

ELEVEN YEARS IN THE MAKING, 1996 – 2007

# THE Briefing

JULY 2007



*Public universities are producing the creative leadership of the future. Our school is a place where people are doing things creatively and courageously.*

FORMER AMBASSADOR ANDREW YOUNG  
OCTOBER 12, 2006

## **Mission & Goals**

The Andrew Young School of Policy Studies creates and disseminates knowledge and analytic methods that are highly valued by policy-makers and leaders in the public, nonprofit and business worlds.

The Andrew Young School of Policy Studies educates students who are highly qualified and sought after as policy analysts, program evaluators and designers of administrative systems.

The Andrew Young School's mission is focused on economic and social development policy issues and problems, and on the design, implementation, management and evaluation of policies that address issues of economic and social development on the local, regional, national and global levels.

The instruments used by the Andrew Young School to achieve and carry out its mission include a variety of educational programs, scholarly and applied research activities and public service.

Excellence and distinctiveness are the Andrew Young School's goals.

# contents



6



8



23



5



46



16



14



34



27

Dean's Corner .....	2
A Decade of Excellence .....	4
Leaving a Legacy .....	6
Andrew & Carolyn Young comment on the first decade .....	8
World Bank president visits campus .....	10
Atlanta business leaders discuss city's development history .....	11
Public Administration and Urban Studies .....	12-16
Economics .....	17-20
Domestic Programs .....	21-25
Experimental Economics .....	26-27
Georgia Health Policy Center ..	28-31
International Studies .....	32-35
Public Performance and Management Group .....	36-37
Faculty Today .....	38-41
Students Today .....	42-43
Alumni Today .....	44-45
Fields of Expertise .....	46-47



# Our bright future builds upon many accomplishments

## THE TIME IS RIGHT FOR ME TO STEP DOWN AS DEAN. BUT WHAT A RUN IT HAS BEEN!

We began as a small policy research center in 1988, became a college in 1996 and took the Andrew Young name in 1999. Along the way we gained a national reputation and grew our classroom programs to 4,000 seats now taught each semester. We have lived up to our policy mandate by having a significant impact on the thinking in Georgia, the United States and in many countries around the world.

It is not fashionable to confess to enjoying the dean's job. In truth, though, my 11-year watch has been mostly a lot of fun. I was able to help make a new building happen and to see our team grow to 60 faculty members, 27 research associates and 58 staff. Together we have awarded more than 2,000 bachelors' and masters' degrees and 105 Ph.D.s. Our student composition remains diverse: half non-white and half female.

Our faculty published nearly 2,600 scholarly papers during this period and most became involved in the policy arena. Our programs are global with faculty working in more than

40 countries. Graduate students come to us from all over the world. The school has helped itself considerably with about \$140 million in external funding.

Along the way, I have formed some opinions about how we made our policy school deliver on its promise. Let me share three in my last column to you. First, we made the Andrew Young School a policy school and not a "public" policy school. The latter would have been far too restrictive for our mandate and the economy in which we live. For example, our nonprofit studies program bridges the public and private sectors, and our studies of taxation are as much about private sector reactions as about government policy. Second, we designed our college with discipline-based degrees – economics and public administration – in addition to a policy degree. I remain convinced that this approach has been the right model for us. It is good for our school because of the rigor it brings to our studies. Finally, we have been kept on track by a strong and supportive advisory board.

I have felt from the day we were founded that we had the model to be one of the best policy schools in the country. Our progress toward this goal and the highly talented faculty and staff that has been assembled over the past decade convince me more than ever that the future of the Andrew Young School is a very bright one.

**Roy Bahl**  
Dean

## AYSPS FACTS & FIGURES

### Visiting Heads of State

#### 1999

- Mikhail Gorbachev, former President of the Soviet Union
- Bill Richardson, Secretary of the U.S. Department of Energy
- President Benjamin William Mkapa of the United Republic of Tanzania

- President Olusegun Obasanjo of Nigeria
- Ugandan Prime Minister Kintu Mosoke

#### 2001

- Bill Clinton, former President of the United States – He receives the first Andrew Young Medal for Capitalism and Social Progress

- Georgia Gov. Roy Barnes
- Martin Ziguele, Prime Minister of the Central African Republic
- Sri Mulyani Indrawati, professor and future Minister of Finance for Indonesia

#### 2004

- Mikhail Saakashvili, President of Georgia (co-sponsored event)

- James D. Wolfensohn, President of the World Bank (co-sponsored event)

#### 2005

- Jimmy Carter, former President of the United States – Receives Andrew Young Medal for Capitalism and Social Progress

Stephan moved school from dream to reality

Economics Professor Paula Stephan remembers the creation of Georgia State's policy school as an incredibly exciting time. "We got to rethink how we were doing things. We got to do things differently. ... There was such a strong buy-in from everybody at the school."



"Paula was associate dean when we started the school," says Bahl. "In fact, she was an equal partner. You would be correct in thinking that we did this thing together. She was invaluable in helping us find a 'good place' in the university's political mix. Her footprints in terms of academic values and general goals and objectives of the college are all over the place."

After Stephan left the position in 2001 to focus on her academic and research work, Dean Bahl asked her to oversee the renovation of the school's new building at 14 Marietta Street. She now supports the growth of one of the nation's top policy schools as a member of the AYSPS Advisory Board, while her research in science and engineering continues to attract major grants to campus.

"Working with Paula Stephan was a trip that I would not have missed for anything," says Bahl.

Moore leads AYSPS to new heights

A dozen years of teaching economics at Georgia State helped prepare Associate Professor Robert Moore to successfully direct AYSPS operations. "We are very fortunate to have him in the Associate Dean Chair," Bahl announced upon his selection in 2001.



Academic programs and internal management of the school are Moore's primary responsibilities. In selecting Moore for the position, Bahl noted his strong sense of curriculum needs, innovations in program development and his command of organizational skills "so vital to running a college."

AYSPS reached new heights as it gained enrollment and faculty and moved up in *U.S. News & World Report's* rankings as one of the nation's top policy schools under Moore.

"Bob Moore has been a marvelous associate dean. His intellect and level-headed approach to management has served the college well," says Bahl. "He has provided important leadership in our academic development and student services programs, and has kept the ship moving at a time when our enrollments have increased in multiples. Bob has been an invaluable advisor to me. Much of the success we have had as a college lies with his leadership."

- Paul Kagame, President of Rwanda
- Adelia Pires, First Lady, Cape Verde Islands

2007

- Harald Leibrecht, member of the German Parliament

International Fellowships and Programs

U.S. Department of State, Edmund S. Muskie Ph.D. Fellowship (American Councils for International Education) – Muskie/FSA program

Harvard University – LASPAU

Fulbright Scholars (Institute of International Education)

Organization of American States scholarships

Mandela Scholarship program (U.S. Agency for International Development – USAID)

Ron Brown Fellowship program

Russian-U.S. Young Leaders Fellowship for Public Service program (International Research and Exchanges Board – IREX)

Indonesian Masters Program USAID

Scholarship, Research and Global Reach Today

61 faculty

128 research associates

- 5 research units/3 research centers
  - Domestic Studies Program
  - Fiscal Research Center
  - Georgia Health Policy Center
  - Experimental Economics Center
  - International Studies Program
  - Public Performance and Management Group
  - Regional Atlanta Civic League
  - Neighborhood Collaborative

Research and training projects completed in more than 40 countries

On-campus training for policy leaders from the region, nation and around the world

Awarded \$37 million in external research funding grants

The largest experimental economics laboratory in the Southeast

National Excellence

- U.S. News and World Report's rankings of graduate programs (2005)
  - 5th in Public Finance & Budgeting
  - 12th in City Management & Urban Policy
  - 16th in Public Management Administration
  - 21st in Public Policy Analysis
  - 26th among the top 250 schools in Public Affairs

Enrollment and Degree Programs Today

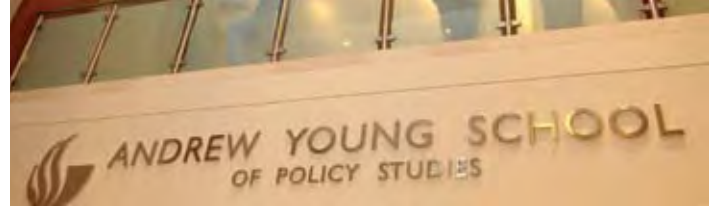
4,500 students enrolled

- Two academic departments
  - Department of Economics
  - Department of Public Administration and Urban Studies

- Eight degree programs
  - Ph.D. in Economics
  - Ph.D. in Public Policy, a joint degree with Georgia Tech, the only program of its kind in the U.S.
  - Master's in Economics
  - Master's in Public Administration
  - Master's in Urban Policy Studies
  - Bachelor's in Economics
  - Bachelor's in Urban Policy Studies
  - Bachelor's in Public Policy

- Three graduate certificate programs
  - Disaster Management
  - Nonprofit Management
  - Planning and Economic Development

# a DECADE of EXCELLENCE



## 1996

- » Georgia State opens its new Policy School in July
- » Richard Hawkins earns first Policy School Ph.D.

## 1998

- » Nation's first joint Ph.D. in Public Policy is created with Georgia Tech
- » Applied Research Center evaluates education in Georgia, lays groundwork for governor's A+ Education Reform Act of 2000



Jack Dunn (center) honored for his 25-year career by the Georgia Bankers Association with an endowed graduate fellowship in his name

## 1997

Ralph C. Moor Trust is established



- » School wins three-year \$19.5 million USAID contract to provide fiscal policy technical assistance to Russian Federation; largest grant ever received by GSU

## 1999



Paul Rosser congratulates Andrew Young on the naming of the Andrew Young School of Policy Studies; the Coca-Cola Company donates \$1 million to the school

- » U.S. News & World Report ranks AYSPS 36th among nation's 108 graduate policy schools
  - 6th in Public Finance & Budgeting
  - 7th in City Management & Urban Policy
- » AYSPS admits its first Mandela Scholar



Lesley Fisher, 1999 Mandela Scholar

## 2000

- » New graduate certificate programs in Disaster Management, Planning and Economic Development, Nonprofit Management and Airline Management are established
- » Flint River Regional Water Planning and Policy Center established as a joint venture with Albany State University

# 2001



Andrew Young tribute raises \$1.2 million for scholarships



Bill Clinton receives AY Medal

- » AYSPS awarded grant from USAID to develop Indonesian Masters Program in Economics.



Indonesian Masters students

# 2002

- » GHPC takes rural health work to nearly 40 states



Karen Minyard leads GHPC

# 2003

- » Creates Peace Corps Master's programs in Economics and Public Administration



Inspecting progress on the future home of AYSPS

# 2004

- » AYSPS moves into new building
- » State places its new fiscal economist, Kenneth Heaghey, in office at FRC



The Andrew Young School of Policy Studies building looking from Woodruff Park

# 2005



AY Medal is awarded to Jimmy Carter



Don Kettl speaking as part of Grand Opening Celebration for the new building



W.J. Usery Center for the Workplace partners with AYSPS

# 2006

- » James C. Cox fills Noah Langdale Jr. Eminent Scholar Chair, heads growing Experimental Economics program and attracts more than \$1 million in funding for new projects



# LEAVING A LEGACY

ELEVATING POLICY PRACTICES WORLDWIDE



**AFTER 11 YEARS** of building one of the nation's top policy schools from the ground up, Professor Roy Bahl announced that he would step down as dean of the Andrew Young School of Policy Studies at the end of the academic year. Bahl, one of the world's leading experts on fiscal policy reform, will return to the faculty and continue his work in public finance, particularly in developing countries. "Something interesting will come along. It always does," Bahl responded when asked about his next projects.

The Georgia Board of Regents appointed Bahl a Regents' Professor of Economics at Georgia State University in recognition of his academic accomplishments as well as his contribution to the university. The appointment is among the highest honors available to faculty at Georgia State.

"This is the right time for a change in leadership at the school," wrote Bahl in a memo to the faculty announcing his decision. "Together we have worked miracles in this school over the past 11 years. What a lucky guy I have been to be in a position to lead this work."

#### TOP DRAFT PICK

"Roy may be the best thing I ever did for Georgia State University," says Michael Mescon, AYSPS Advisory Board member and dean emeritus of Georgia State's College of Business Administration. Mescon recruited Bahl from Syracuse University, where he was the director of the Metropolitan Studies Program and Maxwell Professor of Political Economy.

"I felt we ought to develop some visibility in policy," says Mescon. "I was looking for the best of the best at that time, a

top draft pick. At that time, the late 1980s, Roy's name kept coming up in academic circles as someone who has an outstanding reputation in the policy area." So Mescon enlisted the help of his friend Andrew Young, who phoned Bahl to persuade him to come to Georgia.

#### GLOBAL LEGACY

Bahl feels his greatest legacy as a professor and dean is the wealth of contributions made by his students. "Students

from the U.S. and all over the world are attracted to the Andrew Young School to study," says Advisory Board Chair Paul Rosser, founder and chair of Rosser International. "They return home to become leaders in government, business and academics. Each carries the teachings and approach of Dean Bahl and our faculty; each, in turn, adds their voice to the policy debate; each helps guide implementation; each becomes integral to successful economic policy;

*continued on page 48*

DEAN BAHL IS  
awarded the  
ANDREW YOUNG  
MEDAL

chair of the school's Advisory Board, on October 12 as he and Carolyn Young surprised Bahl by presenting him with the Andrew Young Medal for Capitalism and Social Progress.

The medal is awarded by AYSPS to leaders who have made significant contributions to the development of dynamic and robust free economies based on socially responsible capitalism. Previous awardees have included former U.S. presidents Bill Clinton and Jimmy Carter.

Bahl was cited for "his extraordinary achievements in economics, public policy and education." He has addressed fiscal policy in more than 35 countries, published more than 150 refereed papers, chapters, reports and books, and his work has had a "deep and profound impact on public policy in the United States and around the world," said Rosser. "Most important, his academic research has continuously informed the design and practice of public policies wherever he has worked, policies that encourage the development of strong and vibrant economies in these states and countries.

"In developing comprehensive reform, he has focused policy-makers on finding ways to encourage private sector investment and development and, at the same time, to protect the poorest citizens.

"His leadership has brought stability and prosperity to these countries," said Rosser. By leading successful fiscal decentralization efforts in many developing and transition countries, Bahl has cleared the way for more effective public sector policies and more widespread citizen involvement in issues that are important to them.

Rosser and Young closed the presentation with the following: "We owe Dr. Roy Bahl a great debt of gratitude for all that he has done to enhance the quality of the design and practice of public policy."

*Top: Dean Bahl in the lobby of the Andrew Young School. Middle: Dean Bahl with his wife Marilyn. Bottom left: Dean Bahl with Richard Freeman, Ascherman Chair of Economics at Harvard University. Bottom right: Andrew Young and Dean Bahl at the unveiling of Young's portrait.*

*“There is a race on as to who controls the thinking and direction of the world – those who are trying to hold onto the past and those who dare to create a new and prosperous future that includes all of humanity.”*



# Andrew & Carolyn Young

## comment on the first decade

Global diplomat and business consultant, ordained minister and elected official, civil rights crusader, husband and father, grandfather and friend: If a man finally is judged by the content of his character rather than the color of his skin, one could argue that more than half a century of good works – much of it in the policy arena – has earned Andrew Young an almost reverential following, a worldwide throng of adoring fans.

But if you told him that, he would laugh and shrug it away. Young has made a life's habit of directing such attention to where it will do the most good for the most people. His wife, Carolyn McClain Young, joins him in their mutual crusade.

The Andrew Young School of Policy Studies counts itself one lucky beneficiary of their largesse. Despite an overflow schedule and frequent overseas travel for GoodWorks International LLC, the global advisory firm he founded with Advisory Board member Carl Masters and Hamilton Jordan, Young is constantly looking for ways to bring new resources, students and attention to the school. He and Carolyn serve on the AYSPS Advisory Board, host major development events and attend student gatherings. Heads of state and leading corporate and government policy-makers have led on-campus seminars at their invitation.

Why do they do it? Andy and Carolyn talk about AYSPS during a recent interview with *The Briefing*.

### FOR THE STUDENTS

"There's nothing I enjoy more than interacting with students, particularly the kinds of students we have in our graduate programs, because they are one to three years away from

*Carolyn and Andrew Young shown relaxing at their home with their dogs, N'Zinga (the Angolan queen) and Simba.*

being in charge," says Young. He points to the Mandela Fellows from South Africa, who upon getting their advanced degrees went to work in their federal government as directors in agencies like the National Treasury and Department of Labor. "They are making public policy decisions that are shaping a nation.

"The Indonesian Masters Program students that came here for two years returned to find themselves in the midst of rebuilding after the tsunami. Professor Sri Mulyani, then the leader of this group, is now the minister of finance for the nation," he

says. "On a couple of occasions, I have had all of our Ph.D. candidates over to GoodWorks to talk to our staff who are working in up to 15 different countries in Africa. Some of these students are going back to work in these same countries."

Carolyn, a primary teacher in the public schools for many years, says she enjoys hearing from the students. "I have been overwhelmed by the talent, intellect and diversity of our students. These gatherings look like the United Nations to me.

"They will change things for the better," she says. "They are our new voices and new leaders."

... it seemed logical that Carolyn and I help to develop some of the young talent that is just in need of an opportunity to help transform the world."

ANDREW YOUNG

### GLOBAL IMPACT

"I think the role of our school is to change the world and make it a more efficient and equitable, peaceful and prosperous place," says Young. "I think we're doing that fairly well where we train personnel who have influence.

"When we sent our 40 Indonesian students back to Indonesia, I told them that they are the primary bulwark against the 40,000 fundamentalist Islamic madrasas at home. There is a race on as to who controls the thinking and direction of the world – those who are trying to hold onto the past and those who dare to create a new and prosperous future that includes all of humanity.

*continued on page 49*

# World Bank president visits campus



*“There is a much better understanding in the World Bank now about the importance of civil society,” said World Bank President Paul Wolfowitz, on campus in December for the panel, World Bank – Governance and Poverty Reduction, with Andrew Young and Roy Bahl.*

*Above, Paul Wolfowitz meeting with Andrew Young. Right, Roy Bahl, Wolfowitz and Young at the World Bank panel.*



Alexis de Tocqueville's *Democracy in America* is the best book on the role of civil society in development, he said. "The American tendency to form associations is an advantage." Wolfowitz has served as deputy secretary of defense as well as dean and professor at the Paul H. Nitze School of Advanced International Studies at Johns Hopkins University.

Wolfowitz named Africa a priority in World Bank's stance on poverty. "Good leadership is where you see things happening at all levels," he said. "I feel there's a chance for Africa to turn the corner, and it's going to have to start with the best performers. The most important thing for us to do is make sure people are doing the right things – end the corruption," he said.

"Building a reputation of trust is important to investment," agreed Young, who works extensively in new and emerging markets in Africa with his company, GoodWorks International, LLC. "I tell folks, you can make more money honestly in a growing economy than you can steal in a dying economy."

Wolfowitz credited fiscal policies in Rwanda, Tanzania and Ghana with trans-

forming their economies. "The greatest blessing a country can have is internal peace," he said, recognizing these citizens are fiercely national despite their language and religious differences. "There's enormous pride in their groups, yet they're still able to come together."

Pointing to a microcredit program in Burkina Faso, Wolfowitz said that just as China was inspired by Hong Kong, Singapore and Taiwan, so will African countries with 8 million people inspire changes in those with 80 million, despite the complexities.

"This is a terribly complex world," agreed Young. "And one of the reasons for a policy school is to struggle with these things."

When asked during the Q&A to discuss his role in Iraq, Wolfowitz suggested that his responsibility is solely to the World Bank's 184 member countries. "I was recently in a meeting with 11 African countries. None of them care about my role in Iraq. They care about what I'm doing for Africa," he said.

*Editor's Note: Wolfowitz resigned as president of the World Bank effective June 30, 2007.*



# Atlanta business leaders discuss city's development history

"What you see in Atlanta is the result of a lot of dedicated people who started out with dreams and turned those dreams into reality," said Andrew Young to open "Reflections on the Development of Atlanta," a program presented in October by Friends of the Andrew Young School.

Three "dreamers" – architect and developer John Portman, Charles Loudermilk, CEO and founder of Aaron Rents, and Young – entertained a standing-room-only crowd while reminiscing about their contributions to Atlanta's development history.

Portman pioneered the role of architect as developer. Although he is recognized worldwide for his innovative architectural designs, many consider Portman's shaping of downtown Atlanta's skyline his greatest contribution. His 13-block Peachtree Center complex, which includes offices, three signature hotels, and major trade and convention facilities, put Atlanta on the map as a global convention and trade center.

Portman told how his first joint venture was as a child with friends who sold Beechnut gum near downtown theater box offices. Today people from nearly 90 countries travel every year to the Merchandise Mart in Peachtree Center. "Mayor Hartsfield used to make outlandish statements about our 'world's biggest airport,'" he

said. "We thought, 'you can't say things like that.' Well, yes you can. You say it, and then find a way to make it happen so they can't call us liars."

"Our airport now generates more money than the Nigerian oil fields," said Young.

Loudermilk described how he started Aaron Rents with a friend, two \$500 investments and an order for chairs. The company reported \$1.5 million in sales last year. Loudermilk has led several boards promoting good business, and social and political development, including the Atlanta Action Forum, MARTA and the Corporation for Olympic Development. His advice? "Love what you're doing. Find out what turns you on and marry the business. You will do well in Atlanta."

"Our message to the students," said Young, "is that whatever you see in Atlanta, ordinary people, just like you, produced it. You can go back and make the same difference."



Andrew Young, John Portman and Charles Loudermilk



The Department of Public Administration and Urban Studies is known nationally for its research and teaching excellence. Its faculty consistently ranks among the top nationally in terms of scholarly publications and applied research products.

The department offers degree programs designed to prepare students for professional, managerial and leadership positions and careers in a wide variety of public, non-

profit and private agencies. Faculty engage in scholarly and applied research across a broad front of policy areas that includes transportation and aviation, education, health policy, emergency and disaster policy and management, planning and economic development, and human resources.

The department is committed to community service with the goal of improving government, society and quality of life in the Atlanta area, the Southeast region and throughout the United States and other countries.

The department offers five degree programs – Bachelor of Science in Public Policy, Bachelor of Science in Urban Policy Studies, Master of Public Administration, Master of Science in Urban Policy Studies and a joint Ph.D. in Public Policy with the Georgia Institute of Technology.

*Top row, left to right: Katherine Willoughby, Lloyd Nigro and Carolyn Bourdeaux. Middle: Gary Henry. Bottom row, left to right: Gregory Streib, chair, and Christine Roch.*

## AYSPTS TIMELINE (JULY 1996 – 1997)

**July 1996** – Policy School becomes newest college at Georgia State University with Roy Bahl as Dean, Paula Stephan as Associate Dean

**1996** – GHPC studies Medicaid reform at request of governor; delivers report in 1997

**1996** – Richard Hawkins (Economics) is the first Ph.D. awarded by the new school

**1997** – Offers joint M.P.A./J.D. degree

**1997** – Ralph C. Moor Trust is established for teaching consumer economics

**1997** – Wins \$19.5 million USAID contract to provide fiscal policy technical assistance to Russian Federation; largest grant ever received by GSU

# 360-degree evaluation of government agency is a first

GEORGIA  
DEPARTMENT OF  
TRANSPORTATION

STATE  
LEGISLATORS

CONSULTANTS

CONTRACTORS

LOCAL  
GOVERNMENTS

EMPLOYEES

PROFESSIONAL  
DRIVERS

THE PUBLIC

MOTORISTS

Taking their cue from a successful human resource management practice often used to evaluate the performance of individual managers in government and business, professors Ted Poister and John Thomas of PAUS are using a 360-degree assessment model to evaluate the performance of the Georgia Department of Transportation.

Poister says theirs is the first application of this tool on a government agency. "Our project offers another example of why the Georgia DOT is becoming a leading-edge transportation department among all 50 states," he says.

GDOT awarded the \$842,000 contract for the project, Piloting Stakeholder Surveys for the Georgia DOT, to solicit feedback from key DOT stakeholder groups. Poister says the research will deliver a well-rounded evaluation of DOT performance from their perspective.

Stakeholder groups targeted for surveys include planning and design professionals, environmental consultants, highway and bridge builders and contractors, and local government administrators and elected officials, plus more than 6,000 DOT employees, 5,000 motorists, a sample of the general public and the Georgia General Assembly. Professional associations are helping to develop surveys and follow-up on the results.

Jim Davis, GDOT's director of strategic development, says the assessment is

important because it "responds to our recognition that we cannot maximize the transportation value we deliver to the citizens and communities of Georgia without a timely and in-depth understanding of what our customers expect from us and what our various partnering relationships need to function effectively.

"This project is providing timely and in-depth information along these lines through the use of survey tools specifically designed to probe the relevant issues for each of these stakeholder groups," he says.

The stakeholder survey will strengthen GDOT's strategic planning and performance measurements, making it more effective at managing for results, says Poister. Midway into the project, GDOT has already identified priorities it needs to address to strengthen relationships with key business partners and other stakeholders.

The project team, which also includes students Anita Berryman, Adam Roberts, Kari Bachmeier and Joy Xu, is writing articles and has been invited to present papers at major conferences.

# Leading Atlantans TEACH



Professor Harvey Newman (left)  
and Michael Mescon

## new Policy Leadership course

A new PAUS elective on leadership theory and practice allows undergraduates to test their understanding of theory against the “real-world” experiences of successful Atlanta leaders from the business, nonprofit and government sectors.

Policy Leadership was developed by Michael Mescon, an AYSPS advisory board member, and Harvey Newman, PAUS professor and director of Faith and the City at Columbia Theological Seminary. They also lead the unique course.

Class assignments and projects are based on student conversations with industry and organizational leaders.

“We’ve invited our guests to talk candidly about how they run their organizations,” explains Newman.

“The quality of leadership makes the difference for success in any arena – whether education, government or nonprofit. It is about imagining, planning and then carrying out an organization’s ongoing goals. Not all leaders approach the task in the same way; thus, we offer a collaborative approach to teaching leadership skills,” says Newman.

Class topics include how to identify and accomplish goals, leadership theory, styles and effectiveness.

Mescon is excited about giving undergraduates the chance to learn from Atlanta’s outstanding leaders. “We’re bringing in folks with credibility – people who have ‘done it,’” he says.

Student Loran Cook was so excited about the class that she wrote an e-mail thanking Wanda Cooley in Academic Assistance for recommending it. “It has been a pleasure so far, and one of the most interesting, relevant classes I have taken at Georgia State,” she wrote.

For more information, visit [http://aysps.gsu.edu/news/release/leadership\\_class.htm](http://aysps.gsu.edu/news/release/leadership_class.htm).

## PAUS offers new degree in public policy

Recognizing the increasing demand for analysts trained to help formulate and evaluate, administer and manage public policy, PAUS now offers an undergraduate degree with a major in public policy.

The B.S. in Public Policy allows undergraduates the opportunity to study a wide variety of policy areas across disciplines and through departments to develop an understanding of the interdisciplinary nature of public policy.

Undergraduate policy programs at other colleges often require students declare a field of specialization within their degree program. The new AYSPS degree allows a student to learn about a variety of policy areas while creating a unique program through his or her selection of elective courses.

For information, visit <http://aysps.gsu.edu/academics/degrees/BSPUP.htm>.

## ECONOMICS STUDENTS STUDY SOUTH AFRICA’S EVOLVING POLITICAL ECONOMY

A study abroad program sponsored jointly by AYSPS and the economics department at Morehouse College takes undergraduate and graduate students from Georgia State and the Atlanta University colleges to South Africa every Maymester.

Led by Adjunct Professor Glenwood Ross, the program offers a broader understanding of the workings of South Africa’s economy, infrastructure, environment and governance. Through a series of lectures, discussions with industry and public officials, and site visits, students examine processes of economic and

social development, South Africa’s role in the global marketplace, and its socio-economic challenges.

For more information, go to <http://aysps.gsu.edu/academics/courses/econ4620/index.htm>.



# Start-up cities tap AYSPS to draft business plans

While not exactly the Boston Tea Party, the flurry to create new municipalities within Fulton County – Georgia's largest – is the 21st-century taxpayers' revolt. As legislation allowing the creation of the city of Sandy Springs found traction after years of being quietly set aside, citizens in unincorporated areas of Fulton County began to ask how the new city would impact their governance, taxes and quality of services.

Within the year, Union City, Palmetto, Fairburn and Atlanta had annexed significant acreage while voters in north Fulton approved creation of the cities of Johns Creek and Milton. Cities in south Fulton may be created by popular vote. When the revolution ends, there may not be a square acre of unincorporated land left in the county.

Elected officials have worked with citizens groups and study commissions to answer questions about governance, taxes and services. They turned to AYSPS for much of their research on fiscal policy and administrative issues.



Robert Eger

Robert Eger, as assistant professor of PAUS and director of the Fiscal Research Center's Local Government Initiative, was tapped by senators Horacena Tate (SS 38) and Kasim Reed (SS 35) to generate business plans for potential new cities in south Fulton County. He had chaired the Blue Ribbon Commission on Fulton County Governance and provided budget estimates for several potential new cities, including Sandy Springs.

"My understanding is that this may be the first time a business plan has been drafted for a city before its creation," says Eger.



The idea behind the studies, he says, is to structure transitional business plans for the operation of new cities. "The concepts applied in any business plan can be applied to city government." Revenue comes in as property and sales taxes. Expenditures must be planned for services such as police and fire protection, planning and zoning, and parks and recreation. The plans were completed in advance of the vote.

Eger credits the staff and students at AYSPS for their assistance, including Senior Research Associate John Matthews and graduate students Cathy Slade, Mike Kray, Spencer Brien, Jungbu Kim, Clorise Harvey, Fujun Wang, Reynold "Rey" Galope and Gabriel Leonardo. "It's important to recognize their work that makes it possible to do the many projects coming out of this office," he says.

## European Union program



## PAUS study abroad

PAUS offers a new summer study abroad program, The European Union: International Relationships, Cultural Diversity and Environmental Policy, centered in Strasbourg and Paris, France. This year's program filled quickly after a campus visit by Germany's Consul General Hans-Joerg Brunner, German Bundestag member Harald Leibrecht and Uli Leibrecht, affiliate of Schiller International University.

Participants visit the EU Parliament and other EU sites in Heidelberg, Trier,

Brussels and Luxembourg, with an optional weekend in Berlin.

The EU Studies Committee selected Associate Professor Carol Hansen to lead this program. She leads joint programs with the University of Northumbria in Newcastle upon Tyne, U.K., and the Institut de Hautes Études en Administration Publique in Lausanne, Switzerland.

For more information, go to [www2.gsu.edu/~wwwpau/programs/studyabroad.htm](http://www2.gsu.edu/~wwwpau/programs/studyabroad.htm).



# Peer influence begins as early as preschool

*Children learn from their peers. Their influence in the K-12 classroom is well-documented in the economic literature. "Peer effects have been found to be both theoretically important and empirically significant in school settings," says Professor Gary Henry, whose significant body of research includes a focus on early childhood education. But in the course of his work, he found no research on these effects in preschool settings.*

"Peer influences bear implications for early education policies," says Henry. "Omitting these influences from research in early child development may prevent researchers from gaining a complete understanding of how the developmental skills of very young children are produced, and may lead to a bias that would exaggerate the importance of other factors."

His article with Dana Rickman, "Do peers influence children's skill development in preschool?" recently published in *Economics of Education Review*, shows that the ability level of peers in preschool classrooms does have a large effect on the skill development of other children in the class. The findings support policies that promote universal preschool and mix disadvantaged children in classroom with more advantaged children.

"In early educational environments where teacher-directed activities are often kept to a minimum, the skill development of children may directly relate to the skills of their peers," they write.

"Preschoolers who have a larger vocabulary, are able to express themselves, show greater familiarity with print materials, and have well-developed social skills often do improve these skills in their peers, both directly and indirectly," says Henry. "They

allow teachers to focus more attention on stimulating development and less on discipline."

The study is unique because it shows, for the first time, a positive relationship between peer abilities and the skill development of children in preschool. "These effects are sufficiently substantial to deserve routine inclusion in studies that estimate the child development production function in formal educational settings," he says.

The research was funded in part by the UPS Foundation, National Institute for Early Education Research (Pew Charitable Trust) and Bright from the Start: Georgia Department of Early Care and Learning.

## Entrepreneurship research promoted with \$1 million program

The Kauffman Foundation and Georgia Research Alliance are providing research funding to support a three-year small grants research consortium at universities in the greater Atlanta region. Grants range from \$15,000 to \$25,000 per researcher. At the invitation of the foundation, the initiative is led by Paula Stephan, AYSPS Advisory Board member and professor of economics, Jerry Thursby at Emory University and Marie Thursby at Georgia Tech.

"The program, Entrepreneurship Research in Georgia, funds research broadly

related to entrepreneurship topics of general interest to academics and policy-makers, and will include studies and workshops focused specifically on the state," says Stephan. "Interest in entrepreneurship is related to the role of small firms in job creation and the evidence that many innovations come from small entrepreneurial firms."

Stephan's team evaluates and rates research proposals, and is developing a major policy workshop for the spring of 2008. For more information, go to <http://tiger.gatech.edu/proposals>.



The Department of Economics has won national acclaim for its insightful research into practical economic topics. Its concentrations in environmental and labor economics, urban and regional economics and public finance are setting new academic standards in programs of study that combine solid research with practical policy education. The department features innovative research resources, including the Experimental Economics Laboratory, and maintains a strong multidisciplinary approach to policy analysis.

The department will grow over the next five years to more than 40 faculty members, making it one of the largest economics departments in the country.

Four degree options in the Department of Economics give students more flexibility to tailor their degree to their needs: Bachelor of Arts with a major in Economics, Bachelor of Arts with a major in International Economics and Modern Languages, Bachelor of Science with a major in Economics and Bachelor of Business Administration. Graduate students can earn a Master of Arts or a Ph.D. in Economics.

*Top row, left to right: James Alm and Ragan Petrie. Middle row, left to right: Bruce Seaman and Mark Rider. Bottom row, left to right: Neven Valev and Mary Beth Walker.*

## AYSPTS TIME LINE (1998)

**1998** – Research Atlanta forms partnerships with Leadership Atlanta, Regional Leadership Foundation and the Regional Business Coalition to produce public forums and research support; in 2005 RA and RLF merge with Metro Group to form The Civic League

**1998** – Applied Research Center evaluates education in Georgia, lays groundwork for governor's A+ Education Reform Act of 2000

**1998** – Creates Ph.D. in Public Policy with Georgia Tech as joint degree, first in U.S.

**1998** – Former Gov. Joe Frank Harris endows scholarship; Georgia Bankers Association funds Jack Dunn Fellowship in Public Policy in Banking and Finance; Carole Keels Scholarship, Jack Blinksilver Scholarship in Economics and the Carolyn McClain Young Leadership Fund are established

**1998** – Offers a joint Master's in Economic Policy with University of Pretoria

**1998** – Designs the Voluntary Ozone Action Program for the Georgia Dept. of Natural Resources

# ECONOMIC ANALYSES OF HIV/AIDS GUIDES PREVENTION POLICIES

Preventing the spread of HIV/AIDS is as important now as it was when the public first became aware of this life-threatening disease in the early 1980s. Although the rate of infection has been relatively stable in the last few years, the U.S. Centers for Disease Control and Prevention estimates more than 40,000 people in the U.S. are diagnosed HIV-positive every year.

"HIV prevention is an ongoing process," says Paul Farnham, an associate professor of economics who has researched and taught health economics at AYSPS since the mid-1980s. "Even though we have drugs that have turned HIV into a chronic rather than a fatal disease, it doesn't lessen the need for continuing prevention activities."

Farnham, a public sector and labor economist by training, in 1990 was contracted to research the economic impact of HIV/AIDS by the CDC, which hoped to make a compelling case to the business community that would encourage AIDS prevention. Since then, his body of work tracks the evolution in CDC policy guidelines.

## **Positive outcomes of rapid HIV screening tests**

- ☑ increases knowledge of HIV status
- ☑ allows people to receive their test results immediately
- ☑ helps reduce high-risk behavior among HIV-infected persons aware of their status

"The earliest research, published in 1994, addressed the costs of AIDS to business," says Farnham. "The CDC knew that businesses were focused on the bottom line and costs. What would be the impact of the disease on particular businesses? What costs would you save if you prevented someone from developing HIV?"

"At the same time, we began looking at the cost-effectiveness of rapid HIV screening tests and of preventing perinatal, or mother-to-child, transmission. Our first studies on both were

published in 1996. Since then, more of our work has focused on the larger costs of HIV and rapid-HIV testing," he says.

Since 1990, Farnham has served as a visiting health economist in the CDC's National AIDS Information and Education Program and its Division of HIV/AIDS Prevention, and as a visiting senior health economist with

the Division of Prevention Research and Analytic Methods of the CDC's Epidemiology Program Office. His latest research has been conducted with Angela Hutchinson of the CDC, one of the Andrew Young School's first two Ph.D. in Public Policy recipients.

In the article, "A meta-analysis of the effectiveness of alternative HIV counseling and testing methods to increase knowledge of HIV status," (*AIDS*, 2006) authors Hutchinson, Farnham, Bernard Branson and Angela Kim find

strong evidence that rapid HIV testing increases knowledge of HIV status and is preferable in settings where fewer people will return for a second visit to receive their test results. These findings are important since, as they report, "A recent meta-analysis found a 68% reduction in high-risk behavior among HIV-infected persons aware of their status."

Assessments of the economic burden of HIV/AIDS on various populations assist policy-makers in allocating public health resources. Farnham, Hutchinson and others report evidence of differences in medical and productivity costs by race in their article, "The Economic Burden of HIV in the United States in the Era of Highly Active Antiretroviral Therapy." Their findings suggest that universal access to more effective antiretroviral regimens will produce positive economic changes.

In addition to teaching undergraduate health economics and a graduate course, Prevention Effectiveness and Economic Evaluation, Farnham is now involved with Hutchinson in a study that will evaluate the cost-effectiveness of the CDC's newest guidelines for HIV testing in health care settings.

"There's a need to continually get the message out there," says Farnham. His steady evaluation of the various economic costs of HIV/AIDS continues to present a strong case for "why."



*Angela Hutchinson and Paul Farnham*



## Freshman Learning Communities effective in student retention

*Only 3.3 million students attended U.S. degree-granting institutions in 1957. Since then, college enrollment has jumped to 17.3 million with 3 million new students entering classrooms in the latest decade, according to the National Center for Education Statistics. As attendance grows, schools find it a challenge to keep freshmen from getting lost in the campus shuffle.*

Theories suggest that students who are involved in a small community early in their academic career will show improved performance and are more likely to remain in school, write Julie Hotchkiss, Robert Moore and Melinda Pitts in "Freshman Learning Communities, College Performance, and Retention." (*Education Economics*, June 2006) Hotchkiss and Pitts are economists at the Federal Reserve Bank of Atlanta. Associate Dean Moore is an associate professor of economics at AYSPS, where Hotchkiss is also an adjunct professor.

Their research finds that participation in Freshman Learning Communities – more likely among students who expect their academic performance to be worse than average – increased a student's grade

point average. FLC participation also improved the retention of some students. The strongest impact in both performance and retention was found in black male students, which suggests that tailoring FLCs to the interests of black men can yield even greater benefits.

"As you know, males in general are attending college at lower rates than females," says AYSPS Advisory Board member Andrea Young, a senior program officer for the Southern Education Foundation. Citing a story in *Inside Higher Ed*, Young points to findings that show black women undergraduates outnumber black men as much as 2-to-1 on some campuses with large black enrollments. "With black males on the endangered species list on college campuses, this is a very hot topic," she says. "Retention of those who do enroll is very important."

The authors studied FLCs at Georgia State. For an estimated \$513 per student, the program helped students maintain good grades and remain on campus. The FLC's impact on performance, although smaller, remained present a year after students left the program. "Our research suggests that it may be worthwhile to expand 'freshman' learning communities into an experience that goes beyond the student's first semester," says Moore.

## First students earn degrees in new major

David Orme and Adam Schultz were each awarded a B.A. in International Economics and Modern Languages in December, just four months after the degree was approved by the Georgia Board of Regents.

"I tailored my studies to international business," says Orme, who graduated with a B.B.A. in Business Economics and a B.A. in German with an International Business concentration, as well as the B.A. in IEML. "When Adam told me about the IEML major, I talked to the school and found out I didn't need any additional courses to get the new degree because I had taken the concentration of courses in international economics and German."

Schultz says that living a "stretch of time" in Europe convinced him how important it was not only to be good at a skill or profession, but also to be able to express ideas in another language. "When I came back from Spain, I knew I didn't want to simply study Spanish," he says. By pairing language with economics, the degree fit his interests perfectly. "I no longer have to consider myself restricted to a job market where English is the language. I now have all of America, Spain and England for opportunities. It opens doors."

The new major is a joint degree offered by the Department of Economics and the Department of Modern and Classical Languages. It is designed to provide students strong analytical skills useful in economic research, consulting and policy analysis on global issues while they acquire fluency in French, German or Spanish.

"If you are looking to go into international business without going into an international master's program – one that offers a well-rounded language and economics background – this degree is definitely a good idea," says Orme.

Go to <http://aysps.gsu.edu/academics/degrees/BAIEML.htm>.

# RESEARCH EXAMINES PRODUCTIVITY IMPACTS OF IT IN ACADEMIA

There is no disagreement that advances in information technology – from personal computers to broadband and the Internet – continue to transform the manner in which scientific knowledge is produced and diffused. However, Professor Paula Stephan believes many important questions regarding the impact of IT across academia remain unanswered.

The Mellon Foundation awarded a \$203,000 grant to Georgia State to fund Stephan's proposal to take a deeper look at this subject in "The Diffusion of Information Technology across Institutions of Higher Education: Effects on Productivity by Type of Institution and Gender." Stephan shares principal investigator duties with Sharon Levin and Anne Winkler of the University of Missouri-St. Louis.

"We are looking at how different types of academic institutions have responded to the availability of these emerging technologies," says Stephan, "and how IT has diffused across institutions. Have institutions responded differently? Has there been an impact on the disparity in scholarly productivity between 'first tier' research universities and others? Has IT use and widespread availability had a differential impact on women in the academic sector?" Finding answers to these questions is important for reasons including gender equity in the sciences, economic growth and competition in the world market, and issues related to national security.



Paula Stephan

"Our primary hypothesis is that changes in IT have led to changes in the distribution of research productivity in academe. We believe these changes have enhanced the competitive position of faculty located at secondary research institutions relative to those at the top, producing a 'sectoral effect.' We also believe we will find that women have benefited more than men from the opportunities made available by these technologies," she says.

## Alumnus-faculty team introduces modern economics to a Beijing university

*Work hard to make the Central University of Finance and Economics a successful university and to train high quality managerial personnel for the process of modernization.*

*– 1999 Inscription on this Beijing university provided by Jiang Zemin, president of the People's Republic of China, on its 50th anniversary*

Advancing this goal, professor of economics and AYSPS alumnus Baoyun Qiao (Ph.D. in Economics '01) recruited Professor Yongsheng Xu to help build a program of study for its China Academy of Public Finance and Public Policy. Qiao is dean of the new school.

"Our program started from one of my discussions with and was proposed by Professor Dong Qiu, a famous economist

of China and chairman of the academic board of the Central University," says Qiao. "Our goal is to be one of the best schools for students and a leading research institute in China in public finance and public policy."

Qiao is using programs and courses in modern economics that are the first of their kind in China. "These courses are taught in major universities in the U.S., Canada and Europe," says Xu. "But many are new to China, which is why we're importing the faculty."

Five faculty members were recruited from the United States and Europe. They expect to hire up to 20 in the near future.

The school opened in September with 30 master's degree candidates. Graduates of CUFE's new program will make a significant difference as the country continues its transition from a planned economy to a mixed economy, what some call "modern Chinese capitalism." The school will eventually admit undergraduates.

"The model for Central University is unique," says Xu. "In several ways, we are starting everything new. CUFE is creating independent schools that teach, do research and influence policy with debate. Our program is designed to promote excellent teaching

*continued on page 37*



Baoyun Qiao (center) with students

## DOMESTIC PROGRAMS

Domestic Programs at AYSPS houses several projects and activities, the two largest of which are the Fiscal Research Center and Nonprofit Studies Program. Other projects and activities which fall under its umbrella are the AtlantaCensus 2000, the Educational Policy Group, the Environmental Policy Program, Georgia Administrative Data Project, the Neighborhood Collaborative project, The Civic League for Regional Atlanta and the Urban and Regional Analysis Group.



*Domestic Programs. Fifth (back) row, left to right: Jon Rork, Kenneth Heaghtney and Erdal Tekin. Fourth row, left to right: Geoffrey Turnbull, Ragan Petrie, Sally Wallace and Peter Bluestone. Third row, left to right: Tumika Williams, Mary Beth Walker, Lakshmi Pandey and Doug Krupka. Second row, left to right: Robert Salvino, Nara Monkam, Dorie Taylor and Jaiwan Harris. First (front) row, left to right: H. Spencer Banzhaf, Laura Wheeler, Margo Doers, David Sjoquist and James Alm.*



*Nonprofit Studies. Back row, left to right: Eric Twombly, Janet Johnson, Dennis Young, Janelle Kerlin, Vermell Lighter and Bruce Seaman. Front row, left to right: Linda Serra, Shena Ashley and Harvey Newman.*

## Georgia policy-makers are FRC's best students

Faculty and staff affiliated with the Fiscal Research Center often take their research on the road, presenting issues and findings to legislators and other state and local policy-makers eager to get the best information on pressing fiscal policy issues.

The Georgia House of Representatives' Tax Reform Committee held a session on the topic of tax "collectibility" at Southern Polytechnic State University in Marietta in July. Professors David Sjoquist, Dan E. Sweat Distinguished Chair in Educational and Commu-

nity Policy and director of the Fiscal Research Center, and James Alm addressed questions on the topic during the session. They, with FRC Associate Director Sally Wallace, elaborate on this presentation in *Tax Collectibility and Tax Compliance in Georgia*, FRC Report 133.

During the committee's session at Lake Lanier Islands in October, Carolyn Bourdeaux, PAUS assistant professor, conducted a presentation on "rainy day funds" and the adequacy of reserve funds. Her presentation was based

on FRC Report 135, *An Assessment of the State of Georgia's Budget Reserves*, in which she writes that in the 1970s Georgia became one of the first states to create a budgetary "reserve" fund. The practice has since been adopted by all but two states. Her report examines Georgia's budget reserves in relation to two areas: needs likely in the event of an economic downturn and other states with high bond ratings.

At the same meeting, Wallace discussed the state's sales tax exemptions and presented information on the number of local governments and their relationship to expenditures.

Learning of the interest in the 2007 session on elimi-

nating the property tax on inventory, Sjoquist wrote a policy memorandum, *Options for the Property Tax on Inventory*, which was distributed to members of the General Assembly. The center followed up with a more

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*Bourdeaux writes that in the 1970s Georgia became one of the first states in the country to create a budgetary "reserve" fund.*

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extensive study of this tax in FRC Report 136, *Inventory Taxes*, written by John Matthews, FRC senior research associate.

Find FRC publications at <http://frc.gsu.edu/publication.htm>.

# Economics focus **TRANSFORMS** nonprofit program

“‘Financing nonprofits’ signals the area we want to emphasize in our program,” says Professor Dennis Young, director of the Nonprofit Studies Program. It is also the subject of a book he recently edited for Altamira Press and the National Center on Nonprofit Enterprise, *Financing Nonprofits: Bridging Theory and Practice*. (2007)

Young, the Bernard B. and Eugenia A. Ramsey Professor of Private Enterprise, is reshaping AYSPS’s nonprofit program, placing greater emphasis on economic stewardship and leadership in the nonprofit arena. “Resource development and effective and efficient use of resources are important capacities we want to help nonprofits develop,” he says. He has recruited faculty and volunteer leaders from the nonprofit and

philanthropic community to help build Nonprofit Studies into a prominent academic center nationally recognized for its research and management expertise.

“If you look at the strength and character of graduate nonprofit programs around the country,” he says, “they offer reasonably good courses in financial management and fund raising, but do not have an emphasis or strong capabilities in economics. Most do not offer courses in financing: where the money comes from and how it fits the organization’s mission.”

Young and his faculty have developed new education programs to join initiatives and activities in research and community outreach that will help nonprofits focus better on “big picture” strategic issues, says Young.

“These courses are envisioned to be part of the new look of the nonprofit concentration planned for the M.P.A. program,” says Young. “We are restructuring this program in a comprehensive way, taking a top-to-bottom look at the M.P.A. as it relates to developing nonprofit leaders and managers.”

## RESEARCH

- The monthly Brown Bag Seminar Series invites members of the nonprofit community to join faculty and students to discuss the implications of current research in progress.
- New academic-practitioner study groups allow Georgia State faculty and the nonprofit community to share leading research on nonprofit issues. “We join faculty with practitioners because we want to study the right questions. We want to engage in research projects that make sense,” says Young. An outcome will be reports to Georgia’s nonprofit community on key issues and trends. Young is also exploring the feasibility of publishing a new research journal at AYSPS, *Nonprofit Policy Forum*. It would be the first academic journal with a focus on nonprofit policy and advocacy. “Our idea is to advance the field by pulling together a critical mass of research,” he says. Plans are to publish the first issue by 2008.

## COMMUNITY OUTREACH

- The UPS Leadership Grant supports scholarships for the Executive Leadership program and the UPS Lecture on Nonprofit Leadership, Governance and Economic Stewardship. Nonprofit Studies will also continue to produce

### National arts program chooses Young



National Arts Strategies, a Washington, D.C.-based program that matches arts-focused nonprofits with business educators, named Dennis Young one of two professors in its new Atlanta program.

Sponsored locally by the Fulton County Arts Council, Metropolitan Atlanta Arts Fund and the Community Foundation for Greater Atlanta, the \$50,000 Atlanta program places 25 local nonprofit executives in a year-long executive training and seminar series. Young is joined by Luis Martins, an associate professor at Georgia Tech.

## NEW COURSES

- PAUS Professor Harvey Newman has led the development of new graduate-level courses that will be offered next year: Nonprofit Financial Resources, Nonprofit Human Resources, and Nonprofit Advocacy, Law and Policy. Other courses have been revised. A new doctoral seminar in nonprofit research is now part of the joint Ph.D. program in Public Policy with Georgia Tech. A nonprofit specialization and new undergraduate courses are being developed for the new B.S. in Public Policy. “Our new Policy Leadership course will be an important part of that program,” says Newman.
- Guest lecture series and joint academic programs with European universities are being considered.

# Economists evaluate true impact of policies to protect ecosystems

*Land use policies are commonly used to protect intact, unspoiled ecosystems and open space, yet how well do these policies really work? How does one accurately evaluate the effectiveness of these regulations when areas within the protected land may not have been developed anyway, or when these policies push development onto unregulated land nearby?*

"The problem in measuring the impact of these policies is that you must be able to 'see the unseeable,'" says Assistant Professor Paul Ferraro, who is recognized around the world for his contributions in environmental economics. "What changes would have happened to a landscape had there been no government policy?"

In the study "Evaluating Policies to Secure the Provision of Ecosystem Services: An econometric analysis of protected areas," Ferraro and student Kwaw Andam (Ph.D. in Public Policy), Alex Pfaff and Juan Robalino of Columbia University, and Arturo Sanchez of the University of Alberta attempt to see the unseeable by developing a new methodology for evaluating land use regulations that accounts for selection bias and spatial interactions in Costa Rica's system of national parks and reserves.

"Estimating 'avoided deforestation' from land use policies is a hot topic in international climate change policy negotiations," says Ferraro. "Poorer nations want to sell carbon credits for reducing deforestation to rich nations, but they're talking about receiving credits for something no one has measured. How much deforestation would have occurred had a nation not tried to stop it?"

Ferraro says preliminary results indicate that the failure to account for selection bias and spatial spillovers in Costa Rica distorts estimates of the effectiveness of its protected areas. "Our results imply that regulations have reduced deforestation inside and outside of the country's protected areas, but that traditional methods greatly overestimate the amount of deforestation that was avoided," he says.

its successful annual Nonprofit Executive Roundtable.

Young says these initiatives are the first of several steps the program must take to build a center, the ultimate goal. "First we're putting the infrastructure in place," he says. "We're also working to put more serious resources in place. We'd like to build an endowment for the program. We're building bridges to other schools at Georgia State and continuing to strengthen our advisory board. When these steps are in place, we will be well-positioned to attract the resources needed for a major Nonprofit Studies Center. Every step along the way, Georgia State will be known for helping nonprofits learn how to apply good economic thinking and use their resources effectively."

Nonprofit Studies was accepted recently as a member of the Nonprofit Academic Centers Council. "Membership means that we're recognized by our peer institutions and that we can participate in deliberations that affect standards and practices for the field," says Young.

## Faculty advise prestigious environmental organizations



**PAUL FERRARO**, assistant professor in Economics, has been appointed to the 15-member Scientific and Technical Advisory Panel of the Global Environment Facility.

GEF is the financial mechanism of four international conventions managed by the United Nations and the World Bank. It assists developing nations in activities that affect the global environment. The panel provides strategic scientific and technical advice to GEF on its strategy and programs. As a GEF member, Ferraro joins a team of internationally recognized experts in GEF's key areas of work: biodiversity, biosafety, climate change, coastal and fresh water management, sustainable land management, persistent organic pollutants and integrated ecosystem management.



**LAURA TAYLOR**, associate professor in Economics, has been selected to serve on the U.S. Environmental Protection Agency's Science Advisory Board. She joins a

distinguished body of non-governmental scientists, engineers and economists who are recognized experts in their respective fields. The Board's principal mission includes advising the EPA on broad scientific matters in science, technology, social and economic issues, reviewing the quality and relevance of the scientific and technical information used or proposed as the basis for EPA regulations, and reviewing research programs.

# Hispanic growth could be a long-term asset for Georgia

Georgia's Hispanic population tripled in the 1990s, the third-highest growth rate in all but two states. Numbering 435,000 in the 2000 Census, their share grew from 1.7 percent to 5.3 percent of Georgia's population. According to Felix Rioja, associate professor of Economics, recent data suggests this trend will continue. From 2000 to 2002, Georgia had the fastest-growing Hispanic population in the country.

"This rapid growth is due to the largest wave of legal and illegal immigration in almost a century," says Rioja, who authored FRC Report 122, *The Demographics of Georgia IV: Hispanic Immigration Economic Policy Issues*, with Neven Valev, associate professor of Economics, and Amanda Wilsker, Ph.D. student in Public Policy. Most estimates place about half of the state's Hispanic immigrants as undocumented.

The authors analyze the economic implications of this immigration – legal and undocumented – in education, health care, labor

force and financial services to determine its fiscal impact on local and federal governments. Their findings may surprise some.

"Undeniably, the rapid increase ... is associated with increased costs in terms of education, health care and other government expenses," they write. "However, estimating the net effect must take into account short-term and long-term effects. The fiscal balance of Hispanics is positive if the analysis accounts for the contributions of future generations, particularly if these generations are well-educated."

The report suggests state agencies identify this population in more data collection efforts to provide adequate estimates of its costs and benefits specific to Georgia. It recommends state policy-makers weigh both short-term and long-term impacts when designing policies to address immigration issues.

FRC Report 122 is available at <http://frc.gsu.edu/>.

## Report estimates the cost of Georgia's sales tax exemptions

Georgia's general sales tax accounted for \$5.2 billion in fiscal year 2005, more than a third of the total state tax revenue. The state's second largest single source of revenue, it is larger than the sum of the next six tax sources combined. Tangible goods sold at retail in Georgia are taxed unless specifically exempted.

In FRC Report 134, *Revenue Losses from Exemptions of Goods from the Georgia Sales and Use Tax*, William "Joey" Smith and Mary Beth Walker, associate professor of Economics, look at the sales tax exemptions currently allowed and provide estimates of the sales tax revenues lost to the state with each exemption.

"Exemptions are typically granted for reasons of equity,"  
*continued on page 37*

## Neighborhood Collaborative offers income tax program

*A partnership of the Georgia State University Neighborhood Collaborative and the Regional Council of Churches offered low-income families and individuals in Atlanta a free tax preparation program, Volunteer Income Tax Assistance, earlier this year.*

Jim Currie, GSUNC's technology coordinator, joined other volunteers including attorneys from King and Spalding in preparing the returns.

The assistance is critical to a population that may be unaware of the tax savings available to them, even if the amount of tax they pay is minimum, says GSUNC executive Doug Greenwell. An example would be the Earned Income Tax Credit, which provides refunds to many low-income families with children.

"One mother got a \$6,000 payment when our volunteer tax preparer helped her complete her return," he says. "This was an incredible gift to a woman whose tax form showed \$14,000 in annual income from her job."

*continued on page 37*



# REPORTS EXAMINE gasoline & motor vehicle taxes



*Georgia legislators who*

*seek fair, balanced and*

*timely fiscal and eco-*

*nomic policy research*

*that addresses current*

*policy proposals need*

*look no further than the*

*Fiscal Research Center.*

*Popular media*

*frequently cites FRC*

*findings in editorial*

*columns and news*

*stories while reporting*

*on the actions of the*

*General Assembly.*

FRC recently examined two areas high on the list of legislators searching for the next new tax reform – gasoline and motor vehicle taxes. The findings are presented in easy-to-digest briefs and reports.

## **MOTOR FUEL TAX**

The structure and rates of Georgia's motor fuel tax, the state's oldest major tax and third largest revenue source, remain nearly unchanged since the 1950s. Questions that have surfaced about the current and future adequacy of this tax are responded to in FRC Brief/Report 126, *Gasoline Taxes in Georgia* by Robert Eger, director of the FRC's Local Government Initiative, and alumnus William "Joey" Smith (Ph.D. in Economics). The report compares Georgia's gasoline tax with those in other states and examines its current use

and revenue performance over time. It looks at the geographic incidence of possible changes in the tax and explores an alternative type of transportation funding, GARVEE bonds.

"Georgia's fuel tax rates have been and continue to be substantially lower than in most other states," concludes the report. "It is also likely that Georgia is a net exporter of fuel and a net importer of fuel tax revenue." It suggests that this environment "leaves some room for increasing highway funding by increasing or indexing rates, while allowing the state to maintain a competitive advantage over most of its neighbors."

## **MOTOR VEHICLE TAX**

Georgia is one of 26 states that impose an annual statewide value-based tax on motor

vehicles. In FRC Brief 130, *Personal Property Tax on Motor Vehicles*, authors Laura Wheeler, John Matthews and FRC Director David Sjoquist describe how the tax is levied in Georgia and estimate the potential impact of eliminating it. Wheeler and Matthews are senior research associates at FRC.

The authors use 2004 data to show that if this tax is eliminated, as has been proposed, the statewide property tax base would drop 7.8 percent, equal to a \$627 million reduction in revenue. "The reduction in the net digest ranged from 3.0 percent in Burke County to 23.9 percent in Chatham County," they write.

FRC Briefs 126 and 130 are available at <http://frc.gsu.edu/>.

## THE CIVIC LEAGUE BRINGS TRANSPORTATION POLICY INTO FOCUS

Transportation is at the top of the agenda of The Civic League for Regional Atlanta, according to CEO Karen Webster Parks. The league, formerly known as the Regional Atlanta Civic League, is a diverse group of citizens and community leaders that advocates greater citizen involvement.

"The Civic League prepares and encourages citizens to stimulate government action on pressing issues in the Atlanta region," says Webster Parks. "We want to encourage all citizens to be informed, be inspired and to lend their voices to the debate on solutions."

To stimulate action on transportation, The Civic League held a series of town hall meetings in March and April to discuss the

region's transportation funding options. Sponsors included the Perimeter and Buckhead community improvement districts with partners AYSPS, Georgia Public Broadcasting, and Clayton State and Kennesaw State universities.

WSB-TV reporter Sally Sears moderated the March 21 meeting at the Georgia Public Broadcasting studio, which GPB taped for broadcast.

Research conducted by Domestic Programs Director David Sjoquist, William Smith, Laura Wheeler and Justin Purkey reported in FRC Report 138, *Transportation Funding Alternatives: A Preliminary Analysis*, (January 2007) was presented at the meetings. The report is online at <http://frc.gsu.edu/>.



ExCEN, the Experimental Economics Center, supports research, teaching and policy applications involving controlled experiments with human decision makers. Its central objective is to promote the development and application of economics and related academic disciplines as empirical social science. Ongoing research involves development of economic theory supported by data.

Teaching and research support facilities developed and maintained by the center include the Andrew Young School of Policy Studies experimental economics laboratory and EconPort, an

economics digital library recently featured in the “Netwatch” section of *Science*. External funding is provided by the National Science Foundation and core support comes from the Georgia Research Alliance and state government.

*Back row, left to right: James Cox, Laura Taylor and James Alm. Middle row, left to right: Shelby Frost, Paul Ferraro and Kevin Ackaramongkolrotn. Front row, left to right: Kathleen Banks, Ragan Petrie, Todd Swarthout, Susan Laury and Vjolca Sadiraj.*

## AYSPTS TIMELINE (1999 – 2000)

**1999** – Andrew Young School of Policy Studies is named with gifts from the Coca-Cola Foundation, Delta Air Lines, the Marriott Foundation and Andrew Young

**1999** – Paul Rosser, chair of Rosser International, heads Advisory Board; Ingrid Saunders Jones, senior V.P. of The Coca-Cola Company, is named founding member

**1999** – Aviation program begins at Delta Air Lines

**1999** – Global Green Conference draws foreign dignitaries to hear from more than 50 policy institutes and research organizations

**1999** – *U.S. News & World Reports* ranks the school 36th overall among 108 graduate policy schools, 6th in Public Finance & Budgeting, and 7th in City Management & Urban Policy

**2000** – New graduate certificate programs in Disaster Management, Planning and Economic Development, Nonprofit Management and Airline Management are established

**2000** – Flint River Regional Water Planning and Policy Center established as a joint venture with Albany State University

# NEW ExCEN director creates a world-class center

Professor James Cox aims high. Before joining AYSPS as director of the Experimental Economics Center, ExCEN, Cox developed a plan highlighting the program elements that would carry this center to the top of its class. "With four key elements – high visibility, a new Ph.D. field, greater participation at the undergraduate level and a community of scholars – we will create a world-class center," he says. Cox also holds the Noah Langdale Jr. Eminent Scholar Chair.

Cox credits his faculty for getting a jump on the plan when Georgia State co-hosted the 2006 International Meeting of the Economic Science Association that drew 165 leading researchers from around the world to the school. Immediately preceding the ESA meeting, ExCEN faculty conducted a two-day workshop with economics faculty to demonstrate the benefits of conducting class-based learning experiments with EconPort, a leading experimental economics Web site. The workshop was sponsored by the National Science Foundation.

"The first goal was to develop high visibility for ExCEN," says Cox. "By bringing the ESA meeting here, our faculty had already done it. They put us on the map." Associate Professor Susan Laury chaired the organizing committee along with Emory co-chair Charles Noussair.

EconPort continues to raise visibility for ExCEN. This interactive digital library was developed by Cox and Todd Swarthout, research assistant professor of Economics and operations director of ExCEN, before they joined AYSPS. Its development was funded with a \$700,000 grant from the National Science Foundation, which has awarded Cox and his team another \$900,000 to train faculty around

the country how to use it. ExCEN faculty have conducted EconPort workshops in San Diego and Minneapolis and schedule, on average, a session a month.

Cox flew to Coventry, England, in April at the invitation of the Royal Economics Society to present two EconPort sessions during its meetings.

Cox is developing a new Ph.D. field in experimental economics for the economics department's Ph.D. program and has created a new graduate-level class.

It is important to promote frequent undergraduate use of the experimental lab, he says. "There are good reasons to use this approach in undergraduate classes. Experimental economics pro-

motes active learning. The lab increases a professor's credibility with students when they talk about abstract theories because it allows the students to observe how a model correctly predicts outcomes in markets and non-market strategic games."

The fourth element – developing the community of scholars needed to support a world-recognized experimental economics center – is rapidly coming together, reports Cox. "We will be the center of experimental economics in greater Atlanta," he says.

## NSF funds experimental research on technology's impact on markets

the intersection of microeconomics and information technology. The project, IT-Enhanced Market Design and Experiments, will look at the economic and social impacts of IT-driven transactions such as the new market formats being created for electronic commerce (eBay, Priceline, etc.) and new business services being created by information technology companies.

James Cox, director of ExCEN, is principal investigator for one collaborative grant while Daniel Friedman of the Learning and Experimental Economics Projects Lab at University of California in Santa Cruz is principal investigator of a second collaborative grant with a subcontract to IBM's Almaden Research Center. Cox says this research will expand knowledge of classic market formats, test its robustness and open new lines of inquiry by considering a broader range of market formats, market goods and behavior.





The Georgia Health Policy Center provides evidence-based research, program development and policy guidance locally, statewide and nationally to improve health status at the community level.

The center conducts, analyzes and disseminates qualitative and quantitative findings to connect decision makers with the objective research and guidance needed to make informed decisions about health policy and programs.

Today GHPC is at work in more than 140 communities in 48 states and throughout Georgia, helping these communities achieve health improvement.

*Back row, left to right: Glenn Landers, Amanda Phillips-Martinez, Dora Ward, Marketta Pettway, Ernest Walker and Marsha Tyler. Middle row, left to right: Angie Snyder, Chris Parker, Stacey Willocks, Cindy Clark, Akilah Thomas, Bernette Sherman and Michelle Huddleston. Front row, left to right: Sallie Barker, Dawud Ujamaa, Rachel Ferencik, Althea Rutherford, Karen Minyard, Mei Zhou and Mary Ann Phillips.*

## AYSPTS TIMELINE (2001)

**2001** – Former President Bill Clinton heads school's foreign policy symposium, receives the first Andrew Young Medal for Capitalism and Social Progress

**2001** – Nonprofit Studies program is established

**2001** – Indonesian Masters Program in Economics attracts 55 professionals from Indonesia

**2001** – 1,500 friends pay birthday tribute to Andrew Young, raise \$1.2 million for scholarships

**2001** – Ronald H. Brown Institute in South Africa opens in Sub-Saharan Africa with Robinson College of Business and the University of Pretoria; South African Study Abroad economics program begins

**2001** – First Coca-Cola Leadership Conference for high school seniors; Coca-Cola funds Diversity Leadership Academy of Atlanta

**2001** – Georgia General Assembly commends Applied Research Center

# GHPC SUPPORTS EXCELLENCE IN HEALTH POLICY

*As health care costs skyrocket and health status declines, more policy-makers seeking to understand the health system are turning to the Georgia Health Policy Center for information about complex health policy issues.*

In response to legislators' requests, GHPC has launched a legislative education initiative that provides state policy-makers both a framework for understanding the reasons behind Georgia's poor health care rankings and a foundation for making sound decisions about health care issues.

GHPC Director Karen Minyard says, "Momentum is building throughout the state to better understand and improve the health of Georgians. Over the past few years a growing number of people, programs and projects have emerged seeking a connection to a broader framework for Georgia's current and future health. The Georgia Health Policy Center is pleased to serve as a resource."

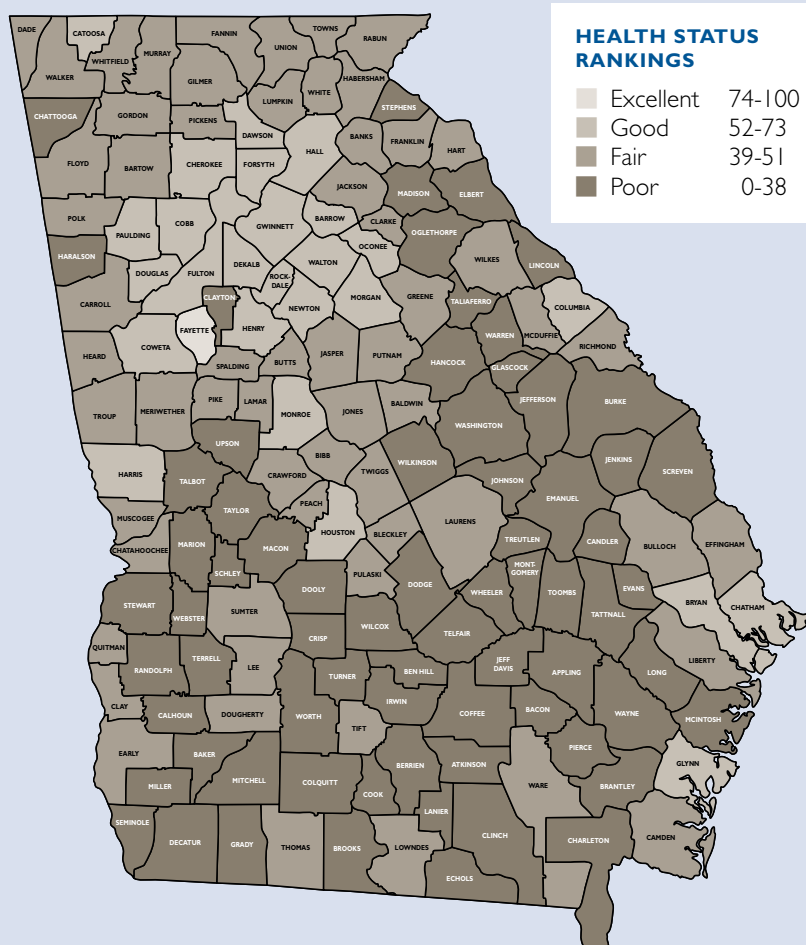
For example, the 2006 Biennial Institute for Legislators highlighted seven major health issues facing the state, during which GHPC played an integral role by informing presentations and providing facts, statistics and analyses to aid decision making on topics such as Certificate of Need, PeachCare for Kids, Medicaid, the uninsured and public health.

Advising elected officials on politically charged issues can be a delicate matter. Minyard says the responsibility to inform on tough issues outweighs the risks. "We work diligently and thoroughly to provide the best possible evidence-based information on complex health policy decisions. Our work is available to anyone who wants it, regardless of political affiliation or office."

"The Georgia Health Policy Center's long-standing relationships with leaders in government, business, health care, community and philanthropic sectors better inform health policy decisions," says Dean Roy Bahl. "The center's experience on the national, state and local levels offers a depth of insight and analysis of state health policies and issues that is unmatched."

"As the center moves forward, we look forward to working with the state legislature in a more strategic and concentrated way to support excellence in government and make a difference in the health of Georgia's citizens," says Minyard.

## HEALTH STATUS BY COUNTY, GEORGIA 2006



Prepared by: G.E. Alan Dever, M.D., Ph.D., M.T. and Leah T. Smith, M.P.H., Health Services Analysis  
Data Source: Claritas Inc. and Thomson Medstat, 2006

# AYSPS and GHPC place focus on child policy

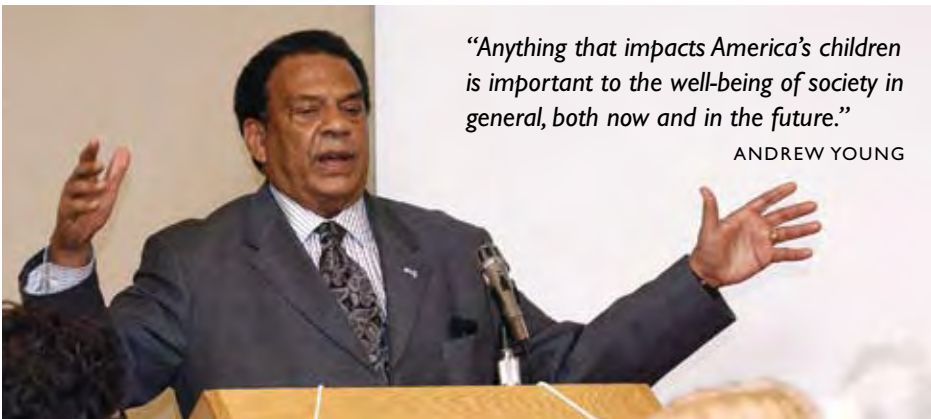
*The Andrew Young School brought together some of the brightest minds in child policy research when it hosted its first Child Policy Conference: Public Policies and Child Well-Being last spring. The unique gathering provided an intimate setting where the future agenda of research on children's issues could be discussed.*

Made possible by generous support from the UPS Foundation, AYSPS mined noted researchers nationwide and its own faculty and staff to bring nearly 40 researchers to the invitation-only event, chaired by Professor Sally Wallace.

Each participant presented research findings relevant to the well-being of children in the areas of social welfare and government policies, early childhood intervention programs, diet and physical activity, food advertising, crime and school achievement, housing, and health choices and solutions.

important child policy topics. Many are personally interested in using their professional expertise to impact the future well-being of children. The conference presented an opportune time to share their results and to bring other leading researchers to a collaborative table," says Bahl.

Andrew Young addressed the researchers, underscoring the importance of child policy. "Anything that impacts America's children is important to the well-being of society in general, both now and in the future."



Dean Bahl says the conference was born from the school's emerging strength in child policy. The unique gathering generated innovative ideas for child policy research as AYSPS seeks to develop a focus in this area.

"We realized through internal dialogue that a number of our own faculty and staff have conducted research linked to

"We hope this is just the beginning of fruitful collaborations in child policy that will pay off for years to come," says Bahl. "We believe that a bright future for our children and our country's ability to successfully compete in a global economy depend upon sound child policy."

## CHILD POLICY PARTICIPANTS

KATHLEEN ADAMS, Emory University

SHIN-YI CHOU, Lehigh University

JANET CURRIE, Columbia University

DHAVAL DAVE, Bentley College

ANGELA FERTIG, University of Georgia

DAVID FIGLIO, University of Florida

MICHAEL GROSSMAN,  
City University of New York

SARAH HAMERSMA, University of Florida

RON HASKINS, The Brookings Institution

ROBERT HAVEMAN, BOBBIE WOLFE,  
La Follette School of Public Affairs,  
University of Wisconsin Madison

GUANGLEI HONG, University of Toronto

JULIE HOTCHKISS,  
Federal Reserve Bank of Atlanta

PATRICIA KETSCHKE,  
Georgia State University

BRUCE MEYER, University of Chicago

JIM ALM, ROY BAHL, GARY HENRY,  
MONICA HERK, JANET JOHNSON, GLENN  
LANDERS, KAREN MINYARD, MARY ANN  
PHILLIPS, INAS RASHAD, DANA RICKMAN,  
DAVID SJOQUIST, WILLIAM SMITH,  
ERDAL TEKIN, ERIC TWOMBLY, MARY BETH  
WALKER, SALLY WALLACE, MEI ZHOU,  
Andrew Young School of Policy Studies

ANDREA YOUNG,  
National Black Child  
Development Institute

# Building strong families



The Georgia Health Policy Center is one of five sites nationwide chosen for Building Strong Families, a longitudinal study of improving child well-being by strengthening parents.

BSF project implementation is funded by the Association for Child and Family Services, whose goal is to learn whether well-designed interventions can help couples fulfill their aspirations for a healthy marriage and a strong family.

The project tests interventions with low-income, unwed couples who are interested in marriage beginning at pregnancy or around the time of their child's birth. It is designed to help these couples strengthen their relationship by learning skills that will improve their relationship quality and stability, enhance parenting, increase father involvement and ultimately enhance child and family well-being.

Georgia BSF uses a curriculum developed by Drs. John and Julie Gottman of the University of Washington with small groups of couples that meet for 21 weekly lessons. BSF also links couples with services in employment, credit repair and money management, parenting, childcare, mental health counseling and substance abuse treatment. Skilled staff work one-on-one with these parents to address their needs, link them to needed services, encourage program completion and provide sustained support.

The program targets low-income English- and Spanish-speaking couples (through partnership with the Latin

American Association) in Fulton and DeKalb counties.

Akilah Thomas, director of Georgia BSF, says the program is not about forcing couples to marry, mandated participation or supporting unhealthy relationships. "Building Strong Families is a voluntary-enrollment program for couples who are expecting or just had a child, are romantically involved but not married, and want to be in the program."

Atlanta is projected to be one of the leading sites for recruitment and the number of couples who marry during the program period. Thomas attributes the high rate of success with the number of couples enrolled. "Atlanta has a lot of demand for the types of services offered through BSF. In its early months of implementation, Georgia BSF enrolled more couples than any other of the seven sites nationwide."

## In other GHPC news ...

GHPC earned a contract with the State Commission on the Efficacy of the Certificate of Need Program to determine the effect certification has on cost of care, quality of care and hospitals' ability to provide care for the uninsured. The CON process ensures that capital and technology investments in the health care industry are in the best interest of Georgians. The center will compare Georgia to other states that have and do not have this program.



The Andrew Young School is recognized worldwide for its support of economic and policy reforms in developing and transitional countries. The school's International Studies Program provides academic and technical training, research and technical assistance, which is all designed to

support sound public policy and sustainable economic growth.

Areas of expertise within ISP include fiscal policy, budgeting and fiscal management, intergovernmental fiscal relations (or fiscal decentralization) and economic and fiscal policy analysis. AYSPS faculty, experts in economics and public policy, have authored books, published in major academic and technical journals, and have extensive experience in designing and implementing technical assistance and training programs.

ISP's technical assistance and training programs uniquely complement the academic research and educational mission of the Andrew Young School.

*Top row, left to right: Jorge Martinez-Vazquez, director, Jamie Boex and Roy Bahl. Middle: Sally Wallace. Bottom: Felix Rioja.*

## 2007 Summer Training Courses fill quickly



ISP's popular Public Policy Summer Training Courses covered five areas this year. The courses, held in two- and three-week sessions, are designed for government officials and others involved in policy reform and fiscal management in developing and transition countries and for those who do similar work for international development agencies.

Courses are designed to address areas of need as identified in developing countries, which this year included:

- Macroeconomic Policies for Sustainable Development
- Fiscal Decentralization and Local Governance
- Tax Policy, Fiscal Analysis and Revenue Forecasting
- Education Policy and Development
- Public Budgeting and Fiscal Management

Demand for the training has helped the program expand every year. For more information, go to <http://isp-aysps.gsu.edu/summer.html>.

## PRESTIGIOUS FISCAL TRAINING PROGRAM RETURNS TO CAMPUS

This July found more than two dozen young economics faculty members from Spain's universities and colleges in Atlanta to attend the third annual AYSPS training program designed to advance their understanding of new areas and challenges within public economics. Instructors at the annual Summer School

in Public Economics are leading economists from the U.S. The program is sponsored by the Fundación Rafael del Pino in collaboration with the Instituto de Estudio Fiscales, an extension of Spain's Ministry of Finance, and ISP. (See *The Briefing*, "Public finance training brings the world to Atlanta," Research Issue 2006)

For more information on this program, go to <http://isp-aysps.gsu.edu/academics/pubeconcourse/>.

# Engaging the world's tax policy experts

The world's leading fiscal policy experts, academics and policy-makers regularly come to Atlanta to participate in the International Studies Program's highly regarded conferences on public finance issues. Making the Property Tax Work in Developing and Transitional Countries was the theme of the October conference.

The property tax conference followed the ISP conference, *Alternative Methods of Taxing Individuals*, organized by James Alm, chair of Economics, and ISP Director Jorge Martinez-Vazquez. The sessions were attended by nationally and internationally known scholars and practitioners who specialize in tax issues.



"These conferences are important because they allow AYSPS to showcase our international work. They bring experts from all over the world to discuss a particular topic and connect ISP's policy work to the academic interests of our faculty and graduate students," says Martinez.

Conference materials are available online at <http://isp-aysps.gsu.edu/academics/conferences/conf2006/propertytax.html>.

During the two-day event, co-hosted by the Lincoln Institute of Land Policy, 15 experts presented significant new research offering a comprehensive set of guidelines and benchmarks necessary to develop effective property tax policy. They led discussions on fairness, political issues and scope; data collection and information technology; approaches to valuation; property rights, collection and enforcement; the setting; and lessons learned.

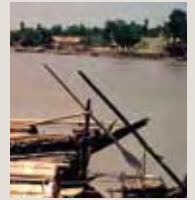


Top photo, left to right: George Zodrow (Rice University Professor), Seth Terkper (IMF), Andrey Timofeev and Janet Holtzblatt (U.S. Treasury). Middle photo, left to right: Jorge Martinez-Vazquez, James Alm, Dmitry Shishkin, Dagny Faulk (Indiana University Professor) and Fidel Picos (University of Vigo, Spain, Professor). Bottom photo, left to right: Gardner Neely, Fidel Picos, Laura Wheeler, Edward Sennoga, Bernd Genser (University of Konstanz) and Guevera Yao.

# ISP'S FIELDWORK

# circles

## THE GLOBE





DATELINE: NAMIBIA

Namibia's Ministry of Regional and Local Government, Housing and Rural Development contracted with ISP for a six-month project to help the country establish a decentralized system of government. Led by ISP, the study team developed recommendations for the design of a comprehensive, transparent and formula-driven system of recurrent and development grants to support the delivery of key social services from Namibia's 13 regional governments.

"Given the role of these Regional Councils in the delivery of major public services like primary education, basic health care and rural water supply, the efficiency of its system of intergovernmental transfers is particularly important," says Jamie Boex, assistant research professor of Economics and ISP senior associate.

As part of the policy reform process, Namibia held a National Conference on the Design of an Intergovernmental Fiscal Transfer System during which Boex and AYSPS Mandela Fellow Veronica Mafoko (M.A. in Economics '00) joined other fiscal experts. They presented their reports, "The Design of a Recurrent and Development Grant System for Regional Councils in Namibia" and "Intergovernmental Fiscal Relations in South Africa."

The study team's counterpart within the ministry was the Directorate for Decentralization Co-ordination, with support from the Finnish Ministry for Foreign Affairs.



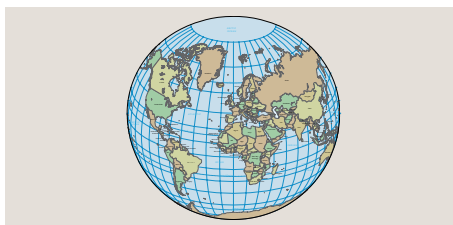
DATELINE: TANZANIA

Boex and Guevera Yao, a doctoral student in Economics, traveled to Dar es Salaam, Tanzania, in September as part of ISP's ongoing efforts to support fiscal decentralization

reform in Tanzania. Among other work, Boex and Yao continued the roll-out of an online monitoring system for local government finance. Yao remained through November to assist the government of Tanzania with drafting its third annual Local Government Fiscal Review.

#### DATELINE: AROUND THE WORLD

Additional research in ISP's Working Paper series offers a preliminary assessment of the federal tax system in **PAKISTAN**; asks who bears the burden of taxes on labor income in **RUSSIA**; and examines fiscal policy issues in **SPAIN**, the **PEOPLE'S REPUBLIC OF LAO** and many developing countries.



DATELINE: ROMANIA

Although Romania's agenda for fiscal decentralization reform has advanced significantly over the last decade, says IPS Director and Professor of Economics Jorge Martinez-Vazquez, research shows that many significant challenges remain.

Martinez and co-authors Cristian Sepulveda, Gabriel Leonardo and Benjamin Miller identify these challenges and outline policy areas in need of improvement in ISP Working Paper Number 06-19, "Intergovernmental Fiscal Relations in Romania: Challenges and Options for Reform."

"The goal of the paper is to provide an updated overview of fiscal decentralization reform issues in the country and help move forward the current agenda for reform through a set of short and medium-term policy recommendations," they write. They offer sections that address the challenges European Union funds will represent for Romanian local governments and review lessons learned from Romania's experience with decentralization policy, sketching a way forward in the reform process.

ISP updates news of its projects online at <http://isp-aysps.gsu.edu/projects/index.html>. Full reports are available online at <http://isp-aysps.gsu.edu/papers>. The Working Paper series is available at <http://isp-aysps.gsu.edu/papers/index.html>.



DATELINE: BANGLADESH

Jamie Boex and Research Associate Eunice Heredia-Ortiz traveled to Dhaka, Bangladesh, last August to deliver the training program, Fiscal Decentralization: Concepts and

Applications for Bangladesh. The week-long workshop was delivered by AYSPS in collaboration with the United Nations Development Programme/UN Capital Development Fund.

Senior government officials working in the Ministry of Local Government, the Ministry of Finance, Education, Agriculture and other ministries attended, as did a deputy project director from the Bangladesh Public Administration Training Center and a UNDP programme manager. The course is part of UNDP/UNCDF's effort to continue policy-level sensitization and capacity building in the areas of fiscal decentralization and local governance in the country, which began during a similar training program delivered by AYSPS in Bangladesh in April 2005.



Left to right: Chris Lewis, Katherine Willoughby and Deon Locklin.

Public Performance and Management Group (PPM) offers an array of resources and solutions to assist public administrators strengthen strategic and operational performance. Our core activities include:

- Executive level training and development
- Applied research, policy analysis and evaluation
- Short- or long-term assistance with planning and performance improvement
- Dissemination of effective practices

The goal of the PPM Program is improved public performance. They provide real-world solutions to today's public policy and management problems.

PPM works in a wide range of state and local government settings.

## PPM Group springs from PRL

The Public Performance and Management Group, the newest unit within AYSPS, was created within the offices of the Program for Rehabilitation Leadership to reflect a new partnership with PAUS that will serve managers in the public sector. PPM's training and technical assistance programs offer an array of resources and solutions to aid public administrators in strengthening strategic and operational performance.

"PPM's mission is to make improvements to the way public sector practitioners manage," says Tom Wade, hired in September as the director for program development. "The program links these practitioners with expert PAUS faculty." Responsible for the new unit's outreach and development, Wade says the PPM team is working to determine the needs of practitioners in state and local government.

"The four areas of our focus, in a broad sense, are leadership development, applied research including policy analysis and program evaluation, organizational performance related to planning, and information dissemination," says Deon Locklin, who was named PPM's new director after years of leading the Program for Rehabilitation Leadership. PRL is now a key unit of PPM.

Public Performance and Management Group contracts and customers include the Georgia Department of Labor; Georgia Technology Authority and the U.S. Department of Education. For the Governor's Office of Customer Service, PPM developed the Georgia Service Quality Index, a service quality measure that enables the office to conduct valuable comparisons of service quality across state agencies. Now the index program's implementation group, PPM assists all state agencies in conducting their surveys.

DeKalb County engaged PPM in a project to assess the financial impact to the county should Dunwoody incorporate, with research conducted by Professor Katherine Willoughby; Assistant Professor Robert Eger; Greg Streib, PAUS chair and professor; and PAUS graduate research assistants. Faculty provided ongoing support to the county on its research findings during the 2007 session of the Georgia General Assembly. Locklin has conducted training sessions for a mentoring program recently established by Gwinnett County as part of its succession planning initiative.

Other PAUS faculty who work on PPM projects include David Pitts, Carolyn Bourdeaux, Ted Poister and Bill Waugh, says Wade.

Find more on PPM at  
<http://aysps.gsu.edu/ppm>.

## On the Go with PRL

**SALLY SIEWERT**, assistant director of PRL, in September will be the new project director for the Regional Rehabilitation Continuing Education Program for Administration and Management, a training and technical assistance project funded by the U.S. Department of Education that has been administered from Georgia State University since 1978. Project activities target state vocational rehabilitation agency administrators throughout the Southeast.

**CHIP KENNEY**, recently promoted assistant director of PRL, in September will be the new project director for the Regional Continuing Education Program for Community Rehabilitation Providers (CRP RCEP). This project, begun in 1997, is also funded by the U.S. Department of Education. Activities target nonprofit organizations that contract with state rehabilitation agencies in eight southeastern states.

**CRP RCEP** will host the Community Rehabilitation Leadership Development Program, which targets new or emerging leaders within programs that provide community support and employment services to individuals with disabilities in the Southeast. It will offer this program as a three-part training series in Atlanta. Participants will attend the training sessions in November, March and May, and participate in independent study activities between these sessions.

**Grants of up to \$21,531 available to graduate PRL scholars**

The Program for Rehabilitation Leadership in collaboration with the Department of Counseling and Psychological Services in the College of Education announces the new Vocational Rehabilitation Counseling

Scholars Program, which provides financial support to students seeking a master's degree in vocational rehabilitation counseling.

The purpose of the program, funded by the federal Rehabilitation Services Administration, is to increase the supply of qualified vocational rehabilitation counselors who serve the rehabilitation needs of individuals with disabilities. Scholarships cover in-state tuition, fees of up to \$463 per semester, books, supplies, transportation and other items.

For more information, go to [www2.gsu.edu/~wwwprl/scholar.html](http://www2.gsu.edu/~wwwprl/scholar.html).

## ALUMNUS-FACULTY TEAM IN BEIJING

*continued from page 20*

and research, and foster good, healthy policy debate. We will teach that good policies must have a sound and scientific base."

Qiao thanks AYSPS and says that Xu's participation has been critical. "He helped not only in the design of the program and recruitment of faculty outside China, but is expected to teach courses here in the future if his schedule at Georgia State permits. He has been selecting our academic advisory board and is directing a potential cooperative program with AYSPS."

The program is strongly supported by China's Ministry of Education, Ministry of Finance and Beijing government, says Qiao. "We are confident in its future. We are also expecting more close cooperation with AYSPS."

## GEORGIA'S SALES TAX EXEMPTIONS

*continued from page 24*

fairness, charity and/or for economic development purposes," they write. "Although there are good arguments for exemptions to the sales tax, there are equally strong arguments against granting such exemptions."

Based on estimates in their report, Walker and Smith find that sales tax exemptions reduced state revenues by \$9.8 billion in fiscal year 2004. "If all exemptions were eliminated and the sales tax remained at four percent, state sales tax revenue would have been \$14.7 billion in

FY2004, i.e., more than twice the size of the state income tax and almost three times the sales tax revenue in that fiscal year," they write. "Maintaining the same revenue and eliminating the exemptions would allow the state sales tax rate to be reduced from the current 4 percent to 1.33 percent."

The authors point out, however, that the elimination of many of these exemptions would be undesirable.

*FRC Report 134 is available at <http://frc.gsu.edu/>.*

## NEIGHBORHOOD COLLABORATIVE

*continued from page 24*

A division of Domestic Programs, GSUNC facilitates mutually beneficial relationships among Atlanta community residents and the faculty, staff and students of Georgia State.

"The Neighborhood Collaborative is designed to bring the resources of Georgia State to the people and issues of our urban setting, while offering opportunities for learning, research and service to students and faculty," says Greenwell. "What a way to be a good neighbor in downtown Atlanta."



Doug Krupka



Carol Hansen



Ken Heaghey



Carolyn Bourdeaux

## awards & grants

### ECONOMICS

**JAMES ALM** was ranked one of the Top 100 Authors in Public Economics Journals 1995-2001 in Francesc Pujol's (Universidad de Navarra) working paper, "Ranking Journals Following a Matching Model Approach: An Application to Public Economics Journals," and was invited to join the editorial board of *Economics*, a new e-journal sponsored by the Kiel Institute for the World Economy in Germany.

### PUBLIC ADMINISTRATION & URBAN STUDIES

**ROBERT EGER** received a grant from the Georgia Department of Transportation to study fuel price adjustments.

**HARVEY NEWMAN** received a research grant from the Regional Council of Churches of Atlanta to develop performance measures for its programs as part of his larger study of faith-based nonprofits.

The American Political Science Association presented **DAVID PITTS** the 2006 Leonard White Award for his dissertation, "Diversity, Representation & Performance: Evidence about Ethnicity in Public Organizations," at its annual meeting in Philadelphia. The annual award recognizes the best doctoral dissertation in the field of public administration.

## publications

### ECONOMICS

**JAMES ALM** and **SALLY WALLACE**. "Which Elasticity? Estimating the Responsiveness of Taxpayer Reporting Decisions." *International Advances in Economic Research* (forthcoming); "Assessing Puerto Rico's Fiscal Policies" in *Restoring Growth in Puerto Rico – Overview and Policy Options*. Susan Collins, Barry Bosworth and Miguel Soto-Class (eds.). Center for the New Economy and Brookings Institution Press, 2006.

**PAUL FERRARO** and **TOSHIHIRO UCHIDA** (Ph.D. in Economics '04). "Voluntary Approaches to Pollution Control: Evaluating Japan's New Pollutant Release and Transfer Register." *Environmental Economics and Policy Studies* (forthcoming); and Heidi J. Albers. "Economics of Biodiversity Conservation in Developing Countries." *Economic Development and Environmental Sustainability: New Policy Options*. Toman and Lopez (eds.). Oxford University Press, 2006.

**BRUCE KAUFMAN**. "Integrating Emotions into Economic Theory." *Handbook of Contemporary Behavioral Economics*. Morris Altman (ed.). M.E. Sharpe, 2006.

**DOUG KRUPKA**. "Are big cities more segregated? Neighborhood scale and the measurement of segregation." *Urban Studies* (forthcoming).

**RAGAN PETRIE** and **LAURA TAYLOR**. "Estimating the Value of Water Use Permits: A Hedonic Approach Applied to the Southeastern U.S." *Land Economics* (forthcoming).

**YONGSHENG XU**. "On the mean of squared deprivation gaps," with Achin Chakraborty and Prasanta Pattanaik. *Economic Theory*, 2006.

## AYSPS TIMELINE (2002 – 2003)

**2002** – Amanda G. Hyatt Fellowship is funded by the Seven Oaks Foundation; HRD graduates endow the Verna Willis Scholarship

**2002** – Takes rural health work to nearly 40 states; implements federal grant to help Georgia formulate and evaluate policy to improve health care for the uninsured

**2003** – Creates Peace Corps Master's programs in Economics and Public Administration

**2003** – Creates joint master's degree in International Public Administration with University of Northumbria's School of Arts and Social Sciences, United Kingdom

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## PUBLIC ADMINISTRATION & URBAN STUDIES

**CAROLYN BOURDEAUX** and **GRACE CHIKOTO** (Ph.D. in Public Policy). "Legislative Influences on Performance Management Reform." *Public Administration Review* (forthcoming).

**ROBERT EGER**, students **CATHERINE SLADE** and **JUNGBU KIM**, with alumna Valerie Hepburn. "Local Public Health Budgeting and Performance Measurement: Structuring a Framework to Promote Flexibility and Accountability." *Journal of Public Health Management and Practice* (forthcoming).

**GREGORY LEWIS**. "The Impact of Disabilities on Federal Career Success," with Cheryl Allee; "Progress Toward Racial and Sexual Equality in the Federal Civil Service?"; "Race, Sex, and Supervisory Authority in Federal White-Collar Employment"; "Asian Americans in the Public Service: Success, Diversity, and Discrimination," with Pan Suk Kim; "Equal Employment Opportunity and the Early Career in Federal Employment." *Diversity and Affirmative Action in Public Service*. Walter D. Broadnax (ed.). Westview Press, 2000.

**LLOYD NIGRO**. "A Mini-Symposium: Affirmative Action in Public Employment." *Diversity and Affirmative Action in Public Service*. Walter D. Broadnax (ed.). Westview Press, 2000.

**DAVID PITTS**. "Modeling the Impact of Diversity Management." *Review of Public Personnel Administration* 26(3); "Implementation of Diversity Management Programs in Public Organizations: Lessons from Policy Implementation Research." *International Journal of Public Administration* (forthcoming).

## presentations

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### ECONOMICS

**JAMES ALM** spoke at the "Young Global Leaders Summit: Ending Poverty," at CARE headquarters in Atlanta.

**PAUL FERRARO** presented "How Effective are Protected Areas in Slowing Land Use Change? An Econometric Assessment," co-authored with Kwaw Andam (Ph.D. in Public Policy), Alex Pfaff and Arturo Sanchez at the CAMP Resources Workshop in Wilmington, N.C.

**PAULA STEPHAN** presented "Federal Funding and Scientific Labor Markets: Cobwebs and Escalators" at the Gordon Research Conference on Science Policy in Big Sky, Mont.

**LAURA TAYLOR** presented "Public-Private Partnerships for Brownfield Cleanup: Process and Possibilities" at the Georgia Brownfields Academy at Columbus State University in Columbus, Ga.

**SALLY WALLACE** lectured on "Public Finance and Property Taxation" at a Lincoln Institute of Land Policy-Peking University program in Beijing.

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## PUBLIC ADMINISTRATION & URBAN STUDIES

**CAROL HANSEN** and Constantine Kontoghiorghes (Ph.D. in Human Resource Development '97) presented "Exploring the Association between Effective Change Management and a Set of Antecedent and Consequence Factors" at the Academy of Management's 66th Annual Meeting in Atlanta.

**HARVEY NEWMAN** presented "Regime Politics for Understanding Community Power" to a Clinical Pastoral Education class at the Villages of East Lake in Atlanta.

**ERIC TWOMBLY** presented "Explaining Compensation in Nonprofit Human Service Organizations" at the Academy of Management's 66th Annual Meeting in Atlanta.

**DENNIS YOUNG** presented "How Nonprofit Organizations Manage Risk" to the International Society for Third Sector Research in Bangkok. At the Academy of Management's 66th Annual Meeting in Atlanta he presented "Career and Research Advice for Public and Nonprofit Management," chaired the Nonprofit Organization: Markets & Identity session, organized and chaired the caucus, Social Enterprise, and joined **JOHN THOMAS** on a panel about publication opportunities for young scholars.

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## CENTERS

Georgia Fiscal Economist **KEN HEAGHNEY** (FRC) presented "Demographic Trends – Implications for Georgia's Fiscal Situation" at a State of Georgia conference, and presented "Economic Trends and Georgia's Fiscal Outlook" to the Atlanta Economics Club.

**JORGE MARTINEZ-VAZQUEZ** was keynote speaker at the 4th Symposium on Fiscal Federalism organized by the University of Barcelona and the Government of Catalunya, in Barcelona.

**IN OTHER NEWS**, Elisabeth Zaloznik joined TCL in September as programs and policy director. She joins AYSPPS with a strong background in finance and operations.

Left to right: Elisabeth Zaloznik and Karen Webster Parks



# NEW faculty & staff



Georgia State alumnus **MATHIEU ARP**, who earned a bachelor's degree in French for international business, is the new academic advisor in the Office of

Academic Assistance. Before joining AYSPS, he worked nearly three years in the graduate office of Arts and Sciences at Georgia State.



**H. SPENCER BANZHAF** joined the faculty in the fall as an associate professor of Economics. He earned a Ph.D. at Duke University and was a fellow at

Resources for the Future prior to joining AYSPS. Banzhaf's research focuses on environmental economics, policy analysis and the history of welfare economics. His work has been funded by the National Science Foundation, the Environmental Protection Agency and the Lincoln Institute of Land Policy, and published in the *International Economic Review*, *Journal of Applied Econometrics*, *Journal of Environmental Economics and Management*, *Journal of Urban Economics* and *History of Political Economy*.



**JANELLE KERLIN** is an assistant professor in Public Administration and Urban Studies. She holds an M.S. in social work from Columbia University and a Ph.D. in

political science from the Maxwell School at Syracuse University. She joined AYSPS

from the Center on Nonprofits and Philanthropy at The Urban Institute in Washington, D.C. Her research focuses on politics and policy related to nonprofit development and operation, often from an international perspective. She is editing a book, *Social Enterprise: A Global Comparison*, and leading research on trends in nonprofit commercial activity in the U.S. Kerlin was a Fulbright-Hays Fellow and a research scholar at the Woodrow Wilson International Center for Scholars.



**AMANDA PHILLIPS MARTINEZ**

is a research associate in the Georgia Health Policy Center. She comes to AYSPS from the U.S. Centers for

Disease Control and Prevention, where she worked on a community-based research project examining reproductive behavior. She is a graduate of Guilford College, N.C., and earned her M.P.H. from the University of North Carolina.



**JON RORK** joined the Economics Department this fall as an assistant professor after serving six years on the faculty at Vassar College in New York. His

research interests include interjurisdictional competition and the economics of state gaming, state lotteries and the elderly. His work has been published in the *National Tax Journal*, *Regional Science and Urban Economics* and *Economic Inquiry*.



**STACEY WILLOCKS** has joined GHPC as a research associate with a focus on Community Health Systems Development work. A graduate of Clemson University, Willocks

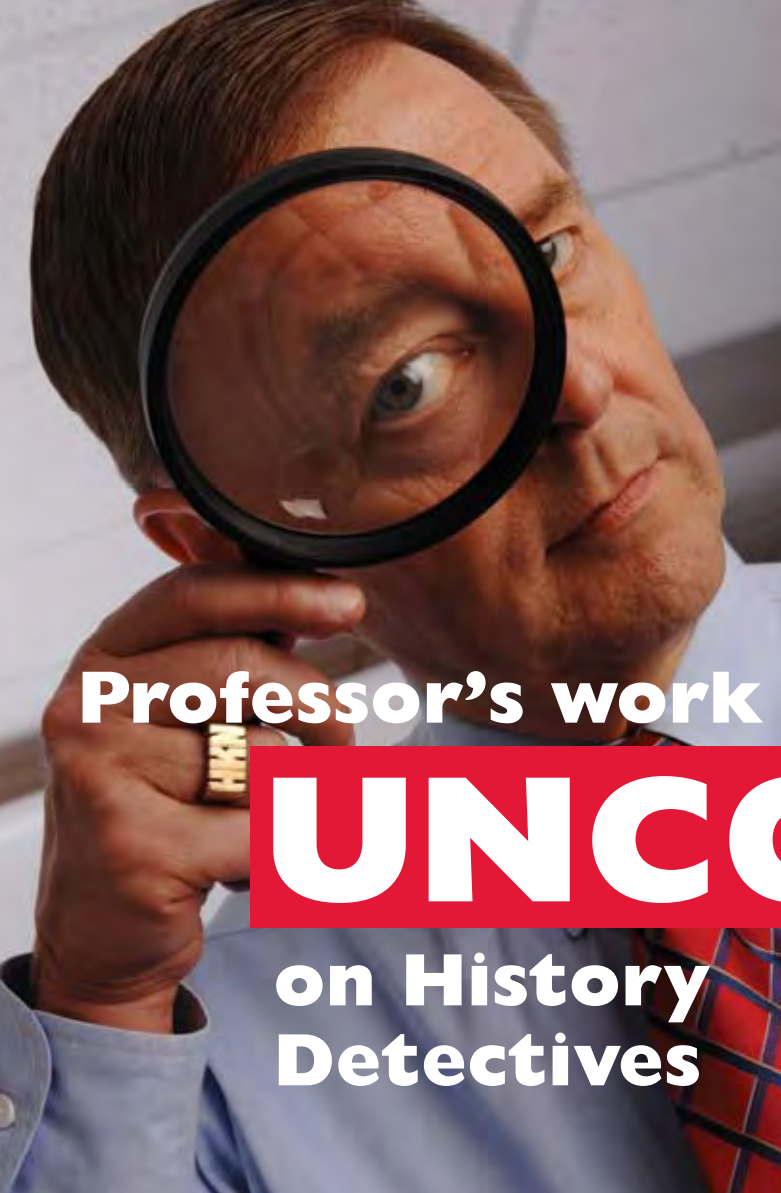
worked in community development and evaluation at ORCMacro before joining AYSPS.

## Former faculty is named Best Finance Minister in Asia



Sri Mulyani Indrawati, finance minister of Indonesia, this fall was named Best Finance Minister in Asia in *Emerging Markets*, the news source of record for multilateral development banks like World Bank and the International Monetary Fund. *Euromoney* magazine, published in Switzerland, also named her Minister of Finance of the Year 2006. Indrawati was chosen for the *Emerging Markets* honor for her country's progress in economic growth, investor trust and investment ratings.

Indrawati joined AYSPS as visiting professor in August 2001 while director of the economics faculty at the University of Indonesia in Jakarta. Here a year, she taught and mentored students in the Indonesian Masters Program, presented at several seminars on campus and co-authored articles and reports with AYSPS faculty. She was appointed Indonesia's Minister of Finance in December 2005.



## Professor's work

# UNCOVERED

## on History Detectives

*An article written for the online New Georgia Encyclopedia landed PAUS Professor Harvey Newman a spot on History Detectives, a popular PBS broadcast.*

"The History Detectives were doing a story about a pin featuring the Liberty Bell, from Philadelphia, that had a connection to the 1895 Cotton States and International Exposition in Atlanta," he says. "I had described in the article what a hit the Liberty Bell was when it arrived in Atlanta for display at the exposition.

"The production company called me months ago to talk about the connection, and I suggested that they shoot an interview in Piedmont Park, where the exposition was held."

Newman was interviewed by "History Detective" Elyse Luray, whose crew transformed his office into a production studio when they were rained out of the park.

Were they successful in cracking their history mystery? Only those who watched the Liberty Bell segment this summer know the answer.

## ON THE GO

**EUNICE HEREDIA-ORTÍZ** (ISP) traveled to Santa Cruz, Bolivia, where she held a meeting with the president and directors of Universidad Privada of Santa Cruz to plan future projects on fiscal decentralization in the country. While there, she led an information session for UPSA students on the graduate programs available at AYSPS.

**RAGAN PETRIE** (Economics) and colleagues spent three weeks in the spring conducting economic experiments aimed at understanding the nature of discrimination in urban Lima, Peru. Results of the project, which was funded by an Inter-American Development Bank grant, were presented at a workshop, Discrimination and Economic Outcomes, held by the bank in Washington, D.C., in June.

The **NONPROFIT STUDIES PROGRAM** sponsored the keynote speech, "Building a Community Foundation and the Evolution of Atlanta's Nonprofit Sector" presented by AYSPS Advisory Board member **ALICIA PHILIPP**, executive director of the Community Foundation for Greater Atlanta, at the Public/Nonprofit Division of the Academy of Management's 66th

Annual Meeting in Atlanta. Dean **ROY BAHL** opened the event and PAUS Professor **DENNIS YOUNG**, who holds the Bernard B. and Eugenia A. Ramsey Chair of Private Enterprise, introduced Philipp.

Georgia State University President **CARL PATTON** has announced a new partnership between AYSPS and the **USERY CENTER FOR THE WORKPLACE** on an initiative to develop



Dean Roy Bahl and W.J. Usery, Jr.

policy on current issues in the American workplace that include changing demographics, immigration, health care and retirement. **W.J. "BILL" USERY, JR.**, former Secretary of Labor under President Gerald Ford, will realign the Usery Center and work with Dean **ROY BAHL** to imple-

ment the initiative. The university is also supporting a new **W.J. USERY CHAIR FOR THE AMERICAN WORKPLACE**, which will lead faculty research addressing these issues.

**NEVBAHAR ERTAS**, Ph.D. in Public Policy, published "Factors associated with stages of cigarette smoking among Turkish youth" in the *European Journal of Public Health*, July 12, 2006.

M.P.A. student **MATTHEW KULINSKI** joined Central Atlanta Progress as an intern in economic development. CAP is a private, nonprofit business association whose members create and maintain a robust economic climate in downtown Atlanta.

**KYOUNGWOON "RICK" LEE**, Ph.D. in Economics, has accepted a position as assistant professor in the Department of Real Estate Economics at Korea Digital University in Seoul.

**MONICA OLIVER**, Ph.D. in Public Policy, joined Ambassador Andrew Young and others as panelists for a symposium entitled "Combating Poverty in the 21st Century: What One

Person Can Do (A Challenge to Today's Youth and Tomorrow's Leaders)" at Heritage High School in Rockdale County in May. In April she traveled on behalf of CARE International to Geneva, Switzerland, to participate in a workshop on developing standards for accountability for nongovernmental organizations.

**EDWARD SENNOGA**, FRC research associate and Ph.D. in Economics, has accepted a position as lecturer of economics for the Faculty of Economics and Management at Makerere University in Kampala, Uganda.

**AMANDA WILSKER**, Ph.D. in Public Policy, presented "Extending CEA: Facilitating the Debate Over Public Outsourcing," co-authored with Robert Eger, assistant professor (PAUS), during a workshop at the Second Transatlantic Dialogue in Leuven, Belgium, in June.



Eric Sarpong, Olga Pavlova, Steven Buigut, Christine Moloi, Amy Park, Eunice Heredia-Ortiz, Guevera Yao, Artidiatun Adji and Raul Ponce-Rodriguez

*Nineteen Ph.D. graduates have made this year's graduating doctoral class the largest in the Andrew Young School's history. Nearly half of these students are female and 40 percent international, from Jamaica, Bolivia, Serbia, Ukraine, India, the Philippines and China. Eight have earned Ph.D.s in Public Policy, the joint degree program with Georgia Tech, and 12 in Economics.*

*"Our faculty has worked hard to build these doctoral programs," says Dean Roy Bahl. "We are all excited to see this great result."*

## AYSPS **TIMELINE** (2004 - 2005)

**2004** – Dual degree, M.Div. with M.S. in Urban Policy Studies, is created with Columbia Theological Seminary and Interdenominational Theological Center

**2004** – Andrew Young School of Policy Studies moves into its new building

**2004** – State places its new fiscal economist, Kenneth Heagheney, in office at FRC

**2004** – Program for Rehabilitation Leadership administers U.S. Department of Education RSA Scholars Program, providing scholarships to students seeking a master's degree in rehabilitative counseling

**2005** – Andrew Young Medal for Capitalism and Social Progress is awarded to former U.S. President Jimmy Carter

**2005** – W.J. Utery Center for the Workplace partners with AYSPS, W.J. "Bill" Utery, former U.S. Secretary of Labor, is named Distinguished Executive Fellow in Labor Policy

**2005** – B.A. in International Economics and Foreign Languages is new joint major with the Department of Modern and Classical Languages

**2005** – ISP conducts training and technical assistance programs in Guyana, Namibia, Timor-Leste, Bangladesh, India, Tanzania, Jamaica and Vietnam; produces a series of country studies for United Nations Development Program in Armenia, Croatia, the Republic of Georgia, Macedonia and Serbia

# The A-Team for students

Sue Fagan, the sole staff member for the Office of Academic Assistance when the new School of Policy Studies opened in 1996, remembers that her office was less than inviting. “We were given a counter looking into the hall, but its metal cover would not open,” she says. “To greet our students, I had to peek around the door.”

She went to work building the office from scratch. “Even though the school brought together existing departments, we had to decide what programs and courses to offer, how to market them, and how to advise students. We had to let students know we were open for business while we were pulling files from boxes and printing our business cards,” she says.

“Our departments and programs were all over campus. We had to learn how to interact with the rest of the university – let them know what we offered. We didn’t have a graduate catalogue, so we made a temporary one,” says Fagan, who admits that first year was stressful. “Our Associate Dean, Paula Stephan, finally pulled me aside and told me that what I had to keep in mind was to have fun.”

Wanda Cooley and Mathieu Arp agree that Stephan’s advice set the direction for their office and the school. “The culture of the Andrew Young School is very exciting and forward-looking,” says Associate Director Cooley. “More than anywhere in the university, this school is a lot of fun.”

## A STUDENT’S BEST RESOURCE

Students are the focus in Academic Assistance. Fagan and her team advise students concerning their degree programs, admit graduate students, schedule all classes, meet with prospective students to promote the program, and generally troubleshoot whenever a student needs academic, or sometimes personal, assistance. Arp, who recently joined the office as an academic advisor, remembers when he was asked by a new Ph.D. student – a semi-professional soccer player from Bolivia – to help find a medical clinic and insurance so he could get his broken foot treated. The student ended up in Arp’s office before seeking treatment because he had not wanted to be late to school.



The A-team says highlights of the last decade would include the school’s move into its new building, major events like the Clinton and Carter visits, every time a student wins the Martin Luther King Torch of Peace Award, and “any time we add a new degree program,” says Fagan. “We continue to develop more interdisciplinary and global degrees and programs, like the new B.A. in International Economics and Modern Languages and the Public Policy undergraduate major, that give undergraduates more opportunities to study policy.

“But the biggest reward is seeing people we admit into the Andrew Young School graduate,” she says. “Many of our undergraduates are the first person in their family to receive a degree. They come into the school and hit the ground running. More than 90 percent of our graduates attend their graduation ceremony, a higher average than the university’s.”

Fagan says her office receives more than 600 applications a year for about 200 openings in graduate school. “We have a larger percentage of graduate students than any other college at Georgia State,” she says.

Academic Assistance has an open door policy, inviting students to visit whenever they need help with a problem. They will get help almost immediately. “We are lucky to work in a college where the upper administration – the Dean’s Office – is very supportive of what we do,” she says. “It allows us to go that extra mile for our students.”

Find more information at <http://aysps.gsu.edu/acassist/index.htm>.

## STUDENT N.E.W.S

The **PUBLIC ADMINISTRATION AND URBAN STUDIES NETWORK** has developed a new website, PAUS Network, that seeks to build and maintain a network of students and professionals interested in public administration and urban studies. To this end, members host activities that educate, inform and connect students with industry professionals by providing networking opportunities, hosting seminars and workshops, and maintaining relationships with professional organizations. **ELNORA KELLY** is the organization’s president. Students are invited to join the PAUS Network online at <http://www2.gsu.edu/pausnetwork>.



Victoria Johnson



Eric Taylor



Yang-Taek Lim



Laurie Bennett



David Weir

**LAURIE J. BENNETT** (M.S. and M.P.A. '86) was named Special Agent in Charge of the Federal Bureau of Investigation's Buffalo (N.Y.) Field Office. A 16-year veteran of the FBI, she has served at FBI Headquarters and in offices in Minneapolis and Portland.

**SUE Q. FULTON** (M.S. in Urban Administration '76) of Morrow, Ga., has published a novel about office politics, *Shake It Off*, available at [www.authorhouse.com](http://www.authorhouse.com). She became a freelance writer after retiring from the City of Atlanta. [sueqfulton@wmconnect.com](mailto:sueqfulton@wmconnect.com)

**HEATHER COBLE** (M.A. in Economics '06) is president and owner of Blue Shift Inc., a consulting business based in Alexandria, Va. In December she completed a project for the treasury area of Capital One, where she was senior project manager.

**NIKKI MCINTYRE FINLAY** (Ph.D. in Economics '98, B.A. '84), assistant professor of Economics at Clayton State University, received a Sasakawa Fellowship to attend the American Association of State Colleges and Universities' National Faculty Development Institute at San Diego State University. She received Clayton State's School of Business Teaching Award for 2005 and has published several articles in the area of instructional development. [NikkiFinlay@clayton.edu](mailto:NikkiFinlay@clayton.edu)

**VICTORIA JOHNSON** (M.P.A. '79) is dean of the School of Business at the new Georgia Gwinnett College. She was associate dean of the Stetson School of Business and Economics at Mercer University. [vjohnson@gcc.usg.edu](mailto:vjohnson@gcc.usg.edu)

**DAVID J. GREEN** (Ph.D. in Economics '98) was named senior vice president and treasurer at BankUnited. He moved to his new position in Coral Gables, Fla., from First Capital Bank in Norcross, Ga.

**ERIC TAYLOR** (M.P.A. '03), former finance director for the City of Avondale Estates, Ga., was appointed assistant city administrator for Smyrna, Ga. [etaylor@ci.smyrna.ga.us](mailto:etaylor@ci.smyrna.ga.us)

**ROSA JUPITER** (M.S. in Urban Policy Studies '06) joined Georgia Power as a research analyst in Community and Economic Development. She served the department as an intern in 2005. [rosajupiter@yahoo.com](mailto:rosajupiter@yahoo.com)

**PAUL RUMLER** (B.A. in Economics and Political Science '01) of Moline, Ill., was recently named director of talent attraction and retention at the Illinois Quad City Chamber of Commerce. A Democratic candidate for the Illinois State Senate in the March 2006 primary election, Rumler received 44 percent of the vote. [prumler@gmail.com](mailto:prumler@gmail.com)

Economist, professor and businessman **YANG-TAEK LIM** (Ph.D. in Economics '78), dean of the Economics and Finance College at Hanyang University, Korea, has been honored with the 14th Award of New Literary Writer by the Association of Baekdusan Literary Writers in Korea. Lim won the award for a series of poems that includes "Prayer on the Top of the Baekdu Mountain." [limyt@hanyang.ac.kr](mailto:limyt@hanyang.ac.kr)

**DAVID WEIR** (M.P.A. '05) was appointed deputy executive director of Georgia's State Road and Tollway Authority in August. Prior to his appointment, Weir served SRTA as a transportation policy analyst through the AYSPS M.P.A. internship program and practiced law 15 years before earning his M.P.A. [dweir@georgiatolls.com](mailto:dweir@georgiatolls.com)



**SHELBY LITTLE** (M.S. in Urban Policy Studies '06) and **POOJA KUMARHIA** (B.S. in Economics '06) now work in the Georgia Department of Economic Development. Little is an associate project manager on the Entrepreneurial/Small Business

team. Kumarhia, after an internship in GDECD's International Trade area, joined the Recruitment and Existing Industry team as a statewide associate project manager. Little was a student assistant on the latest GDOT project for Professor Ted Poister. [slittle@georgia.org](mailto:slittle@georgia.org), [pkumarhia@georgia.org](mailto:pkumarhia@georgia.org)



# Alumnus heads Indonesian trade program in U.S.

*In the three years Dody Edward was deputy director for planning and program affairs for the Ministry of Trade of the Republic of Indonesia, his country's imports to the United States grew 14 percent, registering \$12.3 billion the first 11 months of 2006, according to the Census.*

Edward, who graduated in 2002 from the Indonesian Masters Program with an M.A. in Economics, was promoted to direct the Indonesian Trade Promotion Center in Los Angeles in December, which puts him in charge of increasing this activity. ITPC is a nonprofit government organization supervised by Indonesia's National Agency for Export Development. Edward now leads one of six such offices strategically located in major cities around the world. (See [www.itpcla.org](http://www.itpcla.org).)



*Edward gives the orientation for new government hires at the Indonesian Ministry of Trade last year.*

"Both NAFED and ITPC are part of the global trade network supervised by the Indonesian Ministry of Trade," says Edward. "Their goal is to enhance the export of Indonesian products in the face of rapid growth of the global economy, especially in this liberalization era and tight competitive atmosphere."

"ITPC is expected to bridge and connect potential trade between the U.S. and Indo-

nesia," he says. The agency's mission is to boost the Indonesian non-oil and gas export development with goals that include market penetration, information dissemination, trade inquiry services, expanding business contacts between Indonesian exporters and U.S. importers, and active participation in various trade exhibitions in the U.S. market.

Edward feels his M.A. provides an advantage that has helped boost his career. "People who have graduated with a master's degree in the United States tend to have distinguished points of view, especially myself as a graduate from the program at the Andrew Young School," he says. "I see things broader than ever before, and feel that I have very strong skills in public policy. This education brought me a whole new level of perspective. It has made me be where I am today."

## Alumna joins international consulting firm



**MARCELA SZYMANSKI** (M.A. in Economics '00), noted for her expertise in

media and political advocacy, in September joined Kreab. She is based at Kreab's Brussels office, the group's European Union public affairs hub.

Szymanski, a former CNN en Español correspondent, went to Kreab after four years at APCO Europe. She has worked with clients as diverse as the Ministry of Foreign Affairs of Greece, the Carter Center, the World Customs Organization and several major energy companies. "I am currently advising a couple of challenging government clients," wrote Szymanski in an October e-mail to Dean Roy Bahl, "among them Georgia again, but of the South Caucasian type." She wrote that she does a sort of "private diplomacy" with her clients, representing many of them with a "clear, limited mandate" towards the EU bodies.

**Send us your news online!**

*Change jobs? Win an award? Publish? AYSPS "Alumni Updates" wants to hear from you. Email [ays@gsu.edu](mailto:ays@gsu.edu) or visit your alumni page at <http://aysps.gsu.edu/alumni> to get the latest on former classmates and send us your news online.*

## AYSPS TIMELINE (2006 - 2007)

**2006** – Alumnus Rick Anderson endows scholarship for city of Atlanta employees

**2006** – James C. Cox fills Noah Langdale Jr. Eminent Scholar Chair; heads growing Experimental Economics program and attracts more than \$1 million in funding for new projects

**2007** – AYSPS enrollment averages 4,024 "seats" for fall and spring semesters



Andrew Young School faculty are expert in:

## ECONOMIC DEVELOPMENT

Economics of Science  
Immigrant Scientists  
Innovation and Geography  
Regional Economic Development  
Tourism  
University Scientists, Role of  
Urban Sprawl

## ECONOMICS

Antitrust  
Arts/Entertainment Industry/  
Cultural, Economics of  
Bargaining  
Charitable Fundraising,  
Economics of  
Cost-benefit Analysis  
Decision Theory  
Developing Countries,  
Economics of  
Game Theory  
Econometrics  
Economic Education  
Economic Growth  
and Development  
Economic Pedagogy  
Education, Economics of  
Electronic Commerce  
Environmental Economics  
Experimental Economics  
Health Care, Economics of  
History of Economic Thought  
Housing, Economics of  
Individual and Collective  
Choice Theory  
International Trade  
Labor, Economics of  
Macroeconomics  
Managerial Economics

Mathematical Economics  
Microeconomics  
Monetary and Banking Theory  
and Policy  
Natural Resources, Economics of  
Public Economics  
Science, Economics of  
Statistics  
Transportation, Economics of  
Urban/Regional Economics  
Welfare Economics

## EDUCATION POLICY

Accountability  
Education, Economics of  
Education Finance  
Performance Measurement  
Policy, Education  
Property Taxes  
Reform Efforts  
School Choice  
Teachers, Employment of  
Gay/Lesbian  
Vouchers

## EMPLOYMENT/LABOR/ HUMAN RESOURCES

Career Development  
Career Patterns, Federal Employees  
Career Patterns, Scientists  
Compensation and Benefits  
Disability Policy and Procedures  
Diversity, Managing Workforce  
Employee Advancement,  
Gender and Race Differences  
Employee Involvement  
Employee Turnover,  
Gender and Race Differences



Employment,  
of Low Skilled Workers  
Ethnographic Research Design  
and Methods  
Gay/Lesbian Employees, Federal/  
State Policies Toward  
Government/Public Organizations,  
Human Resources Management  
and Policy in  
Human Resources Management  
Immigrant Scientists  
Industrial Organization  
Industrial Relations  
Job Access  
Labor, Economics of  
Labor Strikes  
Labor Supply  
Labor Unions  
Leadership  
Low-skill Workers, Employment of  
Managerial Economics  
Manpower Policies and  
Union Behavior  
Motivation  
Occupations, Gender  
and Race Differences  
Organizational Behavior  
Organizational Change and Culture  
Organizational Decision-making  
Organizational Training and  
Development Analysis  
Performance Ratings, Gender  
and Race Differences  
Performance Measures  
Race Discrimination  
Salaries, Gender and  
Race Differences

Strategic Management  
Wage Determination  
Welfare Economics  
Workforce Governance  
Workplace Violence

## ENVIRONMENTAL POLICY

Air Quality  
Brownfields, Economic Impact of  
Conservation, Land  
Protection Costs  
Energy Policy  
Environmental Economics  
Environmental Policy  
Environmental Quality  
Environmental Regulations, Cost of  
Environmental Valuation  
Hazardous Waste/  
Materials Management  
International, Domestic  
Environmental Policy  
Natural Resources  
Management/Economics  
Water Resource Management

## HEALTH CARE POLICY

Aging, Health Care for the  
AIDS/HIV, Economics of  
Health Care, Children's  
Health Care, Economics of  
Health Care, End-of-life  
Health Care, Finance  
Health Care, Long-term  
Health Care, Markets  
Health Care, Rural  
Health Insurance,  
Market Reforms in



Health Services, Evaluation of  
Medicaid, Public Opinion on  
Medicaid, Reform  
Public Health  
Purchasing Cooperatives

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## INTERNATIONAL TRADE/DEVELOPMENT

Cultural Goods Trade  
Developing Countries,  
Economics of  
Developing Countries, Tax Policy in  
Exchange Rates  
Financial Crises, International  
Fiscal Decentralization  
Fiscal Reform  
Geography and Innovation  
Immigrant Scientists  
International Finance  
International Trade  
Latin American Development  
Market Competition  
Sub-Saharan African  
Economic Development  
Terrorism  
Transitional Economies

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## PUBLIC ADMINISTRATION/ GOVERNMENT AND NONPROFITS

Budgeting and Policy Development,  
relationship between  
Citizen Response to Policy  
Disaster/Emergency Management,  
Natural Disasters  
Disaster/Emergency Management,  
Technological Disasters  
Disaster/Emergency  
Management, Terrorism  
Ethics, Administrative  
Federal Civil Service,  
Career Patterns in  
Gay/Lesbian Employees, Federal/  
State Policies Toward  
Human Resources  
Management/Policy  
Leadership  
Local Government Management  
Management-by-Objectives  
Nonprofit Organizations  
Nonprofit Organizations,  
International

Nonprofit and Government,  
Relationships Between  
Performance  
Measurement/Evaluation  
Politics, American Political  
Thought/Administration  
Program/Policy Evaluation  
Public Administration  
Public Involvement Processes  
Public Policy Analysis  
Social Enterprise  
Strategic Planning  
Total Quality Management

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## PUBLIC FINANCE

Corruption in Public Finance  
Developing Countries,  
Economics of  
Developing Countries,  
Public Finance in  
Developing Countries, Tax Policy in  
Financial Institutions, Markets  
and Regulation  
Fiscal Competition  
Fiscal Decentralization  
Fiscal Management, Budgeting  
Fiscal Reform  
Fiscal Relations, Intergovernmental  
Government Finance/Budgeting,  
State and Local  
Public Economics  
Public Financial Management

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## PUBLIC OPINION

Evaluation Methods  
Gay Rights, Public Opinion on  
Medicaid, Public Opinion on  
Polling and Surveys  
Public Involvement Processes  
Public and Private Services,  
Public Opinion on  
Statistics

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## SOCIAL POLICY

Arts/Entertainment  
Industry Economics  
Arts Funding/Policy  
Charitable Fundraising  
Crime, Effects of  
Crime, Transit-related  
Gay Rights, Public Opinion on  
Nonprofit Policy and Impact



Poverty, Urban  
Racial Discrimination  
Rural Community Development  
Welfare Economics

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## TAX POLICY

Developing Countries, Tax Policy in  
Income Taxes, Corporate  
Income Taxes, Local  
Marriage Tax  
Property Taxes  
Sales Taxes  
Tax Amnesties  
Tax Bases, Effects of Demographic  
Changes on  
Tax Burden Analysis  
Tax Compliance  
Tax and Expenditure Limitations

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## TRANSPORTATION POLICY

Transit-related Crime  
Transportation Economics  
Transportation Finance  
Transportation Planning

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## URBAN POLICY/CITIES

Crime, Effects of Crime,  
Transit-related  
Employment of Low-skill Workers  
Enterprise Zones  
GIS  
Homelessness  
Housing, Economics of  
Job Access  
Poverty  
Racial Discrimination  
Transportation Economics



Tax Evasion  
Tax and Fiscal Competition  
Tax Incidence and  
Exportability, Local  
Tax Policy  
Tax Reforms, Taxpayer Responses to  
Tax Revenue Forecasting  
Taxation, Distributional Effects of

Urban Economics  
Urban Governance  
Urban History  
Urban Inequality  
Urban Planning  
Urban Politics  
Urban Sprawl  
Welfare Economics

## LEAVING A LEGACY

continued from page 7



and each then sends new students to the Andrew Young School.

Summer training programs, the Indonesian Masters Program, the Mandela Fellows and other programs continue to produce graduates who improve the world via the policies and practices they are taught at AYSPS. "It's in these countries' best interests to have thoughtful, well-educated people running their regions," says Bahl.

"Dean Bahl is creating a future filled with young leaders who are educated in policy, analysis and implementation," says Rosser.

### EARLY NATIONAL ACCLAIM

When asked to name the highlights of the last 11 years, Bahl replies, "I would start with how we created the college, how quickly it happened. We developed a thought piece with the provost, he asked me if I was ready to be a dean, I said 'yes,' and we opened within three months. Since that beginning, Provost Ron Henry has never wavered in his support.

"Second is naming our school for Andrew Young. It was my first big idea, and the right thing to do," he says. "The opening of the new building was critical as it brought almost all departments, programs and centers under one roof, as was the school's rapid rise against most other policy schools in the *U.S. News & World Report's* Best Colleges rankings.

"We sought to serve the state with our policy research, and we were successful. We became the 'place of choice' in Georgia for work in tax policy, health policy and the environment."

ROY BAHL

"Two events announced that we had arrived as a policy school," says Bahl, "the *U.S. News* rankings and visits by former presidents Bill Clinton and Jimmy Carter." AYSPS has become a frequent stop for visiting heads of state.

"Third, we sought to serve the state with our policy research, and we were successful," he says. "We became the 'place of choice' in Georgia for work in tax policy, health policy and the environment."

Bahl thinks the future looks very bright for AYSPS. Its major academic centers and programs, like the Fiscal Research Center, International Studies Program, the Georgia Health Policy Center and the environmental program, and new emphasis and expert faculty in the experimental lab and nonprofit studies, will help the policy school maintain its high standing.

### ENTREPRENEURIAL MODEL SUCCEEDS

"Roy has elevated the practice of policy worldwide through his work at the school," says Andrew Young. "Our strengths as an institution are our centers of excellence and our faculty, researchers and students who appreciate and nurture a unique entrepreneurial model of policy education. Roy has given policy a new momentum."

"I think this school has surprised many," says Mescon, "but not me. I had high expectations for the Andrew Young School of Policy Studies, and each one has been exceeded."

### Alm to serve as dean



Professor James Alm, chair of the Department of Economics, will become dean of AYSPS effective July 1. Georgia State Provost Ron Henry noted that with his agreement to serve, Alm becomes the school's second dean.

"Roy Bahl is a very, very difficult act to follow as dean. The Andrew Young School of Policy Studies exists because of his efforts and his drive and his vision of what a policy school should be," says Alm. "I hope to work with the great people in the school and beyond to continue the work that Roy has started."

## YOUNG INTERVIEW

continued from page 9

"Our students are in the second category," he says.

### AT HOME IN GEORGIA

Young notes that the school and its graduates are making significant contributions in Georgia, as well.

"Let's take one of the most significant changes in America: the targeting of lottery funds exclusively for preschool and higher education. I don't think there's another state in the union that gives any student with a B average a free education at any public university or college within the state. The development of the HOPE scholarship was an outgrowth of research and discussions around our policy school," he says, "as was the research and discussion around PeachCare, Georgia's healthcare program for uninsured children, the creation of the Georgia Water Resources and Planning Commission, and many other important policies and programs."

Young feels that a greater number of the state's and region's future leaders will graduate from Georgia State. "Talent will not be denied," he says.

### THE YOUNG FELLOWSHIPS

The decision to create named graduate fellowships was easy, says Young. "My parents and grandparents were educated by missionaries, and they always taught us that the blessings we had been given had to be passed on to future generations. After I was able to educate my four children, it seemed logical that Carolyn and I help to develop some of the young talent that is just in need of an opportunity to help transform the world."

Education is Carolyn's passion. "When I come to the school, I see young people who are loving what they do. You have to love what you do to be good at it," she says. "Our students are smart, talented, the brightest. When they go back to their cities and countries and get involved with policy changes and leadership, they are going to do a fantastic job."



"I think the role of our school is to change the world and make it a more efficient and equitable, peaceful and prosperous place."

ANDREW YOUNG

### NAMING THE SCHOOL

Despite his normally generous nature, it was a tough sell to get Young to agree to use his name on the new policy school. After nearly a decade, he reveals why.

"I was reluctant, frankly, to have the school named after me. Normally, when you name a school after somebody, it means they're able to give a large endowment. Since I've been in public life, I have never accumulated any money," he says.

"But I'm coming to realize that a wealth of reputation and vision and courage have accumulated through my involvement with Martin Luther King, Jr., and Jimmy Carter, as mayor of Atlanta and

now with GoodWorks. Now that reputation is as valuable, if not more valuable, than actual cash in the bank.

"So the challenge is, how can we formalize this legacy so it can be sustained long after I'm gone? What I think we've got to do is find a way to feed public recognition of me into the school," he says.

### EVALUATING THE FIRST DECADE

Young feels the purpose of AYSPS goes back to an idea he learned from Martin Luther King, Jr., whose Jericho Road<sup>1</sup> quote he often paraphrases:

*"I admire the Good Samaritan, but I don't want to spend my life helping people after they've been beaten up and robbed. I think we've got to change the Jericho Road, so that people have jobs and housing and police and electricity, justice and the possibility of prosperity."*

"I think the school is doing a fabulous job at this," he says. "I am just in awe of the work being done by the dean and the administration, the faculty and the students. And I hear only good news from people around the state and the world about our graduates.

"Almost anywhere in the world, someone is likely to come up to me and say, 'I was a student at your public policy school,' and I say, 'You mean, at Georgia State University's public policy school.'"

Carolyn agrees that the strength behind the school is its leadership. "Roy Bahl is an excellent leader who has taken the school to another level. The faculty and researchers here are extremely knowledgeable on a wealth of topics. In the near future, the Andrew Young School will move level with the Maxwell School at Syracuse and JFK School at Harvard. I think it's a wonderful thing."

1. Martin Luther King, Jr. "Beyond Vietnam — A Time to Break Silence," delivered 4 April 1967 at a meeting of Clergy and Laity Concerned at Riverside Church, NYC. Retrieved at [www.americanrhetoric.com](http://www.americanrhetoric.com) on 3-37-07.

# THE Briefing

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