



THE MINERVA PROGRAM: PARTICIPATION NOW OPEN TO ALL OF LATIN AMERICA AND THE CARIBBEAN

CONTENTS

- I. Introduction and Summary
- II. Cultivating Wisdom
- III. A Focused Curriculum
- IV. Program Sponsors
- V. Participant Selection
- VI. About CLAI

Appendixes

- A. The Minerva Program: A Bird's Eye View
- B. Participants by Institution
- C. Minerva Program Sponsors To Date
- D. CLAI Advisory Board

I: INTRODUCTION AND SUMMARY

The desire to help raise the efficiency and efficacy of the Brazilian public service led The Center for Latin American Issues (CLAI) ¹ and a group of Brazilian entrepreneurs to collaborate in establishing, in 1994, a special training program at The George Washington University (GW) for middle-level Brazilian career public servants. The program, dubbed 'Minerva', was aimed especially at individuals with responsibilities in economic functions in public agencies, whether at the federal, state, or municipal level. The program's objective was to expand, at all levels of government, the number of individuals grounded in the theory and effective operation of a modern market economy, so that they might carry out their duties in ways that would maximize the benefits to society.

Participants in the semester-long Minerva course of study, which is offered twice a year at GW, master concepts in economics, finance, economic policy-making, regulation, and

¹ When originally founded, in 1992, the Center was called the Institute of Brazilian Business and Public Management Issues (IBI), reflecting its locus of operations at the time. Upon re-chartering the Center in 1998, the University broadened the Center's coverage to all of Latin America and changed the Center's name accordingly.

public ethics. To date,² the program has graduated 333 mid-level career Brazilian civil servants, most of whom have gone on to rise rapidly within the ranks of their respective agencies and departments.

Initially funded primarily through grants provided by private firms doing business in Brazil, funding for the Minerva program is now a mix of contributions by private firms and grants by government agencies intent on ensuring spots for their personnel in the highly-regarded course of study.

The Brazilian public administration, and Brazil as a whole, have been enjoying many benefits from the Minerva program for over a dozen years. Convinced that other countries in Latin America would derive similar benefits from Minerva, and conscious that the United States' free-trade partners in the hemisphere wish to accelerate the market-oriented growth and development in their own countries, the Center has decided to open Minerva to civil service professionals from those countries as well, beginning with the Spring semester in January 2008.

The Center invites interested persons and organizations to collaborate in this undertaking, whether as students, supporters, or sponsors. Inquiries may be directed to The Center for Latin American Issues at the address indicated in Appendix A.

II: CULTIVATING WISDOM

Minerva, the Roman goddess of Wisdom, would surely agree: excellence in private sector management demands excellence in public sector management, in any economy or country.

Since 1994, the Minerva Program, delivered by The Center for Latin American Issues (CLAI)³ at The George Washington University, has provided a unique opportunity for Brazilian civil servants to upgrade their knowledge of public administration and to acquire the economic expertise necessary to advance Brazilian public-private cooperation. The participants encounter a broad range of theories and concepts related to their country's position in the global economy; they then return to their home agencies with the tools to accelerate economic progress in the 21st century.

The unique design of the Minerva Program provides many benefits – to the participants, their home economies, and to the global economy. These benefits include –

² Data are as of May 2007.

³ In Brazil, CLAI continues to be known as the Institute of Brazilian Business and Public Management Issues (IBI), the Center's original name when first founded in 1992.

For participants:

- A deeper understanding of modern market economics.
- A broader perspective on the effects of local, state, and national policies on the national welfare and on the beneficiary countries' competitive position.
- An opportunity to observe how public and private entities operate in the United States, the principal trading partner of all the countries concerned.
- An overview of the private financial sector and of international financial institutions, and how they function in global markets.
- A firm grasp of the domestic and global challenges facing developing economies.

For participants' home economies:

- Increased confidence in the management capabilities of the public sector.
- The design and implementation of public policies that favor economic development.
- Improved communications between the public and private sectors.
- Further advances in knowledge and application of modern techniques of public administration.
- Wider dissemination of current economic theory and practice, through the teaching activities of returning participants.

For the global economy:

- Enhanced integration of the beneficiary countries into the global market system.
- A clearer definition of domestic investment and trade opportunities in the Minerva program countries.
- Strengthened confidence in the stability of national policies in Minerva program countries.
- New communication networks between the public sector in the Minerva program countries and the global marketplace.

Convinced that many of the Spanish-speaking countries in the hemisphere could benefit from the unique experience that Minerva has been providing to Brazil, CLAI has decided to open the Program to participants from those countries, beginning in the Spring academic semester in January 2008.

III: A FOCUSED CURRICULUM

The Minerva Program's unique curriculum combines the best of economic theory and practice with special emphasis on the economic challenges facing the countries in the region. Designed to fit the learning styles of adult professionals, the Program employs various didactic modes, and presents the material in a variety of formats and contexts to optimize the learning experience.

Traditional classroom lectures:

The program's theoretical content is presented in a series of five major modules:

- Principles of Microeconomics (7 sessions)
- Principles of Macroeconomics (7 sessions)
- International Trade Theory (6 sessions)
- The Role of the Financial System (4 sessions)
- The Role of Government (4 sessions)

Each three-hour session is presented in a traditional small-group lecture format by a prominent GW professor in the discipline; later, the students meet in discussion groups to review the concepts presented and to offer specific examples from their own experiences. These discussion groups permit Participants as well to hone their English-language verbal skills.

Seminars and Presentations :

Second, a series of seminars and presentations focuses on current topics in economic theory and its application, with special attention to the current economic challenges facing participants' countries and regions. Recent seminar topics have included:

- The Costs of Corruption
- Public-Private Partnership in the Provision of Infrastructure
- Intellectual Property Rights
- Measuring Government Performance
- Public Sector Dealings with the Media

Institutional Site Visits:

Third, participants take advantage of the many opportunities for site visits during their stay in the United States. Numerous institutions and organizations have welcomed the Minerva participants as observers and have offered presentations by their managers and experts. These site visits enable Participants to gain a clearer understanding of the role that each institution plays and how the activities of each institution affect issues in the Participant's home country. Recent site visits have included:

- The World Bank
- The U.S. Federal Reserve Bank
- The International Monetary Fund
- Numerous international banks and other private financial firms in the New York City financial district, where each Minerva cohort visits as part of its program
- The U.S. Securities and Exchange Commission

Graduate-level GW Elective Course:

Fourth, Minerva participants take one formal graduate-level course at The George Washington University, allowing them to integrate into the academic life of the University at large. Each student chooses the course that best fits his or her professional interests and functions.

Research Paper:

Finally, each Minerva participant writes a substantial research paper, in English, that applies his or her theoretical studies to current policy issues at home. This exercise offers the students an opportunity to integrate the knowledge acquired in the Program with their professional experiences and expertise. Their papers are currently published on the Web site of the Institute of Brazilian Issues, www.gwu.edu/~ibi, where the wealth of information they provide is available to the public.

IV: PROGRAM SPONSORS

Since its inception, the Minerva Program has relied on the generous support of numerous corporate, individual, nonprofit, and government sponsors to assist in the continuation and advancement of the Program. Support has come from the private sector, public-private partnerships, the public sector, and foundations and individuals, reflecting the philosophy of the Program itself and its focus on public-private cooperation to promote economic progress in Brazil – and hereafter, in other Participants’ home countries as well.

The corporate sponsors, from both Brazil and the United States, value the results of this training program and the benefits it provides to the Brazilian participants, the national economy, and the global economy. Their continued support – and the willingness that some have expressed in extending that support beyond Brazil – demonstrates that they recognize the importance of an efficient, transparent public sector to the continued growth of the private sector. A list of contributors to date is contained in Appendix C.

V: PARTICIPANT SELECTION

Participants in the Minerva Program – all of whom are from the public sector – are chosen through a rigorous screening process that focuses on commitment to public service, intellectual capacity, and personal and professional motivation. The Program seeks to draw participants from all levels of government: national, state or provincial, and municipal. All candidates must possess a Bachelor’s degree, several years of public service experience, good command of oral and written English, and potential for superior performance in his or her career path. The typical candidate is between 30 and 40 years of age.

Applicants are then carefully screened in an interview with Dr. James Ferrer, Director of the Minerva Program, to determine their suitability for the demands of the Program. Candidates for the Fall Semester (late August to early December) should apply by March 15; candidates for the Spring Semester (mid-January to late April) should apply by July 1.

The success of the selection process has been evident in the career advancement of the participants; many have been promoted to prominent positions within the government, at the national, state, and municipal levels. Competitive standards in the admissions process

have led to highly qualified Program participants, who then return to their home agencies ready to continue in their commitment to excellence in public service.

The Minerva Program welcomes inquiries from government agencies, institutions, and organizations throughout Latin America regarding the participant selection process and how their employees can apply. Interested candidates should contact CLAI Director James Ferrer, whose contact information is found in Appendix A.

Brazilian candidates are also urged to contact the human resource departments of their respective agencies, as some Brazilian government organizations have special arrangements for nominating candidates for the Minerva Program.

VI: ABOUT THE CENTER FOR LATIN AMERICAN ISSUES (CLAI)

The Center for Latin American Issues (CLAI), which administers the Minerva Program, is a research and academic center within the The George Washington University School of Business. The Center conducts a variety of programs, including conferences, seminars, training programs, and research projects. It is located in the heart of Washington, DC, just blocks from the White House. Originally established in 1992 as the Institute of Brazilian Business and Public Management Issues (IBI), the Center acquired its current name in 1998, when the University broadened the Center's purview to all of Latin America. (The Center continues to be known in Brazil as IBI.) The University, including the Center, is a not-for-profit organization under the U.S. Internal Revenue Code. Financial contributions to CLAI-IBI are therefore generally tax-exempt.

CLAI's day-to-day activities are organized and directed by Dr. James Ferrer, Mr. Kevin Kellbach, and Mr. Rafael Marin. The Center is supported by an Advisory Board of individuals from private industry, the public sector, the diplomatic community, and the GW academic community, all of whom are committed to ensuring the highest level of programming and to fostering cooperation between the United States and the region. A team of motivated and language- and area-qualified GW student interns help the Center manage its many activities. For its projects and lectures, the Center draws on the University's own world-class faculty, and taps as necessary the extensive pool of talent and expertise available at the myriad of institutions located in the nation's capital.

Appendix A: THE MINERVA PROGRAM: A BIRD'S-EYE VIEW[?]

Year Founded:	1994
Administrators:	Instituto Cultural Minervo, Rio de Janeiro The Center for Latin American Issues, The George Washington University, Washington, DC
Program Location:	The George Washington University, Washington, DC
Program Format:	Academic lectures and courses, panel and roundtable discussions, site visits
Program Delivery Language:	English
Program Frequency:	Twice a year, Spring and Fall Terms
Program Length:	16 weeks
Program Graduates:	333
Number of Brazilian Agencies Represented by Participants to date:	39
Number of Cities Represented by Participants:	12
Cost per Participant (2008):	US\$ 29,000
Contacts:	
In Brazil: (Brazilian candidates only)	Dr. Gilberto Paim Executive Secretary Instituto Cultural Minerva Tel: 21-2509-6330 Email: gilberto.paim@agnet.com.br
In U.S.: (all candidates)	Dr. James Ferrer Director The Center for Latin American Issues The George Washington University Tel: 202-994-5205 Fax: 202-994-5225 Email: clai@gwu.edu

[?] Data as of June 30, 2007

Appendix B: PARTICIPANTS BY INSTITUTION

The Minerva Program was initially established to focus on the professional needs of Brazilian civil servants involved in the management of financial issues at the federal level. However, the Program quickly grew to encompass a broad range of participants involved in economic issues in a variety of government agencies and institutions, including those at the national, state, and municipal levels. This diversity has provided for lively intellectual exchanges among participants, while allowing these civil servants to develop a new network of resources to utilize upon their return to professional life in the home agencies.

The roster of institutions and the number of participants they have sent is an indication of the broad appeal of the Minerva Program to administrative professionals throughout the Brazilian public sector. Beginning with the Spring academic semester in January 2008, CLAI is opening the Program to participation by public servants from Spanish-speaking countries in the Americas that have concluded free trade agreements with the United States.

Following is the distribution, by agency and level of government, of the 333 Brazilian Minerva Participants who have completed the program through April 2007:

<u>Agency</u>	<u>No.</u>	<u>Agency</u>	<u>No.</u>
Armed Forces Federal Staff (EMFA)	1	Ministry of Labor	3
Bahia Government	32	Ministry of Mines and Energy	1
Bank of Brazil	26	Ministry of Planning	12
Brazilian Intelligence Agency	1	Ministry of Science and Technology	1
Ceará Government	4	Ministry of Social Development	2
Central Bank	50	Ministry of Social Security	4
Civil Household of the President	3	National Agency for Electric Energy (ANEEL)	17
Court System	4	National Agency for Petroleum (ANP)	1
Federal Chamber of Deputies Staff	17	National Agency for Sanitary Surveillance	1
Federal District (DF) Legislature Staff	1	National Bank of Social & Econ. Dev.(BNDES)	4
Federal Senate Staff	8	National Savings Bank	8
Institute of Labor Statistics (DIEESE)	1	National Treasury	19
Internal Revenue Service (RF)	13	Paraná Government	1
Minas Gerais Government	7	Rio de Janeiro Government	8
Ministry of Agriculture	1	Rio Grande do Sul Government	5
Ministry of Communications	6	Santa Catarina Agricultural Planning Institute	1
Ministry of Dev., Industry & Commerce	5	Santa Catarina Government	2
Ministry of Education	1	São Paulo Legislature	2
Ministry of Finance	26	São Paulo Government	27
Ministry of Justice	4	Stock Exchange Commission	3
		TOTAL	333

Appendix C: MINERVA PROGRAM SPONSORS TO DATE?

Alcoa Foundation	Carlos Moacyr Gomes de Almeida (GAFISA)
Alfredo Rizkalla (São Paulo Stock Exchange)	Coca-Cola Foundation
Amazon Technologies	General Electric
Andrade Gutierrez Constuction Company	Gerdau Group
ANEEL (National Electric Energy Agency)	Itaú Social Instituto
Anthony Correra (Sandia Asset Management)	Kellogg Foundation
AT&T	Moreira Salles Foundation
ATEC Foundation - Critical Technology Applications	National Confederation of Trade
Bahia State Treasury Department	National Confederation of Industry
Banco do Brasil	Safra Philanthropic and Cultural Institute
Banco Liberal	São Paulo State Treasury Department
Banco Opportunity	Suzano Paper and Cellulose Company
Banco Real	Telemar
Brahma	Universal Undertakings
Brazilian Savings Bank	Veracel
	White Martins S.A.

[?] Data as of June 2007.

Appendix D: CLAI ADVISORY BOARD

The Center for Latin American Issues (CLAI) is assisted in its work by a Board of Advisors. The following individuals comprise the CLAI-IBI Advisory Board as of July 2007:

Ambassadors to the United States

HE José Octavio Bordón, Argentina

HE Guillermo Castillo, Guatemala

HE Arturo J. Cruz Sequeira, Nicaragua

HE Tomás Dueñas, Costa Rica

HE Flavio Darío Espinal, Dominican Republic

HE Mariano Fernández Amunátegui, Chile

HE Roberto Flores Bermúdez, Honduras

HE Federico Humbert Arias, Panama

HE Felipe Ortiz de Zevallos, Peru

HE Arturo Sarukhan, Mexico

Ambassadors to the Organization of American States

HE Osmar Chohfi, Brazil

HE Alejandro García Moreno, Mexico

HE Rodolfo H. Gil, Argentina

International Financial Institutions

Dr. Otaviano Canuto, IDB

Dr. Eugenio Díaz-Bonilla, IDB

Dr. Nohra Rey de Marulanda, IDB

Dr. Jaime Pinto, IDB

Dr. Jaime Quijandria, IDB

Dr. Rogerio Studart, IDB

Business and Non-Governmental Organizations

Mr. Luis Enrique Berrizbeitia, Corporación Andina de Fomento

Mr. Rex Canon, The Maple Companies

Mr. Ronald T. Covais, Lockheed Martin

Dr. Arminio Fraga, Gávea Investimentos

Mr. Thomas A. Gales, Caterpillar, Inc.

Mr. Peter Hornbostel, Cameron & Hornbostel

(continued ...)

(CLAI Advisory Board, continued)

Mr. William Irwin, *Chevron Corporation*
 Mr. Michael F. Johnston, *Fox Horan & Camerini, LLP*
 Mr. Aaron Kohn, *Diggit Entertainment Group*
 Mr. William S. Reese, *International Youth Foundation*
 Mr. Tom Spulak, *King & Spalding*

The George Washington University Professors

Dr. Catherine Allen, *Anthropology*
 Dr. Theodore Barnhill, *Finance*
 Dr. Reid Click, *International Business*
 Dr. Robert J. Cottrol, *Law*
 Dr. Robert Dunn, *Economics*
 Dr. Ernie Englander, *Strategic Management & Public Policy*
 Dr. William Handorf, *Finance*
 Dr. Donald Hawkins, *Tourism Policy*
 Dr. James Kee, *Public Administration*
 Dr. Peter Klarén, *History & International Affairs*
 Dr. Cynthia McClintock, *Political Science*
 Dr. Kathryn Newcomer, *Public Administration*
 Dr. Marie Price, *Geography*
 Dr. Pradeep Rau, *Marketing*
 Dr. Jorge Rivera, *Strategic Management & Public Policy*
 Dr. Stephen Smith, *Economics*
 Dr. Robert Weiner, *International Business*