

*ICePP Builds Capacity,  
Country by Country*





# An Exciting Year Ahead

I would like to tell you about three very different events taking place at the Andrew Young School this year:

First, our school and Georgia State University were chosen by the U.S. Department of State to be a host institution for a group

of Mandela Fellows as part of President Obama's Young African Leaders Initiative. This program, which focuses on public management, brings young professionals from all parts of Africa to the United States for a six-week summer professional development and training course. We join 20 universities – including the University of California at Berkeley, University of Texas at Austin and Virginia Commonwealth University – chosen to host these fellows.

Professor Sally Wallace is the academic director of this program, with senior research associate Shereen Bhan providing expert administrative oversight. Many faculty throughout the AYSPS, and from the broader university, will provide academic content.

Shereen and I attended the orientation for the host universities in early February, learning a great deal about expectations. The AYSPS will hold both opening and closing ceremonies for this group; and I hope many of you will join us in welcoming these motivated young professionals to Atlanta.

A second issue of major importance is the announced consolidation of Georgia State University with Georgia Perimeter College. We will be the largest public institution in the state, with over 50,000 total students in the combined university.

Interestingly, a number of public universities already have satellite campus community colleges. A good example is Pennsylvania State University. An outstanding research institution, its full operation encompasses about 20 other campuses, some of which offer two-year degrees only. Another example of this model is Arizona State University.

There are many academic and administrative issues yet to be decided regarding this consolidation. I have been asked to serve on the Georgia State University-Georgia Perimeter College Consolidation Implementation Committee, which will find a clear way to state the mission and goals for the expanded university and work out the bulk of the details over the next year. We will submit our work to the Board of Regents for its consideration in January 2016, with implementation finalized by the beginning of the fall semester in 2016.

Of note: Georgia State University receives about 1,200–1,500 transfers per year from GPC, many of them transferring to the AYSPS with intended majors in social work or criminal justice/criminology. We hope to make this transition smoother for these students and, of course, we hope to attract more of them. Find GSU's updates on the consolidation at [consolidaton.gsu.edu](http://consolidaton.gsu.edu).

Finally, 2015 marks the 20th anniversary for the Georgia Health Policy Center. This remarkable research center, directed by Karen Minyard, has provided excellent and timely translational research for the State of Georgia, and increasingly, the entire United States. We look forward to celebrating its many achievements.

**Mary Beth Walker**, *Dean*

Georgia State University  
Andrew Young School  
of Policy Studies  
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# Georgia State to Jointly Host New USDA Research Center for U.S. Agri-Environmental Policy

**PROFESSORS PAUL FERRARO** of Georgia State University and Kent Messer of the University of Delaware will head a newly created Center for Behavioral and Experimental Agri-Environmental Policy Research (C-BEAR), supported with a \$750,000 award from the Economic Research Service of the United States Department of Agriculture (USDA).

*The three-year  
USDA seed  
grant will fund  
the new center.*

C-BEAR-affiliated faculty will use behavioral and experimental economics research to improve the design and implementation of USDA programs that support farmers in their efforts to feed the world and provide valuable environmental stewardship of the nation's agricultural lands. The three-year USDA seed grant will fund the new center.

"Designing government programs based on theories from the behavioral sciences and evidence from randomized controlled trials has proven successful in other policy fields. It's time for the same approach to be applied to U.S. agri-environmental policy," said Ferraro, a professor in the Andrew Young School of Policy Studies and a globally recognized expert in evidence-based environmental policy. His research advances the application of behavioral economics to policy design.

In 2013, the USDA spent more than \$5 billion on conservation programs to minimize soil erosion, enhance water quality and create wildlife habitat.

"Understanding how farmers process information and respond to agri-environmental programs," Ferraro said, "will allow the USDA to better engage all agricultural producers, improve their satisfaction with USDA programs, increase program effectiveness, and provide additional ecosystem services for every taxpayer dollar spent."

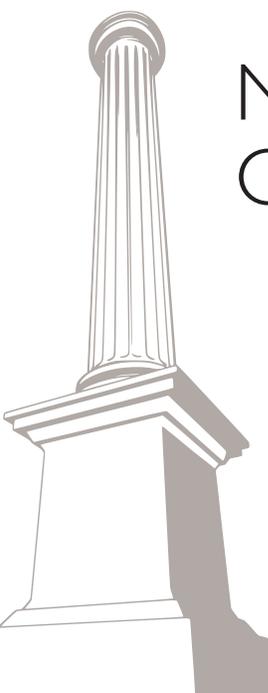
Along with Georgia State and Delaware, the C-BEAR collaboration includes Cornell, Tufts, the University of Chicago and others. The new center will:

- Lead and coordinate innovative behavioral research programs related to the design and implementation of policies and programs that provide ecosystem services and lead to greater satisfaction for participating farmers and landowners;
- Broaden the network of social scientists who participate in policy-relevant research on agricultural ecosystem services, policies and programs; and
- Disseminate information obtained via its research program to a diverse stakeholder audience, including USDA and other federal program agencies, farmers and the public.



Former  
Metro Atlanta  
Chamber Exec  
Joins Faculty

*Retired Metro Atlanta Chamber President Sam A. Williams, a nationally recognized expert in urban competitiveness, joined the Andrew Young School faculty in December.*



# New Center for State and Local Finance Offers Certificates in Public Finance

The new Center for State and Local Finance (CSLF) launched an executive education program for mid-level to senior public finance professionals in city, county and state governments last summer. Training is conducted by the Andrew Young School's top-ranked public finance faculty and led by public finance expert Carolyn Bourdeaux, the center's founding director.

"Our focus is to improve the skills of people who really want to move up in their careers by offering a certification program tied to becoming a Certified Public

Finance Officer (CPFO) through the Government Finance Officers' Association," says Bourdeaux, an associate professor in the Department of Public Management and Policy.

"This training will give even those who don't intend to become a CPFO the breadth and depth of knowledge they need to move into leadership positions in the public sector."

The need for this training is great, she says. Every city, county and school system in Georgia – 890 in all – employs a chief financial officer, as do additional state agencies and local entities. Yet today there are only 10 active CPFOs in Georgia. Nationally, the number is fewer than 440 active CPFOs.

Yet state and local governments spend more than \$3 trillion a year in the United States – nearly matching the federal government's annual budget. These public finance officials also manage a municipal bond market and local pension liabilities currently valued at a combined \$7.5 trillion.

Williams, in his new position as a professor of practice, will help plan and participate in scholarly and practitioner-oriented events for the university's city initiative – the Council for the Progress of Cities – guest lecture in the school's various policy and leadership courses, and help establish internships and other experiential learning opportunities for Georgia State students.

"We are excited to have Sam Williams join our school," says Dean Mary Beth Walker. "Our school is well-known for deep engagement in the policy world, putting our research into real action. That our students now have access to one of the nation's most successful chamber executives will only broaden their academic experience and expand their future leadership potential."

Even as these issues become more complex, a huge wave of seasoned public finance professionals is looking towards retirement, says Bourdeaux. "The center's mission is to develop the people and technologies required for the next generation of public finance."

The training programs are one of a series of initiatives that will be launched by the new CSLF, which was designed to build a stronger bridge between academia and the

community of practice. Other key initiatives include:

- Developing executive education programs in public finance to provide professional development for the next generation of practitioners in state and local finance.
- Building technical assistance capacity in next generation technologies for the public sector that include the use of "big data" and improved analytics to better inform policymakers and to better target solutions to public sector problems.
- Supporting scholarship on critical challenges in state and local fiscal and economic policy, and building a strong capacity to translate and communicate academic research for the practitioner audience.

Learn more at <http://cslf.gsu.edu/>.

The center's mission is to develop the people and technologies required for the next generation of public finance.

—CAROLYN BOURDEAUX

Williams has earned a national reputation for harnessing the power of business leaders to make cities thrive. In his new book, "The CEO as Urban Statesman" (Mercer University Press, 2014), he uses case studies to argue that business leaders can and should contribute to their communities by using their business skills to solve public policy problems.

Williams was the chamber's president for 17 years before he retired in 2014. He also served as president of Central Atlanta Progress, was a partner with Portman Properties and was the first staff member for Research Atlanta. He holds degrees from the Harvard Business School and Georgia Institute of Technology.

# WELCOME

## Wright Chairs Department of Criminal Justice and Criminology



Richard Wright

**PROFESSOR RICHARD C. WRIGHT**, an accomplished urban ethnographer known worldwide for his research and fieldwork in the area of street crime, has joined the school to chair the Department of Criminal Justice and Criminology.

He came to Atlanta from the University of Missouri-St. Louis, where he was the Curators' Professor of Criminology and Criminal Justice. He is also a fellow of the American Society of Criminology and editor-in-chief of the Oxford Bibliographies in Criminology.

“We are very fortunate to have landed such a superb scholar to lead our Department of Criminal Justice and Criminology,” says Dean Mary Beth Walker. “His record of collaborative research and his interest in public policy make him an ideal fit for the Andrew Young School.”

For more than three decades, Wright has conducted empirical research – including interviews with urban street criminals – to reveal the motivations and markets that drive the actions of residential burglars, armed robbers, carjackers and drug dealers. His research has been funded by the National Science Foundation, National Institute of Justice, Harry Frank Guggenheim Foundation, National Consortium on Violence Research, the Icelandic Research Council and the Irish Research Council for the Humanities and Social Sciences.

For the full story, go to [goo.gl/QhcEiY](http://goo.gl/QhcEiY).

## Bride New School of Social Work Director



Brian Bride

**PROFESSOR BRIAN E. BRIDE**, an expert in the field of secondary traumatic stress and compassion fatigue, joined the Andrew Young School in August to direct the School of Social Work.

Bride was formerly at the University of Georgia, where he directed its School of Social Work's Ph.D. program. While at UGA, he was the principal investigator for a \$1.8 million Health and Human Services grant, “Scholarships for

Disadvantaged Students,” and the co-investigator for a \$3.7 million grant from the National Institute on Drug Abuse (NIDA) for the “Adoption of Innovations in Private A&D Treatment Facilities.” And he recently completed an \$839,735 research grant with NIDA titled “Substance Abuse Treatment with Traumatized Populations.”

Bride is also the editor-in-chief of *Traumatology*, a quarterly international journal for professionals who study and treat people exposed to highly stressful and traumatic events.

“We are excited to have such a superb scholar and practitioner to lead our School of Social Work,” says Dean Mary Beth Walker. “His wealth of experience, passion and success in the social work field is a great fit and asset for the Andrew Young School.”

Read the full story at [goo.gl/ubyiZZ](http://goo.gl/ubyiZZ).



William Pridemore

## Pridemore Wins ACJS Award

Distinguished University Professor William Pridemore received the 2015 Gerhard Mueller Distinguished Scholar Award by the Academy of Criminal Justice Sciences International Section for his outstanding contribution to the field of comparative/international criminal justice in the areas of scholarship, leadership and service. A professor in the Department of Criminal Justice and Criminology, Pridemore was also recently named editor of the *International Criminal Justice Review*, which was formerly edited by Associate Professor Dean Dabney.

# Economist is New 2CI Health Information Technology Professor



Thomas Mroz

The Andrew Young School welcomed health and labor economist Thomas A. Mroz, a member of the Georgia State University Second Century Initiative's new Health Information Technology cluster, to campus this fall. He holds the Bernard B. and Eugenia A. Ramsey Chair of Private Enterprise.

Mroz's research focuses on the estimation of behavioral responses of individuals to changes in their social, health and economic environments. He has studied the economic determinants of diets in China and Russia and explored the importance of family planning programs for reducing fertility in Tanzania.

He joined the school from the John E. Walker Department of Economics at Clemson University, where his research focused on health and nutrition outcomes. He has held faculty positions at the universities of Chicago and North Carolina, Chapel Hill, and was a National Fellow at the Hoover Institution and a visiting scholar in the Economic Growth Center at Yale. Mroz holds a Ph.D. in Economics from Stanford University and an A.B. from Vassar College.

"We are so lucky to have attracted Tom to the Andrew Young School. His work in the areas of health and labor dovetail so well with our work in developing as well as developed

countries," says department chair Sally Wallace. "His research is quantitatively sophisticated, but he has that terrific ability to translate important findings to policymakers."

To read the full story, go to [goo.gl/BcuQ3y](http://goo.gl/BcuQ3y).

## ABOUT THE SECOND CENTURY INITIATIVE

Mroz is the latest in the string of top faculty hired to collaborate around common research themes in Georgia State University's Second Century Initiative (2CI) research centers housed in the Andrew Young School and other Georgia State units. Additional new AYSPS 2CI faculty include:

- Distinguished University Professor William Alex Pridemore in the Department of Criminal Justice and Criminology
- Professor Ann-Margaret Esnard in the Department of Public Management and Policy
- Distinguished University Professor Tim Sass, associate professor Michael Price, and assistant professor Charles Courtemanche in the Economics Department

Additionally, Andrew Young School economics professors Paul Ferraro, Spencer Banzhaf and Barry Hirsch as well as James Marton, an associate professor, assisted with the development of the 2CI centers.

To learn more about the exciting research work being conducted for the Second Century Initiative, go to <http://secondcentury.gsu.edu/>.

## Public Management and Policy Research Earns Top Rankings

Two recent independent studies rank the Andrew Young School's Department of Public Management and Policy (PMAP) among the world's elite programs in terms of research productivity.

A study in the *Journal of Public Affairs Education* places PMAP as one of the top 20 departments worldwide in research productivity and No. 8 among U.S. universities. The rankings are based

on an analysis of top public administration journals from 2006 to 2010.

The second study, forthcoming in the *International Public Management Journal*, ranks PMAP in the top five departments worldwide for research productivity between 2009 and 2013.

U.S. News and World Report's 2014 rankings of best public affairs graduate programs place the Andrew Young School No. 23: No. 4 in public finance and budgeting, No. 12 in city management/urban policy, No. 12 in nonprofit management, No. 24 in public policy

analysis, and No. 26 in public management administration.

"PMAP has some of the most productive and creative researchers on public administration in the country. Our faculty edit top journals, write highly cited articles, and win prestigious national awards," says PMAP Chair Gregory B. Lewis. "These rankings recognize our accomplishments."

Go to <http://goo.gl/JBvyH5> and <http://goo.gl/7QozYN> to learn more about the rankings.

# Hildreth Selected to Run the National Tax Association



**PUBLIC MANAGEMENT AND POLICY PROFESSOR W. BARTLEY HILDRETH** was named the new executive director of the National Tax Association (NTA) during its annual Conference on Taxation in Santa Fe, N.M., in November. Hildreth, an expert in public budgeting and finance – particularly in tax policy and municipal securities – has assumed the part-time position.

“I joined the Andrew Young School faculty to do more than just serve as a scholar and teacher, so these assignments are consistent with that original mission,” he says. “Serving as the only faculty member on the national board that regulates the entire municipal securities industry and also as executive director of the group that includes top tax experts from around the country is also consistent with the Andrew Young School’s ranking as the No. 4 policy school in public budgeting and finance.”

“I look forward to sharing these insights with my students each semester.”

In addition to his new role at NTA, Hildreth is on the Board of Directors of the Municipal Securities Rulemaking Board, which was created by Congress under the Securities Acts Amendments of 1975 to promote a fair and efficient municipal securities market. He is also editor-in-chief of the *Municipal Finance Journal*, the only refereed journal devoted to municipal securities and state and local financing.

Hildreth, the former dean of the Andrew Young School, is a 2005 Fulbright Scholar. He received the 2008 Aaron B. Wildavsky Award for lifetime achievement in the field of public budgeting and financial management and is a 2012 Fellow of the National Academy of Public Administration.

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## MSW Program Ranks Among Top for Affordability



The Andrew Young School’s Master of Social Work (MSW) degree program recently ranked No. 5 among the Top 25 Most Affordable Master’s in Social Work Programs by the online social work education and career resource, [SocialWorkDegreeGuide.com](http://SocialWorkDegreeGuide.com).

The affordability ranking was developed by comparing the tuition and fees of the nation’s top 100 social work graduate programs as rated for quality by U.S. News and World Report. Costs for schools that made the guide’s top 25 ranking are well below the average cost for MSW programs, according to the guide.

“It’s exciting to have our School of Social Work recognized not only for its affordability, but its quality as well,” says professor Mindy Wertheimer. “This quality is reflected in our faculty’s commitment to the school’s mission, the social work profession and our community; our instructional innovation; and faculty scholarship. And it comes alive in our students’ experiential learning outcomes and, ultimately, in their successes as practicing social workers.”

For more information go to <http://msw.gsu.edu>.

# Economists Use Big Data to Help Doctors Improve Hospital Discharge Decisions

Medical doctors will soon be able to use the combined wisdom of hundreds of other doctors and thousands of patient variables to help them determine the safest, healthiest and most cost-effective day on which to discharge each of their patients.

Experimental economists at Georgia State University and doctors at Emory University used tens of thousands of carefully de-identified patient records, econometrics and health information technology to design Clinical Decision Support System software that will help doctors shorten the length of hospital stays and reduce the number of unplanned readmissions that occur within 30 days of discharge.

"No one is approaching discharge decision-making the same way we are,"

laborators Vjollca Sadiraj, an associate professor, and Kurt E. Schnier, formerly of AYSPS, formed an HIT company, 4C Health Analytics Inc., in August with the help of a Georgia Research Alliance VentureLab Grant, and a patent is pending on their decision-making software.

"Discharge decisions are largely subjective and based on a doctor's medical education and personal practice experience, a very small information base" says Cox. "Our system will enable doctors to make these decisions with the accumulated wisdom that can be obtained from a large database."

Their goal is to assist physicians in making timely discharge decisions that decrease length of stay and improve the quality of medical care by decreasing the likelihood of unplanned readmissions.

says Professor James C. Cox of the Andrew Young School, who leads the project with Emory surgeon John F. Sweeney.

They and their col-

"If average length of stay were reduced by 10 percent, the savings to the U.S. healthcare system would exceed \$128 billion per year," he says.

And readmissions are estimated to cost Medicare \$26 billion per year, \$17 billion of which is potentially avoidable, according to the Center for Medicare and Medicaid Services. Medicare recently fined more than 2,600 hospitals for too-high readmission rates under its Readmissions Reduction Program. These penalties will grow for hospitals that cannot improve their discharge decision-making.

Cox and his team conducted three waves of experiments with medical students and resident physicians to test the efficacy of the software. The research was funded with grants from the National Institutes of Health.

"We've tapped into the information and experience available from a large population of discharges at a major university hospital – about 25,000 a year. We're making the precision that can be gained from all of this information available to be brought to bear at the point of care where the discharge decision is made," he says.

To learn more about this project, go to [goo.gl/wgQbs9](http://goo.gl/wgQbs9).

## GILEE Hosts Israel Police

"There is not a single one of us who does not greatly value the professional opportunity we had to learn and grow in Israel," said Atlanta Police Chief George Turner at the November farewell reception for GILEE's 17th Israel Police delegation. Turner, a former GILEE peer-to-peer training delegate to Israel, addressed the delegation of 18 high-ranking Israel officers, headed by Major General Yaron Beery, who were in Georgia for two weeks to learn from federal, state and local agencies. The reception, which included police and public safety executives from around Georgia, was hosted by the Georgia Power Company.



# Kaufman Leads \$500,000 Study Examining Employer-Employee Relations

“Amazingly,” he said, “no one to my knowledge has done this as a research project, so we are pioneering – but with roots back to the very birth of the human resources management and industrial relations fields.”

Research will first establish the big picture with a diagnostic portrait of the state of employment relations using data collected from nationally representative surveys of employees and managers in each country. Part of the purpose is to see whether managers and employees are on the same page about their relationship and whether they cite similar or different workplace problems and issues. Researchers will then probe deeper through interviews with top managers at about 40 companies in the U.S. and 20 in the other countries.

**LABOR ECONOMIST BRUCE KAUFMAN** is leading a team of researchers from Australia and Canada in a \$500,000, three-year project to gauge the state of employer-employee work relationships in the United States, Australia and the United Kingdom.

Their research, funded by the Industrial Relations Counselors, Inc. (IRC) and the Australian Research Council, will produce a comprehensive picture of the quality or “health” of employment relations from the 1980s to today. Researchers expect their analysis to show whether reported differences in the climate of employer-employee relations across companies affect their financial and operational performance.

“In many people’s eyes, the employment relationship is one of the central institutions of capitalism,” said Kaufman, a professor in the Andrew Young School. “It is important to know how this relationship is being impacted in today’s climate of growing job insecurity, stagnating wages, work intensification and growing inequality.”

Kaufman resurrected an IRC audit idea from the 1920s and updated it to provide what is in effect a “general physical exam” of today’s employment relationship.

“We will look at some legacy Fortune 500 companies, like IBM, AT&T and Delta, and see how they have changed their employment systems since 1980,” Kaufman said. “Then we will look at some high-tech start-ups that didn’t exist in 1980, like Microsoft, Google and Apple, and see what kind of employment relations systems they have and how these have evolved and differ from the legacy companies. Then we will do interviews in other sectors, such as financial services (Bank of America, Goldman, etc.) and retail (Target, Kroger, Amazon, etc.). We will also do some focus groups to get the small-business perspective.

“The end product should be the most in-depth picture of the changing state of the employment relationship and practice of human resources management in all three countries.”

Kaufman leads the research team of Michael Berry and Adrian Wilkinson from Griffith University, Australia, and Rafael Gomez from the University of Toronto. Kaufmann is a research fellow at Griffith University.

**SCHOOL OF SOCIAL WORK PROFESSORS ELIZABETH BECK AND JAN LIGON** hosted 25 community leaders from Hangzhou City, China, at the Andrew Young School in November. The delegates were on campus to learn more about social work education and services in the United States as part of their visit with Georgia Rep. Gerald Greene (R-Cuthbert).



# AYSPS Economists Evaluate Pakistan Programs

The World Bank recently awarded \$209,000 to economists with the Andrew Young School's International Center of Public Policy (ICEPP) to conduct impact evaluations in the two northwest regions of Pakistan bordering Afghanistan. The work will help Pakistan adopt policy measures to stabilize the area as its government, the World Bank and international development organizations invest \$2 billion in a multi-year strategy to redevelop its communities and restore citizen trust.

"The northwestern regions of Pakistan – Khyber Pakhtunkhwa Province and the Federally Administered Tribal Areas – have been destabilized by the war across the border, which has directly affected more than 34 million people," says the project's principal investigator, Musharraf Cyan, an assistant professor of research for the ICEPP.

The region is defined by its rugged geography and

resilient tribal culture. "After the government cleared the militancy and crisis out of these territories, it began building out their infrastructure, water supply, urban services, education, health and agriculture," says Cyan.

Pakistan established new legal reforms including the Right to Information and the Right to Public Services Acts to encourage citizen participation in governance. The High Court set up an e-grievance redress system for poorer and marginalized communities. Other initiatives will improve maternal health for rural women and increase case detection rates for tuberculosis.

Cyan and his team are developing field and behavioral experiments to evaluate how well these incentives work. The tools they produce will allow Pakistan to evaluate the impact of its redevelopment investments on peace building, focus further public investment on the winners,

and train local officials to do future impact evaluations.

"Our evaluations and analyses will help inform the government how to achieve rapid adoption of their new programs, most of which are designed to encourage greater civic participation and engagement in the country's governance," says Cyan.

"For example, we are helping the government design a three-month messaging campaign through which they hope to engage citizens in seeking their newly codified rights. While these measures are being implemented, we'll conduct citizens trust surveys and make other observations specific to the interventions. This will allow us to understand how the acts positively or negatively impact citizen engagement with the state."

At the culmination of the research, Cyan and his team will conduct a series of workshops to share their findings.

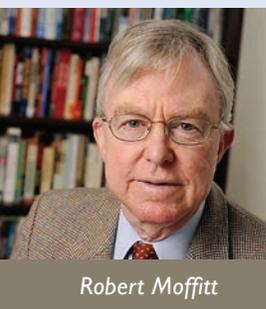
"The idea is that the results should go directly to inform public policy and have an impact of their own in leading to evidence-based policy," he says.



Andrew Young School associate professors Michael Price and Mark Rider are working with 25 officials from the government, the World Bank office in Islamabad and faculty from the University of Peshawar.

"We will build capacity in the local university and government offices as we train them how to do the impact evaluation work," says Cyan.

## MOFFITT THE ANNUAL W.J. USERY LECTURE SERIES SPEAKER



Robert Moffitt

**ROBERT MOFFITT**, the Krieger-Eisenhower Professor of Economics at Johns Hopkins University, presented the 11th Annual W.J. Usery Lecture at the Andrew Young School in October.

His presentation, which examined the United States' complex system of income support for low-income households, included findings that will be published in an article titled "The Deserving Poor,

the Family, and the U.S. Welfare System" in the journal *Demography*.

The annual W.J. Usery Distinguished Lecture Series, inaugurated in 2005, features leading economists addressing important issues in the American workplace.

"Now in its eleventh year, this series has brought to the Andrew Young School some of the most distinguished economists studying U.S. labor market issues," says Professor Barry Hirsch, the W.J. Usery Chair of the American Workplace. "Topics addressed have included globalization, technological change, inequality, women and work, children and the

environment, peer effects, data collection and measurement, and the impact of the Great Recession on labor markets."

The series honors former U.S. Secretary of Labor Bill Usery, the Distinguished Executive Fellow in Labor Policy at the Andrew Young School, for his contributions to the well-being of workers and the American workplace during many years of service in government and the private sector.

The annual lecture is free and open to the public. To learn more about the series and the W. J. Usery Workplace Research Group, go to <http://uwrg.gsu.edu/>.

# Research Supports Advances in Gender Diversity Policies



Sebastian "Becks" Nix

**W**hen Sebastian Beckham Nix graduated in December, he did so hoping that the diploma for his B.S. in Public Policy-Nonprofit Studies would have the correct name on it. Nix, a transgender man known as Becks, entered Georgia State University in 2010.

While Becks is comfortable talking candidly about his past, he's the exception rather than the rule. And there are concrete reasons why, according to research recently published by Kristie Seelman, an assistant professor in the School of Social Work.

Transgender students experience marginalization and interpersonal victimization on college campuses in a number of ways, she writes in "Recommendations of Transgender Students, Staff, and Faculty in the USA for Improving College Campuses" (*Gender & Education*, 2014).

According to Seelman's study, negative experiences for transgender persons typically include being denied access to, or questioned within, campus housing and bathrooms; harassment, bullying and sexual assault related to gender

identity and gender expression; a lack of acknowledgement of their presence on campus; forms, applications and record change procedures that do not recognize fluid gender identities; and a lack of curricula, competency and knowledge among staff and faculty about transgender individuals and how to support them.

Nix has had some of these experiences. In one example, even though his name is legally changed via a court order, archaic policies make it difficult for the change to be processed in everything from social security cards to email addresses.

Nix and Seelman share the same passion: to work towards changing discriminatory gender diversity laws on campuses in Georgia and nationwide.

"I got into this area of research because I want to be a change agent," says Seelman.

Nix, as a teenager, came out as a lesbian in what he thought was the solution to his inner turmoil. "I realized I wasn't being honest with myself. I had to get over some intense transphobia and internalized oppression. I also had to stop worrying about being afraid and

uncomfortable. I mean, life is just too short to lie to yourself.

"Overall, it hasn't always been an easy process. And coming out doesn't just magically rid you from these feelings, but it helps immensely."

A few years later, in 2011, Nix told his family and a larger group of friends and co-workers that he was transgender. He then began the process of hormone replacement therapy.

How has life been on campus since then for Nix?

"It's been a mixed bag in terms of how people respond to me now that I am open with people about being transgender," he says. "Faculty have been fairly fantastic."

Nix reports he's had a few negative encounters with students about his gender identity, but he uses these times as "teachable moments" with candid conversation and by guiding them towards educational and awareness resources.

An intern with Georgia Equality, Nix also provides cultural and diversity training for large groups. An important part of this training is the terminology guidelines he offers from the National Center for Transgender Equality and GLADD. He has also developed a one-pager, *The Top Ten Questions That Are Inappropriate to Ask Transgender People*, he felt compelled to write after reading a BuzzFeed interview with an openly transgender musician.

"There's been more visibility about trans issues in the past 10-15 years because there are more 'out' faculty and students," says Seelman. "Large public universities seem to be more accepting, but there is still room for policy changes."

In her article, Seelman offers solutions based on her primary research in Colorado. The study revealed five resonating themes: offer education, campus programming and support of trans individuals; improve university systems and

procedures for recording one's name and gender; encourage greater inclusivity and recruitment of diverse groups; make physical changes to facilities; and hold people accountable.

"More research needs to be done on how policies and the characteristics of school environments impact people," says Seelman. "In order to prompt change, it is important for researchers to document the connection between particular campus policies, such as a lack of gender-neutral facilities or difficulties in updating campus records, and the health and well-being of transgender people."

"On-campus housing still remains an issue," says Nix. "Georgia State is lacking when it comes to gender-neutral bathrooms, which are also great for accommodating families, gay men and lesbians."

Nix also hopes to see quicker improvements in the systems that record one's

name and gender. A model policy, according to Nix, would be one like Emory University uses, which allows transgender students who have not had a court-ordered name change go by their first initial and last name.

"July 1, 2014, was a defining moment for me because that was the day my name was legally changed through the court system," he says. He considers that moment as just the beginning of a long process of self-care and health maintenance.

Nix, who also volunteers with the Atlanta Pride Committee, feels that Georgia State is moving in the right direction in addressing gender diversity issues by providing Safe Zone training sessions designed to educate the campus on the lesbian, gay, bisexual, transgender, queer, intersexed, questioning and asexual (LGBTQIQA) community.

More research needs to be done on how policies and the characteristics of school environments impact people.

—KRISTIE SEELMAN

Safe Zone strives to create safe spaces on campus where members of the LGBTQIQA community can be their authentic selves while also feeling welcome and comfortable with being out on campus.

On December 17, 2014, at Georgia State University's Fall Commencement, Nix was presented a diploma bearing his legal name. It signaled another positive change in gender diversity policies for Georgia State University.



## U.S. Housing Policies Increase Carbon Output

Land use policies and preferential tax treatment for housing – in the form of federal income tax deductions for mortgage interest and property taxes – have increased carbon

emissions in the United States by about 2.7 percent, almost 6 percent annually in new home construction, according to a new study by assistant professor and economist Kyle Mangum.

He measures the effect of various housing policies on energy use and carbon output in "The Global Effects of Housing Policy," which he presented at the IEB III Workshop on Urban Economics in Barcelona in June.

Mangum's empirical study uses data on local construction activity, housing

consumption and density, labor and materials cost, and local populations and incomes for the nation's 50 largest metro areas, ranking them by annual carbon output per person.

Policies that affect the amount of housing consumed per capita and housing density are the two major drivers of carbon savings, he finds.

"Larger homes consume more energy," Mangum says. "Lower density home sites increase gasoline use. Also, many 'easy-building' Sun Belt regions that have attracted more new home building are higher energy-use locations."

His research suggests removing federal tax subsidies for housing and updating land use regulations to encourage higher density in higher energy-use locations would lower the country's overall energy use, reducing its carbon emissions.

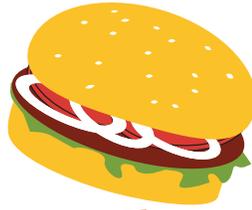
"I find that the federal tax treatment of housing has added a nontrivial amount

of carbon output by increasing housing consumption," he says. "Also, imposing stricter land use regulations in high carbon output cities would decrease the nation's overall amount of carbon output by approximately 2.2 percent – about 4.5 percent in new construction – primarily by decreasing the amount of house used per person and then by encouraging movement to more efficient low carbon cities."

Mangum also finds:

- High carbon cities contribute about twice as much per person as the low carbon cities.
- Many quickly growing cities are above the national average in energy consumption.
- Cities with more housing area per person use more electricity per person.

Download a copy of Mangum's working paper at <http://goo.gl/jdA9d0>.



## Impatience Plays a Role in Obesity

**NEW RESEARCH** conducted by the Andrew Young School suggests that an individual's level of patience predicts how susceptible they may be to weight gain.

In an article titled "Impatience, Incentives, and Obesity" (*The Economic Journal*, 2014), economists Charles Courtemanche and Garth Heutel, assistant professors at the Andrew Young School, with Patrick McAlvanah of the Federal Trade Commission show how body mass index (BMI) levels match up to an individual's "time preference," a term economists use to

describe how people make decisions about the future.

Time preference asks how a person trades off present and future desires. In other words, it quantifies one's level of patience.

Courtemanche explains that impatience leads to higher consumption when food costs plummet.

"People classified as 'impatient' by economic methods are the people who gain substantial amounts of weight when food gets cheaper."

In their study, the authors found that, even after controlling for well-known determinants of BMI such as gender, race, education and income, impatience stands out as a major contributor to obesity.

They also found that impatient consumers aren't just eating more overall. A price change in fruits and vegetables had no bearing on high BMI. But a drop in the price of meats or high-calorie foods can lead to greater BMI growth.

The authors provide evidence that their findings were driven at least partly by a special type of impatience termed "time inconsistency."

Time inconsistency can be characterized as the issue of "planner versus the doer" in which self-control becomes a problem for people who want to lose the weight, but whose actions interfere with their goals.

This distinction between "rational" impatience and self-control has some important policy implications, Courtemanche suggests. "If everybody was rationally deciding how much to eat and how much to exercise, then it seems that there's no real policy response. It's not really an obesity epidemic. It's just people making rational decisions that might happen to differ from your decision or my decision."

The source of obesity becomes a problem when people struggle with the gap between their behavior and their goals. If unhealthy BMI is far from a choice, then "maybe there's more justification for government intervention. Maybe policy could get the doers and the planners in sync," he says.

Find the full story and link to the research article at [goo.gl/w3ZO6](http://goo.gl/w3ZO6).

## Innovation, Industry and Diversity Attract High-Tech Immigrant Entrepreneurs

### THE LATEST SURGE IN HIGH-TECH COMPANIES

has many cities looking to attract more of this industry to their communities. In fact, many have put in place policies they believe will draw greater numbers of high-tech immigrant entrepreneurs.

In the white paper, "Lessons for U.S. Metro Areas: Characteristics and Clustering of High-Tech Immigrant Entrepreneurs" (Ewing Marion Kauffman Foundation, 2014), authors Cathy Yang Liu, an associate professor in the Andrew Young School, and her colleagues Gary Painter (University of Southern California) and Qingfang Wang (University of North Carolina Charlotte) explore the characteristics of immigrant business owners in high-tech industries. The study looks at their location and distribution in regional economies as well as factors that shape their residential patterns in metropolitan areas.

"Results suggest that a metropolitan area with a historically high foreign-born population, a higher ethnic diversity, a stronger base of high-tech industries and higher innovation capacity is more likely to have a higher level of immigrant high-tech entrepreneurship," they explain.

Interestingly, the last decade has seen more foreign-born populations in the high-tech industry moving to the newly emerging metropolitan cities that are actively cultivating these characteristics.

"While the largest immigrant gateways – coastal cities and established metropolitan areas – accounted for a dominant share of all immigrant high-tech entrepreneurs in the country in 2011, new immigrant destinations in the South and West, like Atlanta, have seen significant increases of immigrants in high-tech industries," they write.

Download the full study at [goo.gl/8sm2so](http://goo.gl/8sm2so).

The share of state and local government employees has remained at 12 to 14 percent of the U.S. workforce since 2000, while average pay for these workers has risen very little in real dollars in that time, new research shows.

And Georgia, which ranked No. 38 in government pay relative to private sector pay in 1980 and 1990, dropped to the bottom in 2005-2012.

“State and local governments are not growing relative to the general economy,” says professor Gregory B. Lewis, chair of the Department of Public Management and Policy. “And our estimates suggest that Georgia has had the largest public-private pay disparity in the country over the past decade.”

The Andrew Young School's new Center for State and Local Finance used census data to compare government employment trends in Georgia against those in the region and the rest of the country. In the article, “The State and Local

Government Workforce: Trends and Patterns in Georgia, the South, and the United States,” Lewis and his co-author, doctoral student Rahul Pathak, examine changes in patterns for the workforce's size, occupational mix, skill sets, demographic composition and pay from 1980 through 2012.

“After hearing for years that government payrolls are growing out of control, we decided to look at the trends to provide context to the discussion,” says Lewis.

After the last two recessions, the brief rise in state and local government employment as a share of total U.S. employment was not caused by a jump in new government jobs, as commonly thought, but by the faster decline of private-sector employment.

Education, public safety and health employ the highest number of state and local government workers.

Nationally, average annual salaries for state and local government employees

## Gaps Grow Between Government and Private Sector Employment

were about nine percent less than those of private workers of the same age, education, race and sex.

“These disparities restrict the ability of state and local governments to attract highly qualified workers when they compete against private firms. Yet the large percentage of government workers who are or will soon be eligible for retirement is higher than in the private sector. It is also higher than it was three decades ago,” Lewis says.

Download a copy of the report at <http://cslf.gsu.edu/publications/>.

## Reliance on Sales Tax Hinders Georgia's Revenue Recovery

*Georgia's post-Great Recession revenue recovery is the third lowest in the nation, largely because of the state's reliance on sales taxes, according to a new report by the Center for State and Local Finance.*

By 2012 Georgia's real per capita state government revenue – the annual income from which its public expenses are met – had risen to only 82 percent of its 2007 value.

“While the U.S. economy has improved from its decline during the Great Recession, state government revenues

have not fully recovered,” says Professor David Sjoquist.

Only six states fully recovered their revenue collections from 2007 to 2012.

Sjoquist and co-author James Alm of Tulane used census data on state government per capita “own source” revenue – the taxes, fees and charges states collect – to measure revenue recovery in the policy brief, “Georgia's Post Great Recession Revenue Recovery” (*CSLF Brief #3*). These numbers were adjusted for inflation.

The brief is based on their research article, “State Government Revenue Recovery from the Great Recession”

(*State and Local Government Review*, 2014).

“In general, greater growth revenue recovery would follow greater growth in the economy,” says Sjoquist. At 95 percent of its 2007 output, Georgia's economic recovery in 2012 was the eighth lowest in the country, as measured in real per capita gross state product. But other states that were growing even more slowly by this measure were seeing higher rates of revenue recovery.

So they examined the revenue recovery rates for individual revenue sources such as general sales taxes, individual income taxes and corporate income taxes.

States that have a greater reliance on sales taxes had a slower recovery, the authors found. While Georgia has the 37th highest relative reliance on sales taxes, its recovery ratio for this revenue sources was only 77.8 percent.

“Georgia's reliance on its state sales tax is an important factor in explaining its lack of revenue recovery,” they conclude.

Download a copy of the *CSLF Policy Brief #3* at [http://cslf.gsu.edu/files/2014/09/CSLF3\\_GA-Tax-Rev.pdf](http://cslf.gsu.edu/files/2014/09/CSLF3_GA-Tax-Rev.pdf) and the article at <http://slg.sagepub.com/content/46/3/164.abstract>.

# Alcohol Policy Saves Lives



Pridemore began the work because recent research by others showed a decline in Russian mortality rates and suggested the 2006 alcohol policies might be partially responsible. Since those scholars did not formally test this idea, however, Pridemore decided to do so.

"I thought this would be an easily testable hypothesis,"

he says. He worked with a Russian demographer to obtain the data and an American colleague to do the analysis. "We used a set of techniques specifically designed to allow scholars to look at the impact of a discrete event, like the implementation of a policy. It's a very powerful tool that allows us to gauge the causal effect of an intervention on various outcomes."

The key goal of the 2006 Russian alcohol policy changes – which regulated the production and sale of ethyl alcohol and alcohol-containing products – was to decrease consumption and hazardous drinking and to reduce the burden of alcohol-related harm.

"We found, generally, that regulation works. The research makes it clear: alcohol consumption is responsive to policy. If implemented correctly, alcohol policy and regulation can lead to less illness and save lives."

Find Pridemore's research in this area at:

- "Reduction in Male Suicide Mortality Following the 2006 Russian Alcohol Policy: An Interrupted Time Series Analysis" (*American Journal of Public Health*, 2013)
- "The Impact of a National Alcohol Policy on Deaths Due to Transport Accidents in Russia" (*Addiction*, 2013)
- "The Effects of the 2006 Russian Alcohol Policy on Alcohol-Related Mortality: An Interrupted Time Series Analysis" (*Alcoholism: Clinical and Experimental Research*, 2014)

**WHEN CRAFTED CORRECTLY AND ENFORCED,** public policy can influence the amount and pattern of alcohol consumption in populations and prevent a significant number of alcohol-related deaths according to new research by criminologist and social epidemiologist William Alex Pridemore, a Distinguished University Professor in the Andrew Young School.

Alcohol-related harm is responsible for 2.5 million deaths annually and is the third leading cause of premature mortality worldwide. In his research, Pridemore and his colleagues examine alcohol's impact at the population level – relative to studying the effects of drinking on individuals – to help people and policymakers understand the impact of alcohol policy on public health and public order.

"It is important to determine if the population-level levers available to public health can be successful in reducing the burden posed by harmful alcohol consumption," he says.

The research shows the impact of a 2006 Russian alcohol policy change on mortality in a series of articles published in leading public health and substance abuse journals. Pridemore says they were interested in Russia because its rate of alcohol-related harm is among the highest in the world. "Russian culture continues to experience high levels of alcohol consumption and dangerous patterns of drinking." He argues that if alcohol policy can reduce harm in this environment, then it should also be effective in other nations.

They found that the new policies were directly responsible for a decline of about 16,000 deaths per year due to causes commonly associated with heavy drinking: suicide, traffic accidents and alcohol-related deaths like liver cirrhosis and alcohol poisoning.

# On Bookshelves Now

## DISPLACED BY DISASTER, RECOVERY AND RESILIENCE IN A GLOBALIZING WORLD

Ann-Margaret Esnard and Alka Sapat



“Displacement has traditionally been conceptualized as a phenomenon that results from conflict or other disruptions in developing or unstable countries. Hurricane Katrina shattered this notion and highlighted the various dilemmas of population displacement in the United States.

“Incorporating relevant examples, cases, and policies, Esnard and Sapat look at the experience of other countries and how the international community has dealt with hundreds of thousands of individuals who have been forced to leave their homes. “Displaced by Disaster” addresses such issues from a planning and policy perspective informed by scholarship in disciplines such as emergency management; political science; sociology and anthropology. It is ideal for students and practitioners working in the areas of disaster management, planning, public administration and policy, housing, and the many disciplines connected to disaster issues.” – Taylor & Francis Group

Routledge • 268 pp. • ISBN-13: 978-0415856041

## INTRODUCTION TO THE GLOBAL ECONOMY

Paul Kagundu and Glenwood Ross II



“‘Introduction to the Global Economy’ is first and foremost an economics textbook. It assumes that the reader has had little or no formal exposure to the economics discipline. The purpose of the book is to

- Provide students with a basic understanding of key economic terms and concepts
- Examine the growing importance of international trade and finance in the world economy

- Expose students to globalization and the forces that contribute to it
- Explore economic challenges of globalization

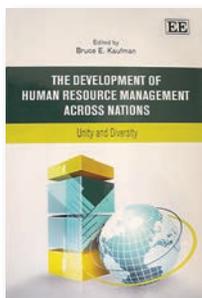
“Ultimately we would like the readers of this text to gain a fuller appreciation of the world around them and the role that economics plays in their daily lives. We hope that this book serves as a gateway to further explorations in the economics discipline.”

–The Authors

Kendall Hunt • 254 pp. • ISBN-13: 978-1465227447

## THE DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT ACROSS NATIONS, UNITY AND DIVERSITY

Bruce E. Kaufman, Ed.



“This innovative book describes the historical development of human resource management (HRM) in seventeen countries around the world. The chapters, written by national experts, describe the origin of HRM in the late 19th-early 20th century and its evolution and development as a business practice to the present day.

“A book with real international appeal, ‘The Development of Human Resource Management Across Nations’ will interest researchers, students and practitioners involved with management, industrial relations, labor economics, organizational behavior and employment law.” – Edward Elgar

Edward Elgar Publishing • 520 pp. • ISBN 978 0 85793 298 3

## CAREGIVING AND CARE SHARING A LIFE COURSE PERSPECTIVE

Roberta R. Greene and Nancy P. Kropf



“In ‘Caregiving and Care Sharing: A Life Course Perspective,’ the authors highlight the experience of providing care in several different family situations. This book not only serves as a guide

to assist those caring for older adults, but also examines the experiences of older caregivers caring for younger adults, as older parents care for adult children with intellectual and psychiatric conditions, or when grandparents are raising their grandchildren. The caregiving needs of veterans are also addressed.

“As the number of older adults rises, the diversity of the population will also increase. The concept of care sharing indicates that care provision is not a solitary task. It implies that professionals are part of a caregiving collective – joining with families to promote functioning of those who require care. The chapters in this book identify various experiences of care and provide an opportunity for students and practitioners to develop their own model as professionals who will be part of a caregiving collective.” – NASW Press

NASW Press • 272 pp. • ISBN: 978-0-87101-456-6

## Awards and Honors

### CRIMINAL JUSTICE

**Cyntoria Johnson** was named Georgia State University's Study Abroad Director of the Year.

### SOCIAL WORK

**Nancy Kropf** has been elected to the Rosalyn Carter Institute for Caregiving National Advisory Board and appointed to the Council on Social Work Education, Council on Leadership Development.

## Publications

### CRIMINAL JUSTICE

**William Alex Pridemore** & A.J. Snowden. (2014). Off-premise alcohol outlet characteristics and violence. *American Journal of Drug and Alcohol Abuse*, 40, 327-35.

**Barbara D. Warner.** (2014). Neighborhood Factors Related to the Likelihood of Successful Informal Social Control Efforts. *Journal of Criminal Justice*, 42(5), 421-30.

### ECONOMICS

**Bruce Kaufman** & M. Barry. (2014). IR Theory Based on the Founders' Principles with Empirical Application to Australia. *Industrial & Labor Relations Review*, 67(4), 1203-34.

**Paul Ferraro** & alumnus **Merlin Hanauer** (Sonoma State University). (2014). Quantifying Causal Mechanisms to Determine How Protected Areas Affect Poverty through Changes in Ecosystem Services and Infrastructure. *Proceedings of the National Academy of Sciences*, 111(11), 4332-37.

## PUBLIC MANAGEMENT AND POLICY

**Ann-Margaret Esnard** was selected to serve as a mentor as part of the National Science Foundation-funded Next Generation of Hazards & Disasters Researchers fellowship program and was appointed to chair Georgia State University's Council for the Progress of Cities.

**Cathy Yang Liu** is the principal investigator (co-PI: Gary Painter, USC) on the project, "Understanding the Decline in Inter-Urban and Intra-Urban Mobility," which received a \$59,077 research grant from the Ewing Marion Kauffman Foundation.

## PUBLIC MANAGEMENT AND POLICY

**Gregory B. Lewis & Rahul Pathak.** (2014). The Employment of Veterans in State and Local Government Service. *State and Local Government Review*, 46(2), 91-105.

**Theodore H. Poister & Y. J. Cho.** (2014). Managerial Practices, Trust in Leadership, and Performance: Case of the Georgia Department of Transportation. *Public Personnel Management*, 43(2), 179-196.

## RESEARCH CENTERS

**Debra Kibbe** (GHPC), D.W. Lockner, S.C. Marley & F. Trowbridge. (2014). Get Healthy Together: A Program to Improve Counseling for Childhood Obesity in Community-based WIC Clinics. *Journal of Health Care for the Poor and Underserved*, 25(2), 771-86.

**Evan Cole** (GHPC), D. Walker, A. Mora & M.L. Dana. (2014). Identifying Hospitals That May Be At Most Financial Risk From Medicaid Disproportionate-Share Hospital Payment Cuts. *Health Affairs*, 3(11), 2025-33.

## Presentations

### CRIMINAL JUSTICE

**William Alex Pridemore** presented "Hazardous Drinking and Violent Death Among Russian Males: Evidence From a Population-Based Case-Control Study" at the 2014 annual meeting of the European Society of Criminology in Prague, the Czech Republic, in September.

### ECONOMICS

**Paula Stephan** presented "Collaboration and Gender in Science: Evidence from Star Metrics" at the Association for Public Policy and Management (APPAM) 2014 Fall Research Conference in Albuquerque, N.M., in November.

**Andrew Feltenstein** was a plenary speaker at the African Economic Research Consortium 2014 Biannual Research Workshop, "Public Finance: Tax and Expenditure Reforms in Africa," in Accra, Ghana, in June.

**Garth Heutel** presented "The Impact of Air Pollution on Morbidity, Mortality and Healthcare Cost in the Medicare Population" at the Southern Economics Association Annual Conference in Atlanta in November.

## PUBLIC MANAGEMENT AND POLICY

**Dennis Young** delivered the opening plenary address, "If Not for Profit, for What?" at the 2014 Social Entrepreneurship Colloquium in Kansas City, Mo., in May.

**Cathy Yang Liu** presented "Understanding the Decline in Immigrants Mobility Rates in the United States" at the APPAM 2014 Fall Research Conference in Albuquerque, N.M., in November.



Kristie Seelman



Bruce Kaufman

**Ann-Margaret Esnard** was an invited panelist at a global symposium on human impacts of redevelopment held at the Massachusetts Institute of Technology in Cambridge, Mass., in September.

## SOCIAL WORK

**Kristie Seelman**, M. Giesler, T. M. Arguello and L. Sloan presented their refereed article, "Operationalizing LGBT Issues Into The Implicit Curriculum: Challenges and Successes" at the annual program meeting of the Council on Social Work Education's Sexual Orientation and Gender Connect Series in Tampa, Fla., in October.

**Deborah M. Whitley**, S.J. Kelley and P.E. Campos presented "African American Grandmothers Raising Grandchildren: Results of an Intervention to Reduce Psychological Distress" at the Sigma Theta Tau International's 25th International Nursing Congress in Hong Kong in July.

## RESEARCH CENTERS

**Karen Minyard** (GHPC) and P. Ketsche (RCB) presented "The Affordable Care Act: What Does it Mean for Your Small Business?" at an Atlanta SCORE Workshop supported by the U.S. Small Business Administration in Atlanta in October.

**Glenn M. Landers** (GHPC) and **Chris Parker** (GHPC) presented "Leading through Health System Change: A Public Health Opportunity" at the MidAmerica Regional Public Health Leaders Institute conference, Capacity Building for Population Health Improvement, in Chicago in October.

Andrew Young School of Policy Studies



# GrandFamilies is New Journal for Grandparents Raising Grandchildren

**GEORGIA STATE** and Western Michigan universities have launched a national journal that focuses on the needs of millions of families headed by grandparents. It is a free, open-access online resource designed to be used by public service professionals as well as scholars.

Approximately 2.7 million grandparents across the nation are responsible for the total care of their grandchildren – in Georgia these grandparents number more than 102,000 – and more than half of all children living in grandparent-headed homes are under the age of six years.

*GrandFamilies: The Contemporary Journal of Research, Practice and Policy* is designed to provide a forum for this area of research with sound scholarship, knowledge, skills and best practices from the field for clinicians, policymakers, educators, program administrators, family advocates and scholars. It is a product of the National Research Center on Grandparents Raising Grandchildren, a nearly three-year-old collaboration between the universities.

The inaugural issue includes stories on grandfamily support groups, youth mentoring, grandparent resilience and

the first of what is expected to be an annual brief on state and federal legislation that will support grandfamilies. It can be downloaded at <http://scholarworks.wmich.edu/grandfamilies>.

The journal co-editors, Deborah Whitley, an associate professor in Georgia State's School of Social Work, and Andrea Smith of Western Michigan (WMU), are co-directors of the grandparenting research center. They began planning the journal shortly after the center was established.

"We conducted a national survey of professionals in the kinship-care arena," says Whitley. "The overwhelming response was that there is a real need for online support resources and for a published journal to focus on research and best practices."

The National Research Center for Grandparents Raising Grandchildren, originally established by Georgia State University in 2001, promotes best practices in the kinship care field by linking researchers and field-based professionals. For more information on the center, go to <http://scholarworks.wmich.edu/grandfamilies>.

## Perry New Director of Career Services



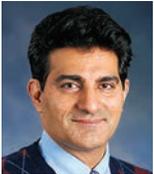
**COLLEEN PERRY**, an 18-year career services veteran, joined the Andrew Young School of Policy Studies as the new director of the Office of Career Services and Student Life in July.

Perry was previously an assistant director at Georgia State's University Career Services. She holds an M.P.A. from SUNY Brockport in New York, and a Master's in Transpersonal Psychology from the Institute of Transpersonal Psychology in Palo Alto, Calif. She has also worked in the social work and human resources fields.

Learn more about AYSPS Career Services and Perry at [career.aysps.gsu.edu](http://career.aysps.gsu.edu).

# ANDREW YOUNG SCHOOL Welcomes New Faculty

## ECONOMICS



**Dr. Musharraf Cyan** has returned to academic life after many years in public service. His goal is to maximize research gains that help build feasible, affordable and readily adoptable solutions for public health systems.

He worked 20 years in the areas of public services, fiscal decentralization, tax reform and development planning, recently moving his research into public health with a focus on designing and assessing the efficacy of solutions to address achievement lags in health outcomes for underserved populations.

Cyan's research interests are global health, innovations in service delivery, development economics and public sector reform. He has consulted for organizations including the World Bank, Asian Development Bank and United Nations and has worked as a local administrator and chief economist in Pakistan. He has also worked on public sector reform and policy in Nepal, Egypt, Macedonia, Nigeria and Rwanda.

Cyan also holds a degree in medicine from King Edward Medical University, Pakistan, and a master's degree from University College, London.



**Garth Heutel**, also a Faculty Research Fellow at the National Bureau of Economic Research, studies energy and environmental policy, behavioral economics, public economics and the economics of nonprofit organizations.

He joined the school from University of North Carolina at Greensboro, where he received numerous "New Faculty" and "Summer Excellence" research grants, and was a postdoctoral research fellow at Harvard University. He was presented the Ralph C. d'Arge and Allen V. Kneese Award for Outstanding Publication in the Journal of Environmental Economics and Management, 2011.

Heutel's research has been published in the Journal of Public Economics, The Economic Journal, American Economic Journal: Economic Policy, Review of Economic Dynamics and elsewhere. He serves on the editorial councils of two major journals and has presented at more than 20 conferences and nearly 40 seminars.

Heutel also holds an M.A. from the University of Texas at Austin and a B.S. in Physics and Philosophy from the University of Michigan, Ann Arbor.



**Muhammad M. Husain**, who pursued his M.A. under a Fulbright Fellowship, earned his Ph.D. while serving as a visiting instructor at the Andrew Young School. His research interests are labor economics and development economics.

Husain has worked at the Federal Reserve Bank of Atlanta and the Bangladesh Institute of Development Studies. He has also previously taught at Atlanta Metropolitan State University. He received the Theodore C. Boyden Excellence in Teaching Economics award while teaching as a graduate student at Georgia State University.

He earned Georgia State's Master of Arts in Economics Award for outstanding academic achievement, and consulted on projects funded by the Asian Development Bank and United Nations Development Programme, among others.

Husain also holds a B.S.S. in Economics from the University of Dhaka, Bangladesh.



**Daniel Kreisman**, a policy expert who has joined the Department of Economics, was recently a co-principal investigator on an Emerging Scholars Grant from the Institute for Research on Poverty titled "Building Human Capital and Economic Potential."

His research addresses topics in labor economics, education finance and education policy. He has recently published in The Review of Economics and Statistics and with the Hamilton Project at The Brookings Institution, and has been cited in the New York Times and The Wall Street Journal.

Kreisman has received grant and fellowship awards from organizations that include the Institute for Research on Poverty, The American Education Research Association and The Institute of Education Sciences. He has presented his research at meetings of the American Economic Association, The Association of Public Policy and Management and the Association of Education Finance and Policy, amongst others.

He holds a doctorate and M.P.P. from the University of Chicago and a B.A. in History and Philosophy from Tulane University. Before graduate school, he taught high school English in New Orleans.

## PUBLIC MANAGEMENT AND POLICY



**Reynold Galope**, also a former Fulbright Fellow at Georgia State University, received the Andrew Young School's Excellence in Teaching Policy Award in 2012.

His research interests include public policy analysis and program evaluation, strategic industrial policy, economics and the metrics of innovation, and public management and governance reforms. His articles have been published by the *Journal of Technology Management and Innovation* and the *American Review of Politics*.

Galope has consulted with the Asian Development Bank and was a Senior Fellow of the Center for Governance of the Development Academy of the Philippines.

He also holds an M.P.P. from the National University of Singapore, a Master of Management from the University of the Philippines, and bachelor's degrees in mathematics and economics, magna cum laude, from Saint Louis College, Philippines.



**Jim Martin**, a former Georgia legislator and member of the State Bar of Georgia, is also an adjunct professor at Georgia State's School of Law.

Martin was formerly the chief legal officer for the Georgia Public Defender Standards Council and the Commissioner of Human Resources for the State of Georgia. He was a member of the Georgia House of Representatives from 1983-2001, during which time he was chairman of the House Judiciary Committee. He also authored, developed consensus on and passed more than 60 major pieces of reform legislation in the areas of health care, family law, civil and criminal justice, education, probate, business law, environmental law, labor law and tax policy.

Martin engaged in the private practice of law from 1972 to 2001. Earlier he served as a 1st Lieutenant in the United States Army in Vietnam and as an assistant legislative counsel for the Georgia General Assembly.

He holds A.B., J.D. and LL.M. degrees from the University of Georgia and an M.B.A. in management from Georgia State University.



**Nicholas Harvey** joins the public management and policy faculty after serving as a part-time instructor. His contributions as both a teacher and scholar have been recognized with the Andrew Young School Excellence in Teaching Award and the Georgia Tech OMED Tower Award.

Harvey's research focuses on understanding faith-based nonprofits and their issues related to executive compensation and fiscal accountability. His research has been published by the EMES European Research Network, and he has presented at meetings of the Association for Research on Nonprofit Organizations and the Academy of Management, among others.

Prior to coming to the Andrew Young School, Harvey led church congregations in the Atlanta area for over 20 years and founded a community development corporation.

Harvey holds a Ph.D. in Public Policy through the joint-degree program with the Georgia Institute of Technology, an M.B.A. and M.Div. from Emory University and a B.S. in Management Science from the Georgia Institute of Technology.

## SCHOOL OF SOCIAL WORK



**Debra Klausner**, LCSW, began working with the Andrew Young School's BSW program after receiving the Social Work Recognition Award as Outstanding Field Supervisor from the School of Social Work.

Her areas of expertise include program development and implementation, clinical practice and supervision in both community-based and residential private and nonprofit settings, fundraising and development for nonprofit child welfare agencies, community outreach and advocacy for social justice issues.

Klausner's career experience in child welfare agencies includes teamwork at the senior management level to maintain program quality and adherence to best practice, state licensing and national standards of accreditation. She has also provided community service to a number of Atlanta-area nonprofits that include Families First and the Atlanta Women's Foundation.

In addition to teaching, Klausner has served as the program director for the IV-E program and trainer for the Professional Excellence Grant.

She also holds a bachelor's degree from Grinnell College, Iowa.

**JOSEPH BAUMANN** (M.P.A./J.D.) was selected to join the Nonprofit Leadership Alliance's Next Generation Nonprofit Leaders Program in May. Selection as a NextGen Leader is a nationally recognized honor and an important milestone in receiving the Certified Nonprofit Professional credential.

**MIN SU** (Ph.D., Public Policy) was awarded the Georgia Fiscal Management Council's \$1,000 graduate scholarship for 2014.

**KOMLA DZIGBEDE** (Ph.D., Public Policy). (2014). What Brings China to Africa? An Analysis of Market Size, Natural Resource Availability, and Macroeconomic Risk. *Journal of African Development*, 16(2), 103-18.

**ASSOC. PROF. CATHY YANG LIU & XI HUANG** (Ph.D., Public Policy). Understanding Different Types of Urban Entrepreneurs in China: Capital Endowments and Entry Dynamics. *Growth and Change*, forthcoming.

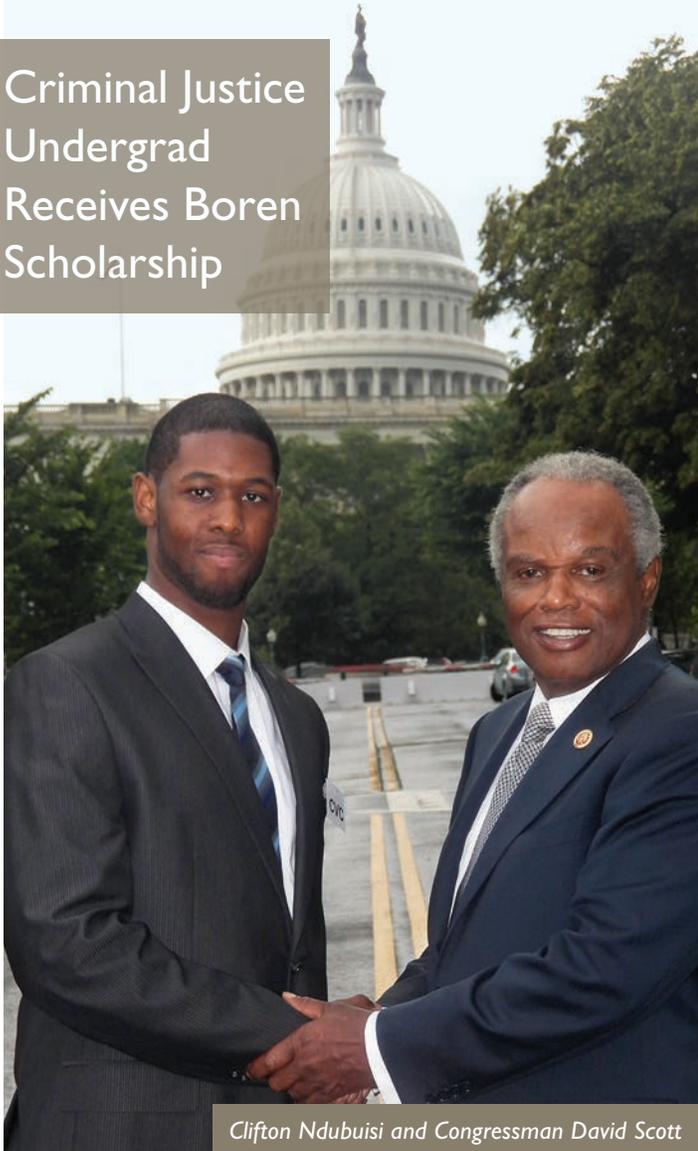
**CHRISTIAN KING** (Ph.D., Public Policy), S. Markowitz & H. King. Tobacco Control Policies And Sudden Infant Death Syndrome In Developed Nations. *Health Economics*, forthcoming.

**JHANELLE MCLEOD** (M.P.P.). (2014). Whether in Business or Education, Frontline Leadership is Key to Success. *James Magazine*, 27. McLeod is a performance management intern at the Georgia Charter Schools Association.

Economics senior **CODY PROVENCE**, and alumni **OMAR RODRIQUEZ** (B.S., Economics '14) and **WILLIAM CORRELL**, (B.S., Economics '14) were at the Newhuada Business School summer consulting internship program in Beijing this summer.

**PROF. BARBARA D. WARNER, SHILA R. HAWK** (Ph.D., Criminal Justice and Criminology) & K. Swartz. Racially Homophilous Social Ties and Informal Social Control. *Criminology*, forthcoming.

## Criminal Justice Undergrad Receives Boren Scholarship



Clifton Ndubuisi and Congressman David Scott

*Clifton Ndubuisi is one step closer to his dream career in intelligence after receiving a David L. Boren Scholarship for international study through the National Security Education Program (NSEP).*

An undergraduate in the Department of Criminal Justice and Criminology, Ndubuisi was awarded \$10,000 to spend a semester in Jordan to better understand Jordan's language and landscape. Upon his return, Ndubuisi will be expected to work within the intelligence community.

"Arabic is a tough language to learn," says Ndubuisi, who has already taken two years of Arabic at Georgia State. "I wanted to go to Jordan so that I could completely immerse myself and become fluent in the Arabic language, particularly the Levantine dialect. I also want to see up front what's going on in Syria and Lebanon."

Ndubuisi, whose parents are Nigerian, is a graduate

of Riverdale (Ga.) High School, where he was a member of the football team. He has interned with the U.S. Marshal's office in the crime investigations division and has worked for the past three years as a merchandiser for Coca-Cola.

"My ultimate goal is to work for some branch of the government, either in the Department of Defense, the CIA or for the State Department," says Ndubuisi, who expects to graduate with his bachelor's degree in criminal justice in May 2015.

Boren Scholars study abroad in areas of the world that are critical to U.S. interests and are underrepresented in study abroad, including Africa, Asia, Central and Eastern Europe, Eurasia, Latin America, and the Middle East. The program focuses on geographic areas, languages and fields of study deemed critical to U.S. national security.



# Dean of Students at Georgia State

*As a child growing up in Atlanta's Old Fourth Ward, Darryl Holloman often walked through the Georgia State campus.*

"I would go to the Atlanta Public Library, check out a really big book and walk right down Decatur Street like I was a college student," recalled Holloman. "It was silly, but at the time I felt so important. As an inner-city kid, Georgia State represented for me a viable college option. It was the college that was close and accessible."

Holloman, who eventually earned all of his degrees from Georgia State, has been giving back to his alma mater for much of his life. Now 46, Holloman recently achieved his life-long dream of becoming Georgia State's dean of students.

"I absolutely love my job," Holloman said. "There are very few times in your career that you get the opportunity to give back to your institution and be able to see the tremendous impact that institution is having on its students."

Vice President for Student Affairs Doug Covey said Holloman is an excellent fit for the role of dean of students.

"He meets the students where they are because he relates directly to their experience," Covey said.



## Marsh Awarded Doris Duke Fellowship

**ERIN MARSH**, a doctoral student in the Department of Criminal Justice and Criminology, was awarded one of 15 Doris Duke Fellowships for the Promotion of Child Well-being from the Doris Duke Charitable Foundation.

Administered by the University of Chicago's Chapin Hall, the fellowships are designed to identify and develop a new generation of leaders interested in and capable of creating practice and policy initiatives that will enhance child development and improve the nation's ability to prevent all forms of child maltreatment. Chapin Hall is a research and policy center focused on improving the well-being of children and youth, families, and their communities.

Marsh will receive a \$25,000 annual stipend for up to two years to support the completion of her dissertation and related research. Her focus is on law enforcement's responses to child trafficking.

"The mindset of law enforcement, courts, judges and prostitutes needs to be changed because about 50 percent of them feel minors should be charged with prostitution," says Marsh, who will graduate spring 2015. "Victims fall through the cracks. They enter as prostitutes, but get treated as offenders."

Marsh is also interested in researching the demand side of child trafficking and the need to take a victim-centered approach on how to identify, treat and serve victims.

Holloman graduated from Frederick Douglass High School in 1986. He spent four years in the Navy before enrolling at Georgia State in 1991. While on campus, Holloman worked at The Signal student newspaper, was the first black male president of INCEPT (new student orientation) and pledged Phi Beta Sigma Fraternity, Inc. He even did a short stint as the school mascot, Pounce.

Holloman received his bachelor's degree in English in 1995, his master's in public administration in 1999 and a Ph.D. in education in 2006.

# Ph.D. Candidate Finds Former Liberian Child Soldiers More Trusting



Melissa Trussell

Imagine your son walking out of school one day and being abducted to fight in a civil war.

For years, from 1989 to 2003, Liberian children were targeted, abducted and sent to Saclepea, Liberia, which became a training ground for child soldiers. These children spent more time engaged in war than in school, and the devastating conflict is still impacting the people of Saclepea and their community today.

Melissa Trussell, an economics Ph.D. candidate and M.P.A. graduate from the Andrew Young School, has based her studies around former Liberian child soldiers and the current status of Saclepea – a city that has yet to recover economically from the effects of the past wars.

In 2010, upon meeting a Liberian refugee at her church, Trussell was motivated to travel to the country with the West Africa Crossroads Cooperation (WACC) and work with the people to strengthen their communities.

Trussell spent nine weeks living in Saclepea. In getting to know the locals, she realized that the people of Saclepea wanted to talk and needed to be heard.

“Effects of the war are still felt in Saclepea,” she says, “especially in terms of education and limited job opportunities for former

child soldiers.” For this reason, Trussell’s first trip to Liberia would not be her last.

After beginning her doctoral program at the Andrew Young School, Trussell decided to continue her studies and the work she began.

“I started this program because of the people of Liberia and to aid in their economic development.”

In January of 2014, Trussell returned to Saclepea to conduct research on understanding trust and reciprocity among child soldiers with the goal of informing Liberia’s reintegration efforts.

Trussell notes that trust is a significant variable in economic decision-making, and there were no prior studies on the economic impacts of child soldiering using this type of experimentation. So she conducted field experiments that sought to answer the question: Does a former child soldier’s trust/reciprocity behavior differ from that of others?

Participants for the research were former Liberian child soldiers, former adult soldiers and non-soldiers recruited by prominent members of the Saclepean community and with the help of the local radio station. In addition, Trussell’s prior visits to Saclepea helped her build trust and personal connections to the people she wanted to study.

Her research subjects participated in the standard investment game based on trust and reciprocity, and she conducted individual surveys about soldiering experiences and post-war outcomes with those who were involved in the war.

The results of the Liberian participants’ decisions in the standard investment game indicated that former child soldiers were more trusting – or otherwise motivated to invest more – than those who began fighting after age 18 or subjects who were never members of warring factions or militias.

Yet while soldiers who were younger at the beginning of their involvement in war were more trusting, they also were less willing to reciprocate, less trustworthy, than those who started fighting at later ages. Also, those who participated in reintegration programs were less reciprocal than those who did not partake in the programs.

The research also showed that Liberians tend to trust and to reciprocate more than Americans who played the same investment game in previous studies.

“Most child soldiers had to trust in order to survive,” says Trussell, which could explain why those Liberians who were involved as children in the civil wars are more trusting.

Her report concluded that former soldiers could experience better economic outcomes if reintegration programs were designed to counsel them through war-related trust or reciprocity issues.

**ALLISON BAKER** (M.A., Economics '12), T. Brennan, J. Erb, O. Nayeem & A. Yankelevich. (2014). Economics at the FCC, 2013–2014. *Review of Industrial Organization*. 45(4): 345-78. Baker is a junior economist at the Federal Communications Commission in Washington, D.C.

**KI-WHAN CHOI** (Ph.D., Economics '06) & **PROF. DAVID SJOQUIST**. Effects

of Land Value Taxation in an Urban Area: An Urban CGE Approach. *Land Economics*, forthcoming. Choi is a senior economist with the Massachusetts Department of Revenue in Boston.

**REBECCA KAYE** (M.P.A. '05), was one of 10 honorees selected for the Class of 2014 by Outstanding Atlanta. Kaye directs policy and governance for the Atlanta Public Schools.

**LAUREN A. LOWERY** (M.P.A. '12) is a neighborhood development management analyst/community economic development professional for the City of Norfolk, Va.

**AYINDE LUQMAN** (B.S., Criminal Justice '13) is a loss prevention supervisor for Kohl's in Atlanta.

**URSULA STEWART WRIGHT**, LMSW, (B.S.W. '09) is a Crisis Counselor for

Benchmark Human Services in Atlanta.

**CHRISTY L. WINTER** (M.S.W. '03) & M. Ohmer (University of Pittsburgh). (2014). Using the Best of Research and Practice to Create an Outcome Measurement Framework: A Family Service Agency's Experience. *Families in Society: The Journal of Contemporary Social Services*, 95(3), 155-62.

## 30 Under 30 Awards Honor Alumni Tayo Adeyefa and Kristyn Back



From left, Lauren Kline-Jeong, Tiffany Coakley, Kristyn Back and Tayo Adeyefa

**THE 2014 NONPROFIT LEADER 30 UNDER 30 AWARDS**, recognizing young professionals in the nonprofit sector, were awarded to Andrew Young School of Policy Studies alumni Tayo Adeyefa and Kristyn Back in September.

The Young Nonprofit Professionals Network (YNPN) and the Georgia Center for Nonprofits (GCN) present the award to individuals who display “outstanding leadership, innovation and commitment in their community work.”

Adeyefa graduated from the Andrew Young School in May 2012 with a B.S. in Public Policy and a concentration in nonprofit leadership. He is the development coordinator at the National Kidney Foundation's southeast region office, which includes Georgia, Alabama and the Carolinas.

Adeyefa says the 30 Under 30 Awards have inspired him to work even harder.

“I’m honored to be among such greatness,” he says. “The nonprofit sector has fearless leaders who have given their lives to making a positive difference in the world. I simply want to learn from their stories and continue the important work that’s ahead.”

Back graduated from the Andrew Young School in December of 2013 with a Master in Public Administration and a concentration in nonprofit management. While earning her degree, Back was a graduate assistant for the Nonprofit Leadership Alliance.

“The most rewarding part of working in the nonprofit sector is seeing the countless number of individuals who dedicate their lives to the field every day,” Back says. “It truly inspires me to see the unwavering passion from these leaders, and motivates me to continue making strides in the community. I am so grateful to be recognized as a 30 Under 30 honoree and look forward to what the future holds.”

Upon graduating, Back became a development associate for Park Pride. Since receiving the award, she has joined Kate's Club as its new development coordinator.

# Spears Uses Frisbee to Make Peace



Ben Spears

Playing Ultimate has taken on a whole new meaning for Georgia State University alumnus Ben Spears. Now it is more than the limited-contact team field sport he's played since his undergraduate days. He recently used his Ultimate Frisbee disc as a peacemaking tool in the Middle East.

While still an AYSPS student, Spears spent the first half of 2014 in the West Bank as an Ultimate and leadership development coach with Ultimate Peace, a nonprofit organization that uses the sport of Ultimate to build bridges of friendship among youth of different

cultural backgrounds. The focus is on fun and education, not politics.

More than 500 people were involved in the program, which coaches teenagers from the Palestinian, Jewish-Israeli and Arab-Israeli communities in Ultimate and provides them leadership development training. They were then required to play together on the Ultimate teams.

"Ultimate is a non-contact sport," says Spears, who received his M.P.A. degree in December. "The spirit of the game is that every player has to negotiate with each other and be his or her own referee. You can't score by yourself. You have to rely on teamwork. It's about integrity and mutual respect."

An Atlanta native, Spears piloted the Ultimate Peace Fellowship, an annual position

where full-time volunteers strengthen the organization's year-round program by coaching on a weekly basis throughout the Middle East and by taking on management assignments.

Yet the concept of "ultimate peace" was completely shattered with the onslaught of the war that began in June, just as Spears and his colleagues were preparing for Ultimate Peace's one-week camp on the campus of the Kfar Silver Boarding School in Ashkelon, an annual event that embodies the organization's mission.

"Our main worry was getting permission for Palestinian players to cross the border

and to stay at the camp," says Spears. "Our second worry was what's happening in the air.

"The rocket fire began the night before we started training for the camp. Several coaches and I were sitting at a dining table out on a patio. The World Cup's on TV, there's food on the table, and all of sudden we see a rocket headed from left to right in the air. And the sirens go off. Because we were close to Gaza, the sirens actually couldn't go off far in advance. We rushed inside and took a few minutes; everybody took their breath and took stock of what happened."

What Spears and his colleagues had seen was the Iron Dome—an Interceptor Defense Missile that Israel had set up to take down Hamas rockets while they're still in the air.

The camp eventually occurred, but the Palestinian players never received permission to cross the border. In fact, many of the region's scheduled summer camps were eventually shut down by the Israel government.

Spears has since accepted a job offer with Ultimate Peace's programs in the Middle East. He has known for more than 10 years that international nonprofit work is his passion.

"My parents instilled in me a sense of doing my part," he says. "In a way, the Andrew Young School of Policy Studies and this master's in public administration with a focus on international nonprofit management is helping me to do my part. I feel like we all have a responsibility to each other."

# Social Work Alumnus Designs Homes for How People Live

**ALUMNUS BRENT POTTER** is an award-winning architectural designer in Decatur. A specialist in designing home renovations adaptable to the changing needs of baby boomers and those who want to age in place, he says that his Andrew Young School degree provided him particularly unique skills that he needs to do the job well.

"My primary passion has always been residential design and building, but helping people on a personal level is my enthusiasm and the driving force behind my work." So, in his mid-20s, Potter attended Georgia State to earn a Bachelor of Social Work with a certificate in gerontology.

In fact, he says, his earliest experience in applying social work to architectural skills was during his time at Georgia State. He volunteered for a service project with Rebuilding Together Atlanta, which helps seniors stay in their homes. Later, he served at several Martin Luther King Jr. service projects in Decatur, repairing homes for seniors.

Potter has seen how this work can transform his clients' lives. "I had the opportunity to work with a couple who had been married for many years and suddenly found themselves forced into separation. The wheelchair-bound husband had to move into assisted living, while the wife still lived at home. It was difficult. They had a typical 1940s bungalow that needed wider hallways and a bathroom that would accommodate his chair. Designing them a new accessible bathroom and hall allowed him to move back into the house, so they could spend their remaining years at home together."

The desire for most people is to age in place, he explains. "That's being able to live comfortably and safely in your home and community through a variety of life stages and personal circumstances and challenges, including physical, financial and family changes. My grandmother has been fortunate enough to live in the same house for 50 years."

Atlanta's aging population is growing faster than in other locations, and Potter recognized that trend early. However, he sees the need for his design work as universal. "Good planning and design can improve living spaces for anyone from young couples to emptynesters."

"Our work designing and renovating people's homes is a service industry, and the social work training at Georgia State taught me how to serve others as a professional," he says.

Potter admits this training has been particularly helpful for earning trust with his clients. "It helps me communicate effectively with people of all ages. I'm more aware of their needs. My clients are making sometimes stressful decisions, and there's money involved, sometimes life savings. Also, people either leave their house or stay there for several months while we renovate, inconveniencing their lives."

Sometimes he's a mediator. "Opposites attract, and often a couple approaches their project from different opinions or priorities. You may have to talk to them about doing things they don't necessarily want to do, like sacrificing bedroom space for a larger bath. Social work has helped me to mediate, to help them compromise and come to a decision."

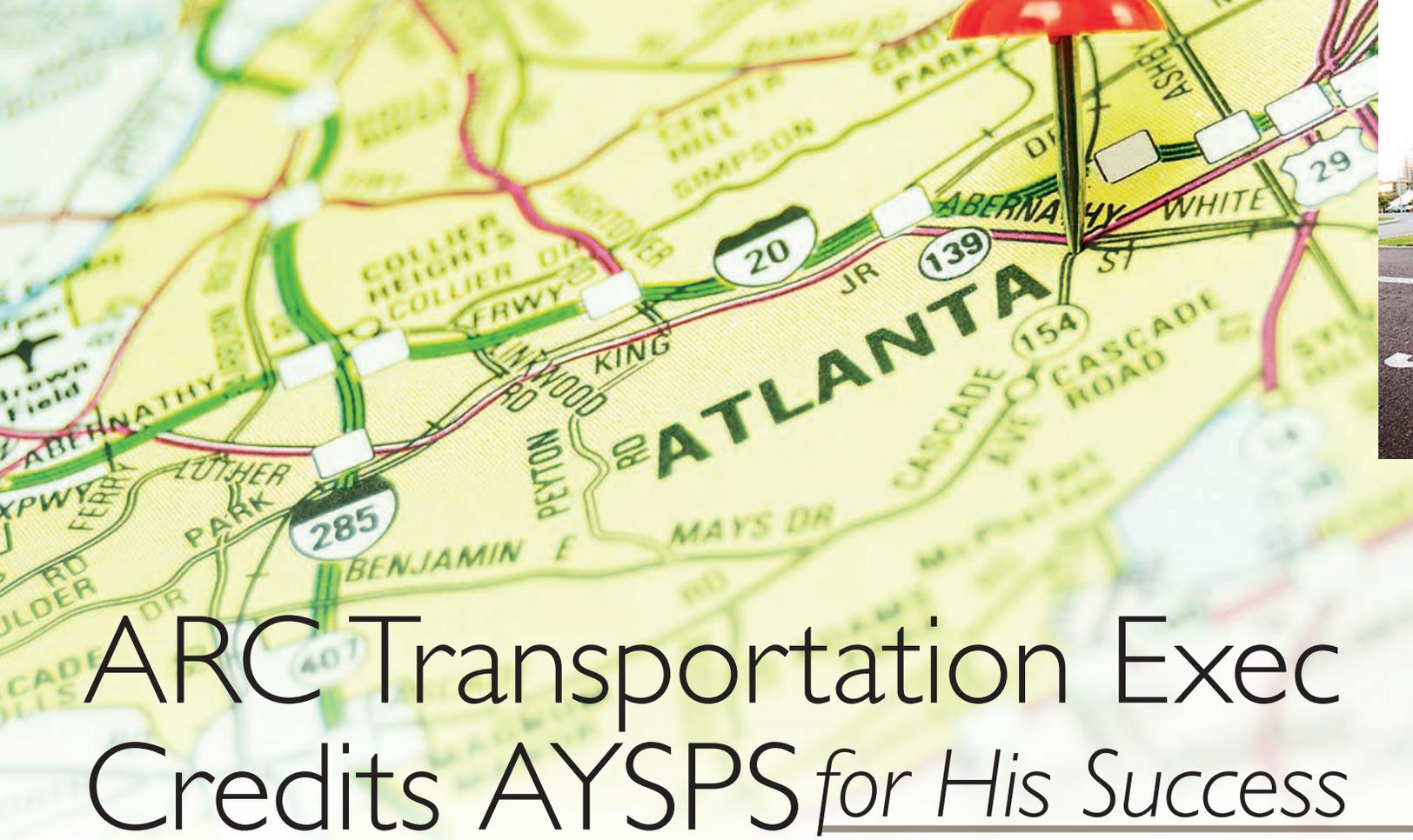


Brent Potter

Critical thinking is another skill he attributes to his social work education. "Dr. Elizabeth Beck taught my research class, and now I realize how important it was. When I'm evaluating building resources, I can recognize the potential bias in the study findings and determine what the best products are for my clients."

Since 2007, Potter has worked for Renewal Design-Build, a Decatur residential renovation firm. "Many of our clients have not renovated before or have had challenging remodeling experiences in the past. We provide a full-service experience to guide them through the whole process."

Potter's national awards include the Chrysalis award for best kitchen remodel \$50-75K, and his kitchen design won a Best of the Best Design Award from Professional Remodeler. He has won the Gold OBIE for Best Kitchen, second place in Whole House, and was recognized as Best of the Best in Atlanta Home Improvement. His designs have been featured in *Renovation Style* and *Atomic Ranch* magazines, on Houzz.com and in the Atlanta Journal-Constitution's "Private Quarters."



# ARC Transportation Exec Credits AYSPS *for His Success*



Michael Kray

**WHEN IT COMES TO LIVING AND WORKING IN THE** Atlanta metropolitan area, the issue of transportation brings about lively discussions. From MARTA to the new downtown streetcar system to the Beltline, Atlantans always have an opinion about transportation and its impact on their community.

Yet having an opinion or just having a good idea is not enough, says Atlanta Regional Commission (ARC) planner Michael Kray, a 2007 MPA graduate of the Andrew Young School. "You

have to figure out how to believe it, enact it and implement it. Implementation is very important."

As a principal transportation planner for the ARC's Transportation Access and Mobility Division, Kray considers himself a realist who likes getting things done.

Kray wears several hats at the ARC. He manages the Comprehensive Transportation Plan program, where he reviews transportation proposals from various counties in the region and allocates state and federal funding to support their transportation plans. He is also involved with freight planning, and he serves as a jurisdiction liaison to local governments and Community Improvement Districts such as the Atlanta Downtown Improvement District for Central Atlanta Progress.

Kray, an Iowa native and University of Iowa graduate, spent the first couple of years of his post-undergraduate career living and working in Chicago. He credits former Chicago Mayor Richard Daley for inspiring him to go down the public policy and planning road.

"The way Chicago does things is to just do it," says Kray. "So many things are being done for the people who live there. They take care of business."

While living in Chicago, Kray developed his interest in planning after teaching history in public and private schools for a couple of years. At the time, he was doing research on gentrification and realized he was ready to seek another degree. In doing his research on the nation's top graduate policy and planning schools, he discovered Georgia State's Andrew Young School of Policy Studies.

So Kray and his wife relocated to Atlanta. After joining the graduate program in the Andrew Young School, he did a lot of consulting work with the Fiscal Research Center and was a part of the Urban Fellows program.

"The Andrew Young School has a reputation for turning out people who can think analytically and speak well," he says. "I got a better understanding about how things get done and how different policies can have different effects and consequences."



Kray says the theoretical and practical knowledge he gained from his professors differentiated him from many of his peers and gave him a practical edge in the policy arena. He credits his success to several professors such as Robert Eger, Harvey Newman and John Matthews.

"The experience broadened my horizons," he says. "As an MPA student, I worked on a lot of projects on rates of taxation, gentrification and municipal revenue. The professors were awesome, and I gained a lot of professional knowledge about planning. I liked the cross-pollination with other departments such as economics and public health."

Kray incorporates the knowledge he received during his Andrew Young School experience to his daily professional life as an ARC executive.

"AYS taught me that there is more than one way to solve a problem," says Kray. "On a day-to-day basis, I have a lot of meetings and bring a lot of people together to talk about transportation. The solution always depends on certain circumstances."

Kray is married to his college sweetheart, Kate, a licensed therapist with her own private practice and a social worker at Children's Healthcare of Atlanta. They have two young children. Kray says he would like to someday pursue his doctorate degree in public policy at the Andrew Young School.



## Galambos a 2014 GSU Distinguished Alumna

The 51st annual Georgia State University Distinguished Alumni Awards recognized Eva Galambos, the first mayor of the new City of Sandy Springs and an Andrew Young School alumna (Ph.D. '69, Economics), in October.

The awards are presented by the Georgia State Alumni Association to honor alumni who have become acknowledged leaders in their respective industries, significant contributors to the improvement of their communities and have shown a committed record of service to the university.

"We are honored to see one of our alums receive this prestigious university award," Dean Mary Beth Walker says. "Dr. Galambos was one of the first women to earn a Ph.D. in Economics from GSU. Her career was spent in service to her community, and that kind of dedication to public service is central to what the AYS stands for today."

Galambos received the Andrew Young School's Distinguished Alumni Awards in 2011.

See the full story at [goo.gl/f8b9DA](http://goo.gl/f8b9DA).

*The AYSPS would like to share your news, too!*

*Please complete the alumni survey at [aysps.gsu.edu/alumni-survey/](http://aysps.gsu.edu/alumni-survey/).*

*And don't forget to "Like" us on Facebook!*





# Social Work Student Creates Scholarship Fund to Promote Diversity, Remember Son

ALL PHOTOS © JONI HEART PHOTOGRAPHY

On November 12, 2012, Allison Webb's only child, Georgia State student Lee Lowery III, died due to injuries from a gunshot wound. To honor his memory, she created The Lee Project, a scholarship fund promoting unity through diversity.

Webb is working towards her bachelor's degree in social work at the Andrew Young School of Policy Studies. She hopes to use her degree to further the mission of The Lee Project.

"When I had Lee, I was really young and in college," says Webb. "I quit because I had to work full time, and school just wasn't feasible for me.

"I always said once Lee graduates from high school, I'm going to go back."

After Lowery was born, Webb left college and returned to Atlanta, her hometown, where she raised him and began working in the mortgage industry. When he graduated from Grady High School in 2010, Webb began school at the Art Institute of Atlanta with the expectation of transferring to Georgia State University to study marketing.

"I had just gotten my acceptance letter to the marketing school at Georgia State when everything happened," says Webb. "That's when I changed to social work. I just changed. When you have something like that happen, you really think about what you want to do. I wanted to start The Lee Project."

Webb has been met with support from both her employer and the Andrew Young School.

"I have a great advisor, Jacqueline Pearce. She really took the time to look at all of my credits," Webb says. "She understands what my goal is."

Webb expects to use her degree to create diversity models and training that promote unity as reflected in The Lee Project's mission, which was inspired by her son's approach to life:

*Unity through diversity strengthens individuals and builds stronger communities.*

"Lee really transformed our family. As a mixed-race child, he had to balance his existence in multiple worlds. He just came in with a smile. He won you over, and he did it just by being there. It was amazing."

Learn how to donate to The Lee Project at <http://www.theleeproject.org/contributions.html>.

Webb explains that her son demonstrated the unifying face of diversity through strong friendships, self-assurance and a sense of humor, even in adverse situations.

“I’m interested in fostering diversity in the lives of other young people because of the importance of diversity in his life.”

Lowery was a HOPE scholar at Georgia State and received the CVS District Scholarship from his employer, CVS Pharmacy. He also was an accomplished athlete and played varsity soccer in high school.

Webb’s goal for the Lee Project Endowed Scholarship is to impact students at a pivotal moment. It is presented to graduates of the Atlanta Public Schools system – with preference given to Grady High School alumni – who have faced some type of adversity or tragedy and attend Georgia State University.

The first two \$1,000 scholarships were awarded in 2014, and the recipients were both Grady High School graduates: Rex Peterson, a sophomore studying computer science, and Mallory McFarlin, a freshman studying pre-journalism.

The Lee Project continues to evolve and grow, Webb says. They hope to award larger scholarships next year and eventually would like to follow the recipients from their freshman to senior year.

Webb aims to engage many people, especially students, in The Lee Project. She is planning an annual T-shirt design competition among Georgia State art students, with a cash prize for the winning artist. Volunteers for The Lee Project will also attend Grady High School’s college week to promote the scholarship fund.

“College students don’t have much money to give, but what they can do is promote The Lee Project and understand what The Lee Project is about.”

She encourages students to wear the project’s T-shirt and use the cozies to help promote this understanding. “If you have an opportunity to engage with



others, think of The Lee Project and share the word.”

Webb feels that this way, many people can be reached with the message of The Lee Project.

“Unity through diversity could mean nothing to ten people, but it could mean everything to one,” she says.

Scholarship recipients aren’t the only people benefitting from the creation of The Lee Project. Allison, too, has drawn comfort from the work.

“A lot of my friends have told me how strong I am for doing this, but this has really been my therapy,” Webb says. “This has really been a way for me to work out what I’m feeling and keep moving while helping other people.”



Top, Lee Lowery III. Bottom, friends show support for The Lee Project.

**EDITOR’S NOTE:** Since December 2014, when this story published online at [andrewyoungschool.org](http://andrewyoungschool.org), The Lee Project Endowed Scholarship has doubled its award. Two students will each receive a \$2,000 scholarship this fall.

**STUDENTS:** Read more about The Lee Project Endowed Scholarship and apply online at <http://www.theleeproject.org/scholarship.html>.

## ICePP Training at the AYSPS

**ABOUT THE COVER:** *International Center for Public Policy Director Jorge Martinez-Vazquez, right, and Andrey Timofeev award Chares Lanzarrote a certificate for completing an ICePP training module in evaluation and monitoring.*

Lanzarrote, a customer compliance auditor from the Fiscal Intelligence Unit-Post Entry Audit, Department of Finance, Government of the Philippines, was joined by another 59 Philippine officials who participated in three week-long training modules at the Andrew Young School of Policy Studies. They were also taught best practices in fiscal policy and project management.

The ICePP training was designed for officials from the country's Department of Budget and Management, Bureau of Internal Revenue and Department of Finance.

It was provided in January with support from USAID from the American People through a subcontract ICePP holds with Development Alternatives, Inc., and in collaboration with the Georgia Institute of Technology.

