

# The Briefing

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# sjoquist

## named to Dan E. Sweat Distinguished Chair

"I guess I probably want to be remembered as an honest and honorable public administrator who was able to contribute to the quality of life of the community."

DAN E. SWEAT



*Congratulating Sjoquist (2nd from left) are George Berry, former general manager of Atlanta's airport, Tally Sweat and former Atlanta Mayor Sam Massell.*

Heralded in his day as Atlanta's "premier civic administrator" by the New York Times, the late Dan Sweat, who in 1957 graduated with a degree in public administration from Georgia State University, from the 1960s through the 1990s led many of the key planning, civic and social improvements that set the stage for Atlanta's extraordinary growth.

"In his roles at the newspaper, in city and county government, as the first executive director of the Atlanta Regional Commission, as president of Central Atlanta Progress, as president of the CF Foundation and as head of the Atlanta Project, Dan Sweat changed the face of Atlanta," said

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## Mendenhall joins School's Advisory Board

Laura Mendenhall, president of Columbia Theological Seminary in Decatur, Georgia, is the newest member of the AYSPS Advisory Board. Columbia, a Presbyterian seminary in the Reformed tradition, and AYSPS this year have begun offering a dual degree program in Master of Divinity at Columbia and Master of Science in Urban Policy Studies at AYSPS. Eight students have joined this program.

Mendenhall says she had learned about the school when she worked with Andrew Young on "Faith and the City" programs. Her daughter had introduced her to its programs. Mendenhall hopes that in her board role, she will help strengthen the ties between the schools. "I hope to make us better partners with one another," she said.

"What an honor to have President Mendenhall join our board," said Dean Roy Bahl. "I look forward to her advice and leadership as we move to deepen our programs in the not-for-profit sector and those related to the faith-based sector."

The AYSPS/CTS dual degree program will provide leaders for church and society who can interpret and articulate the role of religion in public life. It will prepare leadership that



*Laura Mendenhall*

*continued on page 21*

# INVESTING IN graduate education



One of the more enjoyable tasks I have is participating in the orientation program for our new graduate students every fall. I tell them that I am delighted that they applied to our program, were accepted, and decided to join us. We have an exciting enterprise underway here and we expect them to be an important part of it.

Although there are many places one can go to get a graduate degree in economics, public administration or policy, there is no other place like the Andrew Young School of Policy Studies. Our students will not only get a rigorous education in basic theory and quantitative methods, but also they are given the opportunity – often even expected – to participate in some of the work of the faculty, research centers and outreach programs of the school.

This year's crop of new graduate students is our largest and best ever. Unfortunately, when it comes to graduate student funding, there is never enough. Students get to work side-by-side with and learn from some of the best policy scholars around, but they are generally underpaid for the hard work they perform.

The school is doing all it can to increase the graduate student funding pool. Two years ago, AYSPS provided \$656,000 in graduate funding to its students. This year we expect that figure to be \$1.2 million. The state budget for graduate student funding for AYSPS is only about a fifth of this amount and it has not been increasing. We make up the difference either directly or indirectly from our sponsored research, instruction and public service awards, which amounted to over \$11 million or 120 percent of our total state budget. Also, where possible, we have allocated some of our limited endowment funds for graduate education.

In scholarship, instruction, research, public service, and graduate and undergraduate education, AYSPS is either in or moving into the top ranks of policy schools nationally. In part because we are a relatively new policy school, our endowment, particularly our endowment for student support, is not keeping up. For example, in our Ph.D. programs this fall we had to deny admission to many qualified candidates for lack of funding.

We expect to continue investing a lot in our graduate students, but we also expect a lot from them both now and after they graduate. These students come to us not only from Georgia and other states, but also from more than 50 different countries – to which they will, most often, return. Our time and investment bear fruit with their hard work. Providing a solid, rigorous and objective graduate education is one of the most worthwhile things we do.

**Robert E. Moore**

Associate Dean

## Winter 2004

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## AYSPS SUMMER TRAINING

## impacts entire countries

The Fiscal Policy Summer Training Courses run by the International Studies Program at AYSPPS hosted a record number of trainees this year. Most who attended the course on Fiscal Decentralization and Local Governance serve in government ministries, working groups or commissions that are struggling to effectively execute the

*“Fiscal decentralization and local governance play an increasingly important role in assuring sound public policy and democratic governance. Fiscal decentralization reforms are being pursued in countries around the world in order to enhance the efficiency with which government services are provided.”*

EXCERPTED FROM THE COURSE SUMMARY,  
AYSPS FISCAL DECENTRALIZATION AND  
LOCAL GOVERNANCE COURSE

fiscal decentralization reforms enacted by their countries within the last few years.

“In our countries – some semi-developed, some in transition and others developed – we have some common, big problems,” said Johnson Gumisiriza of Uganda. “They rotate around governance, the efficient use of resources, methods of raising adequate revenues to sustain our

budgets, the sharing of these revenues between the central and local governments in relation to their functions, the sustainability of programs that we start and poverty eradication.

“Having courses like this one is very crucial,” he said.

Gumisiriza works for his country’s Local Government Finance Commission, which plays a key role in its allocation of funds – both central transfers and the fiscal transfer system that enriches local governments. He said he chose the AYSPPS program after searching online to see which schools were teaching what he needed to know.

“It is our commission’s function to streamline the allocation of funds and assist local governments in raising local revenues,” said Gumisiriza. “Almost all of the training topics are related to that. We also have the chance to learn from the experiences of other countries. Next month we are supposed to produce a report on a new set of allocation formulas for all the grants in our country. The lessons we have learned here are going to be of much use and will help us to cope with the problems we have in decentralization.”

Aleksandar Stojkov says that even smaller countries are undergoing fiscal decentralization to improve the quality of service delivery to local citizens. Stojkov is a member of the Fiscal Decentralization Working Group in the Macedonia Ministry of Finance.

“Our country is at the beginning of this process,” said Stojkov. “We are preparing the overall fiscal strategy as well as the law on financing local governments. So we are at a crucial stage. We believe that this training program will bring informational benefits – like the experiences and good practices in other countries, and how to employ quantitative methods in allocating funds to local

governments – to our working group.

Stojkov said that he came to this program because it is among the highest ranking in the world. He hasn’t been disappointed. “This team of professors has worldwide experience in many transitional and developing countries. Martinez and Bahl and others have written some working papers that we use as guidelines for our actions. We were given here an ocean of working papers in two big volumes. I got more than I expected.”

Kedar Bahadur Adhikari and Pushpa Lal Shakya came to the training from Nepal, where Adhikari is an under secretary in the Ministry of Finance and Shakya an under secretary with the National Planning Commission Secretariat in Kathmandu.

Adhikari said Nepal started its decentralization process after the country’s comprehensive decentralizing act was passed in 1998. “This training is very helpful, particularly for me because I had no previous idea about fiscal decentralization,” he said. “I have a good professor here who has a clear vision.”

Shakya, a macroeconomist, works on projects in Nepal’s developing cities for the district level. “We are finding a lot of good practices for developed countries. There are more problems in developing countries because we are at varying stages in our decentralization.” Shakya said that when he returns to Nepal, he will assist the country’s high level local decentralization committee. Adhikari plans to take his training back and share the information

Summer trainees (L to R) Aleksandar Stojkov,  
Johnson Gumisiriza, Pushpa Lal Shakya,  
Kedar Bahadur Adhikari, Li Andong



with others working in decentralization. “I think it will help a lot, how much we have learned here,” said Shakya.

Li Andong works in the Ministry of Finance of China, in Beijing. He says that in 1994 China founded its system of fiscal decentralization. “There were three major characteristics of this reform,” he said, “the regulation of tax reform, fiscal decentralization, and the formation of two tax management bureaus.”

“We think we have made great success in the last several years, but we still have a long way to go. And that’s really why the boss in China sent us here, to learn much about the process from the U.S. and from other countries,” he said.

## ECONOMIC STUDIES IN

## south africa



Economics major Patricia Haigler was awarded the University System of Georgia Board of Regents Study Abroad Scholarship. She chose the 2003 joint GSU/Morehouse College economic studies program in South Africa, "South Africa: Its Evolving Political Economy," after the program and its director, Dr. Glenwood Ross, were recommended to her. From trip to career, Haigler says this simple

choice has helped steer the choices she will make moving forward.

As stated in the course description, "South Africa is of particular interest to economists because of its racially charged political and cultural environment – and its development opportunities and challenges." In May, 12 students from GSU, Morehouse and Spelman were introduced to this country's unique infrastructure, environment and government. In Atlanta the first week, students were given an overview of the economy. During the next two weeks they participated in an in-country series of lectures and tours.

"I have an interest in labor economics and was particularly interested in South Africa, where the disparity coefficient is the second largest in the world," said Haigler. "In one country, you've got the First and Third worlds living side-by-side. Unemployment is 23 percent, with their indigenous people mostly unemployed."

Haigler kept a trip journal that offers an intimate perspective on her journey. Day-by-day, she gained insights that made an impact on her future. Impressions and excerpts from her journal follow:

**TUESDAY, MAY 20:** Arrived in Jo'burg at night. Students are staying in student housing at the University of Pretoria called the "High Performance Center" athletic housing – the balcony overlooks a rugby field. It's too chilly to be doing anything outdoors. "I would never imagine Africa being chilly!"

**WEDNESDAY:** Daily activities started with a lecture at the university on S.A.'s past and present economy. "I had a chance to apply concepts from my economics classes to real life." At a tour of the South African Reserve Bank the subjects were monetary policy, the bank's role in influencing the economy and the day-to-day fluctuations of the Rand. "Today's lectures made me think about studying economic development in graduate school. I would like to apply some of the methods and growth models toward improving conditions within our borders."

Other tours included the Union Building, "like our White House," where Nelson Mandela was inaugurated, the Victorian-era Melrose House and the Voortrekker Monument, a stone building depicting scenes of the Dutch settlement of South Africa. "All interesting and insightful, but I'm more interested in learning about the indigenous people of S.A."

**THURSDAY:** The lecture covered Zimbabwe land reclamation policies. The students were introduced at the budget speech given by Mayor Mkhathswa of Tshwayne, which means "We are the Same" to describe Pretoria and its surrounding towns. They met other university students, who "could have been kids from GSU. College students are universal worldwide." They later toured the DeBeers diamond mine in Cullinan.

**FRIDAY:** The lecturer was a Nigerian grad student whose topic was reparations to Africans and African-Americans. Following it was a tour of Soweto with a guide, Opa, who spoke 11 tribal languages. "There were rows and rows of tiny homes made of scrap materials – no running water, no electricity, no heat or air." They toured the Hector Petterson Memorial and Nelson Mandela's house.

**SATURDAY:** Started with a visit to the Tlholego Eco Village, a commune on a couple of acres, and ended at the Pilanesburg Game Preserve. Sunday was a safari and then a visit to Sun City. "This is the halfway point of the trip. I can't wait to see what else is in store."





**MONDAY:** In a morning trip to the marketplace, students haggled for curios. They spent the rest of the day at the Lesidi Cultural Village, which Haigler describes as half theatrical and half actual. All villagers dressed in tribal gear and did dances and chanting “that reminded me of step shows.... I wonder if that’s where the fraternities and sororities got it from. Like one part ... I swear it looked like some moves I have seen the Ques do.”

For dinner they were offered zebra, crocodile and kudu meat. “The old chief talked as 2 men beat their drums and sang. The chief said it was a song asking his woman where she had been last night. Sounds like the same topics in our songs, but it just sounded better. As a matter of fact, the chief was Khosa and he had 3 wives and was looking at me like he was working on number 4.”

**TUESDAY AND WEDNESDAY:** On the way out of Jo’burg, the students stopped at the Apartheid Museum. They traveled to Cape Town, which Haigler compared to the West Coast here –



with Johannesburg and Pretoria more like the East Coast. “I am in Cape Town now and it’s like I’m trapped in the late ’90s. All the styles we liked to wear, the shows we watched ... all remind me of things that were ‘in’ a few years ago.”

Very early during the trip, Haigler has noticed that “South Africans are so serious about their tea and coffee. We even stopped our lecture for a tea break this morning!” By Thursday of the following week, she was desperately hunting for “roobois” tea to take home. The program ended with a lecture at the University of the Western Cape and a tour to the Cape of Good Hope to see seal and penguin colonies.

Haigler now plans to earn an M.P.A. “This trip swayed me towards a planning and economic development concentration,” she said. “When we went to Soweto and saw the shantytowns, I realized economic development is very important. A shack does not have the same advantages as a condo. I’m an economics major

and sociology minor. Planning and economic development do both – they take economic concepts and apply them to a social group.” Haigler said she wants to tackle society’s problems by promoting economic growth through planning.

Ross, who has directed this program for 3 years, says he is thrilled to have his classroom lectures come to life through this



experience. “It is such a great learning tool. The student travelers seemed to have learned quite a bit about the history, culture and economy of South Africa through this experience, but, more importantly, they seemed to have learned quite a bit

about themselves and their place in the world. Indeed, the world has become a much smaller place for them.”

Other students concur. Alyson Reeves, an M.P.A. with a concentration in nonprofit management said, “The trip sparked a greater interest for me to learn more about my own history. I see the urgent need for the international community to continue to address the issue of AIDS in Africa. It is such a beautiful country that I only wish everyone had the chance to visit just once.”

Shawn Lewis, a senior Finance major at Morehouse, said he found going to South Africa with students from GSU and Spelman a great experience. “Not only did I have the trip of a lifetime by studying the economy and culture of South Africa, but I also got a chance to meet some really cool people. My trip to South Africa is one that I will never forget.”

GSU is now accepting applications for the May 2004 “Economic Studies in South Africa” trip. For more information, go to [www.andrewyoungschool.org](http://www.andrewyoungschool.org).

## SCHOOL AWARDED



## jamaica tax review

When its Tax Administration Reform Project recently ended, Jamaica's Ministry of Finance reported that it had achieved its development objectives. Tax revenues as a percent of the country's GDP increased without higher tax rates, and registered taxpayers increased 60 percent since 1995/96, the Ministry reports in an appendix of its "2002/2003 Jamaica Budget Memorandum."

"Although the feeling in Jamaica is that its present tax system has served reasonably well since its last structural reform, significant changes in the country have made it difficult for the current system to meet its needs," says Associate Professor Sally Wallace.

Wallace is leading the public finance team at AYSPS that received a contract to conduct a comprehensive review of Jamaica's tax policy. "The Ministry has reported improved collections, increased taxpayer registration, increased audit productivity and enhanced taxpayer satisfaction," says Wallace. "While we will pay close attention to these practices and efficiencies, our focus in this study is policy."

The problems prompting the tax review in many ways mirror almost any country's current fiscal problems. While significant gains have been made in tax administration, Jamaica's tax structure does not generate enough revenue to meet the country's present fiscal needs. Its economy has changed, its fiscal needs have changed and significant problems have developed that impact not only the adequacy of revenue collections, but also issues of tax fairness and economic development.

"There are norms for 'good' taxation," says Wallace, "that include revenue performance, distribution of the tax burden, tax coverage, economic incentives and growth effects, and administrative efficiency and compliance costs." Her team's comprehensive review for Jamaica will look at its current policy against these criteria.

The final report will include a description of the present system and a review of problems and issues surrounding it, as well as the evaluation of reform options for each major tax in the system. The project will focus on analysis of individual taxes, and will offer a tax burden analysis of the overall system as it stands now and would stand under alternative reform packages. It will close with a closer examination of the relationship between Jamaica's economic policy and tax policy.

Wallace is co-director of this project with Dean Roy Bahl. Other AYSPS public finance experts on this team include James Alm, chair of the Economics Department; Richard Bird, professor emeritus of Economics at the University of Toronto and distinguished visiting professor at AYSPS; Jorge Martinez-Vazquez, professor and director of the International Studies Program; Kelly Edmiston, assistant professor; Mark Rider, associate professor; Felix Rioja, assistant professor; and David Sjoquist, professor and director of the Fiscal Research Center.

## PAUS faculty form co-op venture with U.K. school



University of Northumbria

Public Administration and Urban Studies faculty members Carol Hansen, Greg Streib, Bill Waugh, Michael Rushton and Department Chair Lloyd Nigro have signed a

Memo of Understanding with The University of Northumbria's School of Arts and Social Sciences, Department of Politics and the Centre for Public Policy located in Newcastle upon Tyne, United Kingdom. The MOU allows the schools to create joint study, research and teaching opportunities for students and faculty as PAUS seeks to broaden the international scope of its curriculum and research.

The MOU provides a framework by which the schools can work on establishing instruction and other program features that will help both faculties and institutions learn more about each other's public administration systems and policies. Its creation



Bill Waugh, Greg Streib, Carol Hansen and Lloyd Nigro

arose from visits that UNN faculty members Professor Roberta Woods, associate dean for the School of Arts and Sciences, and Rosie Cunningham, head of the Department of Politics, made to AYSPS beginning in April, 2002.

Several PAUS faculty will visit their UNN counterparts in March to advance the specifics of their co-operative venture. "We hope that new exchange opportunities will begin by our next fall semester," says Hansen, an associate professor of Human Resource Development at AYSPS.

In other news with UNN, the University of Northumbria's Deputy Vice Chancellor Tony Dickson has invited Ambassador Andrew Young to accept an honorary degree.

To learn more about the University of Northumbria go to [www.unn.ac.uk](http://www.unn.ac.uk), the School of Arts and Social Sciences, [www.northumbria.ac.uk/sd/academic/sass](http://www.northumbria.ac.uk/sd/academic/sass) and the UNN Centre for Public Policy, [www.northumbria.ac.uk/cpp](http://www.northumbria.ac.uk/cpp). Students or faculty interested in learning more about this venture can contact Hansen at 404-651-1653 or [chansen@gsu.edu](mailto:chansen@gsu.edu).

# PATTON AND SHIELDS PROMOTE water policy center

GSU President Carl Patton and Albany State University President Portia Holmes-Shields spoke to local leaders in Albany this summer about the importance of university water research and the goals and activities of the Georgia Water Planning and Policy Center. During the GWPPC luncheon at Albany's Riverfront Resource Center, Patton and Shields spoke to an overflow crowd of legislators, scientists, researchers, stakeholders and members of the media.

Patton encouraged the

Center's continued water research, and reminded the audience how easily the public pushes water issues down the list when the state enjoys adequate rainfall. "The state's economic vitality depends on our natural resources and water is at the top of that list," said Patton. "The critical task is the management of water during the highs and lows, during the wet season and the drought." In her presentation, Shields praised the partnership between Albany State, Georgia State's AYSPS and



Sitting with Patton is Dr. Portia Holmes-Shields, President of Albany State University.



(L to R) Dave Eigenberg of the Georgia Soil and Water Conservation Commission, Patton, Nancy Norton from the Flint River Planning and Policy Center at Albany State University, David Bennett of GSWCC and State Senator John Bulloch tour an experimental field.

Georgia Southern as a unique approach to addressing the state's water issues.

House Natural Resources Committee Chairman, Representative Bob Hanner (D-Parrott), praised the research and technical assistance the GWPPC has provided to his committee. Hanner was joined by senators Michael Meyer von Bremen (D-Albany), George Hooks (D-Americus), John Bulloch (R-Ochlocknee), Rooney

Bowen (R-Cordele) and representatives Winfred Dukes (D-Albany), Gerald Greene (D-Cuthbert), Richard Royal (D-Camilla), Ed Rynders (R-Albany) and Jimmy Skipper (D-Americus) for the presentation. After lunch, Patton and the legislators toured the Hooks Hanner Environmental Resource Center where they were able to view some of the crop water use experiments being conducted by the GWPPC.

**CORRECTION:** The Lanette Suttles Child Development Center was misidentified in this photo in the Spring/Summer 2003 issue of *The Briefing*. Located in the GSU Early Childhood Education Department, the center provides a supportive learning environment that encourages young children's healthy cognitive and social development through play. It offers practical training for future teachers in a model program for developmentally appropriate practices under the supervision of a highly qualified staff, with strong support from the faculty.

Over the years, the Suttles CDC has allowed AYSPS research staff to observe and work directly with children in order to validate assessment measures of classroom quality and children's progress for studies such as the "Early Childhood Study," an evaluation of the Georgia Pre-K Program. For this full study and others, go online to the Educational Policy Group index at [www.gsu.edu/~wwwsps/epg/index.htm](http://www.gsu.edu/~wwwsps/epg/index.htm).



# New Public Health Institute draws on AYSPS expertise



(L to R) Paul Farnham, Karen Minyard and Michael Erikson

8 GSU's Institute of Public Health was formed in 2002 to offer graduate training and conduct applied research in priority public health areas. If approved by the Board of Regents, in the fall of 2004, GSU will be the first public institution in Atlanta to offer a Master of Public Health degree. According to Michael Eriksen, IPH's director, 50 students have already enrolled in its Graduate Certificate in Public Health program.

The Institute of Public Health is a university-wide, multi-disciplinary, research-based program that draws upon the faculty and program of all GSU colleges, which played a role in planning the institute. Jim Ledbetter, former director of AYSPS's Georgia Health Policy Center, "helped put it together" according to Karen Minyard, GHPC's current director. Minyard was on the search committee that recruited Eriksen.

"Support for the institute, in training and research, has been strong throughout the AYSPS departments and centers including GHPC, PAUS and Economics," said Eriksen. "We collaborate regularly on specific research projects that look at the interface between public health and public policy. There are a myriad of opportunities for collaboration."

According to Minyard, "the Public Health Institute is organized to offer training and degrees, and the GHPC's role is firmly in the policy research and program arena. Research and outreach offer more of a connection outside the university, bridging the gap between academic faculty and real-world policy makers. We are pleased to work with the IPH in this capacity.

The GHPC and AYSPS collaboration continues in teaching. Eriksen said the institute is cross-listing existing courses in AYSPS, and will encourage students to take courses offered in public policy, economics and program evaluation.

Minyard and other faculty encourage this collaboration. "The Georgia Health Policy Center applies its faculty research, knowledge and expertise to the real world to better inform public and private policy issues. This expertise is also of critical importance in the classroom, where we are sharing it with our future leaders in public health policy and administration," she said.

Eriksen recognized AYSPS faculty and staff Minyard, Lloyd Nigro, David Sjoquist, Judith Ottoson, Paul Farnham and Allan Essig, who contribute in a variety of ways. Ottoson, for example, has an evaluation course cross-listed with IPH, has discussed future research collaborations with Eriksen, and has represented PAUS on the planning group for a joint U.S. Centers for Disease Control and Prevention/GSU and IHP research exchange held earlier this year. Farnham hopes to teach a course on the economics of disease prevention for the M.P.H. and has been discussing several research grant proposals with Eriksen.

The Institute of Public Health mission, as presented on <http://publichealth.gsu.edu>, is to "advance the health of the public through training, research and community service ..." When GSU is recognized as the leading public health training program among urban research universities, AYSPS will have played no small role in this achievement.

## GHPC TO ASSESS COMMUNITY

The Commonwealth Fund has awarded the GSU Research Foundation a \$146,088 Task Force on the Future of Health Insurance Grant. It will be used by GHPC to assess the strategic role of community safety net networks. The research is being conducted under the direction of Karen Minyard with the assistance of Tina Anderson Smith, director of Community Health Systems Development.

Their findings will be disseminated to hundreds of health care access projects around the country that seek to achieve sustainability and to provide coverage for more of the uninsured.



Tina Anderson Smith



## GHPC joins national associations in sponsoring health forum

### SAFETY NET NETWORKS

Minyard says, “Under this grant we will examine community approaches to delivering cost-effective care on tight or even nonexistent budgets and the importance of leveraging state or federal funding to sustain these networks. We’re looking at which financing – whether Medicaid, employer contributions or reinsurance mechanisms – has shown the most innovation.”

“There is a belief that the community’s ability to improve health and reduce healthcare costs at the local level through intensive care management might have implications for the Medicaid population,” says Smith. “These community-based programs are increasingly a part of the local Safety Net Networks because they are able to improve access to primary care, facilitate treatment for chronically ill patients and provide low-cost and free pharmaceuticals.

“Our findings will show how the infrastructure already developed through community-based networks and health improvement programs might contribute to a solution for the challenges facing state Medicaid budgets.”

Smith believes the GHPC findings will improve a “double bottom line.” “Our goal is to find the ideal combination of state-level policy intervention and community-based programs that will result in the greatest return on investment – both the financial return and, more importantly, the social return of improved health,” she says.

“Nine percent of Georgians were uninsured for the entire past year” reads a March headline in the *Atlanta Business Chronicle*. “High costs, job losses push number with no health coverage to 43.6 million, 15.2% in U.S. are uninsured” followed a September headline in the *Atlanta Journal-Constitution*.

Data collected for the Georgia Healthcare Coverage Project by the AYSPS Georgia Health Policy Center reveal an even more alarming profile of Georgia’s uninsured. “A lack of health insurance is a statewide problem that affects Georgians of all income levels, ages, ethnicities and employment situations,” says Karen Minyard, executive director of GHPC. “Employees of small businesses are particularly vulnerable. While small firm employees and their dependents are a quarter of Georgia’s employed population, they comprise 57 percent of the working uninsured.”

Minyard presented these findings during the Georgia Health Care Access Forum, which attracted more than 100 Georgia legislators, county chairs and commissioners, local health professionals, faculty, and other representatives to discuss options for expanding health care coverage among the state’s uninsured.

The forum was sponsored by the National Association of Counties and the National Conference of State Legislatures with the Association County Commissioners of Georgia and GHPC as partners. It was funded with grants from the U.S. Department of Health and Human Services’ Health Resources and Services Administration (HRSA) and Kaiser Permanente.

The goals for the two days of presentations by health care policy experts and interactive working sessions were to:

- better educate legislators and community health partners about Georgia’s uninsured, available state-level services and coverage, and solutions that are working,
- build stronger working relationships among legislators and community leaders, and
- develop new policies to improve health care access for all Georgians.

It concluded with a planning session to propose viable strategies to increase health care access. While constituencies differed, both rural and metropolitan health networks generally chose the same strategies to create greater coverage for Georgia’s uninsured.

The Georgia Healthcare Coverage Project is funded by a State Planning Grant for the Uninsured that Georgia received from the Health Resources and Services Administration. “This program has provided the data collection resources critical to understanding the challenges in health care access,” says Minyard. “An accurate, comprehensive profile of the uninsured will continue to aid legislators and local leaders in making the best possible policy decisions.”

Glenn Landers, a senior research associate with GHPC, says that the center’s remaining work on how to cover the working uninsured and children “has initiated quite a few contacts with state legislators.” GHPC’s work will include coverage model refinement, legislative briefings, an examination of state-appropriate coverage options and a final consensus-building event that will occur before the resulting strategic plan for covering children and the working uninsured is submitted to HRSA.

## Sjoquist chairs transit research panel



Metro Atlanta's growth has outpaced the ability of its counties to keep up with local needs for new transportation infrastructure. The Metro Atlanta Rapid Transit Authority is a case in point. Authorized in 1965 and approved in 1971, MARTA has grown to include 47.6 miles of heavy rail, 38 rail stations, 306 rail cars and 700 buses that transport more than 520,000 passengers daily – with all operations and local funding limited to the area within its original two-county boundary.

Responding to challenges placed on the system by growing regional demand and shrinking local revenue and federal support, MARTA's Board of Directors

created a "Blue Ribbon Panel" of 15 members from Atlanta's business, academic and civic communities to study new funding alternatives for MARTA.

David Sjoquist, director of the Fiscal Research Center and Domestic Programs, chaired the panel. The final report was presented to the MARTA Board and to the General Assembly's oversight committee on MARTA (MARTOC).

"Our charge was to look at revenue sources and to evaluate and recommend alternative financing mechanisms," said Sjoquist. "Basically, we concluded that this is really a regional issue. In addition to concerns about financing MARTA, we had to be concerned about financing all transit in the region. MARTA rail, the backbone of metro Atlanta's regional transit system, is funded by only two counties. Without a regional funding and operations approach, it is not going to expand."

MARTA is funded by a 1 percent sales tax that will expire in 2032 unless Fulton and DeKalb voters extend it. The panel concluded that beyond extending this tax, the most viable approach to financing the system is with a regional or state revenue source, and then only within the context of regional transit.

The panel listed several models for providing regional transit, according to Sjoquist. "Let the rail become a regional system. If that happens, there has to be a regional agency that runs it. There also needs to be coordination of the regional bus systems along with the rail, and a regional body – whether it's the Georgia Regional Transportation Authority (GRTA) or another state or regional agency," he said. "The panel recommended that the Governor step up and say, 'Okay, we need to figure this out.'"

In its report, the Blue Ribbon panel recommended that future discussions address Atlanta's regional transit needs, regional transit funding and the regional role of MARTA.

## MEASURE FOR MEASURE:

## Georgia's music industry generates millions

The Georgia Film, Video and Music Office in May released findings from a music industry study it had contracted from AYSPS. Titled "The Commercial Music Industry in Atlanta and the State of Georgia: An Economic Impact Study," it was authored by Kelly Edmiston, assistant professor of Economics, and Marcus Thomas of the Music Management Program at GSU. Their goal was to quantify the total impact of the state's commercial music industry on Atlanta, where it is centered, and the state.

Edmiston and Thomas estimate the total annual economic impact of this industry in Georgia at \$989.5 million, with approximately \$1.9 billion in gross sales. It supports 8,943 jobs, both direct and indirect, and generates an estimated \$94.7 million in tax revenues.

"Georgia has long been associated with great music and musicians," says Glenn Cornell, commissioner for the Georgia Department of Industry, Trade and Tourism, of which the film office is a division. "The study's findings reveal for the first time the importance of the music industry's contributions not only to our economy, but also to our culture."

"The report demonstrates the commercial music industry's significance to the state and local economy and explains how the industry has affected the growth of Georgia's music culture," write

Edmiston and Thomas.

They examined the economic impact of Georgia's commercial music production activity on two levels. The state's recording and music entertainment industries, along with ancillary enterprises such as orchestras and bands, concert bureaus and music arrangers and composers, yield an annual return of more than \$385 million. Secondary music-related industries such as A/V equipment manufactur-



ers, musical instrument retailers and music schools bring the estimated return to nearly \$1 billion.

The Georgia Film, Video and Music Office credits this AYSPS research for promoting its development of a new music industry resource guide, the *Georgia Music Production SourceBook*, which will showcase Georgia's music infrastructure. For more information on the state's film office, go to [www.filmgeorgia.org](http://www.filmgeorgia.org). This and other Fiscal Research Centers reports are available at <http://frp.aysps.gsu.edu/frp/frpreports/>.

# What is the value of a statistical life and who wants to know?



***“A defined value of life ... is regarded as an essential element of cost-benefit analysis to guide public policy in the areas of regulation and investment in health and safety. Some measure is necessary to ensure prudent management of public and private resources. Although saving an identifiable life is often regarded as a moral imperative on which no monetary value can be placed, prevention of every possible accidental death would be intolerably costly in terms of both money and quality of life.”***

Road safety, air quality, medical research, food safety and nutrition labeling: the cold, hard truth is that when federal agencies like the FDA, EPA, USDA and DOT develop health and safety regulations, life-saving benefits are weighed against total costs. The “value of statistical life,” or VSL, is not the value of an “identified” life, but the value that society places on reducing the statistical probability that one among a group of people affected by such regulations will die.

According to Laura Taylor, an associate professor of Economics and associate director

of the Environmental Policy Program, there exists a large body of research using labor market contracts to estimate VSL. In “What Determines the Value of Life? A Meta-Analysis,” Taylor and Janusz Mrozek of Charles River Associates find some controversial results. The study was published in the *Journal of Policy Analysis and Management* in 2002.

“Much environmental public policy, for example, is designed to reduce mortality among the general public,” says Taylor. “The goal might be to reduce deaths from air pollution-induced asthma attacks or to

reduce cancer risks from pesticide exposure.

“We can easily quantify the costs of these policies, but the question is: What is the benefit of reducing the probability that one among us dies?”

Looking at this issue, Taylor and Mrozek found more than 40 studies that rely on labor market contracts to estimate the value of statistical life. Because reported estimates for VSL ranged substantially in the many existing qualitative reviews of these studies – from less than \$100,000 to more than \$25 million – they decided to use meta-analysis to provide a quantitative assessment of the VSL literature.

The range they discovered was considerably lower. “Our meta-analysis suggests a VSL range of approximately \$1.5 million to \$2.5 million (in 1998 dollars),” they write. “These values can be reasonably inferred from past labor market studies when ‘best practice’ assumptions are invoked.”

“The studies estimated the value of a statistical life with

labor market data are an example of a literature that has evolved using relatively homogeneous methods, yet has generated results that in some instances vary greatly across studies,” the report concludes. “Plausible VSL estimates are developed which use the weight of the evidence from the entire literature, not just a few preferred studies or preferred estimates.”

Taylor feels these results are important for agencies to keep in mind when they develop policies to reduce mortality. Other researchers agree, as evidenced in the growing number of citations it is receiving in scholarly journals such as the *Journal of Risk and Uncertainty* and the *Journal of Environmental Economics and Management*, and reports such as one on air quality in Mexico City published by MIT’s Integrated Program on Air Pollution in its fall 2002 newsletter.

1. U.S. Department of Transportation, Office of the Assistant Secretary for Transportation Policy Evaluations, “Revision of Departmental Guidance on Treatment of the Value of Life and Injuries”

# AYSPS newsletter reader survey

**We want your feedback!**

The goal for our newsletter, *The Briefing*, is that it be valuable to you. Would you please help us evaluate this issue by answering the following questions? Let us know what you think. We will use your feedback to improve the way we develop and deliver information on the Andrew Young School of Policy Study's programs, research and personalities to you.

Please fax your survey to **404-651-3996** or mail it to:  
 Ronni French  
 Georgia State University  
 AYSPS  
 33 Gilmer Street, SE  
 Atlanta, GA 30303

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This survey can also be completed online at [www.andrewyoungschool.com](http://www.andrewyoungschool.com). All responses are confidential. Thank you for your evaluation.

**Reader Profile**

**You are:**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> AYSPS alumnus          | <input type="checkbox"/> GSU alumnus in Economics | <input type="checkbox"/> Peer institution faculty or staff |
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| <input type="checkbox"/> AYSPS student          | <input type="checkbox"/> Other GSU alumnus        | <input type="checkbox"/> Student from another institution  |
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**How thoroughly do you normally read *The Briefing*?**

- Read completely       Read selected stories       Scan       Do not read

**If you did not receive your next issue, would you:**

- Miss it       Not notice

**Please rate the quality of *The Briefing* on the following:**

- |          |                                    |                               |                                       |                               |                               |
|----------|------------------------------------|-------------------------------|---------------------------------------|-------------------------------|-------------------------------|
| Content: | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
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**What changes would you recommend to content, writing or design?**

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**Please rate the usefulness of the stories or listings in *The Briefing* in the following sections:**

- |                  |                                    |                               |                                       |                               |                               |
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| Cover page:      | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
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| Policy Research: | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| Faculty Today:   | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| On the Go:       | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| Students Today:  | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| Alumni Today:    | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| Friends Today:   | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |

**In what sections would you like to see more stories, and why?**

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**In what sections would you like to see fewer stories, and why?**

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**Do you learn useful information about the programs, research and personalities of the Andrew Young School of Policy Studies in *The Briefing*?**

- Yes     No

Comments:

**Does *The Briefing* tell you what you are most interested in knowing about the Andrew Young School of Policy Studies?**

- Yes     No

Comments:

**Do you share *The Briefing* with others, either inside or outside of your organization?**

- Yes     No

If yes, please describe who:

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**What new topics would you like to see AYSPS address in its newsletter?**

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Your name and organization (optional):

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Thank you for your response!

## Department of Economics to Grow

Upon the successful internal and external evaluation of its "Self-study" and the subsequent presentation of its "Action Plan" to GSU Provost Ron Henry, the Department of Economics received notice that GSU will commit significant new resources to help the department achieve its goals.

Over the next five years, the university has pledged the department the resources to hire: 5 tenure-track assistant professors, 2 tenured senior professors and 2 non-tenure-track assistant professors to meet its teaching needs, and also 1 graduate administrator. The department may receive additional funds under a plan GSU is developing to address the number and value of graduate research assistantships.

"The commitment from the Provost is – as far as I know – pretty much unprecedented," says Jim Alm, department chair. "It represents a truly major investment in our department, indeed in our centers and in our school. The university knows what we are about and believes in our vision. Our self-study, although a department self-study, was connected throughout to the goal of making the Andrew Young School the best policy school in the South. Similarly, our Action Plan was designed to make the department better, but it was also connected to the goal of hiring people who can make the research centers better because the centers are integral to our mission. The Provost's commitment of resources reflects his belief that we are already one of the best departments in the university, that we can become even better, and that by doing so we can move the department, AYSPS and GSU into the ranks of the country's elite.

"I want to thank our self-study committee – Jorge Martinez, Kelly Edmiston, Dave Sjoquist, Laura Taylor and Mary Beth Walker – for making all of this happen. I am very excited about the prospects, and am very proud to be associated with all of my colleagues here," said Alm.



(L to R) James Alm, Mary Beth Walker and Jorge Martinez

### AYSPS WELCOMES NEW FACULTY

Carolyn Bourdeaux, Robert J. Eger III, Mark Rider and Mikhail Melnick have joined the faculty. Bourdeaux, an assistant professor in PAUS, specializes in governance, public finance and urban policy. She joined the school after graduate study at the Maxwell School at Syracuse University and was formerly a senior associate at a private consulting company. She holds an M.P.A. from the University of Southern California and a Ph.D. in Public Administration from the Maxwell School. Eger, an assistant professor in PAUS, specializes in public financial management issues in state and local governments and has been a principle investigator on projects released by various states and the U.S. Department of Transportation. He came to AYSPS from the University of Wisconsin-Milwaukee, and holds a Ph.D. and M.P.A. from the University of Kentucky. Melnick is a visiting assistant professor of Economics. In 2003 he graduated from AYSPS with a Ph.D. in Economics. His recent research is in business-to-consumer online commerce. Rider, who also earned his Ph.D. in Economics at AYSPS, is an associate professor of economics specializing in public finance and applied microeconomics. Before returning to his alma mater, Rider held positions at the U.S. Treasury's Office of Tax Analysis, on the faculty at Kennesaw State and on projects for GSU's Russia Fiscal Reform project.



Above: Carolyn Bourdeaux, Robert J. Eger III, and Mikhail Melnick. Right: Mark Rider



Helling

## On the Go

**Grant Black** was appointed as a visiting assistant research professor in the Department of Economics. His research interests feature the economics of science, including the transfer of knowledge in the economy, the geographic dimension of innovation and the education and careers of scientists. He contributes to the National Bureau of Economic Research's Scientific Workforce Project, the National Academy of Sciences evaluation of the Small Business Innovation Research Program and the Fiscal Research Center's Georgia Economy Project.

Dean **Roy Bahl** was chosen by Georgia Gov. Sonny Perdue to serve on the state's Council of Economic Advisors.

**Ron Cummings** (Environmental Policy Program) was invited in August to serve on a 10-member state water advisory council created by Georgia Attorney General Thurbert Baker. This council will direct Baker on water issues likely to be considered by the General Assembly.

**Amy Helling** (PAUS), a member of the Board of Infrastructure and the Constructed

Environment of the National Research Council's Division on Engineering and the Physical Sciences, attended its board meeting in Woods Hole, Mass. in June.

continued on page 14

## On the Go

continued from page 13

**Julie Hotchkiss** (Economics) was invited to travel to Furman University as a visiting scholar in October to present a paper and to



Hotchkiss

evaluate the summer research projects of selected Furman honors students.

**Frances James** (ISP) traveled to Indonesia this August to visit graduates of the Indonesian Masters Program in Java, Sulawesi and Irian Jaya, and to promote the Indonesian-language networking website, [www.jaringanekonomi.net](http://www.jaringanekonomi.net) recently launched by AYSPS.

The International Studies Program welcomes several visiting scholars. **Benno Torgler** from the University of Basel, Switzerland, collaborated with faculty members on research through August. **Jan Werner** from Johann Wolfgang Goethe-Universität, Frankfurt am Main, Germany, was with the school in September and **Cintia Martinez** from the University of Santiago De Compostela, Spain, was at AYSPS until December.

**Martha Nunez** joined the Georgia Health Policy Center as a research associate in August. Nunez, a graduate of the Maxwell School at Syracuse University, will be working in the areas of child well-being and access for the uninsured. **Lindsey Loneragan** joined GHPC in September from the Health Resources and Services Administration and will be working in the area of community health systems development.

**Paula Stephan** (Economics) was a guest of the Prime Workshop, "The Micro Structure of Public Research," in Pisa, Italy in July.



Streib

**Greg Streib** (PAUS) and **Chad Gorman** (M.P.A. '03) completed a performance

review of the Personal Development Program operated by the Atlanta Union Mission, a rescue mission that serves Atlanta's homeless.

**John Thomas** (PAUS) and **David Edwards**, program management officer in the office of Atlanta Mayor Shirley Franklin, co-hosted an August visit to Atlanta by Ted Greenwood, program director with the Alfred P. Sloan Foundation in New York City. Greenwood was here to discuss a possible grant to GSU and the City of Atlanta under the Sloan Foundation's program in Performance Assessment of Municipal Governments.

**Jorge Martinez** (ISP) visited Universidad Carlos III and the Instituto de Estudios Fiscales in Madrid, Spain, this fall.



Martinez

**Jamie Boex** (ISP) in early September was in Tanzania working on implementing a system of formula-based block grants to local government authorities. He traveled to Swaziland to work on a new project of intergovernmental fiscal transfers, then continued on to Uganda to conduct "hands on" training on local government finance for Ugandan government officials.

**Mark Rider** (Economics) traveled to Indonesia in the fall to conduct a fiscal analysis training program for the staff of the Ministry of Finance of Indonesia.

**Katherine Willoughby** has been promoted to professor in the Department of Public Administration and Urban Studies.



Willoughby

## Faculty News

### AWARDS/HONORS/GRANTS

#### Department of Economics

**Kelley Edmiston** was awarded a grant to study the economic impact of the state's motion picture industry from the Georgia Film, Video, and Music Office in the Georgia Department of Industry, Trade, and Tourism.

**Paula Stephan** received a \$98,000 grant from the National Science Foundation to study the firm placements of new



Stephan

Ph.D.s. She also received funding from the National Bureau of Economic Research to support ongoing research on scientific labor markets.

#### Department of Public Administration & Urban Studies

**Amy Helling** is co-principal investigator of a 3-year, approximately \$600,000 study of physical activity in public parks, selected for funding by the Robert Wood Johnson Foundation. The team is led by PI. Howard Frumkin of the Rollins School of Public Health at Emory University and includes co-PI. Karen Mumford of the Carl Vinson Institute of Government at the University of Georgia and other experts from Georgia Tech, Emory, UGA and the U.S. Centers for Disease Control and Prevention.

**Michael Mescon** won first place in the North American Interfraternity Foundation's annual competition for best feature. His story, "Ethics," appeared in *The DELTASIG*.

#### Programs & Centers

The Healthcare Georgia Foundation awarded the **Georgia Health Policy Center** a \$125,000 grant to enhance the capacity of Georgia's school health programs and to conduct research on, and inform foundations about, best practices for addressing Georgia's childhood obesity problem. This proposal will build upon the work GHPC began two years ago with the Department of Community Health and the Philanthropic Collaborative for a Healthy Georgia's School Health Matching Grants Initiative. Mary Ann Phillips is the project director for the new grant.

#### NEW PUBLICATIONS - A SELECTION

#### Department of Economics

**Grant Black.** *The Geography of Small Firm Innovation*. New York: Kluwer Academic Publishers (forthcoming); "Geography and Spillover: Shaping Innovation Policy through Small Business Research." *Science and Technology Policy: Shaping the Next Generation of Research*, David Guston and Daniel Sarewitz (eds.), University of Wisconsin Press (forthcoming); with **Paula Stephan, Albert Sumell** and James Adams. "Doctoral Education and Economic Development: The Flow of New Ph.D.s to Industry." *Economic Development Quarterly* (forthcoming).

**Kelly Edmiston.** "The Net Effects of Large Plant Locations

and Expansions on County Employment." *Journal of Regional Science* (forthcoming).

Mary Graham and **Julie Hotchkiss.** "Systematic Assessment of Employer Equal Employment Opportunity Efforts as a Means of Reducing the Gender Earnings Gap." *Cornell Journal of Law and Public Policy* 12 (Fall 2002): 169-201. (In print August 2003).

**Felix Rioja and Neven Valev.** "Does One Size Fit All?: A Reexamination of the Finance and Growth Relationship." *Journal of Development Economics* (forthcoming); "Finance and the Sources of Growth at Various Stages of Economic Development." *Economic Inquiry* (forthcoming). In October Valev and Rioja were notified that "Finance and the Sources of Growth at Various Stages of Economic Development," was recently listed on the SSRN's Top Ten Download List for "Development Economics Recent Hits."

#### Department of Public Administration

**Carol Hansen.** "Cultural myths in stories about human resource development: Analyzing the cross-cultural transfer of American models to Germany and the Cote d'Ivoire." *International Journal of Training and Development* 7(1) (2003): 16-30.



Kahnweiler

**William Kahnweiler** with Michael Workman. "The effects of cognitive

style and media richness on commitment to telework and virtual teams." *Journal of Vocational Behavior* (forthcoming); with Mary Langley. "The leadership role of the pastor in the sociopolitically active Afro-American church." *The Organization Development Journal* 21(2): 43-51.

**Gregory Lewis and Sue A. Frank** (Ph.D. student in public policy). "Government Employees: Working Hard or Hardly Working?" *American Review of Public Administration* (forthcoming).

**Theodore Poister.** *Measuring Performance in Public and Nonprofit Organizations*. San Francisco: Jossey-Bass Publishers, 2003.

#### Programs & Centers

#### FISCAL RESEARCH CENTER



Essig

**Alan Essig** wrote "Twelve Years of Budget Growth: Where Has the Money

Gone," (Report: FRC 84) analyzing the growth in the Georgia budget over the past 12 years and identifies specific policy decisions that caused changes; his "Budgetary Doldrums Not About Spending" for the *Atlanta Journal-Constitution @Issue* column ran in August.

**David Sjoquist.** *State and Local Finances Under Pressure. Studies in Fiscal Federalism and State-Local Finance*. United Kingdom and Massachusetts, USA: Edward Elgar Publishing Limited, 2003.

**Ben Scafidi's** editorial for the *Atlanta Journal-Constitution @Issue* column, "Summit A Step To Improve Education" ran in July.

#### PRESENTATIONS

#### Department of Economics

At AcademyHealth's 20th Annual Research meeting in Nashville, **Jay Bae** presented a paper he and **Glenn Landers** (GHPC) co-authored with James P. Cooney, Jr. and Robert Curry of the Robinson College of Business.

**Kelly Edmiston** presented "Local Competition for Economic Development" (with **Geoffrey Turnbull**) at the Applied Econometrics seminar at GSU in August and "Local Competition for Economic Development" (with Turnbull) at the annual meeting of the Southern Economic Association in San Antonio, Texas in November.

In October **Julie Hotchkiss** presented a paper she co-authored with Melinda Pitts and John Robertson, "Employment Dynamics in Georgia: What do State Administrative Data Have to Say?" at the Federal Reserve System Regional Conference in Boston.

**Paula Stephan** participated in an August conference, R&D, Education and Productivity, in memory of Zvi Griliches in Paris, France.

#### Department of Public Administration

**Sal Alaimo** (P.T.I.) presented workshops in September: "Success with Volunteers" for Special Olympics Georgia's annual statewide conference in

Atlanta, and “Evaluating our Impact: The Basics of Measuring the Impact of Volunteers” for the Georgia Conference on Service and Volunteerism in Macon. He also served on a panel, The Evaluation Component of Your Proposal – How to Make it Better, for the Foundation Center-Atlanta and the Georgia Center for Nonprofits in Atlanta in October.

**Gregory Lewis** presented “Baby Boom, Clerical Crash, and Quiet Crisis: The Changing Shape of the Federal Civil Service” and “Political Tolerance, Traditional Sexual Morality, Homophobia, and Public Attitudes toward Government Spending on the Arts,” at the August annual meeting of the American Political Science Association in Philadelphia.

**John O’Kane** (P.T.I.) in June participated in a panel entitled “Recession Reality Check” at the 12th Annual Georgia Non-profit Summit. He presented a workshop on “Capital Campaign Fundraising” in Toronto, Canada for the North American YMCA Development Organization in March.

**Michael Mescon** was one of several expert panelists invited to an October forum, “From the Ashes of Corporate America, Can a Phoenix Arise?” hosted by WABE FM and Kennesaw’s Coles College of Business in Atlanta.

**Bill Waugh** presented “Organizing for Extreme Events: The Issue of Cultural Interoperability” at the 28th Annual Hazards Research and Applications Workshop at the University of Colorado, Boulder in July; in August he presented “Teaching Disaster Policy and Emergency

Management” as part of a short course on Disaster Policy at the annual conference of the American Political Science Association in Philadelphia; he participated on an expert panel at the FEMA Multi-Hazard Community Assessment Forum to examine the feasibility of a community hazard mitigation rating system in September in Washington, D.C.

#### Programs & Centers

##### GEORGIA HEALTH POLICY CENTER

**Karen Minyard** presented the work of the Georgia State Planning Grant for the Uninsured to a subcommittee of the Budgetary Responsibility Oversight Committee of the Georgia State Legislature in August.

Medicaid analyses performed by **Kate Gardner** and presented by **Karen Minyard** to a subcommittee of the Budgetary Responsibility Oversight Committee of the Georgia State Legislature were cited in an article on the Medicaid budget in the *Atlanta Journal-Constitution* on August 6.

##### PROGRAM FOR REHABILITATION LEADERSHIP

**Deon Locklin** provided instruction to students of “Leadership Redwood,” a year-long development program sponsored by the Roosevelt Warm Springs Institute of Rehabilitation, in August and September.

**Sally Siewert** co-presented “Effective Employer Relationships” at the Southeastern Region National Rehabilitation Association conference in Asheville, NC in August and conducted a class on “Performance Coaching” at the University of Illinois-Urbana.

## ACTION LEARNING TEAMS

“Students collectively say that this course is one of the hardest and one of the most profound learning experiences they have ever encountered.”

Human resource professionals from Simmons Mattress Company, Worldspan, the Vocational Rehabilitation at the Georgia Department of Labor and Piedmont Hospital needed some help this spring. Each invited students from Verna Willis’s Action Learning course to help them think through an organization problem. From all accounts these clients were very satisfied with the heightened understanding they

gained during their work with the students and in their final presentations, which were held at the school.

“Willis’s students from PAUS recently completed an Action Learning project with one of our customers, the Department of Labor,” said Deon Locklin, director of the Program for Rehabilitation Leadership. “From the feedback I received, they felt the project with our students was most beneficial.”

Apparently this feedback has traveled around the school. “All of the teams did great jobs – and all of the corporate reps were so impressed with the work,” says Ronni French, development director.

Willis, an associate professor of Human Resource Development, is not surprised at this reception. “The students work with the client an entire semester,” she said. “The client identifies a troublesome, intractable problem that they want our students to help them think through. Unlike a consultant, in this case the client owns the problem. The students are told they will never own it or solve it, but that it is their duty to mirror and shed light on the problem.

“The students and client form an Action Learning ‘set,’ or team, that works at the problem. The final presentation is a report to the client about what the set has learned, what they have discussed, and what their findings are, essentially. And that, of course, includes the client’s findings. While our client, in essence, will know what the report consists of, they always find surprises as the students sit down and discuss with each other their reflections on what they’ve experienced and learned about the company and themselves.”

The client does not necessarily know why their organization’s problem is a problem, says Willis. The “why” is what the students and client discover in this process. They don’t only look at the problem, but discover how to look at the problem differently. This client’s “aha” is a key component in the presentation.

“Students collectively say that this course is one of the hardest and one of the most profound learning experiences they have ever encountered,” says Willis.

# “wow” their clients

Maxine Kwofie, a set member this spring, agrees: “This action learning experience was the first step in teaching me that there is a different approach to problem solving that is rewarding and yields real results in real time ... It has been demanding, thought provoking and challenging.”

Undergraduate study of human resource policy and development is one of the fastest-growing programs at GSU. Willis believes that is because “what students learn in the program is applicable across all sectors of the economy, whether private,

public or nonprofit. It is helpful if they expect to have supervisory or management responsibilities.

“I think human resource development helps our students to see the big picture in organizations where they are employed. Yet it will not limit their career opportunities to human resource kinds of functions when they come out of this program.

“Any place where learning is going on, there’s a venue for HRD people,” says Willis.

## ACTION LEARNING PROJECT ASSISTS VOCATIONAL REHABILITATION PROGRAM

Last spring Deon Locklin, director of the Program for Rehabilitation Leadership, introduced Verna Willis to her customer Alan Morris, assistant director of the Georgia Department of Labor – Vocational Rehabilitation Program. Willis and Morris quickly identified an organizational issue within his program and put an Action Learning set to work.

Students Tyvonn Hand, Cynthia Gordon, Maya Porter, Nicole Stephens, Patrick Turner and Jarrett Walton with Morris comprised the set. Student Susan Cook, who was on another set last spring, echoed the sentiments of other participants in her observation of this experience. “I am convinced that action learning has a viable role in the future of corporate learning and exploration,” she said.

Morris first visited Willis’s class and told the students about an internal problem they were experiencing in the agency’s payment authorization process. Set members visited Vocational Rehabilitation staff for an hour or so per week for 10 weeks. They interviewed the staff and investigated the payment process to determine the root causes of the problem, then prepared a report detailing the set’s experience and outcomes.

From the report:

*“Initially when Mr. Morris presented our action learning group with the problem that his program was facing, it appeared to be so complex that it would take a task force, consisting of experts, to make any type of feasible recommendation. However, here we were, a group of confused graduate students, entrusted with a valuable mission, dealing in real time, with the client expecting professional results.”*

*“Often during our set meetings we did not know what questions to ask or how to proceed forward, we felt stagnated, in a rut. We did not know what steps to take in order to accomplish our overall goal in the time allotted to us. And that is when it happened. That is when we stopped expecting the questions to yield answers and accepted them for what they were... questions. Each question led to other questions that yielded thoughts, misdirection and uncertainty. Each thought eventually succumbed to reflection and finally resulted in answers... With each set meeting came new ideas, different approaches, new growth.”*

Morris says he was impressed with the quality and caliber of the work of the students. “Working with these students was refreshing and I enjoyed their enthusiasm,” he said.

The students were equally impressed with their learning process.

“The action learning experience was like solving an endless jigsaw puzzle without knowing what the end picture would be. As the process progressed, the puzzle pieces became easier to fit together and the chaos of information merged together revealing a complex but identifiable situation. Overall I have learned so much, more than just about the client, but about myself,” says set member Cynthia Gordon.

Maya Porter said she learned that “Traditional thought is lazy thought ... I will from now on have to remind myself that even the most logical ideas, or what seems to be logical, stand to be challenged. If they are truly what they seem, then they stand up to a challenge, but if they are not, then there is knowledge to be gained.”

## Student News

Nine students have entered the joint Georgia State University/Georgia Institute of Technology public policy doctoral program: **Kwaw Andam, Shena Ashley, Sarah Blake, Hai (David) Guo, Taehyun Jung, Monica LaBelle, Timothy McNeill, Ignacio Navarro and Lei Zhang.** In 2003 this program awarded its first Andrew Young fellowship to **Shena Ashley** and its first Dean's Scholar fellowship to **Monica LaBelle.** Andam is also a Carolyn Young Fellow.

**Maxine Kwofie,** a graduate student in Human Resource Development, completed her summer internship with the

*Program for Rehabilitation Leadership at AYSPS and is now working with PRL as a graduate research assistant.*

Twenty students in the **Human Resource Development** program attended a September HRD Directors meeting sponsored by the Program for Rehabilitative Leadership in Atlanta. The students networked with HRD directors representing 12 state agencies from around the Southeast.

**Pratik Mhatre,** a graduate student in Public Administration and Urban Studies, presented "The Impact of Organizational Capability in Developing Internet-based Solutions on Perceived Website Effectiveness," written with Sanjay Pandey and Eric Welch, at the Southeastern Conference on Public Administration in Savannah.

# Internship

Professors and internship coordinators Katherine Willoughby and Greg Streib reported a record-setting summer for the AYSPS internship program. "We did, in fact, have a record number of students to enroll in PAUS 8941 and PAUS 4941, the graduate and undergraduate PAUS internship courses, respectively," said Willoughby.

The internship course is available to all Master of Public Administration students, to any Human Resource Development or other Urban Studies master's students, and to all PAUS undergraduate students who choose the program. Willoughby said they also oversee the internships of students from economics and other programs across the university who take these courses.

Another look at these interns and their experiences this summer shows why the program is gaining in popularity. (See "M.P.A. Internships: a better reality show," *The Briefing*, Spring/Summer 2003.)

At the Council on American-Islamic Relations in Washington, D.C., M.P.A. student **Muhammad Pulungan** developed a marketing plan to help raise CAIR's profile and increase donors. CAIR is a nonprofit organized to promote a positive image of Islam and Muslims in the United States. "It deals with the issues of American Muslims' civil rights and civil liberties," says Pulungan. "In offering that perspective, CAIR seeks to empower the Muslim community in America through political and social activism."



**Muhammad Pulungan**

During his first month there, says Pulungan, he was involved in negotiation skills training, wrote press releases, witnessed policy-making processes on Capitol Hill and visited major national media and broadcasting companies like the *Washington Post* and National Public Radio. He credits his coursework at GSU with enabling him to carry out the work. "This opportunity has allowed me to watch a nonprofit organization explore altruism in a community while managing its operations efficiently," he said.

Consultant **Brandee Krug** graduated in August with an M.P.A. emphasis in policy analysis. She, too, spent her summer in D.C. at the Office of Policy and Evaluation in the U.S. Department of State, Bureau of Educational and Cultural Affairs. ECA fosters mutual understanding among the U.S. and other countries through international educational and training exchange programs. The division she worked in administers outcome evaluations for the diplomatic community to use to improve the efficiency and effectiveness of ECA programs and to publicize their results.

Krug said that her experience allowed her to be involved in many phases of the evaluation contracting process. She developed

## SPRING SCHOLARS

# step out

"We had an amazing number of undergraduate students make Dean's List and Faculty Scholar the latest spring term," announced Sue Fagan, director of the Office of Academic Assistance at AYSPS, in a weekly report to the school. During the spring semester, 78 students made Dean's List, requiring a grade point average of 3.5 or higher in 9 or more hours of coursework. Twenty-six undergraduates made Faculty Scholar, requiring a 4.0 grade point in 9 or more hours. During the summer semester, 34 students were named Faculty Scholars, and 33 made the Dean's List.

"What a thrill it is to see this many students named to the Faculty Scholar and Dean's List. It reflects their high degree of achievement, their seriousness about their studies and a lot of very hard work," says Dean Bahl.

# program rising

logic models and survey instruments for international evaluations, was assigned primary contact to a newly awarded contractor for an evaluation of the Fulbright Teacher Exchange Program, and wrote departmental executive summaries on the highlights of ECA evaluation findings. She also sat on a panel review to decide who would be awarded funds to administer a new Tibetan Scholarship linkage program. "The number and diversity of tasks I was assigned makes the experience very well-rounded," she reported.

"This opportunity has allowed me to see the way a federal department truly operates," said Krug.

From January to May, 2003, **Matthew Williamson** was a principle legislative database operator for the Planning, Research and Evaluation division of the Governor's Office of Planning and Budget in Georgia. The division tracks legislation for the Governor's office during the legislative season and communicates its progress to other divisions and offices. Williamson is an undergraduate majoring in Urban Policy Studies with a concentration in public policy, which he is using as a pre-law degree.

Williamson collected legislation introduced in both the House and Senate and tracked the progress of all legislation that had been introduced, particularly the Governor's bills.

"My primary job was to keep the database as up-to-date and as accurate as possible. Many people rely on this database, so a great amount of attention to detail was required," he said. He noted and entered outcomes of legislative committee meetings, assisted in compiling reports for study committees and monitored the press coverage of issues pertinent to the Governor's office.

**James Cook**, who recently graduated with an M.P.A., spent his summer in the Atlanta field office of the U.S. General Accounting Office. He says his internship provided experience that can only be obtained on the job and notes an added benefit: "As a result of my internship, I was offered – and accepted – a full-time GAO analyst position in August."

Cook describes the GAO as an independent agency in the legislative branch of the federal government. Commonly known as the "investigative arm of Congress" or the "congressional watchdog," GAO examines how taxpayer dollars are spent and advises lawmakers and agency heads on ways to make government work



*Muhammad Pulungan, Brandee Krug and Matthew Williamson*

better. "GAO is unique among legislative branch support agencies," says Cook, "in that its reports often present original data drawn from extensive field work."

During the summer, Cook reviewed how well the IRS performed during the 2003 tax filing season. "Specifically, I analyzed how IRS processed returns, issued refunds and met specific processing goals. I also did a significant amount of work in the areas of assessing the IRS web site and electronic filing," he said.

AYSPS policy interns develop critical working experience in agencies, organizations and businesses that make a difference in areas as small as a locality and as large as the world. Based on results like those presented by their latest interns, Willoughby and Streib believe the school's internship course will only rise in popularity. To find out more about PAUS internships, tap into the Public Admin/Urban Studies link at [www.andrewyoungschool.org](http://www.andrewyoungschool.org).



*James Cook*



## CONGRATULATIONS TO TOSHIHIRO UCHIDA,

a graduate student in Economics, who this year was awarded a prestigious Joseph L. Fisher Dissertation Fellowship in environmental economics from Resources for the Future, an internationally recognized environmental economics and policy think

tank based in Washington, D.C. Toshihiro also received the Dissertation Grant Award from GSU and one of the Graduate Awards from the Southern Economic Association. As part of this award, he was invited to present his research at the association's annual meeting in San Antonio, Texas in November.

# School attracts top sponsored students

**A dozen international scholars enrolled in AYSPS graduate programs this fall as sponsored students from all over the world: Ukraine, Russia, Guatemala, Jamaica, Cambodia, Azerbaijan, Grenada, Bolivia and Indonesia.**

"We were quite successful in attracting these exceptional sponsored students from their host agencies," says Sue Fagan, director of the Office of Academic Assistance. Four students are working towards a Master of Arts in Economics, 2 on a Master of Science in Urban Policy Studies, 5 on an M.P.A. and one is in a non-degree program.

"In terms of exposure, the AYSPS curriculum encourages an internship and/or practicum. Professors and advisors are constantly ensuring that our papers are at employer/research institute standards; they make themselves available, in and out of class, on and off-line," says LASPAU Fellow Anika Keens-Douglas from Grenada.

"Overall, the program is competitive and gives as much as I would expect. I'm enjoying the challenge."

Manfredo Chocano, Nirmala Trisna, Rochelle Clarke, Emin Huseynzade and Poullang Doung were nominated for the Fulbright Student Program administered by the Institute of International Education. To qualify, they had to possess an outstanding academic record and to exhibit exceptional promise of making a significant contribution to their chosen profession when they return home. The program's purpose is to increase mutual understanding between the people of the United States and of other countries.

At home in Bali, Indonesia, Trisna is a lecturer and research assistant of health economics, health administration and policy in the School of Public Health at Udayana University. She came to AYSPS this fall to pursue a master's degree in Economics, with a major in policy. "So far, I find the courses and academic environment here interesting and useful for my future career path in my country," she says. "The professors' styles of giving lectures is also another interesting thing for me. They are very

open and like to have discussions with the students. Many 'real world' examples are given for the courses which make the lectures seem more alive and important."

Rochelle Patrice Clark says her interest in public policy stems from working as an administrative assistant in the Government of Jamaica health sector and the wide scope that her boss, the regional director of Western Regional Health Authority gave her.

Clark said she was honored to be short listed for a Fulbright Student Grant 2003-2004, but that her excitement was quickly overshadowed by the overwhelming process of finding a graduate school that offered exactly what she wanted to do.

"The program AYSPS offers is a perfect match for me with its direct option for policy analysis and evaluation. So far, my experience has been positive in attaining relevant knowledge in preparation of a career change when I return to Jamaica.

"It is my intention to transfer within the government service and to be a part of the policy analysis team in the Ministry of Health. As a young professional, I know that with my academic training and the relevant hands-on knowledge currently being garnered as a graduate research assistant, I will become an asset to my organization as well as Jamaica," says Clark.

Natalya Bayda, Leonid Chabad and Nizameddin Rzayev are sponsored by the Muskie/FSA Program, established by the U.S. Congress in 1991 to encourage economic and democratic reform in the countries of the New Independent States, formerly the Soviet Union. Host institutions like GSU are selected on the basis of their academic strength, their experience in working with international students and their ability to facilitate internships, among other qualifications. The Muskie/FSA Program is administered by the Bureau of Educational and Cultural Affairs of the U.S. Department of State.



(L to R) Anika Keens-Douglas and Nirmala Trisna

M.P.A. graduate students Anika Keens-Douglas and Alvaro Solares attend AYSPS with LASPAU support. LASPAU: Academic and Professional Programs for the Americas is a nonprofit organization affiliated with Harvard University. It designs and implements academic and professional exchange programs for citizens and institutions in the U.S., Canada, Latin America and the Caribbean that serve more than 1,200 grantees annually.

Keens-Douglas says that after she completes her M.P.A. she plans to go for a Ph.D. in Public Policy. "With its focus in policy analysis and evaluation, the curriculum at AYSPS is one that I can respect. I feel it will truly prepare me to work towards becoming a policy liaison/analyst for an international agency linked to Latin America and the Caribbean."

Olga Pestova of Russia is attending AYSPS on an IREX fellowship. The International Research and Exchanges Board works in partnership with the Bureau of Educational and Cultural Affairs of the State Department to administer the Russian Young Leadership Fellows for Public Service Program, a one-year public service and non-degree academic study program for Russian citizens. The goal of IREX, a U.S.-based nonprofit organization, is to promote scholarship, education, professional development and cultural understanding within the Central Asian region and between the U.S. and its countries.

The Office of Academic Assistance administers these programs for AYSPS.

# sjoquist

## named to Dan E. Sweat Distinguished Chair

*continued from page 1*

Professor David L. Sjoquist, director of the Fiscal Research Center and of Domestic Programs at AYSPS. Sjoquist's comment echoed the sentiments expressed by several distinguished speakers at the June luncheon announcing his appointment to the Dan E. Sweat Distinguished Chair in Educational and Community Policy.

Sjoquist is one of the country's leading researchers in the field of public finance. "My research interests include central city poverty, racial discrimination, education and public finance, all areas that Dan addressed in his career," he said. His focus during his years of work at GSU has been the creation of a better community with informed and improved public policies. "That is the spirit of what Dan Sweat was all about," he said. Sjoquist will use his appointment to help broaden this legacy of civic commitment.

Tally Sweat is Dan's widow and a civic leader, active in rebuilding the city's parks and public spaces, among other projects. "I'm thrilled with David's selection," she said. "Knowing David and his history and involvement with the city, his service record and his significant contribution to the body of knowledge in community and education policy, he is the right person for this position. Had Dan known Dave was chosen to fill this chair, he would have been equally pleased."

In accepting the position, Sjoquist indicated that "we want great things to be achieved. We want the chair to be a force for better educational and community policy, to be a recognized national center of scholarly expertise, to be 'at the table' when policy debates occur, to be a magnet that draws the most able students, and to grow the endowment that will help further Dan's legacy."

With those goals in mind, there are some early programs that Sjoquist has begun to plan with the endowment from the chair:

- An annual Dan Sweat public lecture series that will bring in leading policy experts from around the world to address community and educational issues
- An Educational Policy Group comprised of researchers, faculty and students from across the university that will bring synergy to educational policy research and planning and greater awareness of research opportunities at AYSPS with the help of monthly meetings and a website
- A new course on educational policy

When possible, Sjoquist also hopes to use the endowment to provide support for graduate students.

"It is hard to imagine what the study and practice of public finance in Georgia would be

without Dave's contribution," said Roy Bahl, dean of AYSPS. "He serves the best interests of our elected officials, governments and institutions by clearly demonstrating what their decisions could mean for citizens and their neighborhoods. He provides an interesting, comprehensive outlook on the potential impacts of public finance and other civic and social policies, always carefully supported by accurate data and clearly articulated recommendations."

Sjoquist has served as executive director of Research Atlanta and of the Urban Study Institute. He earned an M.A. and Ph.D. in economics from the University of Minnesota. He has built a national reputation in the field of public finance and an extensive research portfolio in educational policy and urban economics during his more than 30 years of experience in higher education. He is published in more than 80 professional publications and produces a number of reports every year. Sjoquist currently serves on the board of the Atlanta Regional Commission, which Sweat directed from 1971 to 1973.

## Mendenhall joins School's Advisory Board

*continued from page 1*

will enrich congregation life while promoting public participation in a culturally and religiously diverse society. It is designed to be completed in four years.

"At the seminary we are training new leaders for the church and we're nurturing those who are already leaders to hone their skills and renew their energy," said Mendenhall. "In doing so, we do not want them to think their responsibilities are confined within one congregation. They need to think of themselves as leaders within the whole community.

"In that regard, what the Andrew Young School is teaching its students is what we also want our students to know about being leaders within the whole community."

A principle architect of the dual degree program, Harvey Newman was recently appointed to direct the Faith and the City program at the seminary. Newman now teaches at Columbia and AYSPS, where he is a professor of Urban Policy Studies.

"We are thrilled that Harvey has a joint appointment with us and now teaches on our campus," said Mendenhall.

The Andrew Young School hosts a wealth of events and seminars free to the public. For example, the annual Environmental Policy and Experimental Economics Seminar Series began in September this year. The International Studies Program holds regular Brown Bag programs, its latest on German fiscal federalism. The GSU Economics Club Speakers Series presented an expert panel to speak on "Terrorism Post 9.11."

You are invited to frequent the AYSPS "Calendar" and "Seminar Series" posted online at [www.andrewyoungschool.org](http://www.andrewyoungschool.org). Tap into "Events" to find the latest information on the fascinating events and distinguished visitors who come to share their expertise with an interested public.

**FIND AYSPS  
EVENTS &  
SEMINARS** **online**

## Alumni News

**Howard Bailey** (Ph.D. in Human Resource Development, '02) recently accepted a faculty position in HRD in London, England.

**Valerie Barry** (M.P.A. '98) is marketing research coordinator at the DeKalb Convention & Visitors Bureau in Decatur, Ga. In August she completed her first year of the Southeast Tourism Society Marketing College, and she is working with the 2003 Oakhurst Festival planning committee. [valerieb@mindspring.com](mailto:valerieb@mindspring.com)

**Warren Bilotta** (Ph.D. in Economics, '94), assistant professor of Economics at Louisiana State University at Alexandria, La., since 2001, recently received the university's J.H. Johnson Endowed Professorship Award in Business Administration, which supports the instructional and development activities of the faculty. [wbilotta@lsua.edu](mailto:wbilotta@lsua.edu)

**Bob Brennan** (M.P.A. '95) is currently an assistant United States attorney in Savannah, Ga., where he investigates and prosecutes federal crimes.

**Jonathan Dawe** (Ph.D. in Human Resource Development, '02) was recently promoted to director of Human Resources – Safety, Wellness & Worker's Compensation at Simmons Bedding Corporation in Atlanta. [jdawe@simmons.com](mailto:jdawe@simmons.com)

**Stephanie Douglas** (M.P.A. '02) is the new assistant director of Annual Giving at Georgia State University.

**Megan Jones** (M.P.A. '03) is a crisis management consultant with Michael Baker Jr., Inc., a private firm that handles crises management and emergency response and operations out of Washington, D.C. She recently wrote Professor Streib to report that, "the company's management is so pleased with my performance that they specifically requested I identify others in the AYSPS program for potential employment."

**Constantine Kontoghiorghes** (Ph.D. in Human Resource Development, '97) recently accepted a faculty post in Cyprus at the prestigious Cyprus International Institute of Management.



Kontoghiorghes

Building upon his dissertation, Kontoghiorghes has pursued a rigorous research agenda that has resulted in his work appearing in a number of journals such as the *Organization Development Journal*, *Quality Management Journal*, *Performance Improvement Quarterly* and the *International Journal of Training and Development*. [Constantine@ciim.ac.cy](mailto:Constantine@ciim.ac.cy)

**Kim Magee** (Ph.D. in Human Resource Development, '02) has been promoted to director of Human Resource Operations for Coca-Cola North America. She was a finalist in this year's annual American Society for Training and Development (ASTD) Dissertation Award.



Magee

**Sheila Margolis** (Ph.D. in Human Resource Development, '98) has had a second article based on her dissertation accepted for publication. Margolis, Sheila and **Carol Hansen**. "Visions to Guide Performance: A Typology of Multiple Future Organizational Images." *The Performance Improvement Quarterly*. Margolis is principal of the consulting firm, CORE InSites Inc. [smargolis@coresites.com](mailto:smargolis@coresites.com)



Margolis

**Ron McNinch-Su** (Ph.D. in Political Science, '96), who specialized in public policy and administration, is an associate professor of Public Administration at the University of Guam. In May he was appointed Commissioner to the Government of Guam Reorganization Commission, in July as Guam Delegate to the 2nd National Citizen Corps Conference in Washington, D.C. and in August to the Guam Civil Defense/Homeland Security Advisory Commission.

**Kathryn O'Neill** (Ph.D. in Human Resource Development, '03), a senior consultant, Organizational Effectiveness at Rock-Tenn Company, will teach part-time in the Management

Department of the School of Business at Clayton College and State University, Ga. She was recently invited to write a book chapter (with C. Hansen and G. May) on Gender and Communication Issues at Work for Ashgate Publishing Ltd. [koneill@rocktenn.com](mailto:koneill@rocktenn.com)

**Winsome Packer** (M.P.A. '90) is now working for Congress as professional staff on the House Homeland Security Committee. (See her feature in *The Briefing*, Spring/Summer 2003.)

**Rentanida Simatupang** and **Thalyta Yuwono**, graduates of the 2003 USAID-funded Indonesian Masters Program in Applied Economics at AYSPS, chose to continue their studies at the Andrew Young School and began their work towards Ph.D.s in Economics this fall. The Indonesian Masters Program provides graduate training in economic policy analysis to Indonesian economists. This capacity-building program targets university lecturers and civil servants.

**Mark A. Thompson** (Ph.D. in Economics '94) was recently promoted to dean of



Thompson

**Paul B. Kelman** (M.P.A. '77) executive vice president at Central Atlanta Progress, in March was inducted into the College of Fellows of the American Institute of Certified Planners, which is one of the highest honors that the AICP bestows upon a member. He was also recently awarded the first "Jack F. Glatting Award – for outstanding mentoring of young planning professionals" from the City and Regional Planning Program at Georgia Tech. During his tenure at Central Atlanta Progress, Kelman has hired and mentored more than 30 interns from the planning programs at GSU and Georgia Tech.



Kelman

the Quinnipiac University School of Business in Hamden, Conn. Thompson, who had served as associate dean at Quinnipiac since 1998, will also oversee the school's Entrepreneurship and Small Business Management Institute and its Professional Athlete Transition Institute.

The Andrew Young School congratulates its first two graduates of the joint GSU/ Georgia Tech public policy doctoral program. **Angela Blair Hutchinson's** dissertation is



Hutchinson

titled, "A Health Technology Assessment of HIV Counseling and Testing

Technologies: Evidence of Effectiveness, Cost-Effectiveness and the Consumer Perspective" and was chaired by Paul Farnham (Economics). **David Rein's** dissertation is



Rein

"Modeling the Health Care Utilization of Children in Medicaid" and was chaired by Gregory Lewis (PAUS).

*We are eager to share information on your awards, new jobs or academic advancement with our readers – your classmates and peers.*

*Please email Ronni French at [rfrench@gsu.edu](mailto:rfrench@gsu.edu) and we will post your news online and in a future issue.*

*Thank you!*



*Renovation of the future AYSPS building is on-target for completion in February. At this rate, the School is looking forward to a March 2004 move-in date. Checking its progress are (L to R) Advisory Board Chair Paul Rosser, Dean Bahl and former U.N. Ambassador Andrew Young.*



## THE LOVE CORRECTION: Gibson and Myers are AYSPS "Ist Couple"

In last year's winter issue of *The Briefing*, we reported on a Ph.D. couple from AYSPS that we had mistakenly identified as a "first." However, we have since learned that Lucinda Gibson and Thomas Myers of Atlanta are the "first" couple at the Andrew Young School to meet, marry and defend their dissertations on the same week. They graduated together in May, 2000, with doctorates in Human Resource Development.

As Gibson tells it, "Tom and I met in 1991 in a Ph.D.-level psychology class. The first day, we went around the room's U-shaped configuration introducing ourselves. I remember craning to see who the guy was with the booming bass voice and the impressive military and computer backgrounds. It was Tom. Since he was traveling for a living and I was tape recording the lectures, he asked me for a transcript. I was glad to help a fellow student and hand-delivered a couple of transcripts to his house.

"In 1992, we met up again while taking our comprehensive exams. He said he owed me a dinner to repay me for the favor I did him. I kept saying no, but finally met him for a pizza since he seemed to really want to repay me somehow. The rest is history and we got married on April 29, 1995."

Gibson says they encountered "course decay" during the courtship and other disruptive events like parents' deaths and building a business. After taking more courses, they defended their dissertations the same April week of 2000 and graduated a month later.

Gibson and Myers now co-own a business, The Performance Alliance, Inc., a full-service human resources development corporation. You can reach them at [tommyers@performall.com](mailto:tommyers@performall.com) and [lgibson@performall.com](mailto:lgibson@performall.com).

**A Y S P S A L U M N U S D I R E C T S T H E  
G O V E R N O R ' S O F F I C E O F P L A N N I N G A N D B U D G E T**

How many interns eventually lead the organization at which they first earned their stripes? Tim Connell, whose first experience at the state's Office of Planning and Budget was as a Governor's Intern in 1976, in July was tapped by Gov. Sonny Perdue to direct this office. Connell earned both his B.S. in History and Political Science and his M.P.A. from GSU.

Connell was Gov. Purdue's deputy chief operating officer prior to directing the OPB. Following a career that includes positions at Southern Company and the Georgia Residential Finance Authority/Georgia Housing and Finance Authority and the Department of Community Affairs, and as an advisor to Gov. Perdue's transition team, Connell finds himself in charge of the very place where he first developed his passion for the workings of the state.



Tim Connell

*“...there is probably not a better place to intern than the OPB because you get such a broad exposure to state operations, generally at a fairly high level.”*

“For someone interested in government – particularly state government,” he says, “there is probably not a better place to intern than the OPB because you get such a broad exposure to state operations, generally at a fairly high level.”

After his internship, Connell was hired to work at OPB while earning his M.P.A. “I started out as an economic development planner then transitioned into the position of budget analyst,” he says.

Now he's in charge of a 75-member staff charged with leading and assisting in the development, implementation and evaluation of the state's annual budget. “It is a complex task, working with the Governor to put together a \$16 billion budget with all the agencies and programs that exist in state government,” says Connell, “and with all the multitude of policy issues, particularly in the environment we're in now. But as others have said, ‘Interesting times present opportunities.’”

Connell recognizes that among the opportunities available to OPB are the resources of the Andrew Young School. “We are talking to Roy Bahl and Dave Sjoquist at the Fiscal Research Center, fleshing out what services may be best suited to us,” he says. “We are interested in supplemental help in revenue forecasting, some analysis of economic conditions of the state, and other special study projects. It is likely we will be engaged in some mutual projects going forward.”

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