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## KNOWLEDGE MANAGEMENT

Articles listed in *Article & Web Alert* are available at the American Information Resource Center nearest to you. Should you wish to receive photocopy of any of the articles, please fill in the attached reply-paid card with your request and mail it to us. We shall mail you the requested articles. For your convenience, addresses of the four American Information Resource Centers in India are given on the inside front cover.

As always, we welcome your comments and suggestions. Please send your feedback to Ms. Wendy A. Zaman, Information Resource Officer, Public Affairs Section, U.S. Embassy, The American Center, 24 Kasturba Gandhi Marg, New Delhi 110001.

Note: *Internet sites included in this publication, other than those of the U.S. government, should not be construed as an endorsement of the views contained therein.*

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"Knowledge Management" is a broad concept and is difficult to define. The approaches to defining it differ widely. Simply put, knowledge management (KM) is a term applied to techniques used for the systematic collection, transfer, security and management of information within organizations, along with systems designed to help make best use of that knowledge. The processes that govern the creation, dissemination, and utilization of knowledge include practitioners such as teachers, politicians, writers, librarians, and information technology specialists.

"Knowledge management refers to the critical issues of organizational adaptation, survival and competence against discontinuous environmental change. Essentially it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings," says Dr. Yogesh Malhotra, founding chairman and chief knowledge architect of the BRINT Institute, in an interview with Alistair Craven. Widely recognized as a knowledge management pioneer, Malhotra adds, "Knowledge management is more about the pragmatic and thoughtful application of any concept or definition, as it is not in the definition but in real world execution where opportunities and challenges lie. Any definition therefore must be understood within the specific context of expected performance outcomes and value propositions that answer the question 'Why' about relevance of KM."

Knowledge present in ideas, judgments, talents, root causes, relationships, perspectives and concepts, is stored in the individual brain or encoded in organizational processes, documents, products, services, facilities and systems. Hence, knowledge management, according to some practitioners, is an audit of "intellectual assets" that highlights unique sources, critical functions and potential bottlenecks, which hinder knowledge flows to the point of use. It protects intellectual assets from decay, seeks opportunities to enhance decisions, services and products through adding intelligence, increasing value and providing flexibility. Knowledge management complements and enhances other organizational initiatives such as total quality management (TQM), business process re-engineering (BPR) and organizational learning, providing a new and urgent focus to sustain competitive position.

Knowledge management is rooted in many disciplines including business, economics, education, information management, psychology, and sociology among others. These areas have developed perspectives on the workings of individual and systemic knowledge. KM embraces these perspectives, but operates from the basic premise of the "sticky" nature of knowledge. That is, knowledge is dynamically imbedded in networks and processes as well as in the human beings that constitute and use them. Put another way, people acquire knowledge from established organizational routines, the entirety of which is usually impossible for any one person to know. However, routines evolve as people interact with them in response to changes in the market, the particular institution, and the composition of the staff that carry out the routines. This distinction provides the impetus for KM, at least in its current state, to focus on enhancing a firm's innovation potential to leverage it for competitive advantage.

A variety of factors have contributed to the growth of and interest in knowledge management. Robert E. Cole identifies eight of them: accelerating pace of change; staff attrition (especially that resulting from years of downsizing and reengineering); growth in organizational scope; geographic dispersion associated with globalization of markets; global integration; increase in networked organizations; growing knowledge-intensity of goods and services; and revolution in information technology.

"Knowledge management as a discipline has evolved simultaneously in several planes: it has grown in depth, impact and reach. In terms of depth, it is coming to terms with its philosophical and scientific foundations. In terms of impact, it is consolidating as an approach to the strategic development of knowledge-based organizations. In terms of reach, it has grown from its origins as a business movement to its presence in all forms of human organizations," writes Francisco Javier Carrillo, guest editor of *Journal of Knowledge Management*.

The articles included in this section explain evolution and use of knowledge management in organizations, communities of practice, role of virtual libraries, protecting user privacy and use of weblogs.

For additional information, a webliography is presented here for your use. However, the inclusion of Internet sites other than those of the U.S. government should not be construed as an endorsement of the views contained therein. The websites are current as of date and are subject to change at any time.

The American Productivity & Quality Center  
<http://www.apqc.org/>

Best Practices, LLC  
<http://www.bestpracticdatabase.com/>

Bootstrap Institute  
<http://www.bootstrap.org/>

Eknowledgecenter.com  
<http://www.eknowledgecenter.com/>

Entovation International Ltd.  
<http://www.entovation.com/>

Fred Nickols' KM Resources  
[http://home.att.net/~discon/KM/KM\\_Web\\_Sites.htm](http://home.att.net/~discon/KM/KM_Web_Sites.htm)

Gurteen.com  
<http://www.gurteen.com>

ITtoolbox Knowledge Management  
<http://KnowledgeManagement.ITtoolbox.com>

KM Pro  
<http://www.kmpro.org>

KM World Online  
<http://www.kmworld.com/>

The Kaieteur Institute for Knowledge Management  
<http://www.kikm.org/portal/index.htm>

Know Inc.  
<http://www.knowinc.com/>

Knowledgebusiness.com  
<http://www.knowledgebusiness.com/>

Knowledge Connections  
<http://www.skyrme.com/>

Knowledge Research Institute, Inc.  
<http://www.krii.com/links.htm>

## 1. THE EVOLUTION OF KNOWLEDGE MANAGEMENT

By Ron Miller. *EContent*, November 2005, pp. 38-41.

Miller deals with the evolution of personal knowledge management (PKM), whereby individual workers try to keep track of the information they encounter in their daily work lives. When it comes to PKM, it is hard to get a handle on the amounts of information workers encounter every day, whether it's emails, instant messages, documents, RSS feeds, subscriptions, Web site or blogs. The author cites the remarks of Stephen Brooks, Vice President of Product Management at software vendor Learning Management Solutions, that workers need software tools to handle the information and they need to be separate and distinct from the corporate knowledge management system.

## 2. GROUPWARE AS A KNOWLEDGE REPOSITORY

By Gary Roberts. *Computers in Libraries*, April 2005, pp. 29-31.

The article encourages U.S. libraries to leverage fully utilize their groupware application. In the corporate world, companies call this type of collective, experiential information "institutional knowledge". Recently discovering the value of this commodity, companies have invested heavily in knowledge management systems that collect, store, redistribute, and ultimately leverage this corporate information in support of profit. Regardless of its name (a knowledgebase, ticketing system, or a knowledge repository), a library may need a formalized system to preserve local reference knowledge and to facilitate reference collaboration. The author discusses e-mail server industry that has moved beyond basic e-mail to a more powerful product category called groupware. As the name implies, groupware facilitates collaboration within an organization through e-mail, calendaring, contacts, project management, and scheduling capabilities – it is about information sharing. If groupware provides the means for increased collaboration and information transfer, why could not this type of product be used to share the work on reference questions? Some libraries have already started to build a collaborative knowledgebase with an "Ask a Librarian" form forwarding queries to a departmental e-mail account. The next step is to share this centralized account with all the reference librarians. This simple act of information sharing brings big benefits: All librarians can see, learn, and contribute to the reference questions.

## 3. THE IMPACT OF BLOGGING REAL OR IMAGINED?

By Natasha Spring and William Briggs. *Communication World*, May/June 2006, pp. 28-32.

The authors present comments made by Robert Scoble, a blogging expert, on the impact of blogging on business enterprises. Citing Robert Scoble's example, who is frustrated and has just attended a major technology trade show, and the single-manufacturer event has left him underwhelmed. As the official "technology evangelist" for Microsoft Corporation, Scoble estimates that he lives about a year ahead of the rest of the people, technology-wise. He clutches a new-model cellular phone with all the bells and whistles, enough memory to power a nuclear submarine, and an enhanced image screen that displays clearly readable text. The phone is his connection to his blog, on which Microsoft allows him free reign to talk about the company and anything else. With 24,000 or more daily readers, the blog has made him one of the most influential communicators around. Most people are scared because of privacy or because they're afraid of other people stealing their ideas. But when they start putting everything they are doing in public, they start getting new kinds of input that they didn't have before.

## 4. KNOWLEDGE MANAGEMENT IN ORGANIZATIONS

By Zhang Dongsong and J. Leon Zhao. *Journal of Database Management*, January-March 2006, pp. 1-9.

Dongsong and Zhao present an overview of knowledge that is widely recognized as a primary commodity in the current knowledge-based economy. The authors write that today, the main asset of production is intellectual capital as opposed to the tangible assets that previously drove manufacturing-based markets. Knowledge management is the study of strategy, process, and technology to acquire, select, organize, share, and leverage business-critical information and expertise so as to improve company productivity and decision quality. Knowledge management embodies synergistic integration of information processing capacity and the creative capacity of human beings in order to maximize the responsiveness and flexibility of organizations. This special issue provides a focused outlet for recent advances in knowledge management and seeks to advance the understanding of the organizational and technical issues of knowledge management in organizations. The purpose is to stimulate more research in

this area through the sharing of innovative ideas and new findings among researchers and practitioners.

## **5. LIBRARIES, KNOWLEDGE MANAGEMENT, AND COMMUNITIES OF PRACTICE**

*By Alex Cohen. Information Outlook, January 2006, pp. 34-37.*

A community of practice is an environment designed for dialogue in a subject-based, peripheral fashion that generates organizational performance. The content captured is meant specifically for community memory and organizational consumption. Here, Cohen elaborates on libraries, knowledge management, and communities of practice. Libraries are challenged by the concept of knowledge systems and architecture. In the virtual environment, the library could be a content management system in which different members of a group have the authority to read, write, and edit information. In the physical environment, the facility plays the role of a professional host, with physical zones for collaborative work, groups of materials, technology, and tables and chairs. Librarians and information technology (IT) experts often seem to confuse how to measure the two environments. They do not share the same cost systems: One is IT; the other is architecture.

## **6. MAYBE A "KNOWLEDGE CULTURE" ISN'T ALWAYS SO IMPORTANT AFTER ALL!**

*By William R. King. Information Systems Management, Winter 2006, pp. 88-89.*

The article offers some ways on how to motivate individuals to contribute their knowledge to a knowledge management system. Two approaches are discussed to motivate knowledge sharing. The first one is through a software development group where the management implements strict means of controlling its employees. The second approach is having a strong interpersonal culture wherein the organization is viewed as a community.

## **7. PREPARING FOR THE BIRTH OF OUR LIBRARY BLOG**

*By Joanna Blair and Cathy Cranston. Computers in Libraries, February 2006, pp. 10-14.*

The authors, who work in the public services side of an academic library in the center of a campus serving approximately 25,000 students, explain that a library's Web site may be the only interaction that patrons have with the organization, so it makes sense to have a conversational and dynamic Web presence full of fresh information that will keep them coming back. They write, "The software selection subcommittee made the recommendation to purchase Movable Type. The licensing agreement requires us to pay for a username for each individual who will post to the blog. The policy subcommittee had tried to anticipate any potential issues and had come to the meeting with an initial draft for discussion. The points included monitoring comments and patron privacy, as well as issues of maintenance and content. In conclusion, authors write that the blog authors would need to contribute ideas to this living document so it can evolve if other issues arise.

## **8. PROTECTING USER PRIVACY IN THE AGE OF DIGITAL LIBRARIES**

*By Karen A. Coombs. Computers in Libraries, June 2005, pp. 16-20.*

Coombs asserts that the topic of privacy regulations is complex at best. Her research yields three key insights. First, there is a host of legislation at both the federal and state level that applies to our users' privacy issues. Forty-eight of 50 states have some laws protecting the privacy of library users. At the federal level, the Privacy Act of 1974, Family Education Rights and Privacy Act (FERPA), and COPPA (Children's Online Privacy Protection Act) are of interest to libraries. While other pieces of privacy legislation exist for specific types of organizations, such as financial and health institutions, this legislation is most pertinent to libraries. Second, the Library Bill of Rights and the American Library Association Code of Ethics both have strong statements regarding libraries and a librarian's responsibilities to user privacy. The Library Bill of Rights implies that privacy needs to be protected by libraries. This is because users lose their freedom of inquiry if their privacy is not guaranteed. Furthermore, the American Library Association's Code of Ethics makes a more direct statement regarding libraries and privacy: "We protect each library user's right to privacy and confidentiality with respect to information

sought or received and resources consulted, borrowed, acquired or transmitted." Third, beyond the legislative realm, libraries need to pay attention to privacy issues because they are part of the greater landscape of the Internet, and most commercial Web sites have some sort of privacy statement and policies. These policies typically contain five privacy principles recommended by the Federal Trade Commission: Notice/ Awareness, Choice/Consent, Access/ Participation, Integrity/Security, and Enforcement/Redress. Users of the Internet see the privacy and security of their information as an important issue; they expect some level of privacy protection. Furthermore, users trust that their privacy is being protected even if libraries are not able to or cannot accomplish this. All of these facts make privacy a critical issue today.

## 9. THE VIRTUAL LIBRARY

*By Joyce Kasman Valenza. Educational Leadership, December 2005/January 2006, pp. 54-59.*

The article focuses on some of the features of the 21st century school libraries. Today's school libraries must meet their needs as both a physical and virtual space. It has been reported that nearly 9 of 10 teenagers in the United States are Internet users and that half have broadband connections. To maintain relevance, the 21st century school library must expand and reinterpret library service. Existing both offline and online, it must offer around-the-clock access as well as instruction and guidance that support the face-to-face interactions of students with librarians and classroom teachers. The school virtual library offers young people both independence and intervention, guiding learners through the complicated and often overwhelming processes of finding and using information. Effective teacher-librarians regularly collaborate with teachers and have a clear understanding of the curriculum, teachers' instructional styles, and the specific needs of different student groups. Librarians can tame the information chaos that students may experience by providing customized, user-centered interfaces.

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## BUSINESS & ECONOMICS

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### FREE TRADE AGREEMENTS: IMPACT ON U.S. TRADE AND IMPLICATIONS FOR U.S. TRADE POLICY

*By William H. Cooper. Congressional Research Service. April 19, 2006.  
<http://www.au.af.mil/au/awc/awcgate/crs/rl31356.pdf>*

In the last few years, the United States has engaged or has proposed to engage in negotiations to establish bilateral and regional free trade arrangements (FTAs) with a number of trading partners. Such arrangements are not new in U.S. trade policy. The United States has had a free trade arrangement with Israel since 1985 and with Canada since 1989, which was expanded to include Mexico and became the North American Free Trade Agreement (NAFTA) effective in January 1994. U. S. participation in free trade agreements can occur only with the concurrence of the Congress. FTAs are now a significant U.S. trade policy tool. The rapid emergence of FTAs raises some important policy issues for the second session of 109th Congress as it considers implementing legislation and monitors negotiations as part of its oversight responsibilities: Do FTAs serve or impede U.S. long-term national interests and trade policy objectives? Which type of an FTA arrangement meets U.S. national interests? What should U.S. criteria be in choosing FTA partners? Are FTAs a substitute for, or a complement to, U.S. commitments and interests in promoting a multilateral trading system via the World Trade Organization (WTO)?

### 10. BOMB-GRADE BAZAAR: HOW INDUSTRY, LOBBYISTS, AND CONGRESS WEAKENED EXPORT CONTROLS ON HIGHLY ENRICHED URANIUM

*By Alan J. Kuperman. Bulletin of the Atomic Scientists, March/April 2006, pp. 45-49.*

Kuperman explores the creation of the Energy Policy Act of 2005, specifically the Burr amendment, which loosened restrictions on exports of highly enriched uranium (HEU), which could be used by would-be proliferators and terrorists in future attacks. The amendment, argues Kuperman, marked a significant undermining of efforts since the late 1970s to stop exporting HEU and encourage countries to convert their power plants to utilize less bomb-grade nuclear fuels. Kuperman says that several HEU suppliers mounted a massive lobbying campaign, enlisting support from medical groups that were persuaded by the HEU providers that they would be negatively affected by limits on HEU. Kuperman recommends the

immediate repeal of the Burr amendment and to limit the export of HEU on condition that industry continues to develop less-enriched fuel alternatives.

## 11. ENSURING ENERGY SECURITY

By Daniel Yergin. *Foreign Affairs*, March/April 2006, pp. 69-82.

Daniel Yergin contends, "Energy security will be the number one topic on the agenda when the group of eight highly industrialized countries (G-8) meets in St. Petersburg in July. The renewed focus on energy security is driven in part by an exceedingly tight oil market and by high oil prices, which have doubled over the past three years. But it is also fueled by the threat of terrorism, instability in some exporting nations, a nationalist backlash, fears of a scramble for supplies, geopolitical rivalries, and countries' fundamental need for energy to power their economic growth. In the background – but not too far back – is renewed anxiety over whether there will be sufficient resources to meet the world's energy requirements in the decades ahead. Concerns over energy security are not limited to oil. Power blackouts on both the East and West Coasts of the United States, in Europe, and in Russia, as well as chronic shortages of electric power in China, India, and other developing countries, have raised worries about the reliability of electricity supply systems. When it comes to natural gas, rising demand and constrained supplies mean that North America can no longer be self-reliant, and so the United States is joining the new global market in natural gas that will link countries, continents, and prices together in an unprecedented way."

## 12. FINDING MEANING IN THE ORGANIZATION

By Joe Raelin. *MIT Sloan Management Review*, Spring 2006, pp. 64-68.

Traditionally, executives are expected to create the vision for the organization they lead; the leaders vision is then disseminated throughout the ranks. An alternative approach to vision creation is found in the concept of meaning-making. A meaning-maker is a member of a group who – regardless of whether he or she is a formal authority figure – articulates what the group is trying to accomplish in its work. Meaning-makers are typically deeply engaged in their work settings and are usually observant people who listen well and are in tune with a groups or an organizations rhythm. Using techniques such as images, humor or a new perspective on a situation, they are able to express a groups collective insight.

Managers who are meaning-makers also may help others to articulate the meaning of the groups work, and such managers tend to embody a flexible style of leadership that recognizes that leadership is expressed in how people interact. While some have wondered whether meaning-making has to do with spirituality, the role of the meaning-maker in most organizations has less to do with transcendental, universal meaning than with identifying a here-and-now meaning related to the work people do together.

## 13. LOCALIZATION: THE REVOLUTION IN CONSUMER MARKETS

By Darrel K. Rigby and Vijay Vishwanath. *Harvard Business Review*, April 2006, pp. 82-92.

The article reports on the standardization trend in consumer markets and the outlook for scale efficiencies. Because of the growing diversity in consumer segments, constraints on standardized chain stores, and homogenization of business, the retail trade is shifting away from standardized formats and has begun to customize products and stores to the local market. The benefit from localization is a competitive advantage, which results when competing companies have a more difficult time tracking and replicating a rival's product or marketing strategy. The customization-by-clusters strategy has been useful in grocery stores, as well as in drugstores, department stores, mass merchants, restaurants, and various consumer goods manufacturers. Examples are provided which show how stores such as Best Buy have changed their formats. INSETS: CHAID: *Clustering by the Numbers; Extreme Localization; and Mining the Internet.*

## 14. THE ONCE AND FUTURE CARBOHYDRATE ECONOMY

By David Morris. *American Prospect*, April 2006, pp. A3-A8.

Morris writes, "High oil prices, energy security concerns, and a growing awareness of climate change have put the prospect of a carbohydrate economy back on the public agenda. The successful substitution of living plants for fossilized plants would profoundly and positively influence the future of agriculture, the environment, world trade, and energy security. Whether the result will truly benefit farmers, the world economy, and the natural environment depends on the nature of the policies we design to achieve that transformation." The Great Depression, the collapse of international trade, and then World War II spawned a worldwide effort to replace imports with domestically produced products. In a quarter of a

century, the carbohydrate economy had virtually disappeared, a victim of remarkably low crude oil prices (the price dropped to under \$1 a barrel in the late 1940s) and rapid advances in making an ever-wider variety of low-cost products from crude oil.

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## INTERNATIONAL POLITICAL RELATIONS & SECURITY

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### 15. ECONOMICS, WATER MANAGEMENT, AND CONFLICT RESOLUTION IN THE MIDDLE EAST AND BEYOND

*By Franklin M. Fisher and Annette Huber-Lee. Environment, April 2006, pp. 26-42.*

"Disputes over water are thought of as a zero-sum game. When two or more parties have claims to the same water source, the water that one party gets is simply not available to the others; thus, one party's gain is seen as the other party's loss." Many experts predict that in the near future, parched nations will battle each other over water resources. However, stripping away the emotional and political values associated with water ownership reveals that as a tradable economic good, water is never worth the price of war. Here, Fisher and Huber-Lee discuss the continuing disputes due to water resources in the Middle East.

### 16. THE FIRST LAW OF PETROPOLITICS

*By Thomas L. Friedman. Foreign Policy, May/June 2006, pp. 28-36.*

The author, a *New York Times* columnist, asserts that there is a strong inverse correlation between the price of crude oil and the level of freedoms in oil-producing countries. Friedman maps out the political and economic histories of nations he defines as "petrolist" states, countries with weak institutions where oil production accounts for the majority of GNP. As the price of crude oil rises, civil rights and democracy are eroded; these nations are flooded with so much oil revenue that the leadership can ignore the views of its citizens and foreign bodies with no economic consequences. In contrast, as oil dries up, nations move toward democracy and capitalism to diversify the economy and foster trade, as has been the case in Bahrain. Friedman concludes that oil-dependent nations need to seek alternative fuels not purely for environmental reasons, but also as a way to advance democracy and national security.

### 17. GETTING INDIA RIGHT

*By Parag Khanna and C. Raja Mohan. Policy Review, February/March 2006, pp. 43-61.*

The authors highlight the possible benefits and regional and global complications that a blossoming U.S.-India relationship portends. They sketch India's transition from nonalignment to proponent of "democracy promotion, secular governance, pluralism, and the rule of law" with the United States. The authors briefly illuminate the interlocking factors by which China, India and the United States must calculate their attitudes and approaches toward each other. They see the United States causing problems in South Asia by giving Pakistan too much military aid, and not receiving much assistance in return on nonproliferation and counterterrorism. They also touch on India's demographic advantage over China and the economic success of Indian-Americans.

### 18. REALISM AND IDEALISM: US POLICY TOWARD SAUDI ARABIA, FROM THE COLD WAR TO TODAY

*By Bradley L. Bowman. Parameters, Winter 2005-06, pp. 91-105.*

In this examination of U.S.-Saudi relations, Bowman acknowledges that it is easier to critique existing American policy than it is to implement change. However, he proposes a new U.S. approach to the Middle East, which would require balancing American idealist values and realist interests. If the U.S. can pursue this grand strategy, America will simultaneously foster Middle Eastern stability, protect American national interests and promote the transition to a more democratic Middle East.

### 19. THE SHADOW OF THE BOMB, 2006

*By Sidney D. Drell. Policy Review, April/May 2006, pp. 55-68.*

The author fears that terrorists or rogue states are acquiring nuclear weapons, and wants the U.S. to sign the Comprehensive Test Ban Treaty, and also wants universal adherence to the International Atomic Energy Agency's Additional Protocol. However, some details are faulty, he asserts – the number of nuclear weapon states hasn't grown in two decades, though Pakistan did not test a nuclear weapon until 1998. He labels the Proliferation Security Initiative, now nearly three years old, to be a mere proposal; he argues against a U.S. development of a nuclear earth-penetrating weapon, a program that the Bush administration dropped in October 2005. He argues that North Korea is currently violating the Agreed

Framework, which in fact ended with Pyongyang's 2002 assertion that it had secretly been building nuclear weapons for years.

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## DEMOCRACY & HUMAN RIGHTS

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### 20. CHASING HILLARY

By Marc Ambinder. *National Journal*, April 22, 2006, pp. 20-25.

Democratic Presidential hopefuls are already clamoring to finance their primary campaigns, with Sen. Hillary Rodham Clinton leading the charge. The former first lady has raised \$39.3 million as of March 31, 2006, just shy of the \$40 million experts say a candidate needs to be politically viable for the Iowa caucus in 2008. With Senator Clinton winning the support of mega-financiers, other hopefuls are seeking alternative fundraising venues, including the Internet and local grassroots efforts. Some of the usual fundraising competition has been relieved by Clinton's commanding lead, leaving other candidates to vie just for a chance to compete in 2008.

### 21. THE ROOTS OF DEMOCRACY

By Charles Boix. *Policy Review*, February/March 2006, pp. 3-21.

A political science professor at the University of Chicago, Boix contends that democracies succeed in countries where income inequality is low, and where elites' wealth is mobile. Where income inequality is high and wealth is tied to mineral resources and/or agriculture, elites have too much lose by elections, and so will rule via authoritarian means. Boix also posits two types of transitions to democracy: the first is the long, slow route of economic development; the second, political violence from outside, as in Germany, Italy and Japan after World War II.

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## COMMUNICATION & INFORMATION

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### FREEDOM OF THE PRESS WORLDWIDE IN 2006

*Reporters Without Borders, Annual Report. May 2006.*

<http://www.rsf.org/IMG/pdf/report.pdf>

This annual report reviews the status of press freedom in more than 150 countries. Imprisonment is the favorite weapon of authoritarian rulers to silence journalists and more than 100 currently languish in jails around the world. The picture is much the same from year to year and China, Cuba, Eritrea, Ethiopia, Iran and Burma are still the countries holding most journalists. In these places, a sharp commentary, an over-strong adjective or an irritating news item are immediately dubbed "threats to public order," "sedition" or "undermining state security." Punishment can be five, 10 or even 20-year prison sentences, as well as cancellation of civil rights, all aimed at breaking the journalist involved and frightening others who might utter some critical or disobedient commentary. The report has a section on the Internet and the growing roster of nations censoring online communications.

### 22. THE DIGITAL HUMANITIES REVOLUTION

By David Mattison. *Searcher*, May 2006, pp. 25-34.

When did the revolution in humanities teaching begin? Certainly the widespread integration of computer and Internet technology into higher education advanced the process. Humanities educators became determined to adopt computational analysis of textual sources, digital modeling of historical data, and digitization of public domain printed texts and archival records in various media. Over the past 2 decades or so, the concepts supported by technological innovation have gone from movements into a digital humanities revolution. The driving forces come from many quarters: "new media," various kinds of computer-based educational technology, digital library collections, open access, digital or collaborative scholarship through the Internet and Web, digital institutional repositories, online (electronic) learning, digital preservation, and even online computer games, just to name a few. E-mail, the oldest and still the most popular medium of computer-based communication, also served as one of the earliest mediums of intellectual exchange for digital humanists around the world.

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## GLOBAL ISSUES

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### 2005 COUNTRY REPORTS ON TERRORISM

*United States Department of State. April 28, 2006.*

<http://www.state.gov/s/ct/rls/crt/2005/>

This report covers developments in countries in which acts of terrorism occurred, countries that are state sponsors of terrorism, and countries determined by the Secretary of State to be of particular interest in the global war on terror. The report reviews major developments in bilateral and multilateral counterterrorism cooperation as well. The report also provides information on terrorist groups responsible for the death, kidnapping, or injury of Americans, any umbrella groups to which they might belong, groups financed by state sponsors of terrorism, reports on all terrorist organizations on the Foreign Terrorist Organization (FTO) list, and other terrorist groups determined by the Secretary of State to be relevant to the report.

### TRAFFICKING IN PERSONS: GLOBAL PATTERNS

*United Nations, Office on Drugs and Crime (UNODC), Annual Report. April 2006*

[http://www.unodc.org/pdf/traffickinginpersons\\_report\\_2006-04.pdf](http://www.unodc.org/pdf/traffickinginpersons_report_2006-04.pdf)

This report reviews basic trends in the worldwide trafficking of persons. Even though all human trafficking cases have their individual characteristics, most follow the same pattern: people are abducted or recruited in the country of origin, transferred through transit regions and then exploited in the destination country. If, at some stage, the exploitation of the victim is interrupted or ended, they can be rescued as victims of trafficking in persons, and it is possible they might receive support in the country of destination. Either immediately or at some later point, victims might be repatriated to their origin country; in some cases, relocated in a third country; or, as unfortunately too often still happens, are deported from destination or transit countries as illegal migrants.

### 23. AGAINST MORE AID: WHY DEVELOPMENT ASSISTANCE SHOULD NOT BE TRIPLED

*By Marco Verweij and Dipak Gyawali. Harvard International Review, Winter 2006, pp. 26-30.*

The authors address two main arguments against large-scale development. First, many low-income countries are hobbled by corrupt

governance and uncompetitive markets which only benefit the rich. Second, donor agencies tend to favor development projects that are overly expensive and not sustainable. These criticisms come from all sides, they write, but now large-scale financial assistance for poor countries has suddenly resurfaced on political agendas. The authors say these plans should be abandoned as they suffer from the same weaknesses as the much-maligned aid efforts of the 1990s. When bureaucracies are obliged to spend massive amounts of money, they do just that, without regard to any economic, social, or environmental consequences. Foreign aid spending has increased over the past decade, they note, but the lack of good governance in recipient countries makes the aid ineffective. Small amounts of well-targeted development aid to accountable governments will be effective, they say. Despite the poor governance in much of Africa that renders most forms of development assistance ineffective, targeted donor campaigns against HIV/AIDS and other diseases have enjoyed perhaps the most success and show the importance of well-targeted aid. Rather than large-scale aid, the authors recommend economic reforms, such as opening up the markets of rich countries, ousting corrupt leaders, abolishing heavy debt burdens and improving interactions between the state and markets and civil societies.

### 24. ANYTHING INTO OIL

*By Brad Lemley. Discover, April 2006, pp. 46-51.*

Lemley reports on the operation of the first commercial biorefinery in the world that can make oil from a variety of waste. This plant converts turkey slaughterhouse waste into fuel oil, high-grade fertilizer and water. Start-up delays, technical adjustments and higher operating costs have resulted in financial losses, but the owner of the plant expects it to begin operating at a profit because a federal government subsidy for renewable diesel fuel went into effect in early 2006. Future plans for the company include building plants in Europe to process beef slaughterhouse waste because it is expected that the process will destroy prions, the proteins that cause mad cow disease. The company has also demonstrated the process for automobile recyclers using their waste of plastics, fabrics, rubber and nylon that currently is dumped in landfills.

### 25. SMARTER OFFSHORING

*By Diana Farrell. Harvard Business Review, June 2006, pp. 84-92.*

During the past 15 years, companies have flocked to a handful of cities in India and Eastern Europe for offshore service functions. As a result, the most popular sites are now overheating: Demand for

young professionals is outstripping supply, wages and turnover are soaring, and overburdened infrastructure systems are struggling to serve the explosive growth. The happy news is that the tight labor markets in the well-known hot spots are the exceptions, not the rule. Many attractive alternatives are emerging around the world. According to a McKinsey Global Institute study, more than 90% of the vast and rapidly growing pool of university-educated people suitable for work in multinationals are located outside the current hot spot cities. For instance, Morocco is now home to offshore centers for French and Spanish companies requiring fluent speakers of their home languages. Neighboring Tunisia has used its modern infrastructure, business-friendly regulations, and stable, low-cost workforce to attract companies such as Siemens and Wanadoo. Vietnam offers university graduates who have strong mathematics skills, speak French, English, German, or Russian, and do not demand high wages. The problems facing the hot spots, coupled with the emergence of many more countries able and willing to provide off-shore services, mean that picking a site has become more complicated. In choosing a location, companies will have to focus less on low wages and much more on other ways that candidate cities can fulfill their business needs. They will have to be much more rigorous in articulating precisely what they require from an offshore location. That means evaluating their unique needs on a range of dimensions and understanding how alternative locations can meet those needs for the foreseeable future.

## 26. THE THREAT OF GLOBAL POVERTY

By Susan E. Rice. *National Interest*, Spring 2006, pp. 76-82.

The author, a senior fellow at the Brookings Institution, believes that global poverty is not just a humanitarian concern but a threat to U.S. national security. Poverty erodes weak states' capacity to prevent the spread of disease and protect the world's forests and watersheds, creates conditions that are conducive to transnational criminal enterprises and terrorist activity, and enhances tensions that erupt in civil conflict, she explains. Poor countries with limited institutional capacity to control their territory, borders and coastlines provide safe havens and training grounds for terrorist networks; terrorists, in turn, exploit the natural resources and financial institutions of these low-income countries. By some estimates, 25 percent of the foreign terrorists recruited by Al-Qaeda to Iraq came from North and sub-Saharan Africa. Most important, Rice states, poverty undercuts U.S. security by inflicting major damage through new drug-resistant strains of microbial pathogens that have spread to the U.S. from developing countries, as more Americans travel to these areas.

## 27. URBAN WATERSHED MANAGEMENT: SUSTAINABILITY, ONE STREAM AT A TIME

By Rutherford Platt. *Environment*, May 2006, pp. 26-42.

Rutherford Platt, professor of geography at the University of Massachusetts Amherst, writes that modern cities have tended to cut the bonds between humans and the natural world, at the same time have had a growing adverse impact on their natural surroundings. This has had the greatest impact on regional watersheds, from artificial drainage, channels and floodwalls, to increased impervious cover, which alters the local stream hydrology and increases flood hazards. Platt notes that the urban proportion of the world's population is projected to be 60 percent within a generation, overcoming this "human/nature apartheid" is critical in making urban environments more sustainable. The article features successful urban watershed management programs in Washington, D.C., Boston, Houston, and Portland, Oregon.

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## U.S. SOCIETY, VALUES & POLITICS

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## 28. THE DE FACTO PRIVATIZATION OF AMERICAN PUBLIC HIGHER EDUCATION

By Katharine C. Lyall and Kathleen R. Sell. *Change*, January/February 2006, pp.6-13.

Largely without serious public policy analysis or debate, a series of individual state budget and revenue decisions over the past decade have made states increasingly smaller shareholders in their public colleges and universities. Public colleges and universities, which enroll 77 percent of all American college students, drew more than half of their operating support from taxpayers in the 1980s; today, money from state coffers provides about 30 percent of their funding. The manifestations of this shift, tax cuts and spending caps, have converged with outdated fiscal structures and budget practices to create long-term state deficits, which then lead states to shift more responsibility for funding higher education from state resources to individuals.

## 29. THE GOLDEN AGE OF AMERICAN ILLUSTRATION

By John A. Parks. *American Artist*, June 2006, pp. 25-31.

By 1900 full-color reproduction techniques became refined enough to allow magazines to print at least the cover in color and book

publishers to print a colored frontispiece. An exhibition of original works from the Kelly Collection of American Illustration, currently on view at the Dahesh Museum of Art, in New York City, provides a close look at some of the best work of the period and a sense of how it developed. Works from the Golden Age of Illustration can be also be seen at the Society of Illustrators, which owns a large and growing collection of original illustration and displays a rotating exhibition of its holdings in its gallery. John A. Parks is a frequent contributor to *American Artist*, *Drawing*, *Watercolor*, and *Workshop* magazines.

### 30. LICHTENSTEIN'S INDIAN TERRITORY

By Richard Kalina. *Art in America*, April 2006, pp. 142-147.

Noted Pop artist Roy Lichtenstein's later work has been widely exhibited and studied, but relatively little attention has been paid to a body of work he created in the late 1970s and early 1980s, which contained imagery based on American Indian motifs. This group of paintings mirrors work he did in the 1950s, that drew heavily on Native American imagery. Kalina notes that Lichtenstein was "restlessly innovative", and the short duration of this body of work may mean that he found something else more compelling. The American Indian influence on his work is the subject of a current exhibition at the Montclair Art Museum in New Jersey.

### 31. PERSONAL FUTURING: A STEP-BY-STEP GUIDE

By Verne Wheelwright. *Futurist*, May/June 2006, pp. 22-29.

Verne Wheelwright explains that the information you develop about yourself and your life becomes the foundation for utilizing futures methods to explore and plan for the future. Foreknowns are areas of the future that can be reasonably anticipated. Three types of foreknowns will be looked: life stages, life trends and forces, and life events. These will provide a framework to which you will add self-knowledge, aspirations, goals, and dreams that will build your future. Now that you understand the concept of foreknowns and have a personal framework, you can use this information to learn about your own future: 1. Pick a life stage that you want to explore. 2. Begin examining the six major forces in your life, as well as the related subforces. 3. After identifying which forces are likely to be of greatest importance to you during a specific life stage, determine the plausible directions and limits of change for these forces.

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## SCIENCE & TECHNOLOGY

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### 32. NUCLEAR REPROGRAMMING

By Erika Jonietz. *Technology Review*, March/April 2006, pp. 62-64.

Embryonic stem cells may spark more vitriolic argument than any other topic in modern science. Many biologists believe that the cells will help unlock the secrets of devastating diseases such as Parkinson's and multiple sclerosis, providing benefits that far outweigh any perceived ethical harm. Markus Grompe, director of the Oregon Stem Cell Center at Oregon Health and Science University in Portland, hopes to find a way around the debate by producing cloned cells that have all the properties of embryonic stem cells – but do not come from embryos. Grompe's work is part of a growing effort to find alternative ways to create cells with the versatility of embryonic stem cells. Many scientists hope to use proteins to directly reprogram; Because the humanities field encompasses such a broad assortment of academic disciplines, the author had to limit his selection of favorite digital humanities sites, with a few exceptions, to two each in the following fields: Comparative Religion, Ethics, History, Jurisprudence, Language and Linguistics, Literature, and Philosophy. One site represents a subject guide to the field and the other a representative resource.

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