

REPORT

THE INSTITUTE OF POLITICS PROVIDES A SETTING FOR ELECTED OFFICIALS FROM ALL LEVELS OF GOVERNMENT TO ACCESS UNIVERSITY RESOURCES OF RESEARCH AND EXPERTISE AND EXAMINE ISSUES IN A COLLEGIATE ENVIRONMENT.

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Murrin Assesses International Competitiveness of US Technology

Thomas Murrin, deputy secretary of commerce in the Bush administration and since January 1991 dean of the School of Business and Administration at Duquesne University, spoke to a group of members of the Institute of Politics on December 17, 1990. Highlights of his speech follow.

On International Competitiveness

A nation's international competitiveness substantially affects its standard of living and its national security. And a nation's international competitiveness is determined largely by the capabilities of its industries, and the companies that compose its various industrial segments. Key factors that determine international competitiveness are: 1) national will, 2) excess capital, 3) world-class education, and 4) leading technology.

On Technology

Japan and Western Europe are now equal to and/or gaining ground on the United States in several major technology sectors—such as advanced materials, semiconductors, optoelectronics, aircraft and space, and advanced manufacturing.

West European gains are strong in aerospace-related technologies—and Western Europe has parity with the United States in most civil

aircraft technologies. The Europeans have caught up in aerodynamics and structures and are slightly ahead of the United States in a few advanced materials applications. Europe is also at parity in propulsion and only slightly behind in avionics.

The US maintains an overall lead in space technology—primarily because of our manned space program. However, if we include the USSR in our comparisons, we find that they are ahead of us in some important aspects of space. Both Europe and Japan will achieve parity soon with the United States in expendable launch vehicle technology unless new US developments appear.

Relevant happenings include the Peoples Republic of

China's successful entry in the commercial rocket launch business and the prospective entry—via Cape York, Australia—of the USSR into this sophisticated marketplace. And the joint venture of one of our aerospace companies with the Soviets to rapidly develop a supersonic executive jet—with considerable funding and know-how to come from the Soviets.

Japan's growing capabilities are most evident in electronics. Japan is the world leader in semiconductor memory technology, non-silicon materials and devices, and semiconductor device manufacturing of all kinds. Japanese strength in semiconductor manufacturing equipment—particularly in lithography—means that US semiconductor production capabilities will be determined, at least in part, by the quality and timeliness of material and production equipment exported by Japan.

And additional foreign gains in relative technology standing are virtually certain. Acquisitions of US technology by well-capitalized foreign firms offset advantages the United

continued on page 3

Japan and Western Europe remain neck-and-neck in several sectors, and Western Europe has parity with the United States in most civil aircraft technologies. The Europeans have caught up in aerodynamics and structures and are slightly ahead of the United States in a few advanced materials applications. Europe is also at parity in propulsion and only slightly behind in avionics.

TECHNOLOGY



presentations by chief executive officers of three international firms that have located facilities in the Pittsburgh area and will be cosponsored by the University Center for International Studies, the International Business Center, KPMG Peat Marwick, and Penn Southwest Association.

**OCTOBER:
FINANCING
EDUCATION**

A series of programs exploring various facets of financing education will commence in October 1991. Topics will include Early Childhood Education, Impacts of a Voucher System, and The Impact of the School Equalization Court Decision. The programs will be cosponsored by the School of Education, with representatives from the Learning Research and Development Center, foundations, and other education experts.

**NEW THIS FALL:
TAX ANALYSIS
SESSIONS AND
CURRENT ISSUES
FORUMS**

Fall 1991 will also feature the beginnings of a series of small sessions, planned to be interactive, which will analyze the current tax structure with the assistance of an academic tax specialist and a political scientist. Session participation will be limited to allow for substantive interaction. This series is being developed in conjunction with the Department of Political Science.

The Colloquium Series—informal meetings on topical subjects—will also begin in the fall of 1991. These forums will feature newsmakers and analysts on current issues.

The institute welcomes suggestions, questions, or reactions to proposed programs. Please call Lauren Cull-Norford at the institute office, 624-1837.

**JUNE: FAMINE IN
THE MIDST OF
PLENTY**

The Institute of Politics has a number of programs planned for the summer and early fall. Leading off, on **June 14**, is a seminar on access to health care, cosponsored by the Health Policy Institute. Entitled *Famine in the Midst of Plenty*, it will bring together elected officials, health care planners and experts and health care providers for a day of information gathering and reaction. Stuart Altman, acting president of Brandeis University and chair of the Congressional Prospective Payment Policy Commission will be present to lend his expertise. (See related article.)

**JULY: PUBLIC
OFFICIALS AND
THE MEDIA**

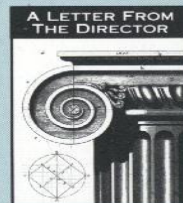
In early July a seminar is planned under the direction of Ted Windt of the communication department that will bring together decision-makers from the local media and elected officials to open communication on a number of issues, including news coverage and access.

**SEPTEMBER:
PITTSBURGH —
INTERNATIONAL
INVESTMENT
CENTER**

A program on the topic of *Pittsburgh as a Center for International Investment* is scheduled for September. This program will feature

**THE INSTITUTE OF POLITICS:
AN IDEA EXCHANGE FOR
ELECTED OFFICIALS**

Welcome to the first edition of the *Institute of Politics Report*. The Report includes a calendar of upcoming institute events and summaries of important material from prior activities.



The goals of the *Institute of Politics* are to provide elected public officials with timely and usable information related to public issues affecting the Western Pennsylvania region, and to provide a forum where elected public officials from different levels of government can exchange ideas.

In addition to educational programs for elected officials, the institute is initiating a series of topical briefing papers and has started an undergraduate internship program that combines special course work with internship

placements in the offices of public officials.

A Board of Fellows, composed of 25 elected officials, and a Policy and Program Committee, composed of University representatives, help chart the institute's course. Your ideas on any aspect of the institute program would also be helpful to our future efforts.

Please send your comments and suggestions to: The Institute of Politics, 2312 Cathedral of Learning, University of Pittsburgh, Pittsburgh, PA 15260. Or call (412) 624-1837.

Morton Coleman
Director

**Institute of Politics Holds Seminar
On Health-Care Access**

As we go to press, the Institute of Politics, in conjunction with the Health Policy Institute, is holding a day-long seminar entitled *Famine in the Midst of Plenty: Health Care for the Uninsured in Southwestern Pennsylvania* on June 14, 1991. It brings together elected officials from the federal, state, and local levels and health-care experts and practitioners.

Featured speakers include Stuart Altman, chair of the Prospective Payment Assessment Commission and interim president, Brandeis University; Thomas Detre, President, University of Pittsburgh Medical Center; Margaret Potter, associate director, Health Policy Institute; Jim Ferlo, councilman, city of Pittsburgh; Wilford Payne, director, Primary Care Health Services, Alma Illery Health Center; Thomas Murphy, chair, insurance committee, Pennsylvania House of Representatives; Jack Robinette, president,

Hospital Council of Western Pennsylvania; Frank Pistella, chair, labor relations committee, Pennsylvania House of Representatives; Judith R. Lave, professor of health economics, University of Pittsburgh; William Coyne, member, ways and means committee, US House of Representatives; Frank Mascara, chair, Board of Commissioners, Washington County; John E. Peterson, chair, public health and welfare committee, Pennsylvania Senate; and Beaufort B. Longest, Jr., director, Health Policy Institute.

The seminar features workshops and working sessions on the growing health-care crisis of the uninsured and includes a luncheon discussion with local health-care administrators. (For descriptions of other institute programs please see the calendar.)



An Interview with Thomas Murrin

Pittsburgh's livability and its continuing ethnic presence are underemphasized in its bid to become a center for international investment, Thomas Murrin said in an interview following his December 17 address to members of the Institute of Politics.

Murrin, deputy secretary of commerce in the Bush administration and now dean of the School of Business and Administration, Duquesne University, commented: "My 18 months in Washington have heightened my appreciation for Pittsburgh as a 'most livable city'. For example, we used to have an image of a battlefield between unions and management. Now our labor/management relations are excellent. We used to have the reputation of a dirty, flood-ridden city. All that has changed for the better."

The city must stress the intangibles, Murrin said, "such things as Pittsburgh's continuing ethnic presence as a potential bridge to other cultures and countries and the great advantage Pittsburgh has in her universities."

Collaboration among the city's three important sectors—"what I would call the triumvirate of academia, industry and govern-



TECHNOLOGY

"My 18 months in Washington have heightened my appreciation for Pittsburgh as a 'most livable city'."

ment—needs to be fostered," he continued.

"If you could bring a group of those people together—get them to list the positive as well as the negative factors about the community, get that group to synthesize the results and get feedback from community leaders, you could build a team and a strategy to make Pittsburgh a center for substantial

international investment."

In his speech and interview he stressed Continuous Quality Improvement as an important factor in developing American competitiveness overseas. "The concept of quality is gaining ground in business," he stated, "and also in health care and academe. It's in the early stages but developing in government and professional service organizations, such as law and CPA firms."

He cited Westinghouse Electric Corp. for creating the first Corporate Quality and Pro-

ductivity Center in the nation, and the Department of Commerce's Malcom Baldrige National Quality Award—granted annually by the Department of Commerce in recognition of outstanding quality improvement in US firms—as examples of the growing emphasis in the American marketplace on quality.

▶ (Murrin, continued from cover)

States has in innovation. The most innovative US work is done in small firms with limited financial resources—firms that are attractive for foreigners seeking licenses, technology development arrangements, equity participation, or acquisitions.

Secrets to Success in Quality Improvement

The first criterion is **executive leadership**—that is, the senior executive's success in creating and sustaining a "quality culture." Others include **strategic quality planning** and

human resource utilization. The most important criterion is the effectiveness of the company's systems to **determine customer satisfaction requirements** and demonstrated success in meeting them.

On Developing a Quality Product

Several years ago, Motorola made a top-level strategic decision to enter the Japanese market in a significant way. After a careful analysis they selected NTT—Nippon Telephone and Telegraph—as a logical potential customer. And they selected their radio pager—which was thought to be the best in the world—

as the most promising product to propose.

At that time, Motorola, the presumed world leader, was producing pagers with a mean time to failure (MTBF) of about two to two and a half years. Accordingly they were startled to learn that the NTT specification called for requirements that seemed impossible to meet—and that Japanese pagers had an MTBF of four or more years! Motorola realized that the higher performance specifications were achievable—and they substantially raised their expectations. Subsequently, Motorola became a significant supplier of pagers to NTT—and, through continuous quality improvement—now produces pagers with an MTBF of more than 150 years.

Students Give Presentations

The Undergraduate Internship Program spring term culminated with a program of student presentations, held in the Babcock Room, on the 40th floor of the Cathedral of Learning.

The Internship Program, jointly sponsored by the Institute of Politics and the Department of Political Science, is administered and team taught by Robin Jones, coordinator of the urban studies program and Ann Dykstra, assistant director of commonwealth relations. In the program, undergraduate interns spend nine hours a week for a semester in the office of an elected

official. They also attend a weekly seminar that provides an orientation to the political system and the region.

"Students are encouraged to integrate the course material with their field experience in the internship," stated Ann Dykstra. "It's gratifying to realize how much they have learned about the breadth of issues public officials are involved in, how they go about accumulating information and making decisions."

Elected officials present for the student presentations included Jake Milliones, Pittsburgh City Council, Dan Cohen, Pittsburgh City Council, State Senator Mike Dawida, State Representative Greg Fajt, and representatives from the offices of State Represen-

tatives Ron Cowell and Richard Cessar, State Senator Melissa Hart, and the late US Senator John Heinz.

Commenting on the internship program, State Senator Mike Dawida stated, "We have had many very bright students do internships in our office. I believe that they have not only acquired valuable work experience and political knowledge, but they have supplied a perspective on the issues important to young adults.

"I have submitted legislation based on research interns have done, and every project I have given them is one that may not have been possible because of time restrictions on my staff. I believe an intern is an invaluable resource."



Wesley W. Posvar

PUBLIC SERVICE AND THE UNIVERSITY

An Interview with Wesley W. Posvar

A surprise feature of the 1991 University of Pittsburgh Commencement ceremony was the awarding of an honorary Doctor of Public Service degree to outgoing President Wesley Posvar. In presenting the award John C. Marous, Jr., chair of the board of trustees, cited Posvar for "his remarkable contributions to Western Pennsylvania, his actions in creating new public-private partnerships, and his clearly articulated vision of the activist role of the University."

Clark Kerr, commencement speaker and president emeritus of the University of California, lauded Posvar for his long tenure and his success in making Pitt an internationally known University. The recent designation of Pitt by the US Government as lead support agency for the new economic management Center in Prague was noted. "With 200 projects worldwide," Kerr commented, "the sun never sets on the learning projects of the University of Pittsburgh."

On a cold, wet morning the week before commencement President Posvar had taken time to reflect on the public service mission of the University.

Public service has always been important in the Posvar administration and to the president personally. "The public service mission of the University is evident in scores of ways," he commented, "in service through research and teaching, in the Institute of Politics, and the many conferences which the University has sponsored which address the state of the region." Sometimes, he recalled, "the University finds itself in a quasi-governmental role on regional issues, working to mobilize energy to address regional problems, since no form of government exists at the provincial level."

He cited the University's role in the new crises of the environment. "We at Pitt are approaching world

leadership in the development of environmental technology and policy. How we serve in Pittsburgh relates to how we serve in Washington, Prague, and in every continent and government. Our public service role is not limited by geographic or political boundaries."

The University, he reflected, contributes to the development of public policy through the citizen participation of individual expert faculty. But it also has a "profound responsibility in the education of public officials. We can't do enough," he commented. "There's a real weakness in the American democratic system in the way people are prepared for public office in comparison to the European system. If you become an MP in Britain you will likely spend your life moving in and out of government. American politics is much more a job for amateurs." Consequently, American politicians don't have as much training in substantive issues as a European politician.

Another aspect of public service is the University's contribution to the economy through employment, research funding, and a large effort in applied research related to the technological and economic competitiveness of the nation. "I am extremely gratified by how well Pitt's involvement in the University of Pittsburgh Applied Research Center has paid off for the region, and indeed, the nation," Posvar said. "The gift by

Chevron of the Harmarville research facility was one that some advisor's urged me to decline. But I saw potential for it to contribute to our research enterprise and to the local economy. Today 1,100 people work at U-PARC and it is fully self-supporting."

When asked about the significant achievements of his administration in public service he took a moment to reflect. "Our progress on affirmative action, though you can never brag about it; it's always inadequate."

Looking ahead to leaving office, Posvar is excited about the prospect of new challenges "without the clutter of an administrative schedule." He is already involved in many international endeavors. He is chair of the new Czechoslovak Management Center in Prague and also heads the National Advisory Council for Environmental Policy and Technology. Posvar anticipates for himself a growing role in advising federal agencies.


He laughs. "I owe a lot to the US government. I have five degrees and all of them were paid for by Uncle Sam. I see myself as a permanent public servant."

While the president looks ahead to new projects and challenges he leaves a legacy of public involvement and a keen interest for the role of the University as it continues to interact on the local, national, and international levels.

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