knowledge Creation as a Square Dance on the Hilbert Cube” (International Economic Review, forthcoming).
Scientist Andrew Mertha’s upcoming book, *Water Warriors: Political Pluralization in China’s Hydropower Policy* (forthcoming Spring 2008). Scholars and policymakers often focus on the more formal and mechanical trappings of democracy to measure a country’s political pluralization. In the case of China, this leads to a discussion over whether democratization in China is a top-down, elite-driven process or whether it is best explained by the growth in village-level elections over the past decade.

Professor Mertha’s research suggests that by focusing on this dichotomy, an extremely important aspect of unfolding political liberalization may be missed. He draws on recent changes in hydropower policymaking in which there has been a dramatic, substantive shift in the quantitative and qualitative nature of political participation by actors formerly forbidden from shaping the policy process: non-governmental organizations, the media, and disgruntled segments of state and society. He looks at three cases, one of which signals a dramatic victory of hydropower dam opponents (Dujiangyan/Yangliuhu), one of which demonstrates the utter failure of the opposition movement (Pubugou, Hanyuan County), and a third, more typical case in which these two forces are entering their fourth year of struggle over the outcome of the policy (the Nu River Project). These three cases help explain what accounts for variation in outcomes:

**At-Large Legislative Districts**

Political Scientist Brian Crisp’s Weidenbaum Center grant provided support for his work on at-large legislative districts. His grant enabled him to make extensive data collection in the Netherlands, the Philippines, and Slovakia. Theoretical conceptualizations of representation entail responsiveness to the substantive interests of constituents. Legislators’ constituents typically reside in geographically defined districts that, taken together, cover the nation as a whole. One of the most perplexing issues surrounding representation is that legislators are almost always elected by a geographically defined subset of the population to represent its interests and yet their job as representatives is to govern the nation as a whole.

Political founders and reformers often explicitly seek to engineer legislator behavior — or obtain a certain form of representation — when drawing districts. In his preliminary research, Professor Crisp identified that countries are adopting nationwide, at-large districts for entire legislative chambers. The countries, using nationwide districts, vary in levels of economic development, experience with democracy, and size. His research addressed three questions: (1) what led founders and reformers to adopt nationwide, at-large districts; (2) how and why does the distribution of votes for legislators elected in those nationwide districts vary geographically; and (3) what balance do those legislators strike between parochial and national behavior?

**Norman Schofield**

Another Weidenbaum grant supported political economy professor Schofield and political science professor Sened’s study on party politics in Israel, Italy, the Netherlands, Britain, and the United States, in which they adapted a formal model of elections and legislative politics. The approach used the idea of valence and employed survey data to model these elections. This research resulted in the book, *Multiparty Democracy: Parties, Elections, and Legislative Politics*, with Itai Sened. (Cambridge University Press, 2006).
Other Faculty Projects

The Center has assisted other faculty by providing grants on a wide range of subjects including:
- Pivotal Politics in Latin American Presidential Systems, Professor Brian Crisp
- Household Debt, Professor Steve Fazzari
- European Court of Justice, Professors Matthew Gabel and James Spriggs
- Legacy of colonial institutions in Argentina, Professor Sebastian Galiani
- Economic History of India, Professor Sukkoo Kim
- Adoption of Quotas for the Selection of Female Candidates to Public Office, Professor Mona Lena Krook
- Chinese Energy Policy, Professor Andrew Mertha
- Negotiation and Compensation, Professor Gary Miller
- Estimation of Ideal Points & Bill Locations, Professors Gary Miller and Itai Sened
- Structural Change in Macroeconomic Variables, Professor James Morley
- Market Structure and Prices in Office Supply Superstores, Professor Charles Moul
- Economics of Tournaments, Professors Charles Moul and John Nye
- Indian Courts and Riots, Professor Sunita Panikh
- Impact of Philanthropic Giving, Professor Paul Rothstein
- Leadership Turnover and Political Activism at a Time of Social Quandary, Professor Norman Schofield
- Domestic Finance, Credible Commitments, and Global Leadership, Professor Andrew Sobel
- Electoral Institution Choice, Professor Melanie Springer
- Exchange Rate Regimes and Bond Ratings, Professor Robert Walker

The Center is also assisting the Department of Anthropology as well as the Department of Education. Successful grantees include: Michael Frachetti, Geoff Childs, Erik Trinkaus, Charles Trombold, and Jere Confrey.

Grants at Work

The following is a partial list of publications that are the products of research that the Weidenbaum Center helped support in 2006 and spring 2007.

Gaetano Antinolfi

James Gibson


- “Enigmas of Intolerance: Fifty Years after Stouffer’s ‘Can We Understand Political Psychology’?”, Perspectives on Politics. 2006.

Bill Lowry

- “Unbuilt Dams: Seminal Events and Policy Change in China, Australia, and the United States,” with Andrew Mertha, Comparative Politics. 2006.

Andrew Martin


Andrew Mertha

- “Policy Enforcement Markets: How Bureaucratic Redundancy Contributes to Effective IPR Policy Imple-
Weidenbaum Center Student Support

The Weidenbaum Center supports undergraduate and graduate research assistants for faculty through its grants programs. This creates a unique opportunity, particularly for undergraduates, to work and collaborate with university faculty on research projects related to the economy, politics and public policy. Furthermore, the Center provides support to graduate students who are named as Weidenbaum Center Fellows. Fellows work closely with university faculty on research projects that facilitates for valuable research, writing and publication experiences as well as opportunities to be published.

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- Guido Cataife
- Kelly Centolella
- Christopher Claassen
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- Wenting Yu
- Thomas Zeitzoff
- Casey McComsey
- Amy Overington
- Roman Solowski
- Jonathan To
- Carissa Van Den Berk

Norman Schofield

Gary Miller

James Morley

John M. Olin Prize Winners
- (Student Award for Excellence in Economics):
The Weidenbaum Center and Washington University’s Political Science Department jointly hosted the fourth and fifth EITM Summer Institute series, funded by the National Science Foundation. The three-week program consisted of training seminars concentrating on the methodological challenges posed by mathematical models of the strategic aspects of politics. Five seminars were each offered in 2006 and in 2007. Seminars were led by scholars from Washington University, Harvard University, Princeton University, Rice University, Stanford University, University of California-San Diego, and University of Rochester. Some sessions also featured special guest lecturers. Sessions consisted of intensive classes followed by hands-on lab applications. The seminars also allowed for valuable interaction opportunities between students and faculty that may lead to future research contacts or collaborations.

Thirty-eight graduate students and junior faculty attended in 2006 and 34 in 2007. Participants came from academic institutions such as Emory University, Harvard University, University of Missouri–Columbia, University of Pennsylvania, University of Texas-Austin and Washington University as well as institutions in Germany, Ireland, Mexico, the Netherlands, and the United Kingdom.

**2006 Seminars**

*Theoretical and Methodological Foundations.* This seminar provided important varieties of rational choice models, namely spatial voting models and non-cooperative game theory. It highlighted techniques by which these models can be used to produce testable implications by means of comparative statistical analysis and analysis of population variation in parameter values. The goal is to present tools with which participants can generate their own statistical models to test predictions derived from formal theories.
Random Utility Models and Quantal Response Equilibrium. Much of political science literature finds a disjunction between theory and statistical means used to analyze or test the theory. This module explored methods used to explicitly link theory and statistical analyses, especially in a strategic context.

Experimental Tests of Theoretical Models. In Political Science, laboratory experiments are critical because many theories presume knowledge of preferences, which are not known in the field. The seminar discussed the association between theory and experiment, experimental design, the role of pilot experiments, experimental technique, data gathering and data analysis. Students were able to participate as subjects and as observers, and designed their own experiments.

Operationalizing the Spatial Models. The spatial model of voting has had much to offer on rational choice scholarship on voting and decision making in legislative and judicial institutions throughout the world. However, empirical research that uses the spatial model is found to be lacking. The cutting-edge methodological tools in this course permitted students to (a) operationalize the spatial model in their own research; (b) use the spatial model in other statistical models of behavior; and (c) use computational approaches to compute equilibrium predictions of formal models.

Issue in Testing Positive Theories of Legislative Politics. Recently, theoretical advances concerning legislative institutions, legislative parties and the individual behavior of legislators have led to many methodological challenges. A central issue is the development of appropriate tests of theories about the choice of formal and informal institutions. Closely associated are the theories of individual behavior in a strategic context. This session intensively examined these five related problems at the intersection of theory and method.

2007 Seminars

Theoretical and Methodological Foundations (see above for description)

Random Utility Models and Strategic Choice. This session looked at methods for explicitly linking theory and statistical analyses, particularly in a strategic background. Topics discussed included random utility models (RUM), selection models, quantal response equilibrium (QRE), and structural economic models of strategic interactions, including signaling.

Experimental Applications. The seminar covered topics related to political science experiments including voting, public good experiments, tests of non-cooperative bargaining theory, experiments on information, and recent innovations in political science experimentation. Students had an opportunity to engage as subjects and as observers, and to design an experiment.

Operationalizing the Spatial Model. (see above for description)

Judicial Applications. The seminar uncovered theories of judicial processes and politics, with a focus on how one can develop research designs and empirical indicators that can test theoretical predictions as best as possible. The material in this section ranged from political science to research from broader empirical legal studies literature.

International Relations Applications. Despite the more common use of formal models in the political economy of international relations, a notable disconnect prevails between the theoretical and empirical worlds. The seminar explored the unique challenges posed by data observed across both space and time through the lens of political economy models in international trade, finance, and conflict. Using R in applications of multina-tional research, students constructed, examined, and/or replicated dynamic models and models of transitions, measurement models, multiple imputation and other advanced techniques.

For more information on the program, please visit the website at http://wc.wustl.edu/eitm.
Weidenbaum Center Support

The Weidenbaum Center, while an integral part of Washington University, is responsible for its own financial support and relies heavily upon generous donations from individuals, corporations, and foundations. As a non-profit, nonpartisan organization, the Center falls under the University’s 501(c) (3) tax-exempt status.

The list below gratefully acknowledges the Center’s major supporters. It does not include those donors who have asked to remain anonymous.

The Center is also most appreciative of the volunteers who have worked so hard over the years to help it reach its annual financial needs. Special recognition goes to James E. Schiele who chairs both the Center’s Eliot Society Volunteer Committee (individual giving) and the Center’s Corporate Volunteer Committee.

Expansion of current programs and the creation of new programs require additional funding on a continual basis. Every dollar helps. Anyone wishing to support the Center’s efforts should contact Gloria Lucy at 314-935-5689 (glolucy@wustl.edu) or Melinda Warren at 314-935-5652 (warren@wustl.edu).

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