

Summer 2002

The Briefing, Spring/Summer 2002

Andrew Young School of Policy Studies

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Spring/Summer 2002

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Nation's First Private Enterprise Chair Mescon Alters Character of Higher Education

at the Andrew Young School of Policy Studies



Before the 1960s, the idea of advocating the private enterprise system in higher education was in many ways more difficult than starting a new business. Concerns about market, financial resources and curriculum for this proposed course of study were overshadowed by a risk-adverse (or free market-adverse) reaction from the academic community. As late as the 1970s, at least one professor was warned that if he maintained interest in entrepreneurship and private enterprise, he would have no future at his particular, elite New England university.

Michael H. Mescon, founder of the Bernard B. and Eugenia A. Ramsey Chair of Private Enterprise housed in the Andrew Young School, found the environment at Georgia State more inviting. Although he received similar warnings from his teaching peers, he said "Our programs were all taught in the evenings, so our students, already in the workforce, were interested."

"Mike had a few supporters in the university who allowed him to do this work, but most of the risks were his own," said Francis "Bill" Rushing, director of the Center for Business and Economic Education at the Andrew Young School, who held the Ramsey chair from 1990 to 2000. He has edited a book recognizing the chair and Mescon's impact, *The Visible Hand: The Challenge to Private Enterprise in the 21st Century*. "He took great risk in the academic environment to create something quite different."

Mescon said the idea took root at an Atlanta business meeting in 1962. A year later he founded the nation's first chair for private enterprise at Georgia State. The late Bernard Ramsey, vice chair of Merrill Lynch, greatly admired Mike's work and volunteered to endow this chair. The endowment has grown to \$1.7 million.

"Business leaders took notice," said Rushing, "in the 1960s and 70s when Mike would speak at a lot of business functions. He was single-handedly the field's most recognized spokesman. His presentations would be the first time many had heard about private enterprise studies."

"My late husband, Bernard Ramsey, was such a believer in the private enterprise system that he heard about Michael's work and came to GSU to offer support. They became fast friends," said Doris Ramsey. "I think anything Michael is connected with is bound to be successful and worthwhile. His insight and experience have been invaluable to private enterprise and instrumental to its

growth as a field of study."

Mescon spent the next three decades raising money and establishing endowed chairs in private enterprise, entrepreneurship and family-owned businesses in partnership with Ramsey and other business leaders at more than 120 colleges and universities. At last count there were more than 270 endowed positions in entrepreneurship and related fields around the world. "Now private enterprise is the most dominant ideology in the world," said Rushing. "Mescon's greatest gift to this field is that our understanding of it is finally predicated on empirical evidence and solid academic writing."

Entrepreneurship remains one of the highest growth areas in endowed chairs. After 40 years of shepherding the original idea, Mescon admits he enjoys watching something he did have such a tremendous impact on higher education. Now he is working to extend private enterprise studies into the nonprofit arena. "Organizations are far more similar than dissimilar," he said, "and not-for-profits are an integral and essential part of the private enterprise system."

About a decade ago, Mescon began expanding his skills and abilities into nonprofits as a consultant and volunteer. He is working with AYSPS faculty and researchers to develop its growing [Nonprofit Studies Program](#). "Mescon understands that the nonprofit sector plays a growing role in our



community. He has made our nonprofit leaders aware that this program is all about management, training organizations how to run efficiently, effectively and with accountability," said [David Van Slyke](#), assistant professor in PAUS. "Mescon's expertise, vision and guidance are fundamental to the growth of our program."

Mescon has changed the character of higher education. "A professor is expected to provide objective analysis. A lot of academics didn't want to risk getting in front. Advocacy was not accepted in these circles," said Rushing. "But it turns out that advocating for private enterprise is not inconsistent with an objective outlook - markets are objective and have proved to be most effective to increase wealth and improve the well-being of humankind. That's what our work should be about."

Mescon is also founder and chair of the Mescon Group, which in 2001 merged with HA&W, the largest independent accounting firm in Atlanta, and is dean emeritus of the Georgia State University College of Business Administration.

Photos above: (top) Michael Mescon; (bottom) Advancing the Nonprofit Studies Program at AYSPS are, left to right, Janet Johnson, Michael Rushton, David Van Slyke and Sally Fowler

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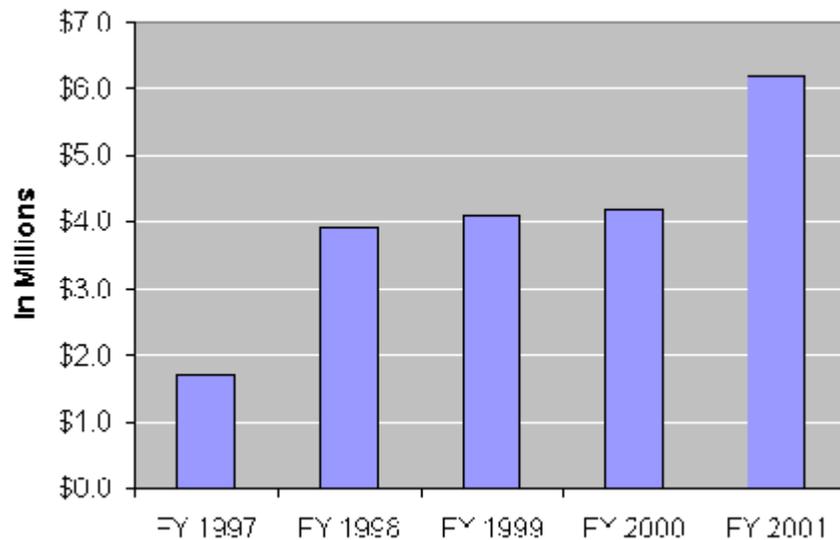
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AYSPS Endowment Grows 260% in Five Years

at the Andrew Young School of Policy Studies

The Andrew Young School of Policy Studies endowment has grown from a beginning balance of \$1.7 million in fiscal year 1997 to more than \$6.2 million. Nearly \$2 million was added in fiscal year 2001, with more than half coming in from the Andrew Young Birthday Celebration. Almost all of this money is earmarked for scholarships or endowed chairs.

"We compete with policy schools with huge endowments and a wealthy alumni list, but we are competing well. Even small gifts from our growing pool of extraordinary graduates mean more to our school than one can imagine," said Dean Roy Bahl.

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Dean's Corner: Dreamer Mike Mescon

*at the Andrew Young School of
Policy Studies*



Policy schools live on imagination. The discipline lines for a policy college are not so finely defined as elsewhere in the university. Faculty and researchers tend to be free thinkers with an entrepreneurial spirit, and the students who come to a policy school are looking for something different. Dreamers are at the center of our success.

One of the great dreamers I know is Mike Mescon. His imagination is one of the pillars on which we are building this great school of ours. While dean of the business school at this university, Mike started The Policy Research Center because he felt that business success and the quality of the environment in which business operated were inseparable. That research center (some of his detractors called it "Mescon's folly") would grow up to become a key component of the Andrew Young School. Some folly.

Mike created a national series of chairs of entrepreneurship primarily because he felt leadership was an overlooked key to success in business. He has always been as determined to reach the public as to reach other academics. If he did not get his message to you in the classroom, he would get it to you outside, in magazine and newspaper columns, in business meetings and seminars. Mescon preaches about community involvement and he practices it, as board director and as chair of some of the big fund raisers in our community like the American Red Cross, Fernbank Museum, Northside Hospital, Boy Scouts of America and the Diabetes Association, to name a few. Long before our charter said that it takes teaching, scholarship and outreach to make a policy school run, Mike was living this rule.

Now a member of our advisory board, Mike is dreaming again. He is at the forefront of our efforts to develop not-for-profit sector programs. He is brokering relations, raising funds, bringing a leadership focus to what we do and generally helping us develop this important concentration for the Andrew Young School. The success has been spectacular; the not-for-profit community is partnering with us, student demand is through the roof, and we are building a talented faculty and research associate group. It takes more than a faculty to imagine how a policy school can come alive - it takes those senior, experienced leaders who sit on the advisory boards and are willing to think outside the traditional boundaries. Could our policy school go forward without a Mike Mescon advising us from the wings? Why, I wouldn't even dream of it.

[Roy Bahl](#)

Dean

Photo above: Mescon, right, with Burton Weisbrod, Institute for Policy Research at Northwestern fellow and keynote speaker at the AYSPS [Nonprofit Executive Roundtable](#)

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Reaching Out: Verna Willis moves HR Development from Classroom into Boardroom

at the Andrew Young School of Policy Studies



Changes in demographics, work-related technologies, and organizational and social conditions have made human resource development (HRD) one of the fastest-growing operational benefits in business and government. HRD encompasses workforce education and training, organization development and career development activities. Training costs alone top more than \$16 billion a year, according to the latest survey of the U.S. Bureau of Labor Statistics, with an additional \$37 billion paid to trainees for wages and salaries.

In the last dozen years, [Verna Willis](#), associate professor of human resource development for the Andrew Young School, has spearheaded the intellectual transfer of HRD knowledge from the classroom into the boardroom. Her influence on HRD practices is felt in businesses and schools in Atlanta, the United States and abroad.

"Verna Willis is a giant in the field of human resource development," said Robert Dilworth, associate professor of HRD at Virginia Commonwealth University. "Few know as much as she does about this strongly emerging field, or have been so industrious in helping to build it."

Willis arrived at GSU in 1988 with the mandate "to create the best human resource development program in the country," she said. In 1991 she was the first to prove a theoretical and practical justification for installing "chief learning officers" as executive-level decision-makers, giving organizations good reason to engage in continuous learning. According to Dilworth, today at least half of the Fortune 1000 companies have chief learning officer positions.

Her program has achieved its original mandate. In 1997 the Academy of Human Resource Development recognized Willis and her faculty for offering the "most outstanding" HRD academic program. Willis frequently is called to consult other universities in designing new HRD academic programs, and has conducted training needs assessments for major employers.

Dean Roy Bahl joins others in recognizing Willis' major contribution to the field. "Verna Willis is the grand lady of human resource development. Her energy, entrepreneurial spirit and enthusiasm for the subject seem to have no limits."

In recent years, Willis has expanded the knowledge and practice of action learning, an HRD strategy to solve organizational problems. She has moved action learning into the international arena, taking news and projects to schools and organizations in Australia, England, Romania and the Ivory Coast. She has co-authored a book, "Action Learning: Images and Pathways," with Dilworth that will come out this year.

Willis has fielded inquiries from corporations as diverse as Conoco and Intel. Her action learning students have examined business issues at BAPCO, Piedmont Hospital, Simmons Mattress and Worldspan, giving these organizations new management ideas and inquiry models to solve critical problems costing them millions of dollars.

"Action learning trains students to think systemically about the whole organization, with all pieces linked to each other - interrelated - rather than systematically, or arranged in a one-directional, flow-chart way," she said. There is no curriculum to follow, students work as a learning set, or team, and they are guided rather than instructed. Willis described the process as "a collaborative re-ordering of how we think and act," citing the self-organizing principles of chaos theory.

"Students in action learning acquire listening and inquiry skills in-depth, in a real problem situation, that they did not have before," said Willis. "They are learning a new process and cannot depend on what they already know to solve it; their guide may have to back them out of their expertise."

Under Willis' direction, Georgia State this year joined in a Memorandum of Understanding with the University of Oradea, in Romania. In their initial collaboration, an action learning set of three advanced master's students from GSU - Jason Kane, Jeffrey Mac Boham and Kathryn Sulloway - and three Romanian students have helped the largest construction company in Oradea address issues of privatization and employee motivation.

"Action learning is different than other courses because in this process you have contact directly with the client, with his problems, and you try to help him with your advice," said Anca Balasco from Oradea. "I think that this program will help me to visualize the problems with administration and management of a firm and the problems of workers."

Balasco hopes this project will continue next year with other students and Professor Willis' help. "The students are very interested about action learning, because we consider that very useful."

Photo above: Clockwise, Verna Willis, bottom right, with Oradea students Anca Balasco, Claudia Mang and Patricia Stan

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Reaching Out: Making a difference in the muslim world

at the Andrew Young School of Policy Studies



Well before September 11, the Andrew Young School and its faculty had developed a reputation for fiscal policy expertise sought by leaders in the Middle East and other predominantly Muslim countries. By providing the policy tools and knowledge necessary to help alleviate poverty and improve quality of life, the school continues to make a difference in more than a dozen such countries. Academic partnerships, exchanges and technical assistance programs also help promote a mutual understanding among people in the United States and these countries.

[Jorge Martinez-Vazquez](#), director of the [International Studies Program](#), is careful to point out that the school provides these services in many other countries. "To work in Muslim countries is as important as working any other place; we do not need to single out our work there," he said. "But there may be a cultural and political divide between the West and the Muslim world. It is quite important to build bridges and create a better understanding of what the West values and what markets are and how well they can integrate."

In the last few years, the school's International Studies Program has trained officials from or conducted programs for the Palestinian Territories, Bahrain, Pakistan, Indonesia, Lebanon, Bangladesh, Yemen, Egypt, Jordan and the Central Asian Republics of Kazakhstan, Kyrgyz Republic and Uzbekistan. It has provided technical assistance and welcomed senior officials visiting the Georgia State campus from several African countries with large Muslim populations, including Nigeria, Uganda, Tanzania, Malawi and the Central African Republic.



"If anything, we make an effort in Muslim countries to do best what we do - provide technical assistance and collaborative work to help these countries develop," said Martinez. This work defines the program's mission: to provide the academic and professional training, research and technical assistance that support sound public policy and sustainable economic growth in developing and transitional economies.

Poverty and ignorance are breeding grounds for misunderstanding, hatred and terror. If you are going to contain terror against the

United States, poverty must be alleviated.

Photos: (top) [Indonesian Master's Program](#) students (from left) Patricia Waluyan, Achmad Alhusain, Rachmaeny Indahyani and Felisitas Defung; (bottom) [Prime Minister Martin Ziguele of the Central African Republic](#) visits in December

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Visiting Scholars Bring World View to Studies

*at the Andrew Young School of
Policy Studies*



Mutual understanding and cooperation do not happen in a vacuum. [Visiting scholars](#) - professors, government officials, students or professionals from other countries - offer faculty and students the opportunity for unique educational exchanges that benefit both the school and the sponsoring countries while supporting broader research and outreach goals.

"Visiting scholars come here to study and do research. They often conduct joint research with our faculty," said [Jorge Martinez](#). "They frequently provide a listening ear and offer lectures. We encourage our students to talk to these visitors about their projects."

This year's visiting scholars added varied global perspectives to the school's body of knowledge, with a focus on applied economics and fiscal reforms. They include:

- [Richard Bird](#), professor emeritus at the University of Toronto and director of the International Tax Program at the Rotman School of Management.
- Serghei Buruian, deputy head of a trade division in the Ministry of Economy for the Republic of Moldova
- Atul Sarma, professor of economics at the Indian Statistical Institute, Delhi Centre and director of the Steel Authority of India
- Manoj Shrestha, under secretary for the Ministry of Local Development in Nepal
- Yang Yuangen, Huang Ran and Zhihua Zhang, officials from the Ministry of Finance, People's Republic of China

Andrei Timofeev, originally a member of the GSU team for the fiscal reform project in the Russian Federation, is here to complete work on his thesis examining fiscal federalism and transition economies for his Ph.D. dissertation from CERGE at Charles University in Prague. "I am very grateful to all faculty members who provided their invaluable input to my research. I am especially indebted to Dr. Jorge Martinez-Vazquez (whose) expertise on the topic of IGFR and his first-hand knowledge of Russia's experience enabled him to make a unique contribution to my research," said Timofeev.

"Many universities do have visiting scholars," said Martinez, "but not with the frequency that we have them. They hear about our program's reputation, as well as our flexibility and cost efficiencies,

and they come to us." These visitors may come on a fellowship - a Humphrey Fellowship sponsored Shrestha's visit - or with backing from the U.S. Department of State or other organizations.

Photo above: Martinez with Sarma and Shrestha, left to right

For more information on visiting scholars and other visiting officials, go to the [International Studies Program](#). For a list of available and upcoming lectures and programs, visit the [AYSPS calendar](#).

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Technology, Growth & the Labor Market: Economics Department Co-Hosts Regional Conference

at the Andrew Young School of Policy Studies

On January 6 and 7 the Economics Department co-hosted a major conference with the Federal Reserve Bank of Atlanta, "[Technology, Growth and the Labor Market](#)." Presenters from Carnegie Mellon, MIT, the University of Michigan, New York University, the Census Bureau and the Federal Reserve explored the role of technology in the U.S. economy, addressing issues such as whether the United States has transitioned to a new economy with fundamentally different economic principles and how information technology affects workers and their families.

Paul Rosser, chairman of the AYSPS Advisory Board, joined Jack Gynn, President and CEO of the Federal Reserve Bank of Atlanta, in welcoming participants. Alice M. Rivlin, senior fellow at The Brookings Institute and former vice chair of the Board of Governors of the Federal Reserve System, made the luncheon presentation, "Will the Recovering Economy Still be a 'New Economy'?"

"I thought the conference was a tremendously productive collaboration with the Federal Reserve, and I'm hoping we can do more with them in the future," said [Jim Alm](#), chair of the department. [Paula Stephan](#), professor of economics and co-chair of the event, echoed his statement, saying "This was a great joint effort with the Atlanta Fed; we look forward to a repeat in the near future."

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Reaching Out: New M.P.A. Advisory Board Taps Practitioners



at the Andrew Young School of Policy Studies

After interacting for years with professionals who spoke in her classes and training programs, many of whom she had taught, Katherine Willoughby, associate professor of public administration and urban studies, went the next step and recruited 17 of them to serve on the new [M.P.A. Advisory Board](#).

"We need a board of public administration professionals to help us assess our M.P.A. curriculum and see if we're teaching needed skills," said [Willoughby](#). "Our students benefit from this stronger connection - we'll know better if our graduates meet the needs of today's public agencies." Willoughby points out that most of these professionals have a GSU master's degree in public administration. "This board also offers us a more formal connection with our alumni."

The M.P.A. Advisory Board met with students and faculty in January and in April during Honors Day. The board has developed a mission that emphasizes making a positive impact on public service, taking on the primary role as a resource to faculty in communicating the necessary skills, knowledge, ethics and values required to practice in the public sector.

Members are Heather Alhadeff, community planner for the U.S. Dept. of Transportation; Mike Bell, director of finance for DeKalb County; Sonya Carter, city manager, Union City; Alphonse Davis, field office manager for U.S. GAO; Kevin Fillion, director of Georgia's Budget Responsibility and Oversight Committee; Jesse Flowers, regional inspector general for the U.S. Dept. of Health and Human Services; Jerry Griffin, executive director, Association County Commissioners of Georgia; Charles Hammonds, sanitation director for Decatur; Jim Higdon, executive director of the Georgia Municipal Association; Denise Holmes, staff development coordinator for Georgia; Jim Lyle, chief executive officer of Georgia Public Broadcasting; John O'Kane, senior vice president of Coxe Curry & Associates; Bob Regus, city administrator for Alpharetta; Rick Reinhard, president of Central Atlanta Progress; Dana Russell, commissioner of DOAS; Katherine Sherrington, tax commissioner for Gwinnett County; and Rebecca Woolcot, city manager for Conyers.

Photo above: Members of the M.P.A. Advisory Board at the January gathering

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Pilot Training Now Counts for Credit

at the Andrew Young School of Policy Studies

Students can get elective college credits for taking flight instruction with Georgia's first university-based pilot training program in partnership with Georgia flight schools. Credits are offered as part of the bachelor of science degree in urban policy studies, with an aviation policy and management specialization, through the Department of Public Administration and Urban Studies.

[Rick Charles](#), director of the [aviation management program](#) at GSU, said this program was developed at the request of senior management at Delta Air Lines. "They need pilots from Georgia, but will not hire without an undergraduate degree. They do not want to continue hiring out-of-state talent when we have so much here." He reported a quarter of the students in aviation studies have chosen these electives.

Students can earn up to 21 credit hours in a curriculum developed in collaboration with Delta and Atlantic Southeast Airlines that ranges from private pilot licensing through advanced multi-engine and full-motion simulator training to a professional airline pilot level.

The training is offered at two area flight schools and will soon expand into others.

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Policy Research: Impact is Aim of Research Atlanta Projects

at the Andrew Young School of Policy Studies



Research Atlanta Executive Director [Deborah McCarty](#) believes good public policy decision-making should be based on hard data, not anecdote. "We bring facts and information to the public policy arena as a way to address the 'anecdote wars'," she said, describing the agency's efforts to battle any policy deliberation that may open with, "A constituent told me about that issue ... it must be a big problem."

"[Research Atlanta](#) advocates for the data versus a single viewpoint, agenda or solution," said McCarty. "Data is nonpartisan. It doesn't lobby for one point of view. It doesn't have a political agenda. Our data and analysis offer a panoply of solutions, not one, and provide officials the opportunity to make good policy decisions."

Research Atlanta is a nonpartisan, private, nonprofit organization that studies problems affecting Atlanta. An independent 20-member board of Atlanta's business and public leaders sets its agenda, raises its operating budget, selects and reviews research projects and aids in other areas. The agency is affiliated with Domestic Programs, and Andrew Young School professors often collaborate on or conduct its research projects. A strategic plan approved by the board in March 2000 shifted Research Atlanta's focus and expanded its coverage from the city to the region.

"In the past, we judged our success by the number of studies produced," said Research Atlanta President Andrew Feiler, co-founder and president of the Atlanta-based computer support company Leapfrog Services. "The essence of the effort to rethink Research Atlanta - the strategic plan - was to judge the organization's success by how much impact these studies have."

"This shift had a number of implications. We moved from a part-time director who oversaw research to a full-time director who advocates for data in the community. We do more outreach and impact broader audiences. We now make the reports more readable and actionable," said Feiler as he pointed out examples of this change.

"An example of two newer reports that are clearly regional and clearly actionable addressed regional water issues and the best practices of mayors nationwide," said Feiler. Governor Roy Barnes used solutions presented in the report, Developing a Comprehensive State Water Management Plan, as a model while crafting a new statewide water policy management program. Reinventing Municipal Governance: Programmatic Innovations from the New Generation of Big-City Mayors was presented to Atlanta's new mayor and city council after the November elections. The

study examines private sector initiatives used in the public sector during the 1990s and was authored by [John C. Thomas](#), a professor in the Andrew Young School Department of Public Administration and Urban Studies. "This report offers a new model for the way government does business, and as such is relevant to all governing bodies in our area," said Feiler.

McCarty and her board travel the region with their ears to the ground to discover critical issues in need of useful data. She pinpoints best practices and education as top trends for the future. "Education is related to everything. Schools can drive land-use decisions, traffic, relocation, economic development - so many issues lead back to education," she said. "Best practices research addresses the business of governance. Gleaning information on these practices will help bring successful private sector initiatives into the public arena."

In November Research Atlanta celebrated its 30th anniversary as THE research agency created to identify and address policy issues affecting Atlanta. It continues to fight the good fight, selecting its research topics every year after learning what key, critical issues in the metropolitan area would be best served by research that offers hard data and objective analysis.

Photo above: Deborah McCarty

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Policy Research: How the Georgia Health Policy Center Benefits You

at the Andrew Young School of Policy Studies



The [Georgia Health Policy Center](#) (GHPC) develops health policy recommendations and implementation strategies to improve health care quality, access and costs. The center moved into the Andrew Young School in 1998 and houses a team of health care policy experts led by [James Cooney](#), [Monica Herk](#) and [Karen Minyard](#), GHPC director, whose current work in the areas of long-term care and end-of-life improvements, children's health and well-being, and networks for rural health, respectively, are making a difference in Georgia.

Where is grandma today - nursing home or hospital? Is this decision made as much by her health status as by what her insurer will pay for - and how does that impact her health? What changes must state agencies make to better meet the multiple needs of children in its care? How can Georgia's rural communities improve access to insurance, physicians and other health care providers? These are the types of issues the GHPC addresses.

"We anticipate using the GHPC long-term care study to get broader support in the legislature for continued improvements to Medicaid," said Mark Trail, director of the Division of Medical Assistance in Georgia's Department of Community Health. His hope is echoed in a variety of ways by state and local policy leaders in elder care, children's services and rural health who have similar expectations for the center's research and recommendations in their areas.

As long as changing demographics and rising pressure on public resources dictate the need for greater improvements and efficiencies in health care, the Georgia Health Policy Center will aid governing authorities in developing recommendations and strategies to improve services and costs for all affected populations, ensuring that those who Ambassador Young calls "the least of these, God's children," do not fall through the cracks.

Long-Term Care: Health Insurance Is Not Enough

Health insurance itself is not always sufficient to provide economical access to appropriate health care services, and this is especially the case with long-term care services," said [James Cooney](#), professor of Health Administration and associate director of the Georgia Health Policy Center.



"Most people who use long-term care services are eligible for both federal Medicare and state Medicaid. But the policies and administration of these public insurers are not integrated, so care patterns can lack continuity, negatively affect quality and be unnecessarily expensive." He warned that given the rapid growth of the elderly population, the problems in Medicare and Medicaid long-term care policy would seriously accelerate.

Under Cooney's direction, the GHPC in 1996 began a series of studies to better understand the problems inherent in existing long-term care insurance financing and to identify effective options for the state. In 1999 Cooney and his associates discovered an unusual pattern of frequent and rapid nursing facility-to-hospital transfers of the frail elderly they labeled "the churning effect." They speculated the transfers were related to conflicting incentives between the Medicare and Medicaid programs. Cooney interested both the state and federal government in this finding, and obtained support for expanded work to understand the problem and identify public policy solutions.

"This churning phenomenon needs to be understood and its problems dealt with," said Bill Clark, with the Centers for Medicare and Medicaid Services (CMS) in the U.S. Department of Health and Human Services. He noted Cooney's latest research would link Medicaid data from the state and Medicare data from CMS. "Only when you bring these two pieces together do you see the full cost and consequences of care. I think it's a very good approach - and it is also timely."

"Look at the demographics of our society," said Clark. "When baby boomers begin to retire, in 10 to 11 years, long-term care issues will become even more important, their cost to society far greater. These issues can perhaps be looked at and solved more easily now than in 15 to 20 years."

Cost issues are critical to care. Georgia's Medicaid payments were nearly two-thirds of the state's Department of Community Health expenditures in 2000. "The Medicaid 'fact' all too frequently missed," said Cooney, "is that although this program's aged, blind and disabled population is the smallest proportion of Medicaid-eligible - 27 percent in Georgia - it consumes 65 percent of Medicaid's resources annually.

"What we face, given a growing elderly population, is an alarming increase in long-term care costs that could, unchecked, eventually consume the total Medicaid budget," said Cooney, "unless there are serious and coordinated policy revisions between Medicaid and Medicare."

The Center's current study focuses on more than 45,000 Georgians admitted to long-term care service in 1999; their care and costs will be tracked for the year before and the year after their 1999 admission. The goal is twofold: to get a more complete look at the churning effect and its cost and quality consequences to nursing facilities, their patients and insurers, and to evaluate home and community-based alternatives to nursing facilities. The study team includes Glenn Landers, associate long-term care project director at GHPC, faculty from GSU's Robinson College of Business and researchers from the Kerr L. White Institute for Health Services Research.

"We pay a lot of money for long-term care," said Trail, who runs Georgia's Medicaid program, "but without having comprehensive access to Medicare records, we have not been able to truly measure the costs of serving these patients or their quality of care. Cooney's research will facilitate such access."

Trail continued, "Improved cost understanding will instruct us on how to improve our policy and consider the most efficient use of resources. It will instruct various long-term care providers, as well as the state, on quality-of-care improvements. Finally, it should help open conversations with Medicare on ways to improve care and share savings."

"It is critical to understand the patterns of use in long-term care, and how policy decisions affect the quality of life and quality of health care in our state and nation," said Clark. "Ultimately, in a rapidly aging society, we must know where the inefficiencies are and find ways to avoid placing patients in settings where they may not need to be."

Dr. James P. Cooney, Jr., principal investigator for the long-term care studies, has researched, taught and administered programs at Georgia State University for 12 years. Before serving as associate director of the Health Policy Center and professor of health administration, he was dean of Health Sciences at GSU. While dean, Cooney facilitated the creation of the GHPC on the Georgia State campus. Glenn M. Landers, a health policy analyst and associate project director at the GHPC, is also researching access to care for the uninsured with a study of the Indigent Care Trust Fund in Georgia.

Child Policy Initiative Supports Governor's Action Group

GHPC's Child Policy Initiative received a major gift from United Parcel Service in 2001 that enabled it to expand its scope beyond child health into a broader range of child policy issues. Its early findings got the attention of Governor Roy Barnes, who asked the initiative to provide research support for his Action Group for Safe Children, formed in January to recommend policies to improve the state's child protective services.



The Action Group will present policy recommendations on how to improve Georgia's placement system for children going into state custody. With these findings, the state plans to develop a more effective and compassionate model to replace its current system. The initiative's new director, Monica Herk, and her staff are collaborating with the Governor's Office of Planning and Budget to provide key technical support, background research and information to help shape discussions.

"The Child Policy Initiative's role in supporting this group will be instrumental in focusing the array of public, private and nonprofit service providers on solutions that work. It will help them improve quality, facilitate access and improve efficiency by coordinating all services provided to children and families," said Sally Rosser, member of the Governor's Action Group for Safe Children and an AYSPS Advisory Board member.

"The issues the state is facing are very complex. In the past our approach has focused on narrow pieces of the child and has failed to interconnect the multiple agencies and private providers that all have an impact on children and families," said Rosser. "The initiative's multidisciplinary approach, supported by rigorous academic research, will allow greater opportunity for successful outcomes."

Herk agrees. "Even if a child initially has only one problem in his or her life, that problem can ultimately affect the child along multiple dimensions - emotional, physical, educational and so on. Many of the children the state encounters are facing more than one issue in their lives. A multidisciplinary approach allows us to examine all effects more fully and view the child as a whole.

"In addition to our work with the Governor's Action Group, the Child Policy Initiative provides broad policy research that is relevant to the state," said Herk. "To improve outcomes for Georgia's children, we must look systematically at what has worked, what doesn't work and promising options for the future. We're looking at positive programs within Georgia and nationally at other models that hold promise for the state."

[Monica Herk](#) joined the Child Policy Initiative in November with nine years of child policy and advocacy experience in Georgia. Most recently she served as the executive director of Healthy Mothers, Healthy Babies of Georgia, a nonprofit organization devoted to promoting maternal and child health.

Networks for Rural Health a National Model

Rural Georgians want better access to insurance, physicians and other health care providers. GHPC's Networks for Rural Health has found that this population recognizes the linkages that exist among their health systems, health status and the economic viability of their communities, yet many fear their health care systems are crumbling.



Networks for Rural Health (NRH) was contracted by the state's Office of Rural Health Services to provide intensive technical assistance to Georgia communities with fragile health care systems. "With the first project we helped communities develop some great planning ideas, but they often lacked the resources to implement them," said [Tina Anderson Smith](#), interim director for NRH.

So NRH began building relationships with foundations in Georgia that led to a new round of programs including the Access Georgia Rural Health Matching Grants Initiative, a partnership of the Philanthropic Collaborative for a Healthy Georgia and the Georgia Department of Community Health.

Access Georgia couples technical assistance with grants. In January, nine rural health care collaboratives serving 37 counties were awarded nearly \$1.8 million by the Department of Community Health, the Robert Wood Johnson Foundation and the Philanthropic Collaborative to improve service access and eliminate

health disparities in rural Georgia. NRH directs the initiative and provides a broad range of technical assistance to help ensure the grantees' success. "These collaboratives are community-based," said Anderson Smith, "and have expanded beyond health care providers to include local governments, business leaders, faith-based organizations and other civic groups."

In addition to working at the community level, NRH is advancing state-level initiatives that will build community capacity and strengthen rural Georgia's health care infrastructure. For instance, rural physicians are critical to successful collaborations, yet it has been difficult to get them involved. In response, the NRH is working with the Fanning Leadership Institute at the University of Georgia and all state medical schools to tap into this core of rural physician champions. NRH expects to launch the first "Rural Physician Leadership Institute" in the fall to grow this essential leadership base.

"Georgia has emerged as a leader in the community health system development arena because of investments that have been made to improve access to health care and health status throughout the state. State government, foundations, communities and the Georgia Health Policy Center at AYSPS have all made major investments, and the results are getting recognized," said Anderson Smith.

She said a lot of people are looking to Georgia to learn what to do. With the Community Health Systems Development Institute, "We are helping other states develop the infrastructure to do this work statewide, as we have done here." Its second annual conference is in June.



[Karen Minyard](#) in May agreed to serve as director of the Georgia Health Policy Center. She has worked for years with rural Georgia communities to help design systems that provide access to health care as private, state and federal revenue streams decrease.

Tina Anderson Smith, rural health systems developer for the GHPC, travels the state helping rural communities assess systems, collect and evaluate data, plan and implement strategies for building viable local health systems and regional partnerships.

For more information go to the [Georgia Health Policy Center](#), to [Georgia Kids.com](#), and to the [Networks for Rural Health](#).

Photos from top: 1) Monica Herk; 2) James Cooney; 3) Sally Rosser; 4) Karen Minyard, GHPC director, and Dean Bahl

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Academic Assistance Maximizes the AYSPS Experience

at the Andrew Young School of Policy Studies



Sue Fagan, Wanda Cooley and Bettye Davis know it all. They know numbers. They know faculty. They know programs, majors and classes. They know enrollment trends and career tracks. They know competitive advantage, like the fact that proximity and interconnectivity to metro Atlanta's vibrant nonprofit, government and finance sectors offers our students built-in advantages not so readily available in most policy schools. Their institutional knowledge is formidable.

Most importantly, they know how to help students get the most out of their academic experience. By reputation, Sue and her staff run the most student-friendly and student-committed [Office of Academic Assistance](#) a person will find at Georgia State.

"There is no required advisory period at the Andrew Young School," said Cooley, assistant director, who spends most of her time counseling. "Yet we encourage students to take advantage of the help we offer. We are the only academic assistance office on campus where they can come in any time, without scheduling a meeting, and talk to us."

Fagan and her team are the first contact for all prospective applicants. They recruit students and handle graduate admissions. They advise students through graduation, offering information on programs, class scheduling and career tracks. They can help with a student petition, if a degree requirement change is requested, and help tailor a career track. Additionally, they develop and produce the class schedule every semester. Fagan reads every Ph.D. dissertation for format and content.

The staff monitors trends that affect admissions. "Right now, the economy has an impact," Fagan reported. "In a downturn, people come back for retraining or for additional credentialing to improve their job standing. At the undergraduate level, we are in the middle of the latest baby boom; we're seeing more high-school graduates than we did 10 years ago. Campus housing is helping the applicant pool, and evening programs continue to be more attractive."

Fagan and her staff often recommend best practices to students, such as being realistic about the commitment it takes to graduate. "Graduate students often don't take into account the ebb and flow of home life, busy terms and job-related duties. They are enthusiastic and often bite off more than they can chew," said Fagan. "At the other end, undergrads are not signing up for enough classes on the semester system to graduate in four

years. They need to, to get the full college experience." She mentioned the number of students majoring in AYSPS degree programs has doubled since the school's inception in 1996. Its credit hour increase leads the university.

The staff of the Office of Academic Assistance is eager to help make students aware of their choices and offer support. "My favorite part of the job is meeting our students and helping them maximize their college experience," said Bettye Davis, administrative specialist. Her enthusiasm mirrors the support and welcome students encounter when they visit this office.

For more information, go to the [Office of Academic Assistance](#).

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Faculty Today

at the Andrew Young School of Policy Studies

GSU Leadership Appreciation Night

Dave Sjoquist, Jim Alm and Monica Herk greet Gov. Roy Barnes, center left, on Leadership Appreciation Night for Georgia's public policy leaders in January.



Front Page News

[Bruce Seaman](#), associate professor of economics, is sought frequently to respond to news of economic impact trends and reports. On March 28 the *Atlanta Journal & Constitution* recognized Seaman for developing an impact formula for major Atlanta sporting events; an April 6 story quoted him on an Ernst & Young impact study for the Atlanta Symphony Orchestra's planned Symphony Center development.

[Ross Rubenstein](#), assistant professor of PAUS and an Educational Policy Studies specialist, was quoted in the *Constitution* on the front page March 14 about metro Atlanta school tax referendums.

More: [media hits](#) / [experts guide](#) / faculty news at the [2001 Annual Report](#)

Awards/Honors/Grants

Department of Economics

[James Alm](#) is associate editor of *The Review of Economics of the Household and Economic Inquiry*.

[Julie Hotchkiss](#) has been appointed associate editor of the *Eastern Economic Journal*.

[Paula Stephan](#) has been asked to serve on the Advisory Committee of the Social, Behavioral and Economic Sciences of the National Science Foundation.

Department of Public Administration and Urban Studies

[Julia Melkers](#) was approved for candidacy on the Fulbright Senior Specialists Roster.

[Lloyd Nigro](#) received the "Editors Choice Award," for exemplary

performance as a member of the Public Administrative Review Board of Editors.

New Publications

Department of Economics

[James Alm](#) with co-authors Leslie A. Whittington and Jason Fletcher "Is there a 'Singles Tax'? The Relative Income Tax Treatment of Single Households," forthcoming in Public Budgeting and Finance; with co-author William Kaempfer, "Who Pays the Ticket Tax?" Public Finance Review, January 2002; with co-author Mikhael Melnik, "Does a Seller's eCommerce Reputation Matter? Evidence from eBay Auctions," forthcoming in The Journal of Industrial Economics.

[Paul Farnham](#) and co-authors S.D. Pinkerton and A.P. Johnson-Masotti, "A Review of the Cost-Effectiveness of Interventions to Prevent Sexual Transmission of HIV in Developed Countries," forthcoming in AIDS and Behavior; "Reconciling the Long-term Conservation Needs of Large Mammals and Local Communities: conservation performance payments," in Terrestrial Ecoregions of the Indo-Pacific: a conservation assessment, E. Wikramanayake, E. Dinerstein and C.J. Loucks, eds. (Washington, D.C.: Island Press, 2001).

[Paul Ferraro](#) with co-authors Z. Azzaino, J. Conrad, "Optimizing the Riparian Buffer: Harold Brook in the Skaneateles Lake Watershed," forthcoming in Land Economics.

[Julie Hotchkiss](#) and co-author Christopher Bollinger, "The Upside Potential of Hiring Risky Workers: Evidence from the Baseball Industry," in The Journal of Labor Economics, forthcoming.

[Susan Laury](#) and co-author Melayne Morgan McInnes, "The Impact of Insurance Prices on Decision-making Biases: An Experimental Analysis" in The Journal of Risk and Insurance, forthcoming.

[Ben Scafidi](#) and co-author Keith Ihlanfeldt, "The Neighborhood Contact Hypothesis: Evidence from the Multi-City Study of Urban Inequality," forthcoming in Urban Studies; and co-author Keith Ihlanfeldt, "Black Self-Segregation as a Cause of Neighborhood Racial Segregation: Evidence from the Multi-City Study of Urban Inequality," in the Journal of Urban Economics, forthcoming.

[David Sjoquist](#), "Social Acceptance and the Spatial Mismatch Hypothesis," in Journal of Urban Economics, 2001; and co-author Keith Ihlanfeldt, "Conducting an Analysis of Georgia's Economic Development Tax Incentive Program," in Economic Development Quarterly, August 2001; and co-author Lakshmi Pandey, "An Analysis of Acquisition Value Property Tax Assessment for Homesteaded Property," in Public Budgeting and Finance, Winter 2001; and co-author Therese J. McGuire "Urban Sprawl and the Finances of State and Local Government," in State and Local Government Finances at the Beginning of the 21st Century, Edward Elgar, ed., forthcoming.

[Erdal Tekin](#) and co-author Naci Mocan, "Nonprofit Sector and Part-Time Work: An Analysis of Employer-Employee Matched Data

of Child Care Workers," forthcoming in Review of Economics and Statistics.

Geoffrey Turnbull with co-authors William J. Moore, Robert J. Newman, "Reputational Capital and Academic Pay," Economic Inquiry, October 2001; with co-authors Peter Colwell, Carolyn Dehring, "Recreation Demand and Residential Location," in Journal of Urban Economics, forthcoming; and co-author Chinkun Chang, "Bureaucratic Behavior in the Local Public Sector: A Revealed Preference Approach," in Public Choice, forthcoming.

[Neven Valev](#) and co-author John Carlson, "Disinflation Tradeoff: Speed versus Final Destination" in Economic Inquiry, forthcoming.

Department of Public Administration and Urban Studies

[Carol Hansen](#) and co-author Ava Wilensky, "Understanding the Work Beliefs of Nonprofit Executives Through Organizational Stories," in Human Resource Development Quarterly, Vol. 12, No. 3; with co-authors Kent Logan, Paul Nieminen, Heath Wright, "Student Support Teams: Helping Students Succeed in General Education Classrooms or Working to Place Students in Special Education?" in Education and Training in Mental Retardation and Developmental Disabilities, Vol. 36, No. 3.

[William Kahnweiler](#), "Using Process Consultation: A Cornerstone of OD Practice" in Organization Development: Data-Driven Methods for Change, J. Waclawski and A. Church, eds. (Jossey-Bass Publishers, 2002).

[Greg Lewis](#) and co-author Pablo Alonso, "Public Service Motivation and Job Performance: Evidence from the Federal Sector," Vol. 31, No. 4 of the American Review of Public Administration, December 2001.

[Ross Rubenstein](#) with co-authors Leanna Stiefel, Amy Ellen Schwartz, "Better than Raw: A Guide to Measuring Organizational Performance with Adjusted Performance Measures," in Public Administration Review, forthcoming; and co-author Ben Scafidi, "Who Pays and Who Benefits: Examining the Distributional Consequences of the Georgia Lottery for Education," in National Tax Journal, forthcoming.

[Greg Streib](#) with co-authors [Mark Rivera](#), Bert Slotkin, "Public Administration Research from a Practitioner Perspective," lead article in Public Administration Review, Sept./Oct. 2001.

[Bill Waugh](#), "Valuing Public Participation in Policymaking," in Public Administration Review, forthcoming; "The Role of the National Emergency Management Network in Dealing with Terrorism," in Public Organization Review, forthcoming.

Recent Presentations

Department of Economics

[James Alm](#) presented "Shacking Up or Shelling Out: The Income Tax, Marriage, and Cohabitation," (co-author Leslie Whittington), at the Association of Public Policy, Analysis and Management in Washington, D.C., in November.

[Roy Bahl](#) spoke at the National Governors Association meeting, Critical Tax Issues for State Policymakers, at the Lincoln Institute of Land Policy in Massachusetts in November; he presented "Options for Equalization," "The Elusive Quest for Local Revenue: Income & Property Taxes," and "Fiscal Decentralization: A Global and Regional Phenomenon" at a World Bank seminar in Indonesia in January.

[Kelly Edmiston](#) spoke on "The Recession, The Job Market and You," sponsored by Career and Job Search Services at GSU in January.

Paul Ferraro and co-author J. Conrad presented "Endangered Ecosystem Conservation: the dynamics of direct and indirect transfers," at the Annual Meetings of the Southern Economics Association in Florida in November; he gave a seminar, "Conservation Performance Payments in Low-Income Nations: an alternative conservation investment," for faculty and students at North Carolina State University and Emory University in January.

[Susan Laury](#) presented "The Georgia Irrigation Reduction Auction: Experiments and Implementation," (co-authors Ron Cummings, Charles Holt) at the Southern Economic Association meetings in Tampa in November and "Individual Motives for Giving Under Real and Hypothetical Incentives," at the Economic Science Association meetings in Tucson, Arizona, in November.

[Jorge Martinez-Vazquez](#) presented at the Intergovernmental Fiscal Relations in East Asia ASEM Sponsored Workshop - The World Bank in Indonesia in January.

[David Sjoquist](#) and co-authors Chris Geller and [Mary Beth Walker](#) presented "The Effects of Private School Competition on Public School Performance," at the Association for Public Policy and Management Conference in Washington, D.C., in November and at the Econometric Society in Atlanta in January.

Department of Public Administration and Urban Studies

[Ross Rubenstein](#) presented the results of his work with Gary Henry on Georgia's HOPE Scholarships to the Fiscal Review Committee of the Tennessee State Legislature in December.

[Bill Waugh](#) conducted a leadership session on "The Roles of NGOs in Dealing with Terrorism," at the American Red Cross' Disaster Leadership Conference in Dallas, Texas, in January; he presented "September 11th: Lessons Learned from Natural Disasters," to the National Academy of Sciences' Natural Disaster Roundtable in Washington, D.C., in February.

On the Go

Dean [Roy Bahl](#) traveled to Indonesia, Thailand and India in January and February to advise the World Bank on decentralization policy.

[Alan Essig](#) (Fiscal Research Program) has relocated to an office at the State Capital at the behest of the Governor's office.

[Paul Ferraro](#) (economics) was invited to be an introductory

speaker at the international conference, "Healthy Ecosystems, Healthy People: Linkages Between Biodiversity, Ecosystem Health And Human Health," sponsored by the United Nations Environmental Programme, World Health Organization and National Institute of Environmental Health Sciences in June.

[Carol Hansen](#) (PAUS) visited the University of Northumbria, Newcastle, UK, to discuss a student exchange program for MSHRD students.

In December **Mark Morrison** joined the Environmental Policy Program as visiting professor from Charles Sturt University in New South Wales, Australia. Morrison's expertise is in water policy and environmental conservation and valuation; he will help develop the research agenda for the North Georgia Metropolitan Water Planning and Policy Center.



Ragan Petrie will join the Economics Dept. and Environmental Policy Program faculty in the area of Experimental Economics upon completing her Ph.D. from the University of Wisconsin. Petrie's dissertation uses experimental economic methods to examine altruism and charitable giving; her general interests are in experimental, public, environmental and resource economics.

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Alumni News

at the Andrew Young School of Policy Studies

Atlanta's New City Council Member holds GSU M.P.A. Degree

"Your steps lead you to where you're going to be." So says [Natalyn Mosby Archibong](#), Atlanta City Council's new District 5 representative, who entered Georgia State like many students do, not quite sure of what her career direction would be when she left.



She credited "one of the many nameless, dedicated professors who make it their business to encourage the next generation" with helping her make the connection that led from a 1982 Master's of Public Administration degree to law practice and into public service.

"I will not forget," she said, "the professor in my administrative law course who told me, 'you would make an excellent attorney.' Law was not a career choice I had even considered until that moment." Archibong said she enjoyed the course, and his encouragement drove her to take the LSATs. She scored high and the UGA School of Law offered her a full scholarship.

Archibong practices general law in her office in East Atlanta. Neighborhood activism and community volunteering led her to greater roles in public service. In 1995 she co-founded the East Atlanta Business Association. "Several attempts had been made that failed," she said. "We were told, 'You will find that no business association here will last more than a year'." After seven years, the association boasts more than 70 East Atlanta business members.

An early job as cluster coordinator with The Atlanta Project, a program now housed in the Andrew Young School, introduced Archibong to the community leaders who comprise District 5. Representing her district seemed the next logical step.

Reflecting on her preparation for her current role, Archibong offered advice to current students who may later feel the call to public service. "Municipal finance was a difficult subject, but discussing and analyzing the budget is one of the biggest things we do. I would suggest students get as much of that training as they can. Ethics is another critical area; there are a lot of new issues out here - the school should emphasize ethical issues that surround public service."

Archibong said she can't say enough about how wonderful it is to have a public administration program of the caliber offered at the Andrew Young School of Policy Studies in Atlanta. "The

program is convenient and affordable, which made a difference in my starting and completing the M.P.A. degree. Its flexibility is unique in that a student's interests drive electives, allowing people room to explore." Students may come in with a lot of questions, but they will leave this school knowing better where their steps will take them.

Alumni News

Melinda M. Allen (M.S. in human resources development, '01) is the director of career management of the Owen School of Management at Vanderbilt University in Nashville, Tennessee.

Lynn Austin (master's in public administration, '80) in August 2000 was awarded a Ph.D. in public policy from Georgia Tech. In October she was promoted to deputy director, Division of Adolescent and School Health in the National Center for Chronic Disease Prevention and Health Promotion at the U.S. Centers for Disease Control and Prevention. Laustin@cdc.gov
Harold Ball (Ph.D. in economics, '01, M.S. in business economics, '95) founded a consulting firm, SRI Analytics, Inc., that specializes in economic analysis for marketing and finance departments.

[Anne Bramlette](#) (bachelors in urban administration, '82) is senior manager for major gifts at Georgia Public Broadcasting.

[Bob Donaghue](#) (M.S. in public and urban affairs, '90) is assistant director for the Pollution Prevention Assistance Division of the Georgia Department of Natural Resources.

Lesley Fisher (master of economics, '01) has moved to Pretoria, South Africa, where she is deputy director of intergovernmental relations for the National Treasury.



[Eungmin Kang](#) (Ph.D. in economics, '90) is associate professor of economics at St. Cloud State University in St. Cloud, Minnesota.

John Paul Kendrick (master's in public administration, '93), a lieutenant in the Medical Service Corps of the U.S. Navy, recently advanced to diplomate status in the American College of Healthcare Executives and is board certified in health care management.

Yang Taek Lim (Ph.D. in economics, '78) is dean of the School of Economics and Finance at Hanyang University in Seoul, Korea. He is chairman of Micronic Company, Ltd. and CEO of Neodyne Korea Company, Ltd. In 1995, while professor of technological economics at Hanyang, Dr. Lim founded I-HIT, an incubator for Neodyne Korea Co., to promote collaboration in research and development between American and Korean industrial companies.

[Kathryn Lookofsky](#) (master of public administration, '01) is the new executive director of the Hillsborough Pride Main Street Program in Hillsborough, New Hampshire.

[Deborah Macy](#) (M.S. in human resources development, '98) runs the legal recruiting office for Ford Personnel in Denver, Colorado.

Tanya Martin (M.S. in human resources development, '93) is a trainer for Metlife in White Plains, New York.

[Brian McDougal](#) (M.S. in urban studies, '97, B.S. in planning, '94) was promoted to assistant director of planning for the South Georgia Regional Development Center in Valdosta, Georgia.

Ron McNinch-SU (Ph.D. in political science/public administration, '96) was promoted to associate professor and awarded tenure at the University of Guam in Mangilao, Guam. He was recently awarded the Government of Guam Silver Star Medal for courage involving personal risk. In making a gift to the school, Ron credited Lloyd Nigro and Bill Waugh for teaching him "good alumni don't forget where they came from."

David Sloane (B.S. in urban studies, '98) was promoted to associate relations specialist with Publix Super Markets. He has returned to Atlanta after serving in a corporate HR position with Publix in Miami, Florida.

[Kathleen Thomas](#) (Ph.D. in economics, '00), research scholar for the Cecil and Ida Green Center for the Study of Science and Society at the University of Texas at Dallas, has accepted a position as assistant professor of economics at Mississippi State University in Starkville, Mississippi. She begins teaching in the fall.

[Daoshu Wang](#) (master of economics, '01) was assigned director of the Division of Tax Reform, Department of Tax Policies and Legislations at the State Administration of Taxation, People's Republic of China in Beijing. During AYSPS Honors Day in April 2001, Daoshu was awarded the Master of Arts in Economics Award for outstanding academic achievement.



Stephen "Tommy" Wright (degree in urban studies, '76) a retired Federal Aviation official and president of Clayton County's Panhandle Association, was quoted in the Atlanta Journal-Constitution, October 17, 2001, in reference to his involvement in the area's planning and development efforts. Tommy was a tax assessor for nine years.

[Madelyn V. Young](#) (Ph.D. in economics, '91) formerly associate professor of economics at Converse College in Spartanburg, South Carolina, was promoted to chair its Department of Economics and Business. Young also directs the Converse Leadership Program.



For more alumni updates, go to the [AYSPS Alumni](#) page.

Calling all Graduates

Where was your first policy or economics job when you graduated? Where are you now? The Andrew Young School is building an occupational matrix on its graduate history - where are the jobs? What roles do our students fill when they graduate? Next fall we will publish the results. Please take a minute to complete our [alumni questionnaire](#).

A Call for Email Addresses

We want to keep Andrew Young School faculty, students, alumni and friends better informed of our programs and successes. Send us your news! If you have a degree from Georgia State in public administration, economics, urban policy studies or other programs now offered by the Andrew Young School, we want to hear from you.

Please send your email address to [Ronni French](#). Our goal is to have email addresses for all alumni by the end of this academic year.

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Students Today

at the Andrew Young School of Policy Studies

Tim Abrahamson, nontraditional student

Nearly half of the students in colleges in the United States are age 25 or older. The average age of students at GSU is 27 - for graduate students it is 32. Nontraditional students now have such a significant impact on higher education that U.S. News and World Report ranks colleges with the most students over age 25 in its annual college issue.



Tim Abrahamson, at 36 pursuing a B.S. in economics, offers one example of the exceptional profile of the nontraditional Andrew Young School student. His extraordinary journey has included stops at a culinary school, in the music program at North Texas State and on staff for a U.S. Navy admiral during Operation Desert Storm. He honed his self-taught computer programming skills at the General Services Administration in Kansas City and ran the computer network for a private human resources company.

On this base, Abrahamson co-founded a high-tech start-up in Atlanta, Thinkworks, which developed talent management software for companies like Duke Power and Security First Network Bank, the world's first all-Internet bank. He sang tenor in the Atlanta Opera production, *Sampson and Delilah*, on the side.

After a couple of years at Thinkworks, Abrahamson transferred his control of the company to his partners and entered GSU as a computer information system major in the business school. With one Principles of Microeconomics class, Tim was hooked -he changed his major to economics last spring.

"I found I like the way economics explains how things work," said Abrahamson. "The principles, ideas and theories are fascinating." His economic studies have already led him to an internship at the Federal Reserve Bank's research offices, where portions of his research on high-tech industries have made their way into the Fed's Beige Book reports.

Abrahamson lives in Roswell with his wife, Heather. You may catch him performing in his free time with the Michael O'Neil Singers, a professional choir based in Roswell. "I cook and I entertain. I just enjoy life," he explained, simply. We suspect his economic studies are richer for it.

Tim is shown here in costume for his part in the Atlanta Opera

production of Sampson and Delilah.

Student News

[Zeynep Esra Alkan](#) and **Nevbahar Ertas**, students in the joint Ph.D. program in public policy offered in collaboration with Georgia Tech, presented a paper, "Information Technology as a Determinant of Decentralization in the Urban Setting: Analysis of Local Governments in the Marmara Region in Turkey Throughout the 1999 Earthquake," at the Georgia Political Science Association 2002 Conference in Savannah.

Mari-Leigh Beckworth, a student in the master public administration program with a major in policy analysis and evaluation, served as legislative intern for the Association County Commissioners of Georgia during the 2002 Georgia General Assembly, where she did research for the policy staff and coordinated ACCG's Commissioners at the Capitol program.

William Clark, bachelor of science in urban planning studies student, who is specializing in planning and economic development, was quoted on his opinion of downtown Atlanta redevelopment efforts in the Atlanta Journal & Constitution story, "Whither Peachtree Street? Famed downtown avenue hopes to regain retail magic," November 19, 2001.

[Sherry Edwards](#), a student in the master of science in human resource development program and a leadership development consultant for Automatic Data Processing (ADP), sidelines as a singer with the 1940s Big Band called "Still Swinging." The band plays old swing standards in Glenn Miller-style orchestral arrangements for private events.

Margaret Fowke (master of public administration, '99, B.S. in nutrition, '88), is completing a master of economics degree through the Andrew Young School while working in the strategic planning and policy office of the National Weather Service in Washington, D.C. Look for her profile in the Winter 2002 edition of Georgia State Magazine.

Jimmie Scott, a bachelor of science candidate in urban policy studies specializing in human resources, is a 2002 Martin Luther King, Jr. Torch of Peace winner in the student category. Jimmie was recognized for being a "peacemaker in disputes involving neighborhoods ...



that are having difficulty adjusting to change." He is director of outreach for Georgia Equality, Inc.'s People of Color Initiative and served three years on its board. In 1999 he was president of the East Atlanta Community Association and a director on Atlanta's Neighborhood Planning Unit-N. He was chief organizer of last year's Black Gay Pride March, and served as a panelist for the 8th Annual Martin Luther King Summit and Hands on Atlanta's Citizen Academy Civil Rights History Bus Tour.

[Talisha Searcy](#), graduating with a bachelor of



science in economics this summer, will enter the Ph.D. program in economics at Cornell University (Ithaca, NY) on a full scholarship this fall.

[Besa Tarazhi](#), a student in the master of science in urban policy studies program, had a summer internship with Central Atlanta Progress that was extended into a contract position. She also has started a business, Tabula Rasa, School of Foreign Languages, in partnership with her husband.

Honors Day Ceremony

The Andrew Young School of Policy Studies held its 6th Annual [Honors Day Ceremony](#) April 10 at the GSU Student Center. Students were presented awards, honors, fellowships and scholarships, and this year's international scholars were recognized. Congratulations!

Note to Students

Have any news you'd like to share with us: papers, presentations, awards, new job or academic advancement? If so, email Ronni French at rlfrench@gsu.edu and we will post your news online or in a future issue.

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GDITT and Andrew Young School sponsor statewide competition

at the Andrew Young School of Policy Studies

College students in public and private schools throughout Georgia were challenged to help shape the state's economic outreach efforts. The Georgia Department of Industry, Trade and Tourism and the Andrew Young School in February announced a call for student-researched and written briefing papers outlining the current state of industry segments in countries around the world. Students were asked to address issues that prompt global companies to select Georgia as a site for relocation and expansion.

"We think our students in higher education are an important resource for research, ideas and recommendations," said R.K. Sehgal, GDITT commissioner. "This [competition](#) will engage our students in the state's economic development efforts and help it continue its progressive activities in expanding international trade."

Julia Melkers, associate professor of Public Administration and Urban Studies, encouraged students to take part in the competition. "They might see their work brought to light - they have a chance to make a real impact on Georgia's business development prospects." Winning entries were announced in May, with cash awards of up to \$300.

This competition will engage our students in the state's economic development efforts and help it continue its progressive activities in expanding international trade.

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Friends Today: New Fellowship Recognizes Amanda Hyatt, Outstanding Regional Leader

at the Andrew Young School of Policy Studies

The Andrew Young School in April announced the establishment of a new award by the Seven Oaks Foundation and Wayne S. Hyatt. The fellowship will be awarded through the Department of Public Administration and Urban Studies to honor Amanda Hyatt, who for more than 25 years passionately committed herself to growth planning policies aimed at improving the quality of life for others.



The [Amanda G. Hyatt Fellows Program](#) was created to recognize and support graduate students who have a similar vision of public service in the public interest. Hyatt, who represented Douglas County, Georgia, on the Atlanta Regional Commission, died of cancer in August 2001.

"Few citizens cared as much for the Atlanta region and the state of Georgia as Amanda Hyatt. We are privileged to carry her legacy into the academic environment," said Roy Bahl, dean of the Andrew Young School. "Her work and public contributions made a big difference in Georgia's communities, highlighting the importance of the knowledge and practice of effective urban planning and policy programs."

Hyatt served as chairman of the Governor's Welfare Reform Task Force, the Council for Competitive Georgia and the Georgia Council on Vocational Education. She was a founder of the Regional Leadership Institute and helped to develop the Douglas County campus of the Carroll Technical Institute.

The chair of the [Department of Public Administration and Urban Studies](#) at the Andrew Young School will appoint a review committee that will evaluate applications for the scholarship. Trustees of the Seven Oaks Foundation, which was established by the Hyatt family, will review the top applications. Formal recognition of the recipient will be made annually at the Honors Day Ceremony for the Andrew Young School of Policy Studies.

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