

The Briefing

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GSU President Carl Patton knows

Georgia State University is one of the nation's largest urban universities. Its annual participation has risen to 40,000 degree-seeking students, its campus continues to expand into new and renovated buildings, and its operations pump \$3 million a day into Atlanta and the state's economy.

policy & planning

Carl Patton, president of Georgia State since 1992, credits the university's innovative strategic planning process and its successes in building a world-class faculty, on streamlining and strengthening its academic programs and on improving the campus infrastructure for the rapid growth

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Carl Patton speaking with students

FIND AYSPS EVENTS & SEMINARS

AYSPS frequently hosts seminars, events and activities that are free and open to the public. For current listings tap into "Events" online at www.andrewyoungschool.org and look into the "Calendar" and "Seminar Series" selections.

online



Dr. Richard Elmore of Harvard University speaking on school improvement in March.

GHPC Child Policy Initiative Speaker Series

National academic experts on child and family policy were invited to GSU from January through April to share their knowledge locally as part of the Child Policy Initiative of the Georgia Health Policy Center funded by the UPS Foundation. The series, held in GSU's Aderhold Learning Center and at Central Atlanta Progress, was open to the public.

Speakers included Gary Orfield of Harvard University, who spoke on education policy; Ron Angel of the University of Texas, Austin on health care and poverty; Richard Elmore of Harvard on school improvement; Maria Corcoran of the University of Michigan on poverty and race; and Rukmalie Jayakodi of Penn State on marriage after welfare reform. For more information on events and announcements in GHPC, go to www.gsu.edu/~wwwghp/.

I SURE DO LIKE

international students...



International students are one of the ingredients that make this Andrew Young School of Policy Studies the exciting place that it is. They come from all over the world, and they add markedly to our college culture. One of the articles in this *Briefing* focuses on those who are writing Ph.D. dissertations this year, and another on those who are here on special fellowships. Those descriptions can give you a sense of why I am so enthusiastic about international students.

These young people bring something very good to our mix. They add a whole different perspective to our studies, and it is far from a homogeneous perspective. While a typical U.S. student might be pushing the question of how taxes affect economic growth, an international student is more likely to be concerned with the trade effects of World Trade Organization agreements. An aspiring economist from the Middle East might have a great interest in the proper treatment of the natural resource sector while an Eastern European student may be interested more in the issue of privatization. A public administration student from a developing country will often have a far different view about the purpose of the government budget than will a student from an OECD (Organisation for Economic Co-operation and Development) country.

Since international students began coming into our mix, all of our perspectives have become more global. This coming together of views and concerns causes us all to better appreciate how complicated the issues have become.

It is also the case that international students are on a fast track to return to their home countries and make a difference. They often quickly find themselves in positions of responsibility. There are so many examples, but I think of Lesley Fisher, Vuyelwa Vumendlini and Veronica Mafoko from South Africa who completed master's degrees in economics with us a couple of years ago. Mandela Fellows, they took our program by storm. Today Lesley is Director of Legislation and Regulation and Vuyelwa is Deputy Director of Macroeconomic Policy Analysis, both for the National Treasury, and Veronica is a researcher in the Fiscal Policy Analysis department of the country's Financial and Fiscal Commission. I expect that these women will have an impact on emerging inter-governmental policy in South Africa; the Andrew Young School can take some pride in having played a part in their development.

International students come to us for an education, and for a technical background that will serve them well when they return to their respective countries. But they also go home with a better sense of our country, and a better sense of how our economy works. As our namesake Andrew Young is fond of saying, "to know someone is to be able to work with them on the world stage."

What a shame that world events are constraining our ability to bring more international students into our mix. Clearly, having international students in our classrooms not only makes our colleges richer, in the long run it is good foreign policy.

Roy Bahl
Dean

Spring/Summer 2004

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RIECK HEADS

regional leadership forum

its presence as a full partner with the school. Rieck, who joins the Domestic Programs team with this move, provides leadership and direction to RLF and will raise funds to implement its programs and activities. In November he led the RLF board on a strategic planning retreat.

"Steve is already hard at work for us, helping to build a stronger Regional Leadership Forum," wrote RLF Chairman Doug Hooker in an October email to members. Hooker is vice president in the Atlanta office of HDR, Inc., a global architectural, engineering and consulting firm.

The Regional Leadership Forum educates its members and the larger metro Atlanta community about regional public policy issues to build social capital across the region. Its mission is to be a place where sound research on region-wide issues is collected and shared, ideas are debated and regional solutions are found.

"At last," wrote *Atlanta Journal and Constitution* reporter Maria Saporta (11/3/03), "the Atlanta region appears to be on the verge of having a full-fledged civic league. RLF has its first full-time executive director, a new name, a permanent home at Georgia State and a major one-year grant from the Robert W. Woodruff Foundation. Those factors make this the year for RLF to become the civic league that metro Atlanta so desperately needs." Saporta is a graduate of the Regional Leadership Institute, from which RLF was formed.

A graduate of the institute's third class and active in RLF for more than a decade, Rieck comes to the organization with decades of experience in bringing the public and private sectors together to create growth opportunities and enhance the community. Prior to joining RLF he headed a private business he had founded to provide strategic planning, market analysis and executive recruitment

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The Regional Leadership Forum in October named Steve Rieck (M.P.A. '79) its new executive director and moved its offices to AYSPS, establishing

Ever suspect that most singers on the hit U.S. television show "American Idol" know they sound awful and are only auditioning for kicks? Don't be so sure, says AYSPS researcher Paul Ferraro, an expert on the relationship between overconfidence and incompetence. His research for the Environmental Policy and Experimental Laboratory Working Paper Series, #2003-001, "Know Thyself: Incompetence and Overconfidence," shows that people who are least proficient at a task tend to underestimate the depth of their own incompetence.

"Those singers are probably completely unaware of just how poor they are," Ferraro says of many of the amateur performers who compete for a recording contract on the show, now in its third season. "Even after they are insulted by the show's judges, they probably won't change their opinion



Ferraro

RESEARCH FINDS

overconfidence LEADS TO incompetence

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about their talent. They probably just think that the judges don't understand their kind of music, that they're just not ready for it."

Ferraro, an assistant professor of economics, has studied how overconfidence can lead to poor decision-making in such economic areas as trading stocks and buying insurance. He believes the overconfidence of novice online stock traders fueled the economic bubble of the late 1990s. "If you looked at the bulletin boards on the Web, everybody felt they were a great stock trader," he says.

Ferraro has found that this concept applies to other life skills. "The effects of the overconfidence-incompetence link will also be likely felt in such disparate fields as the economics of unemployment ... health ... and marriage and divorce," he says. His findings explain why the most dangerous drivers often do not buy enough insurance coverage, or why singers with minimal training or skill think they are ready for the big time.

"The skills that engender competence in a certain domain, whether it's driving or marriage or the performing arts, are the same skills that are required to evaluate competence," says Ferraro. "So here lies the dilemma: If you don't have the skills to be competent in a certain area, you're not going to have the skills to be able to correctly or accurately assess your own abilities."

— Brad Dixon, Dept. of University Relations, contributed



Rieck

PAUS helps grade the states for the Government Performance Project

If states were assessed on their financial practices, how would they fare? Professor Katherine Willoughby will soon know the answer. She and her team are developing criteria that will be used to evaluate how well states manage their financial resources. Willoughby is one of four principal investigators on the Government Performance Project, a collaboration between academic researchers and journalists to grade state management performance funded by The Pew Charitable Trusts.

Willoughby's team members are graduate research assistants within PAUS: Melissa

Mason (M.P.A.), Kenya Reed (M.P.A.), David Weir (M.P.A.) and Hai "David" Guo (Ph.D. in Public Policy). They are using current research and advice from respected practitioners to develop a set of criteria to evaluate the financial management function in state governments. They will be assessing state performance in a number of areas including budget processes, financing and financial management practices, auditing and financial evaluations.

"We've got a great group of students," said Willoughby. "Melissa used to work in the Georgia Office of Planning and Budget and has good experience working with state budget practices. Hai did masters-level work at Iowa State University, conducting research with faculty there that involved performance initiatives in the states. David is a practicing attorney and Kenya has done investigative work for a district attorney in another state. Their complementary skills form a solid research team with critical analytical abilities."

The PAUS team is working with teams led by principal investigators at Lynchburg College, George Washington University and the University of Illinois at Chicago that are developing criteria to evaluate human resources, information and infrastructure management functions in the states. Don Kettl of the University of Wisconsin-Madison is faculty coordinator for this project. The University of Richmond is administrator for the grant.

The teams are preparing materials for a survey about

management practices that will go to the states this summer. The data set gathered for this project will be used to produce grades on states' performance developed collaboratively with the academic faculty and journalists Katherine Barrett and Richard Greene of *Governing* magazine. Barrett and Greene will present a final "Grading the States" feature using this assessment in the February 2005 issue of *Governing*.

The Pew Charitable Trusts (www.pewtrusts.org) serves the public interest by providing information, policy solutions and support for civic life.

Other research on the books

Willoughby in March completed a report for the IBM Center for the Business of Government for their Managing for Performance and Results Series titled: "Understanding Factors that Influence Performance Measurement Use and Budget Practice in United States Governments," co-authored with Julia Melkers, University of Illinois-Chicago. The report presents the body of research they have conducted over eight years on performance measurement use and performance-based budgeting practices in state and local governments in the United States.

Willoughby was also invited to prepare her second annual assessment of gubernatorial agendas as proclaimed in their 2004 State of the State addresses for an article in the *2004 Book of the States*, published by the Council of State Governments.

4 “We’ve got a great group of students...Their complementary skills form a solid research team with critical analytical abilities.”



Willoughby

transportation today: It's not your father's old... DOT



If you haven't visited one lately, you wouldn't normally expect to hear the phrases "customer service" ... "meeting customers' expectations" ... "increasing customer satisfaction" tossed about in the offices of a state transportation agency. "That perception is as dusty as an old El Camino," cautions Professor Ted Poister (PAUS), who has studied transportation administration and policy more than

20 years. He finds that transportation departments today are often at the forefront of state agencies in implementing results-oriented management processes.

"DOTs are often criticized for having a rigid engineering mentality, for just laying down pavement and not being more sensitive to people or the environment," says Poister, "when in fact the culture in many DOTs began turning around during the last five to 10 years. What many states now have are 'New Look' DOTs versus old-line highway departments. They've been under tremendous pressure to 'do more with less,' to become more customer oriented, and to find multimodal solutions to transportation problems. Many have responded to these challenges. We're seeing this trend in numerous states."

Poister has researched practices in strategic planning and management, quality improvement and performance measurement in state transportation agencies across the country. He was recently contracted to conduct a review of the Georgia DOT with colleagues John Thomas and David Van Slyke that will focus on its strategic planning, performance measurement and customer feedback processes. His work on this project will be similar to studies and surveys he has conducted for the Pennsylvania DOT and the Transportation Research Board in Washington, D.C.

"The Georgia DOT has been going through the motions of results-oriented management for a number of years, but over the past couple years they have gotten serious about their program and want to move to the top of the pack," Poister says. "We're delighted to have the opportunity to look at Georgia – coming back and doing this work in our own back yard is great!"

"Transportation departments are often at the leading edge among state agencies in implementing strategic planning and management processes. All along they've had that engineering-oriented edge," says Poister. "These agencies have more experience in planning and goal-setting, and in gathering and analyzing quantitative data. They're more comfortable in using this information to evaluate projects, allocate resources and manage programs. Historically they are 'data rich,' with at least the potential for meaningful performance measurement."

Poister feels that innovative approaches developed by state transportation agencies can be applied in many areas of public administration. "We are finding that results-oriented state agencies, like private businesses, can strengthen their overall effectiveness by developing carefully conceived strategic agendas, building ownership for them and using them to guide programmatic decisions, resource allocation and managerial initiatives. Leading-edge DOTs around the country are using innovative practices to drive strategy down into their organizations, and this is beginning to pay off in tangible results."

ITC AND AYSPS ANNOUNCE new dual degree

The Board of Trustees at the Interdenominational Theological Center on the Atlanta University Campus has approved a dual degree program that joins ITC's Master of Divinity with the Master of Science in Urban Policy Studies at the Andrew Young School. Students in this program will be required to attend courses in both schools when the program begins fall 2004.

A similarly structured degree program that pairs studies at AYSPS and the Columbia Theological Seminary in Decatur is underway. "We are recruiting for the Fall 2004 class with Columbia now, and already have a few enrollments," said Professor Harvey Newman (PAUS), who developed the agreements with help from the program's first alumnus, Donald Brown (2003).



An ordained clergywoman of the African Methodist Episcopal church, Columbia student Manikka Bowman says she enrolled in the program hoping to reconnect the church to its history of civic activism. "The dual degree program caught

my interest because it completes and names my passion, which falls outside of the traditional roles of the pastorate," she says. "It gives theological students with a strong passion for social justice an academic avenue to explore the processes of government without forsaking their spiritual enlightenment. It will create leaders that will continue the legacy of individuals, like U.N. Ambassador Andrew Young and Dr. Martin Luther King, Jr., who allowed their faith to empower them in the public arena."

Bowman says her goal is "to address social inequality in the United States and to eventually lead the church to unite with other global organizations for the work of social justice and human rights." For more information on these new programs, contact Newman at hnewman@gsu.edu.

Ph.D. students examine decentralization policy

Around the world, administrations seeking to enact new policies in their fiscal structures often recruit the International Studies Program's fiscal experts to aid in their country's reform. In just the last year ISP has been selected by ministries and other government leaders to conduct research, do technical studies or train personnel in China, Guyana, Jamaica, Indonesia, Russia, Tanzania, Uganda and Swaziland. In April ISP conducted a fiscal decentralization training program in the U.S. for USAID officials. In all, the ISP team has worked in more than 40 countries.

The school's international reputation in fiscal policy reform has even farther-reaching consequences, suggests Jorge Martinez-Vazquez, director of the International Studies Program. "The Andrew Young School attracts highly qualified students from all over the world. We are happy to see that many of these Ph.D. candidates have decided to focus their dissertations on various aspects of fiscal decentralization. It is an area of critical importance given the large number of developing and transitional countries now undergoing substantial decentralization reforms.

"On top of a rigorous academic program, AYSPS offers many of these students academic 'relevance' through hands-on experience with policy reform in real country settings. Students with such experience become better researchers and, perhaps in the future, better policy makers," he said. Many hope to take their newly earned expertise in fiscal reform home and make a difference.

Pablo Saavedra of Bolivia in 2001 earned an M.A. in Economics at AYSPS and is now working towards a joint Ph.D. in Public Policy. As a graduate research assistant for ISP, he has collaborated with

faculty on research projects and has aided in technical assistance projects for Russia, Tanzania, Nigeria, Malawi and Indonesia.

In April 2003, Saavedra was selected for a four-month internship at the World Bank in Washington, D.C., in the South Asia Unit where he collaborated on decentralization reports prepared for India and Pakistan. He traveled to Pakistan with a team of specialists from the World Bank to meet central government officials. His dissertation will focus on the effects of decentralization on service delivery.

The preliminary title of Dmitry Shishkin's dissertation work is, "Does Equalization Affect the Tax Base?" He says the point of his research is to see whether equalization discourages jurisdictions that are subject to it from developing their own tax base. "I am going to check how disincentives work and will measure their consequences," he said. "We would expect that jurisdictions subject to equalization are less interested in the development of their own tax base. If this hypothesis is confirmed, it might be an important contribution to our understanding of unintended consequences of equalization."

Shishkin, a Ph.D. candidate in Economics, says he became interested in this problem in the late 1990s while working on an AYSPS-led technical assistance project to the Russian Federation's Financial Committee of the Leningrad oblast (region) as a resident advisor.

"Decentralization and Corruption" is the title of Bayar Tumennasan's dissertation, in which he argues that interregional competition in an economy with decentralized governments mitigates corruption and leads to more private investment. He is

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Ph.D. students (L to R)
Dmitry Shishkin, Eunice
Heredia, Bayar Tumennasan
and Javier Arze



Paul Kagundu

“AYSPS offers many of these students academic ‘relevance’ through hands-on experience with policy reform in real country settings.”

working on a Ph.D. in Economics, and has also had a World Bank internship.

Until recently, corruption was considered normal, according to Tumennasan. “Today, however, attitudes have changed. Governments and international organizations are acknowledging the negative consequences of corruption and are actively seeking ways to curb it. In my dissertation, I investigate this link and test whether decentralization is

an effective strategy to curb corruption.” Tumennasan says once he completes his degree he plans to return to Mongolia and pursue a career in the public sector.

Javier Arze from Cochabamba, Bolivia, is a senior research associate in ISP. He says the analysis of intergovernmental relations plays an important role in his study of public finance. He also admitted that ISP’s well-known reputation in decentralization made it “a big temptation to get involved.” Arze earned his Ph.D. in Economics at AYSPPS in 2003. He hopes to get his dissertation, “A Study on the Relationship between Fiscal Decentralization and the Composition of Public Expenditures,” published in a leading public finance journal.

Paul Kagundu says he learned about GSU via the Internet while completing a master’s program at a Texas university. He is now working on earning a Ph.D. in Economics. His dissertation is titled, “Quality of Governance, Composition of Public Expenditures, and Economic Growth in Sub-Saharan Africa.”

“Being from Uganda, I am interested in developing issues in Sub-Saharan Africa,” said Kagundu. “I am also working on data collection for a project with Dr. Martinez about the assignment of expenditure responsibilities to different levels of government.” He said that upon graduation he hopes to work with an international development agency or a government agency in Africa.

Decentralization’s impact on the quality of education is the theme of Eunice Heredia’s dissertation. While earning her Ph.D. in Economics, she is gaining further experience by working on various decentralization projects for ISP. Heredia says she became interested in this area of study because “Decentralization has been

Other ISP News

Jorge Martinez-Vazquez delivered the Hacienda Publica Española-Instituto de Estudios Fiscales lecture at the Spain Public Economics Meeting in Barcelona in February 2004. (For more conference listings, see “On the Go.”)

Jamie Boex and Javier Arze from AYSPPS conducted a January workshop in Buddhanilkantha, Nepal, attended by 30 senior Nepalese government officials, “Fiscal Decentralization: A Review of Concepts and Applications in Nepal.” The week-long workshop was developed by the International Studies faculty to support the ongoing institutional strengthening of the country’s Local Bodies Fiscal Commission. It was funded by UNCDF (United Nations Capital Development Fund). The field study report is available online at <http://isp-ayspps.gsu.edu/training/nepal2004/DASU2003.pdf>.

Mark Rider and Andrei Timofeev conducted a similarly designed workshop, “Fiscal Decentralization Training in Guyana” in Kitty, Guyana, in January. With support by USAID in conjunction with the National Democratic Institute, the training was held at the University of Guyana Center for Information Technology.

Roy Bahl presented the lead lectures at a three-day World Bank workshop on fiscal decentralization in Washington, D.C., in March.

For the latest news on ISP activities and programs, go to www.andrewyoungschool.org and click on “International Studies.”

a world phenomenon in the past 15 years, yet there’s not a consensus in the literature on its impact on the quality and efficiency of public services provided.” With her research she plans to provide a more complete method of measuring education decentralization and its impact on the quality of public education, and will offer policy recommendations.

Heredia came to GSU from Santa Cruz, Bolivia. She says her goal after graduating is to work in the academic sector, doing research and teaching. “At some point I would like to work for an international research organization and help to make a significant impact in developing countries’ policy-making,” she said.

Li Zhang, working towards a Ph.D. in Economics, became interested in this area when she wrote a term paper on the measurement of decentralization in China. Her dissertation will analyze local government behaviors in China during the process of decentralization. “In my term paper I tried to figure out a more accurate measurement of decentralization in the background of China, since the traditional measure of sub-national expenditure or revenue over total is not applicable there. Here I am trying to see how local government behaviors are changing as decentralization proceeds, with an emphasis on the expenditure composition.”

Zhang plans to return home after she gets her degree. “I hope I can apply what I learn here to the reality of China and help Chinese policy makers to make the right choices,” she said.

GHPC supports a unique healthcare collaborative

Georgia's philanthropic community is in partnership with state government to find innovative ways to address some of the most pressing public health problems. The Philanthropic Collaborative for a Healthy Georgia, an informal program open to all Georgia foundations, helps the state's foundation leaders better understand and explore the state's healthcare challenges. They then seek ways to address these challenges through partnerships with local, state and federal agencies and foundations from outside the state.

Rhodes Haverty, M.D., a board member and former chairman of the Georgia Health Foundation, says the Collaborative was created to get foundations working together so that anything that was funded would potentially leverage larger grants. "Because we are a health foundation, we fell naturally into giving to health causes," he said.

The Georgia Health Policy Center at AYSPS coordinates the work of the Collaborative. "GHPC as the implementation arm of the Collaborative has been instrumental in collecting and assimilating vast amounts of

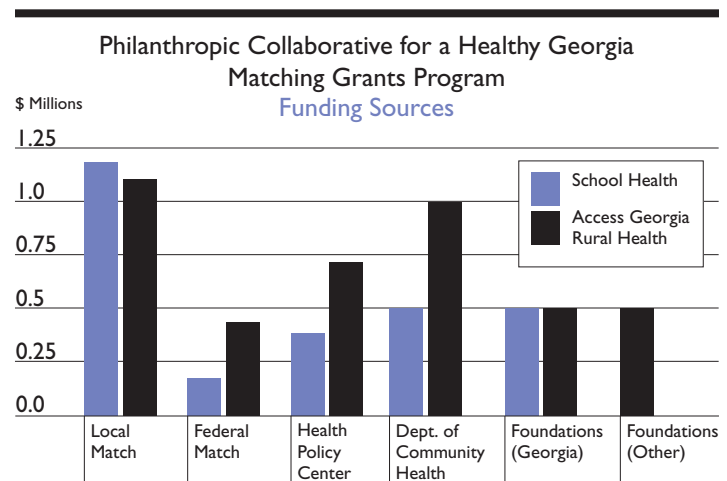
information, analyzing what works, navigating public and private special interests, and building the capacity of foundations to invest strategically in this area," says Gary Nelson, president of the Healthcare Georgia Foundation and a member of the Collaborative.

Mary Ann Phillips, director of grants and special projects, leads this GHPC project. "The State and the philanthropic community have found a way to support critical areas where their priorities and interests converge," she said. "Georgia's foundation community believes that healthy citizens are the cornerstone of desirable communities, high-performing schools and a vibrant economy. The Collaborative's partnerships with state and local agencies have enabled Georgia communities to offer new, effective practices that are improving the health of their citizens."



Phillips, Nelson, Haverty and Cleveland (L to R)

Upon exploring an issue, the Collaborative recommends actions the foundation community can support. It then uses foundation grants to leverage matching funds from public and private sources. Phillips says this



Source: GHPC, May 2002

Collaborative's strength is quite unusual. "Foundations are generally run very independently, often with their own unique funding criteria. For these foundations to come together collectively, to give up some of their independent decision-making, puts them in a unique position to address needs in communities around the state."

In less than five years the Collaborative has raised over \$1 million which, in turn, leveraged an additional \$5 million in local, state, and federal dollars to help improve practices state-wide in the areas of healthcare in public schools,

access to rural healthcare and cancer prevention and control. (See graph above.) The GHPC helps conduct healthcare conferences, orchestrates RFPs and administer matching grants programs, develops research briefs

and prepares and disseminates a newsletter to foundations around the state.

"We had very successful partnerships with the state in our school health and rural health initiatives. Foundation grants were matched dollar-for-dollar by state funds," said Haverty. "Our original efforts on the cancer initiative took a different turn. We have built awareness of the opportunities provided by public/private partnerships. As the state's regional cancer centers think about future projects, they know they can leverage the millions of dollars they have received in tobacco settlement funds to generate greater involvement by the private sector."

"The value of the Collaborative group is that they're flexible and recognize that a single method doesn't work for every issue," says Phillips.

"We could not have succeeded without the logistical and content support provided

Employee involvement at Delta keeps airline flying higher

by the Health Policy Center staff," said Bobbi Cleveland, executive director of the Tull Charitable Foundation and a member of the Collaborative's Steering Committee. "Their research on our priority issues and assistance in crafting strategies to collectively address these issues has enabled the Collaborative to translate a fairly modest investment of foundation dollars into positive impact on the health of Georgia communities."

The Collaborative's latest project will address childhood obesity. GHPC was awarded a \$125,000 grant from the Healthcare Georgia Foundation to conduct research and inform foundations about best practices for addressing the problem in Georgia, and to enhance the capacity of school health programs. GHPC conducted a symposium in December to present its findings to the Collaborative, which is currently deciding on the role it will play in addressing this issue. This project builds upon work begun two years ago with the Department of Community Health for the Collaborative's first project, the School Health Matching Grants Initiative.

Nelson chairs the Childhood Obesity Initiative Task Force. He believes the private sector must play a role. "Creating and sustaining the conditions for a healthy quality of life at the individual and community level is not only a public health issue, it is a shared responsibility of the public and private sectors," he says. "If the health of each of us is inextricably linked to the health of all of us, we as foundations must accept our role in population health improvements."

Delta Air Lines will survive the latest airline industry crisis, no small thanks to its employees. Delta's leadership knows that a company whose employees are encouraged to get more involved in cutting costs, in improving services and in finding newer, more innovative ways to run the company is a company with a future. Delta is ahead because it runs one of the most advanced Employee Involvement programs in the nation," according to Economics Professor Bruce Kaufman

In a recent article published in *Human Resource Management*, "High-Level Employee Involvement at Delta Air Lines," Kaufman writes that study of the structure and performance of high-level EI programs in large companies is the "black box" in academic literature. His research sheds light on the costs and benefits of Delta's EI model and lessons learned.

"High-level EI programs typically delegate greater decision-making power to employees; seek employee input on broader, higher-level, and more strategic business issues; devolve tasks and responsibilities of lower-level management to front-line employees; give employees greater access to proprietary and 'real-time' business information; and make greater use of formally established, broad-based EI structures, including representational committees, councils and forums," he writes.

Kaufman believes Delta's three-step hierarchy of employee councils make its EI

program particularly noteworthy: the Delta Board Council that provides an avenue for employee input at the senior executive and board levels, division-level employee councils like the Delta Flight Attendant Forum and the Technical Operations Employee Council that invite mid-level participation, and two major EI groups that support the base – continuous improvement teams and employee councils. Additional initiatives follow those used successfully in other high level EI programs. "More so than other companies," he writes, "high-level EI organizations make employee involvement a key part of their corporate culture and strategy for competitive advantage."

Kaufman reports that an EI should be evaluated like any other business investment. "If the program doesn't yield a competitive return on investment, in nine out of 10 companies it will die," he said.

Costs inherent in a high-level EI program may include heavy commitments of staff time, slower or constrained decision-making, higher labor costs, unintended collective bargaining, a delayed or uncertain payoff, a threat to management and a backfire effect. At Delta Air Lines, Kaufman found these costs were outweighed by benefits that included energized employees, improved organizational alignment and coordination, higher production efficiency and quality and an enhanced communications flow. Senior executives received



Kaufman

more accurate, real time information on the internal state of the company.

Kaufman gives Delta high marks for its successful program, and feels this case study serves as a guidepost to others as they consider elevating their EI program to a higher level.

"Having investigated a number of employee involvement programs around the country, I can say that Delta's is surely among the most advanced and successful," he says. "The organization and its employees should be applauded for taking such an advanced approach to employee relations, particularly in light of the many problems and challenges major airlines face today."

FROM THE FISCAL RESEARCH CENTER

Georgia lawmakers receive timely fiscal analysis



Well in advance of Georgia's annual Legislative Session, faculty and researchers from the Fiscal Research Center can be found busily crunching the state's latest revenue and expenditure numbers and analyzing data in preparation for reports and presentations they will make before members of the Georgia General Assembly. "The budget is a big issue every year," says Alan Essig, a senior research associate with the FRC. "But considering that the state has seen two consecutive years of revenue declines and that the Georgia economy is still relatively stagnant, the pressures on the state budget are more intense than ever."

After the July release of his report, "Twelve Years of Budget Growth: Where has the Money Gone?" Essig began work on a series of budget briefs, "Budget Notes," which have been distributed periodically since October to the General Assembly and its staff, executive branch staff, and advocates.

In the July report, Essig analyzes Georgia's budget growth and identified the specific policy decisions that led to these changes. "From fiscal years 1991 to 2003, the budget grew just 8.3 percent more than our growth in population and inflation would account for. Two policy decisions drove expenditures higher: giving teachers salary increases substantially higher than the rate of inflation, and new laws that now incarcerate more adults and juveniles in state correctional institutions for longer periods of time. Other state agency budgets – most of them – dropped in comparison to the Baseline budget, what we use to account for inflation and population growth," he said.

The Budget Notes follow on the interest generated in Essig's earlier research. "Budget cuts over the past two years and cuts proposed for the upcoming fiscal year have resulted in legislators and advocates who want a better understanding of what is actually in the state budget. They want to know what the policy impacts are in regards to changes in the budget. The Budget Notes are an attempt to give policy makers accurate and timely information and analysis," says Essig.

The first set of briefings provided information on the state's more pressing budget issues. Beginning with October's Budget Brief, topics have included monthly revenue estimate updates; an analysis of the Medicaid and PeachCare programs; an analysis of per capita taxes and income, state government employment, and teacher and faculty salaries; and an overview of the Governor's proposed FY 2004 Supplemental Budget and FY 2005 Budget. "Legislators and their staff, as well as executive branch staff and advocates, have given me very positive feedback as to their usefulness," says Essig.

When the session ended in April, Essig began work on a new series of Budget Notes. Future Budget Notes will take a look at funding for the Department of Corrections, child and protective services, mental health services and economic development programs, as well as monthly revenue estimate updates.

To download copies of Fiscal Research Center publications and presentations, including copies of the "Georgia Budget Notes," go to <http://frp.aysps.gsu.edu/frp/index.html>.

10 “From fiscal years 1991 to 2003, the budget grew just 8.3 percent more than our growth in population and inflation would account for.”

Healthcare Georgia Foundation distributes FRC findings

Findings from FRC Report 89, "The Economics of Cigarette Taxation: Lessons for Georgia," were recently published by the Healthcare Georgia Foundation in its briefing newsletter, "HealthVoices." The report, written by Bruce Seaman, associate professor of economics at AYSPS, provides an estimate of the fiscal effects of increasing taxes on tobacco products in Georgia. The Healthcare Georgia Foundation promotes better health and healthcare in the state. For a copy of the report, go to the Fiscal Research Center site at <http://frp.aysps.gsu.edu/frp/index.html> or to the "News and Information" page at www.healthcaregeorgia.org.

PRE-K RESEARCH FINDS

competition benefits public and private schools

“School vouchers”: say the term and people on either side of this policy issue mobilize in a flash, ready to stake their ground. Everyone, it seems, has a position on the idea of using public funds to allow public school students to attend private schools. Although some people believe more at-risk students would get a better education, others believe these gains would come at the expense of the education of students left behind. How much are these positions based in fact?



Professor Gary Henry (PAUS) and Craig Gordon, a research associate in Domestic Programs, used data they gathered for the Georgia Pre-K Longitudinal Study to see how public and private schools might respond to competition. In their report, “Can Competition Improve Educational Outcomes? A Test of Neo-Institutional Theories of Democratic Control,” they examine how state funding of both public and private providers of Georgia’s free Pre-K program impacted the educational outcomes of students through the third grade. They found that, overall, competition can benefit students at both types of schools, but in different ways.

In Georgia parents may choose, at no cost, to send their children to state-funded prekindergarten programs that are offered by a number of public schools and private institutions. “Georgia’s Pre-K program is a prime testing ground for theories on the extent to which competition may impact educational outcomes, since there is considerable evidence about the enduring effects of preschool programs and state policy that opens these services to both public and private providers,” says Henry.

He and Gordon found that more local competition improved outcomes for students in both public and private

institutions, although the types of gains they made were different. While private Pre-K responded to more competition by raising their students test scores in reading and math, public schools in more competitive counties produced students with lower retention rates and higher school readiness ratings. The impact on at-risk students was mixed: they had higher retention rates, but also higher test scores.

“Three out of four educational outcomes we researched were improved, which suggests that competition among public and private educational programs can be better for students,” says Henry. “Despite the expectations of many market-oriented theorists, both public and private schools appear to respond to competition incentives but they appear to emphasize different skills, perhaps due to differences in the values of parents.”

Although the improvements were modest, Henry suggests they should not be ignored. “They are noteworthy since many other reform attempts have not produced discernable benefits.” Of added significance is the fact that only one year of schooling in a competitive market produced effects that appeared to persist through the third grade. “If these children had been educated for all five years in schools responding to competitive incentives,

would these effects have been even larger?” he asks.

Henry and Gordon write that their findings do not support claims that competition would increase existing inequities between more and less disadvantaged students, nor that provision of services be left to the market. “It is quite possible that the regulations that both public and private Pre-K providers must meet to receive public funds and on-site monitoring of all publicly funded prekindergartens temper schools from responding in ways that allow elites to capture the benefits of competition at the expense of those who are more disadvantaged,” they write. However, the finding that disadvantaged students were more likely to be retained in more competitive environments has motivated them to recommend elevating this issue to the top of the list for further research.

Georgia offers other states a model universal Pre-K program worth replicating. “Programs that choose market solutions permitting private organizations and public schools to compete to provide pre-school education, along with reasonable government regulations for facility and program quality, will be likely to leverage greater benefits for children in either setting,” he says.

LATEST CHILD POLICY PROPOSAL

“building strong families”

A “fragile family” in social science research is defined as unmarried parents who are raising their child together. Because research has shown that children who are raised by married, biological or adoptive parents generally do better on a wide range of out-

comes, the U.S. is directing federal funding at programs to promote marriage as a strategy to enhance the well-being of children.

“Building Strong Families” is a federal intervention initiative aimed at helping low-income couples at or around the time of the birth of a child to strengthen their relationships, with the possibility of forming healthy marriages. “A longitudinal study at Princeton has shown that more than 80 percent of unmarried, low-income parents are romantically involved with each other at the time their child is born. They are hopeful that they will marry,” says Monica Herk, director of the GHPC’s Child Policy Initiative. “But a year later, only 10 percent of this group have married. In three years most of these couples have broken up.”



In Georgia, a group led by the Child Policy Initiative is developing a proposal for a Building Strong Families site in Atlanta. Members of the Governor’s Office and Office of Planning and Budget, the Georgia Department of Human Resources, the Juvenile Court System, hospitals and prenatal clinics, community and faith organizations, the University of Georgia, Mathematica Policy Research and the U.S. Administration for Children and Families are helping to develop the proposal.

Herk says the project proposed will enroll up to 1,000 volunteer couples who are expecting or have had a baby in the last year. They will participate in home visits, in marriage and relationship education and in support services that will help them enhance their employment opportunities and their personal resources and skills. Ideally, Atlanta will be one of six sites chosen for the national evaluation that will track the outcomes of children of these couples up through the first grade.

“The interventions proposed are more comprehensive than those offered in earlier programs – many steps beyond communications training, although that will still be a part of the program,” says Herk. “We will help these new parents address their financial and personal challenges, helping them to create more advantageous environments for their children. We hope that by touching on the complete range of challenges these couples face, at the very least these parents will develop better relationship skills that should assist them in successfully co-parenting their child, even if their romantic relationship should end.”

PRL celebrates its

What is success? The Program for Rehabilitation Leadership, a federally-funded RRCEP (Regional Rehabilitation Continuing Education Program), can point to its 25 year – and growing – history of providing an essential service.

Designed in 1978 with a U.S. Department of Education grant only large enough to support a year of operations and travel for two staff members, PRL has grown to include nine staff and two adjunct instructors who support multiple continuing education projects. Staff members serve administrators in 12 state agencies and over 800 nonprofit organizations throughout the Southeast. Its vision is growing ever bigger.

“Originally the government created a national system of RRCEPs to provide continuing education services to state vocational rehabilitation agencies in 10 federal regions,” says Deon Locklin, PRL’s director. “Here in the Southeast, state rehabilitation leaders decided they wanted a more distinct RRCEP program that would focus specifically on training and development needs at the leadership, management and administration levels.

PRL was created to serve professionals in this field. Its core services are training and education, consultation and technical assistance, and applied and action research. “PRL operated at Georgia State with this distinctiveness for many years under the leadership of James Stephens, its founder and first director. It is still the only program of its kind in the country,” she said. “We are often called to do this work in other states as well as our own eight-state region.”

“Such close access to training highly relevant to the specialized work our people do at Goodwill is wonderful,” says Bill Oakley, president and CEO of Goodwill Industries of the Coastal Empire in Savannah. “The additional opportunity to build a Georgia-based network of peers that PRL offers is invaluable.”

In the mid-1990s PRL grew from a single RRCEP to multiple training projects. It provides an online master’s degree in rehabilitation counseling in partnership with San Diego State and the University of North Texas. It assists in various research projects. For instance, Rebecca Curtis, assistant director at PRL, is working with

25th anniversary

the University of Wisconsin–Stout on examining the barriers to employment for disabled individuals who are Social Security beneficiaries.

Vision is the sparkle in PRL's 25th anniversary. "As part of our celebration," said Locklin, "we embarked on a strategic planning process that broadens our role both within Georgia State and in our service to external customers." PRL is also planning a summer awards program that will recognize and honor veterans and emerging talent in vocational rehabilitation leadership.

Locklin says PRL will continue to pursue research opportunities, specifically in the area of disability employment policy. It hopes to become even more aligned with the departments and programs of AYSPS. "Given our customer base, there are abundant research opportunities for faculty and students in public administration, policy and nonprofit management," she said.

Although PRL does not directly train people with disabilities, it serves any state vocational rehabilitation agency or nonprofit organization that provides employment for people with disabilities. Locklin expects the need will only grow.

"Employment challenges for people with disabilities will become more of a mainstream issue as baby boomers age," she said. "You're seeing more disabling conditions within the workplace. You're seeing employers having to provide more accommodations and having to understand disability management. Because of these and other trends, I think the field of vocational rehabilitation has broader applications as we look to the future."

Frank Ruzycski, executive director of the Roosevelt Warm Springs Institute for Rehabilitation in Warm Springs, agrees. "It is important for GSU and PRL to offer opportunities for further growth in rehabilitation leadership training. Preparing us all to become better advocates for persons with disabilities is critical."

In addition to Locklin and Curtis, PRL staff members include Sally Siewert, assistant director; Chip Kenney, organizational consultant; James Aberson, IT specialist; Maxine Kwofie, HRD specialist; Tony Langton, research specialist; Marva Griffin, business manager; Joyce Long, administrative coordinator; and adjunct instructors Doug Wilson and Chris Lewis. Students Deborah Scales (HRD), Ayanna Grady and Stacey Davis also work in the PRL office. For more information on the exciting activities in this program and its ongoing anniversary celebration, go to www.gsu.edu/~wwwprl.

“Employment challenges for people with disabilities will become more of a mainstream issue as baby boomers age ... Because of these and other trends, I think the field of vocational rehabilitation has broader applications as we look to the future.”

DEON LOCKLIN



Members of the PRL staff standing (L to R) Siewert, Kwofie, Curtis, Locklin, Long, Scales and Griffin. Seated are Grady and Aberson.

On the Go

James Alm, Roy Bahl, Kelly Edmiston, Mark Rider, Felix Rioja, David Sjoquist and Sally Wallace (Economics) went to Kingston, Jamaica in the fall to work on the ISP's \$1 million Jamaica tax reform project.

Health policy specialist **Jay Bae** (Economics) in February took a position with pharmaceutical giant Eli Lilly and Company in Indianapolis, Ind.

Julie Hotchkiss (Economics) is serving on the City of Atlanta's eight-member Living Wage Independent Review Commission, which is chaired by Morehouse College President Walter Massey and includes business, academic and civic leaders. The commission will advise the Mayor on the impact and feasibility of a proposed extension to the city's living wage ordinance that would cover city contractors.

The Georgia Board of Regents recently approved an adjunct appointment for **Deon Locklin** of the Program for Rehabilitation Leadership.

John McCall joined the Domestic Programs team in September as the new program coordinator for the Atlanta Outreach Consortium. His duties include coordinating collaborative activities between Clark Atlanta University,



McCall

Emory University, Georgia State University and the Georgia Institute of Technology.

Atlanta Mayor Shirley Franklin appointed **Debby McCarty**, director of Research Atlanta, to serve on the City of Atlanta Parks Commission.



McCarty

Karen Minyard joined the Department of Public Administration and Urban Studies as an associate research professor in January. "Dr. Minyard's appointment reflects the school's commitment to integrating the expertise and resources of its centers and academic departments to achieve excellence across its range of research, instructional and service activities," said Department Chair Lloyd Nigro. Minyard, who is also director of the Georgia Health Policy Center, will participate fully in PAUS faculty activities including teaching

graduate courses in the health policy field.

Andrei Timofeev has joined the International Studies Program as a senior associate. An economist with experience in public sector finance, Timofeev, a Russian national, expects to receive his Ph.D. in Economics from Charles University in the Czech Republic this year.

Bill Waugh (PAUS) was appointed to a second 3-year term on the national Certified Emergency Manager Commission, International Association of Emergency Managers; vice-chair of the Emergency Management Accreditation Program (EMAP) Commission, Council of State Governments; and chairs the commission's marketing committee. EMAP accredits state and local emergency management agencies. He visited the University of Northumbria in Newcastle upon Tyne in March to discuss an exchange program for MPA students.

After five years of administering the PAUS department, **Sally Fowler** has joined

Sue Fagan and Wanda Cooley in the Office of Academic Assistance where she will handle graduate applications and help in advising and recruiting students. Fowler says the move allows her to work more consistently with students, which is the part of her job she enjoys the most. "And I'm thrilled that I'm able to change jobs without leaving all of the people I enjoy working with!" she said. Fowler worked in the insurance industry nearly 20 years before coming to AYSPS, where she earned a B.S. in Urban Studies and graduated Summa Cum Laude in 1998. "I'm a good example of someone who chose to



Fowler

re-career in mid-life to a more rewarding, less stressful environment. I am in the university setting because

"I really like it!" AYSPS is grateful that she likes it here. Congratulations, Sally!

Alm to edit prestigious economics journal



Professor James Alm, chair of the Department of Economics, has been named editor of *Public Finance Review*, one of the leading public economics journals, published by SAGE Publications. With Alm's appointment, the journal's editorial operations have moved to AYSPS.

"This is great and well-deserved recognition for Jim, and it enhances the reputation of our college and university," said Dean Bahl in making the announcement.

Public Finance Review is a peer-reviewed journal in which U.S. governmental fiscal policies at all levels are analyzed and reported on. It is in its 32nd year of publication.

Congratulations also go to **Elsa Gebremedhin**, who in March was promoted to serve as the new academic administrative specialist in PAUS. She supports the department by monitoring its budget, processing and coordinating



Gebremedhin

course scheduling and assisting in enrollment process management. She aids in departmental program, workshop and conference development and coordination, will help recruit and hire faculty and instructors, and maintains the department's website, archives and manuals. Gebremedhin, formerly an administrative specialist in the Dean's Office, has an affinity for her new role as she is also an M.P.A. candidate.

Faculty proposes GSU Homeland Security Initiative

Disaster response expert and PAUS Professor Bill Waugh, with GSU faculty, has developed The Homeland Security Initiative, a proposal for the federal government to support a center for community preparedness at GSU. The center will provide a focus for national efforts to encourage public engagement in the Homeland Security effort and community preparedness for disasters of all sorts.



Waugh

"In recent U.S. history, mobilizing citizen support for wars abroad is not new. Following the attacks of September 11, 2001, however, this effort was turned inward to address the needs of the community," says Waugh. Through Citizen Corps, a program coordinated nationally by the Federal Emergency Management Agency, the U.S. government is encouraging Americans to mobilize around activities to develop disaster preparedness in their homes, to train to protect their communities, and to volunteer to support their local first responders.

Waugh says the center, as proposed, takes advantage of GSU's strengths in the social sciences. It would provide a focus for research and an avenue for its funding, an information clearinghouse, a forum for national and regional conferences, and training and education programs for community leaders and officials. "We would provide mechanisms to involve faith-based and other community groups in local Homeland Security programs," he said, "and would include the development of information technologies to facilitate communication and coordination, connections that are critical to national preparedness."

Faculty from GSU's departments of criminal justice, management, CIS, nutrition, anthropology and psychology, as well as Waugh, formed the working group that developed this proposal.

Faculty News

AWARDS/HONORS/GRANTS

Department of Economics

James Alm received funding for two projects from the U.S. Internal Revenue Service. One, funded at \$75,000, looks at ways to estimate the size of the "informal sector" with Brian Erard of Erard Associates. The other uses experimental methods to examine the "indirect effect" of audits with Michael McKee of the University of Tennessee at Knoxville and Betty Jackson from the University of Colorado at Boulder. It is funded through the University of Tennessee at \$165,315.

Paula Stephan has been appointed to the working group, "Innovation Skills," that is part of the Council on Competitiveness National Innovation Initiative.

Department of Public Administration & Urban Studies

Sal Alaimo was recently credentialed "Certified in Volunteer Administration" by the Association for Volunteer Administration.

Carolyn Bourdeaux received the 2004 Syracuse University Maxwell School of Citizenship and Public Affairs Outstanding Doctoral Dissertation Award for her work, titled, "Can Public Authorities 'Just Get Things Done'? An Analysis of Politically Buffered Institutions in a Contentious Policy Arena."

Bill Waugh, Frances Edwards-Winslow and William Nicholson received a grant from

FEMA/DHS to develop a course on "Homeland Security and Emergency Management."

NEW PUBLICATIONS - A SELECTION

Department of Economics

James Alm with **Mikhail Melnik**. "The Tax Treatment of the Family – An International Perspective." *Public Finance and Management* (forthcoming); with Amanda Lee. "The Clean Air Act Amendments and Firm Investment in Pollution Abatement Equipment," *Land Economics* (forthcoming); with Michael McKee. "Tax Compliance as a Coordination Game." *Journal of Economic Behavior and Organization* (2003); with Sri Mulyani Indrawati. "Decentralization and Local Government Borrowing in Indonesia." *Reforming Intergovernmental Fiscal Relations and the Rebuilding of Indonesia – The 'Big Bang' Program and its Economic Consequences*, James Alm, **Jorge Martinez-Vazquez**, and Sri Mulyani Indrawati, (eds.), Edward Elgar Publishing (forthcoming); "Some Issues in the Reform of Stamp Duties in Indian States." *The World Bank*, 2003; with Jorge Martinez-Vazquez and Friedrich Schneider. "'Sizing' the Problem of the 'Hard-to-tax, Taxing the Hard-to-tax: Lessons from Theory and Practice." James Alm, Jorge Martinez-Vazquez, and Sally Wallace, eds. Elsevier – North Holland Publishers (forthcoming).

Roy Bahl. *Restructuring Local Government Finance in Developing Countries: Lessons from South Africa*. Roy Bahl and Paul Smoke (eds.). Cheltenham, UK – Northampton, MA: Edward Elgar Publishing, 2003.

Kelly Edmiston. "Tax Uncertainty and Investment: A Cross-Country Empirical Investigation." *Economic Inquiry* (forthcoming).

Julie Hotchkiss, "Growing Part-time Employment among Workers with Disabilities: Marginalization or Opportunity?" *Economic Review, Federal Reserve Bank of Atlanta* (forthcoming).

Paula Stephan. "Robert K. Merton's Perspective on Priority and the Provision of the Public Good Knowledge." *Scientometrics* (forthcoming).



Stephan

Department of Public Administration & Urban Studies

Dunkley, Bill, **Amy Helling** and David Savicki. "Accessibility versus scale: Examining the tradeoffs in grocery stores." *Journal of Planning Education and Research* (forthcoming).

Gary Henry. "Cut what you must before limiting HOPE scholarship." Op-ed in *Atlanta Journal & Constitution*, January 20, 2004.

Bill Kahnweiler and Jennifer B. Kahnweiler. *Shaping Your HR Career: How To Succeed In Your Organization*. Elsevier (forthcoming).

Carol Hansen with Sheila Margolis. "Visions to Guide Performance: A Typology of Multiple Future Organizational Images." *Performance Improvement Quarterly* 16(4): 40-58.

Christine Roch with **David Van Slyke.**



Roch

"The Implications of Contracting out with Non-profit Organizations: Increasing Citizen Satisfaction?" *The Journal of Public Administration Research and Theory* (forthcoming); with **Greg Streib.** "Strengthening Public Administration Research: Identifying Boundaries and Horizons." *International Journal of Public Administration* (forthcoming).

Michael Rushton. "Economics, Equity, and Urban-Rural Transfers." *Trajectories of Rural Life: New Perspectives on Rural Canada*, Raymond Blake and Andrew Nurse (eds.). Regina: Saskatchewan Institute of Public Policy and Canadian Plains Research Centre, 2003; "Artists' Rights" and "Artistic Freedom." *A Handbook of Cultural Economics*, Ruth Towse (ed.). Aldershot: Edward Elgar, 2003; "Transaction Cost Politics and the National Endowment for the Arts." *Poetics* 31(2) (April 2003): 133-150.



Thomas

John Clayton Thomas. "Public Involvement in Public Administration in the Information Age: Speculations on the Effects of Technology." *eTransformation in Governance: New Directions in Government and Politics*, Matti Malkia, Ari-

Veikko Anttiroido and Reijo Savolainen (eds.), 67-84. Hershey, PA: The Idea Group Publishing Company, 2003; and **Greg Streib.** "E-Democracy, E-Commerce, and E-Research: Examining the Electronic Ties Between Citizens and Governments." *Administration & Society* (forthcoming).

Bill Waugh. "Terrorism, Homeland Security and the National Emergency Management Network." *Public Organization Review* 3 (2003): 373-385.

Centers & Programs

Fiscal Research Center

report findings were discussed in a Capitol Impact article, "Deep Impact: Tax Breaks for Everyone" September 3, 2003; "Georgia's Local Revenue Sources," which appeared in the FRC's publication "Fiscal Impact" will be reprinted in an upcoming issue of *Georgia Cities*.

PRESENTATIONS

Department of Economics

Julie Hotchkiss was invited to present "Employment Dynamics and Worker Flows: New Information from State Administrative Data," with Melinda Pitts and John Robertson of the Federal Reserve Bank of Atlanta, at the Society of Labor Economists meeting in April 2004.

Jorge Martinez-Vazquez was invited by the Ministry of Finance in China to participate in the "Conference on Fiscal Policies for Regional Equalization in China," held in Dali City, China; in Indonesia he presented the findings in, "Bridging Expenditure Responsibilities

and Minimum Service Standards to Revenue Assignments and the Design of Equalization Grants," as part of the ongoing USAID decentralization project.

Paula Stephan gave keynote talks at the National Science Foundation Conference on Nanotechnology, Washington, D.C., in December; gave the talk, "Measurement Issues Concerning the Scientific Workforce" at a White House OSTP conference in December; and presented "Capturing Knowledge: The Placement of New PhDs Working with Firms" at the NBER working group on Higher Education in November.

Department of Public Administration & Urban Studies

Carol Hansen presented a paper on ethnographic storytelling at the Academy of Management's conference on research methods in Lyon, France in March, and gave a workshop on qualitative research methods in the MBA Programs at the University of Angers (France) and at the University of Lausanne (Switzerland) in late May.

Bill Kahnweiler was invited to present "Writing for Publication in the Organization Development Journal and Other Blind Peer Reviewed Journals" at The Organization Development Institute's 34th Annual Global Conference in May in Chicago and "Career Success for Career Development Professionals: Walking Our Talk" (with Dr. Jennifer B. Kahnweiler) at the National Career Development Association International Conference in San Francisco in June.

Ted Poister presented "Strategic Planning and Decision Making in State Departments of Transportation" at the annual meeting of the Transportation Research Board in Washington, D.C., in January. In February he was invited to prepare and present a paper at the opening session of the Transportation Research Board Committee on Performance Measurement annual conference in August 2004.

Bill Waugh was invited to speak at the 40th Anniversary of the Disaster Research Center, University of Delaware in Newark, in April and to participate in the opening of a new disaster research center this spring at Meiji University in Tokyo.

Centers & Programs

Monica Herk (Child Policy Initiative, GHPC) presented "Costs of Teen Births in Georgia" at the Georgia Campaign for Adolescent Pregnancy Prevention's annual Legislative Day breakfast in January.

Laura Henderson in February presented "ACET (Advancing Careers through Education and Training) Collaborative Team Project Final Evaluation Report, November 2001–October



Henderson

2003," (November 2003), to the Georgia Department of Human Resources Childcare and Parent Services Section management team. Her co-authors on the report are **Dana Rickman** (GHPC), **Craig Gordon** (DPO), **Monica Herk** (GHPC), and **AYSPS** graduate research assistants for the project, **Elizabeth Stone** and **Karen DeVivo**.

Glenn Landers presented "Long-Term Care Partnership" findings with James P. Cooney Jr. to the Georgia General Assembly's Budgetary Responsibility Oversight Committee, Medicaid Subcommittee, in November.



Jorge Martinez-Vazquez at a World Bank Institute-sponsored conference at the Gorbachev Foundation in Moscow delivered the main findings of his book, *Subnational Finance Reform in the Russian Federation*, which was co-authored with Jamie Boex and Andrey Timofeev. At left is former Soviet President Mikhail Gorbachev.

Student News



Sumell

Sumell receives prestigious fellowship

Ph.D. candidate **Albert "AJ" Sumell** (Economics) in February was awarded a \$15,000 fellowship from the Science and Engineering Workforce Project sponsored by the Sloan Foundation and administered by NBER. The SEWP works to "support scholarly activities designed to strengthen the community of experts who contribute to and rely on our understanding of the scientific workforce." The award will cover his dissertation work for the rest of 2004. Sumell says his dissertation, *The Role of Amenities in the Location Decisions*

of Ph.D. Recipients in Science and Engineering, will "expand on our knowledge of the scientific workforce by examining the role of amenities in their location decisions." Congratulations, AJ!

NSF funds Summer Intern Program

The National Science Foundation announced it will fund the Department of Economic's Summer Intern Program for a third year. This unique program brings nearly a dozen top collegiate seniors from around the U.S. to AYSPS for seven weeks to work on economic research projects. Assistant Professor Neven Valev administers the program, which begins in May.

PAUS students report on GIS in Homeland Security

Graduate students in Professor Atef Ghobrial's (PAUS) latest course on GIS in planning and policy analysis were assigned to report on the role of GIS (Geographic Information Systems) in homeland security. They produced a state-of-the-art document looking at the role of GIS in infrastructure security and in the management of disasters and emergencies. Chapters cover technological implications, the coordination of community responses, types of emergencies, emergency management, policy implications, and protecting critical infrastructure, property and life. "I am impressed by the quality of their product, by this team's thorough research of the subject," said Ghobrial. "Their report could prove valuable for people involved in this field."



Ghobrial

The M.P.A. candidates who wrote the report, some now December graduates, are Heather Hall, Marshall Troup, Natasha Smith, Mike Peamenter, Asenith Dixon and Tracey-Ann Nelson. Ghobrial plans to submit an article about the project under their names to the *Journal of Emergency Management*. He has posted a summary of the report, "The Role of GIS in Homeland Security," on the AYSPS website.



Hall

graduate student support

AT AYSPS

Following are comments from a presentation Associate Dean Robert Moore made before the Andrew Young School Advisory Board in the fall.

The Andrew Young School of Policy Studies has seen its expenditures on graduate student funding nearly double in the last two fiscal years, from a total of \$656,000 to approximately \$1.2 million. Georgia's state budget for graduate student funding for AYSPS is only about 20 percent of that amount, or about \$240,000 this year. These funds are used to provide graduate research assistantships to top students, allowing them to support themselves and gain valuable experience while they pursue their graduate degree.

Graduate funding support is critical because it helps us to attract a diverse and highly talented group of students from Georgia and around the world. Some of our graduate student funding is provided by contributions from the private sector. We are able to fund most of our graduate students either directly or indirectly through externally funded research, instruction and public service. These awards, usually supporting specific projects, come from a variety of government, private sector and international agencies. While this support is expanding, it remains a small share of our total graduate funding. It does, however, already allow us to fund some significant fellowship programs.

Carolyn McClain Young Fellows

One such foundation account is the Carolyn McClain Young Fund, a revolving fund that exists due to the generosity of Andrew and Carolyn Young. Its purpose is to support the further education of leaders and potential leaders from Africa and the Caribbean. To date it has assisted seven graduate students.

This year's Carolyn Young Fellows are Abdu Muwonge from Uganda, who is a Ph.D. student in Economics; Mercy Mvundura from Zimbabwe, also a Ph.D. candidate in Economics and a Fulbright Scholar; Grace Chikoto from Zimbabwe, who is earning an M.P.A. in Public Administration and plans to specialize in non-



Mayberry

profit management; and Kwaw Andam, also from Uganda, who is in the Ph.D. program in Public Policy.

Andrew Young Fellows

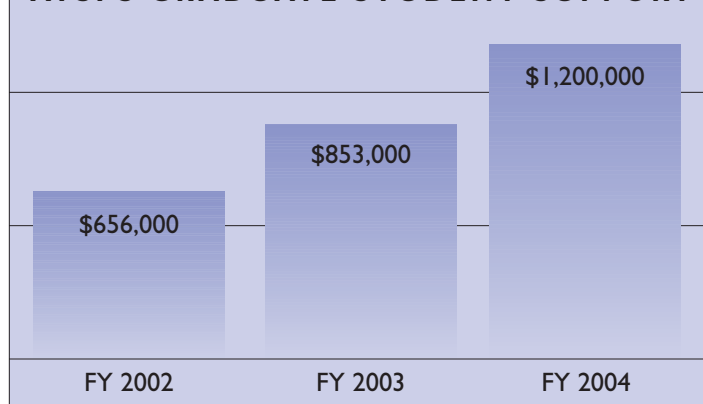
Ambassador Young's many generous friends and supporters have created this fund, kicking it off with donations made in conjunction with his 69th birthday celebration. Its endowment balance is now more than \$1 million. The Andrew Young Fellows program is used to attract outstanding Ph.D. candidates to the school. The program will support eight fellows. Its first two, both in the first year of their respective Ph.D. program, are Kwame Donaldson in Economics and Shena Ashley in Public Policy. Donaldson has an M.S. in management from Georgia Tech and has worked in software development. Ashley has an M.P.P. from the University of Michigan and has worked in the economic development sector.

AYSPS Dean's Fellows

This fund, established through the generosity of The Coca-Cola Foundation in honor of Andrew Young, is a revolving account with 10 years of payments pledged. Its funds will be used to attract up to 12 outstanding Ph.D. candidates to the school. The first recipients are Mike Tasto, a first-year Ph.D. student in Economics, and Monica LaBelle, a first-year Ph.D. student in Public Policy.

Just as our school is in its early incarnation, so are our fellowships. In the best world, we would expect these programs – and students served – to continue growing at an accelerated pace.

AYSPS GRADUATE STUDENT SUPPORT



Amanda Hyatt Fellow

This fund is an endowment created through the generosity of the Seven Oaks Foundation and Wayne Hyatt in memory of his wife, Amanda Hyatt. It will assist leaders and potential leaders in urban policy to advance their educations with an M.S. in Urban Policy Studies. Christina Lennon, an associate area director of the United Way of Atlanta, is first to receive this new fellowship. She plans to specialize in urban policy and nonprofit management.

Federal Home Loan Bank Fellow

This fellowship is supported by a revolving fund established by a gift and pledge from the Federal Home Loan Bank of Atlanta. It will support students who exhibit the potential to be exemplary community leaders and have an interest in urban public policy or planning and economic development, helping to advance their education with either an M.P.A. or an M.S.-U.P.S. degree. Its first

fellow is LaKenzie Mayberry, who plans to specialize in planning and economic development.

Just as our school is in its early incarnation, so are our fellowships. In the best world, we would expect these programs – and students served – to continue growing at an accelerated pace.

In today's economic climate, however, AYSPS does not expect its graduate funding to continue expanding at the rate it has enjoyed in the last few years. We must respond as good stewards would respond over scarce resources. We will have to be a little more conservative with next year's admissions, and a little less generous with students who are slow to finish or do not perform well. At the same time, we will continue to seek external funding with the hope that we may well expand our support for this critical component of our school – our students.

SCHOOL CELEBRATES

Honors Day



“We teach our students to be creative, free-thinking, imaginative. They will see the world as it should be, then will institute the policies to make it happen.”

– Andrew Young



“Tonight we are celebrating the students whose contributions have stood out above the rest.”

– Dean Roy Bahl

Alumni News

Sean Bailey (M.P.A. '01) is a management analyst at the U.S. Department of State in the Office of the Inspector General in the International Broadcasting Oversight Division. SBailey1911@aol.com

Robert Benowitz

(B.S. in Urban Life '72), who has been active in the child care service industry for more than 30 years, is executive vice president of operations for the Primrose School Franchising Company in Acworth, Ga. He and his wife, the former Judy Coker, met in Hurt Park in 1970 while both attended GSU. bbowitz@primroseschools.com



Benowitz



Bonner

Georgia Gov. Sonny Perdue recently appointed **Bill Bonner** (B.S. in

Urban Planning '78) to the Georgia Real Estate Commission, which administers the license law that regulates the state's brokers, salespersons and community association managers. Bonner is a founder of Southeast Properties, a commercial real estate firm headquartered in Fayetteville, Ga., and a former Fayette County commissioner. bill@southeastproperties.com

Chris Currie (M.P.A. '02) is an analyst with the U.S. General Accounting Office in Atlanta, where he has worked on such issues as tax administration

and defense recruiting, and lately in Homeland Security, focusing on the Transportation Security Administration and aviation security as a whole. curriec@gao.gov

Bonnie Garson (Ph.D. in Human Resource Development '95), an associate professor at the McCamish School of Business at Reinhardt College in Waleska, Ga., received a grant from the International Rotary Foundation to teach Strategies for International Negotiations at the Indian Institute of Management in Bangalore, India this summer.

Chris Hester

(B.B.A. '87, M.P.A. '03) has joined Quality Care for Children as controller. He invites you to go to www.qualitycareforchildren.org for more information on this Georgia nonprofit agency. chris.hester@qualitycareforchildren.org



Hester



Jacobs

Dan Jacobs (M.P.A. '85) works in the External Relations Office of NASA's International

Space Station Program as Manager for Partners and Customers. He has worked in international relations for NASA since 1987 and is located at the Johnson Space Center in Houston, Texas. He is completing a Master of Science in Environmental Science from the University of Houston – Clear Lake. daniel.v.jacobs@nasa.gov

Brian McDougal (B.S. '94 and M.S. '97) became city manager for the City of Royston, Ga., in October. McDougal says

Royston is known as the home of Ty Cobb, Georgia's renowned baseball player. bmcDougal@hartcom.net

Gray Newman (M.P.A. '93), a civil designer and land use planner in Charlotte, was recently elected to head the Mecklenburg County Soil and Water Conservation Board. He serves on the boards of several environmental groups in North Carolina. wgnewman@lucas-forman.com.

Michael Workman

(Ph.D. in Human Resources Development '00) is an assistant professor in the School of Information Studies at Florida State University. Since graduating, he has coauthored papers with **Bill Kahnweiler** (PAUS), among others. He recently received a \$2K award and paid trip to Paris in November for "Best Paper" to present, "Chaord: Using technology to transcend the boundaries between chaos and order." Paris, France: Institut global pour la gestion internationale (Global Institute for International Management). mworkman@mailier.fsu.edu



Workman

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

Please email Ronni French at rfrench@gsu.edu and we will post your news online and in a future issue.

Thank you!

An interest in law, management and landscaping landed **Jeff Watkins, AICP**, in the Urban Studies program at GSU in 1991. Ten years after earning his M.S. in Urban Policy Studies, Watkins in March 2003 became the director of planning for the second-fastest-growing county, Cherokee, in Atlanta, the fastest-growing metro area in the United States.

Cherokee's population jumped 58 percent in the 1990s. Watkins notes the growth, but is just as interested in the county's unique development patterns. "As an urban planner, it's fun to be working in a community where you have to address urban planning issues, suburban issues and rural preservation issues." He credits this challenge for attracting him to Cherokee. Prior to his move, Watkins was director of planning and development in Forsyth, an adjacent metro county.

Watkins and his seven-member staff are responsible for current and long-range planning for the county. "Long-range planning is what you go to school for," says Watkins. "It's the 'planning' side of planning, as opposed to the day-to-day nature of current planning. We conduct different area studies and do research and analysis of project proposals that are longer range and far affecting." His staff manages the intergovernmental coordination with regional development commissions, municipalities, various authorities and state agencies.

"We are also the keepers of Cherokee's 10-year *Comprehensive Development Plan*," he

fast-growing county

says, "which we are updating ahead of schedule." He credits the county's newly elected administration for their vision of managed, balanced growth. "They recognize that we're looking at a metro area projected to add 2.3 million people and 1.7 million new jobs up to 2030. They're going to go somewhere, and it's probably going to be this area. Cherokee is going to have to figure out how to accommodate that growth while maintaining our identity and character at the same time," he says.

Current planning includes interpreting zoning ordinances, administering rezoning and variance cases, reviewing property plats for developers creating subdivisions, handling sign permits and creating all addresses for the county and its municipalities. Watkins says Cherokee's planning department is also a major player in development review and permitting.

Watkins entered the Urban Studies program at GSU because it fit his academic and employment needs: "I could work and go to school."

He says he left with a well-rounded background in planning theory and practice. Internships offered key practical experiences. "I felt like I was given a liberal arts background in planning. You get a good feel for what the planning field is all about, the history of it, a theoretical sense of where it has come from and how it has arrived at the point it is today. You even have a little legal thrown in, so you get a very well-rounded education," he said.

In a recent reorganization of Cherokee County government by its commissioners, Watkins was appointed director of the Community Development Agency, which will oversee five county departments including planning and zoning. For more information, go to www.cherokee.com.



Watkins

foundation fellow

Like many a young newcomer, Erin Drury (M.P.A. '02) moved to Atlanta armed with an undergraduate degree and not a lot of knowledge about the city. In no time at all, a combination of hard work and good instincts landed her a year-long fellowship in the offices of one of the Southeast's largest independent private foundations.

A year after earning her M.P.A., Drury was named a Woodruff and Whitehead Fellow at the Robert W. Woodruff Foundation. Woodruff is the largest of a family of foundations that awards approximately \$250 million in grants annually. Drury is the foundation's ninth fellow.



Drury

Drury moved to Atlanta to earn an M.P.A. in Nonprofit Management at AYSPS. "The subject was a perfect fit," she said, "but I moved here with almost no connections, and I wanted to work." Before entering school she applied for almost every nonprofit job listed in *Opportunity NOCs*, a career resource that lists nonprofit organization job classifieds. She says she found her second perfect fit when she was called in to interview for the receptionist position at the Woodruff Foundation. She started the M.P.A. program and her new job in August 2000.

First a degree, then a job, then a fellowship: as the saying goes, three's a charm. After reviewing candidates for their 2003 fellowship, a staff member at the foundation asked Drury if she would consider applying for the position. She accepted. Drury's days are now filled with grants management activities that include two to three daily meetings with potential grantees, research and other related duties.

After her fellowship, Drury hopes to find another good fit in a nonprofit organization. "I really enjoy helping to fulfill the mission of the foundation, and hope to return to this work some day," she said. "But anyone working from this end will benefit from being in another nonprofit role, particularly as a service provider." She feels the most important thing she has learned at the school and in practice is that it is helpful to have an interest in the community one hopes to serve.

Alicia Philipp, president of The Community Foundation of Metropolitan Atlanta, says she got to know Drury after spotting her in a Nonprofit Studies class she addressed. She recognized Drury from the Woodruff Foundation. "Erin has a real future in nonprofits," said Philipp. "She has the skills, the personality and a lot of components that will make her a key nonprofit leader in the future."

GSU President Carl Patton knows

policy & planning

continued from page 1

and international recognition the university has gained during his tenure. We suspect there's a little more to Georgia State's rapid growth and success.

Patton is a policy school graduate. In 1976 he was the first to graduate with a Ph.D. in public policy from the University of California at Berkeley, where he received a master's in public policy. He also holds a master's in urban planning and public administration and a Bachelor of Science in community planning.

He has written, with David Sawicki of the Georgia Institute of Technology, one of the field's more popular texts, *Basic Methods of Policy Analysis and Planning*, which they and Amy Helling of PAUS are currently updating for a third edition. Patton knows his way around urban planning and policy. So we spent a morning with him to learn more.

Why are policy schools important?

"I think policy is a great educational platform. Students who study policy prepare themselves to excel in many different fields. These schools train graduates who can help all levels of government and the private sector, as well, make better-informed decisions.

"Policy schools teach you how to work with numbers.

They also make you understand what those numbers mean. It's not enough to do a computation to find out the answer, but what does the answer mean? How does it affect people's lives? What is the implication for taxation? For government? What are the side effects? It's the deep thinking that policy schools make their students go through that is important.

"Similar to our program at AYSPS, the Berkeley program placed a heavy emphasis on economics. We were taught to do elegant quantitative analysis, or highly competent, qualitative analysis. You also learned to analyze quickly; it isn't very useful to show up a day late with the perfect analysis. Or as Aaron Wildavsky would say to us at Berkeley, 'It's better to be roughly right than precisely wrong.'

"At every level in which virtually every policy decision is made – federal, state or local – you need to be able to use data and other information to produce a quick and useful analysis of what the political issues are, what the economic issues are and the likely consequences of your decision. Policy schools teach you those skills."

Why Atlanta? What is the advantage or value of having a policy school here?

"Metro Atlanta has a wide range of issues created by its

rapid growth. What a wonderful environment in which to be able to study problems. Planning and policy-related issues in Atlanta mirror not only those found in most, if not all, large and mid-sized U.S. cities, but increasingly in smaller towns too. They are similar to problems you see in cities around the world.

"As our students work in this city, in this rich environment with its wide range of challenges, we are creating sets of data, case studies and examples that other places can use to look at their problems, whether they are dealing with transportation or economic development or poverty or homelessness. The issues that AYSPS has been dealing with – what the school discovers in its studies of Atlanta, the region and Georgia – these findings are relevant in many, many other places."

What made GSU create the Andrew Young policy school? Are you surprised at its success?

"No, I've not been surprised at its success because I know the group of people from which the school was created. I'm not surprised at their achievements – not at all.

"And I'm certainly not surprised that this success would occur here in Atlanta. In fact, we are obviously very pleased at how rapidly the school has

become recognized around the world.

"This school was created by a combination of many people at Georgia State who realized there were great opportunities in Atlanta that we needed to maximize. A couple of our deans, the provost, myself and other faculty leaders thought that a policy school would be a good thing to have in Atlanta. It was consistent with the strategic planning that was being done for the university."

What would you say are the major contributions or accomplishments of AYSPS?

"When you list the accomplishments of this school, remember there are different dimensions. I'm not going to be able to cover them all. I encourage your readers to look on the school's website and to make sure they're on the mailing list for this newsletter.

"AYSPS is certainly recognized for its international impact, its impact on state policy and its impact on the quality of decisions that are made by some of the local governments and nonprofits in the metro area. These contributions are made by our research, programs, faculty, alumni and often by our students."

How does the school fit into the vision for GSU?

"The university's vision was developed through strategic planning. Now in these difficult budget times as we re-examine everything, the focus is on being excellent in the things we do and on our strategic location in Atlanta. The Andrew Young School is clearly part of this future."



This school was created by a combination of many people at Georgia State who realized there were great opportunities in Atlanta that we needed to maximize.

What AYSPS contributions to the state stand out?

“The State of Georgia does rely heavily on the school for its fiscal analysis, work from the Fiscal Research Center. It sees the school as a source of objective, sound fiscal analysis. Our work on health policy is making a difference in Georgia communities that most need it. Ron Cummings and his team work on water issues, helping the state get through the drought and now trying to help farmers put the right amount of water out on their fields. A lot of people wouldn’t consider water being a policy issue – but if water isn’t, what else is?”

“Even with this list, I’ve skipped a lot of work that the school does. Our reach is broad – our contributions impact local communities, the state, the nation and the world.”

What are your thoughts about Andrew Young’s contributions to the school? Does having his name on it make a difference?

“As our mothers told us, ‘you are known by the company you keep.’ Ambassador Young’s association with the school keeps us in great company. I

also think Andy Young is proud of what the school has done.

“His name helps us in the work the school does here and around the world. People recognize Ambassador Young as a world citizen. Many people who probably would not have otherwise noticed the school now know what it accomplishes because of his name. It is the best kind of branding.

“About his participation in the school? Where other leaders may attend events and interact with students, Andy sits down with our students and holds discussions with them. His close role with our students is exceptional.”

What do you see in the future for the school?

“When you think about this school, you certainly have to recognize its international impact, whether in the tax reform and decentralization work done in other countries, or in bringing students here, like the Indonesian Masters and Summer Training programs. I hope we stay involved internationally, and touch even more countries.

“I hope we continue to play a strong, if not stronger,

role in advising and providing analysis for the State of Georgia. We are only a couple of blocks away from the State Capitol. I would like to see more of our units interacting with state government. The Andrew Young School does it probably as much as, if not more than, any one of our schools or colleges. I think there’s great potential for more interaction there.”

Has your background helped you look differently at the role of an urban university?

“I think my urban planning background helped me think of Georgia State as being more a part of the community than apart from it. Policy recognizes the interaction between an institution and its community – and its current and potential economic impact. We probably had that outlook as early as any public urban university.”

RIECK HEADS

regional leadership forum

continued from page 3

services to economic development entities. For 10 years he was president and CEO of Clayton County’s

Chamber of Commerce. He has held senior positions in the state’s departments of commerce, community affairs, and Gov. Joe Frank Harris’s office, and was a budget analyst in the Governor’s Office of Planning and Budget.

In an early communication to RLF membership, Rieck said he was honored that the RLF board had selected him as its first director. Then he laid out the tasks ahead: “First, we need to add value to RLF’s products and services. Second, we need to increase membership in our organization. Third, we need to raise the funds that will ensure our ability to accomplish our mission far into the future,” he wrote.

In addition to earning his M.P.A. at Georgia State, Rieck in 1973 graduated Magna Cum Laude with a B.A. in Political Science from the university. The Andrew Young School welcomes Rieck in his new role.

ADVISORY BOARD MEMBER

LINKS “NONPROFIT” TO AYSPS

Well before AYSPS was formed in the mid-90s, Alicia Philipp (M.B.A. '82), president of The Community Foundation for Greater Atlanta, had actively supported the university and its programs in urban studies. Now on advisory boards for both AYSPS and its Nonprofit Studies program, Philipp continues to find ways to enrich and benefit both Atlanta's nonprofit community and the Andrew Young School.

The Community Foundation has grown from a staff of one and about \$7 million in assets when Philipp took the reins 27 years ago to 33 staffers and \$425 million. It is among the largest, most influential community foundations in the country. She says it heightened its focus on donors after a 1999 study found that when donors are linked to critical community needs, results follow.

“The results have been phenomenal,” she says. “Nationally we’re on the cutting edge of the donor-centered foundation movement. We’ve grown an incredible base of 650 donors. We’re getting their children and grandchildren involved.”

When asked, Philipp said she is amazed that people still might think nonprofits are not as efficient as for-profit businesses. “It is so funny when for-profit people come to work in the nonprofit sector. They are amazed at the efficiency and effectiveness of the operation, of how much nonprofits accomplish, in general, with very limited resources.

“When corporations look at governance issues, on the heels of Enron, some of the majors ought to be looking at how nonprofits are governed. Issues that corporations now are striving to correct – conflict of interest, having management on

boards, creating diverse boards that really look at the mission and vision of the organization – good governance has long been the hallmark of well-run nonprofits,” she said.

The foundation has contracted with AYSPS faculty and Research Atlanta to conduct research on trends in philanthropy and social capital in metro Atlanta. Their next study will use data and focus groups to look at African American philanthropy.

“Alicia is an exceptionally gifted leader. She understands the blurring boundaries among the governmental, for-profit and nonprofit sectors and the complexities associated with developing, managing and leading a wide

range of partnerships. Her role in the Nonprofit Studies program as an advisor, guest lecturer and mentor to nonprofit faculty and students has been nothing short of spectacular,” says Assistant Professor David Van Slyke (PAUS).

Philipp feels a policy school is the right place for a nonprofit studies program. “In a school of public policy, you learn more than the basics about running a nonprofit. You learn how nonprofits fit in the bigger ecology of the world. So much of the emphasis in policy is on linkages. I don’t think you would get that in a business school,” she said.

In looking ahead Philipp sees AYSPS playing a critical role. “In the next couple of years, a phenomenal change will begin happening in the leadership of this sector. Baby boomers are going to begin retiring and an enormous number of positions will need to be filled,” she said. “That’s why it’s so wonderful to see the Andrew Young School and its graduates coming into our nonprofits with critical skill sets, right out of the box.”

Alicia Philipp and students



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