

BARUCH COLLEGE, CITY UNIVERSITY OF NEW YORK

EMANUEL S. SAVAS

1. **EDUCATION**

<u>Degree</u>	<u>Institution</u>	<u>Field</u>	<u>Dates</u>
Ph.D.	U. of Piraeus (Greece)	Honorary	2000
Ph.D.	Columbia U.	Chemistry	1960
M.A.	Columbia U.	Chemistry	1956
B.S.	U. of Chicago	Chemistry	1953
B.A.	U. of Chicago	Liberal Arts	1951

2. **FULL-TIME ACADEMIC EXPERIENCE**

<u>Institution</u>	<u>Rank</u>	<u>Field</u>	<u>Dates</u>
Baruch College/SPA	Professor	Public Affairs	1994-Present
Baruch College/SBPA	Director	Privatization Research Organization	1986-1996
Baruch College/SBPA	Chairman	Dept. of Management	1986-93
Baruch College/SBPA	Professor	Management	1981-94
Columbia University/ Grad School of Business	Director	Center for Government Studies	1973-81
Columbia University/ Grad School of Business	Professor	Public Management	1972-81

3. **PART-TIME ACADEMIC EXPERIENCE** None

4. **NON-ACADEMIC EXPERIENCE**

<u>Place of Employment</u>	<u>Title</u>	<u>Dates</u>
Borough Council of Tenafly, New Jersey	Councilman	1996
U.S. Department of Housing and Urban Development (appointed by President Ronald Reagan, confirmed by U.S. Senate)	Assistant Secretary	1981-83
City of New York (appointed by Mayor John V. Lindsay)	First Deputy City Administrator	1970-72
City of New York (appointed by Mayor John V. Lindsay)	Deputy City Administrator	1967-69
IBM Corporation	Manager of Urban Systems	1966-67
IBM Corporation	Assistant to the Director of Personnel	1965-66
IBM Corporation	Control Systems Consultant	1959-65

5. **EMPLOYMENT RECORD AT BARUCH COLLEGE**

<u>Rank</u>	<u>Dates</u>
Professor of Public Affairs	1994-Present
Professor of Management	1981-94
Chairman	1986-93

6. **PUBLICATIONS**

A. Books

E. S. Savas, ed., Managing Welfare Reform in New York City (Lanham, MD: Rowman & Littlefield, 2005)

E. S. Savas, Privatization in the City: Successes, Failures, Lessons (Washington, DC: CQ Press, 2005).

V. Obrazcovas, E. S. Savas, and E. Jancauskas. State and Government Properties Privatization: Experience and Practice (in Lithuanian), Lithuanian U. of Law Press, Vilnius, Lithuania (2004). 330 pages.

V. Obrazcovas, E. S. Savas, and E. Jancauskas. State and Government Properties Privatization: Theory and Practice (in Lithuanian), Lithuanian U. of Law Press, Vilnius, Lithuania (2003). 340 pages.

Paul J. Andrisani, Simon Hakim, and E. S. Savas, eds. The New Public Management: Lessons from Innovating Governors and Mayors, Kluwer Academic Publishers, Boston, 2002. 222 pages.

E. S. Savas. Privatization and Public-Private Partnerships, Chatham House Publishers/ Seven Bridges Press, New York, 2000. Published in Azeri (the language of Azerbaijan), French, Chinese, Indian, and Taiwanese editions. 368 pages.

E. S. Savas and Emmanuel K. Kondylis. Privatization and Productivity (in Greek), Papazisi Publications, Athens, 1993. 236 pages.

E. S. Savas, ed. Privatization for New York: Competing For a Better Future, Report of the New York State Senate Advisory Commission on Privatization, editor, New York State Senate, 1992. 304 pages.

E. S. Savas. Privatization: The Key to Better Government, Chatham House Publishers, Chatham, NJ 1987. Also published in Spanish, French, Portuguese, Hungarian, Polish, Bulgarian, Russian, Turkish, Arabic, Indian, Pakistani, and Korean editions. 308 pages.

6. **PUBLICATIONS** (continued)

A. Books

E. S. Savas and John A. Kaiser. Moscow's City Government, Praeger, New York, 1985. 205 pages.

E. S. Savas. Privatizing the Public Sector, Chatham House Publishers, Chatham, NJ, 1982. 164 pages.

E. S. Savas, ed. Alternatives for Delivering Public Services, Toward Improved Performance, editor, Westview Press, Boulder, CO, 1977. 145 pages.

E. S. Savas, ed. The Organization and Efficiency of Solid Waste Collection, Lexington Books, D.C. Heath and Co., Lexington, MA, 1977. 285 pages.

Stephen D. Savas and E. S. Savas. Teaching Children to Use Computers, Teachers College Press, New York, 1985. 111 pages.

E. S. Savas, editor and principal author. Computer Control of Industrial Processes, McGraw-Hill Book Co., New York 1965. Also translated and published in Japan, Romania, and Italy. 400 pages.

B. Papers in Professional Journals

(1) Articles Refereed

E. S. Savas. "Privatization and Public-Private Partnerships in Local Services," Encyclopedia of Public Administration and Public Policy, 2nd edition, Taylor and Francis Group, New York, 2007.

E. S. Savas. "Competition and Choice in New York City Social Services," Public Administration Review, Vol. 62, No. 1, Jan-Feb 2002, 67-76.

E. S. Savas. "Privatization and the New Public Management," Fordham Urban Law Journal, vol. 28, no. 5 (June 2001) 1731-1737.

E. S. Savas. "Privatization in Post-Socialist Countries," Public Administration Review, vol. 52, no. 6 (November/December) 1992, 573-581.

6. PUBLICATIONS

B. Papers in Professional Journals

(1) Articles Refereed

- E. S. Savas. "It's Time to Privatize," Fordham Urban Law Journal, vol. 19, book 3 (1992), 401-414. Reprinted in Government Union Review, vol. 14, no. 1 (Winter 1993) 37-52.
- E. S. Savas. "A Taxonomy of Privatization Strategies," Policy Studies J., vol. 18, no. 2 (Winter, 1989-90), 343-355.
- E. S. Savas. "Privatization and Prisons," Vanderbilt Law Review, vol. 40, no. 4 (1987), 889-899.
- E. S. Savas. "More Insights on Rental Vouchers and Housing Subsidies," Journal of Policy Analysis and Management, 3 (3) (Spring 1984): 449-450.
- E. S. Savas. "A Positive Urban Policy for the Future," Urban Affairs Quarterly, 18 (4): 447-453 (June 1983).
- E. S. Savas. "Computers in the Management of Moscow," Computers, Environment and Urban Systems, 7, 109-124, (1982).
- E. S. Savas. "Alternative Institutional Models for the Delivery of Public Services," Public Budgeting and Finance, 1 (4): 12-20 (Winter 1981). Reprinted in Crisis and Constraints in Municipal Finance, J.H. Carr, ed., New Brunswick, N.J. Center for Urban Policy Research, 1984.
- E. S. Savas. "Intracity Competition Between Public and Private Service Delivery," Public Administration Review, 41 (1): 46-52 (January 1981).
- E. S. Savas. "Public vs. Private Refuse Collection: A Critical Review of the Evidence," J. Urban Analysis, 6, 1-13, 1979.
- E. S. Savas. "How Much Do Government Services Really Cost?" Urban Affairs Quarterly, 15 (1): 23-42 (September 1979).
- E. S. Savas. "On Equity in Providing Public Services," Management Science, 24: 800-808 (1978).

6. PUBLICATIONS

B. Papers in Professional Journals (1) Articles Refereed (continued)

- E. S. Savas. "The Institutional Structure of Local Government Services: A Conceptual Model," Public Administration Review, 38 (5): 412-419 (1978). Translated into German and published in Economic Policy, Vahlen Verlag, Munich, 1978.

E. S. Savas and E. M. Brettler. "Management and Financial Alternatives for the Delivery of a Local Government Service in the United States: A Study of Solid Waste Collection," Local Finance, 6 (3): 17-31 (June 1977).

E. S. Savas. "Organizational Strategy, Performance and Management Technology," Administration in Social Work, 1 (2): 149-160 (Summer 1977).

E. S. Savas. "An Empirical Study of Competition in Municipal Service Delivery," Public Administration Review, 37 (6): 717-724 (1977).

E. S. Savas. "Policy Analysis for Local Government: A Comparison of Public and Private Refuse Collection," Policy Analysis, 3, 49-74 (Winter 1977). Reprinted in Policy Studies Review Annual, vol. 2, H.E. Freeman, ed., Sage Publications, Inc., Beverly Hills, CA 1973. Also reprinted in Managing Fiscal Stress, Charles H. Levine, ed., Chatham House Publishers, Chatham, N.J. 1980.

E. S. Savas. "Municipal Monopolies vs. Competition in Delivering Urban Services," J. Urban Analysis, 2, 93-116 (1974). Reprinted in Urban Affairs Annual Reviews, 8, 473-500 (1974).

E. S. Savas. "The Political Properties of Crystalline H₂O: Planning for Snow Emergencies in New York," Management Science, 20, 137-145 (1973). Reprinted in Managerial Economics and Operations Research, E. Mansfield, ed., W.W. Norton & Co., New York, 1975, pp. 509-521. Also reprinted in part in Edwin Mansfield, Statistics for Business and Economics, 2nd ed., W.W. Norton & Co., New York, 1983 pp. 60-63. Similarly in John R. Schermerhorn, Jr., Management for Productivity, 2nd ed., John Wiley & Sons, New York, 1986.

E. S. Savas and S. G. Ginsburg, "The Civil Service: A Meritless System?" The Public Interest, no. 32, Summer 1973, pp. 70-85. Reprinted in Good Government, Winter 1974, pp. 8-13. Reprinted by the New York State Charter Revision Commission for New York City, 1974. Reprinted in Political Power and the Urban Crisis, 3rd ed., A. Shank, editor, Holbrook Press, Boston, MA 1976. Reprinted in Current Issues in Public Administration, Frederick S. Lane, ed., St. Martin's Press, 1978. Reprinted in Public Employees and Public Policy, A. Saltzstein, ed., Palisades Publishers, Pacific Palisades, CA 1978. Reprinted in Classics of Public Personnel Policy, Frank J. Thompson, ed., Moore Publishing Co., Oak Park, Ill., 1979. Reprinted in Classics of Public Personnel Policy, 2nd ed., Frank J. Thompson, ed., Brooks/Cole Publishing Co., Pacific Grove, CA, 1991. Reprinted in Classics of Public Personnel Policy, 3rd ed., Thomson-Wadsworth, 2003.

6. PUBLICATIONS

B. Papers in Professional Journals (continued)

(1) Articles Refereed

E. S. Savas. "Implementation of an O.R. Approach for Forming Efficient Election Districts," Opns. Res., 20, 46-48, 1972.

E. S. Savas. "A Computer-Based System for Forming Efficient Election Districts," Opns. Res., 19, 135-155 (1971). Reprinted as Chap. 14 in Systems Approach and the City, M.D. Mesarovic and A. Reisman, eds., American Elsevier Publishing Co., Inc., New York, 1972, pp. 318-342.

E. S. Savas. "Cybernetics in City Hall," Science, 168, 1066-1071 (1970). Reprinted in The City in the Seventies, R.K. Yin, ed., F.E. Peacock Publishers, 1972. Reprinted in Urban Planning Theory, M.C. Branch ed., Bowden, Hutchinson & Ross, (John Wiley & Sons), 1975.

E. S. Savas. "Simulation and Cost-Effectiveness Analysis of New York's Emergency Ambulance Service," Management Science, 15, B608-B628 (1969). Reprinted in Accounting for Social Goals: Budgeting and Analysis for Non-Market Projects, J.L. Livingstone and S.C. Funn, eds., Harper and Row, 1974. Reprinted in Public Administration Concepts and Cases, Richard J. Stillman II, ed., Houghton Mifflin, 1980. Reprinted in Managing State and Local Government, Frederick S. Lane, ed., St. Martin's Press, New York, 1980.

E. S. Savas. "Feedback Controls on Urban Air Pollution," IEEE Spectrum, 6 (7): 77-81 (July 1969). Reprinted in Clearing the Air: The Impact of the Clean Air Act on Technology, IEEE Press, 1971.

E. S. Savas. "Computers in Public Administration," Public Administration Review, 29: 225-231 (March/April 1969).

6. PUBLICATIONS

B. Papers in Professional Journals

(1) Articles Refereed (continued)

E. S. Savas. "Information Systems in a New York Urban Observatory," J. Socio-Economic Planning Sciences, 1: 203-209 (1968).

E. S. Savas. "Computers in Urban Air Pollution Control Systems," J. Socio-Economic Planning Sciences, 1: 157-183 (1967). Reprinted in Environmental Modeling: Analysis and Management, D. Daetz and R.H. Pantell, eds., Dowden, Hutchinson & Ross, Inc., Stroudsburg, PA 1974.

E. S. Savas. "Computer Control in the Paper Mill," J. Tech. Assoc. Pulp and Paper Ind., 47 (2): 164A-168A (1964).

E. S. Savas. "Computer Control in the Paper Mill," J. Tech. Assoc. Pulp and Paper Ind., 47 (3): 149A-152A (1964).

E. S. Savas. "Computer Control in the Paper Mill," J. Tech. Assoc. Pulp and Paper Ind., 47 (4): 181A-188A (1964).

E. S. Savas. "Computer Control in the Paper Mill," J. Tech. Assoc. Pulp and Paper Ind., 47 (5): 127A-133A (1964).

C. Walling, O. H. Basedow, and E. S. Savas. "Some Extensions of the Reaction of Trivalent Phosphorus Derivatives with Alkoxy and Thiyl Radicals: A New Synthesis of Thioesters," Journal of the American Chemical Society, 82, 2181-2184 (1960).

C. Walling and E. S. Savas. "The Reaction of Phenyl Radicals with Carbon Monoxide; Some Observations on the Induced Decomposition of Benzoyl Peroxide," Journal of the American Chemical Society, 82, 1738-1744 (1960).

(2) Proceedings

E. S. Savas. "Labor Problems in Privatization," Proceeding of the Annual Conference of the National Council on Public-Private Partnerships, Washington, D.C., June 1995.

E. S. Savas. "Privatization in Large Cities," in Proceedings of the Conference on Cities in Transition, Seoul, Korea, November, 1994.

6. PUBLICATIONS IN FIELDS OF EXPERTISE

B. Papers in Professional Journals

(2) Proceedings (continued)

E. S. Savas. "Privatization in Irrigation Management," in Proceedings of the International Irrigation Management Institute Conference, Wuhan, China, September, 1994.

E. S. Savas. "Privatizing City Services," in Privatization in the Americas, Proceedings of the Carnegie Council Conference, New York, 1991, pp. 6-9.

E. S. Savas. "Global Perspectives on Local Issues," Proceedings of the International Privatization Congress, Saskatoon, Saskatchewan, Canada, May 1990, 231-238.

E. S. Savas. "Improving the Performance of Public Enterprises through Competition," in Role and Extent of Competition in Improving the Performance of Public Enterprises,

Proceedings of the UN Seminar, New Delhi, India, April 1989 (New York: United Nations, 1989): 76-93. (Also translated into Spanish.)

N. C. Georgantzas, C. N. Madu, and E. S. Savas. "An Intermediate Streetlight Structure: Privatization," (Best Theoretical/Applied Paper in New England DSI Meeting, Newport, R.I., 1988).

E. S. Savas. "Private and Public: The Record," in Public Services and the Private Alternative, Proceedings of the Seminar at St. George's House, Windsor Castle, England, March 1-4, 1982, The Adam Smith Institute, London, England.

E. S. Savas, R. Amsterdam and E. Brodheim. "Creation of a Geographic Information System," pp. 97-118 in Proceedings of the 4th Annual Symposium on the Application of Computers to the Problems of Urban Society, Association for Computing Machinery, New York, New York, 1969 (with). Reprinted in Computers in Public Administration: An International Perspective, S.J. Bernstein, ed., Pergamon Press, New York, 1976.

E. S. Savas. "Application Objectives for Control Computers," Proceedings of the IEEE Summer General Meeting, Toronto, June 1963.

E. S. Savas. "An Approach to Computer Control of the Blast Furnace," Proceedings of the International Seminar on Automation in Steel-Making, Brussels, May 1962, pp. 299-313.

6. PUBLICATIONS IN FIELDS OF EXPERTISE

C. Chapters in Books

E. S. Savas and Vladimiras Obrazcovas, "The Forces Influencing Privatization in the Ownership Transformation Process," (in Polish) in Zbignev Galor, ed., Europa Wlasciecieli (The Europe of Owners) (Poznan, Poland: Katedra Nauk

Spolecznych, Akademia Rolnicza, 2005) [Institute of Social Sciences, Agriculture Academy, Poznan]

E. S. Savas. "Privatization of Local Services," Encyclopedia of Public Administration and Public Policy (New York: Marcel Dekker, 2002), 966-969.

E. S. Savas. "Opportunities in Privatization and Outsourcing," in Local Government Innovation: Issues and Trends in Privatization and Managed Competition, Robin A. Johnson and Norman Walzer, eds. (Westport, CT: Quorum Books/Greenwood, 2000), 37-56.

E. S. Savas. "Privatization in State and Local Government," in Restructuring State and Local Services: Ideas, Proposals, and Experiments, Arnold H. Raphaelson, ed. (Westport, CT: Praeger, 1998), 91-100.

E. S. Savas. "On Privatization," in Current Issues in Public Administration, 5th edition, Frederick S. Lane, ed. (New York: St. Martin's Press, 1993), pp. 497-507. (Also in all prior editions.)

E. S. Savas. "Privatization," in the Routledge Encyclopedia of Government and Politics, M. Hawksworth and M. Kogan, eds. (London: Routledge, 1992), vol. 2, pp. 821-826.

E. S. Savas. "Privatization and Productivity," in Public Productivity Handbook, M. Holzer, ed. (New York: M. Dekker, 1992), pp. 79-98.

E. S. Savas. "Better Services at Less Cost," in Coming Out of the Ice: A Plan to Make the 1990's Illinois' Decade, J. Bast and D. Bast, eds. (Chicago: Heartland Inst., 1990), pp. 121-129.

E. S. Savas. "Foreword," in Privatization: A Sourcebook, John Sherrod, ed. (Detroit: Omnigraphics, 1989), pp. ix-xi.

6. PUBLICATIONS IN FIELDS OF EXPERTISE

C. Chapters in Books (continued)

E. S. Savas. "A Privatization Strategy for New York," in New York Unbound, Peter Salins, eds., (New York: Basil Blackwell, 1988), pp. 109-126.

E. S. Savas. "Privatization," in Business and Society, S.P. Sethi and C.M. Falbe, eds., (Lexington, Mass.: Lexington Books, 1987), pp. 270-281.

E. S. Savas. "Alternative Structural Models for Delivering Urban Services," in Delivery of Urban Services, Arthur J. Swersey and Edward J. Ignall, eds., TIMS Studies in the Management Sciences, vol. 22 (New York: North Holland, 1986) pp. 9-21.

E. S. Savas. "The Efficiency of the Private Sector," in The Privatization Option, ed., Stuart M. Butler, Heritage Foundation, Washington, D.C., 1985, pp.15-31.

E. S. Savas. "Privatization From the Top Down," in Privatization, John Goodman, ed., National Center for Policy Analysis, Dallas, Texas, 1985, pp. 69-77.

E. S. Savas. "Public Policy, Systems Analysis, and the Privatization of Public Services," in Operational Research '84, J.P. Brans, ed., (Amsterdam: North Holland, 1984), pp. 154-165.

E. S. Savas. "Systems Analysis and Urban Policy," in Systems Analysis in Urban Policy-Making and Planning, M. Batty and B. Hutchinson, eds. (New York: Plenum Press, 1983), pp. 379-389.

E. S. Savas. "Public Service Efficiency and Economy," in The Source Book of American State Legislation, 1983-1984, E. Holloway and B. Young, eds. (Washington, D.C.: American Legislative Exchange Council, 1982), pp. 50-54.

E. S. Savas. "Varieties of Collective Action," in American Federalism: A New Partnership for the Republic, R.B. Hawkins, Jr., ed., San Francisco: Institute for Contemporary Studies, 1982), pp. 209-211.

E. S. Savas. "Comparative Costs of Public and Private Enterprise in a Municipal Service," in Public and Private Enterprise in a Mixed Economy, William J. Baumol, ed., (London: MacMillan Press, 1980), pp. 253-269.

6. PUBLICATIONS IN FIELDS OF EXPERTISE

C. Chapters in Books (continued)

E. S. Savas. "Improving Public-Sector Productivity Through Competition," in Productivity Analysis at the Organizational Level, N.R. Adam and A. Dogramaci, eds. (Boston: Martinus Nijhoff Pub. Co., 1981), pp.151-162.

E. S. Savas and B. J. Stevens, "Improving Productivity in Solid Waste Collection," in Productivity Improvement Handbook for State and Local Government, G.W. Washnis, ed. (New York: John Wiley & Sons, 1979), pp.592-624.

E.S. Savas and G. W. Grammas "Urban Service Systems," in the Handbook of Operations Research, J. J. Moder and S. E. Elmaghraby, eds. (New York: Van Nostrand Reinhold Co., vol. 2, 1978), pp. 393-426.

E. S. Savas, B. J. Stevens and E. B. Berenyi, "Solid Waste Collection: Organization and Efficiency of Service Delivery," in The Policy Cycle, Judith V. May and Aaron B. Wildavsky, eds. (Beverly Hills, CA: Sage Publications, 1978), pp. 145-168.

E. S. Savas and B. J. Stevens "The Cost of Residential Refuse Collection and the

Effect of Service Arrangement,” in the Municipal Year Book, 1977.

E. S. Savas and C. Niemczewski, “Who Collects Solid Waste?” in the Municipal Year Book, 1977.

E. S. Savas. “Solid Waste Collection in Metropolitan Areas,” in Urban Affairs Annual Reviews, 10, 201-229 (1976).

E. S. Savas. “The City as a System: A Political-Administrative View,” in Systems Approach and the City, M. D. Mesarovic and A. Reisman, eds. (Amsterdam: North-Holland Publishing Co., 1972), pp. 87-97.

E. S. Savas. “City Hall and Cybernetics,” in Cybernetics and the Management of Large Systems, E. M. Dewan, ed. (New York: Spartan Books, 1969), pp. 133-146.

6. PUBLICATIONS IN FIELDS OF EXPERTISE

D. Government Reports and Monographs

E. S. Savas, “The Impact of Outsourcing on Unions, Municipalities, and Businesses in New York State,” testimony before the New York State Senate Labor Committee, October 15, 2003.

E. S. Savas. “Privatization Initiatives,” in Mayor’s Management Report, City of New York, 2001, 265-270.

E. S. Savas. Competition and Choice in New York City Social Services, May 1999, 37 pp.

E. S. Savas. “Role of Public Expenditure Management in Promoting Economic Reform,” United Nations Meeting on the Role of Public Administration in Promoting Economic Reform, Berlin, Federal Republic of Germany, January, 1996, 19 pp.

E. S. Savas. “Privatization,” in Transition Team Report to Governor-Elect George Pataki, January, 1995.

E. S. Savas. “On Implementing Privatization,” Testimony for the Hearing on the Federal Role in Privatization, by the Committee on Government Reform and Oversight, Subcommittee on Government Management, Information and Technology, Washington, D.C., March 14, 1995.

E. S. Savas. "Recommendation for Privatization," in Transition Team Report to Mayor-Elect Rudolf W. Giuliani, December, 1993.

Bus Operations in New York City, Report No. FTA NY-11-0040-92-1, Federal Transportation Administration, Washington, D.C. 1992, 55 pp.

E. S. Savas. Structural Adjustment and Public Service Productivity, International Labour Office, Geneva, 1992.

E. S. Savas. "Structural Transformation in Post-Socialist Countries: Privatization of State-Owned Enterprises," UN Seminar on Governance and Structural Transformation in Transitional Economies, Moscow, September, 1991.

E. S. Savas, S. Grava and R. Sparrow. The Private Sector in Public Transportation in New York City, (New York: Institute for Transportation Systems, CUNY, 1991), 219 pp.

E. S. Savas. "Privatization: A Strategy for Structural Reform," prepared for International Labour Office Seminar, Geneva, 1988; translated into Italian and published in Biblioteca della Liberta, vol. 24, no. 104, January-March (1989). 81-101.

E. S. Savas (ed.), The President's National Urban Policy Report, U.S. Government Printing Office, Washington, D.C., 1982, 74 pp.

E. S. Savas. Testimony on Resource Recovery, Hearing before the Subcommittee on Science, Research and Technology, of the Committee on Science and Technology, of the Committee Science, Research and Technology, U.S. House of Representatives, 95th Congress, 2nd Session, September 21, 1978, pp. 117-133, Government Printing Office, 1978. Reprinted in whole or in part in: Fibre Market News, November 10, 1978; Scrap Age, 36 (4): 61-148 (April 1979); Recycling Today; Mill Trade Journal; National Solid Waste Management Association Report; Browning-Ferris Newsletter.

E. S. Savas, et al., A Study of Central Park, Columbia University, 1976.

Testimony before the New York City Council and other city councils on numerous occasions.

6. PUBLICATIONS IN FIELDS OF EXPERTISE

E. Book Reviews (partial listing)

E. S. Savas. "Outsourcing State and Local Government Services," by John A. O'Looney, in J. of Business and Contemporary Society, 2000, 175-177.

E. S. Savas. "The Privatization Decision: Public Ends, Private Means," by J. Donahue, in J. Public Choice, 68: 294-295, 1991.

E. S. Savas. "Privatization: Theory, Practice and Choice," by M. Pirie, in Reason Magazine, April 1990, pp. 54-56.

E. S. Savas. "The Private Sector in Service Delivery: Examples of Innovative Practices," by J.W. Allen, et al., in J. Policy Analysis and Management," vol. 9, no. 3, Summer, 1990, 433-436.

E. S. Savas. "Privatizing Federal Spending: A Strategy to Eliminate the Deficit," by Stuart Butler, in Cato Journal, vol. 5, no. 2, Fall 1985, pp. 69-77.

E. S. Savas. "Rental Housing in the 1980's," by Anthony Downs, in Political Science Quarterly, 99 (2), 376-377 (Summer, 1984).

7. OTHER PUBLICATIONS

E. S. Savas. "Privatization: Past, Present, and Future," 20th Anniversary Privatization Report, Reason Foundation, Los Angeles, CA, 2006.

E. S. Savas. "Public-Private Partnerships in Milwaukee," Council Insights, Newsletter of the Council for Public-Private Partnerships, Issue 17, No. 9, Dec. 2003, p. 3.

E. S. Savas. "Competition for Municipal Services in Charlotte," Council Insights, Newsletter of the Council for Public-Private Partnerships, Issue 17, No. 8, Nov. 2003, pp. 5-6.

E. S. Savas. "The Truth in Trash," New York Post, June 2, 2003, p. 25.

E. S. Savas. "City's Bus to Bankruptcy: Competition Can Save Millions," New York Post, November 26, 2002, p. 29.

E. S. Savas. "Commuters *Already* Pay," New York Post, November 20, 2002, p. 27.

E. S. Savas and E.J. McMahon, "Competitive Contracting of Bus Service: A Better Deal for Riders and Taxpayers," Manhattan Institute Civic Report, November 2002. 17 pp. Reprinted in Privatization Watch (Los Angeles: Reason Foundation, No. 319, August 2003)

E. S. Savas. "City Council helps TA block a needed service," New York Post, June 28,

1997, p. 15.

E. S. Savas. "A Union Label for Welfare? It Would Gut Welfare Reform," Daily News, February 23, 1997.

E. S. Savas. "Welfare Reformers vs. Public Sector Unions," Wall Street Journal, November 21, 1996.

7. **OTHER PUBLICATIONS** (continued)

E. S. Savas. "Is Air Traffic Out of Control?" New York Newsday, June 9, 1995, p. A36.

E. S. Savas. "How to Save the Subway Fare," Daily News, February 10, 1995.

E. S. Savas. "Privatization: To Some, the Future; To Others, a Four-Letter Word," The Forum, vol. III, no. 1, Summer, 1994, pp.22-23.

E. S. Savas. "Getting Around New York," City Journal, vol. 3, no. 3, (Summer 1993) 57-65.

E. S. Savas. "Wanna Buy a Bus?" Newsday, March 26, 1993.

E. S. Savas. "A Public Plea for Prudent Privatization," CUP Report, vol. 2, no. 4, Center for Urban Policy Research, Rutgers University, Fall, 1991, pp.3, 5.

E. S. Savas. "Shifting the Balance," The World & I, June, 1991, p.36.

E. S. Savas. "Wanna Buy a Bridge?" Newsday, June 11, 1991, p. 44.

E. S. Savas. "The Rocky Road From Socialism: Privatization and Economic Reform in Socialist Countries," Privatization Review, vol. 5, no. 2 (Spring 1990), 14-20.

E. S. Savas. "Privatization: A Strategy for Structural Reform," National Forum, vol. 70, no. 2 (Spring 1990), 9-13.

E. S. Savas. "A New Broom – Literally," New York Newsday, December 28, 1989, p. 58.

E. S. Savas. "False Prophet: The Faculty Reasoning of a Privatization Foe," Privatization Review, vol. 4, no. 2 (Spring 1989), 23-27.

E. S. Savas. "Private Enterprise is Profitable Enterprise," New York Times, February 14, 1988.

E. S. Savas. "Key to a Better Society," The World & I, January, 1988, pp. 22-28.

E. S. Savas. "Privatization: The Key to Better Government," French-American Commerce, Winter, 1988, pp.12, 13, 36, 37, 52.

E. S. Savas. "Private Firms Can Do Public Work Honestly," Newsday, June 25, 1986, p.73.

OTHER PUBLICATIONS (continued)

E. S. Savas. "Implementing Privatization," Urban Resources, vol.2, no. 4 (Summer, 1985): 41-43.

E. S. Savas. "Privatization: A Powerful New Tool for Government," The Privatization Review, vol. 1, no. 1 (Summer, 1985): 4-6.

E. S. Savas. "Tax Plan's Boost to Privatizing Services," Wall Street Journal, July 10, 1985, p.28.

E. S. Savas. "Making New York Number 1 Again: A Strategy Toward the Year 2000," New York Affairs, 8 (3): 49-60 (1984).

E. S. Savas. "Privatization: The What and How," New Management, 1 (3): 13-17 (1984).

E. S. Savas. "Limits to Government," New York Times, July 10, 1982.

E. S. Savas. "Alternatives Suggested for Providing Cheaper and Better Public Services," Management Review, 71 (7): 31 (July 1982).

E. S. Savas. "Urban Enterprise Zones: A New Approach to Economic Development," City Almanac, 16: 29-31 (February-April, 1982).

E. S. Savas. "Public vs. Private in the Garbage Game," The Wharton Magazine, 4 (3): 58-63 (Spring 1980).

E. S. Savas. "A Case Study of Municipal and Contract Collection in Kansas City," Solid Wastes Management, vol. 22, no. 13, December 1979, pp. 26-58.

E. S. Savas. "Doing More with Less," Taxing & Spending, 2 (1): 10-11 (February 1979).

Gotham YWCA Case Study (prepared with the assistance of E. Greenberg), 1978.

Dorchester House Case Study (prepared with the assistance of E. Greenberg), 1978.

E. S. Savas. "The Budget Gap and the Performance Gap," New York Affairs, 3 (1): 112-119 (1975).

E. S. Savas. "New Directions for Urban Analysis," Interfaces, 6 (1): 1-9 (1975).

7. OTHER PUBLICATIONS (continued)

E. S. Savas. "Getting on Top of the Problem," New York Times, August 6, 1975.

E. S. Savas. "Municipal Data Systems in the Soviet Union," Government Data Systems, 3 (6): 16-18 (November-December 1973).

E. S. Savas. "How to Make Operations Research Fail in Government Without Really Trying," Interfaces, 2 (4): 2-4 (1972).

Emergency Ambulance Service (A), Intercollegiate Case Clearing House, 13C25, 1972?

Emergency Ambulance Service (B), Intercollegiate Case Clearing House, 13C26, 1972?

E. S. Savas. "Municipal Monopoly," Harper's Magazine, December 1971, 55-60, Selected for reprinting in Politics, USA, 4th edition, A. M. Scott and F. Wallace, eds., MacMillan

Publishing Co., 1974. Translated in reprinted in Komuna, the official publication of the Yugoslav Union of Cities, January 1974. Reprinted in National Urban Problems, 3rd ed., R. H. Stephens, editor, 1979.

E. S. Savas. "Limitations of Urban Systems Analysis," Interfaces (The Institute of Management Sciences) 1 (6): 42-44 (August 1971).

E. S. Savas. "GIST: New York City's Geographic Information System," Government Data Systems, 1 (6): 12-15, 29 (September-October 1971).

E. S. Savas. "Systems Analysis – What Is It?" Public Management, 51 (2): 4-5 (1969). (Award winner – see Honors and Prizes Section).

E. S. Savas. "Preparing for Information Systems in New York City," Public Automation, vol.4, no. 2 (February 1968). Selected for reprinting in Governmental ADP: The Practitioners Speak, Public Administration Service, Chicago, 1969.

7. PRESENTED PAPERS, LECTURES, AND EXHIBITIONS AND PERFORMANCES

Advances in Public Sector Administration, two days of lectures to ~200 middle- and upper-level managers of the Regional Government of Madrid, Spain, January 2006.

Modernizing and Redesigning Government, Convocation Lecture at the University of Piraeus (Greece), May 21, 2000. To faculty and student audience.

Privatization: A Worldwide Movement, G. McKenna Lecture, St. Vincent College, Latrobe,

Pa., March 20, 1991. To community leaders, faculty, students, journalists, and general public.

A Strategy for New York City, The 1979 Richard S. Childs Lecture in Municipal Administration, The City Club of New York, November 9, 1979. To club members, government officials, guests, journalists, and general audience.

Academic Lectures at the following colleges and universities (records of dates have long since been lost, but they took place between 1965 and 2002):

Alexandria (Egypt), Asian Institute of Management (Manila), Assumption College (Mass.), Belgrano (Argentina), Brandeis, British Columbia, Brooklyn, Brown, Calabria (Italy), California (Berkeley), Carabobo (Venezuela), Carnegie-Mellon, Chicago, Columbia, Connecticut, Cornell, Drexel (Pennsylvania), ESEADE (Buenos Aires), Florida, Fordham, George Washington, Haifa, Hamburg (Germany), Harvard, Illinois, Illinois Inst. of Tech., Industrial College of the Armed Forces, John Jay, Johns Hopkins, Karl Marx University of Economic Sciences (Budapest), Kazakhstan Management Institute, Kazakhstan Academy of Management, Khazar (Azerbaijan), Lancaster (England), Lehigh, Long Island, Maryland, Middle East Technical University (Ankara, Turkey), MIT, Michigan, Montclair State University (NJ), National Autonomous University of Baja California (Mexico), National Autonomous University of Mexico, New Rochelle, New School of Social Research, North Carolina, NYU, Ohio State, Panama, Paris, Pennsylvania, Piraeus (Greece), Polytechnic Institute of Brooklyn, Princeton, Rensselaer Polytechnic Inst., September 9 University (Izmir, Turkey), State U. of New York at Albany, State U. of New York at Stony Brook, Sydney (Australia), Tbilisi State University (Republic of Georgia), Technion (Israel), Technological Institute of Monterrey (Mexico), Trinity College (Conn.), Tuskegee, Valparaiso (Indiana), West Virginia College of Graduate Studies, Western (Azerbaijan), Wisconsin.

As guest of the USSR Academy of Sciences, lectured in the Soviet Union for two weeks in July, 1977.

Delivered three-week series of lectures in Tokyo for the Japan Management Association, summer, 1963.

Under the auspices of the State Department, lectured in Argentina, Belgium, Bolivia, Bulgaria, Cyprus, Egypt, Fiji, France, Georgia, Germany, Greece, Israel, Jordan, Kazakhstan, Mexico, Pakistan, Panama, Philippines, Poland, Romania, South Africa, Spain, Sri Lanka, Turkey, Ukraine, and Venezuela in the period 1985 through 2001.

Under the auspices of the United Nations, lectured in Austria, India, and Russia.

Under the auspices of national or local governments, universities, or foundations, lectured in Canada, China, Czechoslovakia, England, France, Greece, Hungary, Italy, Korea, Lithuania, Nigeria, Poland, Russia, Spain, Sweden, Wales, and Yugoslavia (both Serbia and Croatia).

Invited speaker at national and/or local meetings of various professional societies, including the American Association for the Advancement of Science, American Ambulance Association, American Banking Association, American Institute for Decision Science, American Institute of Chemical Engineers, American Management Association, American Planning Association, American Political Science Association, American Public Works Association, American Society for Cybernetics, American Society for Public Administration, American Society for Quality Control, American Society of Local Officials, American Statistical Association, Association for Computing Machinery, Association for Public Policy Analysis and Management, Conference Board, Conference of Minority Transportation Officials, Council of State Community Affairs Agencies, Governmental Refuse Collection and Disposal Association, Greek Economic Association, Heritage Foundation, Institute of Electrical and Electronics Engineers, Instrument Society of America, Intern. City Management Association, Intern. Economics Association, Manhattan Institute, Municipal Finance Officer's Association, National Association of Counties, National Association of Home Builders, National Association of Neighborhoods, National Solid Waste Management Association, National Association of State Budget Officers, National Association of State Planning Agencies, National Contract Management Association, Operations Research Society of America, Organization for Economic Cooperation and Development (OECD), Public Choice Society, Simulation Conference, Systems and Procedures Association, The Institute of Management Sciences, Urban and Regional Information Systems Association, Canadian Federation of Mayors and Municipalities, U.S. Conference of Mayors, and many others. (Dates no longer known.)

9. WORK IN PROGRESS

- A. Papers submitted to journals for consideration: None
- B. Other completed papers: None
- C. Research in Progress: book on "The New Public Management." This would be my first textbook in a broad field, unlike my other, more specialized books. This would be an large-scale elaboration of the graduate course on public and nonprofit management that I have been teaching.

10. PROFESSIONAL HONORS, PRIZES, FELLOWSHIPS

President's Award for Excellence for Distinguished Scholarship, Baruch College, 2006

Baruch College Annual Scholarship Achievement Award, 2001(?), 2006

10. PROFESSIONAL HONORS, PRIZES, FELLOWSHIPS (continued)

Honorary doctorate degree, U. of Piraeus, Greece (also listed above). 2000

Finalist, Outsourcing World Achievement Award, at the Annual Outsourcing World Summit, Orlando, Florida. 2000

Leadership Award, National Council for Public-Private Partnerships. 1993

Distinguished speaker, Alex G. McKenna Economic Education Series, Saint Vincent College, Pennsylvania. (Also listed above under Lectures). 1991

Teaching Excellence Award, Baruch College School of Business and Public Administration. 1989

Templeton Foundation Honor Roll. 1988

Finalist in University of Missouri Business Journalism Competition, for article in The Wharton Magazine. 1980

Richard S. Childs Lectureship in Public Administration, awarded by the City Club of New York. (Also listed above under Lectures) 1979

American Heritage Award of the JFK Library for Minorities “for outstanding community service.” 1972

Louis Brownlow Memorial Award of the International City Management Association, “for distinguished contribution to the literature of public administration.” 1970

Systems Science and Cybernetics Award of the Institute of Electrical and Electronics Engineers “for outstanding applications of systems science and cybernetic principles in city administration and associated urban social problems for the City of New York.” 1968

Listed in Who’s Who in America, 38th to 58th editions; Who’s Who in the East, 15th through 34th editions; other listings also.

11. GRANTS-IN-AID

NYC Human Resources Administration. Welfare Reform. 2001. \$1 million.

Achelis Foundation. Privatization in the Giuliani Administration. 2001. \$15,000

PSC-CUNY. Privatization in the Giuliani Administration. 2001. \$5,000

Achelis and Bodman Foundations. School of Public Affairs Public Policy Breakfast Series. 1999. \$10,000

Achelis and Bodman Foundations. Competition and Choice in New York City Social Services. 1997. \$45, 000

Urban Mass Transportation Administration of the U.S. Department of Transportation. Comparative Study of public and private bus operations in New York City. 1990-1992. \$85,000

Urban Mass Transportation Administration of the U.S. Department of Transportation. The private sector in public transportation in New York City, (Grant No. NY-06-0149). 1989-1990. \$375,000

National Science Foundation. Alternative arrangements for the delivery of urban services. 1975-1980. \$1.1 million

National Science Foundation. Joint US-USSR Project on the Management of Large Cities, US Director 1974–1979. (Program under the Nixon-Brezhnev Détente Agreement). \$900,000.

George Soros and Richard Gilder. A Study of Central Park. 1974-1976. \$60,000

12. INSTITUTIONAL SERVICE

A. Service to the Department

Chairman, Management Department, 1986-93

B. Service to the Schools

Executive Committee, SPA, 2005–
Graduate Admissions Committee, SPA, 1998(?)–2006
Chairman, Graduate Admissions Committee, 2006–
P & B Committee, SPA, 1994-2000; 2003 to present
SPA representative to Zicklin Faculty meetings, 1999-2001
Provost's Committee on SPA, 1992-1994
P & B Committee, SBPA, 1986-1993

C. Service to the College

Zicklin School Dean Search Committee, 2002
Chairman, SPA Dean Search Committee, 1998-1999
Chairman, SPA Dean Search Committee, 1997-1998
SLAS Dean Search Committee, 1994-1995
Faculty Committee for President Search, 1991
Director, Privatization Research Organization, 1986–present

D. Service to the Graduate Center

Guest speaker at the President's Forum, 1997?

E. Service to the City University

Advised Chancellor on cost reduction at meeting of his panel 1995
Obtained research grants from the Federal Government and chose to have them awarded through the CUNY Research Foundation, thereby generating overhead income for CUNY.
Extensively quoted and interviewed by TV, radio, and print media.
Extensive public speaking to audiences of government officials and civic/business leaders.

13. OFFICES HELD IN PROFESSIONAL SOCIETIES

Executive Committee, National Council for Public-Private Partnerships, 1997-
Reviewer: Public Administration Review, State and Local Government Review, Urban Affairs Quarterly, Urban Affairs Review, others.
Editorial Board, Urban Affairs Quarterly, 1978
Lanchester Prize Committee, Operations Research Society of America (ORSA), 1974
Associate Editor, Management Science, 1971

14. OTHER PROFESSIONAL ACTIVITIES AND PUBLIC SERVICE

Awards Committee, Outsourcing World Achievement Conference, 2000, 2001
Awards Committee, National Council for Public-Private Partnerships 2000, 2001, 2002
Transition Team, Governor-Elect George E. Pataki, 1994
Transition Team, Mayor-Elect Rudolph W. Giuliani, 1993
Advisor to the Governments of Poland (1990-91) and Ukraine (1993),
and to the Mayor of Budapest (1991).
Academic Advisory Board, Center for Economic Policy Education,
St. Vincent College, Latrobe, Pa., 1991
Consultant to the President's Commission on Privatization,
UN, World Bank, OECD, AID, USIA, and many others. 1986
Urban Affairs Task Force, President-Elect Ronald Reagan, 1980

Service to the Community

Member of the elected Borough Council of Tenafly, NJ. 1997
Appointed by Governor Pataki to the NYS Privatization Research Council, 1995
Member of the NY State Senate Advisory Committee on Privatization, 1991-94.
Advisor to Greek Orthodox Archdiocese on replacement of St. Nicholas Church, which

12/15/2006

was destroyed at the World Trade Center on 9/11
U.S. Army, 1953–1955