

ANDREW YOUNG SCHOOL OF POLICY STUDIES

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NEW ramsey chair A NONPROFIT MANAGEMENT EXPERT WITH ECONOMICS FOCUS

The Andrew Young School has appointed Dennis R. Young to fill the Bernard B. and Eugenia A. Ramsey Chair of Private Enterprise. A distinguished senior scholar, Young is Professor of Nonprofit Management and Economics at Case Western Reserve University in Cleveland, Ohio. AYSPS also is pleased to announce that Eric Twombly, a senior research associate at the Urban Institute and a distinguished junior scholar in the nonprofit sector, has agreed to join Young in the Nonprofit Studies program as an assistant professor in PAUS. "Our school is building a powerhouse program around the Ramsey Chair," says Associate Dean Robert Moore.

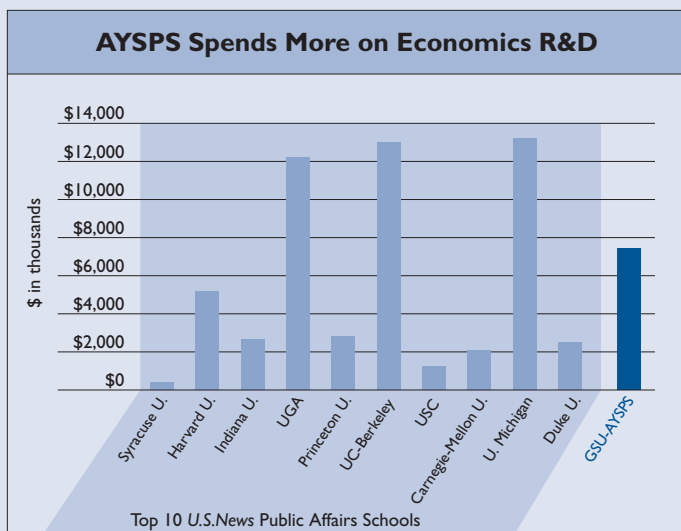
Young helped establish the Mandel Center for Nonprofit Organizations at Case Western and was its director from 1988 to 1996. He is also president and founding CEO of the National Center on Nonprofit Enterprise based in Arlington, Virginia.

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Dennis Young, right, at the ARNOVA awards ceremony with his son, Seth

AYSPS TOPS IN ECONOMICS R&D SPENDING



In the newly released report, *Academic Research and Development Expenditures: Fiscal Year 2002*, the National Science Foundation shows that research and development expenditures in economics at GSU are the 10th highest in the nation. The report ranks all U.S. university and college R&D expenditures in social sciences and other categories. In 2002, \$7.7 million in R&D expenditures for the Department of Economics in the Andrew Young School were three-quarters of the social sciences total at GSU.

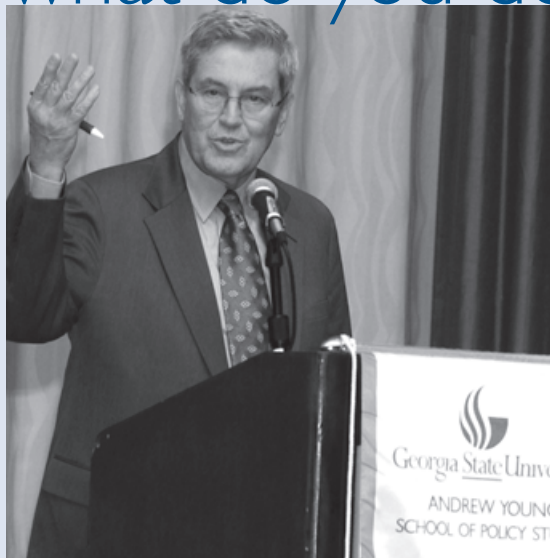
"Graduate students looking for a policy school sometimes note our excellent record of external funding," says Professor James Alm, department chair. "For several years now, our department has ranked among the top ten in this category. It is further evidence of the strong performance of our faculty and program."

Sources: National Science Foundation, *U.S. News & World Report*

Notes: 1. All campuses are included in R&D expenditure totals

2. Agricultural economics R&D expenditures included at U.G.A.

what do you do when the money dries up?



implications for our programs are serious. What to do? How do we maintain our high quality teaching and research programs, and how do we keep from losing high quality faculty, while the state government determines what quality of higher education it can afford?

I can report to you how we are coping. First, we are being hurt. When budgets are tight, good people and good programs will be lost. Quality faculty who do not see much by way of raises for a few years are "easy pickins" for recruitment from other universities. Students have been hurt. We have had to cut some good degree concentrations, and we have had to increase class sizes. The notion that one can cope with a budget crisis by cutting only "fat" is, of course, a myth.

However, we are also trying to find advantage in the situation, and I think we are doing pretty well. We have redoubled our efforts at raising external funds for research and technical assistance. Right now, for every dollar we receive in our university-provided budget, we raise another dollar from outside. In fact, our economics department has been singled out by the National Science Foundation as one of the ten most productive in the country in this regard. Much of these funds have been used to keep our graduate student enrollment in an almost-steady state.

We have stepped up our research service activities for the state government. We are now providing Georgia's state economist services and have taken on major responsibility for fiscal forecasting and preparing fiscal notes for the state. We also are finding more call for our work on child policy and on health policy. The Governor's Office and the Legislature have been very supportive in helping us develop these activities. Somehow, we are managing to find advantage in a dismal budget situation.

We are trying to raise endowment funding to support the work of senior faculty. Again, we are doing pretty well. We have filled two endowed chairs this year, and we have just been granted a third. Thanks to the generosity of former Secretary of Labor W.J. Usery, we will now be filling a chair in Labor Economics for a scholar who studies the American workplace.

We have the crying towel out, to be sure, as we have cut some good teaching programs and said goodbye to some good faculty. But thanks to the hard work of our creative faculty and the entrepreneurship of our research centers, we are coming through this downturn with our core strengths intact. What is happening to us is a reality of the business cycle, but I have to tell you, I am ready for it to be over.

Roy Bahl
Dean

I would bet that our fiscal situation at Georgia State University is no worse than that of most state universities. The states have come through a fiscal crisis, legislatures are still skittish about spending and taxpayers aren't going to re-elect "taxing" politicians. Medical assistance, child welfare and K-12 education get the highest budget calls, and it would be hard to argue against these as the priority needs in our state. This means that the funding well for higher education in our state is relatively dry right now.

Unfortunately, The Andrew Young School does not have a large endowment to draw on, so the

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state's new fiscal economist

is housed at the Andrew Young School

Georgia Gov. Sonny Perdue in January announced the appointment of Kenneth J. Heaghney as the state's new fiscal economist. Reporting to the Governor's Office and the Office of Planning and Budget, Heaghney is based in the Fiscal Research Center at AYSPS, where he was named research professor of economics.

"We think this is a great match," says Professor Dave Sjoquist, the Dan E. Sweat Distinguished Chair in Educational and Community Policy and director of the Fiscal Research Center and Domestic Programs. "The close association between the FRC and the state economist has the potential to enhance the efficiency of state fiscal planning." Sjoquist worked closely with the governor and the OPB in updating the requirements of the position and matching it to Andrew Young School resources.

The state economist is broadly responsible for tracking the economic performance of Georgia. Heaghney will prepare the revenue estimates for the annual state budget. He also monitors and analyzes state and national economic trends, projects revenue figures and advises Gov. Perdue on Georgia's financial condition. He says that with these duties, access to the expertise and resources of the Fiscal Research Center is essential to helping him monitor the state's financial and economic conditions.

Sjoquist agrees. "The FRC houses nearly a dozen Ph.D. economists who are recognized worldwide for their work on fiscal issues, as well as three very good econometricians. This expertise, a major resource for the state economist, can be critical to building and estimating forecasting models," he says. Additionally, the FRC provides technical and research assistance and other support.

"This partnership is an effective way to leverage key state resources that are pointed toward fiscal planning," says Sjoquist.



David Sjoquist, Gov. Sonny Perdue and Kenneth J. Heaghney

Heaghney succeeds the late Henry Thomassen, who had served as economic advisor to eight Georgia governors including Perdue. He brings to the state 20 years of experience as an economic consultant for businesses ranging from Tenneco, Inc. to Axiom Corporation, his latest employer. He earned a Ph.D. in Economics from Rice University in Texas and a B.S. in Business Administration from the University of Missouri.

In announcing his appointment, Gov. Perdue noted that Heaghney brings the state a fresh approach to developing revenue projections. "I have full confidence that Dr. Heaghney will put his private sector experience to good use performing one of our most important tasks: accurately forecasting Georgia's economic outlook," he said.

Tsunami disaster strikes GSU alumni

The earthquake and tsunami that struck the Indian Ocean on December 26, 2004, caused massive destruction across South Asia. The worst-struck area was the Indonesian island of Sumatra; the coastal city of Banda Aceh on its western tip, closest to the earthquake's epicenter, was virtually destroyed.

The Andrew Young School has a special link with Banda Aceh. AYSPS is the lead U.S. institution in a USAID-funded capacity-building program for

Indonesian universities. The Economics Department at Syiah Kuala University in Banda Aceh has been a key partner in that program.

During 2001/02 and 2002/03 school years, 13 economists from Banda Aceh, most of them faculty members in the economics department at Syiah Kuala, attended the AYSPS Indonesian Masters Program in Applied Economics. All had returned to Indonesia, and many were in Aceh as the dis-

aster struck. Eleven of these economists have survived, although their families have been gravely impacted. The AYSPS community mourns the loss of Said Muhammad, whose body was identified January 9, and Lusiana Lukman, who remains missing and is presumed to have perished in the disaster.

Relief Support Provided

Through the AYSPS Graduate Student Association, many Andrew Young School faculty,

staff and students have made generous direct financial donations to those GSU alumni whose lives were devastated by the tsunami to help them rebuild their lives.

Information on our Indonesian alumni from Banda Aceh, including updates on their status, is available at <http://isp-aysps.gsu.edu/tsunamidisaster.html>.



Georgia Health Policy Center marks a decade of success

The Georgia Health Policy Center in 2005 celebrates its tenth year of focusing on solutions to the toughest issues facing health care, including insurance coverage, long-term care, children's health and the development of rural and urban health systems.

Director Karen Minyard says the center remains true to its roots. "GHPC was founded in 1995 to serve as a constant and objective source of information about health care and health policy for the state of Georgia. Today we continue to conduct the relevant research needed to inform health policy decisions."

"The volume and quality of research and work produced by GHPC over this time is in itself impressive," says Andrew Young School Dean Roy Bahl. Since its inception, the center has worked on more than \$29 million in local, state and national contracts and grants that support better health for more people at less cost.

New Partnership Promises More Public Input

Two of Georgia's leading health care research organizations

have formed a partnership that aims to increase public input on policy recommendations.

Georgia Health Decisions, a nonprofit nonpartisan grassroots group, relocated its offices in March to GHPC, giving greater voice to the values and opinions of Georgians on a wide range of issues including end-of-life care, health insurance and rural health services, says Minyard.

GHD engages residents in dialogue on health care issues and conducts structured research to understand attitudes toward these issues. GHPC conducts, analyzes and disseminates research designed to help elected officials and others make informed decisions about health policy.

"We have a long-standing relationship with Georgia Health Decisions to listen to Georgians' voices about health

care so that we may echo them to policy makers," Minyard says. "The organization is already part of our past and present; this partnership solidifies its role in our future."

Georgia Health Decisions was part of the group that founded the Georgia Health Policy Center. Beverly Tyler, GHD's executive director, says she believes that a formal link between the two organizations represents a natural move and one that will benefit the state.

"Georgia Health Decisions has worked with the Georgia Health Policy Center continuously over the past decade," Tyler says. "We share a common interest in improving the health of Georgians."

Adds Dr. Richard Cohen, chairman of GHD: "We highly respect the work of the Georgia Health Policy Center and

are pleased to be formalizing our relationship with its staff."

Child Policy Speaker Series

GHPC hosted five individuals this year who make significant contributions to the development of child policy as part of its Child Policy Speaker Series.

Erdal Tekin, an AYSPS economics professor who collaborates with the Georgia Health Policy Center on child policy, says that the series has appealed to academics and professionals from a wide-range of disciplines and interests. More than 250 individuals, including researchers, policy makers and advocates, attended the series.

"Public health, welfare, education, juvenile justice, child care, and family health and sustainability represent a small sampling of the spectrum of areas that contribute to child

TIMELINE OF GHPC'S HISTORY

1995 GHPC is founded as a research arm of the Georgia Coalition for Health

1996 GHPC studies Medicaid reform at the request of the governor

1997 GHPC delivers Medicaid study, "Directions for Change,"

to the Georgia General Assembly, and begins to study population groups most vulnerable to Medicaid reform

1998 GHPC begins 8 years of long-term care research in Georgia and offers technical assistance to rural health care providers

1999 GHPC helps inform design of first State Children's Health Insurance Program in Georgia, PeachCare for Kids, and begins annual evaluation of its performance

2000 GHPC expands rural health work to more than 74 counties and identifies the

"Keys to Success" necessary to improving health at the community level; GHPC is chosen to serve as the administrative arm of the Philanthropic Collaborative for a Healthy Georgia

2002 GHPC's rural health work goes national, assisting



Karen Minyard (GHPC), Darren Long (AMBFF), Tammy Mann (ZERO TO THREE) and Erdal Tekin (AYSPS)

well-being. The Speaker Series helps illustrate how all of these topics are related and opens a door to collaborative research projects and programs that can make a positive difference in the lives of children and society," he says.

The 2004-2005 speakers included:

- David Blau, University of North Carolina, Chapel Hill
- Tammy Mann, ZERO TO THREE
- Rick Barth, University of North Carolina, Chapel Hill
- Greg Duncan, Northwestern University

- Pamela Morris, Manpower Demonstration Research Corporation

Made possible by support from the Arthur M. Blank Family Foundation, the series will be disseminated this summer on DVD to schools, universities, advocacy groups and government leaders. To request a copy of the series, please e-mail sbarker@gsu.edu or call 404-463-9337.

The Center's Future

Relevant research on critical health care issues that include obesity, insurance coverage,

root causes of health status and health disparity is on the Georgia Health Policy Center horizon.

Minyard says the center will continue its focus on changing health at the community level. "Health is local and changing health is local," she says. "There are certain fundamental changes that must take place at the community level to improve health.

"Local people have the best ability to develop practical answers about community needs and find better ways into partnerships and policies

that benefit the health of their own communities."

America's health care system continues to face many challenges. No other topic of debate and legislative change affects the lives of so many and requires such large amounts of our country's resources. The Georgia Health Policy Center, now facing its next decade, is working nationwide, focusing on solutions to these tough issues, from insurance coverage and long-term care to children's health and the development of rural and urban health systems. The center's qualitative and quantitative research findings continue to help policy makers arrive at informed decisions about health policy and programs.

In this endeavor, GHPC welcomes the support and interest of public officials and philanthropic benefactors, and invites inquiries from communities and organizations working to promote better health. For more information, contact the Georgia Health Policy Center at 404-463-9337.

— Sallie Barker,
Georgia Health Policy Center

more than 37 states; GHPC implements a federal grant for Georgia to formulate and evaluate policy options that will reduce the number of uninsured

2003 GHPC studies five U.S. communities and their initiatives to provide care for the uninsured; its findings

inform policy makers and communities trying to replicate these projects; the Philanthropic Collaborative begins study of childhood obesity

2004 GHPC works to improve health care in eight of the most rural, medically underserved states in the U.S.;

the Southern Health Improvement Consortium taps GHPC to develop a strategic plan that will increase access to basic health care through the Southern Rural Access Program; GHPC performs an assessment of Georgia's public health system

2005 Georgia Health Decisions relocates to GHPC

TODAY! The Georgia Health Policy Center celebrates a decade of supporting excellence in government and improving health at the community level

STUDY ABROAD IN

Newcastle upon Tyne, England

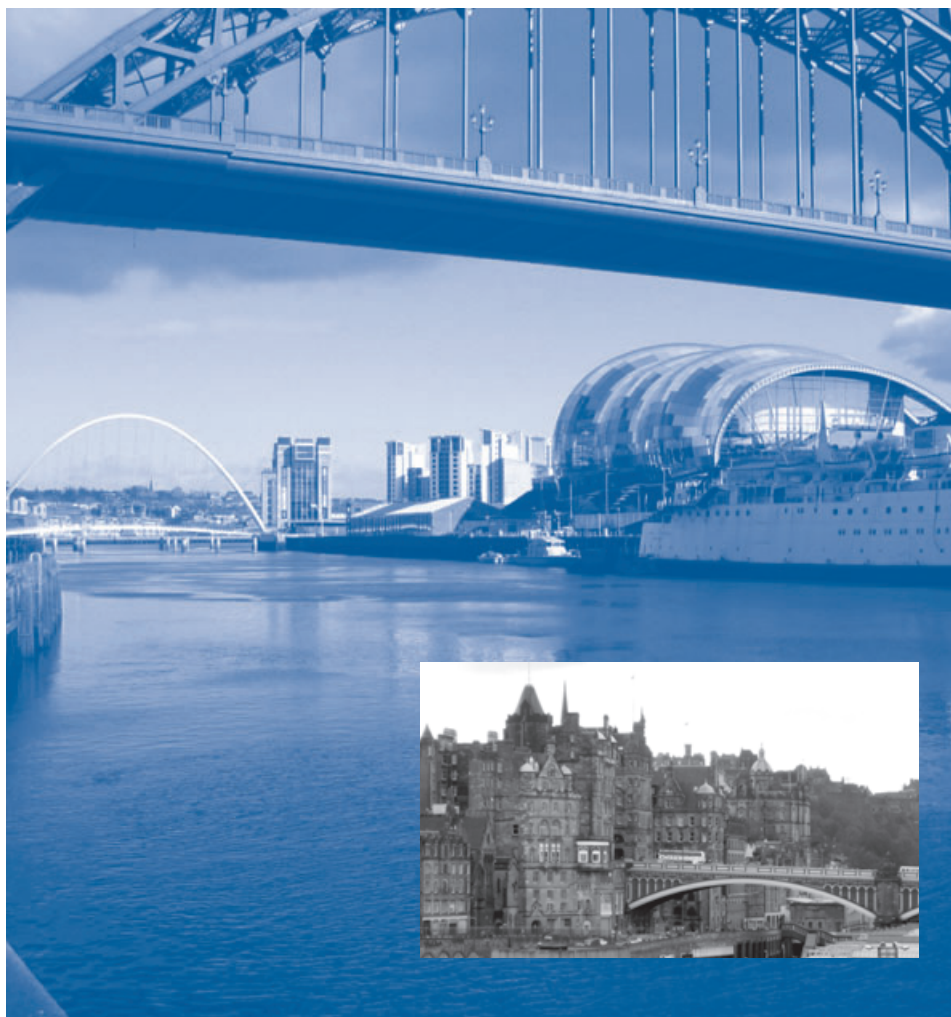
The Department of Public Administration and Urban Studies is accepting applications from PAUS graduate students for its new exchange program with the University of Northumbria, located in Newcastle upon Tyne, England. This study abroad will be offered five successive fall semesters, from 2005 through 2010. It is sponsored by the Andrew Young School, Georgia State University and The School of Arts and Sciences at Northumbria.

Carol Hansen is director of international faculty and student exchanges for PAUS and associate professor of human resources development. She heads the UNN exchange program, and is recruiting UNN students to come to GSU next spring. She points to the exchange program as the latest successful project arising out of the memo of understanding AYSPS signed with UNN in 2004. ("PAUS faculty form co-op venture with U.K. school," Winter 2004)

6 "The program will give our graduate students a better understanding of comparative government and international policy," says Hansen. "Courses will teach international policy and practice, the tools necessary for work within foreign cultures, and the managerial skills needed to function effectively in a global setting. Learning about British institutions in Britain will give our students a much greater understanding of the country and its role within the European Union.

"We hope that UNN is the first of many similar partnerships with overseas programs," she says. "We believe partnerships provide outstanding study and research abroad opportunities for students and faculty as well as assist in recruiting superior students to AYSPS. These programs are often life-changing experiences."

Hansen also notes support the program has received from the Georgia State Office for International Affairs and Study Abroad Programs. For more information on the program including courses and credit, eligibility and directions on applying, go to <http://www2.gsu.edu/~wwwpau/programs/newcastle.htm>.



AtStats portal to provide comprehensive data, mapping and reports

Domestic Programs will soon change the interface on its popular product, Atlanta Census 2000. This summer the site will be online and operational as a portal called AtStats, for Atlanta Statistics. The new URL will be www.atstat.gsu.edu.

"Other data groups had taken notice of Atlanta Census 2000," reports Lakshmi Pandey, the research associate and data manager for the Fiscal Research Center who created the site. "They decided that they, too, would like to offer their data in this kind of format on our site."

The portal will link to mappable interactive websites with large data sets and reports on health care, housing and regional demographics. Participating organizations include the Atlanta Regional Health Forum at the Atlanta Regional Commission, Georgia Health, the U.S. Centers for Disease Control and Prevention and the Housing Resource Center of the Atlanta Neighborhood Development Partnership. AtStats will also provide a link to Atlanta Regional Commission data, maps and reports. The Community Foundation for Greater Atlanta is supporting the project with a grant.

Pandey says that besides all the new data, the portal will make improvements

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Young is nationally recognized for his efforts to apply economic principles to nonprofit management. In August 2004, *The Nonprofit Times* listed Young among the NPT Power and Influence Top 50. According to the *Times*, "Young is out front in educating charities ... He's often ahead of other academics when it comes to thinking about the sector's economics."

ARNOVA (Association for Research on Nonprofit Organizations and Voluntary Action) also presented Young with the 2004 Award for Distinguished Achievement and Leadership in Nonprofit and Voluntary Action Research, recognizing his significant and sustained contributions to the field.

The Ramsey Chair was founded in 1963 by Michael Mescon, former dean of GSU's Robinson College of Business, professor emeritus and member of the AYSPS Advisory Board. Under his stewardship, the chair endowment has grown to nearly \$2 million. ("Mescon Alters Character of Higher Education," Spring/Summer 2002) He was on the Ramsey search committee.

"I am excited about the energy and experience Young will bring to the school," says Mescon. "He understands the business of for-profits and nonprofits; how they compete and co-exist in the same market. Nonprofits are big business – look at Atlanta's new symphony hall." Mescon says he expects Young's impact on Atlanta to be as tremendous as it will be on the school.

Young is editing two forthcoming books, *Financing Nonprofits: Bridging Theory and Practice* and *Wise Decision Making in Uncertain Times: Using Nonprofit Resources Effectively*. He agrees with Mescon on the challenges. "Economics is an important part of nonprofit management. Nonprofits are struggling with resource issues. Those available are severely limited. How do you acquire and efficiently utilize resources when there are more needs than you can address?"

"The pressure is on nonprofits to find revenue in other ways. There is more competition for contributions, more interaction with corporations, more of a move towards earned income. Nonprofits are in the marketplace," he says.

"At the National Center on Nonprofit Enterprise, we apply basic economic principles to nonprofit resource decision-making. Nonprofits must be as effective as businesses, yet you can't take practices from the business sector and transfer their application wholesale to nonprofits. Nonprofits have roles and functions that must be handled differently. They have their own flavor, their own way of measuring success.

"Although the basic concepts of economic analysis apply to nonprofits, what is missing is the piece that shows how. This connection is lacking in many nonprofit programs around the country. With its strong capacity in economics," says Young, "the Andrew Young policy school has a comparative advantage."

AYSPS Advisory Board member Alicia Philipp, president of The Community Foundation for Greater Atlanta, aided the Ramsey search. She is excited about the focus Young will bring to the program. "I agree. Our school is unique among policy schools around the country in that economics is such a strong part of the program. Although this focus is desperately needed in our sector, no other nonprofit center in the country has it. Economic analysis linked to nonprofits is exactly what nonprofits need right now," she says.

Looking ahead, Young says he hopes to get the nonprofit program even more involved with the Atlanta community. "The possibility of building this program in Atlanta is very attractive. The city is growing, well-positioned, a crossroads. It is home to major corporate headquarters and foundations, an active nonprofit sector and the civil rights movement," he says. "Only once in awhile does something like this come along."

Dennis Young was keynote speaker at the Andrew Young School's Fifth Annual Nonprofit Studies Program Executive Roundtable in April, where he was introduced to the Atlanta nonprofit community. He will join the school in the fall.



Pandey

to the 2000 Census information available on the original site. "We are working on making navigation within the site easier, and will build a better Help file and FAQ (Frequently Asked Questions) page. We will add an e-mail address to respond to questions. The maps will offer more colors," he says. "AtStats will be 'the' portal to the Atlanta region and beyond."

Until AtStats goes online, Atlanta Census 2000 can be accessed at <http://atlanta.census2000.gsu.edu>.

PAUS team evaluates professionalism in local government

Professional certification is like a warranty, proof of professional competence. According to PAUS Professor Greg Streib, establishing and verifying professionalism is more important today as so-called "professionals" in several industries are found guilty of abusing public trust. "In a society weary of false claims," he writes, "there is a growing desire for proof of professional competence, and this has led to an explosion of new credentials and certifications in a variety of fields."

Since the late 1990s, Streib has led an AYSPS team working closely with the ICMA (International City/County Management Association) to promote the certification of local government managers nationwide. This team has included Katherine Willoughby, Ted Poister, Lloyd Nigro, Gary Henry and Mark Rivera. They developed the "gateway" to ICMA's Voluntary Credentialing Program, the Applied Knowledge Assessment. (Research, 2003) Those who successfully complete an AKA are one step closer to certification as ICMA Credentialed Managers.

The AKA helps determine a local government manager's professional development needs. From 1999 to October 2004, 1,603 ICMA members had completed the AKA. In an article for the 2005 Municipal Yearbook, "The State of the Practice: Performance on the ICMA Applied Knowledge Assessment," Streib, Research Associate Mark Rivera and doctoral student Ignacio Navarro analyze these scores to determine what they reveal about the knowledge levels of practicing managers.

The article offers an overview of the importance of professional standards and the history of the assessment's development and describes how it is structured. It examines the use and performance of the AKA, and offers an overall analysis of the scores.

Streib and his team found that a manager's length of experi-

ence in local government the most important factor affecting his or her score. In practice areas including integrity, policy facilitation, budgeting, operational expertise and planning, democratic advocacy and financial analysis, they report, "the lowest scores were received by participants with the shortest tenure in local government."

However, an individual will find that even low scores can be valuable. "Because this instrument was devised to guide professional development," says Streib, "a low score will point the ICMA member to areas where he or she might focus their future professional development activities."

Overall, Streib and his team found that AKA participants scored highest in media relations, diversity, integrity and staff effectiveness. They scored lowest in financial analysis, citizen service, democratic advocacy and citizen participation. "Mean scores in the core content areas appear to confirm the logic of the AKA's development and suggest that a measurable body of knowledge applies to local governments nationwide," says Streib.

"This examination of the (AKA) development process and the scores should help contribute to our understanding of the local government management knowledge base," write Streib and his team, who suggest the findings can help guide efforts to educate future managers and develop training for those already in service. "Over time, these efforts can greatly strengthen the field," they write. "We hope that this article contributes to that goal."



Streib

8

PEACE CORPS MASTER'S PROGRAM IS ACCEPTING APPLICATIONS

Students can now combine earning a Master's degree in economics or public administration with international work experience. The Andrew Young School offers a unique opportunity to earn academic credit while gaining valuable world experience through the Peace Corps Master's International Program hosted at GSU.

Peace Corps members can earn a Master of Economics, a Master of Economics-Policy Track or a Master of Public Administration degree in combination with a two-year tour. Students begin their program with a year of study at GSU; the overseas assignment follows after the majority of this work is completed. Peace Corps assignments are relevant to each student's course of study.

Students in the Peace Corps MI program work closely with academic advisors at AYSPS to promote synergy between their class work and field experience. Students complete their thesis research, directed readings and any internships while on their Peace Corps assignment.

The International Studies Program holds student orientations about this program with members from the Peace Corps and the AYSPS Academic Assistance team. Program coordinator Shereen Bhan of ISP invites those interested in learning more to go online to <http://isp-aysps.gsu.edu/academics/peacecorps/index.html> or to e-mail her at sbhan@gsu.edu.

How many new jobs are enough?

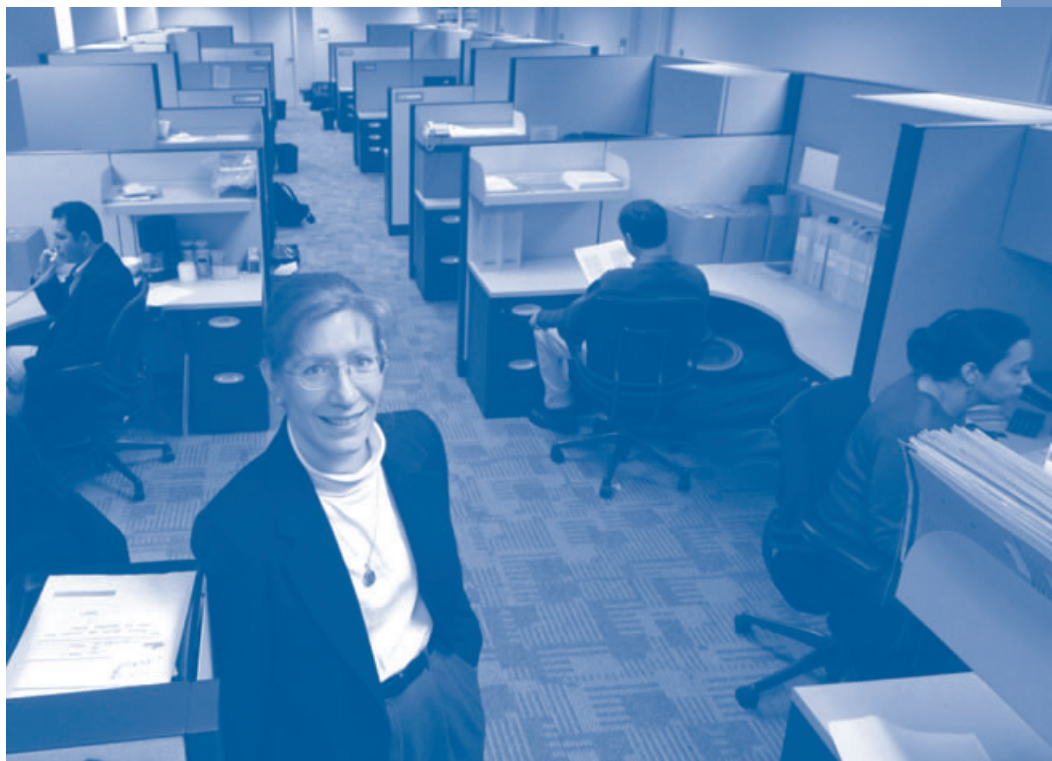
How many new jobs will keep America strong? The White House Council of Advisors in February 2003 projected that the administration's tax cuts would create an average 300,000 jobs every month in the United States. The average monthly job gain for 2004 was 181,000. In January 2005 net job growth was 146,000.

Economists and policy-makers cannot seem to agree on the number of jobs that need to be created in the U.S. every month to keep people employed and sustain economic growth. Unemployment rates are dropping, yet states are not adding as many jobs as would be expected to impact these rates.

Julie Hotchkiss says the nation needs an estimated 95,000 new jobs every month to absorb its growing labor force. She takes a look at the job creation and unemployment paradox in the Federal Reserve Bank of Atlanta publication, *Economic Review* (2005Q1), "Employment Growth and Labor Force Participation: How Many Jobs are Enough?" Hotchkiss is a professor of economics at AYSPS and a research economist and policy advisor at the Federal Reserve.

"The usual estimates of new jobs needed to keep unemployment in check are too high," says Hotchkiss. Although productivity gains and a relatively weak economy are credited for the "jobless recovery" that began the fall of 2001, Hotchkiss suggests that a lower rate of labor force participation has had a greater impact on keeping unemployment in check while job formation is slow.

Labor force participation has declined steadily since 2000, Hotchkiss finds. More people are entering early retirement, some dropped out in response to fewer job opportunities as a result of the 2001 recession, and participation rates in the



“There need to be enough new jobs for people who want and need to work, and these jobs need to fuel a desired growth in overall economic output”

JULIE HOTCHKISS

1990s may have been inflated due to the extraordinary economics opportunities available at the time. She argues that over the next several years, the rate of labor force participation in the U.S. will face a natural non-cyclical decline.

"There are two basic reasons to be concerned about the rate at which the U.S. economy is creating jobs," says Hotchkiss.

"There need to be enough new jobs for people who want and need to work, and these jobs need to fuel a desired growth in overall economic output." She uses economic analysis to show how many new jobs are needed to keep employment in balance, and looks at whether the current rate of labor growth is enough to supply the desired growth in Gross Domestic Product.

Hotchkiss addresses areas that may show public policy-makers the best potential for supplying job growth, including Social Security reform, increased immigration and off-shore outsourcing. She cautions that "while the current rate of job creation appears to be able to sustain the expected job growth in the labor force for the time being, it is not clear that it is enough to sustain the rate of economic growth that will be desirable in the long run."

This report is available online at www.frbatlanta.org. Go to "Economic & Research Data" then "Publications" then "Economic Review" and look for it in the First Quarter 2005 issue.

"Fairness" is important in tax policy design



"Every year the federal government takes about two trillion dollars out of the economy in taxes," says Mark Rider, an associate professor of economics and fiscal expert in the International Studies Program. "So we're trying to figure out how to develop fiscal policies that tax people in the least painful manner possible."

In "Tax Policy Design in the Presence of Social Preferences: Some Experimental Evidence," Rider, International Studies Program Director Jorge Martinez-Vazquez and Lucy Ackert examine the importance of fairness in how people respond to tax policy design. Ackert is an economist at the Federal Reserve Bank of Atlanta and a professor at Kennesaw State University.

"Public finance economists generally think that people care only about their own consumption, income and leisure. About taxes, they think people care only about how they are affected," says Rider. "But some 'optimal' tax structures, like the head tax and some property taxes, if enacted are widely unpopular. Though optimal in theory, these taxes are regarded as politically unattractive."

"We suspect this paradox occurs because people have social preferences. They may care about a tax's impact on others as well as its impact on themselves. So we examined whether a sense of fairness affects the tax structure a person would prefer," he says, "and we found that it does."

Rider's team devised a simple experimental test that assigned its subjects different income levels then asked them to choose either a progressive or a flat tax structure. More voted for the progressive tax.

"It was interesting that some of the high-income people who

would have been better off voting for the flat tax voted for the progressive tax," says Rider. "They cared about how much they had to pay, but they also cared about how much those with lower incomes had to pay. They voted for fairness."

"We interpret this to mean that people do care about how other people are impacted. They want taxes to be equitable. They want them to be fair," he says.

This research is the first to incorporate individually held preferences for fairness into tax policy design. Says Rider, "Traditionally, that's not part of the model. We're also the first ones to rigorously test it in a laboratory setting. So from an academic perspective this paper makes two contributions. It sorts out a tax policy paradox by bringing fairness into it, and uses experiments to demonstrate support for fairness in tax policy design."

"Our goal is to use better science, better economics, to make models that better reflect how people actually perceive and respond to reality. If we can find out what people like and don't like about taxes, other than what they have to pay, we can give better, more relevant policy advice that politicians are likely to find useful and acceptable and politically palatable," he says.

His team's research is a piece of the Andrew Young School's larger strategy in using experimental research, says Rider. "We use experiments to formulate policy design. Other schools use experiments, but mostly to test hypothesis. Although we are interested in that as well, our focus on using experimental methods for policy design distinguishes us from other policy schools."

This focus gives the school's fiscal experts an edge. "We go around the world giving advice about fiscal policy. Because we're working with policy makers, we know that the academic literature needs to be better grounded in reality. These findings give us greater confidence to talk about equity as well as efficiency when we talk about tax policy design with policy makers," he says.

Rider's study is available online as IPS Working Paper Number 04-25 at <http://isp-aysps.gsu.edu/papers/index.html>.

10

Costs of teen births pose policy challenges



Teen birth rates in Georgia and the United States have fallen in the last decade. Georgia's live birth rate for females aged 15-17 was 50 per 1,000 in 1990; in 1999 the rate had dropped to 38 per 1,000. In the same period the U.S. rate dropped from 37 to 29.

Although teen births are declining, fiscal expert Sally Wallace cautions that in general

they continue to pose difficult policy challenges. In a report for the Georgia Health Policy Center, "The Cost of Teen Births in Georgia," Wallace was asked to bring her analytical skills to look into all dimensions of the issue: education, the labor supply, health and taxes.

"Teen births place a tremendous financial burden on young mothers, their children and other family members in terms of lost opportunities in the short and the long term," says Wallace, an associate professor of Economics. "Their costs to local, state and federal governments are significant. Looking at health care costs alone, 93 percent of teen births in 2000 were covered by Medicaid."

TO A PRE-KINDERGARTNER certification matters less than style

Georgia pre-kindergarten teachers who lack certification appear to do as well as better-educated teachers at preparing kids for school, says Gary Henry, professor of public administration and urban studies. He is principal investigator on a study that assesses how differences in the way pre-k is implemented may affect children's development.

Henry led a research team that examined whether teachers with higher levels of education have more positive impacts on a young student's development, among other issues. The report, "An Evaluation of the Implementation of Georgia's Pre-K Program: Report of the Findings from the Georgia Early Childhood Study (2002-03)" was released in December 2004. It was funded by Bright from the Start: Georgia's Department of Early Care and Learning and the National Institute for Early Education Research. The report was authored by Henry and Dana Rickman, a research associate

with Domestic Programs, along with other former DPO research associates.

"No differences were found in children's outcomes when they were taught by teachers who were certified by the state as opposed to teachers holding associate's degrees or technical diplomas," says Henry.

The finding may represent good news for Georgia, where the proportion of certified pre-k teachers dropped from more than 78 percent in 1998 to below 60 percent in 2002. "This decline appears to have been fueled largely by class-size reduction mandates," says Henry, "which have drawn certified teachers from pre-k into kindergarten and elementary grade classrooms. During this period the percentage of teachers with four-year college degrees related to early childhood development increased from about six percent to more than 20 percent."

Henry's findings counter studies of other states that indicate teacher certification

increases the effectiveness of early childhood education programs. He says the significant amount of training and on-site technical help offered Georgia's pre-k teachers may account for this difference. Also, all Georgia pre-k teachers must earn at least a two-year degree or technical diploma related to child development.

Other findings of this study indicate that a higher concentration of economically disadvantaged students in a pre-k classroom may reduce the positive effects of pre-k on certain skills, yet it improves children's attitudes about school and learning. "Child-centered" teaching practices, which allow children to initiate more of their own activities, benefit kids more than other approaches.

Also, children taught using the "High Reach" curriculum did not perform or behave as well, or have as positive attitudes about school and learning, as children taught using either the "High/Scope" or "Creative" curricula. "While



these differences are in some cases small, they lead us to recommend a review of the curricula that have been approved for use in the pre-k program, as well as the curriculum-approval process," says Henry.

Henry's earlier research shows that Georgia's lottery-funded pre-k program has produced better-prepared kindergartners since its creation 11 years ago.

For a copy of this report or other related research, go to <http://aysps.gsu.edu/epg/index.htm>.

— Brad Dixon contributed

Wallace draws on the extensive national body of literature about teen births and analyzes Georgia vital statistics and social programs data to develop estimates of the costs associated with teen births in the state. "Our findings show how useful economic analysis can be to public policy," says Wallace. "We use economic data to round out the full picture, offering a strategic approach to many policy decisions."

The report finds that the true costs of teen births often include increased medical costs for mother and child, higher dropout rates or delayed education, and the potential for reduced career earnings of mothers and lower educational attainment of their children. Costs include higher rates of foster care and greater need for government assistance. Statistical evidence shows that teen fathers have higher rates of incarceration. Income, sales and

other tax revenues also are impacted.

Using unique data on students from pre-k through second grade that AYSPPS Professor Gary Henry and his team have collected for the Georgia Early Childhood Study, Wallace, Henry and Andrew Mashburn, a former research associate in Domestic Programs, are working on an analysis of teen births and education that might be influenced by policy. Wallace and Erdal Tekin, assistant professor of economics, are looking into the teen mom-labor links, and Wallace, Tekin and Mary Beth Walker, associate professor of economics, are studying the economic impact of smoking and alcohol consumption patterns on teen mothers and their children.

The initial report is available at www2.gsu.edu/~wwwghp/cpipublications.htm.

facultynews

GSU recognizes AYS faculty for thinking global, educating local



Sally Wallace, associate professor of economics, and Assistant Research Professor Jamie Boex received Georgia State's International Excellence Award at a November appreciation luncheon celebrating International Education Week at GSU.

The annual award recognizes significant contributions made in promoting international education at GSU. Boex, who is affiliated with the International Studies Program, was recognized for his work on technical assistance projects in several developing countries and for managing the Andrew Young School's annual Summer Training Program. Wallace, a researcher in the Fiscal Research Program who has worked on ISP projects, was noted for her work on the latest Jamaica tax reform project as well as her history of work on tax policy and fiscal decentralization in a number of countries, including the Russian Federation fiscal reform project.

In letters informing Wallace and Boex of their awards, Assistant Provost for International Affairs John Hicks commended them for their work "in bringing an international perspective to education at Georgia State University."

AWARDS/HONORS/GRANTS

DEPARTMENT OF ECONOMICS

James Alm was invited to moderate a panel of widely respected economists – Dick McCabe, chief market analyst for Merrill Lynch; David Malpass, chief economist at Bear Stearns; and Peter Kretzmer, senior economist at Bank of America – at the Annual Forecasting Dinner of the Atlanta Society of Financial Analysts in January.

Bruce Kaufman and **Geoffrey Turnbull** had two "Top 25 Most Requested" articles in *ScienceDirect*



Turnbull

in 2003. Kaufman's paper, "The Organization of Economic Activity: Insights from the Institutional Theory of John

R. Commons," was the third most requested download from the *Journal of Economic Behavior & Organization*. Turnbull's paper, "Recreation Demand and Residential Location," (with Peter Colwell and Carolyn Dehring) was the 24th most requested article from the *Journal of Urban Economics*.

WORKING PAPERS AVAILABLE

The Urban Regional Analysis Group at AYSPS recently added all new working papers to its website. Go to <http://aysps.gsu.edu/urag/workingpapers/index.htm>.

More than a dozen new working papers are now available on the International Studies Program website. Go to <http://isp-aysps.gsu.edu/papers/index.html>.

The Office of the Advancement of Women at GSU awarded **Ragan Petrie** a Faculty Scholarship Mentoring Grant, which offers resources to support and enhance the scholarly productivity of female faculty seeking promotion or tenure. **Susan Laury** is her mentor.

The National Science Foundation awarded the Department of Economics a 3-year, \$160,000 grant to continue offering its Summer Intern Program as an NSF Research Experiences for Undergraduates site.

Neven Valev supervises the program. This summer is its fourth year of NSF support.

DEPARTMENT OF PUBLIC ADMINISTRATION & URBAN STUDIES

The National Research Council invited **Gary Henry** to serve on a prestigious multidisciplinary blue ribbon committee to review, assess and synthesize the results of available studies on Green Schools.



Lewis

Greg Lewis has joined the Commission on Peer Review and Accreditation of the National Association of Schools of Public

Affairs and Administration.

Ted Poister received the inaugural Transportation Research Board's Charley V. Wootan Award for an outstanding paper in the field of policy and organization. Poister, Douglas Zimmerman and David Margolis received the award during TRB's 84th Annual Meeting in Washington, D.C., in January for their paper, "Strategic Management at PennDOT: A Results-Driven Approach."

Bill Waugh has been invited to serve on the editorial board of the *Public Administration Review*.

CENTERS AND PROGRAMS

Susan Laury (EPP) was awarded a McMaster Visiting Fellowship that will sponsor her for six weeks in Adelaide, Australia, this summer to develop and test the role of market-based instruments to improve agricultural and environmental outcomes in the face of climatic variability.

Academy Health has asked the **Georgia Health Policy Center** to serve as a national model for HRSA's State Planning Grantees, citing progress made by four selected Georgia communities in planning community-based, public/private partnership models for health insurance coverage.

PRESENTATIONS

DEPARTMENT OF ECONOMICS

Roy Bahl presented "Fiscal Decentralization to Rural Governments in India" at a World Bank seminar in Washington, D.C., in the fall.

In November, **Paula Stephan** was a keynote speaker at the conference, Innovation, Entrepreneurship and Growth at the Royal Institute of Technology in Stockholm. Five days later she presented "La politique scientifique americaine" at the Reunion Club du CEPII in Paris.

DEPARTMENT OF PUBLIC ADMINISTRATION & URBAN STUDIES

Gregory Lewis presented "Moral Condemnation of Homosexuality and Opposition to Same-Sex Marriage" at the Southern Political Science Association meeting in New Orleans in January.

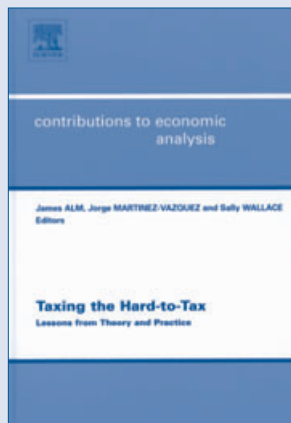
NEW PUBLICATIONS – A SELECTION

DEPARTMENT OF ECONOMICS

James Alm, Jorge Martinez-Vazquez and Sri Mulyani Indrawati, eds. *Reforming Intergovernmental Fiscal Relations and the Rebuilding of Indonesia – The 'Big Bang' Program and its Economic Consequences*. Studies in Fiscal Federalism and State-Local Finance. Wallace E. Oates, ed. Edward Elgar Publishing, 2005.

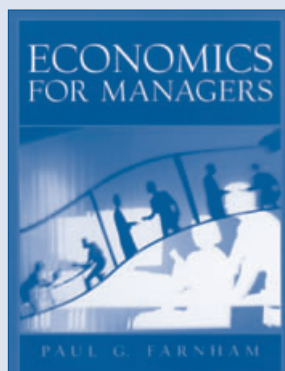


James Alm, Jorge Martinez-Vazquez and **Sally Wallace**, eds. *Taxing the Hard-to-Tax: Lessons from Theory and Practice*. Elsevier Publishing (December 2005).



Roy Bahl and **Sally Wallace**. "Fiscal Decentralization and Fiscal Equalization within Regions: The Case of Russia." *Public Budgeting, Accounting and Financial Management* (forthcoming).

Paul G. Farnham. *Economics for Managers*. NJ: Prentice Hall, 2005.



Inas Rashad. "Whose Fault Is It We're Getting Fat? Obesity in the United States." *Public Policy Research* (forthcoming).

Erdal Tekin. "Chinese threat and Turkish textile sector in the post-2005 era." *Turkish Time*, January 2005; and David Blau. "The Determinants and Consequences of Child Care Subsidies

for Single Mothers in the United States." *Journal of Population Economics* (forthcoming).

Sally Wallace and Greg Geisler. "The Use of Compensation for Tax Avoidance by Owners of Small Corporations." *Journal of the American Taxation Association* (forthcoming); and **David Sjoquist**, Gary Cornia and Kelly Edmiston. "The Disappearing State Corporate Income Tax." *The National Tax Journal* (forthcoming).

DEPARTMENT OF PUBLIC ADMINISTRATION & URBAN STUDIES

William and Jennifer **Kahnweiler**. *Shaping your HR Role: Succeeding in Today's Organizations*. Elsevier, 2005.



Gregory Lewis and Arthur Brooks. "A Question of Morality: Artists' Values and Public Funding for the Arts." *Public Administration Review* 65: 8-17; and **Bruce Seaman**. "Sexual Orientation and Demand for the Arts." *Social Science Quarterly*. 85: 523-38.

Theodore Poister and **Gregory Streib**. "Elements of Strategic Planning and Management in Municipal Government: Status After Two Decades." *Public Administration Review*. January/February 2005, 65(1).

Harvey Newman in February offered a two-week seminar on "The Pastor as Public Leader" at Columbia Theological Seminary in Atlanta. The seminary's Doctor of Ministry degree program is a partnership between AYSPS and Columbia.



Newman

Michael Rushton presented "Government Funding and Incentives for Nonprofit Organizations" (coauthored with Arthur Brooks) at a National Center on Nonprofit Enterprise conference in Cleveland, Ohio, in January.

Bill Waugh delivered "Organizing to Deal with Terrorism: Organizational Culture and Design in an Uncertain Environment" at the Security, Terrorism and Governance Program at the University of Cincinnati in January. A paper based on the presentation will be published in *Security, Terrorism, and Governance: A Nexus for New Thinking*.

CENTERS & PROGRAMS

Patricia Kota (GHPC) presented "Transportation Systems in Rural Communities" at the Southern Rural Access Program's Winter 2005 Delta State Conference in Little Rock, Ark., in February.

Glenn Landers (GHPC) presented "Expanding Health Care Access with DSH: Georgia's Indigent Care Trust Fund" at the November

HRSA State Planning Grant Meeting on Safety Net Issues in Washington, D.C.; and "Streamlining Administrative Services – Single Point of Entry Systems for Long-term Care: Lessons from the Georgia Experience," to the Tennessee State Forums Partnership in Nashville in February.

Chris Parker (GHPC) presented "African Americans in America and What's Working" at Morehouse College's Holistic Wellness and Healing Conference for African Americans in Atlanta in the fall.

PROFESSOR PAULA STEPHAN REDEFINES

When is stepping back from a distinguished, decades-long career not retirement?

retirement

"When half of at least nine months of my year still belongs to the Andrew Young School," says professor and former Associate Dean Paula Stephan, who says she is transitioning, not retiring, after serving 33.5 years as a labor economist in the economics department at GSU. Stephan will continue to conduct research and teach courses at AYSPS, albeit on a reduced schedule. The new arrangement will also provide her more time to pursue her research agenda. With her changing role at the school, she joins a growing number of Americans who are redefining retirement.

Early influences in a notable career

Stephan, who grew up in northwest Arkansas, came to GSU in 1971 after earning her M.A. and Ph.D. in economics from the University of Michigan and her B.A. at Grinnell College. The idea of being in a city attracted her, and she liked the economics department at GSU. "Jim Crawford, the department chair, had just hired seven people the year before, including Dave Sjoquist. So there were a lot of new young faculty working here, and that was really exciting."

"We have been colleagues and friends for nearly 34 years," says Sjoquist, Dan E. Sweat Distinguished Chair in Educational and Community Policy. "Over those years I have amassed a drawer full of remembrances.

"One dates back to the early 70s. Paula, Larry Schroeder and I decided to write a short book on regression analysis. I look back at that exciting and energy-filled time, including the heated discussions we had, with fondness. Remarkably, the book is still in print: I got a royalty statement just the other day."

Sjoquist considers Stephan an outstanding leader. "She never took on something that she didn't attack with enthusiasm and with all her energy. The department, the school and the university are significantly better because of her efforts," he says.

The fall she arrived, Stephan met her husband, Bill Amis, a GSU sociology professor now retired, on campus. "A faculty member in sociology called to tell me he was sending someone up to my office to ask me on a date," she says. Their son, David, is a product developer in Atlanta.

The economics department was located in two buildings – 10 Pryor Street and the current Classroom South – until the early 1980s, when it was moved to the College of Education building. "I can remember the day President Nixon drove by our building in a big Lincoln convertible; it must have been during the 1972 campaign. We were leaning out the windows and someone had hung out a sign, 'Economists for McGovern'."

Stephan traces her interest in economics to her father, a former sociologist at the University of Arkansas, and to the Kennedy administration. "I had entered Grinnell in the fall of 1963 and was thinking about majoring in history. But Kennedy made quite an impression on me, as did the whole idea of the New Frontier and all of Kennedy's new economic opportunity programs.

"I took a couple of courses in economics and I thought, 'You know, there's really a chance to alleviate poverty. Economics could help make a difference in social outcomes.'"

Stephan's father, the son of Armenian immigrants, had always been interested in social issues and the labor movement. In 1951 he invited the noted United Nations diplomat and Nobel Peace Prize laureate Ralph Bunche, an African American, to the University of Arkansas to lecture and meet with students. At that time there were no hotels in Fayetteville where Bunche could stay, no restaurant that would serve African Americans; so he was hosted in faculty homes. Stephan clearly remembers having breakfast with him in her home on May Day. "I was six years old and the experience made a tremendous impression on

me. I keep a picture of my father with Ralph Bunche hanging in my office.

"So my initial interest in labor economics came from my interest in what could be done to alleviate poverty and social injustice."

Building institutions on the side

Stephan's research in recent years has focused on issues in science and technology. Stories of her contributions as an internationally recognized labor economist are available in listings and features in *The Briefing*. (Winter 2005, Research 2002, Fall 2000) What has not been told in any detail is Stephan's history of contributions to GSU and the Andrew Young School.

Stephan chaired the search committee that brought President Carl Patton to GSU in 1992. Under his administration, the cam-



pus has seen tremendous growth and its schools have earned national recognition. It has also embraced its urban identity. "Georgia State used to spend a lot of time denying that it was an urban institution. There has been a major change for the better in this regard," she says.

At the urging of a colleague, Stephan spent time in 1992, 1993 and 1994 as a visiting scholar at Wissenschaftszentrum Berlin für Sozialforschung in Berlin, Germany. She also became involved in campus politics at GSU. She chaired the Senate Executive Committee and was involved in the creation of the Andrew Young School.

"The discussion to create the school started in the spring of 1995," says Stephan, "and there was considerable opposition to forming this new college. But the possibilities that a new school provided were tremendous and we worked very hard to create it. With the support of colleagues outside our departments and the support of the president and provost, the college was formed in the spring of 1996." Dean Bahl asked Stephan to be the associate dean.

"We had begun to have a strong focus on policy several years earlier in the economics department, which then was in the College of Business," says Stephan. "The full commitment came when Mike Mescon, then dean of the College of Business Administration, created the Policy Research Center and recruited Roy Bahl to direct it in 1988.

"But we were still a policy group within an economics department. And we could not take advantage of synergies between the policy group and the Department of Public Administration and Urban Studies, which was then in the College of Urban and Public Affairs.

"The Andrew Young School allows for all kinds of synergy between economics and public administration and urban studies. It allows

us to create programs that we couldn't have done if we were a unit in another college: creating the school gives you much more control over your destiny. You can create new academic programs. You can choose to use your resources in different kinds of ways, and I think we've done that well," says Stephan.

"If you think about it from a university point of view, we have really strong people working in this area. But unless you have the means to showcase these people to the outside world, that world is never going to know about them. For example, we're never going to be ranked highly in areas in which we deserve to be ranked highly unless people know who we are. You need an identity for that, and for us that identity is the Andrew Young School."

Stephan says that the creation of AYSPS was an incredibly exciting time. "We got to rethink how we were doing things. We got to do things differently. It was the summer of the Olympics. There was just such a great spirit in Atlanta. It was so much fun. And there was such a strong buy-in from everybody in the school."

What major change has she noticed since the school was created? "We've hired faculty who fit into our comparative advantages, and enhanced programs that fit our strategic initiatives. We're focused very much on the research that goes on in our centers."

During the past six years, Stephan has played a lead role in designing the renovation of the school's new building on Marietta Street. For the first time as AYSPS, but yet again for Stephan, departments and programs that had been spread around the GSU campus are united under one roof.

What now?

Stephan will continue to represent GSU on the many national and international labor-related committees to which she has been appointed. (Winter 2005) From March through May this year, she was a visiting fellow at the Katholieke Universiteit Leuven in Leuven, Belgium, which has a strong group of researchers who study technology transfer.

"Chiara Franzoni from the University of Bergamo has received a research fellowship from Italy and will spend the next academic year at AYSPS," she says. "I'll be mentoring her. She's interested in the patenting activities of university faculty. We can host her here because we now have the space."

Stephan will continue teaching her course in technology transfer, which she really enjoys, as well as more Credit Card Craze courses. She is working with economics department chair James Alm and alumnus Ralph Moor on developing other courses related to consumer debt. She will continue to research and participate at research conferences, and is sched-

uled to make presentations in Paris, Florence, Barcelona and Venice in the next six months.

It is too early to ask Stephan what she will miss when she retires from the school and the university to which she has devoted her illustrious career. However, the time is right to thank her for pursuing her dream to impact social outcomes. Her pursuit will continue to impact the Andrew Young School.



Two unidentified students talking to sociologist Stephan Stephan and Nobel Peace Prize laureate Ralph Bunche in 1951 at the University of Arkansas.

Environmental economics pioneer takes on new role at AYSPS



RONALD CUMMINGS, director of the Andrew Young School's Environmental Policy Program from 1993 to 2004, retired from Georgia State University last summer. He now works part-time for the university as a manager of the state's water policy program that he helped create. Although Cummings says he doubts his story would be the "stuff" for a write-up, his work at AYSPS, and more importantly his impact on the environment in Georgia, is exactly what legends are made of.

Cummings came to Atlanta from the University of New Mexico to fill the newly created Noah Langdale Jr. Eminent Scholar in Environmental Policy. He was the only economist recruited to Georgia for the Eminent Scholar economic development program of the Georgia Research Alliance.

"I approached Bill Todd, then president of the GRA, about the need for a chair in environmental policy," says Dean Roy Bahl. "The GRA was promoting the hiring of senior scholars who were on the cutting edge of technology development. Our position was that the absence of a clean and hospitable physical environment could be a serious bottleneck to economic growth in the region; it could very well offset some of the state's great efforts to attract technology industries. GRA gave us the chair, and the funding was topped with a generous gift from former GSU president Noah Langdale.

"To seal the deal, I needed to attract one of the nation's top environmental economists. Ron Cummings was on everyone's 'Top 10' list, and we recruited him hard. When I took him to see (former) Governor Miller during the recruiting period, Miller told us that 'Getting Dr. Cummings would be like the time we got Greg Maddux here from the Cubs,'" says Bahl.

Cummings is recognized globally as a pioneer in the field of environmental and resource economics, which emerged in the 1960s. His prolific contributions as a researcher, consultant and advisor from the 1970s to 2000s have helped develop the field of environmental economics. His areas of interest have included energy policy, hazardous waste materials management, air and water environmental quality, and forestry and wildlife resources management.

Laura Taylor, associate professor of economics and associate director of the Environmental Policy Program, was the first faculty member to join Cummings in his new program at GSU. She says

he was running projects to improve Georgia's environment as soon as he came to the state. "In addition to his fabulous research and being published in top journals," says Taylor, "he made a big difference in environmental policy-making in Georgia.

"Before I joined his program, Ron was Georgia's primary technical advisor in the interstate water compact negotiations. Coming from the West, where water fights go back hundreds of years, Ron was able to help Georgia develop and focus its position."

For his next big project, he researched air quality issues for the

Georgia Environmental Protection Division. "Ron developed the Voluntary Ozone Action Program, or VOAP, and pushed it along. People had been talking about putting a voluntary program for corporations together, but no cohesive work had been done to get one off the ground and running. Ron jumped in 150 percent and got it started," says Taylor. "The EPD took over, and shortly after was announcing its successful start."

An important thing to understand about Cummings, says Taylor, is that he truly hates any recognition. "He saw it as his job to make you the top researcher in your field, not him, and he would provide opportunities to help you do that. He took great



Ron Cummings made our environmental policy center a nationally known place.

DEAN ROY BAHL

pride and joy in the success of everyone around him. For example, if he published in a top economics journal such as the *American Economic Review*, he thought it was worth maybe a glass of wine. If one of his colleagues published in it, it was time to throw a party.

"But the VOAP is a terrific example of how important his work has been. The expansion of VOAP from a GSU project to an EPD program was a big thing. It took a life of its own. He pulled everyone together and got them all to agree on a comprehensive program that now has a positive impact on our air quality. Without his work, this may not have happened," says Taylor.

Georgia continues to benefit from Cummings' contributions in water policy. Michael Cassidy, GRA's current president, recognized Cummings for his work in creating the Georgia Water Policy and Planning Center network of four state universities: "His effort to establish centers ... has brought together business, community organizations and government groups to solve the state's ongoing water use problems." ("Eminent Scholar joins science and policy," Research 2002)

"Ron Cummings' reputation has led to a variety of state and

on the go

federal organizations, including the USDA, EPA, Soil and Water, asking him to do water-related policy research in Georgia," says Paul Ferraro, an assistant professor in the school's Environmental Policy Program. "In the last fiscal year, Ron was coordinating a research budget of more than one million dollars that included work from scientists at GSU, Georgia Southern, UGA and Albany State."

Dean Bahl recognizes that Ron Cummings was a key hire for GSU, and an important reason for the success of the Andrew Young School. "Ron brought with him a big-time academic reputation," says Bahl. "Just as important, he brought boundless energy as well as a nose for good policy questions. He developed our work on air pollution, water resources, solid waste disposal, and along the way was instrumental in developing a world class laboratory in experimental economics. He nurtured junior faculty, funded graduate students and became a key policy advisor to the state government, while maintaining a publishing record that would make most academics envious. Ron Cummings made our environmental policy center a nationally known place."

Bahl says that working with Cummings has been an adventure. "He has a wild imagination, thinks very big about what can be done, and works nonstop to get it done. Someone once asked me how I could possibly manage Ron Cummings. The answer is simple. Just keep all the lights green and wave as he goes by."

Economics department chair **James Alm** visited Berry College in Rome, Ga., this fall to present the seminar, "How Should the Family Be Taxed?" He spoke about AYSPS graduate programs and the Summer Training Program to Berry's undergraduate economics majors.

Margo Doers returned as administrative coordinator of Domestic Programs and the Fiscal Research Center in March. She had served on active duty since February 2003 with Operation Enduring Freedom, the U.S. Army's mobilization operations in Iraq.

Shannon Omisore became the new publications specialist in the Dean's Office in January. Her responsibilities include editing and preparing documents for publication, and she assists **Robin Steinbrenner** in publishing the Dean's E-News.



Omisore

In December International Studies Program Director **Jorge Martinez-Vazquez** traveled to Vietnam to participate in a United Nations Development Programme workshop.

External Communications Coordinator **Cynthia Pembroke** left AYSPS in April to pursue her art.

An employee since the school's creation in 1996, Pembroke assisted Dean Bahl and associate deans Moore and Stephan. She built the AYSPS website, and coordinated the renovation of and move to the new AYSPS building. She maintains an online gallery at www.freeformart.com.



Pembroke

The **Program for Rehabilitation Leadership** hosted the first State Rehabilitation Council Forum in January in Atlanta. SRCs are volunteer boards appointed by state governors to oversee program evaluation, needs and customer satisfaction assessments, and to formulate strategic priorities within state vocational rehabilitation agencies. This forum was the pilot

event for a national initiative to train council members in their roles as mandated by the federal Rehabilitation Act.

On a recent visit to Cochabamba, Bolivia, **Felix Rioja**, assistant professor of economics, spoke to more than 50 students at the Universidad Catolica Boliviana about the graduate programs at the Andrew Young School.

Eric Twombly will join AYSPS in August as an assistant professor in PAUS. He is a senior research associate at the Urban Institute in Washington, D.C., where he specialized in the nonprofit sector.

Laura Wheeler has joined the Fiscal Research Center as senior research associate, where she will work with elected and appointed state and local government officials to develop fiscal and economic policy. Wheeler examined state tax policy issues as an independent analyst and principle associate of the FRC for a number of years. She earned her M.A. and Ph.D. in Economics at Syracuse University in the fields of public finance and urban and regional economics.

AYS fiscal & public health experts present at the Georgia Biennial

Dean Roy Bahl; Associate Professor Sally Wallace; Professor Dave Sjoquist, director of the Fiscal Research Center and Domestic Programs, and the Dan E. Sweat Distinguished Chair in Educational and Community Policy; and Karen Minyard, director of the Georgia Health Policy Center, were invited to present their research on fiscal matters and public health policy at the 24th Biennial Institute for Georgia Legislators in December.

For their session, "Benchmarking Georgia's Revenue: Implications for the Future," Sjoquist presented the state's revenue situation, comparing Georgia to like states, showing where the revenue slowdown has occurred and explaining revenue projections made by the FRC. A panel moderated by Bahl and including Commissioner Bart Graham, Georgia Department of Revenue, Representative Richard Royal (D-Camilla), Senator Casey Cagle (R-Gainesville) and Wallace discussed the report.

The Biennial is a three-day program held one month after the general election to train newly elected Georgia officials on the state's legislative process. It also provides new and incumbent legislators the opportunity to learn more about current policy issues. The Biennial is sponsored by the Georgia General Assembly and organized by UGA's Carl Vinson Institute of Government. It has been held every other year since 1958.

VISITING SCHOLARS ENRICH AYS

The International Studies Program Visiting Scholars program brings professors and policy experts engaged in fiscal reforms around the world to GSU. While here, they collaborate with AYSPS faculty and graduate students on fiscal policy research in an effort to find the best policy solutions. They also present seminars on their work at GSU. The program is financed by ongoing ISP projects, IREX, Fulbright, a scholar's Ministry of Finance, and by the ISP.

AYSPS welcomed three visiting scholars this fall: two through the ISP program. The third is visiting through the Department of Public Administration and Urban Studies.



Sanz

JOSE FELIX SANZ of Madrid, Spain, is a senior lecturer in the Department of Public Finance at the Universidad Complutense of Madrid. From 2000 to late 2004, he was deputy director for tax issues in the Ministry of Public Finance at the Spanish Institute for Fiscal Studies. In 2002 he was appointed to the group of experts that advise the European Commission on tax incentives for R&D and

innovation. His research interests focus on the economics of taxation. Sanz earned a M.S. in Economics at the University of York, Great Britain, and a Ph.D. at the Universidad Complutense.

While on research leave at the Andrew Young School, Sanz edited a book with Jorge Martinez on the evolution and reforms of the Spanish tax system in the last 30 years. He also examined the expected effects of a change in Spain's personal income tax to a flat tax and the incidence impact of inflation under alternative personal income tax structures.

KONSTANTIN PASHEV of Sofia, Bulgaria, is a senior research fellow at the Economic Program of the Center for the Study of Democracy in Sofia. He teaches public finance and tax administration at Sofia University and New Bulgarian University. He has worked in public administration and the private sector and as a senior economist for the World Bank. His current research interests cover taxation of small and medium-sized enterprises, taxation and international competitiveness, compliance management and measurement.



Pashev

Pashev came to AYSPS on a six-month Fulbright Senior Scholarship to report on tax policy and administration. His reports examine small business taxation and corruption in tax administration in transition countries. He has planned future joint projects with his colleagues at AYSPS, whom he thanks for having "been very nice and supportive to me. I owe them a lot."

KHURSHED KHOLOV of Tajikistan, Central Asia, has come to AYSPS from the United Nations Development Program. Since 1999 he has worked for UNDP as a program analyst, office administrator, and currently as deputy area manager in the UDNP Area Office west of Tajikistan. In this capacity, he works closely with UNDP community development advisories and leaders of nonprofit organizations, consulting in community development, civic awareness and public advocacy. Kholov graduated from Kulyab State University, east Tajikistan, with a bachelor's degree in English – Philology. He is studying for a diploma at Tajiki State Institute of

Tax and Economy in Dushanbe, Tajikistan.



Kholov

Kholov has been meeting members of Atlanta's nonprofit sector and faculty in the Nonprofit Studies program for his research, "NGO in a City." He says the goal of his research is to study and learn about the nature and characteristics of urban nonprofit organizations operating within Atlanta.

Michael Rushton, associate professor of PAUS, notes that the AYSPS nonprofit program, which attracts students from around the world, welcomes the work of visiting scholars like Kholov.

PAUS FACULTY MEMBER ASSISTS SENATE BUDGET OFFICE

She's keeping her day job. However, during Georgia's 2005 legislative session, Carolyn Bourdeaux was called upon to moonlight as a key member of the Senate Appropriations staff in the Gold Dome. Bourdeaux is an assistant professor of Public Administration and Urban Studies.

Looking at the ways legislators use performance information is one of Bourdeaux's primary research interests. During her term in the Senate Budget Office, she was called to look at the state's corrections budget in this light. The state will use her research as a prototype for reviewing other budgets.

"Reform has traditionally focused on the executive branch," says Bourdeaux. "Many a budgetary reform has gone to its death in legislative bodies." Her review of the corrections budget will fill a research gap by showing how to insert performance measures into the legislative budget. She wrapped up her review with a report on legislative budgeting that will be published by the AYSPS Fiscal Research Center.

Bourdeaux says her responsibilities at PAUS did not end during her three months at the Capitol. "I continued to teach a PAUS intro course and work on a bunch of other research projects." The Andrew Young School is glad she kept her day job.



ECONOMICS DEPARTMENT GAINS

students & recognition

It's a classic example of the market at work. As recognition grows of the extraordinary faculty and programs in the Department of Economics, so too does the demand for desk space and degrees.

From fall of 2000 to fall of 2004, the B.S. and B.A. degree programs experienced an enrollment leap of 77 percent reports Sue Fagan, director of the AYSPS Office of Academic Assistance. More than 100 graduate students are enrolled in the department's masters and doctorate degree programs, more than double the number of students enrolled less than a decade ago says Professor James Alm, department chair.

The department's hands-on, outward-looking, entrepreneurial approach to teaching and research continues to gain national and global recognition for the school's economics faculty and programs. Students are attracted to relevant new programs, like the economics certificate concentrations now offered at the undergraduate level.

Research conducted by economics faculty is showing up on the radar of those who scout out top programs. For example, econphd.net ranks the AYSPS economics department among the top half of more than 320 schools around the world. AYSPS faculty ranked 29 in the category, "Theory of Taxation," 59 in "Social Choice Theory/Allocative Efficiency/Public Goods," and 32 in "Resource and Environmental Economics." Econphd.net was created in 2003 at the University of Melbourne, in Australia, to measure the number of articles published by economics faculty in more than 60 prestigious economics journals.

Two Department of Economics faculty were recognized for having Top 25 Most Requested articles downloaded from the economics journals posted on *ScienceDirect*, an electronic content website, in 2003. Professor Bruce Kaufman's paper, "The organization of economic activity: Insights from the institutional theory of John R. Commons," was the most requested article



Shelby Frost and Jeremiah Handschuh

published in 2003 downloaded from the *Journal of Economic Behavior & Organization*. Professor Geoffrey Turnbull's paper, "Recreation Demand and Residential Location," with Peter F. Colwell and Carolyn Dehring, was among the 25 most requested articles from the *Journal of Urban Economics*.

This academic year the department began offering undergraduates a selection of certificate concentrations in economics. "A student does not have to major or minor in economics to earn a certificate," says Assistant Professor Shelby Frost, the undergraduate faculty advisor for economics majors, "as long as they take the right courses from one of the concentration lists." Students can choose at least three courses from concentrations that include International Economics, Development Economics, Public Policy, Human Resource Economics, The Economics of Urban Growth and the Quality of the Environment, Business Policy Analysis, Economic History or Analytical Economics.

The concentrations attract more students to an economics major. "Other schools and departments have observed increases in majors after they introduce concentrations," says Frost. "Although it is not indicated on a transcript or diploma, a concentration does look good on a student's resume." To date, several students are working towards an economics certificate.

The Economics Club's roster of economic and development-oriented speakers and networking activities draws in other GSU majors who may not have originally considered an economics degree.

The Economics Club is dedicated to promoting economics knowledge on campus as well as in the community through its activities, and welcomes any student interested in learning more about the field, says Professor Paul Ferraro, faculty advisor to the club. Members organize a series of exciting speaking, networking and other big events every month, all of which are open to any GSU student, regardless of his or her major. The website, www2.gsu.edu/~wwwecc/, provides information about the economics program, updates on activities, and links to important economics-related resources, local and national. President Jeremiah Handschuh, a major in economics and accounting, invites anyone interested in learning more about the club to tap into the website.

"Now is a very exciting time for our department," says Alm. "The surge of activity in both our undergraduate and graduate programs parallels – and clearly benefits from – the exciting changes taking place in our recruitment of new faculty, our sponsored work and our research."

studentnews

Economics students **Huiping Du** and **Kimberly Cooper** received prizes for their entries in GSU's 2004 International Photo Exhibit in November. Huiping's photos received a grand prize (International Students) and an honorable mention (People). Kimberly, who had participated in the Economic Studies in South Africa program, received the grand prize in the "Study Abroad Students" category.

AYSPS will sponsor undergraduate student **Douglas Jefferson** (PAUS) and graduate student, **Kuaudio Dongo** (Econ), who were invited to attend the Model Africa Union at Howard University. Jefferson and Dongo successfully participated in the Southeast Regional Model African Union in November 2004 in Milledgeville, Ga.

Ikuho Kochi (Econ) was awarded a \$930 GSU Dissertation Grant for travel to Washington, D.C., to access confidential data that will allow her to develop a unique database for her topic, "Estimating the Risk Premium for Different

Types of Risk with Labor Market Data." An earlier Kochi paper, "An Empirical Bayesian Approach to Combining Estimates of the Value of a Statistical Life," with Bryan Hubbell and Randall Kramer, is forthcoming in *Environmental and Resource Economics*.

Hyun Jung Park (Econ) and **Arti Adjii** (Econ) were each awarded \$1,000 from the GSU Dissertation Grant Program. Park's topic is "Proactive Supply-side Water Conservation" and Adjii is working on "Essays on Ricardian Equivalence."

Rebecca Serna (PAUS) was awarded a 2005-2006 Fulbright grant by the U.S. Department of State. She will go to Bogotá, Columbia, to construct a scale to measure citizen participation.

Ph.D. candidate **A.J. Sumell** received a \$4,000 supplemental grant from the Science and Engineering Workforce Project sponsored by the Sloan Foundation and administered by NBER (National Bureau of Economic Research) to support his dissertation research. The award follows an initial SEWP grant reported a year ago in *The Briefing*.

MARTIN LUTHER KING, JR. CONVOCAATION



Tonya Cook and Elisabeth Omilami

Tonya Cook (M.S. in HRD) was lead coordinator for the 22nd Annual Martin Luther King, Jr. Convocation in January. Cook works in the Office of Student Life and Leadership at Georgia State as a program specialist in intercultural relations. For this year's event, Cook organized a new awards program, the Hosea Williams Award for Community Activism, along with the annual Torch of Peace Awards. Atlanta Mayor Shirley Franklin and Elisabeth Omilami, daughter of the late civil rights leader Hosea Williams and president of Hosea Feed the Hungry and Homeless nonprofit organization, spoke and presented the awards.

Tourgee D. Simpson, Jr. was awarded the 2005 Torch of Peace Award during the 22nd Annual Martin Luther King, Jr. Convocation in January. The award each year recognizes an exemplary student and an alumnus who have each demonstrated leadership and service in the promotion of intercultural relations. In February he joined panelists that included a bookstore manager, the director of a publishing association and Hugh Dorsey Hudson, Jr., head of the history department at GSU, on a forum on textbook costs organized by the Board of Regents on the GSU campus. Simpson, a senior in the Human Resources Policy and Development program at AYSPPS, is the president of the Student Government Association this year.



Tourgee D. Simpson, Jr.

Intern trains artist's eye on economic development

As a child growing up in the port city of Guayaquil, Ecuador, Rosa Jupiter spent much of her free time drawing and painting, capturing the beauty of the South American coast. Now a research analyst interning in the Community and Economic Development Department at the Georgia Power Company, Jupiter spends her time drawing GIS maps and painting Georgia in an attractive light. Reports have replaced canvas as her new media; the pictures she draws are composed of facts, data and computer graphics rather than charcoal and paint.

After completing a B.A. in Geography at GSU the spring of 2004, Jupiter entered the AYSPS Master's program in urban policy studies with a concentration in planning and economic development. She joined Georgia Power in September, stepping into one of the state's top economic development organizations.

The Georgia Power internship provides a rich learning experience, says Jupiter: "I was given much responsibility right away." She may be called upon to research and update demographic or industry reports, develop GIS maps, or create customized comparisons of Atlanta or Georgia against

other states and their municipalities for companies interested in relocating or expanding their operations. In January, Jupiter joined other bilingual staff members in presenting Georgia Power and the Georgia Resource Center to Hispanic media representatives from the region.

Research Director Carol Shipley reports that Jupiter has been a great addition to her department. "Rosa's undergraduate preparation and experience prepared her well to begin contributing from day one. Her excellent skills have quickly made her an eagerly sought team member for a variety of projects."

Jupiter, winner of the school's prestigious Dan Sweat Award in May, discovered GSU when she came to Atlanta to visit her aunt. "I liked that the campus was right in the middle of Five Points," she says. "I was attracted to the convenience of the location and its urban environment." Jupiter grew up about 15 minutes from downtown Guayaquil, Ecuador's largest city and its economic center.

Once at GSU, Jupiter found that her immigrant experiences led her to a stronger interest in policy than in graphic design, her first major. She says a core course in human geography set her on her path.

"I never would have imagined as a child that my dreams of art and architecture would evolve during college into degrees in geography and public policy. But I was drawn to the social aspects of this study. Courses in economic and transportation geography attracted me to public policy issues," she says. "My research oriented toward immigration issues and policies in places ranging from Stuttgart, Germany, to Buford Highway, Atlanta."

Jupiter chose to pursue her masters at the Andrew Young School because it is one of the only schools whose focus is so closely in line with her interests. "Other schools are too technical. I wanted more background on the economic and social issues surrounding public policy."

Upon graduation, Jupiter would like to be a city or regional planner in the public sector in Ecuador or in a developing country in Latin America, Africa or Asia. "I'm very excited by what I can do as a future decision-maker in an ethnic and economically diverse region," she says. "I'm gaining great experience in working within the ethnic diversity of Atlanta, the policy training at AYSPS, and the networking and personal contact skills I'm getting at Georgia Power. I will try to make a difference."



alumni news

The Academy of Economics and Finance named **Richard Cebula** (Ph.D. in Economics '71) the teaching fellow of the academy. Professor Cebula is the Shirley and Philip Solomons Eminent Scholar in Economics at Armstrong Atlantic State University in Savannah, Ga. cebulari@mail.armstrong.edu

Tavores Edwards (B.S.-U.P.S., P.E.D. '99) is a transportation planner with the Coweta County Planning Department in metropolitan Atlanta. Prior to joining the county in May 2004, Edwards had been a planner with the Lower Chattahoochee Regional Development Center in Columbus, Ga. tedwards@coweta.ga.us



Timmy Anne Ferguson, formerly Dover, (M.P.A. '00) works for the South Carolina Association

of Counties in Columbia, SC, where she is director of research. timmyanne@hotmail.com

Teresa Sabree (B.S.-U.P.S., P.E.D. '04) joined the Marietta Redevel-

opment Corporation as a redevelopment project manager in August after participating in the Office of Economic Development's Public Management Internship Program. tsabree@mariettaga.gov

Margaret Thompson (Ph.D. in H.R.D. '00) joined the School of Business at Clayton College & State University this fall as an assistant professor of management.

Marshall R. Troup, Jr. (M.P.A. '03) was promoted to the position of



Troup

planning and programming engineer in the District Seven Preconstruction office of the Georgia Department of Transportation in Atlanta. marshall.troup@dot.state.ga.us

Matt Williamson (B.S.-U.P.S., P.P. '04) entered Georgia Tech's City and Regional Planning master's program fall 2004. He writes that his primary interests are land development and GIS; he intends to explore the growth of residential development geared to an aging population. gtg773y@mail.gatech.edu



Williamson



MPA INTERNSHIP OPENS DOOR TO PLANNING POSITION

Alumnus Amanda Thompson's timing is impeccable. But that would be expected of a dancer. Four months into an MPA internship with the City of Decatur, Georgia, Thompson (M.P.A. '04) was hired as its planning services officer.

Thompson found the highly sought-after Decatur position on the Department of Public Administration and Urban Studies Internship Home Page on WebCT. "It's the best job resource in Atlanta," she says.

Decatur hires a new graduate intern every year, says

Thompson. "The city feels it has an obligation to train the next generation of local government managers. I was treated as a member of the city's management team from the first day I was there. After shadowing my predecessor, I knew this was the best organization I had ever been in. They asked me to take the position two days after he resigned."

Thompson provides staff support to the volunteers who serve on the Decatur Greenspace Commission and the Historic Preservation Commission. Any given day may find her searching for grants, reviewing design plans or offering policy recommendations to members of the commissions she supports.

The Glenn Creek Nature Preserve, a 2.6-acre plot of forested land off of Glenn Circle, gave Thompson her first experience of the positive difference she could make working in a local government that partners with the community. "When I joined the staff in August, I found out that I was expected to advise the Greenspace Commission on how

2005 TORCH OF PEACE ALUMNUS AWARD

Graduate Glenda Crunk (B.S.-U.P.S. '04) was recognized as an exemplary alumna of GSU as recipient of the 2005 Torch of Peace Award during the 22nd Annual Martin Luther King, Jr. Convocation in January. Upon graduating with a 4.0 GPA and a specialization in public policy, Crunk (center) was accepted into the school's MPA program and is currently working on her degree.



best to spend \$97,000 to acquire new greenspace for the city by the end of the year.” She says the city spent \$90,000 and the neighborhood raised another \$60,000 to permanently protect this local greenspace from development.

Thompson, who graduated Phi Beta Kappa from Georgia State, attended the Andrew Young School’s MPA program at night while she worked in the Georgia Secretary of State’s office. Her second year in graduate school, she worked as a research assistant and danced with Zoetic Dance Ensemble, an innovative modern dance troupe. She earned her B.A. in International Relations at Agnes Scott College in Decatur.

PAUS Professor Greg Streib, who with PAUS Professor Katherine Willoughby manages the MPA internships, says Thompson’s story illustrates the importance they play in an MPA student’s career. “Amanda’s experience ought to inspire others. We see these sorts of stories frequently. Internships often open the door to a great job. Atlanta is full of employers like the City of Decatur that are eager to mentor – and hire – our students,” he says.

Thompson says she is glad that she was in the right place at the right time. Streib reports that the city feels likewise: “I ran into the Decatur City Manager the other day, and she had good things to say about Amanda.”

Alumnus builds successful business modeling success for others

Good news just keeps getting better for alumnus Harold Ball. In September his data analytics and modeling consulting firm, SRI Analytics, was named by the *Atlanta Business Chronicle* as one of the top 20 “best places to work in Atlanta.” In February he announced the sale of his company to Aspen Marketing Services, the fourth largest privately-held marketing services firm in the United States.

Ball, founder and president of SRI Analytics, earned a Ph.D. in Economics at the Andrew Young School in 2000. Since his graduation, he has generously supported special programs at the school while building a highly sought-after company. His generous philosophy not only infuses the spirit of SRI Analytics, but is also evident in the credit he gives AYSPS for his success. “I never could have come this far had it not been for the degree I obtained with your department’s help,” he wrote Dean Roy Bahl in announcing his company’s sale.

SRI Analytics specializes in customer lifecycle management and statistical modeling and analysis for marketing, finance, operations, information technology, human resources and other business areas. It has a strong presence in the telecommunications sector, and serves the nonprofit and home improvement industries, hospitality, business-to-business direct marketing and catalogue publishers, and financial service clients.

Aspen Marketing Services, headquartered in Chicago, has over 450 employees and reported revenues over \$179 million in 2004. Ball will remain with Aspen as president of its newly formed division, Aspen Analytics. He is excited about what the acquisition will offer his employees at SRI. “This was a very good move because it gives our employees more opportunity to grow in a larger company, and it gives us more clients to serve,” he says.

“We are impressed with Aspen’s national client list and their core competencies in direct marketing in the telecom and auto verticals,” says Ball. “We will seamlessly integrate SRI’s strategic consulting and analytics expertise into the Aspen family, in order to provide comprehensive marketing services to our clients.”

Aspen President/CEO Patrick O’Rahilly is just as excited to bring Ball’s company into the fold. “We are thrilled to have the SRI team become part of Aspen. It is a good fit into our strategic plans to accelerate our growth and focus in the arena of CRM (customer resource management), database marketing and analytics. We believe this rounds out our services offering, making Aspen truly best in class in the marketing services arena,” he says.

Dean Bahl and the Andrew Young School celebrate the success of yet another hard-working alumnus. Says Bahl, “Harold Ball offers a fine example of how far a student of economics can take a combination of technical skill, economic intuition, entrepreneurship and imagination.”

“I never could have come this far had it not been for the degree I obtained with your department’s help.”

HAROLD BALL

ADVISORY BOARD WELCOMES NEW MEMBERS



“Being involved at the board level will help keep me aware of the important role policy plays worldwide.”

ROBERT MEIER

Robert Meier, president and CEO of the Atlanta office of Northern Trust, FSB, was welcomed in December as a member of the Andrew Young School of Policy Studies Advisory Board. Meier joins business and philanthropic leaders Angie and Sam Allen, chair and board member of the Full Circle Living Foundation, and Tom Carroll, regional vice president of Tiffany & Co., as the newest members of the board.

Northern Trust provides global investment management, asset and fund administration, fiduciary and banking solutions to institutions and individuals worldwide. Meier moved to Atlanta in 2003 to steer Northern Trust's market entry into Atlanta after its acquisition of Legacy South, an Atlanta investment company. The firm has offices in 15 states and seven countries or territories outside of the United States. Meier was vice president at Northern Trust Bank in Bonita Springs, Florida, before moving his family to Atlanta.

Meier is active in the Downtown Rotary Club and the Atlanta History Center, where he serves on the Exhibition Advisory Committee. He says he is very pleased to be involved with the school, and that he is just getting started.

"I became interested the Andrew Young policy school after Mike Mescon told me about its visions and programs," says Meier. AYSPS Advisory Board member Mescon, professor emeritus and former dean of the GSU business school, also serves on the advisory board for Northern Trust. Mescon introduced Meier to the Nonprofit Executive Roundtable, which Northern Trust has supported each of the last two years.

"The scope of activity at this school is breathtaking, particularly for a school of its size. Being involved at the board level will help keep me aware of the important role policy plays worldwide," he says. "I'm particularly interested in the tax reform research and fiscal policy research and technical assistance conducted by AYSPS faculty and staff. And the experimental lab is an incredible tool. I'm very excited about the work that is done here, and am looking forward to learning more about how we can help."



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