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Andrew Young School of Policy Studies

Winter 2002

The Briefing, Winter 2002/2003

Andrew Young School of Policy Studies

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The Briefing, Winter 2002-03

at the Andrew Young School of Policy Studies

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www.andrewyoungschool.org.

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Andrew Young Speaks on Policy Studies

at the Andrew Young School of Policy Studies

Enrollments in AYSPS programs are up nearly 25 percent over last fall. Credit hours are increasing faster than in any other GSU college. Former United Nations Ambassador ***Andrew Young****, chairman of GoodWorks International and PAUS professor of policy studies, recently offered his thoughts on the school and its growth.*

Why do you feel there is increased student interest in the public and the quasi-public sector now?
"I really think the interest is in the school (AYSPS) and the dean. The respect that the profession has given the school and the school has given the profession, and the students have given to both, is beginning to register.

"Young people have an attitude now that they really want to be able to get a handle on the world. There is still a rebellion against the 'life is who can buy the most toys' attitude and there are serious young people, who, when they think about making a contribution to the community and to the world, find a degree in policy and planning for public institutions both powerful and accessible. The global economy is a reality in the lives of intelligent young people, and there are two routes: one through a multi-national corporation, the other through public policy opportunities in the many governments of the world.

"For many foreign students, a job as the head of a public institution or bureaucracy is the height of ambition. Realistically, they can expect to be ministers of development, ministers of planning, or ministers of finance. We've already had graduates who in less than 10 years have gone to the tops of their departments. And I think because we're getting the cream of the crop of students from many countries around the world, it is also challenging our own students."

How do you think they're hearing about the Andrew Young School?
"I think many are students who came to Atlanta simply for employment and found that employment and education go well together in Atlanta. Many also came to Atlanta because it has been not only the headquarters for the civil rights movement, but also the center of creative and artistic thinking in the South. We've been the headquarters for economic development. There really aren't many cities in the world that work as well as Atlanta."

You participate frequently in the school. What do you learn from our students?
"I've learned to believe that the world is in pretty good hands, and that they are so much smarter and wiser than I was at that age. I feel that wherever they go, they're going to do well. The very fact that they're at the school together… they've become a laboratory of human rights and human dignity, brotherhood and sisterhood.

"I went to a (European) work camp right out of college – where I suddenly found myself living and working in a refugee camp with people from 14 other countries. We were in Austria in 1953 helping to build a community center for refugees coming in from Eastern Europe. That was my first international experience, talking every day over three meals with people: Swedes, Germans, Italians, French, English, Croats, one North African. I think I was the only black person. There were maybe one or two other Americans.

"It taught me that you change your world view, almost immediately, when you're challenged by the world every day in your thinking. The connections made in your student years are almost always going to help shape the way you live.

"And I guess I feel like when I'm at the school, I'm having a hand in shaping the future."

What trends do you see in public administration and service, in the U.S. and in other countries? Are there any differences?
"There is a vast difference because in most of the world, bureaucracy is an extension of colonialism. Bureaucracy was designed to make it difficult for people to make decisions in their own interest. They had to wait until somebody came from (another country) to tell them what to do. People are beginning to realize that bureaucracy can enslave as well as liberate. I think that what we do in AYSPS is free up bureaucracy so that it responds to current challenges and attracts private investment.

"One trend I see, unique to our school, is the forming of very creative public/private partnerships to make things happen. This is a new trend to the international students who come through AYSPS. If you go to school in many other countries, you're probably getting the same old colonial training. I hear about (other U.S. schools) doing fancy things with computers and stuff, but I think we can hold our own in growing leaders for the 21st century."

What has been your biggest reward, in your history and career in public service?
"I think the reward has been a meaningful and exciting life. There are very few people who've had the opportunities I've had to be in the midst of the problems and the troubles that I've been in. But that has taught me that crisis produces opportunity, so I'm never afraid of a crisis. I'm looking for the opportunity in every crisis."

What thought can you leave to inspire our students?
"The latest quote I've heard was, interestingly enough, from Vince Lombardi. As a new coach, his greeting to the Packers was, 'We will be constantly in search of perfection. We will become excellent trying to be perfect. I have no interest in just being good.'

"While that is a good 'I am the captain of my fate' sort of slogan, my own experience is that the world works much different than that. This world is orderly and meaningful and it functions almost perfectly. When it doesn't function perfectly, it's because man has interfered in some way with its functioning. If administrators and policy planners can bring human administration in harmony with the plan of creation, the order of the universe, it would be a very productive world for all God's children."

AYSPS Enrollment Statistics

From Fall semester 2001 to Fall 2002:

- Total enrollment in our programs increased 23%
- Applications to our graduate programs increased 25%
- Applications to the M.P.A. program increased 30%
- Total credit hours have shown a greater percent increase in AYSPS than in any other GSU college in the last four years
- About 30% of our graduate population is international
- Students from 20 states and 33 countries enrolled this fall in AYSPS graduate programs

For more information, go to www.andrewyoungschool.org

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One Step Closer

at the Andrew Young School of Policy Studies

AYSPS is closer to moving to its new 8-story building on the southwest corner of Peachtree and Marietta streets, as evidenced by the Andrew Young School sign installed on the building in October by Architectural Image Manufacturing, an Atlanta-based architectural sign company.

*Above: In October, the **school's name** was installed on its future home.*

When renovated, the building will provide office space and a variety of meeting rooms and computer labs. The vault floor and seventh floor, hubs of student activity, will include the Office of Academic Assistance, the Student Cyber Lounge, the Open Access Student Lab and the Research Methods and Econometrics Lab. The Smart Seminar Room will provide high-tech space for faculty and training activities.

The project was awarded in November to Winter Construction Company. Project architect is Smallwood, Reynolds, Stewart, Stewart and Associates. As of press time, the interior of the new space had been gutted, asbestos removal completed and construction was underway.

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Education: The Long View

at the Andrew Young School of Policy Studies

Robert Moore *(L to R) with* ***Shereen Bhan****, administrative coordinator for the International Studies Program, and* ***Paul Kagunda****, Ph.D. student in economics.*

The students of the Andrew Young School of Policy Studies are among our most outstanding attributes. They come from around the globe with challenging questions and the desire to make the world better tomorrow than it is today.

We think our programs have something meaningful to offer to these students; they must think so as well. Student contact hours have grown over 60 percent in the last five years. Graduate applications are up 25 percent over last year and are even higher in degrees like the Masters of Public Administration (up 30%). We have the fastest-growing undergraduate degree program on campus, Human Resource Policy and Development; a degree that did not exist at Georgia State a couple of years ago. In both student space and instructional capacity we are bursting at the seams.

International programs are increasingly seeking to place sponsored students in our school. As a result, we have hosted students from the Mandela, Muskie and Humphrey programs.

When our students graduate, recognition of their unique training helps them get placed in positions with real impact. A cadre of AYSPS alumni are making significant contributions in federal, state and local governments in the United States and in an increasingly large number of foreign countries. For example, our alumni in South Africa are in key positions in the National Treasury Department, the Financial and Fiscal Commission, and the Industry and Trade Department. A group of our former students in Indonesia will do joint research with us on their country's reform. In Washington, DC, we have placed alumni in the International Monetary Fund, the Congressional Budget Office, the Congressional Research Service and the Environmental Protection Agency. Many of our Ph.D. graduates now hold faculty positions in other academic institutions as well.

The Andrew Young School takes the long view of education. In addition to our traditional undergraduate and graduate programs, we offer summer training workshops to mid-career professionals from transitional and developing countries and provide technical assistance to leaders of countries experiencing policy difficulties. A steady stream of visiting foreign scholars has come to learn from us and partner with us in research.

The wonderful thing about a truly successful educational program is that it is a two-way street. Each student brings something new to the school. We gain a broader and deeper understanding of world cultures and associated issues and concerns. We are challenged with fresh ways to approach old problems. We are finding that our programs are enhanced by the great diversity of students who come here to study.

Robert E. Moore
Associate Dean

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International Studies Improves Global Fiscal Expertise

at the Andrew Young School of Policy Studies

In its third year, the Fiscal Policy Training Program expanded its popular summer training series to seven weeks from its original four. A new two-week session was added on fiscal analysis and revenue forecasting, and the fiscal decentralization course added a third week.

The program brings senior public officials from developing and transitional countries to Atlanta for intensive two- and three-week programs on tax issues geared to local governments. Classroom training, workshops and study tours to places like the Georgia Department of Revenue and the DeKalb County Tax Assessor's Office encourage trainees from all countries to work freely together. Subjects include fiscal policy, public budgeting, tax administration, intergovernmental relations and policy analysis.

Trainees this summer arrived from India, Pakistan, Vietnam, Kenya, Uganda, Indonesia, Venezuela, Guinea and the Bahamas. "Almost every continent is represented," said **Jamie Boex**, senior associate of the International Studies Program and a course coordinator. "It is interesting to see the participants work together outside of the politics and relationships of their respective countries."

Skills learned are proving useful in their home countries. "I am currently assisting the government in reforming the property tax system and was keen to acquire skills on how to graft a good theory of decentralization on to a policy framework for reform," said participant Vasanth Rao, deputy commissioner in the Commercial Taxes Department in Gandhinagar, Bangalore, India. "The course did this in great measure. Because of its skillful grafting of good theory with reams of hard evidence, I am now able to navigate these techniques more easily in my research."

Other participants agree. "I consider the AYSPS Fiscal Policy Training Program excellent in terms of capacity building at a global level. This program helps us develop the theoretical and applied base necessary to design and evaluate public sector programs related to fiscal federalism literature and relevant fiscal policy issues," said Syed Ashraf Wasti, research economist and assistant professor for the Applied Economic Research Center at the University of Karachi, Pakistan, and a summer trainee.

Wasti said that bringing people together from diverse backgrounds (i.e., academicians, planners, government officials) and cultures for this program provided an excellent forum for learning and exchanging views on issues and offered practical, cutting-edge solutions. He said he was impressed by the "extraordinary high

quality of the school's distinguished faculty who not only commanded their subject and considerable international exposure but also are considered authorities in their fields."

The ISP training courses send participants back to their countries with a much broader perspective on their study topic. "Many of our students are senior-level officials. They come to us used to doing things only a certain way," said Boex. "Here they find a new kind of international experience; they learn new tools and gain new technical and economic ways of thinking."

Rao recommends that this program be attended not only by people interested in decentralization, but also by key bureaucrats at the policy level who are looking for "challenges in administration."

The course content provides rules for decentralization and evaluates various options for reform, yet it does not suggest which option is suitable for a country, notes Rao. "The course gives policy makers at all levels in developing countries the tools to build strong policy framework for decentralization."

Wasti and others continue to benefit from their training in Atlanta. "…Never before had I returned from any meeting in such a good spirit, full of strength and energy and desire for hard work. The high quality, skillful and organized delivery of lectures together with the interactive, participatory, friendly and sincere atmosphere bringing together people from various disciplines and countries I consider to be the most precious and notable experience of the program," noted Wasti.

Indian officials in the Summer Training Program included (L to R) **S.M. Vijayanand** from Kerala, **T. Raghunandan** from Karnataka and **Vasanth Rao** from Bangalore.

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Awards Signal Demand for International Studies Program

at the Andrew Young School of Policy Studies

What do the U.S. Agency for International Development (USAID), the World Bank, the International Monetary Fund (IMF) and the Danish International Development Agency (DANIDA) have in common? Besides their role as world leaders in shaping fiscal reform and in providing technical assistance programs in developing and transitional countries, they are increasingly turning to the economic experts at the AYSPS International Studies Program to lead their programs abroad. Their significant funding support has helped the Andrew Young School emerge as the "go to" institution for providing technical assistance and training around the world.

Andrew Young School's ISP faculty and researchers lend countries expert knowledge and assistance in areas including fiscal decentralization policy and intergovernmental fiscal transfers, budgeting and management, tax administration, and economic and fiscal analysis.

When a developing or transitional country seeks technical assistance and training, the broader goal is often sustainable economic development. A country seeking help is often well into decentralization reform and is seeking a better way to transfer funding out to local government authorities. A profile of the ISP study in Tanzania, available online at http://isp-aysps.gsu.edu, offers a case in point.

Tanzania's decentralization reforms started with the reintroduction of local government authorities in 1982. Although early reforms resulted in assigning significant expenditure responsibilities to local government authorities, the budgetary discretion of these authorities was limited. With little discretion to raise revenues, they were, and are, highly dependent on intergovernmental fiscal transfers to fund their responsibilities.

In 1999, Tanzania introduced its Local Government Reform Program to improve the quality of and access to the public services provided through local government authorities. The DANIDA-funded project will help develop a system for allocating grants to these authorities.

"Tanzania is an interesting case because normally central governments don't want to give local governments a lot of responsibilities in basic education, basic health care and transportation infrastructure," says Boex, who is also an AYSPS assistant research professor in economics. "In Tanzania they have given local governments the responsibility to perform these functions, which is quite unique. But what they hadn't thought about is how to fund it properly."

Boex said that is why the Andrew Young School is doing the study now. “Tanzania has made the step that many countries in Africa haven’t taken, and that is to let local governments provide basic education, basic health care, water supply and local roads. Unlike most countries, Tanzania’s local governments are actually providing services. They started with providing local governments the authority to do this, and they are fixing the finances now.”

Boex is working with a project team that includes Dean Roy Bahl, Professor Jorge Martinez-Vazquez and Longinus Rutasitara from the University of Dar es Salaam. The objective is to analyze the shortcomings of the country’s present system of intergovernmental transfers and to propose equitable and transparent options for allocating grants to local government authorities.

A snapshot of grants recently awarded illustrates this program’s ongoing success:

- A $2.3 million USAID award to extend the Indonesian Masters Program in applied economics at AYSPS for a second year
- A $40,000 award for a two-phase program advising Bangladesh on fiscal decentralization policy
- An $800,000 contract with USAID-Indonesia to provide technical assistance and advisory services on decentralization policy to Indonesia is under review
- A $200,000 award from DANIDA to study the development of a system of intergovernmental transfers in Tanzania

For more information, go to http://isp-aysps.gsu.edu/.

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Regional Leadership Foundation Contracts with AYSPS

at the Andrew Young School of Policy Studies

The Andrew Young School has partnered with the Regional Leadership Foundation to help strengthen civic engagement in metro Atlanta. In the spirit of a true civic league representing the independent viewpoints and needs of citizens, this partnership will allow RLF to expand its role in informing residents about regional issues.

"RLF's goal," said David Sjoquist, director of the Fiscal Research Program at AYSPS, "is to be a convener, to bring our citizens together to discuss regional issues and build consensus, or areas of agreement, on solutions to these issues. The region is as big and broad as the issues. We will work with RLF to build consensus and move towards solutions."

RLF grew out of the Regional Leadership Institute, conducted annually since 1991 by the Atlanta Regional Commission to inform regional business and community leaders about Atlanta's regional issues. Alumni of the one-week institute formed RLF to keep them connected and informed. Membership, now open to non-institute alumni, numbers about 400.

RLF has sponsored day-long regional LINK tours to show how other communities respond to quality-of-life issues, and has co-sponsored with ARC Interregional LINK trips to other major U.S. cities. It has held forums on regional issues such as transportation, public health and water.

One of the first activities of the new partnership is to build a "Social Capital Database" mapping such assets in metro Atlanta by listing all such organizations in an online database, with the assistance of David Van Slyke (PAUS). Other activities under consideration include a regional public policy issues orientation program for Atlanta newcomers, an e-newsletter or journal, additional forums and an annual priorities conference.

Regional Leadership Institute graduate John Thomas (PAUS) assists in the work of RLF. He helped plan its first Atlanta Area Mayors' Forum, modeled after the Chicago region's successful Metropolitan Mayors Caucus. The Atlanta forum brought the region's mayors together to discuss common issues.

"RLF is unique in its connection to the university," said Sjoquist. "We give it a home and access to researchers and scholars. The school benefits, also. This partnership allows FRP to expand its community engagement."

Roundtable Discussions at AYSPS

at the Andrew Young School of Policy Studies

Nonprofit Leadership Roundtable

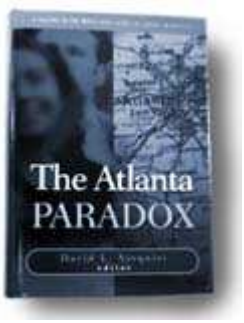
The 2nd Annual Nonprofit Executive Leadership Roundtable was held in the spring. Burton Weisbrod, the John Evans Professor of Economics and Fellow of the Institute for Policy Research at Northwestern University presented "Does Institutional Form Matter, and Why?" Using material from several of his papers and the same model, he explained behavior in industries as varied as hospitals and symphony orchestras, higher education, museums, jails and airport security. CEOs, executive directors and other prominent Atlanta-area leaders convened for an executive forum and discussion on critical issues in the nonprofit sector.
Above: Participant **Ann Cramer**, director of community relations for IBM.

9/11 roundtable

AYSPS faculty discussed the impact of the 9/11 attacks during a panel discussion, "One Year Later, And What's Next?" in September hosted by the Andrew Young School and the Regional Leadership Foundation. The panel was moderated by **David Sjoquist** (L), director of the Fiscal Research Program. Making presentations at the event were (L to R) PAUS faculty and aviation management expert **Rick Charles**, assistant economics professor **Kelly Edmiston** and disaster management expert **William Waugh**, professor of public administration and urban studies.

Book Explores the Intersection of Housing, Jobs and Race

at the Andrew Young School of Policy Studies



If a rising tide lifts all boats, why are so many black citizens in Atlanta's central core still sinking? David Sjoquist, Fiscal Research Program director and professor of economics addresses that question in "The Atlanta Paradox," one of four texts exploring the role of racial attitudes, residential segregation and the labor market in major cities that include Detroit, Boston and Los Angeles.

Sjoquist has had a long-standing interest in issues of race and income. In the early 1990s he published several papers on race and the spatial distribution of employment opportunities with former AYSPS professor Keith Ihlanfeldt. "In the late 1960s and early 1970s people had looked at how the spatial distribution of jobs effected employment of blacks, with very mixed results," said Sjoquist. "We had some ideas of how to look at the issue a little differently." He said the paper they published in the American Economic Review generated a new set of research that led to their involvement in a project, the Multi-City Study of Urban Inequality. Out of that project grew "The Atlanta Paradox."

For the book, Sjoquist gathered an interdisciplinary assembly of 14 scholars from local universities including Georgia State, Georgia Tech, Morehouse, Emory and UGA and from schools outside the state. They examined data gathered in 1,800 household interviews for the 1993 Greater Atlanta Neighborhood Survey.

The book explores multiple reasons for the contradictions surrounding the metro area's recent economic expansion that left the city's urban black population trailing in its wake. Their findings challenge popular beliefs about the extent to which upward mobility is circumscribed by race.

"The paradox is that Atlanta has been growing like crazy, yet the city has this high and persistent poverty rate. So we framed the discussion around that idea: Can we explain this paradox? Is there housing segregation that keeps the poor trapped in the city? Is there this inability to get to jobs in the suburbs, to look for work there, to commute there? Is there still job discrimination?" asked Sjoquist.

Research was collected on the racial attitudes of both black and white individuals. Questions about housing and employment patterns, experiences and perceptions were asked. Among the many findings:

- Racial inequality is surprisingly resistant to economic growth

- Today's economy rewards skills and education, but the rewards are not the same for everyone
- Job segregation is both a legacy of racism and a sign of black political power
- Although blacks are moving to Atlanta's northern suburbs in greater numbers, residential segregation still mirrors and reinforces labor market inequality

"The Atlanta Paradox," one of four volumes in the Multi-City Study of Urban Inequality funded by the Ford and Russell Sage foundations, was published in 2000 by the Russell Sage Foundation.

Sjoquist and his colleagues continue to make new contributions to the study of race and equality. Using data from the multi-city survey, he published findings that central city blacks are less likely to search for suburban jobs because of the perception that they will not be socially accepted there. An August 2002 report, "Racial Segregation in Georgia Public Schools, 1994-2001: Trends, Causes, and Impact on Teacher Quality," authored by AYSPS professors Catherine Freeman, Benjamin Scafidi and Sjoquist, shows the impact of school segregation on the characteristics and turnover rates of teachers.

The most striking finding was the relationship of the percentage of black students to teacher turnover. As Georgia experienced a slight trend toward increased black-white segregation across schools, they found that white teachers, who comprise more than 80 percent of the state's teachers, were much more likely to leave schools that serve higher proportions of black students.

For more information, go to frp.aysps.gsu.edu

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Around the Classroom

at the Andrew Young School of Policy Studies

The 2002-03 academic year is one for the record book: record enrollments, record credit hours and record applications. Demand for AYSPS programs and degrees, particularly at the graduate level, has far outstripped supply. "We get far more qualified applicants than we can admit," says Sue Fagan, director of Academic and Administrative Services.

"The quality and the numbers of the applicant pool are increasing," she reports. "With 27 students we have the largest ever entering class for our Ph.D. program in economics. The new B.S. in Human Resources Policy and Development is the fastest-growing degree at the university, going from 24 to 150 students in a year."

The other largest increase was in the M.P.A. program, which went from 111 to 160 students. Sally Fowler, administrative specialist – academic for PAUS, notes that undergraduate aviation majors have risen 24 percent in the last year. "The MPA program recently added aviation as a specialization at the graduate level, and we expect significant enrollment to follow in the graduate level courses," said Fowler.

"The word gets out," said Fagan. "As we put more graduates out there, the school becomes better known. Programs like our Indonesian Masters Program make an impact. Five students who came last year for that program were admitted this fall to the Ph.D. program. Our faculty travel makes a difference. Assistant Professor Felix Rioja (Economics) has spearheaded an email campaign marketing our economics Ph.D. program to universities in targeted countries. It has been successful in Russia and Latin America and in countries we have not drawn from before."

This success is reflected in the diversity of the student body. About 30 percent of the graduate population is international, from countries as far-ranging as Australia, Nigeria, Thailand, Turkey, Bolivia and Togo. One of the major contributions the school makes to education is its impact on international education, notes Fagan. "A hallmark of the school is attracting and educating these students who may one day be in positions of power and authority."

The future looks just as busy. In this economy, the government and nonprofit sectors are seen as stable, says Fagan, making them more attractive. Already, 90 percent of the U.S. students in the master's programs work full time. Some come back to change careers, other are adding to their skills or are learning different ones. "This mix of older population and international perspective makes for a very different classroom. Group discussions reveal a depth of experience," she said.

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Medicare Cuts May Present an Opportunity

at the Andrew Young School of Policy Studies

Amidst the sound and fury in the months leading up to the November elections, a quiet revolution was occurring in the provision of essential healthcare services to the aging U.S. population. Major cuts in Medicare funding that were written into the national Balanced Budget Act of 1997 occurred on schedule this fall.

Medicare funding for skilled nursing care was cut 10 percent nationally on October 1, or $1.7 billion per year. Medicare funding for physician care was cut 5.4 percent on November 1. These cuts were written into the act to help control Medicare spending in an effort to save the program and ensure its financial viability. But at what cost and effect?

The Georgia Health Policy Center conducts research for the development of health care policy recommendations and implementation strategies for improving the health care delivery system in Georgia. James Cooney, senior advisor for the Health Policy Center and professor of health administration at the GSU Robinson College of Business has spent the last several years researching nursing home and other long-term care cost and quality improvements. In cooperation with the Georgia Department of Community Health, Georgia State University and the Federal Center for Medicare and Medicaid Services, the Health Policy Center's Long Term Care Studies team is conducting a follow-up study on its earlier nursing home improvement initiative.

"Medicare and Medicaid are the major sources of patient revenue for most nursing facilities," said Cooney, who noted that number may be as high as 90 percent. "Any reduction in reimbursement from either of these sources can seriously affect the financial stability of the facilities." He said that after several years of actively seeking Medicare patients, these facilities are much more dependent on federal dollars today than they have been, and are, as a consequence, more vulnerable to federal shifts.

Changing demographics had already pushed Georgia's search for long-term care alternatives to the front of the state's growing list of human services priorities. "The rapidly growing elderly population and its large proportion of long-term chronic care needs already are significantly impacting the state, Medicaid budget lines inflating faster than the state's general budget," said Cooney. He warned that, "In these poor economic times, the Medicare inflation will have to be controlled by the governor and the state – serious budget reductions loom."

Nursing facilities are the most expensive form of long term care. The current Long Term Care Study is evaluating alternative forms of services to identify effective but potentially less costly services for the state than nursing facilities. Cooney's team is finding that less costly alternatives to nursing facilities, such as home and

community-based services, will meet the needs of many patients, but that those alternatives need public policy enacted to support their development.

What some might see as a crisis may well be an opportunity. Cooney feels that current actions could be a strong incentive for change. “Historically, the U.S. health care system has had to diversify to survive as medical technology and sources of financing evolved. Today, maintaining the status quo is not a realistic management goal for any component of our care system,” he said.

“Despite the revenue problems presented to nursing facilities by the Medicare action, it does also present an opportunity to diversify. Survival of the fittest applies to organizations as well as flora and fauna. You’ve got to adapt.”

For more information on health policy, go to www.gsu.edu/~wwwghp

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Muskie Fellows Promote International Exchange

at the Andrew Young School of Policy Studies

The Edmund S. Muskie FREEDOM Support Act/Graduate Fellowship Program provides early to mid-career professionals from the New Independent States (NIS) an opportunity to pursue a graduate degree in the United States. Created to build democracy in these former Soviet Union states, it exposes rising NIS leaders to American teaching and ideals. Fellows are selected on their academic and leadership potential, and face stiff competition for a limited number of fellowships. Approximately 340 Muskie fellowships were awarded in the 2002-03 academic year from a field of more than 6,000 applicants according to the U.S. Department of State. Seven now study at the Andrew Young School.

Current Muskie Fellows are (L to R) ***Hasmik Melikyan, Viktor Stetskevych, Elena Tsykalo, Asif Mahmudov, Victoria Alexeeva, Serhiy Kostyuk*** *and* ***Aziza Abdurazakova.***

Selection for the Muskie Fellowship, a merit-based scholarship, is based on GMAT or GRE scores, previous experience, country of origin and TOEFL, or Test of English as a Foreign Language. Applicants are interviewed in their country by American university professors and USAID or U.S. Embassy employees. Once they are chosen, fellows are assigned to a U.S. university that matches their degree preference.

Seven Muskie Fellows have joined the Andrew Young School in the last two years. Five arrived in the 2001 Fall semester: Elena Tsykalo (M.P.A.) from Russia, Aziza Abdurazakova (M.P.A.) from Tajikistan, Victoria Alexeeva (M.S. in U.P.S.) from Belarus, Hasmik Melikyan (M.P.A.) from Armenia and Serhiy Kostyuk (M.S. in U.P.S.) from Ukraine. Two arrived this year, Viktor Stetskevych (M.P.A.) from the Ukraine and Asif Mahmudov (M.A.Econ.) from Azerbaijan. They came together on a fall afternoon to share their impressions of the Andrew Young School.

"We knew where Atlanta is because of the Olympics," said Hasmik, who worked 2.5 years at the U.S. Embassy in Armenia. "When I first heard about this school, I talked to my friends at the embassy and they did not know anything about Georgia State University. We looked up the Andrew Young School and saw its rankings. We were surprised that so little was known about such a well-regarded school."

"I would not say I'm surprised at the level of knowledge of students and professors here," said Serhiy. He has taught history and political science at a Ukrainian college, interned in the Ukrainian Parliament and was a policy analyst at the Ukrainian Center for Economic and Political Studies. "Although I think NIS students have a higher level of knowledge and skills – we have a broader outlook of the world," he said. "There are three things I appreciate about the teaching here.

"First, I appreciate the way of thinking, critical thinking, and the technique; how professors teach us to build research and analysis. Second, I like how they use information technology, not only cutting-edge computers, but also the databases. You have access to amazing databases here. In a room you can access information from the IMF, World Bank, and others. And the library resources, including the people, are very good," said Serhiy. "Also, the international approach here is good. They teach and treat us like American students. It is a normal, natural environment – they do not baby sit. I like the diverse community here; in one place I can meet people from 100 countries."

Elena agrees that some subjects they study "may seem a little easier to us because of our backgrounds, than to American or other international students. Some things are totally new and we have to make our way through that." Elena worked on a USAID technical assistance program for four years before her Muskie fellowship. "Right now it is very interesting to be here because the last USAID project I worked on was on fiscal federalism and decentralization, and that's what this school does. It is interesting to read the research papers here," she said.

Although the comments on their experiences with all AYSPS professors were very favorable, Elena credited three for giving her some new experiences and new outlooks. "Dr. Ted Poister has a wonderful theoretical background and gives interesting, very pleasant lectures," she said. "Dr. Greg Streib changed my perspectives on technology. He is on the edge of technology, and I'm now always watching for the new things coming this way." She and others mentioned PAUS Chair Lloyd Nigro for his openness and support.

Victoria worked two years in the Organization for Security and Cooperation in Europe. She compared the program at AYSPS to her graduate program in Minsk. "About the Urban Policy Studies program, we don't have this specific field in any university at home. It's a new field and new development. It's even hard for me to translate what it is."

She pointed to other differences. "In our country, when we take programs in a particular field, the knowledge is from many different fields. But here if you get a master's degree, it is in a very specialized field. In general, I find it interesting that professors give a lot of materials to read, many times on

controversial points of view – controversial opinions – and you have to think and discuss it critically. What I witness in my country is different. Normally we have certain materials or a book on the subject. The discussion is based on the one book. Here it's not one opinion or one theory, but many, and very often the controversial opinions are available. This approach I'm taking back."

Aziza is on a two-year study leave from her work for the United Nations High Commission of Refugees in Tajikistan. "I had seven years of experience dealing with administration and protection issues, so for me it was an interesting time to expand my views, my career and my perspectives in public administration. So I applied for the Muskie program to expand my education."

She noted her first exposure to a particular training method. "Dr. Poister's case studies for me were something new. He shows what is going on in real life – not in the theoretical, 'how it should be done.' He gives the true-to-life story of some agency that is in complete disaster. We give our strategies on how to improve this agency. Thinking back on working in a big agency, I remember we used to have some of the same problems. Now I know how to build a strategy and how to manage the conflict in the workplace. For me the case study is very valuable."

Several common threads run through the Muskie fellows: most have degrees in or related to linguistics, several earned graduate degrees prior to attending AYSPS and all have work experience, most in the public realm. More importantly, all fellows expressed their desire to use the knowledge they have gained at the Andrew Young school to help foster improvements in their home country upon their return in jobs in teaching, government, public administration, economics or in private business and consulting.

In fact, Serhiy has been invited to create a new course in policy studies at the International University of Kiev. "It's a completely new field in Ukraine. I'll be in charge, and I hope Georgia State and AYSPS will help me. Our professors already do, sharing outlines and articles that help me grasp some ideas I can share."

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Intern Receives Santa Cruz Honor

at the Andrew Young School of Policy Studies

*To say Muskie fellow **Hasmik Melikyan** (M.P.A.) made an impact during her summer 2002 internship would be an understatement. Mayor Christopher Krohn of the City of Santa Cruz, California, was so impressed that he acknowledged her contributions with the signing of proclamations declaring her an honorary citizen of Santa Cruz and naming August 12, 2002, "Hasmik Melikyan Day."*

Hasmik's top interest is local government administration. In three months she assisted Mayor Krohn at more than 40 meetings with the city and business and community interests. She attended regular and special sessions of the Santa Cruz City Council, including budget hearings. She worked on projects that addressed rent control, deteriorating conditions downtown, a Transient Occupancy Tax (hotel), the organization of the San Lorenzo River Festival and others.

"I was eager to learn about the mechanisms of interaction between local government officials and ordinary citizens on different layers," she said. "My primary interests were economic, social and political aspects of U.S. local government management."

"I am convinced once more that local government indeed is a very interesting sphere to work in, and my interest in that area has increased a lot." Hasmik said the internship allowed her to "fulfill my desire to see in practice what I have learned in theory about the administrative, social and political life of a local city government."

"Internships such as Hasmik's offer valuable experience and exposure to U.S. institutions and public administration in a wide variety of settings," said Lloyd Nigro, department chair for PAUS. He noted that AYSPS internship placements are often personally rewarding as well as informative.

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Alumni News

at the Andrew Young School of Policy Studies

Clay Adiele (M.P.A., '91) is director of operations for Johnson, Bassin & Shaw, Inc., a private consulting firm in Washington, D.C., where he oversees the firm's contracts with the U.S. Department of Housing and Urban Development.

Joe Allen (M.P.A., '92) is director of external affairs for the Gwinnett Chamber of Commerce.

David Bowes (Ph.D. in economics, '99) is assistant professor of economics at Southeastern Louisiana University in Hammond.

Dagney Faulk (Ph.D. in economics, '99), assistant professor of economics at Indiana University Southeast in New Albany, Ind., was awarded "The 2002 Distinguished Research Award for Junior Faculty at Indiana University Southeast."

Tony Griffin (M.P.A., '02) was hired in May as the city manager of Holly Springs, Ga., after interning for the city for several months.

Lynn Jones (M.P.A., '96) is attending Temple Law School in Philadelphia, Penn.

Janet Rice Keene (M.P.A., '95) recently joined the staff of the Southern Education Foundation. She is also president of KeeneTeam, a staffing resource she founded to offer virtual (home-based) assistants for small and mid-sized businesses as an alternative to hiring permanent employees.

After a 33-year career in Florida government, **Marshall E. Kelley** (M.G.A., '79) is a principal with Health Management Associates, Inc., an operator of non-urban acute care hospitals with markets in the southeastern and southwestern United States.

Yang-taek Lin (Ph.D. in economics, '78) is dean of the School of Economics and Finance at Hanyang University, where he was recently awarded the BaekNam academic award.

Selma Moore (M.A. in economics, '01) is an economist with the U.S. Army Corps of Engineers in Charleston, S.C., where she conducts benefit-cost analyses on water resource projects (navigation).

James Murphy (M.A., '96 and Ph.D. in economics, '00) is an assistant professor of economics at Western Carolina University in Cullowhee, N.C.

W. Gray Newman (M.P.A., '93), a civil designer and land use

planner with Lucas-Forman, Inc., won a seat on the Mecklenburg County, N.C., Soil and Water Conservation Board in the fall election.

B. Andrew Plant (M.P.A., '92) in June was named editor-at-large for A&U (Art and Understanding) magazine, a national feature-oriented publication for people affected by HIV. He also was recently named a columnist for Hepatitis Magazine. In March, Drew was named individual Community Service Contributor of the year by the Greater Atlanta Business Coalition.

Margaret Thompson (Ph.D. in H.R.D., '00) is assistant professor of management in the Michael C. Coles College of Business at Kennesaw State University.

William Voorhees (M.P.A., '95) is assistant professor in the School of Public Affairs at Arizona State University in Tempe. William.

D. Christian Young (B.S. in Urban Policy Studies, '01) was in Caux, Switzerland this summer at the peace-building conference, "Human Security in a Changing World," as an intern with Agenda for Reconciliation (AfR), a London-based global trust-building network. He is working on a masters degree in adult education and organizational learning at the University of Southern Maine in Portland.

Call for Alumni News

We are eager to share information on your awards, new jobs or academic advancement with our readers – your classmates and peers. Please e-mail Ronni French at rlfrench@gsu.edu and we will post your news online and in a future issue. Thank you!

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The Mandela Scholars: Where are they today?

at the Andrew Young School of Policy Studies

The Mandela Economics Scholars Program, funded by USAID and Africa's Global Training for Development project, brought students to AYSPS to earn graduate degrees in economics. A fair measure of its impact is the contributions these alumni now make at home:

Lesley Fisher (financial economics) is deputy director in the Municipal Policy unit for the National Treasury of South Africa in Pretoria.

Veronica Mafoko (public finance) is a researcher in the Research and Recommendations Programme for the Financial and Fiscal Commission in Midrand.

Gabriel (Tsidiso) Disenyana (international economics) is research manager in Regional Trade Relations for the South Africa Department of Trade and Industry in Pretoria.

Vuyelwa Vumendlini (macroeconomics) and **Peter (Malele) Mogoane** (public finance) are also with the National Treasury, Vuyelwa as deputy director in the Macroeconomic Policy Unit and Peter as a programme manager/budget analyst in the Chief Directorate. In January he began work towards a Ph.D. in economics at the University of Pretoria.

Percy Moleke (labor economics) is chief researcher for the Human Sciences Research Council's Employment and Economic Policy Research unit in Pretoria.

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First Couple at AYSPS to Receive Doctorates

at the Andrew Young School of Policy Studies

Friday, July 12, 2002, marked a "first" in the Andrew Young School's history.

Husband and wife, **Stephen Everhart** and **Stephanie Zobay**, each defended economics dissertations in back-to-back sessions. At 10 a.m., Stephanie presented "Fiscal Federalism and Intergovernmental Grants: The Role of the State." Stephen at noon presented "Private Investment, the Quality of Public Investment and the Impact of Corruption in Emerging Economies." Steve and Stephanie met in the program, where Steve said they often studied together before they became involved. "I suspect that the odds of two people entering a doctoral program the same day, marrying while in the program and then finishing the same day are quite small," he remarked.

Associate Professor Sally Wallace, who sat as a committee member for both presentations noted, "Working through one dissertation is hard enough on any individual – but two dissertations in one household with a family added would be at the top of the life-stress meter." AYSPS salutes this couple for their multiple accomplishments.

Steve and Stephanie have moved to Washington, D.C. You can reach them at sever@opic.gov and szobay@directvinternet.com.

For more news on alumni, go to: www.gsu.edu/sps/people/alumni/index.htm

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On the Go: Faculty Today

at the Andrew Young School of Policy Studies

James Alm (Economics), spent two weeks at the Department of Economics and Development Studies at Gadjah Mada University in Yogyakarta, Indonesia, and worked with the Quality in Undergraduate Education (QUE) program, a World Bank-financed project aimed at improving education programs in Indonesia.

Roy Bahl (Dean) continued advisory work in India with the World Bank (June, September) and in The Sudan with the World Bank (August).

Jamie Boex (International Studies Program) traveled to Bangladesh in June and September to provide technical assistance in decentralization policy, to Tanzania in September to carry out the first stage of its Intergovernmental Fiscal Transfers Study, and to Nepal in September to advise the government on decentralization issues.

Ron Cummings (Environmental Policy Program) initiated the Environmental Policy Program's new Natural Resource Management degree and certificate program with fall semester classes taught via distance learning through its collaborative centers at Georgia State, Albany State and Georgia Southern Universities.

Fred Elsberry, long-time part-time instructor and Delta retiree will be teaching several undergraduate aviation courses as a visiting lecturer for PAUS.

Paul Ferraro (Environmental Policy Program), was an invited panel discussant at the Workshop on Integrated Ecosystem Management and Incentives for Biodiversity Conservation in Africa, organized by the World Bank and the World Bank Institute, July 2002.

Martha Martin, department administrative coordinator, retired after 23 years at GSU effective Sept. 30. A reception in her honor was held on September 24.

Jorge Martinez-Vazquez traveled to El Salvador for the World Bank (September), advised the government of Indonesia on decentralization issues for the World Bank (August) and traveled to Ukraine to review a new system of grants for the World Bank (June-July), and in Bogor, Indonesia, presented a workshop on intergovernmental transfers.

The **MPA program** received full 7-year accreditation by NASPAA.

John Matthews, formerly a graduate student in the Joint Ph.D. Program in Policy, has become a Research Associate in the Fiscal Research Program.

New faculty members have joined the Department of Economics: Visiting Assistant Professor **Wasseem Mina** from Georgia State University and **Andre Jordaan** from the University of Pretoria in South Africa.

The Georgia State University Faculty Awards Committee in April awarded **Harvey Newman** (PAUS) the 2002 Exceptional Service Award.

Lloyd Nigro (PAUS), served as the Public Administration Section Program Chair for the American Political Science Association National Conference in Boston in September.

Professor **Michael Rushton** (PAUS) has joined AYSPS as associate professor from the University of Regina, Canada, where, in addition to his academic duties, he was senior policy advisor to the Cabinet of the Government of Saskatchewan. He specializes in cultural economics and policy, and in governance of nonprofit organizations.

Sally Wallace and **Dave Sjoquist** are working with the Georgia Municipal Association on a project on municipal fiscal conditions.

Bill Waugh (PAUS) participated in the Partnership for Public Warning's Workshop on the Homeland Security Advisory System at the National Emergency Training Center (FEMA) in Emmitsburg, Md., in June.

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Faculty Accomplishments

at the Andrew Young School of Policy Studies

Current activities of AYSPS Faculty

- Awards/Honors/Grants
- New Publications
- Recent Presentations

Awards/Honors/Grants

Department of Economics

Ron Cummings (Environmental Policy Program) received $150,000 from the Georgia Research Alliance for the Georgia Water Planning and Policy Center; a $561,600 renewal grant for the Agricultural Water Policy Program; and a $718,127 renewal grant for Innovative Water Policies.

Paul Ferraro and co-author R. D. Simpson, "The Cost-effectiveness of Conservation Payments," was selected as one of ten publications that exemplify a good environmental economics and policy paper by Land Economics 2002.

Susan Laury (Environmental Policy Program) received first year funding from the National Science Foundation for the "Impact of Insurance Markets on Biases."

Bruce Seaman was invited to serve on the planning committee and make a presentation at the annual Wichita conference on property tax appraisal for public utilities, sponsored by the National Tax Association.

Department of Public Administration and Urban Studies

Atef Ghobrial received a grant from the Southeastern Transportation Center to develop a multimedia course on intermodal transportation safety and security for use at public and private transportation agencies in the U.S.

Karen Minyard (Georgia Health Policy Center) has led the center's participation in a Health Resources and Services Administration (HRSA) State Planning Grant administered through the Governor's Office of the Consumer's Insurance Advocate to develop plans for providing access to affordable health insurance coverage to all Georgia citizens.

Ross Rubenstein was awarded the 2002 Miriam K. Mills Award from the Policy Studies Organization as the "outstanding young person in the policy studies field" at the American Political

Science Association conference in September.

Charlotte Steeh was awarded a $176,000 National Science Foundation grant to assess the extent to which wireless communication devices are likely to change telephone surveys.

David Van Slyke received the 2002 Best Article Award from the Academy of Management Public-Nonprofit Division for, "Understanding Interorganizational Cooperation: Public-Private Cooperation in Regulating Financial Market Innovation," with co-authors David McCaffrey and Sue Faerman (Rockefeller College of Public Affairs and Policy at the University at Albany, SUNY), published in Organization Science in 2001.

Bill Waugh has been asked to serve on the editorial board of the new Journal of Emergency Management.

Funds to **Katherine Willoughby** from the GSU Research Initiation Grant have supported: with co-author **Gregory Streib**, "Local Governments as E-Governments: Meeting the Implementation Challenge." Public Administration Quarterly, forthcoming; with co-author **Gregory Streib**, "Local Governments Becoming E-Governments: Getting the Sizzle, Avoiding the Fizzle," in H. George Frederickson, ed. Ideal and Practice in Council-Manager Government, 3rd Edition.

New Publications

Department of Economics

James Alm and co-authors Jill Ann Holman and Rebecca M. Neumann, "Globalization and State/Local Government Finances" in State and Local Finance Under Pressure, David Sjoquist, ed., (Edward Elgar Publishing), forthcoming.

Kelly Edmiston, "Fostering Subnational Autonomy and Accountability in Decentralized Developing Countries: Lessons from the Papua New Guinea Experience." Public Administration and Development, 22(3), August, pp. 221-234.

Jorge Martinez-Vazquez and coauthor **Robert McNab** (recent AYSPS-earned Ph.D.), "Fiscal Decentralization, Economic Growth, and Democratic Governance," World Development, forthcoming; and coauthor Mark Rider "Multiple Modes of Tax Evasion: Theory and Evidence," National Tax Journal, forthcoming.

Ragan Petrie and co-authors James Andreoni and Marco Castillo," What Do Bargainers' Preferences Look Like? Experiments with a Convex Ultimatum Game," American Economic Review, forthcoming.

Department of Public Administration and Urban Studies

Carol Hansen and co-author Sheila Margolis, "A Model for Organizational Identity: Exploring the Path to Sustainability During a Merger," Human Resources Development Review, September 2002.

William M. Kahnweiler, and co-authors Michael Workman (AYSPS

HRD Ph.D.) and William Bommer (GSU Robinson School of Business), "The Effects of Cognitive Style and Media Richness on Commitment to Telework and Virtual Teams," Journal of Vocational Behavior, forthcoming; co-author Mary Langley (AYSPS HRD Ph.D.), "The Leadership Role of the Pastor in the Sociopolitically Active Afro-American Church." Organization Development Journal, forthcoming.

Glenn M. Landers and co-authors **James P. Cooney, Jr.** and **Julianna M. Williams**, "Hospital Executive Leadership: A Critical Component for Improving Care at the End of Life," Hospital Topics, forthcoming.

Theodore H. Poister and co-author **Gregory Streib**, "The Use of Strategic Planning in Municipal Governments," The Municipal Year Book 2002, pp. 18-25.

Ross Rubenstein and co-author **Catherine Freeman**, "Do Local Sales Taxes for Education Increase Inequities? The Case of Georgia's ESPLOST," Journal of Education Finance, expected Winter 2003.
David Van Slyke and co-author Charles A. Hammonds, "The Privatization Decision: Do Public Managers Make a Difference?" The American Review of Public Administration, forthcoming.

Bill Waugh and co-author **Richard T. Sylves**, "Organizing the War on Terrorism." Public Administration Review, Special Issue, September 2002, pg. 145-153.

Recent Presentations

Department of Economics

Roy Bahl presented "Intergovernmental Fiscal Relations and World Bank Activity in South Asia," at the Decentralization in South Asia meeting at the World Bank, Washington, D.C., September.

Rebecca Curtis (Program For Rehabilitation Leadership) conducted a three-day seminar at Goodwill Industries entitled "Process and Practice: Rehabilitation 201" in Savannah, Ga, September.

Susan Laury presented "Risk Aversion, Reflection, and Incentives" at the Experimental and Behavioral Economics Seminar at Harvard, September.

Sally Wallace and **Roy Bahl** were invited to lecture in the World Bank's program on Statistical Capacity Building, Bucharest, Romania, October.

Department of Public Administration and Urban Studies

Sal Alaimo (PTI) conducted workshops at the 2002 Georgia Conference on Service and Volunteerism, "Getting Results from your Events" and "Risk Management in your Volunteer Program" in September; and one on nonprofits and consultants at The Nonprofit Risk Management Center's annual conference in October.

Lloyd Nigro and co-author J. Edward Kellough (UGA) presented

a paper on "Georgia Civil Service Reform" at the 2002 APSA Conference, Boston, Mass., late August-September.

Ben Scafidi presented "Racial Segregation in Georgia Public Schools, 1994-2001: Trends, Causes and Impact on Teacher Quality" co-authored with **David Sjoquist** and **Catherine Freeman** at the conference, "The Resegregation of Southern Schools," sponsored by The Civil Rights Project at Harvard University and at UNC in Chapel Hill, N.C., August.

Gregory Streib, **Mark Rivera** and **Katherine Willoughby** presented the third of four reports to the Georgia Governor's Office of Consumer Affairs (OCA), "Understanding the Consumer Information Needs of Georgia's Hispanic Population: A Protocol for Study" in July. Funding from the OCA supported the AYSPS' first focus group in Spanish involving members of the metropolitan Atlanta Hispanic and Latino communities.

David Van Slyke with **Janet L. Johnson**, "Giving, Volunteering, and Social Capital: Changes Post-911" at the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, Montreal, Quebec, Canada, November; with Christopher Horne, "What if Faith-Based Organizations are More Active in Delivering Publicly Funded Social Services? The Potential Impact on Private Giving and Volunteering" at the Association for Public Policy Analysis and Management (APPAM) Conference, Dallas, Texas, November.

For more information, go to:
www.gsu.edu/~wwwsps/people/index.htm

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Mescon Receives Honor

at the Andrew Young School of Policy Studies

*The Text and Academic Authors Association in June awarded textbook author **Michael Mescon** (member of the AYSPS Advisory Board and former dean of the GSU Robinson College of Business) and co-authors Courtland Bovee and John Thrill its highest honor.*

Their book, Business Today, 10th Ed., received the 2002 TAA William Holmes McGuffey Award for its longevity and demonstrated excellence over time. The first edition was published in 1976 and has been "one of the top-selling college textbooks in the country," as reported in the Atlanta Business Chronicle. The 10th edition was published in English, Spanish and Russian.

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New HRD Alumni Club to Endow Scholarship

at the Andrew Young School of Policy Studies

An exercise begun just over a year ago in an HRD class has blossomed into a successful new professional development and networking association for GSU's HRD graduates. In June, the Alumni Association's Board of Directors approved the charter of the Human Resource Development Alumni Club.

Gary May *('98), speaker at a recent meeting, joined by (L to R)* ***Scottie O'Toole*** *('01), founding president of the club, and* ***Tom Myers*** *('00).*

"The idea for 'capturing' a good HRD alumni list from all the fragments and precedents of programs that fed into the current HRD program began as an exercise in an action learning class," said Verna Willis, associate professor and former director of the HRD program. After she told a class that it was an "intractable problem" to contact alumni from the various programs that had fed into human resources, Willis said the students took it on as a challenge. "They spent about 20 minutes generating fresh questions that might yield a way to solve this problem," she said.

Willis credits student Tracy Roberts, an employee in Advancement Services, for asking key questions during class and returning with a proposed practicum used to mine old class rosters and other documents to help unearth HRD graduates who had been missing from GSU alumni records. The final list contained approximately 750 HRD graduates.

Scottie O'Toole, ('01), founding president, owns an independent HR consulting and contract recruiting firm. She said the club will provide HRD alumni with professional development, personal networking and a continued connection to Georgia State. "We felt it was important to provide opportunities for our alumni to network with one another and with other professionals in our field," she said.

Nearly 200 alumni have initiated contact since the club was formed. President Neelam Sharma ('01) and founding members

are excited about their strong response and participation in the club's inaugural programs.

The HRD Alumni Club is now planning a fund-raising campaign to endow a new Verna Willis Scholarship, which will be awarded annually to an outstanding HRD student. "Verna was fundamental in establishing and shaping the Human Resource Development program at Georgia State. We believe this is an excellent way to honor her and provide a great service to our students," said Ronni French, ('87), director of development for AYSPS. The group plans to award its first scholarship in the fall of 2004.

– *Rick Clark, GSU Alumni Office, contributed*

For more information, go to www.andrewyoungschool.org

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