





# A solid foundation guarantees an exciting future

We believe that the Andrew Young School of Policy Studies is the most exciting policy school in the country. We are confident our students and graduates around the country and the world would confirm this belief.

As many of you know, the AYS is a new policy school founded 11 years ago with Dean Roy Bahl at the helm. An academic entrepreneur at heart and in practice, Roy built a team of expert faculty and gifted, dedicated advisors who have broadened the scope and impact of the school beyond Atlanta and Georgia. Their work – often hand-in-hand with AYS graduate students – is felt well outside the traditional ivy tower policy arena. We are thrilled that Roy will continue to inform policy and advance the mission of the AYS as a Regents' Professor, well beyond his tenure as dean.

From the beginning, our faculty, students, alumni and supporters have believed that good policy is delivered by the private sector as well as the public and the nonprofit sectors. We press our students to understand the market economy and government and nonprofit organizations, which is why we chose to house the departments of Economics and Public Administration and Urban Studies in the school. Five research units and three centers in the areas of fiscal research, health care, international studies, experimental economics, civic leadership, nonprofit

studies, and public performance and management keep the school focused on combining high quality research with policy outreach.

Excellence in teaching is another vital element fostered at the Andrew Young School. Each year we teach more than 8,000 undergraduates and 2,300 graduate students. In the last year we have had 719 majors in Economics and PAUS and 345 masters and doctoral students in our various programs. Our faculty members work all over the world and bring their discoveries back to the classroom. Our culturally and globally diverse graduates choose leadership careers in the private, public and nonprofit sectors – many returning to their home countries with an understanding of Georgia and the U.S. that will inform policy abroad. Their energy enriches business, government and a variety of organizations – benefiting all.

We use *The Briefing* to advance the successes of our policy research, our teaching and our outreach activities, in order to keep our alumni, students, faculty and friends informed of what we are doing here. If the test of the market for a college like ours is to advance scholarship, raise external funds, have an impact on policy and provide a training ground for tomorrow's leaders, then we are doing pretty well. In fact, I think we are doing great!

**James Alm**  
Dean

The Office of the Dean publishes *The Briefing* three times a year for alumni, friends, faculty and staff of the Andrew Young School of Policy Studies, Georgia State University, P.O. Box 3992, Atlanta, GA 30302-3992.

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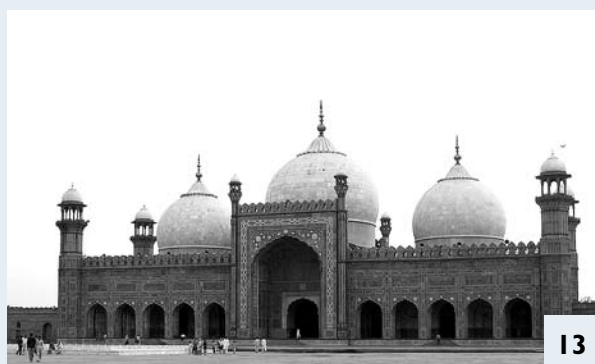
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# Former Georgia legislator leads

## PAUS program development

Jim Martin, a Georgia state legislator from 1983 to 2001 and former Commissioner of the Georgia Department of Human Resources, has joined the Andrew Young School's Department of Public Administration and Urban Studies as its first director of MPA program development. He started this summer.

"Good government and professional education go hand-in-hand," says professor and PAUS Chair Greg Streib. "Martin is very excited about our M.P.A. degree, public leadership and good government. He is uniquely qualified to promote the fact that our program provides the best professional education in this area, and that it meets needs unique to government and nonprofit executives, managers and staff. This is a fantastic opportunity for us."

Martin earned an M.B.A. at Georgia State and B.A., J.D. and LL.M. degrees at the University of Georgia. He was an officer in the U.S. Army, stationed in Vietnam, and has served as staff counsel for the Georgia General Assembly, Atlanta Legal Aid and Georgia Legal Services, and the Georgia Public Defender Standards Council. He was engaged in the private practice of law for 25 years and ran for Lieutenant Governor in the 2006 election.

"It is a privilege to join the outstanding faculty, staff and students at the Andrew Young School," Martin says. "The MPA program and the School have a great reputation and a bright future."

The new position functions much like business development does in the private sector: Martin is working with PAUS faculty and staff to expand and improve the quality both of the program and of the applicant pool; to increase enrollment of highly qualified students; to build public-sector awareness of the high quality of Georgia State's MPA alumni and PAUS faculty; and to increase national recognition of the quality of the School's M.P.A. degree.

Martin says he plans to work with the faculty, students and staff to develop and execute a strategic marketing plan based on the strengths of the MPA program to continue its leadership position in the fields of public administration and public policy. "Because of the important role that M.P.A. degree programs play in nationally ranked public affairs schools, particularly ours, I see our efforts as complementing the excellent work of the Department of Economics and the research centers at the Andrew Young School," he says.

## ISP provides training to improve Guatemala budgeting

June found Professor Katherine Willoughby (PAUS/ISP) and graduate student Juan Luis Gomez (Ph.D. in Public Policy) onsite in Peten, Guatemala, to conduct a four-day training workshop, Performance-based Budgeting. The training was round two of a program they had begun a year earlier in Guatemala City.

“We started working with agencies in Guatemala’s national government last year,” says Willoughby. “This year we moved our training down to the local level.” About 50 participants represented 22 municipalities and several central government agencies, including the Ministry of Finance and the Auditor General.

The program, a collaborative effort of the AYS’s International Studies Program and the World Bank, supports Guatemala’s efforts to develop performance measurement and evaluation initiatives in its local governments. Last year’s training helped the country advance a results-oriented budgeting system.

Willoughby and her team provided a combination of lectures and exercises that gave training participants a hands-on introduction to performance measurement and results-based budgeting. “We looked at both developing and developed countries – at what’s going on around the world and what’s going on in the U.S. – to give them a lot of examples,” she says.

“They liked our work last year, and brought us back when they wanted to infuse all of their governments with support in the area of performance measurement. They were happy with what we did and have proposed continued collaboration to reach the rest of their 300-plus local governments,” says Willoughby. Additional workshops for elected mayors and public officials are scheduled.



## LAURY LEADS ECONOMICS DEPARTMENT

Susan Laury, associate professor of Economics, was appointed to succeed James Alm as Chair of the Department of Economics effective July 1, when Alm began his service as Dean of the Andrew Young School.

“Susan will be an excellent chair,” says Alm. “She has given careful thought to the position, has many good ideas, and has demonstrated a strong and increasing commitment to the Department and the School.”

“This is an exciting time to be chair, and I’m looking forward to the job,” says Laury.

## Jamaican leader receives the AY Medal

Former Jamaican Prime Minister Percival Noel James “P.J.” Patterson was presented the Andrew Young Medal for Capitalism and Social Progress during Andrew Young’s 75th birthday celebration in Atlanta in May. The medal recognizes individuals who have made a special contribution to the development of dynamic and robust free economies based on socially responsible capitalism.

During the presentation, Advisory Board Chair Paul Rosser read a citation in which Patterson was recognized for “his leadership in the transformation of Jamaica, balancing social policy with economic development, for his focus on creating a Caribbean Community that empowered Jamaica and the other countries of the Commonwealth to compete in the global economy, and for his consistent influence in the international community as a champion for the less fortunate.”

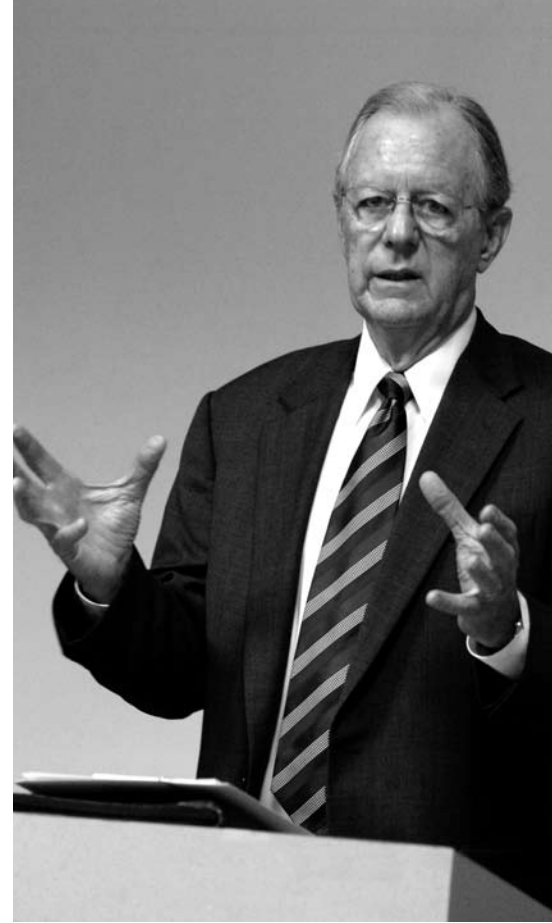
The citation commends Patterson for his commitment to social development, investment in human and physical infrastructure, and his role in advancing free trade and the development of related agreements, all while guiding Jamaica through some “extraordinarily difficult times.”

Earlier recipients of the Andrew Young Medal include former U.S. presidents Jimmy Carter and Bill Clinton.

# FORMER GEORGIA GOVERNOR SHARES INSIGHTS

## IN PAUS CLASSES

Ask Professor John Clayton Thomas what he thinks about leadership and he sounds like the late Vince Lombardi, the great football coach. “Leaders are made, not born,” he says.



In his undergraduate class, Leadership, Citizenship and Public Ethics, Thomas helps his students explore the responsibility of America's elected officials and citizens in addressing public issues. He invites highly regarded public officials – in office and retired – to visit the class and share personal stories that illustrate key principles of leadership.

Joe Frank Harris, who served as Georgia's governor from 1983 to 1991, is a perennial favorite in both this class and Thomas' graduate-level class, Leadership and Organizational Behavior. Harris, too, believes leaders are made. “My feeling is that you are not exactly a born leader, but you are born with the ability to be a leader. You've got to grow and develop it,” says Harris. “You can learn an awful lot by watching others who are successful and analyzing what they do.”

“When Harris talks about ‘character,’” says Thomas, “you listen to him and think, ‘this is someone I can believe and trust.’ He is candid about his beliefs and up front with our students. He's a great role model as well as a good listener; a trait not often associated with politicians.”

A Democrat, Harris is remembered for bringing a “conservative, businesslike approach to the governor's office,” according to the *New Georgia Encyclopedia*. A businessman from Cartersville, in 1964 he was persuaded to run for – and won – a seat in the Georgia House of Representatives. He served nine consecutive terms and in 1974 was named chair of the House Appropriations Committee. Just recently, he ended a seven-

year term on the Board of Regents. Statewide education reform is considered one of his greatest public achievements.

Shortly after he left the governor's office, Harris was named the first Distinguished Executive Fellow at Georgia State. He has addressed leadership and ethics in Thomas' class since 1993. "Our students are very impressed," says Thomas. "He talks about how his ethics are grounded in his faith. For example, he says that when he was asked to run for the statehouse, he and his wife, Elizabeth, had been trying to figure out their calling. They prayed, and he ran. He never lost an election."

Students frequently cite Harris when writing about their own leadership styles. Typical student comments include:

*"This calls to mind the honorable former Gov. Joe Frank Harris' essentials of leadership: 'A leader delegates authority, but never surrenders the power.'"*

*"Former Georgia Gov. Joe Frank Harris ... spoke of value-based decision making and foundations. Having widely agreed upon and genuine values will earn respect of subordinates even if they don't agree with you."*

*"Governor Harris made an important point that leaders must be willing to be the first to arrive and the last to leave."*

"I've always attempted to promote good ethical principles in life, politics and business," says Harris. "I am glad to impart my experience and the benefit of doing what's right, being honest and telling the truth. The main thing I try to get across is that we're all human. We're going to make mistakes. When you make a mistake, people are forgiving if you admit you made it, ask forgiveness and then move on."

Harris says he enjoys the class. "I've enjoyed the opportunity to work with Dr. Thomas. The work he does is an inspiration to me," he says. "It's great to have had this working relationship for so long."



## The AYS attracts distinguished visitors



Caroline Price, Vice Consul in Munich for the U.S. Department of State, visited the AYS in April to discuss careers within the U.S. foreign services.

A resident of Peachtree City, Georgia, for nearly 20 years, Price held positions in private industry and local government before joining the State Department in 2003.



A distinguished member of the German Parliament, Harald Leibrecht visited the AYS in February to discuss Germany's leadership role

in the European Union and whether the region will meet expectations in the resolution of major international conflicts. Leibrecht is active in the United Nations and European Union.



Mayor Shirley Franklin, Atlanta's popular first female mayor and the first African-American woman to serve as mayor of a major southern

city, headlined the PAUS Spring Leadership Speaker Series in March. A standing-room-only crowd listened to her speak on the theme, "Policy Leadership: Making Things Happen."

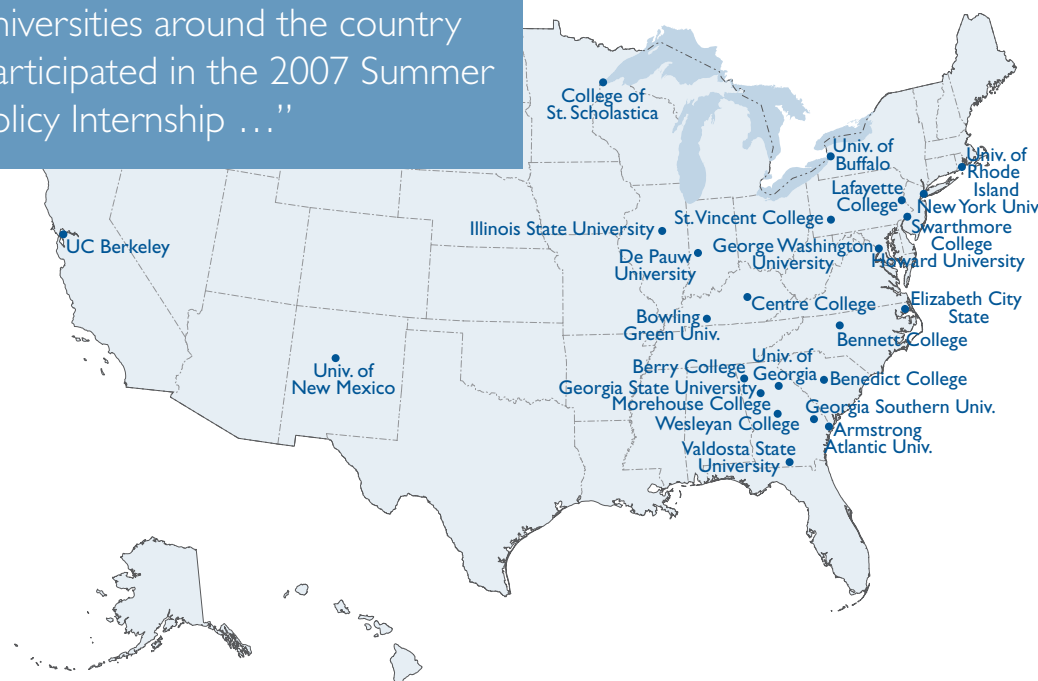
# Research internships encourage

## future Ph.D.s

"I loved that I was given so much support by so many great people. I love the people that I met (like other interns, grad students and Ph.D.s). I loved that people believed in my abilities. I love that I learned such a wide variety of skills. I love that I learned that I could do this." Such reads one of many positive exit interviews from participants in a Department of Economics internship program at the close of its sixth year at the AYS.

Rising seniors from colleges and universities around the country participated in the 2007 Summer Policy Internship on campus for seven weeks in May and June. Interns worked with faculty mentors on policy research projects within the School's programs and centers.

"Rising seniors from colleges and universities around the country participated in the 2007 Summer Policy Internship ..."



Neven Valev, associate professor in Economics, has supervised the program,

Research Experience for Undergraduates, since 2002. "Our short-term objective is to provide undergraduate students opportunities to participate in policy research," says Valev. "However, we also hope to attract more qualified, interested students – particularly women and minority

students who are traditionally under-represented in the social sciences – to attend quality Ph.D. programs in economics, public policy and other related disciplines." Funded in its earliest years by the AYS, the program has been supported by the National Science Foundation since 2002. The NSF recently renewed its funding for another three years.

"This internship gives students confidence that they can pursue graduate school and succeed," says Valev. "Our interns have moved to top graduate



The 2007 Summer Interns. Back row, left to right: Emily Lappin, Gregory Taylor, Mevan Jayasinghe, Michael Santas, Jared Sampson, Mary Kenyatta (AYS) and Neven Valev (AYS). Front row, left to right: Jessica Van Parys, Katherine Smith, Lina Drada, Pragna Halder and Rebecca Sustersic.

# ISP TRAINS USAID OFFICIALS

programs at Minnesota, Harvard, Yale and many others. This is possible, in no small part, because of the dedication of our faculty mentors who have stepped up to the plate every year for almost a decade. I have never had to ask twice for volunteers. That says a lot about our school."

Research projects this year addressed topics in fiscal decentralization, child health care, public attitudes on creationism in school curricula, corruption and the shadow economy, and education policy. The interns also developed a Web site on Hispanic immigration in Georgia.

What did the interns think about their summer at the AYS? Their feelings are best conveyed in a sampling of anonymous exit evaluations on the program:

*"This internship was an incredible opportunity not only academically but also in so many other ways ... I have no doubt this internship has shaped who I am and who I will become."*

*"This program is a unique experience where every intern is a graduate student for seven weeks. [It] tests your self-discipline and internal motivation to complete work. ... I would recommend the program to everyone I know."*

*"I love that environment in this program. Everyone was very interested in talking to you about everything! ... our mentors did not undervalue our potential."*

To learn more about the AYS Undergraduate Summer Policy Internships, visit <http://aysps.gsu.edu/intern>.

The International Studies Program developed and delivered its fourth annual training program, Fiscal Policy and Management, specifically for officials at the U.S. Agency for International Development. A significant element of USAID's broader Fiscal Reform Project, the week-long customized course exposed USAID officials to principles and recent trends in fiscal policy reform, public expenditure management, tax policy design, tax administration and fiscal decentralization.

Presenters this year included Dean James Alm, Regents Professor Roy Bahl, Professor and ISP Director Jorge Martinez-Vazquez and Wayne Thirsk, research professor.

Additional distinguished guests made presentations: William F. Fox, the William

B. Stokely Distinguished Professor of Business and Director of the Center for Business and Economic Research at the University of Tennessee; Mark Gallagher, chief of party of the USAID-funded Fiscal Reform II Project; George Guess, director of research at the Open Society Institute's Local Government and Public Service Reform Initiative; Malcolm Lane, professor and head of the Department of Computer Science at James Madison University; Jeffrey Rozwadowski, a taxpayer services expert who consults with the U.S. Treasury Department and private firms; and procurement expert Jose Luis Syquia of the Syquia Pascual-Lopez and Santos Law Offices.

USAID has contracted with the AYS to conduct another session in 2008. More information is available at <http://isp-aysps.gsu.edu/training/>.



USAID training participants.\* Standing, left to right: Shereen Bhan (GSU), Carlos Solis, Brian Dusza, Gregory Olson, Stephen Morin, Eduard Mkrtchyan, Winston Harlequin, Samir Dizdar, Mark Gallagher (DAI, Inc.), Randolph Flay, George Guess (OSI), Todd Hamner, David Dod, Paul Benson (GSU), Hiram Seraphin (GSU), Jorge Martinez-Vazquez (GSU). Sitting, left to right: Dzenana Fazlic, Aazar Bhandara, Robert Layng, Farid Bakkshiyev, Ruba Jaradat, Dzelila Sahinagic, Paul Richardson, Terence Miller

\* Those not identified are USAID.

## International Studies in Macedonia

Professor Jorge Martinez-Vazquez, director of the International Studies Program, and Research Associate Andrey Timofeev recently conducted a two-week Fiscal Decentralization Assessment Mission in Macedonia commissioned by the United Nations Development Programme. Their purpose was to assess and provide an overview of the country's progress and problems with its current program.



Right: Maria Luisa Silva of UNDP Macedonia and Jorge Martinez-Vazquez

## Atlanta's prospects improved since 1996

*A dozen years ago, national and international news organizations were busy examining Atlanta under a microscope as the metro area prepared to host the 1996 Summer Olympics.*

"Is Atlanta the Next Detroit?" read a local headline in a story that implied the City of Atlanta exhibited economic and social decline.



Last February, a conference sponsored by the Dan E. Sweat Chair in Education and Community Policy, The City of Atlanta: Recent Trends and Future, repudiated that question and answered new ones. What happened in the past decade to the city of Atlanta? What will the next decade have in store?

Nearly 80 visitors, including academic colleagues from local universities, senior staff of government agencies, and interested parties from community and environmental organizations, listened to presentations on Atlanta's economy, infrastructure and workforce. Presenters from Georgia State, Morehouse and Georgia Tech also addressed the region's changing profile by race, class and ethnicity, and the challenges and benefits of gentrification and revitalization.

"The city of Atlanta is showing some dramatic changes in its growth patterns in the fastest-growing region in the nation," says Tom Weyandt, comprehensive planning director for the Atlanta Regional Commission. "The conference was a great step to highlight the nature and implications of the changes we face. It also demonstrated the important role the School of Policy Studies plays in the community."

"I think it had been over 30 years since anyone had presented an in-depth look at the dynamics of the city of Atlanta across a broad and multi-faceted perspective. This conference was an attempt to address that gap," says Professor David Sjoquist, director of Domestic Programs and the Fiscal Research Center, and the Dan E. Sweat Distinguished Chair in Educational and Community Policy. "Our attendees found the papers very informative and useful."

The papers, available now at <http://frc.gsu.edu/atlantatrends> conference/, will be made into a book. Information about the Dan E. Sweat Chair, including applications for a dissertation fellowship, is available at <http://aysps.gsu.edu/frc/dansweat.html>.

# PPM's Balanced



*Kevin Grant, Balanced Scorecard Institute, and Maxine Kwofie, PPM*

Public sector officials and consultants from many nations came to Atlanta in August to attend Strategic Management Using the Balanced Scorecard, a certificate program hosted by the Public Performance and Management Group at the AYS. The program teaches the full complement of skills – organizational assessment, strategy development and mapping, performance measures, strategic initiatives, evaluation and others – necessary to implement an effective management system.

The program was the first of a collaborative effort with the Balanced Scorecard Institute, a BSC training and consulting company located in Cary, N.C. It marks the culmination of a year and a half of planning and partnership development between PPM and BSCI. "Our Balanced Scorecard training is comprehensive in looking at both strategic and operational components and linking them together," says BSCI Deputy Director Larry Halbach, who led the program. "Participants learn the BSC discipline and

### **Get latest PPM news online**

PPM is on the go. Read about its newest programs at <http://aysps.gsu.edu/ppm/news.htm>. Learn more about the \$50,000 grant PPM received from the Governor's Office of Developmental Disabilities; the success of PPM's Transition from School to Work conference that drew 170 participants; and a \$104,000 grant to PPM from Bright From the Start: Georgia Department of Early Care and Learning, among other news.

# Scorecard training at capacity

how to facilitate building and using it in their organizations.”

“This is a very exciting event for many reasons,” says Deon Locklin, PPM’s director. “We attracted an international group of participants, developed a unique partnership between the AYS and the Balanced Scorecard Institute, and are now expanding an excellent planning and management system throughout the public sector.”



*BSCI Deputy Director Larry Halbach and PPM Director Deon Locklin*

Locklin reports that the first program was filled to capacity. Those in attendance were primarily public sector officials from developing nations such as Uganda, Botswana, Malaysia, Nicaragua, China, Angola and Egypt. Also attending were officials from the Atlanta and Clayton school systems and members of the U.S. military and Department of Internal Affairs.

Henry Saka is a modernization manager at the Uganda Revenue Authority, which is reviewing BSC and performance management. He came to Atlanta with three colleagues from Kampala, including Commissioner General Allen Kagina. “Our organization has undertaken a large number of reforms in the last three years that we call the ‘Transformation Program,’” he says. “We’ve accomplished a lot with our processes and people, but have found something missing at the top end. We have heard that the Balanced Scorecard can help drive actions with strategy.”

The Clayton County School Board adopted the Balanced Scorecard in 2004 with its strategic plan, according to Darienne Driver, the system’s coordinator of strategic management and accountability. “All of our district administrators have had some level of BSC training.” She says she was pleasantly surprised by the mix of international, public and private organization participants. “The sessions had a global atmosphere. It’s a good way to learn.”

Locklin says she looks forward to June, when PPM will host another BSC certificate program. “This management program is generating a lot of interest. We expect our next session to sell out quickly, too.”

More information is available on the PPM website: <http://aysps.gsu.edu/ppm>.

## Can Georgia agencies improve customer service? PPM shows how

The Governor’s Office of Customer Service contracted with the Public Performance and Measurement Group to develop a survey to improve service quality across a wide array of state agencies. Professor Katherine Willoughby, Director Deon Locklin and Chris Lewis, PPM research consultant, developed the pilot project.

“We used multiple questions about various aspects of courtesy, helpfulness, knowledge, accessibility and responsiveness to measure service quality in government,” says Locklin.

The service quality measure they developed was named the Georgia Service Quality Index. Locklin says the GSQI was the starting point that has allowed the team to develop a process for measuring and managing service quality performance across the board and for each state agency.

In February, PPM began to help the agencies implement the service quality measure. “The Governor’s Office of Customer Service urges all state agencies to conduct their surveys through PPM to maintain the validity of the GSQI,” says Locklin.



*Nikki Moruti, Botswana Police Service, and Henry Saka, Uganda Revenue Authority*

# Indonesian policy center taps AYS experts

Late one night, when Arti Adji (Ph.D. in Economics '06) was working on her dissertation, her phone rang. On the other line was Wihana Kirana Jaya, the director of the Center for Economic and Public Policy at Indonesia's largest public university, Universitas Gadjah Mada in Bulaksumur, Yogyakarta. Jaya asked Adji to begin talking to AYS professors about a possible collaboration with CEPPS.

Several UGM faculty members are in the President's Cabinet, says Jaya. "They are deputies to the Ministry of Finance and expert staff to the Ministry of Home Affairs, so CEPPS has access to decision making on decentralization. CEPPS will benefit from a collaboration with AYS professors by getting knowledge that can guide research and that provides recommendations to the government on the environment-decentralization link," she says.

Adji says that Indonesia has undergone a "big bang" change from a highly centralized fiscal system to a decentralized

one. "Local governments are in a 'race' to increase locally generated revenues," she says.

"Indonesia possesses abundant natural resources. These last few years, however, it has faced natural disasters caused by mismanagement in natural resources and environmental protection." Adji says some observers worry that fiscal decentralization worsens this mismanagement.

"CEPPS has focused on research and training in fiscal decentralization," she says. "It needed to collaborate with the AYS on the environment/natural resources and fiscal decentralization link."

After faculty discussions and visits between the two schools, AYS and UGM signed a memorandum of understanding in February. Under the MOU, faculty, research staff and students will collaborate on projects in economics and public policy, par-



*Arti Adji, Dean James Alm, Janet Johnson and Wihana Kirana Jaya*

ticularly in the environmental area. Further collaboration may involve nonprofit entities, business firms, or technical agencies or ministries in the U.S. and Indonesia. Projects may take the form of collaborative research, lectures and publications, or joint trainings, workshops and seminars in Atlanta and Bulaksumur.

"Two of the most pressing problems facing Indonesians today are the nation's process of political and fiscal decentralization and its attempts to sustain and manage its rich abundance of natural resources and biological diversity," says Associate Professor Paul Ferraro, who participated in developing the MOU. "Our faculty are experts in these two subject areas. We hope that our collaboration with scientists at Universitas Gadjah Mada will help Indonesians find solutions to these critical problems, as well as better understand the conflicts and synergies between decentralization and environmental conservation."

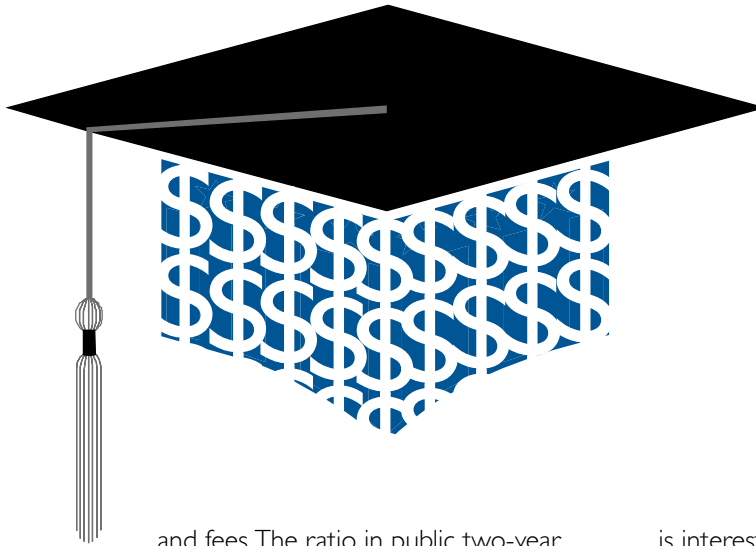
Participants from different regions in Indonesia have begun training in Atlanta. "These government officials will get first-hand knowledge from the fiscal decentralization experts at the AYS," says Jaya. "I think the school will also benefit from using our Indonesian case – the big bang phenomenon in fiscal decentralization and the diversity and abundance in natural resources – as the 'laboratory.'"



*CEPPS' management team, from left to right: Ardyanto Fitradi, Deputy for Research; Eny Sulistyaningrum (M.A. in Econ '04), Deputy for Trainings; Arti Adji, Deputy for International Collaboration; and Wihana Kirana Jaya, Director*

# Georgia students bear more high-ed costs

More than 85,000 freshmen entered Georgia's public universities and colleges last fall, more than twice as many seniors who enrolled that semester. While students and parents may wonder "What will this cost me?" and "How will we pay for it?", the state, too, must determine its postsecondary education costs every year and appropriate sufficient funds to run the institutions. This expense topped \$4.2 billion in FY 2005 for the University System of Georgia.



"Compared with best-performing states, families in Georgia devote a fairly large share of their income, even after financial aid, to attend postsecondary institutions.

Yet she also finds that Georgia's investment in need-based financial aid has been "very low." To compensate, more students from low-income families are applying for federal Pell grants.

In *An Analysis of the Financing of Higher Education in Georgia* (FRC Report 142, February 2007), FRC Research Associate Nara Monkam compares Georgia's recent history of financing postsecondary education against other southeastern states and examines how Georgia's high-ed financing decisions affect the student population in terms of performance and retention rates. Monkam is working on her Ph.D. in Economics.

"We explore the most important sources of funding of Georgia's institutions of higher education," writes Monkam. Postsecondary institutions fund their educational and general budgets from three principal sources: federal funding, state appropriations, and tuition and fees revenues, which are paid by the students. Monkam focuses on the state and student sources.

"The growth in state appropriations has been largely outpaced by the growth in tuition and fees revenues, making the latter the largest source of new funds to postsecondary institutions in Georgia," she writes. As costs rose from 2001 to 2004, for every \$1 increase the state paid in appropriations to its public four-year institutions, students were asked to pay another \$13.50 in tuition

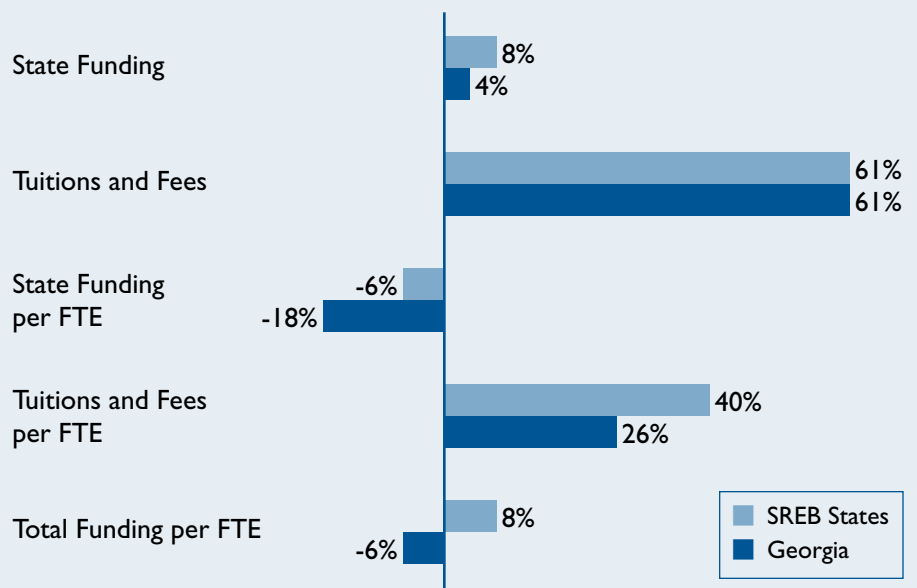
and fees. The ratio in public two-year institutions was \$1 for the state to \$2.40 for the student.

While costs to students rose, so did enrollments, making the minor increase in state appropriations essentially a decrease in state funding per student. Monkam writes that the end effect is a substantial burden placed on low- and middle-income families in Georgia.

"If the state of Georgia is interested in increasing student academic achievement levels in higher education and in expanding educational opportunities beyond high school to all Georgians, state leaders should invest available resources in programs that will efficiently achieve these goals," the report concludes.

FRC reports are available at <http://aysps.gsu.edu/frc/801.html>.

## Funding changes in public four-year and two-year colleges and universities from 2000/01 to 2004/05



Source: SREB-State data exchange, Tables 75, 76 and 77.

from "An Analysis of the Financing of Higher Education in Georgia"

# ISP develops decentralization tools for India

Economics professors Sally Wallace and Roy Bahl recently traveled to India to help the country's officials develop and institute an intergovernmental fiscal system. Their consulting project, supported by the World Bank, follows ISP's 2005 assessment of India's fiscal reforms reported in ISP Working Paper Number 05-14-1, titled *India: Fiscal Condition of the States, International Experience, and Options for Reform: Volume 1*.

India is a federal republic with 28 states. The largest state has more than 167 million people and the smallest, 541,000. The rural government system, called Panchayat Raj Institution, has three tiers below the state level: the district, the block and the gram panchayat.

"Like a lot of countries," says Wallace, "India is at least two countries. Many states are experiencing very rapid growth, but poverty is substantial in both the urban and rural areas. There are 1.12 billion people in all of India. About 70 percent live in rural areas – 780 million – more than double the total U.S. population.

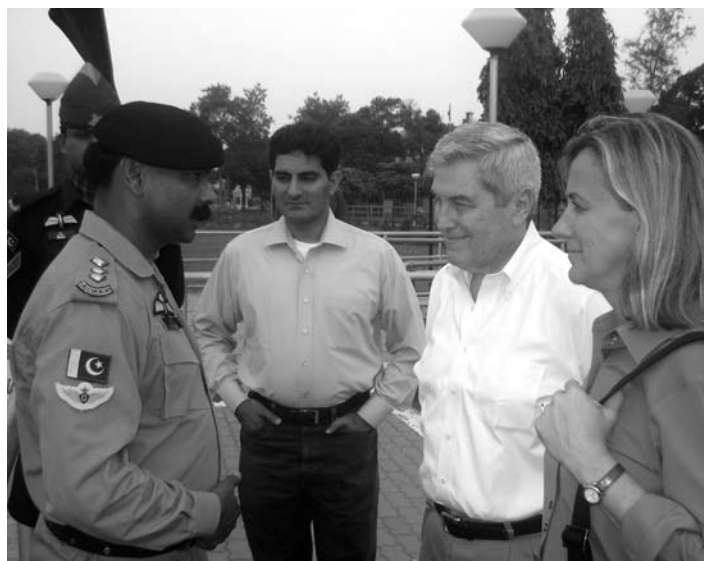


"In the 1990s and through the 2000s, a number of constitutional amendments called for greater fiscal decentralization down to the lower tiers of government. The hope is that moving expenditure and revenue responsibilities to the local government will increase accountability and

eventually lead to better economic growth – in the long run, reducing poverty," she says.

Wallace and Bahl have worked through the revenue and expenditure structure for the PRIs, the three tiers of rural local government, in two Indian states. "We developed, with counterparts, the first local government fiscal information system in West Bengal and are working on the same for Karnataka and other states," says Wallace. The system documents all government expenditures and revenues in detail at all three levels, enabling the state to quantify local activity, fiscal needs and local government potential. A critical first step, the information system will be used to develop and distribute grants from the state to the local governments and to monitor the effectiveness of decentralization efforts.

Developing relationships with officers who work in fiscal decentralization at all levels is important to the project, says



Roy Bahl and Sally Wallace talk to officials at the Pakistani border.

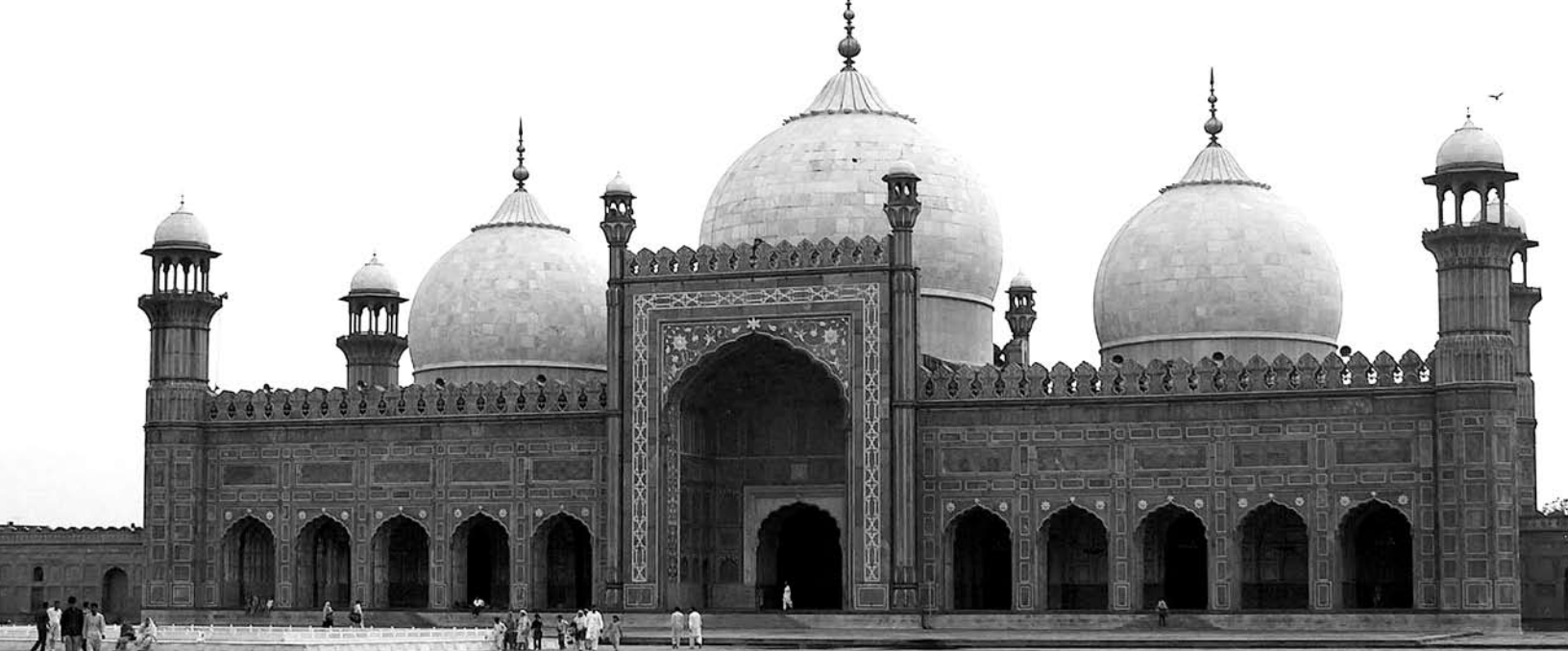
Wallace. Many officers have previously participated in ISP's summer courses.

At the World Bank, Bahl, Geeta Sethi and Wallace have delivered a working paper on the state of local finance in West Bengal. They presented a paper on rural decentralization and economic development at the Southern Economic Association meeting in November 2007. Doctoral students Ravi Prasad (Public Policy) and Harini Kannan (Economics) are working on dissertations. Prasad will utilize the data base and Kannan will analyze the grant system itself.

## ISP TRAINING BUILDS FISCAL CAPACITY IN NAMIBIA

ISP research associates Andrey Timofeev and Guevera Yao (Ph.D. in Economics '06) recently completed three multi-week missions in Namibia

to build capacity for the project, Implementation of Recurrent and Development Grant Systems for Regional Councils. During each mission they conducted training courses on fiscal decentralization for various ministry officials and staff from the Office of the Prime Minister, the National Planning Commission and a number of regional councils. Yao was subsequently assigned as a permanent resident advisor to the Namibian government for intergovernmental fiscal transfers. Timofeev and Yao have also developed a second round of training for Namibia's senior government officials, which was held in the fall.



Badshahi Mosque

# ISP conducts Pakistan tax policy review

*Pakistan, a federal republic with a population of 164.7 million in four provinces and several territories, has undergone many significant reforms of its tax system. Yet much work remains, and the International Studies Program at the AYS has stepped up to help.*

Pakistan's Federal Board of Revenue already has its own Tax Administration Reform Project that will restructure and modernize all tax administration and customs operations throughout the country. This project was designed by the Government of Pakistan, with the World Bank, to expand the number of taxpayers and broaden the tax base. Despite these efforts, the country's tax system continues to under-perform in fundamental ways, as evidenced in its inability to raise adequate revenues.

The fiscal experts at ISP were contracted to develop a Pakistan Tax Policy Review Project, which complements the work of the FBR. The project contains three closely integrated components:

the Pakistan Tax Policy Report Series, country case studies and study tours, and a capacity-building program.

"Pakistan is a large and very strategic country. Internal stability and growth in that country depend largely on the ability of the government to collect an adequate level of public funds. We are proud that the Andrew Young School will contribute in a significant way to achieve that goal," says Professor Jorge Martinez-Vazquez, ISP director.

Improvements or best practices found in the tax systems of other countries may provide policy lessons for Pakistan in important areas such as broadening the tax base, improving efficiency and equity, and designing tax treaties. ISP's report series will examine and address these issues. The reports will provide an inventory and review of the country's major taxes and budget and offer comprehensive reform options for review by the Pakistan government.

ISP's work in Pakistan will conclude in mid-2008.



**ISP's annual Public Policy Summer Training Course** attracts fiscal professionals from around the globe. Students attending this year's program on Tax Policy, Fiscal Analysis and Revenue Forecasting are pictured from the back row, left to right: Ebstisam Aki Mohammad Osman and Awadalla Al sheik Awad Alkarim (Sudan), Agung Firman Sampurna (Indonesia), Benjamin Ayesu-Kwafo (Ghana), Xuan Tung Bui and Ba Tuan Truong (Viet Nam), Eke Uka (Nigeria); front row, left to right: Anh Le Thi, Chau Le Minh, Binh Tran Thi Thanh, Mai Manh Thi Tuyet and Thi Thanh Thuy Nguyen (Viet Nam)

# GHPC technical assistance ON NATIONAL STAGE

*The Georgia Health Policy Center continues to expand its reach and help improve the availability of health and human services in the most rural and medically underserved areas of the United States.*

Work that began in 75 rural Georgia communities in 1996 and grew to 40 communities nationwide in 2001 now affects more than 160 rural communities in 49 states.

## RURAL HEALTH REALITIES

- ✓ Rural America faces many challenges in creating financially viable and clinically relevant systems of health care.
- ✓ Most Rural Americans are older, poorer and sicker than their urban counterparts.
- ✓ Only about 10 percent of physicians practice in rural America, despite the fact that nearly one-fourth of the population lives in these areas.
- ✓ Health care reform typically affects rural areas first.

GHPC's technical assistance helps communities strengthen capacity in their human and institutional resources and design appropriate clinical, financial and structural policies and practices. Cornerstones of the Center's success in providing this assistance are relationship-building and trust.

"Our success is realized in the success of the communities with which we partner and serve," says GHPC Director Karen Minyard.

The center has worked with Community Health Works, a rural health network in central Georgia, since 1997. "The center has been a vital partner in our success. Its evaluation and other services have helped position Community Health Works for long-term sustainability," says Greg Dent, the network's chief executive officer.

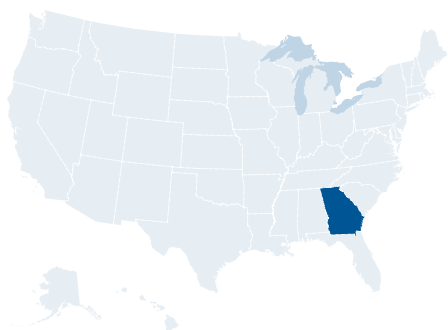
The majority of GHPC's national work is contracted by the Office of Rural Health Policy in the Health Services and Resources Administration of the U.S. Department of Health and Human Services. ORHP Director Marcia Brand

describes GHPC as adaptable, responsive and proactive. "Georgia Health Policy Center's practice of providing technical assistance while 'being in relationship' with our grantees has resulted in a high level of trust between center staff and our grantee communities. This has accelerated our grantees' progress toward their goals," she says.

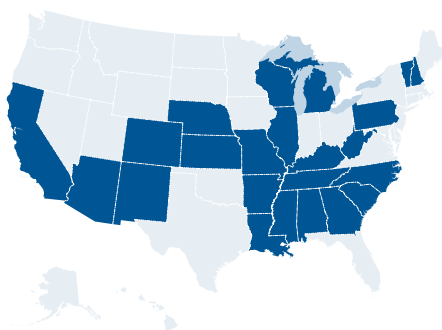
ORHP recently added \$75,000 to its contract with GHPC to service the Delta Health Initiative Cooperative Agreement Program, which provides funding to address long-standing unmet rural health needs in the Mississippi Delta. The amendment is an addition to ORHP's \$1 million contract with GHPC.

Minyard says one of the greatest values GHPC brings to communities and policy leaders is its ability to broaden the experience of one community to serve many. "This body of work allows us to use our experiences thus far and learn even more about how to best build the community capacity needed to improve health in communities nationwide."

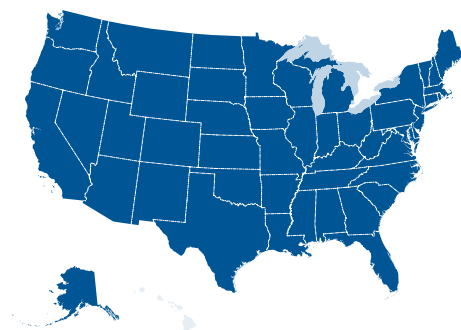
## GROWTH IN GHPC TECHNICAL ASSISTANCE SERVICE AREAS



1996



2001



2007

# GHPC aligns state health plans

Georgia leads the nation in many areas, yet it ranks among the bottom 10 states for most health indicators.

United Health Foundation ranks Georgia 42nd in the nation for overall health. Challenges include a low high school graduation rate (60.8 percent of incoming ninth graders graduate within four years), a high incidence of infectious disease (33.3 cases per 100,000 people), a high infant mortality rate (8.1 deaths per 1,000 live births) and a high rate of uninsured (18.9 percent). These pressing needs, compounded by a shrinking pool of financial resources, pose formidable challenges for health planning.

The Georgia Health Policy Center helps state agencies and organizations develop statewide health improvement plans within the context of Georgia's resources and health system.

GHPC Director Karen Minyard says one of the valuable aspects of working across different health planning efforts is the ability to connect them in a way that ultimately affects the health of Georgians. "While one plan may focus on a disease state – cancer – and others on a demographic – men's, minority or rural health – all are focused on the same core strategies and hinge upon community engagement and involvement," she says.

That's why GHPC engaged more than 140 Georgians in the development of the "state of cancer" plan.

Dr. Kim Redding, director of the Chronic Disease Prevention and Health Promotion Branch of the Georgia Division of Public Health, says it is critically important to make sure all stakeholders are represented in Georgia's state-level plans. "If we want real buy-in, partners and stakeholders should be able to look at

the final plan and identify the roles they will play in implementation. That will only happen if they are part of the plan development process."

GHPC helped the State Office of Rural Health develop its statewide plan. SORH Director Charles Owens says,

"As Georgia is diligently striving to improve the health of its citizens and its health care delivery system, it is imperative that we coordinate our state planning efforts. Coordination will ensure a comprehensive approach, prevent duplication and maximize our financial and human resources. We appreciate  
*continued on page 29*

## Challenges to improving Georgia's overall health

- **low high school graduation rate** – 60.8 percent of incoming ninth graders graduate within four years
- **high incidence of infectious disease** – 33.3 cases per 100,000 people
- **high infant mortality rate** – 8.1 deaths per 1,000 live births
- **high rate of uninsured** – 18.9 percent

## Informed legislators improve health policy framework

At the onset of Georgia's 2007 session, legislators had many unanswered questions regarding the politically charged issue of "Certificate of Need," a regulatory process that requires health care providers to obtain state approval before offering certain new or expanded services.

Representative Sharon Cooper (HD-41, Marietta), chairman of the House Committee on Health and Human Services, asked GHPC to design a session that would provide legislators the information they needed to make decisions about CON-related legislation.

On January 16, 2007, the Health and Human Services committees of the House and Senate sponsored a CON program at the Capitol Education Center. Evaluations show that 91 percent of those who attended reported a better understanding of CON.

"Having the Georgia Health Policy Center available to educate our membership is invaluable to the work of the General Assembly," says Cooper. "An issue like CON is so complicated, it almost defies understanding. The work of GHPC was a great aid to all of us in unraveling a complex problem."

"This opportunity presented a first step in the Center's Legislative Education Initiative to provide members of the General Assembly information in a more systemic context," says Minyard. "It is my hope that sessions such as these will offer a broader and more accurate framework in which health policy decisions are discussed."

Georgia's legislators are faced with an array of bills and proposals related to specific health-care issues every year that typically result in small adjustments. With support from the Robert W. Woodruff Foundation, GHPC is working to provide a larger and more accurate framework for health policy decision-making that will help move the state away from narrowly-defined, issue-specific adjustments and towards a systemic approach.

# offers surprises

*States and communities that foster knowledge and innovation hope to win the economic jackpot through rapidly growing “knowledge-based” economies.*

State educational institutions and state and local economic development agencies, in particular, are working to grow, attract and retain scientists and engineers, also known as “S&E” or “knowledge” workers.

Yet research presented by Professor Paula Stephan at the National Bureau of Economic Research April 2006 conference on Innovation, Policy and the Economy suggests a bigger role for federal policy. She analyzes six years of data (1997-2002) from the Survey of Earned Doctorates overseen by the National Science Foundation to measure an area’s knowledge base in a new way in her paper, “Wrapping It Up in a Person: The Mobility Patterns of New Ph.D.s.”

Considerable research has focused on the role played by geographic proximity in the transmission of knowledge, particularly in university R&D spending. However, Stephan’s research on the migration flow of Ph.D.s suggests that knowledge sources do not necessarily serve as knowledge destinations. “Ph.D.s working in industry are not particularly likely to remain in the state where they received their Ph.D. training; the stay rate for Ph.D.s working in industry is 37 percent.”

“Since state legislatures are unlikely to continue to fund migration flows from public institutions, a highly trained workforce will only be maintained if the federal government increasingly steps in to provide financial support for graduate education.”

Stephan’s research also finds that small firms play a large role in innovation. The top 200 R&D firms account for more than 70 percent of all U.S. R&D expenditures, but hire less than 40 percent of all new Ph.D.s. The large difference suggests that many small firms are knowledge-intensive.

“The knowledge that small firms contribute substantially to innovation and are hiring newly minted Ph.D.s suggests that the federal government might consider further leveraging the benefits coming from small knowledge-intensive firms by investing additional resources in programs aimed at small innovative firms,” she writes.

AYS alumnus A.J. Sumell (Ph.D. in Economics ’05) and Daniel Hall, a Ph.D. candidate, provided data assistance for this research. Financial support

was provided by the Andrew W. Mellon Foundation, the National Science Foundation, the National Bureau of Economic Research and the Ewing Marion Kauffman Foundation. The paper is available online at <http://aysps.gsu.edu/publications/StephanIPE.pdf>.

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*Although 26.5 percent of all science and engineering Ph.D.s are trained in Midwestern universities, many leave for employment centers on the East and West coasts.*

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## Georgia’s economic

Georgia’s economy gets an annual check-up by Dr. Ken Heaghey of the Fiscal Research Center, a research professor at the AYS and chief economist for the state of Georgia. With the help of FRC researchers and faculty, he develops the annual tax revenue forecast for the state’s budget and advises the Governor’s Office on economic and related policy issues.

In *Georgia’s Economy: Trends and Outlook* (FRC Report 145), Heaghey examines the state’s economic health and provides a prognosis of probable economic outcomes as impacted by state trends in employment, income, demographics and other key indicators. He developed the information in this report in March for the Biennial Meeting conducted by the Carl Vinson Institute at the University of Georgia, an education and training session for members of the legislature.

# eBay's fee structure keeps competitors at bay

On Labor Day 1995, computer programmer and Web site architect Pierre Omidyar brought eBay online. Three years later, his Web-based auction and shopping site still had fewer than a million users. Market entry by larger competitors whose brands were better recognized – giants like Yahoo! – was a real threat, according to researchers Mikhail Melnik, Yongsheng Xu and James Alm in “The Choice of Opening Prices on eBay.”

Since then, eBay's growth has been spectacular. By March 2007, the site boasted 233 million registered users and a global presence in three dozen markets, including the United States. Users trade more than \$1,800 in goods every second on eBay,

according to eBay Marketplace Fast Facts.

An important explanation for this phenomenal growth is eBay's fee structure, especially in the choice of opening prices, argue Melnik, Xu and Alm in their paper. Alumnus Melnik (Ph.D. in Economics '03) is assistant professor of Economics at Niagara University. Papers he has co-authored with Jim Alm have been published in the *Journal of Industrial Economics*, *Public Finance Review* and the *Southern Economic Journal*. Xu is an Economics professor.

“Our research has focused on two areas that we believe have enabled eBay to be so successful, that have allowed its online consumer-to-consumer community to

function, and that helped eBay in its competition with Yahoo! Auctions – its fee system and reputational mechanism,” says Melnik. “The reputation system allows buyers to rate how reliable the seller is, which in turn makes it more costly for established sellers to leave eBay.”

In this report they show that eBay's fee structure induces sellers to post their auction items at lower opening bids, making their products – and eBay – more attractive to potential buyers.

“These results have several implications on the development and competitiveness

Users trade more than \$1,800 in goods every second on eBay

– eBay Marketplace Fast Facts

of online consumer-to-consumer markets such as eBay,” they conclude. “The end result will be effectively to erect a barrier to entry for any new company wishing to compete with the eBay community.”

Their paper is available online at <http://purple.niagara.edu/mmelnik/>.



## trends under microscope at FRC

“Several of the key trends in the report were woven into an introductory multi-media presentation done by a professional journalist,” says Heaghney. “The presentation was designed to highlight the key themes of the session and the critical issues facing the state.”

Heaghney's forecast shows the state continuing to outperform the U.S. in employment and personal income growth. Factors that support this forecast include the state's lower cost of doing business, strong in-migration and expanding world trade and tourism activity. The realignment of the nation's military bases is expected to result in a net employment gain for the state. His research suggests that the high-tech sector will continue to grow over the long term, increasing productivity and adding well-paying jobs.

“This report differs from other state forecasts in that it is designed to look at long-term structural changes in Georgia's economy and identify some of the overarching issues facing the state,” says Heaghney. “These are the issues that policy makers need to understand and act upon to maximize Georgia's future potential. I think other forecasters are looking at the current economic situation to present their views of near-term growth prospects.”

The report, which can be used “to provide some food for thought regarding Georgia's relative well-being,” is available at <http://aysps.gsu.edu/frc/files/report145.pdf>.

# FRC examines Georgia's proposed tax reforms

When any book proposing tax restructuring makes it to the top of the *New York Times* bestseller list, it is fair to assume that people are looking for a change. "There would be numerous benefits to simplifying the tax system in Georgia," agrees Professor David Sjoquist, director of the Fiscal Research Center and Dan E. Sweat Distinguished Scholar Chair in Educational and Community Policy. "However, there are also costs associated with any change."

Sjoquist leads a team of AYS faculty and researchers examining the changes and potential costs found in House Resolution 900, proposed during the 2007 session. HR 900 outlines a comprehensive revision of Georgia's state and local tax structure.

"When the legislation was introduced, it was expected that it would be studied and refined before the 2008 session," says Sjoquist. FRC Policy Brief 151, *A Description of the Proposed Comprehensive Revision of Georgia's Tax Structure: HR 900*, describes the proposed changes in language that is easy to understand. It introduces a series of FRC policy briefs and reports designed to better inform discussions about the proposed legislation.

After describing the process this Constitutional amendment would follow, Brief 151 discusses the taxes that will be eliminated under the legislation, the proposed changes in the personal income tax, the introduction of a business value added tax, the elimination of most local revenue, transportation earmarks and debt limitation for local governments. The proposal continues to evolve since Brief 151 was published.

"HR 900 and subsequent refinements propose a significant change to Georgia's state and local tax structure," Brief 151 concludes. "The purpose of these policy briefs is to lay the groundwork for thinking about the underlying issues in the proposal and its implementation."

## ***Fiscal Research Center analysis of Georgia's tax policy options continues:***

- ▶ FRC Brief 156, *Overview and Comparison of the Value Added Tax and the Retail Sales Tax* (Jorge Martinez-Vazquez, Sally Wallace and Laura Wheeler), summarizes the similarities and differences between a value added tax and the better-recognized general (retail) sales tax.
- ▶ FRC Brief 157, *Issues Associated with Replacing the Property Tax with State Grants* (David Sjoquist), presents a list of issues and questions that should be considered in any proposal to replace the local property tax with state grants.
- ▶ FRC Brief 158, *A Flat Rate Income Tax in Georgia* (Sally Wallace and Shiyuan Chen), provides an analysis of Georgia's current individual income tax and a 4 percent and 5.75 percent flat income tax structure.
- ▶ FRC Brief 160, *Four Options for Eliminating Property Taxes and Funding Local Government* (David Sjoquist), provides an overview of financing options in the case of substantially reduced property tax revenues for Georgia's local governments.
- ▶ FRC Brief 161, *Basic Stabilization Funds: A Cross-State Comparison* (Carolyn Bourdeaux), provides an overview of budget stabilization fund policies across the states.
- ▶ FRC Report 162, *Is a State VAT the Answer? What's the Question?* (Richard M. Bird), provides an overview of the differences between the retail sales tax and a value added tax and the potential use of a VAT in U.S. states.
- ▶ FRC Brief 163, *Potential Impact of the GREAT Plan on Georgia's Tax Administration* (John Matthews), examines local property tax and sales tax implications for tax administrators.
- ▶ FRC Brief 164, *Tax Revenue Stability of Replacing the Property Tax with a Sales Tax* (John Winters), discusses the implications for tax revenue stability of proposals that would replace the property tax with an increased sales tax.
- ▶ FRC Brief 165, *Distribution of State and Local Government Revenue by Source* (Nikola Tasic), compares the reliance on various revenue sources across Georgia with eight other states.
- ▶ FRC Report 170, *Revenue Estimates for Eliminating Sales Tax Exemptions and Adding Services to the Sales Tax Base* (Matthews, Sjoquist and Winters), provides revenue estimates for alternative combinations of eliminating sales tax exemptions and adding services to the sales tax base.
- ▶ FRC Brief 171, *Replacing All Property Taxes: An Analysis of Revenue Issues* (Matthews and Sjoquist), discusses the amount of revenue needed to replace all the property taxes in Georgia.

FRC reports and briefs are available online at <http://aysps.gsu.edu/frc/801.html>.

Dean **JAMES ALM** (Economics) participated in the workshop, Urban Productivity and Spatial Inequalities, at the World Bank in March.

**SPENCER BANZHAF** (Economics) participated in a Department of Defense meeting on land use issues in and around military bases in the Southeast; he is also on the Stakeholder Advisory Committee for the City of Atlanta Sustainable Brownfields Redevelopment Project.

**BESS BLYLER** has joined the Department of Economics as an administrative specialist-academic.



**PAUL FERRARO** (Economics) was a panelist for an event co-sponsored by the United Nations Environment Programme, the World Conservation Union and the Secretariat of the Convention on Biological Diversity in Geneva, Switzerland in September. He was a panelist for the program, Payments for Watershed Services: Building on Pilot Experiences

to Mainstream a Tool for Sustainable Conservation and Development, in Bellagio, Italy, in March.

**SHELBY FROST** (Economics) was appointed director of the GSU Center for Business and Economic Education, a liaison position with the Georgia Council on Economic Education. She presented at Public Policy Issues in Today's Economy, a workshop for Georgia high school economics teachers hosted by the Atlanta Fed in partnership with GCEE in Atlanta in November.

Congratulations to **GAYON MCFARQUHAR-JOHNSON** for her promotion to publications specialist in the Dean's Office.

**HARVEY NEWMAN** (PAUS) traveled to Barcelona in April to work on a dual-degree program between the Research Center on Economics and Social Affairs at the University of Barcelona and the AYS Nonprofit Studies Program. During the trip he presented "Nonprofit Studies in a U.S. Context" at a CIES symposium held at Port Aventura, Spain.

The Transportation Research Board invited **TED POISTER** (PAUS) to serve on an oversight panel for a research project on benchmarking in public transit. He participated in a national forum designed to identify future research and training needs that will address emerging issues in transportation agencies in Minneapolis in September.

Georgia State President **CARL PATTON** has tapped **AVANI RAVAL** (Dean's Office) to serve on the new Georgia State Commencement Council.

**MARK RIDER, MARY BETH WALKER** and **SALLY WALLACE** (Economics) traveled to Guyana on an ISP training mission as part of the capacity-building program with the University of Guyana in April.

In March **DAVID SJOQUIST** (FRC) participated in a podcast of a town hall meeting at GPTV for the program, Your Money or Your Mobility, sponsored by The Civic League and hosted by WSBTV reporter Sally Sears.

**PAULA STEPHAN** (Economics) gave the seminar, The Economics of Science at Central University of Finance and Economics in Beijing in April.

Congratulations to **SUMMER SWAFFORD**, the new administrative assistant-academic in the Dean's Office.

**BILL WAUGH** (PAUS) helped identify principles and develop a new definition of emergency management at the National Emergency Training Center in Emmitsburg, Md., in March; he assisted an NASPAA review of the Master of Public Service and Administration program at the Bush School of Government, Texas A&M. He is also on a task force on emergency operations center standards and guidelines for ATSM International, a global standard-setting body.



**DENNIS YOUNG** (PAUS) was an instructor for the EDEN Doctoral Seminar on Non-Profit Organisation & Management at the European Institute for Advanced Study in Management in Brussels in October.

**DAWUD UJAMAA** joined GHPC as a data analyst. A former GRA at the center, he earned an M.S. in Mathematics at Georgia State.

### 2007 SPARKS AWARD WINNERS



Alumna **TONYA COOK** (left) of the Office of Student Life and Leadership, Intercultural Relations, and **ELSA GEBREMEDHIN** (below right), administrative specialist/managerial (PAUS), were among 10 Georgia State employees honored with 2007 George M. Sparks Awards in May.

The Georgia State Alumni Association presents the awards, named after the university's first president, to those who exemplify a willingness "to go the extra mile" with the good humor and perseverance that were characteristic of President Sparks (1928-1957). Avani Raval, Robin Steinbrenner, Greg Lewis, Sue Fagan, Caroline Griffin and Sally Siewert from the AYS were so honored in previous years.





Todd Swarthout



Laura Wheeler



Bill Kahnweiler



Mary Beth Walker

## awards & grants

### ECONOMICS

**PAUL FARNHAM** received a Certificate of Appreciation for Dedication and Commitment to the CDC Prevention Effectiveness Fellowship Program during the 2006 Annual Prevention Effectiveness Conference at the CDC in Atlanta.

**SPENCER BANZHAF** received the David C. Lincoln Fellowship in Land Value Taxation from the Lincoln Institute of Land Policy for his proposal, "How 'Smart' is the Split-Rate Property Tax? Evidence from Growth Patterns in Pennsylvania"; he and

**KLARA SABIRIANOVA PETER** were awarded internal grants through the FY08 Scholarly Support Program for their individual research proposals, "Measuring Progress: The History of Applied Welfare Economics," and "Flat Tax Income Inequality and Tax Evasion."

**PAULA STEPHAN** was awarded \$79,000 by the National Science Foundation to organize workshops on "Using NSF Human Resource Data to Study the Science and Engineering Work Force"; she was also invited to serve on the S&E Human Resource Expert Panel of NSF's Directorate for Social, Behavioral, and Economic Sciences, and was invited to be a Wertheim Fellow at Harvard University.

NSF awarded **TODD SWARTHOUT** \$79,177 for "Collaborative Research: Competitive Market Experiments for the Microeconomics Curriculum," a one-year collaborative project with Purdue University.

#### 2007 JULIAN SIMON FELLOW AT PERC



Associate Professor **SPENCER BANZHAF** (Econ.) was named a 2007 Julian Simon fellow at the Property and Environment Research Center. PERC is the nation's oldest and largest institute dedicated to original research using market principles to resolve environmental problems. The Julian Simon Fellowship is one of the nation's most prestigious opportunities for scholars to develop policy-oriented research on natural resource and environmental conservation.

The National Institutes of Child Health and Human Development awarded **ERDAL TEKIN** a grant of \$402,572 for his research, "Investigating the Link between Child Maltreatment and Crime," with faculty from Columbia University; and was awarded \$75,000 by the W.E. Upjohn Institute for Employment Research for "Food Stamps and the Working Poor," with faculty from the universities of Missouri and North Carolina at Greensboro.

**MARY BETH WALKER** was awarded a \$14,000 grant from the Kauffman Foundation for the project, "Competition among Public and Private Pre-Schools: Evidence from Georgia."

### PUBLIC ADMINISTRATION & URBAN STUDIES

**CAROLYN BOURDEAUX** and Jason Fernandes of the Georgia Senate Budget and Evaluation Office won the Best Policy Paper award for "A Legislative Perspective on Program Budgeting for Public Health in Georgia," published in the *Journal of Public Health Management and Practice*, Vol. 13, No. 2, March/April 2007.

**BILL KAHNWEILER** was asked to serve as one of three media contacts for The National Career Development Association.

**HARVEY K. NEWMAN** was inducted into the Martin Luther King Jr. Board of Preachers, Sponsors and Collegium of Scholars at Morehouse College, Atlanta, in April.

**BILL WAUGH** was appointed to the American Society for Public Administration's Dwight Waldo Award Committee and to the advisory board for the emergency management program at Georgia Perimeter College; he was also asked to serve as an outside reviewer for the proposed master's degree program in emergency and crisis management at York University in Toronto, Canada.

### CENTERS & PROGRAMS

The State of Georgia's FY2008 budget allocated \$350,000 beyond its regular funding to the **FISCAL RESEARCH CENTER** to support research on fiscal issues associated with cities and counties in Georgia.

**LAURA WHEELER** (FRC) was asked to join the Roadmap for an Entrepreneurial Economy Initiative, a Georgia Research Alliance program.

"Mission-Market Tension in Managing Nonprofit Organizations" by **DENNIS YOUNG** was recently listed on SSRN's Top Ten download list for "SSCI: Voluntary & Not-for-Profit Studies (Topic)."

# publications

## ECONOMICS

**JAMES ALM** and **SARAH JACOBSON** (Ph.D. student in Economics). "Using Laboratory Experiments in Public Economics." *National Tax Journal* 2007 60(1): 129-152.

**PAUL FERRARO** and **TOSHIHIRO UCHIDA** (Ph.D. in Economics '04). "Voluntary Development of Environmental Management Systems: Motivations and Regulatory Implications." *Journal of Regulatory Economics* (forthcoming).

**BRUCE KAUFMAN**. "Human Resource Management in Historical and International Perspective." *The Oxford Handbook of Human Resource Management*, Peter Boxall, John Purcell and Pat Wright (eds.) (2007).

**ERDAL TEKIN**. "Childcare Subsidies, Wages, and Employment of Single Mothers." *Journal of Human Resources* 2007 42(2): 453-487.

**YONGSHENG XU** and Prasanta K. Pattanaik. "Minimal relativism, dominance, and standard of living comparisons based on functionings." *Oxford Economic Papers* 2007 59(2): 354-374.

### NATIONAL EDUCATION REPORT CITES AYS RESEARCH

The Southern Education Foundation cited AYS education research in its report, "Pre-Kindergarten in the Southern States," (May 2007). The SEF report, which examines Pre-K trends and developments across the U.S. and within southern states, is available at [www.southerneducation.org](http://www.southerneducation.org).

**DANA RICKMAN**, a research associate in Domestic Programs, presented the report at the SEF conference in June. It has been featured in articles in the *Atlanta Journal-Constitution* and *The Augusta Chronicle*.

## PUBLIC ADMINISTRATION & URBAN STUDIES

**LLOYD NIGRO** and **WILLIAM WAUGH**. "The Human Resources Perspective on Workplace Violence" *Strategic Public Personnel Administration: Building and Managing Human Capital for the 21st Century*, Vol. 2, Ali Farazmand (ed.) 2006: 383-397.

**DAVID PITTS** and Elizabeth Jarry. "Ethnic Diversity and Organizational Performance: Assessing Diversity Effects at the Managerial and Street Levels." *International Public Management Journal* (forthcoming).

### LEWIS ON BOARD OF PRESTIGIOUS POLITICAL JOURNAL



PAUS Professor **GREG LEWIS** was appointed to the editorial board of *American Political Science Review*, what PAUS Chair Greg Streib says is "the leading journal in the field of political science." The appointment is notable as it recognizes the importance of Lewis' work to the field even though he is not a political science professor.

**THEODORE POISTER** and **JOHN CLAYTON THOMAS**. "The Wisdom of Crowds: Learning from Administrators' Predictions of Citizen Perceptions." *Public Administration Review* 2007 67(2): 279-289.

**WILLIAM WAUGH**. "Terrorism as Disaster." *Handbook of Disaster Research*, Havidan Rodriguez, E.L. Quarantelli and Russell Dynes (eds.) 2006: 388-404.

## CENTERS & PROGRAMS – GHPC

**TINA SMITH, KAREN MINYARD, CHRIS PARKER, RACHEL FERENCIK** and **JOHN SHOEMAKER**. "From Theory to Practice: What Drives the Core Business of Public Health?" *Journal of Public Health Management and Practice* 2007 13(2): 169-72.

# presentations

## ECONOMICS

**PAUL FARNHAM'S** abstract, "Costs of Conventional and Rapid HIV Screening in Healthcare Settings," was a poster presentation at the 2007 AcademyHealth Annual Research Meeting in Orlando in June.

## PUBLIC ADMINISTRATION & URBAN STUDIES

**CAROLYN BOURDEAUX** presented "Legislative Responsibility for State Budget Problems" and was a discussant on the panel "Organizational Determinants of Agency Performance" at the 65th Annual Midwest Political Science Association Annual National Conference in Chicago in April, at which **GREGORY LEWIS** presented "Agencies, Occupations, and Gender Inequality in the Federal Service" with M.P.A. alumnus **WILLIAM STALLINGS** and "Belief in Human Evolution: The Missing Link in Support for Same-Sex Marriage?"

*All awards, publications and presentations are listed in the AYS Annual Report online.*



# 2007 TORCH OF PEACE HONOREES



## ***Professor Harvey Newman became the first AYS faculty member to win Georgia State's Martin Luther King, Jr., Torch of Peace Award for faculty.***

He joined the rich legacy of winners from the AYS, who this year was also joined by student winner Lewis Haughton Faulk (M.S. in Urban Policy Studies).

"The Torch of Peace Award reflects the legacy of Dr. Martin Luther King, Jr., and pays homage to a diverse range of awardees who, everyday, make a difference at Georgia State University and the community-at-large," says Program Specialist and AYS alumna Tonya Cook.

"Harvey Newman has spent a professional lifetime studying, writing about and practicing the kinds of fairness and encouragement of diversity that the Torch of Peace award stands for," says Regents Professor Roy Ball. "His colleagues at the Andrew Young School are very proud of him."

Cook has chaired the university's Annual Martin Luther King, Jr., Convocation, during which the award is presented, every January for eight years. This year's award was co-sponsored by the AYS. Go to <http://aysps.gsu.edu/nonprofit/news.htm#peace>.

### **Georgia General Assembly commends Bahl**

The Georgia State Legislature honored

Regents Professor Roy Bahl this session with Senate and House resolutions recognizing his service to the state. They commended his contribution as founding dean of the Andrew Young School, his pioneering work in fiscal policy reform and economic development, and the lasting impact of the school's students and programs on developing nations.

A copy of House Resolution 641 is available at <http://aysps.gsu.edu/dean/hr641.pdf>. Senate Resolution 625 is available online at [www.legis.ga.gov/legis/2007\\_08/pdf/sr625.pdf](http://www.legis.ga.gov/legis/2007_08/pdf/sr625.pdf).

## **THE AYS WELCOMES NEW FACULTY AND STAFF**

**ETHAN JOSELOW**, a research associate on GHPC's Community Health Systems Development team, provides direct technical assistance to grantees of the U.S. Health Resources and Services Administration's Rural Health Outreach programs. He joined the AYS after working with Federally-Qualified Community Health Centers and has international public health experience. For his master's thesis, Joselow conducted research on corruption in the public health sector of the Indian state of Karnataka. At AcademyHealth in Washington, D.C., he was on a team that conducted educational activities for a U.S. Agency for Healthcare Research and Quality's User Liaison Program. Joselow earned a B.A. at Oberlin College and M.P.H. at Emory University.



**PAUL KAGUNDU**, who received his doctorate in Economics from Georgia State in August 2006, is a clinical assistant professor at the AYS. He was involved with the International Studies Program's technical assistance work in Tanzania, where he spent six months in 2005/2006 working with the government of Tanzania on local government finance issues. Kagundu has taught a number of undergraduate economics courses at the AYS.



Associate Professor **JAMES MARTON** is a health economist whose research examines the financing of public health insurance programs. His work on Medicaid and SCHIP financing has appeared in the *Journal of Policy Analysis and Management*, the *Journal of Urban Economics* and *Inquiry*. Also a GHPC faculty affiliate, Marton was on the faculty of the Martin School of Public Policy and Administration at the University of Kentucky. He earned his Ph.D. at Washington University in St. Louis and conducted postdoctoral research at the Taubman Center for Public Policy at Brown University.

# AYS students celebrated



*"Your new school is already recognized as one of the leading policy schools in the U.S.," said Dean Roy Bahl as he kicked off the Andrew Young School's 11th Honors Day Dinner and Program with a salute to the students and the school.*

"You are here because you are talented," he said. "We teach 4,000 seats every term, and you have excelled. We congratulate you."

The annual celebration was held April 17 at the Georgia State University Student Center Ballroom. Over 280 honorees and their guests attended. Ph.D. candidate Angelino Viceisza and Diane Caves, an M.P.A. graduate employed by the U.S. Government Accountability Office, entertained families, faculty and friends with their experiences as students in the Economics and Public



Administration and Urban Studies Departments. Their comments were followed by the presentation of honors.

*A list of this year's honorees and photos from the ceremony and reception that preceded it are available at <http://aysps.gsu.edu/acassist/honorsday/index.htm>.*

## AT HONORS DAY EVENT



**TEACHING AWARDS:** Congratulations go to **Shelby Frost**, director of the Georgia State Center for Economic Education and clinical assistant professor in Economics, and Professor **Harvey K. Newman** (PAUS) who were honored with the first Andrew Young School Teaching Awards.

## Nonprofit seminar features student research

Members of Atlanta's nonprofit community joined AYS faculty and students in May for a special Nonprofit Studies Program seminar presented by AYS doctoral students.

"These presentations addressed important questions in nonprofit management and policy," says Dennis Young, Bernard B. and Eugenia A. Ramsey Professor of Private Enterprise and head of the Nonprofit Studies Program.

Nonprofit Studies Program research efforts can be found online at <http://aysps.gsu.edu/nonprofit/research.htm>.

### STUDENT PRESENTATIONS WERE MADE BY:

- ▶ Lewis Faulk, "Accounting for social capital investments in nonprofit organizations: a two way street"
- ▶ King Owalla, "Do private contributions crowd-out government grants? The case of international NGOs"
- ▶ Taehyun Jung, "Mission/market tensions in the pricing of nonprofit services"
- ▶ Amanda Wilsker, "What shall we do? The effect of risk in nonprofit decision-making"
- ▶ Grace Chikoto, "The impact of government funding on nonprofit autonomy"
- ▶ Nicholas Harvey, "What determines nonprofit executive compensation?"

# China study abroad

# brings country *alive* FOR UNDERGRADUATE

When he was a boy in Alpharetta, says recent graduate Brad Sill (B.A. in Economics '07), "China seemed like a fantasy land, almost like it wasn't real." AYS classes reawakened his interest in the country. "China is in the news and magazines. Its economy is changing quickly," he says.

Looking for places to study abroad in 2006, Sill chose China. "I was interested because it was so different to me," he says. "Anything China had in store for me would be a good experience." His Maymester trip in 2006 led Sill to find a way to take the last required course for his degree in China in June. He stayed in July to travel, all the while keeping a journal.



Sill took two classes during Maymester at Zhengzhou University in central China. "The city, Zhengzhou, is larger than Atlanta," he says. He

found the course in environmental economics particularly interesting. "The fantastic growth of China's cities and the rapidly growing middle class present Chinese officials with challenging issues concerning pollution control," wrote Sill in his journal. He wrote about the growing demand for automobiles, "pollution taxes," insufficient staffing of China's environmental protection division, and the proliferation of coal-fired power plants that he witnessed on one eight-hour ride through China's countryside. "The train passed coal-fired power plants every 15 to 20 minutes."

He found the business ethics class enlightening. "Extending a business practice considered ethical in the United

States to a developing country may not have the result we are looking for," he says. "For example, Western countries have child labor laws. At face value that seems like a good idea, but we have to be careful to consider the actual impact on those whom we want to help. Now that these laws are being enforced in countries like Thailand, there is a huge increase in child prostitution. The reality in developing nations may be that working in a factory for some children is better than being hungry or poor or in prostitution."

The Georgia State Study Abroad office helped Sill find a way to pay for his first trip to China. "It was a generous scholarship," he says. "I believe it catered to people who had never studied abroad before." He found his second opportunity at Kennesaw State University.

"Our Study Abroad office makes it easy to sign up for programs offered at other Georgia universities. This opens up a lot of possibilities and many places to go. Our Study Abroad staff helps you find interesting programs and helps you apply your study abroad credits to your degree at Georgia State," says Sill. "They are very helpful."

Last June found Sill studying Mandarin at Yangzhou University, four hours west of Shanghai on the Yangtze River, "the economic hub of that part of China," he says. He remained there through July to sightsee and practice his Chinese. "I slept in the same bed no more than two nights in a row. I visited the Great Wall three times, Beijing three times, and watched the development of their new Olympic Stadiums."

With China now "real" to Brad Sill, does he see China in his future? "It would be foolish to ignore the growing political and economic importance of China," he says. "I am just trying to stay a step ahead. I do not believe it will be all that long before I find myself in China once again."

仁慈

**VID ADRISON** (Ph.D. in Economics) in May presented "Estimating the Effect of Penalties on Regulatory Compliance" at the Urban, Regional and Environmental Economics Colloquium, a bi-monthly workshop in which Georgia State's faculty and graduate students present research in urban, regional and environmental economics and policy.

**PATRICK BRADSHAW** (B.S. in Urban Policy Studies) is a graduate research assistant in the College of Architecture in Georgia Tech's City and Regional Planning program. At home in Atlanta he serves as the planning committee chair for the Inman Park Neighborhood Association.

**NICHOLAS HARVEY** (Ph.D. in Public Policy) taught a module on Leadership and Organizational Management at the National Institute in Church Finance and Administration at the Candler School of Theology, Emory University.

**RAMU KALADI** (B.S. in Public Policy) is working as a student trainee in health policy in the Coordinating Office of Global Health, Office of the Director of the U.S. Centers for Disease Control and Prevention.

**ROBERT SALVINO** (Ph.D. in Economics) has accepted a tenure-track economics faculty position with Coastal Carolina University in Myrtle Beach, S.C.

**LEI ZHANG** (Ph.D. in Public Policy) authored a paper, "Obesity and Time Preference: The Health Consequences of Discounting the Future," with Assistant Professor Inas Rashad that was accepted for publication in the *Journal of Biosocial Science*.

**ESRA TANYILDIZ** (Ph.D. in Public Policy) has been awarded a Dissertation Fellowship from the National Science Foundation for her dissertation, "The Effects of Networks on Institution Selection by Foreign Doctoral Students in the U.S."

## Record job placements follow Ph.D. class

As the Andrew Young School celebrated its largest class of graduating Ph.D.s this year, the new graduates rapidly entered the job market. "These placements indicate that the program is succeeding and on the right track," says Felix Rioja, associate professor and doctoral coordinator in the Department of Economics.

Most of these newly minted alumni entered teaching and research programs: Bulent Anil, University of Georgia in Griffin; Steven Buigut, American University of Dubai; Rob Salvino, Coastal Carolina University; Dmitry Shishkin, Georgia Gwinnett College; Mike Tasto, Southern New Hampshire University;

Velma Zahirovic, Housing and Consumer Economics at University of Georgia; and Ming-Hung Yao, Tunghai University, Taiwan.

Paul Kagundu and Public Policy Ph.D.s Nev Ertas and Shena Ashley have joined Georgia State University. Kagundu is a clinical assistant professor in Economics. Ertas is a research associate in the Fiscal Research Center. Ashley is an assistant professor in PAUS and one of the core faculty members in the Nonprofit Studies Program.

Economics graduates Djessika Amendah and Mercy Mvundura joined the U.S. Centers for Disease Control and Prevention. Others have joined private firms or public organizations: Eric Sarpong is at Eli Lilly, Nikola Tasic is at the Central Bank of Serbia, and Angelino Viceisza is working at the International Food Policy Research Institute (IFPRI).

Economics graduate Ikuho Kochi is doing postdoctoral research at Colorado State University. Public Policy graduates Amy (Hyun Jung) Park is a post-doc fellow at the Technology Policy and Assessment Center at the Georgia Institute of Technology, and Jungbu Kim is a research associate in the AYS Fiscal Research Center.

## Interest in new IEML degree soars

The new B.A. in IEML, a degree in International Economics and Modern Languages that allows students to develop language skills in French, German and Spanish, has grown from eight students enrolled in the program last fall to 87 enrolled this fall. A special Open House for IEML was held in September to introduce students to faculty from the Economics and Modern and Classical Languages departments, advisors from the Office of Academic Assistance and others. Go to <http://aysps.gsu.edu/academics/degrees/BAIEML.htm>

Lectures on  
International Trade  
Second edition

Jagdish N. Bhagwati, Arvind Panagariya

HISTORIA DE ESPAÑA

LE FRANÇAIS COMMERCIAL

International Economics

# the “real thing”



Every academic year more than 45 PAUS students participate in an academic internship. Required for earning the M.P.A. degree, these internships are also frequently pursued by undergraduates. They are valued for giving students an edge in the career marketplace while helping them better imagine their future.

Professors Greg Streib, PAUS chair, and Katherine Willoughby coordinate the program. “Students see internships as an opportunity to show what they have to offer,” says Streib. “These are students who see a strong linkage between their education and work. For students lacking substantial experience, an internship is really a major event. They are often surprised and pleased with the responsibilities they are given, and they rise to the challenge.”

This summer, freshman Dan Williams (Urban Policy Studies) signed on as a development research associate with Habitat for Humanity in Atlanta. The year-long, full-time internship is funded by AmeriCorps\*VISTA. Dan is helping his coworkers obtain the funding and volunteers necessary to support Atlanta Habitat’s operations.

In a description about his experience, Dan writes that his internship “will be greatly beneficial towards a career in nonprofit leadership. I feel strongly that what I learn in my position at Atlanta Habitat will be an excellent complement to the coursework I am completing.”

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*These are students who see a strong linkage between their education and work.*

— Greg Streib, PAUS CHAIR

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Undergrad Whitney Davison’s internship with the Department of State, U.S. Embassy in Wellington, New Zealand, allows her to see diplomacy on an international level. “As globalization continues to grow, diplomacy has become more important than ever to ensure that the regions of the world are safe and peaceful so business can be conducted,” she writes. “This internship also provides me an opportunity to watch how the U.S. promotes business and interests abroad that affect the overall global economy.”

Urban Policy major Hector Baro, Jr., is an intern in the Learning and Development Solutions Department at Scientific Atlanta. The department provides training and development for the company, including orientation and training of new hires. Baros is one of five in the department, which has close to 10,000 employees in its care. “Working at Scientific Atlanta as an intern will open up new doors for me and will allow me to have experience when I graduate, or the possibility that I can stay on with the company as soon as my internship is over,” he says.

Second-year MPA student Carlos Cadena Gaitán signed on as an intern with the Medellin International Cooperation Agency in Medellin, Colombia, to complement his AYS education with an international public administration perspective. He works in the Agency’s Cooperation Department to find new and serve existing allies in the U.S. “The work of the agency is of great significance for the development of the entire region,” he writes. “It is the only agency of its kind in Colombia and one of the few in the whole Latin America region.”

For more information on M.P.A. internships, go to [www2.gsu.edu/~padgds/Update.html](http://www2.gsu.edu/~padgds/Update.html).



Tony Castro

**MICHAEL ARJONA** (M.A. in Economics '05), a teacher at The Walker School in Atlanta, was named Economics Teacher of the Year by the Georgia Council on Economic Education.  
[arjonam@thewalkerschool.com](mailto:arjonam@thewalkerschool.com)

**STEVEN BUIGUT** (Ph.D. in Economics '06) has accepted a position at American University in Dubai.

**TONY CASTRO** (B.S. in Economics '04) was recently promoted to Industrial Segment Analyst on Georgia Power's Industrial Segment Team. He had joined the company's Professional Development Program shortly after graduating.  
[tacastro@southernco.com](mailto:tacastro@southernco.com)

**TONYA COOK** (M.S. in Human Resource Development '05), a program specialist in the Office of Student Life and Leadership, Intercultural Relations at Georgia State, was inducted into the Atlanta Women's Foundation Destiny Fund.  
[STDTC@langate.gsu.edu](mailto:STDTC@langate.gsu.edu)

**ASMAA EL-GANAINY** (Ph.D. in Economics '06) in January joined the International Monetary Fund in Washington, D.C., as advisor to the executive director.  
[aelganainy@imf.org](mailto:aelganainy@imf.org)



Asmaa El-Ganainy

An article by **ANGELA HUTCHINSON** (Ph.D. in Public Policy '03), Associate Professor **PAUL FARNHAM** and others, "The Economic Burden of HIV in the United States in the Era of Highly Active Antiretroviral Therapy: Evidence of Continuing Racial and Ethnic Differences," *Journal of Acquired Immune Deficiency Syndromes*, 43 (2006), was featured in *AIDS Clinical Care* and published online in *JournalWatch: Medicine That Matters* by the publishers of *The New England Journal of Medicine*.

**TAMRAT "TIM" KASSA JR.** (M.P.A. '04) was promoted to North Georgia Planning Branch Chief in the Office of Planning at the Georgia Department of Transportation.  
[Tamrat.Kassa@dot.state.ga.us](mailto:Tamrat.Kassa@dot.state.ga.us)

**HUUBINH "BEN" LEE** (B.S. in Economics '06), the *Wall Street Journal* award winner and former president of the Economics Club, will pursue graduate studies in economics at Ohio State University.

**ERIC SARPONG** (Ph.D. in Economics '06) joined Eli Lilly and Company in Indianapolis this year as a senior health outcomes research scientist.



Toshihiro Uchida



Michael Arjona

Fulbright Scholar **REBECCA SERNA** (M.S. in Urban Policy Studies '07) joined the Atlanta Bicycle Campaign as executive director in September: [atlantabike@mindspring.com](mailto:atlantabike@mindspring.com)

Georgia Gov. Sonny Perdue promoted **HEATHER HEDRICK TEILHET** (M.P.A. '04) to Director of Public Affairs and Local Government Relations, a new position in the Office of the Governor.

**TOSHIHIRO UCHIDA** (Ph.D. in Economics '04) was hired as a researcher on the Climate Policy Project at the Institute for Global Environmental Strategies in Kanagawa, Japan. [t-uchida@iges.or.jp](mailto:t-uchida@iges.or.jp)

## ALUMNI CLUB NEWS

### NEW AYS ALUMNI CLUB WELCOMES MEMBERS

Looking for an easy way to stay involved in your alma mater? Join the new Andrew Young School of Policy Studies Alumni Club. Formed in 2007 by a handful of recent graduates, the club brings together graduates of all AYS programs and disciplines. The club uses e-newsletters, a blog and its Web site to broadcast AYS news, job opportunities and share the latest information on graduates and alumni-related events.

Board members, led by President Dawn Randolph (M.P.A. '96), meet monthly to plan activities and events that will bring more Atlanta area alumni together. To tap into the club, go to <http://aysps.gsu.edu/alumni/index.htm>. A copy of the latest newsletter is available at [http://aysps.gsu.edu/people/alumni/ENews/ENews\\_Spring07.htm](http://aysps.gsu.edu/people/alumni/ENews/ENews_Spring07.htm). The club meets the second Tuesday of every month at Manuel's Tavern at 6:30 p.m.

### CLUB CELEBRATES NEW GRADUATES

The AYS Alumni Club hosted its first New Graduate Reception in May. Faculty, staff and alumni met at Manuel's Tavern to congratulate new graduates on their degrees and invite them to stay involved in the school.

Alumni Club President Dawn Randolph led the event. Faculty members Katherine Willoughby, Bruce Seaman, Jim Alm, Greg Streib and Tom Crawford, editor of *Capitol Impact's Georgia Report*, addressed the crowd of more than 30 Andrew Young School alumni.



# GRADUATE recognizes AYS FACULTY

"Behind every great student stands ... an even greater group of supporters," read Angelino Viceisza during his keynote speech at this year's AYS Honors Day dinner. "It takes a certain drive on the part of any student to strive for bigger and better things. However, over and above such drive, a student needs additional support from faculty and staff in order to reach new heights. And the fact is that I have had truly outstanding supporters throughout my time here at GSU."

Viceisza, who recently graduated with a Ph.D. in Economics, described the support he received from faculty, staff and alumni in humorous remarks he titled, "Three Anecdotes and a Couple of Quotes." He said they allowed him to accomplish much in a "particularly fruitful" year: serve as a teaching assistant for two Ph.D. classes, present research at major conferences and seminars, and receive several academic awards and scholarships. He received a Georgia State dissertation grant and travel grants from the Department of Economics and the Public Choice Society.

In one anecdote, Viceisza and a faculty member are counting cash on her desk after an experimental lab session on corruption. A professor walks in to drop off mail, walks out, pops his head back in, stares at the cash and asks, "I wonder what grade you're getting for this course?"

"Of course, we all burst out laughing," said Viceisza, to a room full of laughter. He said the experience characterizes the atmosphere at the AYS, noting the faculty's sense of humor and the "great relationship between students and faculty."

"I have attended several academic institutions throughout my career and many are the schools that have not managed to successfully bridge the divide between students and professors. The AYS has been very successful at that and this is a great asset to our school," he said.

Viceisza accepted a two-year postdoctoral fellowship in the Market, Trade & Institutions Division of the International Food Policy Research Institute in Washington, D.C. He is using experimental economics to support IFPRI's research program, testing ways in which applied mechanism design can help to promote market development in developing countries.



## THE AYS OFFERS MANY OPPORTUNITIES



The Andrew Young School's new development director, Bill Doerr,

comes with nearly a decade of experience in higher education advancement. Formerly a development director at Oglethorpe University, Doerr was on a team that increased charitable giving there by 350 percent. He has also held leadership

positions at Andrew College and Guilford College.

"I am delighted to be at the Andrew Young School and Georgia State at such an important time in our history," says Doerr. "The work done here by our students and faculty is awe-inspiring. It is a joy to work every day to find the resources needed to make their work and scholarship possible."

"Bill is a perfect fit for the AYS," says Dean James Alm.

"We are a new school with many needs. When our alumni and friends consider giving to the school, we are confident that their contact with Bill will help make the process easy. He's a natural!"

Doerr volunteers with Habitat for Humanity and the Council for Advancement and Support of Education. He holds an M.P.A. from Columbus State University and undergraduate degrees from Andrew College and High Point University.

### MEMORIAL AND HONORARY SCHOLARSHIPS

Because the AYS is a relatively new school, every scholarship gift endowed makes a tremendous difference. Alone among the many giving vehicles, scholarships directly support a steady and growing stream of graduates. Contributions of any size can be made to existing scholarships, while those who would like to establish a named scholarship are encouraged to look into the options available.



# Students fill AYS financial symposiums



*A series of personal finance seminars is filling Georgia State classrooms with students eager to learn more about money management tools and techniques.*

Making Money Your Servant and Not Your Master, presented by the AYS Economics Club in April, drew more than 120 students to listen to panelists Ralph Moor, an AYS alumnus, student Turquoise Booker and AYS Advisory Board member Michael Mescon. A headline in Georgia State's student newspaper, *The Signal*, called the symposium "a huge success."

Moor (Class of 1937) majored in finance at the Georgia Tech Evening School of Commerce, now Georgia State. He frequently shares his views on the "immutable laws" of economics with students, encouraging them to learn to make smart financial decisions. The subject is important to Moor. His contributions make it financially possible for the AYS to develop and present

*Panelists at April seminar – far left, Ralph Moor; left center, Turquoise Booker; left, Michael Mescon*

a regular course in personal finance to undergraduates, which he frequently visits.

Credit Card Craze, developed and presented by Professor Paula Stephan, is popular with students every fall. Ten were offered in September and October, and more are expected. For dates and times, check the AYS calendar: <http://aysps.gsu.edu/calendar>.

## TO GIVE

### **Current memorial and honorary scholarship funds include:**

#### **AVIATION MANAGEMENT**

- ▶ Eddie Carlson, est. 1990

#### **DEAN'S OFFICE**

- ▶ Carolyn McClain Young, est. 1998
- ▶ Jean Childs Young Fellowship, est. 2005
- ▶ Coca-Cola Endowed Scholarship Fund, est. 2001

#### **ECONOMICS**

- ▶ Theodore Boyden, est. 1984

- ▶ Jack Blicksilver, est. 1999
- ▶ E.D. Jack Dunn, est. 1997
- ▶ Carole Keels, est. 1999
- ▶ George Malanos, est. 1990
- ▶ Mark Schaefer, est. 1985

#### **PUBLIC ADMINISTRATION**

- ▶ Joe Frank Harris, est. 1998
- ▶ Amanda G. Hyatt, est. 2002
- ▶ Dan Sweat, est. 1990

Many opportunities to give remain. Go online to <http://aysps.gsu.edu/new/giving.htm> to learn more about the difference your gift will make.

## **GHPC aligns state health plans**

*continued from page 15*

the opportunity to coordinate our efforts with others in pursuit of improved health status for all Georgians."

GHPC Senior Research Associate Chris Parker is facilitating a statewide plan for the Georgia Department of Community Health's Health Improvement Programs, which include programs targeted at women, men and minorities.

Parker says many of the major drivers of Georgia's poor health status – education, poverty, and access to insurance and services, or lack thereof – underlie any one disease state or demographic and often cross over many.

"The big bad health stats for Georgia are not likely to change unless Georgians start moving and pushing in the same direction on the major drivers and towards health improvement," Parker says. "The center plays a valuable role in aligning plans across interests groups, stakeholders and demographics."

# Major UPS grant supports Nonprofit Studies Program

The UPS Foundation has given the AYS \$100,000 to support scholarships in its Nonprofit Studies Program. This gift will strengthen the program's ability to recruit strong students and expand its knowledge development and service work on behalf of the nonprofit sector.

The UPS Foundation, while under the direction of long-time AYS Advisory Board member Evern Cooper Epps, has been a steadfast supporter of the mission of the Andrew Young School and the program. The UPS Foundation pursues its initiatives by identifying specific projects where its support can help produce a measurable social impact.

"We are thrilled to be the recipients of this support, and we treasure our long-standing relationship with the UPS Foundation," says Nonprofit Studies Director Dennis Young, Ramsey Professor of Private Enterprise. The grant supports various forms of scholarship assistance, including scholarships for executive directors who participated in the Executive Leadership Program for Nonprofit Organizations held in June, in collaboration with the Georgia Center for Nonprofits and the Executive Development Program of the Goizueta School of Business at Emory.

"It also supports scholarships for graduate students, allows students to participate in scholarly conferences, provides administrative support for expanding our educational programming, and will allow us to continue the UPS Distinguished Lecture Series on Nonprofit Economic Stewardship and Leadership," he says.

The AYS Nonprofit Studies Program educates the next generation of nonprofit leaders, fosters research on nonprofit leadership and policy, and bridges theory and practice in the creation and dissemination of knowledge about nonprofit organizations.