

Summer 2009

# The Briefing, Summer 2009

Andrew Young School of Policy Studies

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GeorgiaState  
University

ANDREW YOUNG SCHOOL  
OF POLICY STUDIES



**THE** Briefing

SUMMER 2009



# Where in the World is the Andrew Young School?

Atlanta, of course. To be more specific, we are located in the historic heart of Atlanta at Five Points, the crossroad where Atlanta began. We are within the expanding urban boundaries

of Georgia State University, which sits among business and government office buildings, street-level retail shops, residential high-rises, public parks and busy thoroughfares.

We are a relatively young policy school and have been in our current building only about four years now. There are still days that I believe I could stop a random passerby in front of our building and ask him where the Andrew Young School is, and he might not know he is standing in front of it! This is, in equal parts, the frustration, the challenge, and the opportunity that comes with being in a university that is not apart from, but a part of, a great international city.

Perhaps the more telling question is not where are we located, but where is our influence being felt? We recently traced the placements of our 54 Ph.D. graduates in Economics and Public Policy during the last four years. They literally span the globe, from Mexico to Ireland, Serbia to Uganda, Germany to China, and Botswana to Indonesia. Thirty-five of our Ph.D. alumni have

relocated across the United States, from Florida to California and stretching north to Minnesota and New Hampshire, with a nice contingent building in Washington, D.C.

Our Ph.D. alumni constitute a small, yet significant, part of the Andrew Young School's total global impact. AYS graduates at all degree levels have landed highly placed positions in national and local government policy agencies and departments, corporations and consulting firms. In 2008-2009 alone, our International Studies Program provided policy advice and technical assistance to governments in Egypt, Pakistan, India, Peru, Vietnam, Macedonia, Laos and the Congo. Locally, Georgia's elected officials often turn to our Fiscal Research Center for policy advice and training, while our Georgia Health Policy Center works with health care planners and policy makers around the country.

As the world becomes more closely connected, governments will face ever greater policy challenges. We have every reason to believe that the Andrew Young School's programs, faculty, students, and most important, its alumni, will significantly influence policy in various arenas all over the world.

The question may well soon become: where in the world are we not?

**Robert Moore**

*Interim Dean, October 1, 2008, to June 30, 2009*

Georgia State University  
Andrew Young School  
of Policy Studies  
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# contents



2 | Georgia officials fill Fiscal Research Center's property tax conference to capacity



18 | Broadening the policy conversation on trauma care



10 | Experts examine challenges to fiscal decentralization at ISP conference



32 | Study abroad programs



5 | Newman is named chair of PMAP



9 | Academic director gives the PMAP student experience a total makeover



34 | AYS celebrates 13th Annual Honors Day

## AYS NEWS

- Georgia officials fill Fiscal Research Center's property tax conference to capacity . . . . . 2
- Dean W. Bartley Hildreth to direct the ASY . . . . . 4
- Newman is named chair of PMAP . . . 5
- The AYS and Robinson College of Business partner on new reasearch center . . . . . 5
- AYSPS Worldwide Ph.D. Placements from 2006–08 . . . . . 6
- AYS celebrates unveiling of Roy Bahl portrait . . . . . 8
- Academic director gives the PMAP student experience a total makeover . . . . . 9

## REACHING OUT

- Experts examine challenges to fiscal decentralization at ISP conference . . . . . 10
- AYS partners with Cairo University . . . . . 11
- GHPC awards unique Legislative Health Policy Certificate. . . . . 12
- PMAP offers new degree programs & concentrations . . . . . 14
- Nonprofit leadership training taps into deep talent pool . . . . . 16
- Broadening the policy conversation on trauma care . . . . . 18

## POLICY RESEARCH

- Property taxes the focus of FRC Research. . . . . 20
- Income taxes and the elderly . . . . . 22
- Representation plays a critical role in policy design . . . . . 23

## FACULTY TODAY . . . . . 24

## STUDENTS TODAY . . . . . 31

## ALUMNI TODAY . . . . . 37

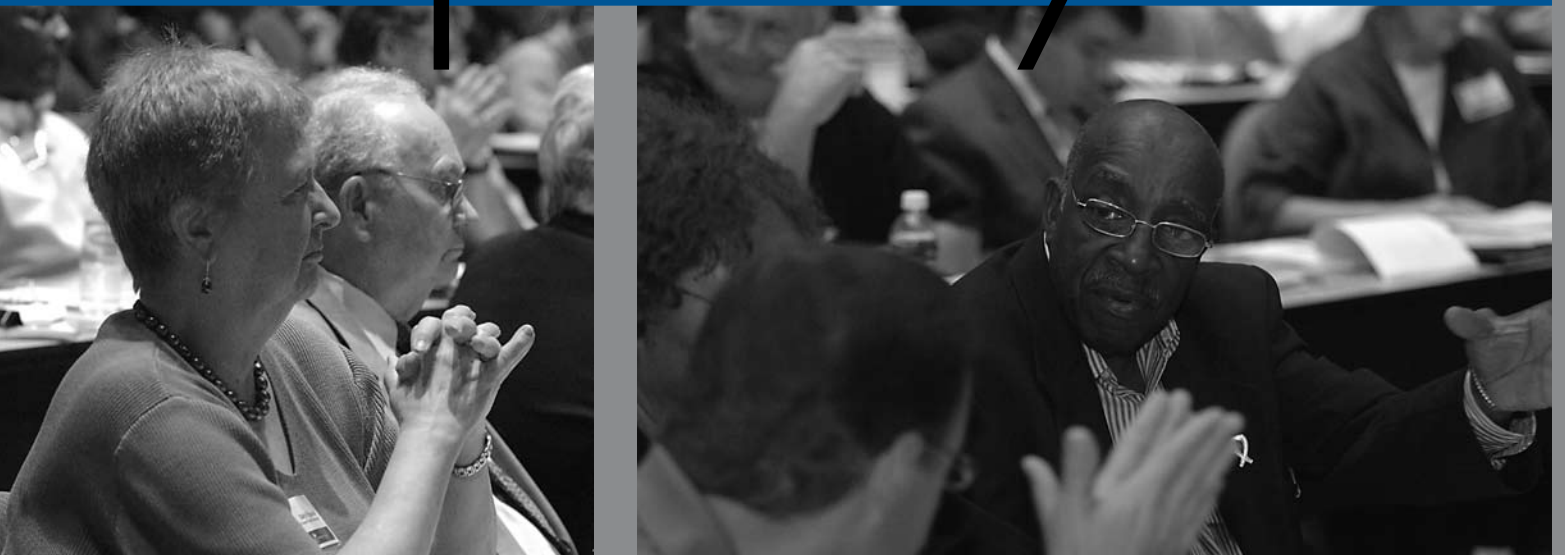
## FRIENDS TODAY . . . . . 41

# Georgia officials



**FISCAL RESEARCH CENTER'S**

property  
tax conference  
to  
capacity



**MORE THAN 300 ELECTED OFFICIALS AND PUBLIC ADMINISTRATORS** from around Georgia attended a property tax conference sponsored by the Andrew Young School's Fiscal Research Center in September. Titled "Towards a Better Understanding of Property Taxes & Proposed Policies," the conference was designed to provide the state's fiscal gatekeepers an opportunity to learn more about how property taxes, assessment limitations and levy caps work.

"Assessment caps or 'freezes' have been on the radar of the General Assembly each of the last three years. Our goal for the program was to present an unbiased view of assessment limitations," says Professor David Sjoquist, director of the Fiscal Research Center and Domestic Programs. Fiscal policy experts showed Georgia's leading policymakers how the property tax works in Georgia; reviewed its growth and alternative policies like assessment limitations, caps and exemptions that limit its growth; and shared what other states have learned as they have wrestled with the same issues. The objective was to provide a better understanding of the implications of assessment caps and what has happened in other states that have done it.

The day-long session attracted an audience that at times filled Georgia's Capitol Education Center auditorium beyond capacity with elected officials and staff from the General Assembly, city councils, county commissions, school boards, state agencies and universities. Interested community leaders were also in attendance.

"Folks are listening," says Sjoquist, who has since seen some of the facts that were presented at this conference used by local governments in other meetings.

The topic also garnered serious attention from the media. Articles in the *Atlanta Business Chronicle* and several Morris newspapers, including the *Florida Times-Union*, featured comments from presenter Mark Haveman, executive director of the Minnesota Taxpayers Association, Rep. Chip Rogers (R-Woodstock) and Rep. Tom Graves (R-Ranger).

The conference was organized and planned with the assistance of representatives of the Association of County Commissioners Georgia, the Georgia Budget and Policy Institute, the Georgia Municipal Association, the Georgia Public Policy Foundation, the Governor's Office, the Senate Finance Committee and the House Ways and Means Committee. Additional presenters included Professor Sjoquist, who holds the Dan E. Sweat Distinguished Chair in Educational and Community Policy; Sally Wallace, professor of Economics in the Andrew Young School and associate director of the Fiscal Research Center; Vicki Lambert, director of the Local Government Services Division of the Georgia Department of Revenue; Nancy McCallin, president of the Colorado Community College System and former executive director of Colorado's Office of State Planning and Budgeting; Richard Hawkins, associate professor of Economics at the University of West Florida and principal associate with the Fiscal Research Center;

and Jay Wortley, senior economist for the Michigan Senate Fiscal Agency.

Presentations are available at <http://aysps.gsu.edu/frc/index.html>.



Top center (left to right), Dan Ray and Jim Davis. Right (left to right), GA Rep. Richard Royal, Nancy McCallin, Mark Haveman, W. Jay Wortley and Richard Hawkins. Above, AYS Professor Dave Sjoquist, director of the Fiscal Research Center and Domestic Studies.

# Dean W. Bartley Hildreth to direct the AYS



W. Bartley Hildreth became dean of the Andrew Young School of Policy Studies on July 1. Hildreth succeeds Regents Professor Roy Bahl, who helped create Georgia State University's newest school and served

as its dean from 1996 until 2007.

Hildreth came to AYS from the Hugo Wall School of Urban and Public Affairs at Wichita State University, where he had been the Regents Distinguished Professor of Public Finance and a faculty member of the W. Frank Barton School of Business.

"It is an honor to be selected to lead the Andrew Young School, a top-ranked policy school known for its scholarly contribution and policy advice in Atlanta and in capitals around the globe," says Hildreth. "Ambassador Andrew Young said the world calls all of us to leadership. My job is to keep that vision alive during the Andrew Young School's next stage of growth as a creative leader in the world of policy studies."

Upon announcing Hildreth's appointment, Provost Ron Henry said: "The AYS has attained an outstanding reputation since its inception. It is felt that Bart Hildreth will be a leader of vision

who will be instrumental in creating and implementing the school's further growth and prominence."

An expert on municipal securities, public budgeting, and state and local finance, Hildreth holds a Ph.D. in Public Administration from the University of Georgia and an M.P.A. from Auburn University at Montgomery. He directed the Kansas Public Finance Center since 1994 and was interim dean for Wichita State's business school from 2007 to 2008.

Hildreth received the 2008 Aaron B. Wildavsky Award for lifetime scholarly achievement in public budgeting and finance. As a Fulbright Scholar in 2005, he served as a visiting research chair in public policy at McGill University in Montreal. He has served on the National Advisory Council on State and Local Budgeting and the Governmental Accounting Standards Advisory Council.

AYS Professor Gregory Lewis, who chaired the search committee, believes that Hildreth's leadership capabilities and his scholarly reputation will help provide visibility for the AYS. "Bart is an excellent and well-known scholar in an area that fits really well with the AYS," he says.

## AYS Advisory Board commends interim dean

Associate Dean Robert Moore (right), who served as interim dean of the AYS, was formally recognized by the AYS Advisory Board for his exemplary service to the school. Moore filled the position after former dean James Alm took leave for health-related reasons.



Moore focused his efforts on the growth and progress of the school. "The school is in great shape for our new dean," he says. "We have the best Dean's Office staff in the university, and the day-to-day business activities of the office have gone without a hitch. We continue to lead the university in externally funded research, according to the latest Research Office report. We have updated and enhanced our curriculum, and several significant proposals are in progress."

Following Moore's move, Economics Professor Mary Beth Walker (left) accepted a temporary appointment as interim associate dean. She has since been asked to chair the Economics department effective July 15.

"Mary Beth graciously agreed to accept this responsibility and help guide the Dean's Office," says Moore. "I have appreciated having her assistance and insight on the many issues that have come to the office."



# Newman is named chair of PMAP

Professor Harvey Newman was appointed chair of the Department of Public Management and Policy in April 2008. He replaced PMAP Professor Greg Streib, who returned his focus to research and teaching after chairing the department for three years.

Newman's tenure at Georgia State predates the founding of the Andrew Young School. He joined the university as a graduate research assistant in 1970 and in 1971 became an assistant in the Dean's Office of the College of Urban Life. He developed Georgia State's first nonprofit management program in 1975 and chaired the Department of Urban Studies in the College of Public and Urban Affairs from 1981 until 1987. His research focus is nonprofit and economic development policy, particularly tourism.

Newman is a board member for several nonprofit groups and a frequent speaker in a variety of settings, including the Executive Leadership Program for Nonprofit Organizations. He directs the educational programs for the Nonprofit Studies Program, and in 2007 he co-developed and now teaches the AYS's wildly popular fall course, Policy Leadership, with Professor Michael Mescon, a member of the AYS Advisory Board and dean emeritus of the Robinson College of Business.

Newman is as well known for his inexhaustible knowledge of the history of Atlanta's economic and community development as he is for his policy research, teaching and leadership in local and national nonprofit organizations.

"Harvey is like a rolodex," says Maggie Tolan, the department's new academic programs director. "His Atlanta knowledge and connections are invaluable to our students and our work.

"Fifty students showed up last fall at the first meeting of our student organization, the PMAP Community Network, for our Stump Harvey Newman Night. Normally about five students would come," she says.

"The main thing I bring to this position is experience within the university," says Newman. "Our PMAP faculty and staff bring a wealth of knowledge and talent into the classroom." Newman says he will continue teaching, researching and working with PMAP faculty to develop courses for new and existing degree programs in public policy.

He also promises to resurrect his downtown Atlanta walking tour in the spring.

"Professor Newman brings a wealth of experience in PMAP to PMAP," says Interim Dean Robert Moore. "His credentials and credibility have allowed him to hit the ground running, engaging the faculty in developing important, significant changes to curriculum and program improvements in the department. We expect to continue to see exciting new programs originating in this department."



## THE AYS AND ROBINSON COLLEGE OF BUSINESS PARTNER ON NEW RESEARCH CENTER

AYS economists are a key element in the new Center for the Economic Analysis of Risk under development by the Department of Risk Management and Insurance at the J. Mack Robinson College of Business in partnership with the AYS and the Federal Reserve Bank of Atlanta. The first research center of its kind in the world, CEAR will manage a "virtual" network of 100 economists who address risk-related problems.

"We expect that CEAR will put us on the map as the place to go when

you're interested in doing research on topics related to risk. This is a great opportunity for us to make an impact on academic research and policy," says Associate Professor Susan Laury, associate director of the Experimental Economics Center.

CEAR will bring together some of the top minds from around the world to study and find solutions for even the most complex risk-related problems, agrees Robinson College of Business Dean H. Fenwick Huss. "Be it fire or

fraud, natural disaster, man-made calamity or liquidity crisis, the ability of individuals, organizations and societies to anticipate and manage risk is becoming more and more critical," he says.

The center is funded by a unique "Areas of Focus" program in which Georgia State University provides internal grants to units based on the merit and potential impact of a project. The new CEAR initiative will be funded at \$1.4 million per year.



# ANDREW YOUNG SCHOOL OF POLICY STUDIES

## UNITED STATES

### AL – ALABAMA

**Nevbahar Ertas**, Ph.D. Policy, '07  
University of Alabama at Birmingham

### CA – CALIFORNIA

**Roy S. Wada**, Ph.D. Economics, '07  
University of California, Los Angeles  
& RAND Corporation  
Postdoctoral Appointment

**Ignacio A. Navarro**, Ph.D. Policy, '08  
California State University,  
Monterey Bay

### CO – COLORADO

**Ikuho Kochi**, Ph.D. Economics, '07  
Colorado State University

### DC – WASHINGTON, D.C.

**Asmaa El-Ganainy**, Ph.D. Economics, '06  
International Monetary Fund

**Abdu Muwonge**, Ph.D. Economics, '07  
The World Bank

**Angelino Viceisza**, Ph.D. Economics, '07  
International Food Policy  
Research Institute

**Kwaw S. Andam**, Ph.D. Policy, '08  
International Food Policy  
Research Institute

### FL – FLORIDA

**Hai Guo**, Ph.D. Policy, '08  
Florida International University

### GA – GEORGIA

**Kathryn T. Brice**, Ph.D. Policy, '05  
Director; Community Economic  
Development Institute, Georgia Tech

**Christopher S. Horne**, Ph.D. Policy, '05  
Kennesaw State University

**John W. Matthews**, Ph.D. Policy, '06  
Georgia State University (FRC)

**Paul Kagundu**, Ph.D. Economics, '06  
Georgia State University (Econ)

**Eunice Heredia**, Ph.D. Economics, '06  
Georgia State University (ISP)

**Olga Pavlova**, Ph.D. Economics, '06  
InterContinental Hotels Group

**Guevera A. Yao**, Ph.D. Economics, '06  
Georgia State University (ISP)

**Abel Embaye**, Ph.D. Economics, '07  
Georgia State University (Econ)

**Velma Zahirovic-Herbert**,  
Ph.D. Economics '07  
University of Georgia – Griffin

**Peter Bluestone**, Ph.D. Economics, '07  
Georgia State University (FRC)

**Djesika Amendah**, Ph.D. Economics, '07  
Centers for Disease Control –  
Prevention Research Branch

**Mercy Mvundura**, Ph.D. Economics, '07  
Centers for Disease Control –  
Prevention Research Branch

**Dmitry Shishkin**, Ph.D. Economics, '07  
Georgia Gwinnett College

**Jungbu Kim**, Ph.D. Policy, '07  
Georgia State University (FRC)

**Nara F. Monkam**, Ph.D. Economics, '08  
Georgia State University (FRC)

**Catherine P. Slade**, Ph.D. Policy, '08  
University of Georgia Institute for  
Behavioral Research

**Zeynep E. Tanyildiz**, Ph.D. Policy, '08  
Georgia State University (PMAP)

**Monica L. Oliver**, Ph.D. Policy, '08  
independent consultant

### IN – INDIANA

**Eric M. Sarpong**, Ph.D. Economics, '06  
Eli Lilly

### MN – MINNESOTA

**Bulent Anil**, Ph.D. Economics, '07  
University of Minnesota – Duluth

## IRELAND

**Roman Raab**  
Ph.D. Economics, '08  
National University  
of Ireland at Galway

## MEXICO

**Jose Rendon-Garza**  
Ph.D. Economics, '06  
Ministry of Finance, Mexico

**Raul A. Ponce**  
Ph.D. Economics, '06  
Universidad Autonoma de Ciudad Juarez



# WORLDWIDE PH.D. PLACEMENTS FROM 2006–08



# AYS celebrates unveiling of Roy Bahl portrait

Faculty, family and friends joined Regents Professor and AYS founding Dean Roy Bahl on Nov. 30, 2007, to celebrate the unveiling of his portrait. It hangs in the front lobby of the school, joining the portrait of Andrew Young that was unveiled in 2005.



W.J. Usery, Dean Roy Bahl and Janet Johnson



Andrew Young and Dean Roy Bahl



Dean Roy Bahl and Rossin, the artist



Dean Roy Bahl is joined by his wife Marilyn (left) and his daughters, Ashleigh and Renee, as he addresses the gathering.



# academic director gives the PMAP student experience a total makeover

**“THE AYS PUBLIC MANAGEMENT AND POLICY** program allows Georgia State students top-caliber faculty at the best price and provides them the best access to government and nonprofit activities outside of the school,” says Director of Academic Programs and Alumni Relations Maggie Tolan, who joined the department in July 2008. She feels the program is one of the best-kept secrets in Atlanta.

thing tangible when they graduate,” she says. “Our goal is to see every student build a two- or four-year plan that is purposeful about what they’re doing inside and outside of the classroom.”

“Maggie’s comprehensive program of career events is typical of programs in the public management and policy field,” says Professor Newman. “Our area of study places a stronger emphasis on career preparation.”

Tolan agrees. “The M.P.A. has a ‘credential-ish’ feel to it, like an M.B.A. or C.P.A. The expectation is that you, an M.P.A., are an advanced leader in your field.” She feels that a well-mapped career development path is essential.

The department hired Tolan as a consultant after Jim Martin left the position to run for the Senate. Tolan and her partner had moved to Atlanta from Arizona seeking a better quality of life for their two young children. “We were so impressed, we hired her full-time after three months,” says Newman.

*continued on page 30*

“Among the top 27 nationally ranked public affairs programs, we are among the least expensive and most flexible,” she says.

Tolan, whose responsibilities include student recruitment, internship development and alumni relations, believes that the connections among PMAP and Atlanta-based government agencies and nonprofits are a key selling point. “I think we’ve got a gold mine here.”

Tolan has worked with Chair Harvey Newman and faculty to redesign the total student experience at PMAP, from admission through graduation. Drawing from a career that culminated in leadership positions in both academia and career services at Arizona State University, Tolan has developed a series of career mapping and networking programs that show students how to best engage in and articulate their unique set of experiences in PMAP, setting AYS graduates apart from those of similar public affairs programs at other universities.

“We want to help our students spend their money wisely and have some-

## PAUS is now the Department of Public Management and Policy

Public Administration and Urban Studies has been renamed the “Department of Public Management and Policy” to better reflect its teaching and research focus. The new name aligns the department with the national recognition it frequently receives in media such as “America’s

Best Graduate Schools” rankings in *U.S. News & World Report*. PMAP Chair Harvey Newman and Professor Ted Poister successfully argued the case for the name change before Georgia State University’s Administrative Council in October; the motion passed with overwhelming support.

“We are proud of the new name because it captures what we do within the Andrew Young School,” says Newman. “Public policy is obviously at the heart of what our school is about, but the term ‘public management’ is also widely recognized within our field. Along with our research focus in public management and policy, service and teaching in our undergraduate degree, our masters’ degrees (the M.P.A. and M.P.P.) and our doctoral program, this change should enhance our reputation.”

PMAP educates and trains future professionals for the public and nonprofit arenas, enabling them to effectively manage people, resources, information, organizations and networks. For more information on PMAP, go to <http://aysps.gsu.edu/paus/index.html>.

# Experts examine challenges to fiscal decentralization at ISP conference



“The main objective of the conference was to gather, in a single place, prominent experts in academia and international organizations who have been advising developing and transitional countries that, for a variety of institutional and political reasons, can be defined as ‘hard to decentralize.’ The contributions at the conference provided valuable lessons on how to implement successful decentralization

where to guide our own future policy work.” He says the participants particularly appreciated the thoughtful insights and guidance provided by the conference leaders.

The ISP is, along with several other organizations, at the leading edge of policy reform in fiscal decentralization issues around the world, says Martinez.

ISP faculty from the Andrew Young School have provided training and capacity building programs in more than half of the developing countries discussed at the conference, including Bangladesh, Egypt, Pakistan and Tanzania.

Presentation papers and PowerPoint slides from the

## FISCAL POLICY EXPERTS

who work in the Middle East, Africa, Asia and South America found a common language in September 2008 at the annual public finance conference sponsored by the International Studies Program. Titled “Obstacles to Decentralization: Lessons from Selected Countries,” the conference joined professionals from the World Bank, International Monetary Fund and the United Nations Capital Development with independent consultants and esteemed public finance faculty from the Andrew Young School, the London School of Economics and other universities.

Presentations addressed the challenges of public finance reform in 16 developing countries. Topics ranged from “Local Government Discretion and Accountability” in Ethiopia to “Fiscal Federalism and Petroleum Resources” in Iraq and “Decentralization in the Post-Conflict African Environment” of Sierra Leone and Southern Sudan.



Top to bottom, left to right: Ildar Zulkarnay, Bashkir State University, Russia; Bob Searle, fiscal expert from Australia; Jorge Martinez-Vazquez; Serdar Yilmaz, Grant Bishop\* and Anwar Shah of World Bank

reform programs in other countries in the future,” says Regents Professor and ISP Director Jorge Martinez-Vazquez, who co-organized the conference with Francois Vaillancourt, an economics professor from the University of Montreal.

The World Bank Institute’s lead economist, Anwar Shah, believes the AYS conference provided an important opportunity for scholars working on decentralization reforms to have their works critiqued by peers: “We learn from both successes and failures else-



conference can be downloaded at <http://aysps.gsu.edu/isp/2410.html>. They will be collected for a book to be edited by Martinez and Vaillancourt.

ISP conferences bring together senior policy experts, academics and policy-makers around an important fiscal policy theme at least once, often twice a year. For information on this year’s conference, go to <http://aysps.gsu.edu/isp/index.html>.

\*formerly with World Bank

# AYS partners with Cairo University

The AYS has entered into a three-year partnership that will send fiscal policy faculty from the International Studies Program to provide training and technical assistance to Cairo University's Department of Economics, Faculty of Economics and Political Science. The project, which began in March, will strengthen and broaden the outreach of the Egyptian university's faculty and establish it as a regional hub for teaching, research and technical assistance in economics.

"We met with their dean, Professor Alia El Mahdi, on February 5 in Atlanta, to finalize the work plan," says research associate and AYS alumna Eunice Heredia-Ortiz (Ph.D. in Economics, '07), who manages the project. As a first activity this spring, Susan Laury, associate director of the Experimental Economics Center, trained faculty in Cairo on experimental economics methods.

The partnership will enhance the quality of the university's economics teaching and research, allowing it to better serve a variety of Egyptian stakeholders: think tanks, development agencies, civil society, the private sector, and government policymakers. Under the partnership, the university's contribution to economic development will be felt throughout the country.

A \$400,000 grant awarded by The American Council on Education office of Higher Education for Development, in cooperative agreement with the USAID (United States Agency for International Development), will support the three-year partnership. In addition to developing new training programs and curriculums, the ISP will bring faculty and staff from Cairo University to Atlanta to benefit fully from the academic programs and activities available to students in the Andrew Young School.

AYS has assisted Egypt with its decentralization reforms in a number of ways since 2007, when ISP worked



*Students at Cairo University*

on a program its Ministry of Local Development and the Ministry of Finance. In 2008 the ISP and AECOM, a company that provides technical and management support services around the globe, were awarded a \$1 million joint contract to provide decentralization services to the national government.

## Georgia State is awarded a major grant to help develop a West African university



*(Left to right) Mark Robinson (IS&T), Sharon King (Office of International Affairs), Brad Moore (IRS), former Prime Minister Daniel Duncan, Wallace and IUGB President Salio Toure recently gathered in Cote d'Ivoire to develop the IUGB's business plan.*

Georgia State University and the International University of Grand-Bassam in Cote d'Ivoire expanded their partnership in June, when IUGB agreed to give Georgia State grants of up to \$3 million over the next three years for help developing its programs and curriculum.

AYS Professor Sally Wallace, associate director of the Fiscal Research Center, will serve as provost and vice president of academic affairs at the West African university.

# GHPC awards unique Legislative Health Policy Certificate

## MORE THAN 30 MEMBERS AND STAFF

of the Georgia General Assembly attended the inaugural sessions of the Legislative Health Policy Certificate Program developed by the Georgia Health Policy Center. Fifteen earned the certification. "We had some really great legislative champions – Rep. Sharon Cooper (R-Marietta), Rep. Micky Channell (R-Greensboro), Sen. Don Thomas (R-Dalton) and Sen. Greg Goggans (R-Douglas) – and this made all the difference in our success," says GHPC research associate and AYS alumna Rachel Ferencik (M.P.A., '04), who leads the project.

Designed to prepare elected officials for the challenging health issues that come before them during

the session, the GHPC program is part of a three-year health policy education initiative funded by the Robert W. Woodruff Foundation. It will be offered again this year.

"Our goal is to help state policy makers think about health from a broader policy perspective as they wrestle with complex issues like health care financing, public health, access, the uninsured and Medicaid," says GHPC Director Karen Minyard.

"I am appreciative of the Andrew Young School for this opportunity," says Rep. Cooper, who chairs the House Committee on Health and Human



Pictured left to right: Rep. Billy Mitchell, Jeremy Betts, Rep. Mike Cheokas, Rep. Michele Henson, Rep. John Lunsford, Margie Coggins, Karen Minyard, Mary Ann Phillips, Rachel Ferencik, Robert Moore, Rep. Sharon Cooper and Speaker Glenn Richardson.

*The Andrew Young School congratulates the first recipients of the Legislative Health Policy Certificate: Reps. Sharon Cooper, Mike Cheokas, Pat Gardner, Michele Henson, John Lunsford, Gene Maddox, Fran Millar and Billy Mitchell; Sens. Don Thomas, Lee Hawkins and Gloria Butler; and staff members Ginny Powell, Jeremy Betts, Margie Coggins and Jesse Weathington.*

Services. "I received quality health policy information that will help in my decision-making."

Prior to designing the program, the GHPC conducted a series of stakeholder interviews with leaders in the Georgia House and Senate and learned that those who served on health-related committees wanted to elevate their understanding of health policy issues. "They wanted a more in-depth study of health policy," says Ferencik. "We ended up targeting the certification to four committees in the House and Senate: the Health and Human Services committees, and the health-related Appropriations sub-committees."

Ferencik notes that the curriculum framework was based on a "systems" approach to health policy. "We wanted them to think about health policy in the long term, look at trends, and consider unintended consequences of policy decisions. Our approach was enthusiastically received by the legislators, who appreciated that perspective." Four core sessions that covered an introduction to health policy, the impact of health status on Georgia, health spending, and coverage and access to care were followed by four sessions on topics chosen by the participants.

Other states have contacted the GHPC to learn more about the program, so the GHPC is working on another program that would bring health policy practitioners and policymakers from different states together.

# GHPC helps CDC broaden the conversation on health care reform

The Georgia Health Policy Center helped design and facilitate the U.S. Centers for Disease Control and Prevention's 2008 Leaders to Leaders Conference, Shaping Policy for a Healthier Nation, held in Washington, D.C., in July. GHPC Director Karen Minyard facilitated the session, "Finding the Voice of Public Health in the National Health Reform Dialog," and participated in a panel discussion titled "Engaging Americans for a Healthier Nation."

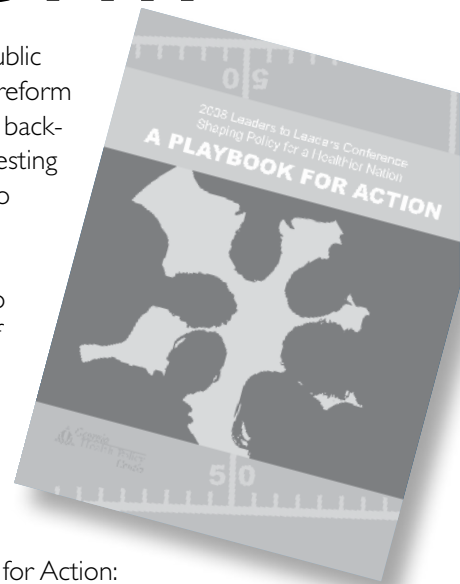
"National health reform policy discussions have routinely focused on expanding access to health care, containing costs, financing the system and delivering quality care," says Minyard. "We are working with the CDC and others who are attempting to change this culture and expand the conversation to include health promotion, health improvement and disease prevention."

"Health should be considered in all policies at the state, local and national levels," she says.

GHPC's work on this project began in the summer of 2007, when the CDC contracted with the GHPC to establish a

framework that would bring public health into the national health reform debate. GHPC staff conducted background research, focus group testing and key informant interviews to identify common priorities and strategies for achieving health improvements. This work led to the development of a Levels of Reform model that the GHPC used to make recommendations to the CDC.

Following the conference, the GHPC developed and produced the guide, "Playbook for Action: Shaping Policy for a Healthier Nation." Organized to help leaders convert their ideas to actions, the playbook was funded by the CDC with support from the National Network of Public Health Institutes. It is available for download at <http://aysps.gsu.edu/ghpc/2905.html>.



## State's trauma network is excellent, for fewer than a third of all Georgians

Patients treated at Georgia's trauma facilities have an excellent chance of survival, writes Senior Research Associate Holly Avey in the GHPC Issue Brief, "Trauma Care in Georgia: Building a Better System." Georgia's designated trauma centers report an eight percent mortality rate. However, less than a third of all Georgians who suffer serious injury are treated at a designated trauma center.

Georgia's death and disability rate from traumatic injuries is 20 percent higher than the national average. The state does not operate a coordi-

nated statewide trauma system, putting more residents – particularly in rural areas – at greater risk. "If Georgia created a coordi-

nated, regionalized and accountable trauma system that gave it the capacity to reduce mortality rates to the national average, as many as

700 people per year could be saved from a trauma-related death," writes Avey.

Avey outlines current challenges and proposed improvements to the state's trauma delivery system. She notes the lack of 911 call services in 20 counties and the 40 counties that are outside of a 50-mile radius of a trauma center, many of which lack access to ground and air ambulances. "Time required to reach a trauma victim and transport to a trauma care facility can be a significant challenge for many of the rural areas in the state," she writes.

**GEORGIA TRAUMA CARE**

**facts&figures**

- The state does not have a coordinated statewide trauma system.
- 20 Georgia counties do not have a 911 emergency call system.
- There are an insufficient number of ground and air ambulances for the size of the state.
- 40 counties lie outside a 50-mile radius of a trauma center.

GHPC briefs on important health topics are available at [www.gsu.edu/ghpc](http://www.gsu.edu/ghpc).



# PMAP offers new degree programs & concentrations

*The Department of Public Management and Policy continues to expand and improve its degree programs in public policy, drawing the attention of students looking for a competitive edge while preparing for and building careers in public service.*

Popular new concentrations have been added to PMAP's Bachelor of Science in Public Policy: nonprofit leadership, and public management and governance. "Our nonprofit leadership concentration has been really attractive," says department chair Harvey Newman. "Every seat in our introductory course has filled each of the three times we've offered it. It is

gratifying to see the graduate and undergraduate interest in our concentrations.

"We're also working to improve the quality of our historically strong M.P.A. program. For example, this year we introduced a new course, Law for Public Managers," he says.

Effective this fall, PMAP will offer a new Master of Public Policy degree with concentrations in planning and economic development, and social policy. Additional concentrations in disaster policy, health policy, nonprofit policy and public finance policy are pending approval. "We designed our M.P.P. for people who have a strong interest in policy analysis or policy related to our core specializations," says Newman. "Pending approval, we will be one of two Georgia universities that offer this degree and the only one to offer these concentrations, as Georgia Tech's M.P.P. focuses more on science and technology."

Early in 2009, PMAP had finished a proposal for Georgia State to offer a Ph.D. in Public Policy independent of the joint Ph.D. with Georgia Tech currently offered. "We want to continue our partnership with Georgia Tech," says Newman, "but they also offer their own Ph.D. This degree would give our students the opportunity to earn a Ph.D. in the areas that we do best: public and nonprofit management, public budgeting and finance, and policy and program evaluation."

This fall PMAP will also sponsor a new Freshman Learning Community called Public and Nonprofit Leadership: Making a Difference. "This FLC will increase our visibility and student affiliation with our school," says Maggie Tolan, PMAP's director of Academic Programs of Alumni Affairs. "Exciting courses in public and nonprofit leadership will be paired with a course on global disasters.

"Our goal is to have students belong to our college from day one," she says.



## Public Management and Policy Degrees

### GRADUATE

- Master of Public Administration with concentrations in Criminal Justice, Management and Finance, Nonprofit Management, Planning and Economic Development, Policy Analysis and Evaluation, Public Health
- Master of Public Policy (new Fall 2009) with concentrations in Disaster Policy, Nonprofit Policy, Planning and Economic Development Policy, Public Finance Policy, Social Policy
- Ph.D. in Public Policy\*
- Joint Ph.D. in Public Policy (with Georgia Institute of Technology)

### UNDERGRADUATE

- B.S. in Public Policy with concentrations in Nonprofit Leadership, Planning and Economic Development, Public Management and Governance, Public and Nonprofit Human Resource Policy
- Minor in Urban Policy Studies (Public Policy)
- American Humanics Certificate (nonprofit leadership)

\*Pending Board of Regents approval

# Summer Research Interns RATE THE PROGRAM *a success*

Ten rising seniors from colleges and universities around the United States were chosen from among 100 outstanding applicants to participate in the Andrew Young School's 2008 Research Experience for Undergraduates Program (REU).

Sponsored by the National Science Foundation, this six-week summer internship provides undergraduate students the opportunity to actively participate in policy research.

"The long-term goal for the program is to attract qualified, interested students, especially minorities and women, to quality Ph.D. programs in economics, public policy, and other social science disciplines," says Associate Professor Neven Valev, who has managed the program eight of its 11 years at the AYS. "Our REU alumni, many of whom are enrolled in or have graduated from top graduate programs, are enthusiastic ambassadors for the AYS throughout academia, industry and policy circles."

REU interns work with faculty mentors on their research projects; their papers are then published on the AYS website. They participate in peer discussion meetings, seminars with AYS faculty and research staff, roundtable discussions on economic research and a variety of off-campus tours and faculty/student mixers designed to maximize their experience.

Aurelie Mambongo, Zainab Lawal and Tracy Davis of Georgia State, William

Dever of the University of Georgia, Michael Ivie of Clayton State, Casey Wichman of Ithaca College, Mary Githens of Armstrong Atlantic University, Steven Couper of the University of North Carolina, Leigh Shapiro of the University of Florida and Nyda Mukhtar of the University of Washington participated in the 2008 program. In anonymous evaluations they express their enthusiasm and support for REU:

*"The program was great. It was a great opportunity to gain first-hand graduate school and research experience and work with some extremely qualified people. It also provided an opportunity to meet like-minded people and have a fun summer in Atlanta."*

*"I felt that this internship provided me with the opportunity to grow both as an economist and as a young scholar. I really learned a lot from my mentor in how to perform graduate research. I am sure this will help me in my future economic endeavors."*

*"The program offered a hard-to-come-by undergraduate research program. I don't think anything else would prepare me better for graduate work in economics."*

AYS Professor James Marton led this summer's 2009 REU Summer Policy Research Internship program that ended July 14. For more information and to view past student papers, go to <http://aysps.gsu.edu/econ/1639.html>.

## 2008 Georgia State Undergraduate Summer Policy Intern Papers

- ▶ Steven Couper, "Credit Market Participation: An Examination of Determinants and Productivity Effects"
- ▶ Tracy Davis, "Measuring Risk in College Students: A Survey Using the Domain-Specific Risk-Attitude Scale"
- ▶ Patrick Dever Jr., "Capital Grants: Determinants of Sub National Capital Financing: An Econometric Analysis"
- ▶ Mary Githens, "Best Practice Note in Establishing Fiscal Policy Units: Scope of Work"
- ▶ Michael Ivie, "Credit Markets and Economic Growth in the United States"
- ▶ Nyda Mukhtar, "Calculating Expenditure Needs for South Africa"
- ▶ Aurelie Ngo-Mambongo and Zainab Lawal, "Financial Development in African countries"
- ▶ Leigh Shapiro and Jon Rork, "The effect of statewide merit aid on migration of the college-educated, and vice versa"
- ▶ Casey Wichman, "An Assessment of U.S. air quality policy and its effects in Georgia: Past, present and future"

# Nonprofit leadership training taps into deep talent pool

An AYS-managed executive training program tailored to the nonprofit sector enjoyed its third successful year in 2009. Executives who attend the Executive Leadership Program for Nonprofit Organizations program give it high marks for its engaging format and practical content in evaluations every year:

*"This will help me redirect our board. Excellent, thoughtful and original."*

*"It really forced us to think outside the box and develop a clear vision and assessment of our own thinking. Insightful, inspiring and a delight."*

*"I liked the opportunities to share experiences and hear from others about how they see themselves as leaders."*

nonprofits and the executive directors of smaller to mid-sized organizations. During the week-long course, prominent nonprofit leaders, expert faculty and industry peers help them translate theory into practice and concepts into strategies that are relevant and practical for their organizations. The Nonprofit Studies Program at AYS and its partners, the Georgia Center for Nonprofits and the Center for Ethics at Emory University, developed the curriculum. The program is managed by Nonprofit Studies.

"ELPNO is especially strong in its emphasis on strategic thinking, resource development and management, leadership skills and deep knowledge of the nonprofit sector. It's the only program



2009 graduates of the Executive Leadership Program for Nonprofit Organizations. Front row, left to right: Nino Kadagidze-Zhvania, Julie Smith, Darryl Jones, Holly Comer, Brian Young, John Berry, Marisa Goodwin and Elisabeth Omilami. Back row, left to right: Kacie McDonnell, Dave Blanchard, Christina Lennon, Laura Moore and Vikki Millender-Morrow, with PMAP chair Harvey Newman.

*So much to be gained from cross-collaboration, with so many experts in one room."*

ELPNO is a professional development program targeted to emerging and senior leaders in major

like it in the Southeast and comparable to leading programs at Harvard, Stanford and other elite institutions, though a bargain by comparison," says Professor Dennis Young, the Bernard B. and



Eugenia A. Ramsey Chair of Private Enterprise and director of Nonprofit Studies.

"We mix lectures, case studies, class exercises, and lots of reading and discussion. It's a full-immersion morning 'til night experience that builds lasting friendships and collegial relationships as well as a strong foundation of knowledge in nonprofit management and leadership from a CEO perspective. Participants are tired but energized at the end of the week!" he says.

In three years ELPNO has trained 76 current and aspiring nonprofit CEOs from Georgia, Florida, India and Africa. "They come from smaller nonprofits and larger organizations like the Bobby Dodd Institute and Goodwill Industries," says Young. "Country directors from CARE offices in El Salvador and Kosovo have also attended."

Roxanne Spillett, CEO of Boys and Girls Clubs of America, was this summer's keynote speaker. Sam Pettway, founding director of Boardwalk Consulting, returned to lead a panel on governance that featured Joseph Arnold, senior vice president and

manager of SunTrust Atlanta's Not-For-Profit and Government Banking division; Ann Cramer, director for IBM Corporate Citizenship and Corporate Affairs for the Americas; and Sheffield Hale, chief counsel for the American Cancer Society.

"ELPNO is notable for its collaboration among the Andrew Young School, Emory and the Georgia Center for Nonprofits," says Young. "Within the AYS, it draws on the strengths of both the Nonprofit Studies Program and the Public Performance and Management Group directed by Deon Locklin, who participates as ELPNO faculty and offers one-on-one mentoring/counseling sessions with participants during the program." The PPM managed logistics for ELPNO this summer.

The program draws talent and support from the deep pool of world class nonprofits that are concentrated in Atlanta. "Prominent academics from other institutions are included on the faculty, as are

prominent nonprofit leaders themselves," says Young. "Our keynote speakers have been Dr. John Seffrin, president of the American Cancer Society, and Helene Gayle, president of CARE. Also, we have been quite successful in securing scholarships from individuals and organizations – several affiliated with the AYS and/or the Nonprofit Studies Program advisory boards – who believe strongly in the need to train tomorrow's nonprofit leaders. This year we have commitments from the UPS Foundation, Alston & Bird, Coxe Curry and Associates, and other public-spirited sponsors."

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*...we have been quite successful in securing scholarships from individuals and organizations ... who believe strongly in the need to train tomorrow's nonprofit leaders.*

**DENNIS YOUNG**

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Applications for the 2010 ELPNO course will soon be available. For more information, go to <http://aysps.gsu.edu/nsp/ELPNO.html> or contact Vermell Lighter at [nonprofitstudiesprogram@gsu.edu](mailto:nonprofitstudiesprogram@gsu.edu).



## WHO IS ELPNO FOR?

- ELPNO is intended for current or aspiring nonprofit CEOs
- People who have demonstrated competence and a proven track record in their work, but who want to add some breath or depth to their skill base
- People who are highly motivated and passionate about a career in the nonprofit sector and in serving the community and society

## WHAT WILL I LEARN?

- What is happening in today's nonprofit world
- How to apply strategic thinking to opportunities and threats
- How marketing and branding fit into organizational strategy
- Why leaders fail, and why they succeed
- Your own leadership style, and how it affects your organization
- How to manage personal change and transition
- How to meet the challenges of nonprofit governance
- Techniques for developing income portfolios and resources
- How to manage risk
- How to measure financial health for long-term stability and growth
- How to use real world benchmarks for organization performance and program effectiveness
- The best HR practices for finding and developing talent
- The role of ethics and integrity in leadership

# broadening the policy conversation on *trauma care*

**THE ANDREW YOUNG SCHOOL'S PUBLIC PERFORMANCE AND MANAGEMENT GROUP** produced a series of trauma care forums designed for Georgia policy makers. Held at the AYS in 2008, each session was well attended by interested state and local policy makers as well as public and private health care providers. The series was supported by the AYS and the Healthcare Georgia Foundation, which also supported printed proceedings from the forums that were released this spring.

"There were several goals for the series. Primarily, we wanted to add to the discussion around trauma care by identifying the potential options that those in the policy arena have available as they continue to address the issues and problems that are out there. In the first two sessions, we did this by bringing together information and expertise from others. For the third forum, we brought in the public finance expertise from the AYS," reports Tom Wade, who coordinated the series for PPM.

The title of the first forum, "Trauma Services in Georgia: Where Are We Now? Where Should We Go?" served as the theme for the series. "This forum laid the groundwork for the second two, as we examined state and national issues related to providing trauma services," he says. Speakers included nationally recognized trauma expert Arthur Kellerman, M.D., from the Emory School of Medicine; Patrick O'Neal, director of the Georgia Office of Preparedness; Ben Hinson, a member of the Trauma Services Network Commission and president of Mid Georgia Ambulance Service; and Tom Bell, CEO



*Clockwise from upper left: Dr. Dennis Ashley, Rep. Sharon Cooper and Dr. Gage Ochsner; Dr. Arthur Kellerman; attendees at third forum; Dan Miears; Hannah Heck, Rep. Mickey Channell and Sen. Preston Smith; Jim Craig; attendees at second forum; Tom Wade*



of Cousins Properties. Karen Minyard, director of the Georgia Health Policy Center, moderated the speakers in a panel discussion. "Trauma Care in Georgia: Building a Better System" was distributed. (See related story on page 13.)

Coordination and regionalization were the focus of the second forum in August, which was opened by trauma advocate and survivor Dan Miers. Experts from the State of Maryland and the Richmond, Virginia, ambulance authority made presentations. Glenn Landers, senior research associate with the GHPC, moderated a panel discussion with Dr. Dennis Ashley, chair of the Georgia Trauma Care Network Commission; Rep. Sharon Cooper, chair of the House Health and Human Services Committee; and Dr. Gage Ochsner, Chief of Trauma Services at Memorial University Medical Center in Savannah. An issue brief was distributed: "Trauma Care: A Case for Coordination and Regionalization," by Patricia Ketsche, associate professor at the Institute of Health Administration of the Robinson College of Business.

AYS faculty addressed accountability and finance at the third forum in October. "The question is, how do you put in place a sustainable network that will continue?" says Wade. Presentations were made by Associate Professor James Marton, Ketsche and Jim Craig, Director of Health Protection with the Mississippi Department of Health. Professor David Sjoquist, the Dan E. Sweat Distinguished Chair in Education and Community Policy and director of the Fiscal Research Center and Domestic Programs, moderated a panel with Rep. Mickey Channell, Sen. Preston Smith, Gov. Sonny Perdue's policy director Hannah Heck, and Craig, Marton and Ketsche. "Options for Funding Trauma Care in Georgia," a report prepared by FRC Research Associate Peter Bluestone and Robert Buschman, a Ph.D. student in economics, was distributed.

The sessions garnered media stories throughout the Southeast. Video feed is available on Georgia State University's iTunes U site at <http://aysps.gsu.edu/2525.html>.

# Impatience may help explain the education gap

Time preferences, or the perceived benefits of patience, may determine whether a person shopping for a new washer will invest in an expensive front-loading energy efficient model or choose the less efficient model on sale on the showroom floor. The consequence of their decision will show up in their energy use and spending over the next several years. When time preferences shortchange a person's willingness to invest in his or her education, however, the consequences can be even more severe.

AYS faculty Paul Ferraro and Ragan Petrie conducted a series of field experiments and collected data on 581 eighth graders from a central Georgia school district to examine adolescent time preferences. These preferences are a possible – yet relatively unexplored – factor affecting educational outcomes. For example, they may help explain the persistent higher education gap between blacks and whites and between black men and women, despite significant subsidies like the HOPE scholarship in Georgia.

For their working paper, "The Today and Tomorrow of Kids," Ferraro, Petrie, Marco Castillo of the Georgia Institute of Technology and Jeff Jordan of the University of Georgia, Griffin, investigate whether children's time preferences vary across observable characteristics and whether any observed differences relate to behavior. "We targeted this age because the education literature recognizes that important decisions about dropping out of school or going to college are made just after children pass this age," says Petrie.

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*Their results indicate that time preferences are an important component of the economic decisions of children.*

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They conducted the field work through the Andrew Young School's Experimental Economics Center, or ExCEN. Experimental methods are a simple and direct way to measure outcomes, says Ferraro. "They have the advantage of using real stakes and being standardized. Unlike traditional surveys, they potentially provide a direct measure of underlying preferences that are less likely to be biased."

Their results indicate that time preferences are an important component of the economic decisions of children. "Time preferences matter," says Ferraro. "Black children are more impatient than white children and boys are more impatient than girls. Black boys have the highest discount rates of any group, meaning they are least likely to want to invest in the short term for longer-term benefits.

"We find that children who discount future monetary benefits more strongly in our experiment also have more disciplinary referrals," he says. "Thus our simple experiments may serve as a more precise way to identify at-risk children." Future work will continue to explore the relationship between time preferences, incentives and educational outcomes, and will attempt to identify when and how these time preferences form.

Experimental methods are important not only in detecting differences in the population, but also as a starting point to improve the understanding of divergent life paths, the report suggests.

Go to <http://excen.gsu.edu> for more on the ExCEN.



# Property taxes

## the focus of FRC research

*The property tax is a major source of revenue for local school districts and counties, which levy more than 80 percent of this tax. The state levies less than one percent, yet the question of how to reduce this highly visible and often controversial tax has become increasingly important for Georgia policy makers.*

The Fiscal Research Center has published several key reports and presentations to respond to questions circulating among policy makers in Georgia about property taxes and the options for reducing them. "Legislators and their staff are interested in how property taxes and property tax assessments work," says Professor David Sjoquist, director of the Fiscal Research Center and Domestic Programs. "Many are interested in figuring out whether assessment freezes are a good policy."

Research developed for the September 2008 conference at the State Capitol, "Towards a Better Understanding of Property Taxes & Proposed Policies," examines Georgia's property tax history, trends and limitations, often comparing them to the experiences of other states.

Local property taxes made up 63.4 percent of the total local taxes in Georgia in 2005-06 writes Sjoquist in the introduction of FRC Report No. 180, "By the Numbers: Property Taxes in Georgia." This report presents a comprehensive review of data on property taxes state-wide and by county. It examines growth in the property tax base and revenue, how the tax base varies by county, how the composition of the tax base has changed over time and property taxes by type of government.

"The discussion of the property tax is really a discussion of state legislation" writes Sjoquist in "A Brief History of the Property Tax in Georgia," (FRC Report No. 182 and FRC Brief No. 182). Georgia's system of ad valorem property tax was founded in 1851

on the principle that, with few exceptions, this tax should be imposed on the market value of all property (universality) and that all property in a jurisdiction should be taxed at the same ad valorem rate (uniformity). Exemptions and other changes over the last 25 years have distanced the system from these principles, yet no one has attempted to quantify the magnitude of these changes on the value of the property tax digest. "If this suggests that the state has rejected the principles of universality and uniformity, then perhaps it is time to articulate a set of new tax principles on which to base future changes to the structure of the property tax," the report concludes.

Proposals to limit property taxes and their growth are among the property tax reforms under consideration in Georgia and other states. "Property Tax Limitations," (FRC Report No. 179) by FRC Research Associate John V. Winters shows how assessment limits and levy limits are administered across the states, and the effects they have on local fiscal

### **Annual Georgia tax summary available**

What revenues do various taxes generate for Georgia and its municipalities? What are the main provisions of each tax imposed in Georgia? These facts are at your fingertips in the FRC publication, "Georgia's Taxes: A Summary of Major State and Local Taxes." Published in January 2009, the 15th edition offers readers an easy read on state and local taxes in Georgia and comparisons with other states.

Co-authors Professor David Sjoquist, FRC principal associates Jack Morton and Richard Hawkins use graphs, tables and bullets to summarize key points including the tax base and rate, major exemptions, revenue production, administration, payment dates, special provisions and more. Get your copy now at <http://aysps.gsu.edu/frc/457.html>.

structures. "Any reductions in revenue or expenditures at the local level are usually offset by increases at the state level," he writes. "Evidence suggests that voters were motivated by a desire for lower property taxes and more efficiency in government and not by any desire for reduced public services."

His review of existing literature found that these limitations have generated: significantly reduced autonomy for local governments; increased expenditure variations in local jurisdictions that foster increased disparities in service levels; and a

tremendous divergence in effective property tax rates for property owners within a district, which shifts the property tax burden from long-time property owners to recent buyers. "Assessment limits lead to potential lock-in effects, since moving from a property held for a long time potentially results in a large increase in property taxes," he writes.

"An individual taxpayer looks at an assessment freeze and most think it's a good thing for them," says Sjoquist. "But research suggests that property taxes don't fall as a result of the freeze, they

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*Georgia's system of ad valorem property tax was founded in 1851 on the principle that, with few exceptions, this tax should be imposed on the market value of all property (universality) and that all property in a jurisdiction should be taxed at the same ad valorem rate (uniformity).*

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shift. They shift from homeowners to businesses. They shift from long-term residents to newer residents. And this shift impedes a person's willingness to sell a home and move up – a big problem in Florida.

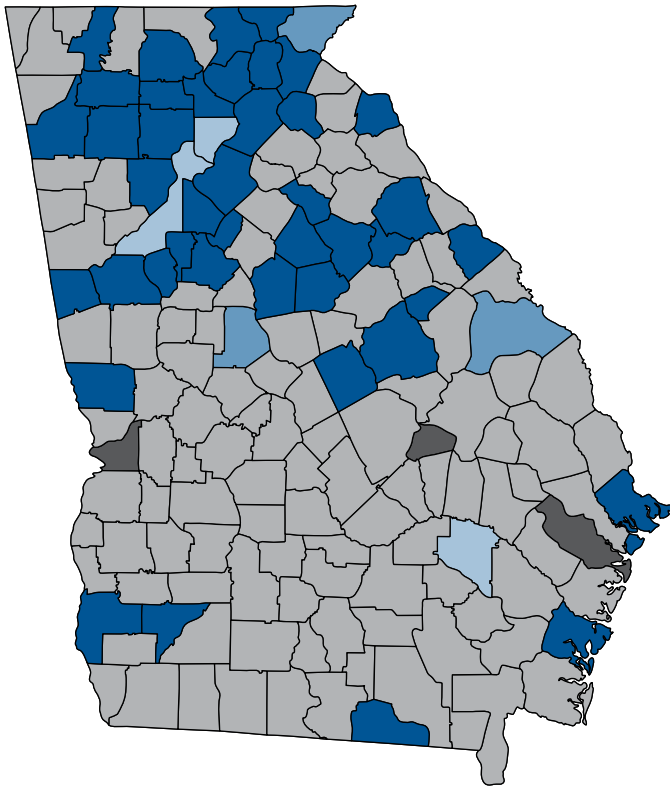
"There are alternative ways to reduce property taxes," says Sjoquist, who presented other options for

reducing the property tax burden at the conference. "For states willing to put up the money, there are options that would have better results than a freeze, while maintaining tax equity and the fiscal independence of the local governments.

FRC reports and briefs are available at <http://aysps.gsu.edu/frc/1725.html>.

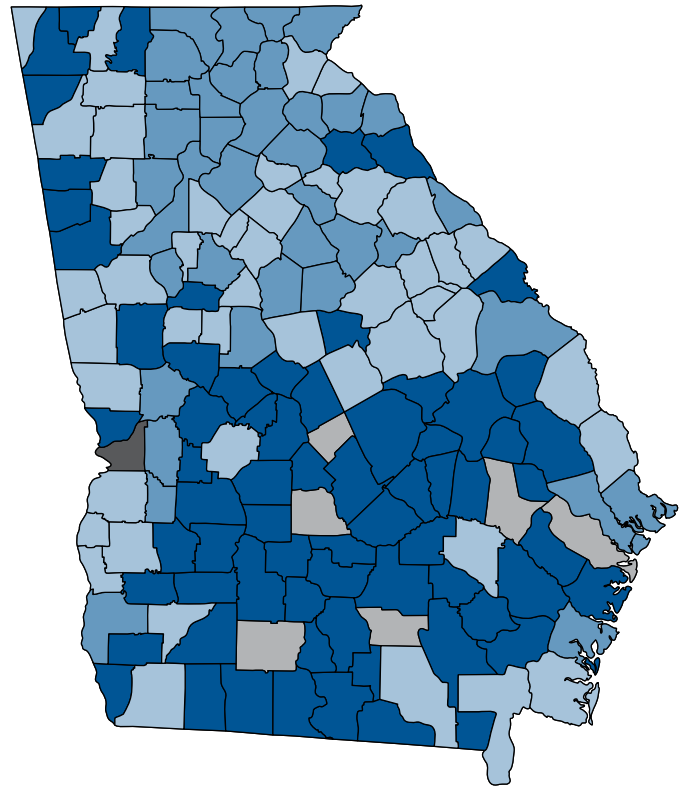
### STATE GROSS TAX DIGEST PER CAPITA, 1996

### STATE GROSS TAX DIGEST PER CAPITA, 2007



#### GROSS DIGEST PER CAPITA

- GDPC <= \$10,000 (3 counties)
- \$10,000 < GDPC <= \$20,000 (108)
- \$20,000 < GDPC <= \$30,000 (42)
- \$30,000 < GDPC <= \$40,000 (3)
- GDPC > \$40,000 (3)



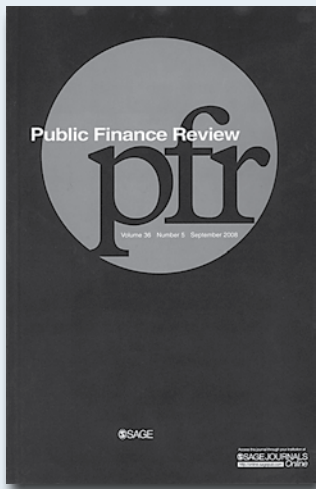
#### GROSS DIGEST PER CAPITA

- GDPC <= \$10,000 (1 county)
- \$10,000 < GDPC <= \$20,000 (6)
- \$20,000 < GDPC <= \$30,000 (68)
- \$30,000 < GDPC <= \$40,000 (47)
- GDPC > \$40,000 (37)



# Income taxes and the elderly

## what drives policy?



**GEORGIA'S POPULATION AGED 65 AND OVER** is projected to grow from 9.6 percent of the total population in 2000 to 15.9 percent in 2030, according to the U.S. Census Bureau. In fact, this population will rise to shares of 20 percent and higher in more than half of the states. While federal policies related to the elderly have focused on controlling expenditures in Social Security and Medicare, federal and state income tax provisions for this growing population warrant a thorough examination according to Jonathan Rork, an assistant professor at the AYS.

"This is an important area of research," write Rork and Karen Smith Conway of the University of New Hampshire, Durham, in their article, "Income Tax Preferences for the Elderly," published in the *Public Finance Review* (September 2008). "As the elderly population grows, so too will the fiscal consequences of these tax preferences."

Rork and Conway's analysis reveals that tax policies toward the elderly have evolved differently across the states and the federal government. The federal government has decreased its elderly tax preferences while the states have remained more generous. There is also great variability across the states, with evidence of strong regional patterns. Many states use fiscal policy competition to aggressively recruit the high-income elderly. "States' policies have also moved in conflicting ways, such that the effect on the total state tax treatment of the elderly is unclear," they write.

Among possible explanations are patterns consistent with the influence of politically active elderly people, they find. "States in which the elderly have more time for political activities tend to have higher tax bonuses." However, a proportionally large elderly population is associated with less generous tax preferences, suggesting a "program cost" rather than "preference" effect of an aging population.

A second explanation is state competition for the tax base and economic stimulus the elderly bring. "The region most associated with retirement havens, the Southeast, has exhibited behavior the most consistent with tax competition.

"The states are diverging from the federal government in their income tax treatment of the elderly," they conclude, recognizing that "a worthwhile extension of this research is to examine how these tax preferences first began and compare them to the political power and tax competition pressures in existence at that time." The full article can be downloaded at <http://pfr.sagepub.com/cgi/content/abstract/36/5/523>.

### POLITICAL POWER MEASURES

States with highest percentage of elderly	Arkansas, Iowa, Rhode Island, Missouri, Nebraska, North Dakota, Pennsylvania, West Virginia
States with lowest percentage of elderly	California, Colorado, Georgia, Maryland, New Mexico, Utah, Virginia
States with high relative elderly median wealth	Arizona, West Virginia, Vermont, Pennsylvania, Montana, Kentucky, North Dakota
States with low relative elderly median wealth	Georgia, Louisiana, South Carolina, Alabama, Michigan, Mississippi, North Carolina, Maryland
High relative nonelderly labor force participation	Arizona, West Virginia, Michigan, Delaware, Ohio, Maine, Pennsylvania
Low relative nonelderly labor force participation	Nebraska, Kansas, Montana, Oklahoma, North Dakota

Note: For each nongeographic category, the ten highest and ten lowest states were taken. Then any state without a broad-based income tax from the author's calculations was excluded. Oldest/youngest was based on the percentage of the state's 1977 population that was elderly. Median wealth was calculated by the authors from the 1980 Integrated public Use Microdata Series. Labor force participation rates were given to the authors from the Bureau of Labor Statistics.

# Representation plays a critical role in policy design

Policy design choices have a broad impact on citizen engagement, political participation and views about the role of government. AYS Associate Professor Christine Roch believes that public schools are a valuable place to examine policy design and its impacts. “Given that a key role of public education is to provide an understanding of democratic citizenship and the requisite skills for effective political participation, its success may depend, in part, on the types of policy tools favored by teachers and administrators,” she says.

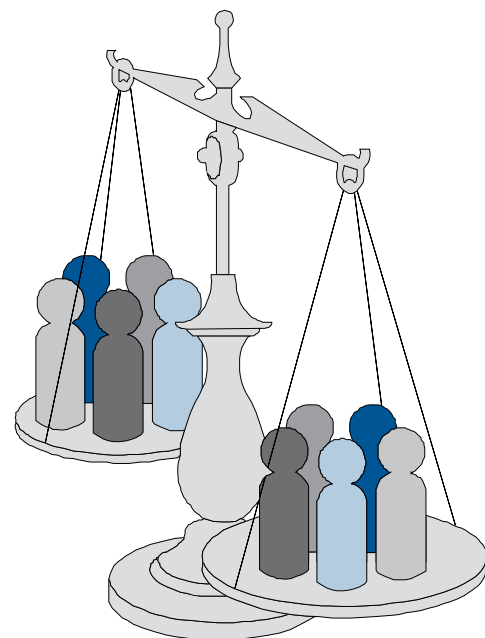
Roch, David Pitts of American University and AYS alumnus Ignacio Navarro (Ph.D. in Public Policy '08) use public education data to explore the relationship between bureaucratic representation and the choice of school disciplinary programs for the paper, “Representative Bureaucracy & Policy Tools: Ethnicity, Student Discipline, and Representation in Public Schools,” which is forthcoming at *Administration and Society*.

“As public officials determine the tools they will use to administer policy, a complex set of social processes influence their choice of policy design,” says Roch. “We argue that representational impacts are key among these influences.”

Representation in public schools is proven to relate to higher test scores for students of color, higher academic achievement

for female students, and fewer students dropping out of school. Testing the extent to which representation influences the policy tools used by teachers and administrators to discipline students, Roch and her co-authors find that schools with ethnic representation balanced between teachers and students are more likely than others to adopt learning-oriented discipline policies rather than sanctions that stigmatize behavior.

“Stigmatizing tools may support the disenfranchisement of target groups, while learning tools are more likely to support problem solving and capacity building, which – in broader governmental contexts – may even lead to greater political participation.” They suggest that the distinction is important, with potentially long-lasting implications. “Representation affects the design of policy, with broad social and political consequences that extend beyond the immediate organization.”



## Article examines the ethical knowledge of city managers

The ethical knowledge of most practicing city managers conforms quite well to the ICMA Code of Ethics, according to Professor Greg Streib. In “Assessing the Ethical Knowledge of City Managers,” he and co-author Mark Rivera, a former AYS research associate and president for the Atlanta affiliate of the American Evaluation Association, analyze scores from the ICMA’s Applied Knowledge Assessments to assess the success of the ICMA in promoting ethical standards and educating practicing city man-

agers. Their article will be published in *Public Integrity*.

“Our findings suggest that city managers understand the ICMA requirements, although it is impossible to say how this happens,” says Streib. They found that managers with more experience got higher scores, and there were some variances across the country. “The impact of experience suggests that the ability to see the ethical nuances of different situations is learned on the job and/or through additional training,” he says.

For the article, Streib and Rivera analyzed a database that contained all AKA scores from 2000 to 2007: assessments of 1,956 public officials, 1,197 of which were city managers. Their goal is to advance the discussion of the roles of public administrators in democratic governments. “Our data does offer some insights into how local government professionalism has been working out,” they write. “Overall, ICMA efforts have produced impressive results, but we also found intriguing variations in AKA scores.”

During a 10-year period that began in 1998, Streib led a team of AYS faculty and researchers in developing the two instruments the ICMA uses in its Management Practices Assessment: the AKA and the Performance-Based Assessment. These tools help ICMA members evaluate and determine their professional development needs. The AKA is now required to become an ICMA credentialed manager.



Harvey Newman Sally Wallace Shiferaw Gurmu Karen Minyard

## honors & awards

### ECONOMICS

**H. SPENCER BANZHAF** and co-investigators were awarded grants from the Environmental Protection Agency (\$255,000) and the National Science Foundation (\$68,000). He has been chosen as the book review editor for the *Journal of the History of Economic Thought*.

**BARRY HIRSCH** was invited to be an affiliate of the Alfred P. Sloan Foundation's Industry Studies Program.

**BRUCE KAUFMAN** was invited to join the editorial board of the *Human Resource Management Journal*.

**JIM MARTON** is on a team that was awarded a \$400,000 grant from the Robert Wood Johnson Foundation to study the effects of Medicaid reform on access to care, program sustainability and administrative efficiency.

**ERDAL TEKIN** and a team including AYS alumnus **ROY WADA** (Ph.D. in Economics '06) were awarded a \$265,342 research grant from the Robert Wood Johnson Foundation for "The Effects of Food Prices and Food Advertising on Body Composition of Children."

**NEVEN VALEV** joined the editorial board of *Economic Analysis and Policy*.

### PUBLIC MANAGEMENT AND POLICY

**GREGORY LEWIS** and Charles Gossett won the Charles Redd Award for Best Paper on the Politics of the American West for 2007 from the Western Political Science Association for "Explaining Rising Support for Same-Sex Marriage in California."

**HARVEY K. NEWMAN** was named co-chair of the 40th Anniversary Committee of the Urban Affairs Association.

**CYNTHIA SEARCY** was awarded the 2008 Dissertation Prize by Syracuse University for "Are Eating and Exercise Behaviors at School Contributing to Adolescent Obesity in the United States?"

**WILLIAM WAUGH** is co-PI for social science projects in the new Department of Homeland Security Center of Excellence on Natural Disasters, Coastal Infrastructure, and Emergency Management; was invited to serve on the editorial board of *Disaster Sociology and Psychiatry*.

**DENNIS YOUNG** has been elected to the governing board of the National Council of Nonprofit Associations.

### RESEARCH CENTERS

**CHIP KENNEY** (PPM) was awarded a \$500,000 grant from the U.S. Department of Education, Rehabilitation Services Administration to provide managerial training and technical assistance to nonprofit organizations throughout the Southeast.

**DEON LOCKLIN** (PPM) received funding for projects from the Governor's Office of Consumer Affairs for focus groups of state employees and from the Georgia Regional Transportation to survey mass transit riders.

## publications

### ECONOMICS

**BARRY HIRSCH** & Freeman, J. (2008). College Majors and the Knowledge Content of Jobs. *Economics of Education Review*, 27(5), 517-535.

**INAS RASHAD & CHRISTIAN, THOMAS** (Ph.D. in Economics). Trends in U.S. Food Prices, 1950-2007. *Economics and Human Biology*, (forthcoming); \_\_\_\_\_. Associations of Cycling with Urban Sprawl and the Gasoline Price, *American Journal of Health Promotion*, (forthcoming).

**ERDAL TEKIN**, Brezina, T. & Topalli, V. Might Not Be a Tomorrow: A Multi-Methods Approach to Anticipated Early Death and Youth Violence. *Criminology*, (forthcoming).

**MARY BETH WALKER, ERDAL TEKIN & SALLY WALLACE**. (2009) Teen Smoking and Birth Outcomes. *Southern Economics Journal*, 75(3), 892-907.

**YONGSHENG XU**, Pattanaik, P., Tadenuma, K., Yoshihara, N. (Eds.). (2008). *Rational Choice and Social Welfare*. Warren, Michigan: Springer Publishing; \_\_\_\_ & Gaertner, W. (2008). Chapter 9. In K. Basu & R. Kanbur (Eds.). *Arguments for a Better World: Essays in Honor of Amartya Sen, Volume I: Ethics, Welfare, and Measurement*, New York: Oxford University Press.

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## PUBLIC MANAGEMENT AND POLICY

**BILL KAHNWEILER.** The human resource development profession: Current status and future directions. *Human Resource Development Quarterly*, (forthcoming).

**JANELLE KERLIN.** (2008). Organizational Responses to Homeland Crisis: The U.S. Afghan Diaspora. In J. Brinkerhoff (Ed.), *Diasporas and Development: Exploring the Potential*. Boulder, Colorado: Lynne Rienner Publishers, (forthcoming).

**CATHY YANG LIU.** Ethnic Enclave Residence, Employment and Commuting of Latino Workers. *Journal of Policy Analysis and Management*, (forthcoming).

**HARVEY NEWMAN & CRUNK, GLENDA** (AYS M.P.A.). (2008) Religious Leadership in the Aftermath of Atlanta's 1906 Race Riot. *Georgia Historical Quarterly*, 92(4), 460- 485.

## presentations

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### ECONOMICS

**PAUL FERRARO** presented "Protected Areas and Payments for Environmental Services: the evidence base" at the World Bank's Independent Evaluation Group and the Norwegian Agency for Development Cooperation in September in Oslo, Norway.

**SHIFERAW GURMU** presented "Publishing and Patenting in Universities: The Role of Personal and Employment-related Characteristics" at the National Science Foundation's Using Human Resource Data Workshop in Washington, D.C., in September.

**BRUCE KAUFMAN** was the keynote speaker at the second annual conference of the Brazilian Industrial Relations Association held in Sao Paulo.

**KLARA SABIRIANOVA PETER** presented "Myth and Reality of Flat Tax Reform: Micro Estimates of Tax Evasion Response and Welfare Effects in Russia," co-authored with Yuriy Gorodnichenko and **JORGE MARTINEZ-VAZQUEZ**, at the American Economic Association annual meeting in San Francisco in January.

**DAVID SJOQUIST** presented "Reducing Property Taxes in Georgia: Descriptions and Analysis of Recent Trends," co-authored with AYS alumnus **JOHN WINTERS** (Ph.D. in Economics '09), at the annual meeting of the National Tax Association in Philadelphia in November.

**ERDAL TEKIN** presented "Body Composition and Wages" at the economics seminar series at the Tinbergen Institute in Amsterdam, Netherlands, in October.

**MARY BETH WALKER** presented "A Decomposition of the Black-White Differences in Preterm Birth" and "Neighborhood Crime and Teacher Turnover" at the Southern Economic Association meetings in Washington, D.C., in November.

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## PUBLIC MANAGEMENT AND POLICY

**HARVEY NEWMAN** presented "Civic Engagement in the Bachelor of Public Policy Degree at Georgia State University" at the National Association of Public Affairs and Administration meeting in Charleston in October.

### KAUFMAN INDUCTED INTO "HALL OF FAME"



The Labor and Employment Relations Association (LERA) inducted Economics Professor **BRUCE KAUFMAN** into its new "Hall of Fame" for industrial relations scholars. Kaufman joined four other "Inaugural Fellows" inducted by the association, formerly the Industrial Relations Research Association.

LERA honored Kaufman and fellow inductees Richard Freeman of Harvard University, Thomas Kochan of the Massachusetts Institute of Technology, Fran Blau of Cornell University and Arne Kalleberg of the University of North Carolina at its annual meeting in San Francisco in January.

"To those in the industrial relations field, these are some of the biggest names out there, so I am indeed honored to be among them," says Kaufman.

Kaufman's book, *Managing the Human Factor: The Early Years of Human Resource Management* (Cornell University Press, 2008) was nominated in the *Labor History* journal as a Best 2008 Book in the Field of Labor Studies. He was also named an Alumni Distinguished Professor in 2008, the highest faculty award conferred by Georgia State University.

"These honors are wonderful recognition of Kaufman's academic accomplishments," says Interim Dean Robert Moore. "To be an inaugural fellow and a member of the illustrious company in LERA's industrial relations Hall of Fame, have a book nominated as the best in its field, and be named an Alumni Distinguished Professor all in one year is like winning a trifecta."

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

**CHRISTINE ROCH** and David Pitts presented “Ethnicity and Policy Tools in Public Education: The Role of Representation,” and **CATHY YANG LIU** presented “Ethnic Enclave Residence and Ethnic Niche Employment of Latino Immigrants” at the 31st Annual Research Conference of the Association for Public Policy Analysis and Management in Los Angeles in November.

**CYNTHIA SEARCY** presented “Charter School Finance: An Examination of Schools of Choice in Georgia” at the Association for Budgeting and Financial Management annual conference in Chicago in October.

**BILL WAUGH** participated in the Emergency Management Accreditation Program Commission meetings in San Diego in October.

RESEARCH CENTERS

**KAREN MINYARD** spoke at the Georgia State Capitol about the reorganization of the Department of Human Resources and creation of the Department of Health in October and moderated the panel, “Prevention: Pay Me Now or Pay Me Later” at the 26th Biennial Institute for Georgia Legislators in Athens in December.

**HOLLY AVEY** presented a poster, “Chronic Stress and Health Disparities: Investigating the Roles of Race and Class Discrimination” at the National Institute of Health Summit: The Science of Eliminating Health Disparities in National Harbor, Md., in December.

FACULTY TODAY: ON THE GO

**JORGE MARTINEZ-VAZQUEZ** (ISP) and Santiago Lago of the University of Vigo, Spain, co-organized the conference, “The reform of the assignment of taxes to Spanish regions: Challenges and Opportunities.” Sponsored by the Galician Regional Government, it was held in Santiago de Compostela, Spain, in October.

**BRUCE KAUFMAN** (Economics) has been appointed adjunct professor in the Department of Employment Relations, Griffith University, Brisbane Australia.

The Andrew Young School congratulates **WANDA COOLEY**, assistant director of the Office of Academic Assistance, student **GLENDIA CRUNK** (M.P.A.) and **CHARLOTTE PETREK**, college personnel and facilities officer, who have been presented Sparks Awards by Georgia State University. The award recognizes faculty, staff and students who exemplify a willingness to go the extra mile with good humor and perseverance.

**W.J. “BILL” USERY**, Distinguished Executive Fellow at the AYS, in October pledged \$100,000 to then university president Carl Patton (at left) for use in support of efforts to locate a U.S. Bureau of the Census Research Data Center in Atlanta, a proposal being led by the AYS in cooperation with other regional institutions. (See story next issue.)



*Paula Stephan with Xinli Liu (M.A. in Economics '96), the chief economist in the Shanghai State Bureau.*

**PAULA STEPHAN** (Economics) has been appointed to the National Research Council Committee on the Examination of the U.S. Air Force's Science, Technology, Engineering

and Mathematics Workforce Needs in the Future and Its Strategy to Meet Those Needs. In November she presented seminars on the Economics of Science at Renmin University and the Central University of Finance and Economics in Beijing and Korea University in Seoul. She visited with AYS alumni in both countries while there.

**ANDREY TIMOFEEV** (ISP) and **MUSHARRAF CYAN** (ISP) in October completed the first of three fiscal policy training and technical assistance missions commissioned by the United Nations Development Programme.

**ERDAL TEKIN** was a visiting researcher at the Institute for the Study of Labor (IZA) in Bonn, Germany, and presented his paper, “Body Composition and Wages,” with alumnus **ROY WADA** (Ph.D. in Economics '07), who works at UCLA/RAND.

## IN MEMORIAM

### Professor Emeritus James Crawford 1920-2009



Photo Courtesy of the Special Collections and Archives, Georgia State University Library

Dr. James Franklin Crawford, Professor Emeritus of Georgia State University's Andrew Young School of Policy Studies and former chair of the Department of Economics, died on June 8 in Atlanta. He was 89.

A naval officer during World War II, Dr. Crawford studied at the University of Colorado at Boulder after the war and earned a Ph.D. in Economics from the University of Wisconsin at Madison. In 1956 he moved to Atlanta and joined Georgia State College as an assistant professor of Economics. (The name changed to Georgia State University in 1969.)

In 1960 Professor Crawford was named acting chairman of the Department of Economics, Finance and Statistics. Within two years he chaired the Department of Economics, a position he held until 1981 when he became director of the school's Institute

of Industrial Relations. Dr. Crawford retired from Georgia State in 1983.

"Under Jim's leadership the department started its Ph.D. program," wrote Professor Emeritus Paula Stephan in an e-mail from Paris, upon hearing of his death. She credits Dr. Crawford for engineering the considerable expansion of the department in the 1970s, adding 15 new faculty that included Bruce Seaman, David Sjoquist, Paul Farnham, Jorge Martinez-Vazquez, Bruce Kaufman and Stephan.

"All of us were fresh out of graduate school. In retrospect, I realize how gutsy it was of Jim and his colleagues to hire a group of young faculty that could and did, from time to time, out-vote senior faculty on a number of issues! And he and his wife Mim went out of their way to welcome young faculty," she wrote.

"Jim was a tireless faculty recruiter," agrees Professor David Sjoquist, the Dan E. Sweat Distinguished Chair in Educational and Community Policy and director of the Fiscal Research Center and Domestic Studies. He says Dr. Crawford hired only top-caliber faculty, beginning a trend that continues today. "It was Jim's leadership and personal commitment that made this possible."

Stephan also remembered Dr. Crawford's "love of industrial relations. He tirelessly worked to remind the College of Business of the importance of offering classes in industrial relations to business majors."

After retiring in 1983, Dr. Crawford had a remarkable career as a realtor, wrote Stephan. "He kept in great shape, working out at a gym almost daily, and pursued his love of music – especially jazz."

## Thomas presents paper at prestigious Minnowbrook III Conference

**PROFESSOR JOHN THOMAS** was invited to present a paper he had proposed, "Involving the Public and Other Stakeholders in Public Management: A Practical Theory with Case Applications," at the Syracuse University Maxwell School's prestigious Minnowbrook III Conference in Lake Placid, New York, in September. It is one of the few papers subsequently selected for an edited book of papers from the conference.

"We received nearly 300 proposals, and the committee judged yours to be among the best," wrote Maxwell Advisory Board Endowed Chair and Distinguished Professor Rosemary

O'Leary of Syracuse University, informing Thomas of the selection of his paper.

The conference was held on the 40th anniversary of the original Minnowbrook conference – named after the conference center that housed it – where Dwight Waldo, then the Albert Schweitzer Chair at Syracuse, brought public administration scholars together to discuss the direction of the field of public administration. Ideas from that conference, reflective of the tumultuous sixties, sparked a critical examination of public administration scholarship and practice aptly termed the "New Public Administration" of the 1960s and 1970s, which left an enduring legacy for the field.

"In public administration circles, this is about as good as it gets: to present an invited paper at this conference," says Professor Harvey Newman, chair of the Department of Public Management and Policy. "John deserves our congratulations for enhancing the prestige of the Andrew Young School in this way."

# The AYS welcomes new faculty and research associates

*As the reputation and prestige of the Andrew Young School continues to rise, so does the demand for – and interest from – talented faculty, research associates and staff to serve the school’s ever-growing enrollment. The learning experience of AYS students, already exceptional under the direction of the school’s present faculty, is further enhanced and enriched by its newest members.*

## ECONOMICS



Prior to joining the AYS as an assistant professor, **ANDREW HANSON** was a research assistant for the Center for Environmental Policy and Administration at Syracuse University, where he earned his Ph.D. He has served as a staff economist for the Council of Economic Advisers in Washington, D.C., and his work has been published in the *National Tax Journal*. His primary research interests are urban economics and public finance.



Clinical Assistant Professor **GRACE O** spent May as a Visiting Scholar CERMSEM at the Université de Paris I Pantho-Sorbonne before joining the economics department at the AYS last summer. She earned her Ph.D. and master’s degree in economics at the University of Kansas and her undergraduate degree at Ewha Womans University in Seoul, Korea. O’s teaching and research interests focus on macroeconomics/aggregation, monetary economics and North Korea’s economy.



Recognized for excellence in teaching and writing, Associate Professor **KURT SCHNIER** joined the AYS from the Department of Environmental and Natural Resource Economics at the University of Rhode Island, where he received the Teaching Excellence Award. Schnier uses econometric, experimental and simulation modeling methods on research focused on developing efficient marine resource policy. He is associate editor of *Marine Resource Economics*.



Assistant Professor **RACHANA BHATT’S** research focuses are labor and applied economics, with a specific concentration in education. She has researched and analyzed reading rates and public library use, ability tracking in elementary schools and the impact of school lunch lengths on children. She earned graduate degrees in economics at the University of Rochester, N.Y.

## PUBLIC MANAGEMENT AND POLICY



Assistant Professor **CATHY LIU** received a Ph.D. from the School of Policy, Planning and Development at the University of Southern California, where she worked with the Lusk Center for Real Estate and Population Dynamics Research Group. Her research has been supported by the U.S. Department of Housing and Urban Development and the Haynes Foundation and can be found in *Chicago Policy Review*, *Urban Studies*, and *Urban Policy and Research*. She holds an M.P.P. from the University of Chicago.



Assistant Professor **YOON JIK CHO** works in the field of public management. He holds an M.P.A. from Seoul National University and a Ph.D. in Public Affairs from the School of Public and Environmental Affairs at Indiana University. Cho is interested in the role of trust in public management, leadership, human resource management and quantitative methods. His research is under review in the *Journal of Public Administration Research and Theory*, *Leadership Quarterly* and other journals.



Assistant Professor **CYNTHIA SEARCY’S** research specializes in financial management and budgeting, education policy, and health policy related to childhood obesity. She holds a Ph.D. from Syracuse University and an M.P.A. from NYU. Searcy spent four years as a research associate at the Citizens Budget Commission,

a fiscal watchdog agency based in New York City. The *Journal of Public Budgeting, Accounting & Financial Management*, *Journal of Public Budgeting & Finance* and *American Journal of Evaluation* have published her articles.



Visiting Lecturer **HEIDI TAUSCHER** has garnered award-winning academic and professional experience in ethics, law and public management. She holds a J.D. from Wake Forest University, a Ph.D. in Ethics & Society from Emory University and is a Certified Mediator through Harvard Law School's Program for Mediation. Tauscher was a research fellow for the Emory University Ethics Center and has taught for Emory, the National Business Institute and the Southern Institute for Business & Professional Ethics.



**ZEYNEP ESRA TANYILDIZ**, a recent Ph.D. in Public Policy from the Joint Doctoral Program at Georgia State and Georgia Tech, joined the AYS as a clinical teaching assistant professor specializing in policy studies. Her research focus is in the area of scientific human capital pays special attention to foreign doctoral students and network relations. She holds an M.A. in urban policy planning and a B.A. in city and regional planning and has earned a National Science Foundation Dissertation Fellowship.

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## GEORGIA HEALTH POLICY CENTER



Senior Research Associate **HOLLY AVEY'S** research centers on health disparities, social determinants of health and stress-related illness. She is an expert in innovative research methods of inquiry, analysis and representation. Avey has spent 15 years in public health program design, implementation, evaluation and community organizing with hospital, collegiate and community populations. She earned a Ph.D. at the University of Georgia and an M.P.H. at the University of Michigan.



Research Associate **JANE BRANSCOMB** provides project coordination, secondary research, writing and other support to the GHPC. Her recent projects include facilitating a work group revising Georgia's statewide cancer plan; assisting in a study of the literature on root causes of health disparities in the rural Southeast; and assessing the capacities and needs of public health institutes across the U.S. Prior to joining the AYS, Branscomb was a nonprofit executive. She earned a B.E. at Vanderbilt University.



Research Associate **HEATHER DEVLIN** brings more than nine years of state public health experience to the GHPC. Prior to joining the AYS, she led the program evaluation and systems thinking efforts for the Minnesota Department of Health's diabetes program. She earned an M.A. from the University of Kansas.



**THERESA KANTER** is a research associate for the GHPC's Community Health Systems Development team. Her research interests center on how cities and towns promote or hinder healthy living. Before joining the AYS, she was a program associate for the Pioneer Portfolio at the Robert Wood Johnson Foundation. She earned a Master of Urban and Regional Planning at Virginia Tech.



**NAIMA WONG** joined the GHPC after completing a doctorate at the University of Michigan. She is an expert on research design and implementation, program development and evaluation, and sustainability technical assistance for projects and communities. Her research interests include the health of underserved populations, empowerment, youth and community development, and community-based participatory research methods.

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## PUBLIC PERFORMANCE AND MANAGEMENT

Alumna **MOREBLESSING DZIVAKWE** (M.P.A. '07), formerly a graduate research assistant for PPM, recently joined its staff as an administrative specialist. She is assisting on the PPM project to develop a strategic plan for the Georgia Department of Agriculture.

**DALE VERSTEGEN** is assistant project director of the Rehabilitation Continuing Education Program for Community Rehabilitation Programs at PPM. Before joining the AYS, he was the assistant director of the University of Tennessee Center on Disability and Employment and had consulted with community rehabilitation programs on organizational change and development.





# New Academic Assistance director is old hand at Georgia State



## **SHELLY-ANN WILLIAMS**

knows Georgia State University from the dual perspectives of both students and administration. The Andrew Young School's director of Academic Assistance since May 2008, she has held a number of important

administrative roles at Georgia State – most recently managing graduate and scheduling services for the College of Arts and Sciences – after earning her bachelor's degree in sociology here in 1998.

The biggest cheerleader for the position in Academic Assistance was its retiring director, Sue Fagan, says Williams. Fagan had created the department a dozen years earlier and ran it with wisdom, grace and an engag-

ing sense of humor. "I had to think hard about the transition," says Williams. "I was happy where I was. But Sue spoke very highly of the AYS and how great the administrative support was for her office."

Williams is happy she made the transition. "This school has so much to offer, and I am excited to be a part of it. I had always wanted to work with students; they always found their way to my desk. Here our office touches

every single student, and they are all so very engaged in their field of study."

Enrollment at the AYS stands at nearly 800 this year, and Williams says undergraduate enrollment has increased over the past year. "The quality of our graduate applications is good, and we're seeing a talented stream of students coming in for advisement," she says.

Williams says she made few changes when she joined the office. "We're moving forward, establishing our vision for the Office of Academic Assistance, strengthening what the office is already doing well. Our first priority is to provide quality advisement to students and to ensure their success in our programs," says Williams. "We're here to serve students, faculty and staff."

The Office of Academic Assistance is located in the lobby of the Andrew Young School at 14 Marietta Street, NW. Go to <http://aysps.gsu.edu/oaa/index.html>.

## **Academic director gives the PMAP student experience a total makeover**

*continued from page 9*

"The first thing Maggie did was help our students map out their coursework plans," says Newman. "That led to more logical course scheduling and long-range curriculum planning so that our graduate and undergraduate students can plan their academic programs from the time they enter PMAP to the time they graduate, semester by semester.

"One of the most exciting things Maggie has helped us recognize is how important it is to get students off on the right track. She has also developed a required new student orientation program, in which our experience this past fall and spring semesters has just been outstanding. Our student club has reinvented

itself: more than 40 students showed up for the first meeting this semester, and there's new leadership," says Newman.

"A graduate student I was trying to recruit this week took one look at our Calendar of Career Events, and it was a closed deal. Enhancing the employability of our students is one of the key measures for our department. Maggie's contribution already has been tremendously important in meeting our goals," he says.

Newman reports that these changes and the department's new concentrations and courses are having a positive impact on enrollment. "Our undergraduate enrollment seems to be growing rapidly. We're very excited about that," he says.

Tolan's next marketing target is the PMAP Alumni Web page. To learn more about PMAP degree programs, people and events, go to <http://aysps.gsu.edu/paus/about.html>.

# Peace Corps student aids development of Guatemalan town



Graduate student Kristy Joseph (Economics) enrolled at Georgia State so she could enter the Peace Corps Master's International Program offered by the Andrew Young School. "I wanted to follow in a career in economic development and the Peace Corps sounded like a good way to start," says the New Jersey native. "I wanted to help people in some way, although at the time, I didn't know how. I wanted to learn

Spanish, and I'm a sucker for travel and experiencing new things, learning a new culture and meeting new people."

She landed in San Miguel Dueñas, Guatemala, for three months of language, technical and cultural training, and has nearly completed two years of work in municipal development and public health for the small town of San Juan Ermita. In November she returns to the states holding all of the credits required to complete her degree.

Joseph had expected to focus on municipal development.

"Guatemala has been working on decentralization for more than a decade," she says. "We had been trained to get the municipal government organized, provide technical assistance on software programs and create more participation from the citizenry."

But issues related to the overall health of the community quickly caught her attention. Her time and efforts are now split between the town's municipal government and its health center. "I create budgets and profiles for municipal projects and have also created a website, [www.sanjuanermita.gt](http://www.sanjuanermita.gt)," she says. "The site gives residents and others the ability to follow the development of their town and any events or activities that are taking place." She is conducting a census of

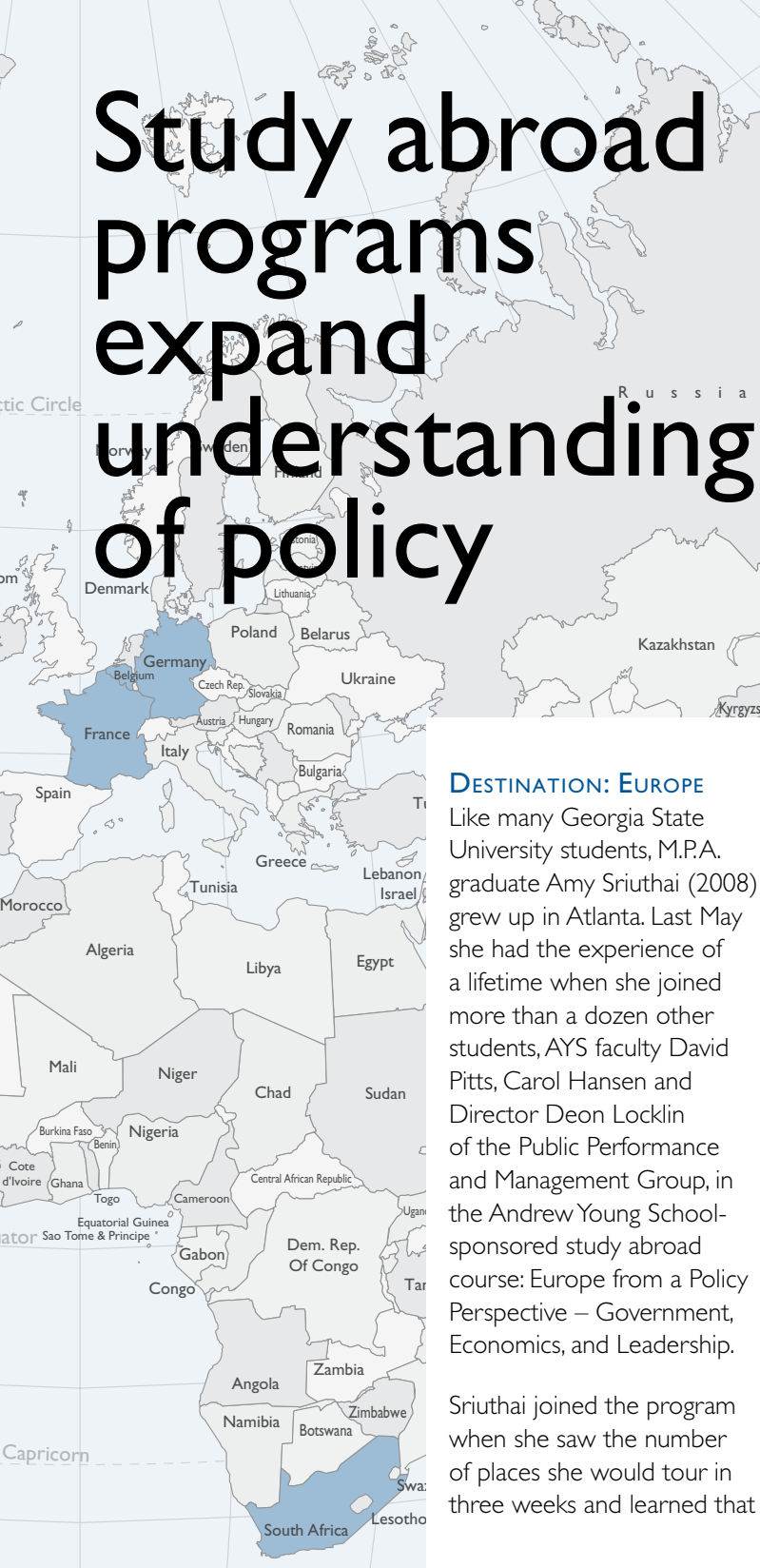
San Juan Ermita and is recording GPS (global positioning system) points to create maps of a nearby village.

Joseph is working on health center databases that will help reduce the mortality rates of pregnant women and increase child vaccinations. "With the doctor we are trying to gather data to figure out correlations between births and the economic cycle of planting and harvesting," she says. Joseph has provided HIV/AIDS and mental health training to children and has trained others on the importance of clean water, sanitation and breast feeding and how to watch for signs of illnesses in young children.

The experience has given Joseph a greater appreciation for critical thinking. "A person can adapt to any type of environment, if you free yourself from what you think you're 'supposed' to do." She will return to the United States with a much richer cross-cultural understanding of the roles communications, education and citizenship play in a developing country. She says the Peace Corps Master's International Program has given her all of the new cultural and hands-on working experiences she had hoped to gain – and more.



# Study abroad programs expand understanding of policy



## DESTINATION: EUROPE

Like many Georgia State University students, M.P.A. graduate Amy Sriuthai (2008) grew up in Atlanta. Last May she had the experience of a lifetime when she joined more than a dozen other students, AYS faculty David Pitts, Carol Hansen and Director Deon Locklin of the Public Performance and Management Group, in the Andrew Young School-sponsored study abroad course: Europe from a Policy Perspective – Government, Economics, and Leadership.

Sriuthai joined the program when she saw the number of places she would tour in three weeks and learned that

she'd earn a core credit towards her M.P.A. "I wanted to learn how Europeans view life and government policy, and how they treat employees in their organizations; their structure. I had heard a lot about their move towards a greener way of life, how they are environmentally structured." She felt the experience would further her development as a public administration professional.

"The program exceeded these expectations," says Sriuthai, who in February went to work in a research office of the Internal Revenue Service in Washington, D.C.

The AYS study abroad programs introduce students to institutions, organizations and people who make important policy contributions. This group visited the Council of Europe and the Court of Human Rights in Strasbourg; the Deutsche Bank and European Central Bank in Frankfurt; NATO Headquarters, the U.S. Mission to the European Union, the European Commission and European Parliament in Brussels; and UNESCO and the Institute of the Arab World in Paris.

"We had many opportunities to question our keynote speakers," says Sriuthai, who appreciated this access to

top-level officials. "For example, a retired general talked to us about NATO, how it worked. We had a two-hour conversation with the chief economist of the European Central Bank in Frankfurt."

The AYS programs are designed to foster global perspectives and understanding. Sriuthai agrees that these intangible benefits are a top draw. "There is no way you can read about this experience in a book and be able to feel it," she says.

Developed and administered with Georgia State University's Office of International Affairs, the AYS offers five programs abroad:

- *Europe from a Policy Perspective: Government, Economics, and Leadership* (European Union Maymester Study Abroad)
- *Newcastle upon Tyne, England* (Exchange program)
- *Public Administration and Urban Studies in Lausanne, Switzerland* (Exchange program)
- *Economic Studies in Lausanne, Switzerland* (Exchange program)
- *Economic Studies in South Africa* (Maymester program)



A semester-long program that builds upon the Strasbourg experience, *A Semester in Europe from a Policy Perspective* (European Union Study Abroad), will debut in the fall. It will allow students to study at the University of Strasbourg and take excursions into Germany, Luxembourg, Belgium and Switzerland.

Go to [www.eustudiesprogram.eu](http://www.eustudiesprogram.eu) for more information.

### DESTINATION: SOUTH AFRICA

Since 2001 more than 70 students have made the annual Maymester trek to South Africa in a joint program developed by the economics departments of the AYS and Morehouse College. Most go well-prepared after taking the course, *The Economy of South Africa*.

"The overall goal for this study abroad program is to present students with a broad understanding of the South African economy, infrastructure, environment and governance," says program director Glenwood Ross, an associate clinical professor at AYS and assistant professor at Morehouse. "Our students examine the process of economic and social development – and South Africa's

role in the global marketplace – through a series of lectures, in-country discussions with industry and public officials, and site visits." They also witness the country's socio-economic challenges and learn about its history and cultural traditions.

In 2008 a visit to the University of Witwatersrand, one of the leading universities in the country, and a discussion at the African Leadership Academy were added to the program. "The academy visit spotlighted the role of leadership in economic development, which we have added as an important new element to the program," says Ross.

Itineraries, applications and dates for all AYS-sponsored study abroad programs are online at <http://aysps.gsu.edu/StudyAbroad/index.html>. For more information on the European programs, contact Carol Hansen at [chansen@gsu.edu](mailto:chansen@gsu.edu). Contact Bess Blyler for more information on the South African program: [bblyler@gsu.edu](mailto:bblyler@gsu.edu).

*Scenes from Europe and South Africa, including the Council of Europe headquarters in Strasbourg (third from left), South African vineyards (fourth from left) and Amy Sriuthai and friends waiting for a train (right).*



## AYS student is a Congressional Research Service intern

Economics graduate student Ashley Custard served as a Congressional Research Service intern the summer of 2008. One of 18 outstanding students selected from a highly qualified field of candidates, Custard worked in the Government and Finance division.

The intern program was developed in the 1990s to encourage more minority students to consider careers in public service, according to the CRS. At a June reception reported in *The Library of Congress Gazette* (August 15, 2008), Rep. John Lewis welcomed Custard and the other interns, and shared stories about his first experiences in Washington, D.C., as a student on the first Freedom Ride in 1961, then as a planner and participant in the 1963 March on Washington.

"I hope and pray that you'll learn a great deal, and that some of you will come back to Washington as members of Congress, ambassadors, a governor, a mayor, a great teacher, a great researcher, a great librarian," the *Gazette* reports he told the students.

## M.P.A.s named Presidential Management Fellows

M.P.A. students Rhonda Belser-Davis, Clorise Harvey and Nadine Randall were selected last spring (2008) to participate in the Presidential Management Fellows program, a prestigious two-year federal program operating out of the U.S. Office of Personnel Management. Its purpose is "to attract to the Federal service outstanding men and women from a variety of academic disciplines and career paths who have a clear interest in, and commitment to, excellence in the leadership and management of public policies and programs," as stated on the program's Web site, [www.pmf.opm.gov/](http://www.pmf.opm.gov/). The AYS students joined a class of 82 M.P.A. students from the top policy schools around the country.

Professor Harvey Newman, chair of the Department of Public Management and Policy, offered special congratulations and thanks to David Pitts, assistant professor of PMAP, who managed the program for the AYS. "This is a fine reflection on the hard work that we as a faculty do. It also speaks well of the quality of our students," he said.

# AYS celebrates

13TH ANNUAL HONORS DAY, APRIL 2009

**FELLOWSHIPS, SCHOLARSHIPS, AWARDS AND HONORS** were bestowed upon Andrew Young School students at the school's 13th Annual Honors Day Ceremony the night of April 21, 2009. Inductees into Omicron Delta Epsilon, the national honor society for students of economics, and Pi Alpha Alpha, the national honor society for the field of public affairs, were also recognized, as were the international scholars who attended AYS with the support of prestigious fellowships and programs.

Ph.D. student **JOHN WINTERS** (Economics), right, and **MARCAIS FRAZIER**, above, an undergraduate student in Public Management and Policy, made remarks at this year's event. Professor Mary Beth Walker presented the awards.

<http://aysps.gsu.edu/3129.html>



**SARAH ARNETT**

(Ph.D. in Public Policy) won the 2008 ABFM Michael Curro Award for “Rules of Engagement: Budget Rules and the Quality of Financial Management,” which she presented at the ABFM annual conference in Chicago in October.

**SPENCER BRIEN** (Ph.D. in Public Policy) presented “Looking for Leviathan in the Tax Base: Do Income Elastic Tax Structures Lead to Public Expenditure Growth?” at the ABFM annual conference in Chicago in October.

**CRISTIAN SEPULVEDA**

(Ph.D. in Economics) presented “Intergovernmental Transfer System in Peru: Principles and Challenges” to more than 400 mayors

and central government authorities who attended the Annual Conference of the Peruvian Network of Rural Municipalities in Lima in October.

**GUSTAVO CANAVIRE-BACARREZA**

(Ph.D. in Economics) & Ehrlich, L. (2008). The impact of migration on foreign trade in Bolivia. In H. Kolb & H. Egbert (Eds.), *Migrants and Markets: Perspectives from Economics and the Other Social Sciences*. (pp.235-248). Amsterdam, Netherlands: Amsterdam University Press.

**AMY DEGROFF**

(Ph.D. in Public Policy), Boehm, J., Green, S. G., Holden, D. & Seeff, L. C. (2008). Facilitators and Challenges to Start-Up

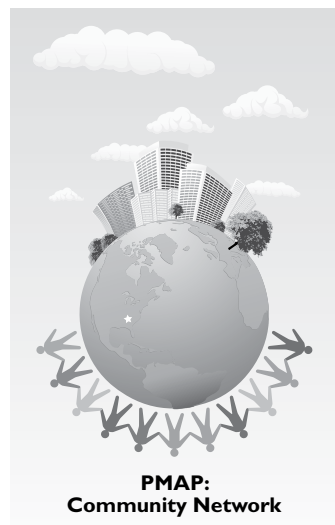
of the Colorectal Cancer Screening Demonstration Program. 5(2); \_\_\_\_, Holden D., Green S.G., Boehm J., Seeff L.C., Tangka F. (2008). Start-up of the Colorectal Cancer Screening Demonstration Project. 5(2); \_\_\_\_, Seeff, L. C., Tangka, F., Wanliss, E., Major, A. & Nadel, M., et al. (2008). Development of a federally funded demonstration colorectal cancer screening program. 5(2); \_\_\_\_, Subramanian, S., Bapat, B., Seeff, L. C. & Gardner, J., et al. (2008). Cost of Starting Colorectal Cancer Screening Programs: Results from Five Federally Funded Demonstration Programs. 5(2). All articles in *Preventing Chronic Disease*, Atlanta, Georgia: U.S. Centers for Disease Control & Prevention. ([www.cdc.gov/pcd/](http://www.cdc.gov/pcd/))

**P M A P**  
**IN**  
**S O C I A L M E D I A**

The Public Management and Policy Community Network, PMAP’s student organization, has built a page on Facebook at [www.facebook.com/group.php?gid=105095355203](http://www.facebook.com/group.php?gid=105095355203). All PMAP students, faculty and alumni are invited to join the page to get connected to the Network’s activities and its growing pool of members. For additional information about the PMAP Community Network, go to <http://aysps.gsu.edu/paus/pmapnetwork.html>.

Also, an untold number of Andrew Young School students and alumni are budding YouTube videographers. For example, M.P.A. student Emily Turner, who has a strong interest in housing affordability issues, has produced a video, *Housing for INclusion: Ending the Trend of Gentrification*, and has posted it online. To view her production, go to [www.youtube.com](http://www.youtube.com) and type the title into the search box.

Have you posted a video version of your academic research, interests or presentations online? If you have, let us know and we’ll set up a link to your site. E-mail a brief description of your video, its title and the link to the Dean’s Office at [ays@gsu.edu](mailto:ays@gsu.edu) and we will post it on our alumni or student pages at [www.andrewyoungschool.org](http://www.andrewyoungschool.org).



# and the Torch of Peace Award goes to...



Andrew Young School faculty and students were well represented at Georgia State's 26th Annual Martin Luther King, Jr. Convocation on January 15. Recipients of the 2009 MLK Torch of Peace Award were AYS alumnus and Associate Clinical Professor Glenwood Ross (left), who directs the South African study abroad program, and student Nicholas Harvey (right), who is

working towards a graduate degree in Public Policy through the joint Ph.D. program of the AYS and the School of Policy at the Georgia Institute of Technology.

The Torch of Peace award is presented every year to Georgia State faculty and staff members, undergraduate and graduate students, an alumnus and the student organization who best demonstrate an outstanding ability to facilitate or promote positive intercultural relations at Georgia State University.

Representatives of the Andrew Young School have received this honor eight of the last nine years.

In 2008 AYS alumna Shena Ashley (Ph.D. in Public Policy '07), an assistant professor in PMAP, and PMAP graduate student Kimberly Cooper were awarded the 2008 Torch of Peace for alumni and graduate student.

This year's event attracted an audience of more than 1,400 says AYS alumna Tonya Cook (M.S. in HRD '05). Program Specialist for Student Life and Leadership/ Intercultural Relations at Georgia State, Cook was the event chairperson for the 26th Annual MLK, Jr. Convocation.



## AYS STUDENTS CAPTURE T.O.A.S.T. awards

Three remarkable Andrew Young School seniors were presented the highly regarded Georgia State University award: Targeting Outstanding Achievements of Student Transfers. The T.O.A.S.T. award honors transfer students who achieve special distinction in the areas of student activities and campus life. Now AYS alumni, Baruch Feigenbaum (B.S. in Public Policy '08), Jonathan Bridges (B.S. in Public Policy '08), and Aubree Lundie (dual B.S. Economics and Psychology '08), left to right in the photo, received engraved glasses and certificates at the annual T.O.A.S.T. awards ceremony held in April 2008.



Feigenbaum was a senator in the Student Government Association, publicity coordinator for the PMAP Network and received the Governor Joe Frank Harris Award for academic achievement in the field of public policy. Bridges was vice president and president pro tem of the Economics Club and was awarded the William Gable Award in recognition of his high academic standing and professional promise. Lundie was president of the Phi Chi Theta professional business and economics fraternity and coordinated its annual Dinner with a Winner in 2008. She was also tapped for Omicron Delta Epsilon, the national honor society.

# Mandela Scholar heads *a key policy post*



Chief Director Vuyelwa Vumendlini heads the Remuneration Policy and Macro Benefits unit of the Department for Public Service and Administration for the Republic of South Africa. Her department negotiates salaries and conditions of service for the government's 1.2 million employees: its teachers, police, nurses, defense workers and others.

An AYS Mandela Scholar who graduated from Georgia State University with a Masters in Economics, Vumendlini was visiting California and Washington, D.C., to gather information on best practices when she decided to add a trip to Atlanta to visit old friends at the school.

"The training I received at the Andrew Young School was good for what I do," she says. "I use it all the time at work. The AYS was like a close-knit family with an international scope when I was there, and the professors were very helpful!"

During her visit, she offered an update on South Africa and her work for the national government.

"The chief directorate develops and implements policies for public service employees and conditions of service (i.e. pension benefits, medical, housing, leave etc.). We also monitor and evaluate these policies," she says. The unit advises the Minister for

Public Service and Administration on remuneration challenges, proposing salary structures and policies that will enable government to achieve its desired objective. "A remuneration policy should position government as an employer of choice. It should encourage and reward excellent performance and, most importantly, it should strive towards building a dynamic work force that is motivated, efficient and effective, one that thrives on professionalism through creating proper career path opportunities for professionals."

Vumendlini appreciates her training at the AYS. "It has helped a lot, both at the Treasury Department, (her first employer upon returning from Atlanta), and now – they are both policy departments. It is a good place to learn the crafting of policy, understanding it and what its implications are for the economy and the labor market," she says.

Vumendlini lives and works in Pretoria, where she sees other AYS Mandela fellows "all of the time." Lesley Fisher works for the National Treasury and Veronica Mafoko is with the Department for Provincial and Local Government. "Our government buildings are so close together that it's really easy to say, 'Hey, let's meet for coffee.'"

Do not be surprised to see Vumendlini on campus the next time she visits the U.S. "I feel some sort of connection with this place," she says.

Mandela  
Scholar Mafoko  
is a senior-level  
finance  
policy advisor

AYS Mandela Scholar Veronica Mafoko is a senior manager responsible for municipal finance policy at the Department of Provincial and Local Government in Pretoria. In this position she develops policy on municipal finance and is responsible for the implementation of the Municipal Property Rates Act. She ensures that the nine provincial departments responsible for local government have the capacity to support municipalities in its implementation and advises the department on policy or legislation that has fiscal and financial impacts on local government and on the development and refinement of the fiscal framework for local government.

Before her job change in March 2008, Mafoko developed policy on the equitable sharing of revenues, and also developed and reviewed the distribution formula. "I changed my job profile in 2008 to expand my horizons," she says.





# AYS produces a record number of Ph.D.s

*The Andrew Young School awarded a record 17 doctoral degrees in 2008 to an academically impressive group of students. The research interests of the freshly minted Ph.D.s are interesting and diverse, and each represents a great deal of promise for the future of public policy.*

“Graduates of the joint Ph.D. program in Public Policy are now influencing policy decisions within public and non-profit organizations,” says Harvey Newman, professor and chair of the Department of Public Management and Policy. “One has accepted a position at Syracuse, which is generally regarded as the top-ranked policy school in the U.S. Others are in top policy universities from coast to coast.”

“Our record class indicates that doctoral students understand the advantages of earning a doctoral degree at a policy institution where practice is emphasized along with theory, which is particularly unique in an Economics Ph.D. program,” says Interim Dean Robert Moore. “Our graduate-level students have the unique opportunity to be involved in policy work in our centers. Students also recognize the strong programs we offer in our areas of specialization, as ranked in *Newsweek* and *U.S. News & World Report*, for example.”

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## 2008 AYS PH.D.S IN PUBLIC POLICY AND THEIR DISSERTATIONS

*(A joint degree with the Georgia Institute of Technology)*

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### **Kwaw Senyi Andam**

*Essays on the Evaluation of Land Use Policy: The Effects of Regulatory Protection on Land Use and Social Welfare.*

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### **Hai Guo**

*Setting Discretionary Fiscal Policy Within the Limit of Budgetary Institutions: Evidence from American State Government.*

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### **Ignacio Antonio Navarro**

*Housing Tenure, Property Rights, and Urban Development in Developing Countries.*

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### **Monica LaBelle Oliver**

*Evaluation of Emergency Response: Humanitarian Aid Agencies and Evaluation Use.*

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### **Hector Gonzalo Ordonez**

*International Research Collaboration, Team Performance, and Scientific and Technological Capabilities in Colombia: A Bottom-Up Perspective.*

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### **Catherine Putnam Slade**

*Does Patient-Centered Care Affect Racial Disparities in Health?*

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### **Zeynep Esra Tanyildiz**

*The Effects of Networks on Institution Selection by Foreign Doctoral Students in the U.S.*

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### **Wenbin Xiao**

*Determinants of New Technology-Based Firms' Performance in Catch-Up Regions. Evidence from the U.S. Biopharmaceutical and IT Service Industries.*

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### **Lei Zhang**

*Uncompensated Care Provision and the Economic Behavior of the Hospitals: The Influence of Regulatory Environment on Hospitals.*

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## 2008 AYS PH.D.S IN ECONOMICS AND THEIR DISSERTATIONS

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### **Viviane Maria Bastos de Malafaia**

*The Effect of Changes in Maternity Leave Policy on Labor Market Outcomes for Females in Brazil.*

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### **Shiyuan Chen**

*Three Essays in Public Finance.*

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### **Benjamin Israel Miller**

*Estimating the Firm's Demand for Human Resource Management Practices.*

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### **Nara Francoise Monkam**

*The Money-Moving Syndrome and the Effectiveness of Foreign Aid.*

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### **Peter Helekiah Oburu**

*Consumer Adoption of Bandwidth Intensive Applications and Its Impact on Broadband Adoption.*

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### **Riatu M. Qibthiyah**

*Essays on Political and Fiscal Decentralization.*

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### **Roman Raab**

*Pension Reform and Retirement Incentives: Evidence from Austria.*

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### **Thalyta Ernandya Yuwono**

*Individual Income Tax in Indonesia: Behavioral Response, Incidence, and the Distribution of Income Tax Burden.*

# AYS COURSE *a call to action* FOR MALAWI STUDENT

## **POLITICAL SCIENCE MAJOR JOSEPH MWANDIDYA**

took just two years to earn his undergraduate degree at Georgia State. "I would not recommend any student do what I did. I had no scholarship or money to pay my tuition," he says. But what he did have is a desire to serve his country, he told Professor Michael Mescon, admitting that he hoped some day to become president of Malawi.

The AYS Policy Leadership course inspired Mwandidya to act on his desire to serve even before he graduated. "In those who spoke to our class – leaders in banking, health care, philanthropy, private business, local government and nonprofits – I saw the opportunity of a lifetime, a window that for me may never open again," he says. "I had to grab it."

"The Policy Leadership course features outstanding civic and business leaders who talk about what they've accomplished and how they did it. Our students learn from a remarkable collection of people," says Mescon, who created the course with professor and PMAP Chair Harvey Newman. Mescon is an AYS Advisory Board member and dean emeritus of the J. Mack Robinson College of Business.

After every presentation, Mwandidya would introduce himself to the policy leader and ask for his or her advice and support on projects to help his homeland, he says. "I managed to get in touch and followed up with every speaker. If we are to be a better Malawi, we have to educate our children, build tourism and build infrastructure."

Speaker Christina Lennon, executive director of the Georgia Lions Lighthouse Federation and former Amanda Hyatt Fellow and AYS alumna, opened Mwandidya's first window. "She told us how her organization helps people in Georgia with prescription glasses and talked about its work in the Philippines. When I heard that, I thought about my people in Malawi who live on \$1 a day or less and can't afford glasses. It was an opportunity for me to help my people," he says.

After class he told Lennon about his concerns, and she asked how they could help. The Federation agreed to supply as many glasses as needed, but could not ship them. It would cost \$6,347 to send a container to Malawi. "I told her we'd find a way to

ship them," he said, "even though I had no job to get this kind of money. I delivered pizza."

His friends in Malawi sent him art and jewelry to sell for a fund raiser, and he asked his local pastor if he could raise funds

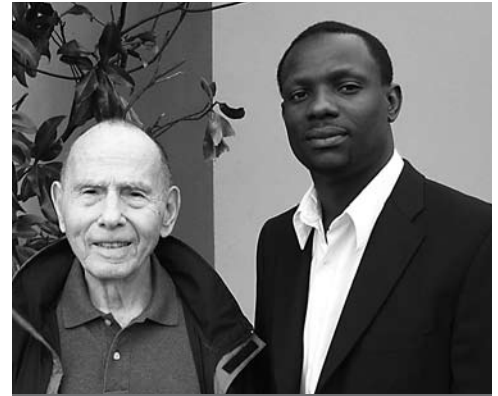
at church. He raised \$500 speaking at services and \$1,235 selling the jewelry at his church one weekend. That Monday, his pastor called to tell him that members heard his plea and had generously raised his total. The glasses were shipped to Malawi and distributed to 10 villages.

Says Mescon: "Joseph followed up with every single one of our speakers. He was persistent and handled himself well. His pastor told me that if Joseph were running for president, he'd vote for him."

In fact, soon after meeting Mwandidya, former ambassador Andrew Young became his mentor. "Andy encouraged Joseph to create jobs. He told him he would help more people as an economic entrepreneur than as president of the country," says Newman. "He also gave Joseph \$15,000 to buy a truck and start a distribution company. Now he owns four trucks and will have ten by the end of the year.

"Joseph has the attention of Malawi's president and ministers. He is building a future for others and influencing the public sector," says Newman, who has invited him back to talk to the leadership class each of the last two years. "His story is so inspiring that another student has said, 'If he can do it for Malawi, I can do it for South Africa.'"

"This course was the turning point of my life: a life-changing experience," says Mwandidya. "The last class I took at Georgia State, it has meant more than any other."



*Michael Mescon and Joseph Mwandidya*



Chanda Allen-Baffoe

**CHANDA D. ALLEN-BAFFOE** (M.P.A. '08) has relocated to Johannesburg, South Africa, following a promotion by General Electric Energy as its new Region Resource Director for Africa and India. Her responsibilities include project planning, logistics, and managing, coaching and developing the field engineers that support GEE's Africa and India regions. [Chanda.allen@ge.com](mailto:Chanda.allen@ge.com)



Tonya Cook

**DAVID BOWES** (Ph.D. in Economics '99) was granted tenure and promoted to associate professor of Economics at Southeastern Louisiana University in Hammond. [dbowes@selu.edu](mailto:dbowes@selu.edu)

**TONYA COOK** (M.S. in Human Resource Development '05) has graduated from the United Way VIP Program, which trains future directors for nonprofit boards. She is the Program



Stephen Everhart

Specialist for Student Life and Leadership/Intercultural Relations at Georgia State. (See Torch of Peace awards story, page 36.) [Tcook3@gsu.edu](mailto:Tcook3@gsu.edu)

**ASMAA ADEL ELGANAINY** (M.A. in Economics '03/Ph.D. in Economics '06) was promoted to fiscal economist for Armenia in the Fiscal Affairs Department of the International Monetary Fund. She handles all fiscal operations, policy advice and



Wasseem Mina

research for the country, reviews fiscal policy issues for other countries, participates in various analytical and research projects for the department and writes policy papers. [AEIGainay@imf.org](mailto:AEIGainay@imf.org)

**NEVBAHAR ERTAS** (Ph.D. in Public Policy '07), accepted a tenure-track assistant professor position in the School of Social and Behavioral Sciences, Department of Government at the University of Alabama at Birmingham.

**STEPHEN EVERHART** (M.A. in Economics '95/Ph.D. in Economics '02) was named associate dean of the School of Business at the American University in Cairo in June. Following tours in Brazil, Mexico and Venezuela with the World Bank and International Finance Corporation, he had been managing direc-

## Graduate of first B.P.P. class lands a spot at the CDC

Public health was not a career field AYS alumnus Ramu Kaladi had planned on entering. So how did he end up celebrating his second year at the U.S. Centers for Disease Control and Prevention in June? "When I got the call from the CDC to help improve global public health, I listened."

Kaladi joined the CDC through the federal government's Student Career Experience Program. As a student trainee he provided administrative assistance to both the Strategy & Innovation Office and the Workforce & Career Development Office in the Coordinating Office for Global Health. Now an entry-level health policy analyst, Kaladi tracks legislation with relevance to global health. He also puts together informational material on the CDC's global health work for Congress and other policymakers to consider as they formulate policy.

A member of the first class to graduate with AYS's new Bachelor of Science in Public Policy, Kaladi attributes his steady rise at the CDC to the program's courses and AYS professors. "The B.P.P. focuses more on the policy process and organiza-

tional management. I wasn't tied down to a specific policy area, like city planning, which gives me a great deal of flexibility in career choices" he says. "Dr. (Harvey) Newman has been there to guide me and continues to be a great mentor. The Policy Leadership class gave me new perspectives on organizational management and culture, and I realized that the same management and policy principles hold true in all organizational sectors.

Before joining the CDC, Kaladi interned at the Georgia Lions Lighthouse Foundation run by AYS alumna Christina Lennon. He says that experience and his public policy degree caught the CDC's attention. "The CDC is better known for its emergency outbreak preparedness and for providing the technical expertise and research needed to combat and prevent disease globally, but it also does great policy work. I know that the work I do has a snowball effect and creates a big positive impact," he says.



tor of the Overseas Private Investment Corporation. At AUC he teaches project finance and risk management. [severhart@aucegypt.edu](mailto:severhart@aucegypt.edu)

**S.M. ZAHID IQBAL** (M.A. in Economics '07) joined the economics department at the North South University, one of the leading universities in Bangladesh, as a lecturer. [iqbal@northsouth.edu](mailto:iqbal@northsouth.edu)

**WASSEEM MICHEL MINA** (Ph.D. in Economics '02) sends greetings from the Department of Economics and Finance, College of Business and Economics at United Arab Emirates University in Al Ain, UAE, where he has been an assistant professor of Economics since 2004. He serves on the university's Educational Outcomes Assessment Committee, chairs the department-level equivalent of EOAC, and was recently selected to chair a research project committee of the Strategic Planning Council in his college. [wmina2003@yahoo.com](mailto:wmina2003@yahoo.com)

**KEN ROBBINS** (B.S. in Urban Policy Studies '93) was named Braselton's public works director in July 2008 after serving as the town's utilities' construction inspector since March 2007. From 1976 to 2006, he had worked for the DeKalb County water and sewer department.

**MARK THOMPSON** (Ph.D. in Economics), formerly the dean of the School of Business at Quinnipiac University in Hamden, Conn., was named the university's senior vice president for academic and student affairs. [Mark.Thompson@quinnipiac.edu](mailto:Mark.Thompson@quinnipiac.edu)

## AYS Advisory Board elects Sam Allen chair

The Andrew Young School Advisory Board has elected Samuel Allen, chairman of the investment management firm, Globalt, Inc., to serve as its chair. He succeeds Paul Rosser, founder and chair of Rosser International, Inc., who had admirably served the AYS since creating the board in 1996 along with Ingrid Saunders Jones of The Coca-Cola Company.

Sam and his wife, Angela Allen, have been members of the AYS board since 2004. Angela has also served on the Georgia State University Foundation.

A Griffin native, Allen brings a wealth of experience in corporate management and governance to his role at the AYS. CEO of Globalt from 1990 to 2004, he also serves on the boards of Chattem, Inc., of Chattanooga and Servidyne, in Atlanta.

"Our primary goal is to raise the profile of the Andrew Young School in the metro Atlanta community, the state and the nation," he says. "Raising the school's profile will help increase its endowment and expand its capabilities.

"We also want to expand the Advisory Board. We're currently reconstituting committees of the board and will expand our membership and capabilities."

Projects directed by the board include introducing AYS Dean Bartley Hildreth to the community and developing a communications vehicle



Left to right: Angela Allen, Paul Rosser and Sam Allen

that accurately captures the spirit and legacy of former Ambassador Andrew Young for future generations of students and faculty.

"Our school embodies the rich stew of spiritual, civic and economic values and policies brought to light by Andrew Young in his roles as minister, human rights activist, Georgia congressman, United Nations ambassador, Atlanta mayor, Olympics promoter and successful private businessman. While our students, faculty and visitors today may understand and celebrate his commitment to this school – and may even bump into him in the hallways – we want to be sure that those in our future

who would catalogue this rich period in Atlanta and the U.S. as 'ancient history' – if they know it at all – will understand how and why the Andrew Young School of Policy Studies embodies its namesake's values."

Allen recognizes Paul Rosser and his wife, Sally Rosser, for their exemplary service on the board. "They make a great team – we share similar values and mutual respect. With his work experience and leadership qualities, Paul brought a valuable international perspective to the Advisory Board and the AYS. Vision is one of his strengths, and he advanced a large vision for the AYS."

### Community Foundation supports the American Humanics program

A major gift from the Community Foundation for Greater Atlanta has allowed the Department of Public Management and Policy to offer the American Humanics Certificate program, which prepares undergraduates for careers in nonprofit leadership.

"We are pleased to affiliate with American Humanics as they have clearly identified competencies for students who are preparing for careers in nonprofit organizations," says Professor Harvey Newman, PMAP chair. "One of the challenges we have addressed is incorporating the AH competencies with the standards developed for MPA programs by the National Association of Schools of Public Affairs and Administration. We believe that this combination will enhance the preparation of our graduates for their professional lives and, in turn, help to strengthen the nonprofit sector."

For more information go to <http://aysps.gsu.edu/nsp/humanics.html>.

## FRIENDS TODAY

friends  
support  
important  
programs  
of the **AYS**

Several friends of note support the programs of the Andrew Young School throughout the year. The Nonprofit Studies Program, for example, offers a case study on the multi-layered collaborative effort required to fund important educational programs that have a broad and lasting positive impact.

For example, a UPS Foundation grant was used to underwrite scholarships for the NSP Executive Leadership Program for Nonprofit Organizations (ELPNO), the preeminent training program for current or aspiring nonprofit chief executives in the Southeast. (See *ELPNO story on page 17.*)

"The UPS Foundation's support is critical to the program's ability to recruit CEOs from organizations that otherwise do not have the resources to provide for their professional development," says Dennis Young, director of the Nonprofit Studies Program and the Ramsey Chair of Private Enterprise at Georgia State University.

Additional scholarship funding for ELPNO was received from Alston + Bird, Coxe Curry & Associates, Calvin Edwards & Company, and The Community Foundation for Greater Atlanta and organizations that employ ELPNO students. "Without these contributions, it would simply not have been possible to offer a program like ELPNO with a quality and breadth commensurate with top national programs. Their support is an investment in the nonprofit sector, and we are grateful," says Young.

Substantial funding from various Atlanta-based corporations and foundations finance many of the educational and research programs of the NPS. Young recognizes the Georgia Power Foundation, Glenn Family Foundation, Mark and Evelyn Trammell Foundation, Northern Trust Bank and individual members of the NSP Advisory Board for their generous support.

"These important sources of support combined with the investments of the Andrew Young School have enabled the NSP to enter the top ranks of university nonprofit academic programs, with major achievements in educational programming, research and service to the nonprofit community," he says.