

ABSTRACTS**1. GDP SOURCE AS AN INDICATOR OF ECONOMIC HEALTH**

Stephen C. Brokaw, University of Wisconsin – La Crosse, Crosse, USA
Wahhab Khandker, University of Wisconsin – La Crosse Crosse, USA
David F. Brokaw, The University of Indianapolis, USA

ABSTRACT

GDP has long been seen as an indicator of economic health. A rising GDP is interpreted as being a sign of health, while a declining GDP is viewed as a sign of recession. Using the Instability Hypothesis of Minsky, coupled with a new understanding of consumer debt from Cynamon and Fazzari, this paper examines the roll of debt in GDP. By examining the source of GDP (equity versus debt), coupled with an evaluation of the degree to which the nature of the debt is speculative, it is possible to identify when an economy may be entering an inflationary cycle as predicted by Minsky. A rising GDP is found to not be a robust measure of economic health.

Keywords: *GDP, economic health*

2. CROSS-DISCIPLINE TEAM SCHEDULING IN THE INTEGRATED BUSINESS CURRICULUM ENVIRONMENT

Shenghan Xu, University of Idaho, Moscow, Idaho, USA
Doug Haines, University of Idaho, Moscow, Idaho, USA
Scott Metlen, University of Idaho, Moscow, Idaho, USA

ABSTRACT

This paper presents a two-stage scheduling approach in solving team formation and staff scheduling problems in an Integrated Business Curriculum (IBC) at the University of Idaho. IBC is an innovative curriculum redesign of junior level business courses that integrates the content from seven individual introductory business courses. Team formation and optimization of faculty scheduling consists of the selection of those faculty that have specialties that meet functional requirements, preferences of who would like to work with whom and a given faculty team, and administrators' needs to fill all teaching responsibilities across all courses. The integer programming models developed to alleviate the scheduling quagmire while attaining optimization in this process are presented in this paper. The equity of the workload and the collaboration preference of each individual faculty are addressed in the model design. Analysis of the sequential use of the models along with their effectiveness is presented. The trade-offs between the managerial and practical understandings of the issue were also explored.

Keywords: *Scheduling, mixed integer, team teaching*

3. CREATIVE DESTRUCTION: HAS GLOBALIZATION BEEN GOOD FOR GM?

Charles W. Johnston, Baker College, Center for Graduate Studies, Flint, Michigan

ABSTRACT

In recent decades, there has been a strong trend increase in the global integration of markets, popularly known as globalization. In principle, this incremental process of integrating local and national markets into larger international and global markets is an efficiency improvement. Economically, resources are reallocated to their highest-valued uses, internationally. Although integrating markets helps most market participants, in the long run, consistent with the invisible hand principle, this competitive free market process is one of creative destruction. At the microeconomic level, there are some losers, including some companies. This research paper examines both the positive and negative economic effects of globalization on General Motors Corporation, to evaluate whether or not globalization has been good for GM, since 1970. The author uses economic principles and analysis to identify important changes in global market conditions, explain how each of these changes helped or hurt GM, and evaluate how GM efficiently or inefficiently changed its management practices to adjust to these changing market conditions. Most of the data provided about GM is from GM sources. Most of the other research sources cited in the paper, regarding the principles, are journal articles and books written by well-known international economists and finance scholars. The findings of this research paper will help most readers to better understand the economic benefits and costs of the ongoing globalization process for companies and other market participants, and highlights their need to efficiently adjust to changing market conditions in a dynamic global economy.

Keywords: GM, Globalization, Creative Destruction, Multinational Business Management, Market Conditions

4. CLOSING THE GAP BETWEEN THE IDEAL AND THE REAL: INNOVATIVE STRATEGIES FOR EFFECTIVELY USING INTERNATIONAL MARKETING CASES

John Williams, Texas Southern University, Houston, Texas, USA
C. B. Claiborne, Texas Southern University, Houston, Texas, USA

ABSTRACT

Some of the frustrations of both students and professors with the traditional case approach to teaching international marketing are highlighted. An alternative approach is recommended which uses fewer cases, and helps students better understand and utilize marketing concepts and analytic methods. The approach is based on breaking the material into smaller components, repetition, and a norm of cooperation. The results are more in-depth analysis and a larger-than-normal proportion of students understanding the concepts well. The paper concludes with a discussion of the social-psychological underpinnings of why the approach leads to increased student self-efficacy and learning.

Keywords: marketing concepts, student learning

5. COMPARATIVE STUDY OF SET AND SSL SECURITY PROTOCOLS

Ayodele J. Alade, University of Maryland Eastern Shore, USA
Loveleen Gaur, G.L.Bajaj Institute of Management and Research, Greater Noida, India
Rakesh Arya, University of Maryland Eastern Shore, USA

ABSTRACT

In e-commerce environment, the transaction takes place over the network. During various phases of an electronic transaction, the information such as product specification, order details, payment, and delivery information travels over the Internet. The transaction information transmitted over the public internet can be tapped, intercepted, diverted, modified and fabricated by an intruder trying to gain some benefit or cause damages to competing business. No matter how attractive the shopping venue, it will fail if customers do not have the fundamental confidence in the process to complete the transaction. In this paper, the authors are comparing two of the most popular protocols used for E-commerce transaction. This paper will discuss the concept, issues, challenges and level of trust provided by these protocols.

Keywords: E-Commerce, SET, SSL, Protocols, Certifying Authorities, and Encryption Technology

6. MANAGERIAL COMMUNICATIONS THAT SIGNIFICANTLY AFFECT EMPLOYEES' PERCEPTIONS

Thomas W. Philippe, St. Petersburg College, St Petersburg, Florida, USA
Scott Helpling, Office of the Comptroller of the Currency, Tampa, Florida, USA
Jerry W. Koehler, University of South Florida, Tampa, Florida, USA

ABSTRACT

Managerial communication has been recognized as important determinants of employee perception and behavior. Our survey found a statistically significant connection between employee retention and the success of management's communication with employees. These communication pitfalls all fall under one central theme- employee inclusion.

Keywords: Management, Actions, Employee Perceptions, Applied Management

7. CREDIT RISK MEASUREMENT MODELS AND THEIR REGULATORY IMPLICATIONS

Pankaj Kumar Maskara, Eastern Kentucky University, Richmond, Kentucky, USA
Rajesh Aggarwal, Middle Tennessee State University, Murfreesboro, Tennessee, USA

ABSTRACT

With the introduction of the Basel II accord in 2004 by Bank of International Settlements (BIS), measurement of credit risk has taken a new dimension. It has made credit models developed by institutions like Credit Suisse, JP Morgan, McKinsey & Co., and KMV to help banks evaluate credit risk of their customers, increasingly more important. This paper reviews the existing literature on credit risk and discusses the different credit models to impart a clear understanding of their regulatory implications.

Keywords: Basel II Accord, Credit Risk, Credit Models, Regulatory Arbitrage, Value at Risk

8. LEADERSHIP: CULTIVATING PEOPLE SKILLS

Ernest Alonza Norris, Kaplan University, Fort Lauderdale, Florida, USA

ABSTRACT

As the world economy continues its transformation process, organizations are rushing to implement changes in structure and design to weather the economic storm. Noted activities include downsizing, mergers, acquisitions, and the proliferation of multinational organizations solidifying the globalization concept. The changes are creating diverse workplace populations containing differences in ideas, beliefs, cultures race, religions, among other variables. Leaders leading in a diverse population could inadvertently form inaccurate perceptions, which can result in poor leader-follower relationships and a decrease in performance levels. Leaders can increase leadership effectiveness through improved people skills leading to increased organization performance and employee job satisfaction. In a literature review, many articles mentioned the value of good people skills in leadership. However, few articles presented a model on how to improve people skills or on the conceptual framework underlying people skills. The author presents a conceptual model designed to improve people skills.

Keywords: *Attributes, Heuristics, Nonverbal communication, People skills, Social intelligence, Social Perception, Social Awareness, Social Learning Theory*

9. RELIANCE VS. FINANCIAL CRISIS

Partenie Dumbrava, Babes Bolyai University, Business Faculty, Cluj – Napoca, ROMANIA
Marius D. Gavriletea, Babes Bolyai University, Business Faculty, Cluj – Napoca, ROMANIA
Grigore Lupulescu, Titu Maiorescu University Bucharest, Economics faculty of Tg.- Jiu, ROMANIA

ABSTRACT

Recent worldwide developments on financial markets have attracted the attention of the world by producing events without precedent in history, which led to similar measures decided by the central banks and the United States Government – measures that revealed weaknesses and fragility of system seemed infallible. Huge losses, bankruptcies of institutions with business figures well above the gross domestic products of Romania, have attracted the attention of all decision makers and not only that, without rapid intervention of the state, the greed of the bankers and richest people no longer can be stopped. From the variety of reactions can be detached some common views especially on how it can be overcome. These have a common word: RELIANCE. According to our opinion, trust is a concept that sums a set of rules based on values and principles that includes the freedom, responsibility and solidarity and to make the markets work and to appreciate initiative and not mere speculation.

Keywords: *Financial Crisis, Reliance, Bank, Credit*

10. AN EXPLORATORY STUDY: ETHICAL VARIATIONS BY GENDER, ACADEMIC DEGREE, AND ETHICAL PHILOSOPHY

Stephen L. Baglione, Saint Leo University, Saint Leo, Florida, USA
Thomas Zimmerer, Zimmerer and Associates, Tampa, Florida, USA

ABSTRACT

Graduate and undergraduate students were surveyed regarding a series of scenarios which pose potentially unethical situations about competitive intelligence. Respondents rated the scenario in terms of

its ethical nature, whether others would do it, and whether it was a good business decision. The scenarios implicitly violate basic ethical tenets, yet respondents viewed almost all of them as ethical or neutral, prevalent and a good business decision. In a global economy, where foreign competition can decimate firms and foreign competitors are accused of unethical behavior, this mix of ethical neutrality, prevalence, and good decision would make executives susceptible when foreign competition is overwhelming domestic industries. Business schools must continue to address these issues, but be cognizant that gender, academic level, and ethical philosophies influence ethical designations. These scenarios would prove fertile in classroom active learning exercises to achieve this objective.

Keywords: *business schools, competitive intelligence, ethics*

11. TRANSFORMATIONAL LEADERSHIP AND FOLLOWER CREATIVITY: THE MODERATING EFFECT OF LEADER HUMOR

Lucy A. Arendt, University of Wisconsin-Green Bay, Green Bay, WI

ABSTRACT

This study examined the relationship of transformational leadership, leader humor, and follower creative performance in a healthcare setting. Results indicate that leader use of humor moderates the relationship between transformational leadership and follower creative performance, such that leaders with a transformational leadership style who use high levels of humor elicit high levels of creative performance from their followers. Implications for theory and practice are discussed.

Keywords: *Transformational leadership; follower creativity; humor*

12. ARE TARIFFS HIGHER ON NECESSITIES OR LUXURIES? THE PARADOXICAL CASE OF THE US ECONOMY

Uros Andrejevic, Columbia University, New York, New York, USA

George Andreopoulos, City University of New York, New York, USA

Giuliana Campanelli Andreopoulos, William Paterson University, Wayne, New Jersey, USA

Alexandros Panayides, William Paterson University, Wayne, New Jersey, USA

ABSTRACT

It is widely accepted that all consumers benefit from the progressive liberalization of the U.S. tariff system. However, this is a simplistic position resulting from an aggregate approach to consumer's benefit. In practice, the US tariff system has to be investigated by sectors, products, and materials to understand that tariffs can impact consumers differently. The scope of this paper is to extend our previous investigation of the US tariff system on necessities (apparel and footwear) to the case of luxury items, in particular selected precious stones and metals and suggest appropriate policies.

Keywords: *Tariffs, Consumption, Necessities, Luxuries*

13. SERVANT-LEADERS IN COMMUNITY COLLEGES: THEIR VALUES, BELIEFS, AND IMPLICATIONS

Edna Boroski, Trident Technical College, Charleston, South Carolina, USA
Toni Buchsbaum Greif, Sound Beach LLC, Sarasota, FL, USA

ABSTRACT

Community colleges in the United States serve populations in the communities where they are domiciled. The mission statements of many community colleges articulate that their activities focus on service to students, as well as the greater community at large. Servant leadership is an effective approach to leading community colleges. A phenomenological study interviewed twenty incumbent community college presidents identified by their peers as servant-leaders. The results of that study when aligned with the tenets of servant-leadership outlined in the literature indicate that today's community college servant-leader hold values and beliefs strongly corresponding to the principles described in servant-leader literature.

Keywords: *community colleges, leadership*

14. IDENTIFYING BUSINESS PROCESSES: THE KEY INITIAL STEP OF ERP IMPLEMENTATION

Jong-Sung Lee, Middle Tennessee State University, Murfreesboro, TN
Rajesh Aggarwal, Middle Tennessee State University, Murfreesboro, TN

ABSTRACT

An ERP system integrates business processes with its software modules. Typically, a business process crosses multiple functions and is supported by multiple ERP modules that represent business functions. So a successful ERP implementation should begin with well-defined business processes and bring ERP modules to the processes. An ERP implementation that brings operations to software modules can result in poorly-defined processes. This article presents a case of a manufacturing company in which we identified its business processes and ERP modules that support those processes as a preliminary step of an ERP implementation. We used two models, i.e., overall process map and individual process map. We believe that this new approach to the initial step of an ERP implementation presented in this article will help users and systems specialists involved in ERP projects to identify business processes more effectively and thus lay a foundation for a successful ERP implementation. Furthermore, to garner true benefits of ERP systems, companies should change the way they are managed and operated from function-oriented to process-oriented after ERP goes live. They can use the business processes identified in this way as a basis of the new management style.

Keywords: *Business Process, ERP*

15. IMPORTANCE AND SUCCESS OF KNOWLEDGE MANAGEMENT IN PUBLIC ADMINISTRATION

Yong Choi, California State University, Bakersfield, California, USA
Seok-Chan Jeong, Dong-Eui University, Busan, South Korea
Chandrasekhar Commuri, California State University, Bakersfield, California, USA

ABSTRACT

In this unprecedented global financial crisis, success of Knowledge management (KM) within public administration is an important matter because public agencies are increasingly being expected to deliver more services with fewer resources. Numerous studies have proposed and examined success factors of KM for organizations in private sector. However, there is a paucity of empirically based studies that tested

validity of such success factors of KM in public sector. This paper presents the reasons for KM importance in public administration with key KM success factors and empirically examines the factors affecting the success of KM.

Keywords: Knowledge Management, Public Administration, Success Factors, Management Innovation

16. EVALUATION OF HOTEL SERVICE QUALITY: A COMPARATIVE STUDY OF TWO SELECT HOTELS IN INDIA

Anusha Akkiraju, Deloitte Support Services India Pvt. Ltd., Hyderabad, Andhra Pradesh, India
B. Raja Shekhar, University of Hyderabad, Hyderabad, Andhra Pradesh, India

ABSTRACT

Organizations in the service industry are realizing the irrevocable significance of customer-centered philosophies and are turning to quality management approaches and avenues to help manage their businesses. Service quality is a concept that has evoked considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either. Therefore, it is presumed as practically inconvenient to set the standards and procedures for measuring and evaluating service quality. Further, in a typical multi-stakeholder situation like the hotel industry, the prospective customers or stakeholders interact with the service provider in many ways with different expectations (before service) and perceptions (after service). Nevertheless, it is imperative to develop a comprehensive methodology to enable the managers to design an appropriate tool consisting of service dimensions and parameters for systematic assessment of service quality. This approach opens up whole new lot opportunities for the service industry in terms of quality orientation and delivery.

This study aims at introducing one such pathfinder which could be widely used as a tool for appraisal and review of the hotels based not only on the objective factors like physical facilities but also taking into consideration the subjective factors like customer interaction. Firstly, the study is based on SERVQUAL Evaluation Model and combines the hotel scenarios to construct its evaluation indicators. Furthermore, the reliability and validity of the responses from the customers have been tested. The study has also used some statistical analysis for the data. Finally, the study has implemented the SERVQUAL model to evaluate the Service Quality Gap for each hotel and made some suggestions, both academic and practical, on how to improve the quality of their service thereby improving the customer satisfaction. This tool can be used to help management improve the quality and can also help in the continuous improvement of quality.

Keywords: Service Quality, Hotel Industry, Service Gap, SERVQUAL instrument

17. GENERATING HIGH-ORDER LEARNING THROUGH A MARKETING COMPUTER SIMULATION

Stephen L. Baglione, Saint Leo University, Saint Leo, Florida, USA
Louis A. Tucci, The College of New Jersey, Ewing, New Jersey, USA

ABSTRACT

The purpose of this study was to estimate the relationship between students' overall assessment (Overall Simulation Evaluation Scale including educational value; realistic simulation of the business world; and better preparing them as future managers) of a simulation in a Marketing Principles course and the students' beliefs about the simulation as exciting, predictable, challenging, hard, fun, and informative (Simulation Description Scale). In addition, respondents rated the extent to which the simulation leads to higher-level learning based on Bloom's Taxonomy (Simulation Learning Scale). Based on the results of

the multiple regression analysis of a sample of 98 undergraduates, both constructs were positively related to a positive evaluation of the simulation.

Keywords: *marketing computer simulation, multiple regression analysis*

18. THE ELIMINATION OF LIFO: A REQUIREMENT FOR THE ADOPTION OF IFRS IN THE UNITED STATES

Peggy Ann Hughes, Fairleigh Dickenson University, Teaneck, New Jersey, USA
Nancy Stempin, Fairleigh Dickenson University, Madison, New Jersey, USA
Matthew D. Mandelbaum, Student, Montclair State University, Montclair, New Jersey, USA

ABSTRACT

The adoption of International Financial Reporting Standards (IFRS) in the United States is now a foregone conclusion. The only question is not if, but when. One of the requirements for adopting IFRS is the adoption of FIFO as an inventory valuation method. That adoption could cost US firms approximately \$27 billion in income tax payments. The petroleum industry would be significantly affected since 70% of that amount belongs to it. No decision has been made as to the possibility of U.S. firms retaining LIFO for tax purposes.

Keywords: *Lifo; Fifo; Inventory Valuation; IFRS Conversion; Lifo Reserve*

19. INDUSTRY-SPECIFIC DETERMINANTS OF U.S. DIRECT INVESTMENT ABROAD IN KOREA

Jong Wook Ha, Columbus State University, Columbus, Georgia, USA
Joo Young Lee, The University of West Alabama, Livingston, Alabama, USA

ABSTRACT

Different from the previous studies on the analysis based on the national-level data, this research tries to show the industry-specific determinants of the U.S. direct investment to Korea utilizing the industry-level data from seven major manufacturing industries in Korea. This study utilizes the panel data analysis with the industry and year fixed effects to accommodate the empirical research on the industry-wise data in Korea. The empirical results show that the R&D intensity and the profitability in Korean manufacturing industries are the key determinants to explain the U.S. firms' decision-making on the direct investments in Korea. The U.S. firms avoid the Korean industry with high advertisement costs, since the advertisement intensity maintains very strong explanatory power with high significance.

Keywords: *Foreign Direct Investment, Industry-Specific Determinants, Fixed Effects, Panel Data, U.S. Direct Investment to Korea*

20. STRUCTURATION THEORY VIEW ON DOCTOR SHOPPING BEHAVIOR

Ook Lee, Hanyang University, Seoul, Korea

ABSTRACT

This study presents an explanation on the phenomenon called doctor shopping behavior. Based on prior empirical study that found the evidence that Koreans do more doctor shopping largely due to the influence of the Internet, we try to illustrate this change of traditional behavior in the context of structuration theory as well as critical social theory. The combined structuration-emancipation theory is

proposed and utilized in analyzing the behavioral change of Koreans. We conclude that as in the case of achieving democracy, acquiring enough courage to challenge against a medical doctor who is an authority figure in traditional Korean society is required with the ample help from ICT (Information Telecommunication Technology).

Keywords: *doctor shopping behavior*

21. CONCEPTUAL MODEL FOR EVALUATING MULTIPLE CRITERIA METHODS AND SYSTEMS

Helen M. Moshkovich, University of Montevallo, Montevallo, Alabama, USA

ABSTRACT

Multiple criteria techniques are methods and systems designed to assist in selecting the best alternative in the set when each alternative is evaluated with respect to several attributes (criteria.) A number of different multiple criteria decision making (MCDM) aids have been developed to support this class of problems. Comparison of the preferences for different methods in the applications may be a guiding principle for future applications. As many comparison studies lead to contradictory results, the goal of the research is to form a unified approach to evaluation of multiple criteria techniques' applications.

Keywords: *Multicriteria Analysis, Decision Aids, MCDM classification, MCDM evaluation*

22. PLAYER SALARIES AND TEAM PERFORMANCE IN MAJOR LEAGUE BASEBALL

Steven A. Dennis, University of North Dakota, Grand Forks, North Dakota, USA
Susan Logan Nelson, University of North Dakota, Grand Forks, North Dakota, USA
Nancy Beneda, University of North Dakota, Grand Forks, North Dakota, USA

ABSTRACT

We examine the effects of salary structure on the performance of Major League Baseball (MLB) teams. Consistent with previous studies, baseball teams with more dollars invested in player salaries have better team performance. Importantly, the performance of MLB teams is positively related to the standard deviation of player salaries. That is, teams with less balanced payrolls have better winning percentages in our five-year sample period, which is contrary to previous findings in this area.

Keywords: *Major League Baseball, Player, Salary, Winning, Dispersion*

23. BELIEVABILITY OF INFORMATIONAL VERSUS TRANSFORMATIONAL PRESCRIPTION DRUG ADVERTISING: U.S. CONSUMERS' VIEWS VERSUS BELGIAN CONSUMERS' VIEWS

John M. Planchon, Rhodes College, Memphis, Tennessee, USA
William L. James, Hofstra University, Hempstead, New York, USA
Liliane Van Hoof, University Of Antwerp, Antwerp, Belgium

ABSTRACT

A brief history of direct to consumer (DTC) prescription drug advertising is presented, highlighting European and U.S. trends in the practice. Consumers from three segments, Belgian students (n=32), U.S. students (n=165), and U.S. non-students (n=82) were exposed to two award winning television DTC advertisements from the New York AMA sponsored EFFIE awards. The ads, one for a product designed

to treat asthma and the other designed to treat depression were evaluated by a panel of advertising professionals/practitioners to be a transformational and an informational ad respectively. The segments' reactions to these specific advertisements and four others were elicited. The segments' reactions to the drug advertising were examined. Ayers' Battery of Emotional Response was used to assess emotional response to the transformational and informational ads. Respondent rated the believability of each advertisement. Multiple-regression analyses and analyses of variance with post hoc tests for multiple comparisons across the three groups revealed significant differences between the U.S. segments and the Belgian segment regarding believability of the advertisements with the Belgian segment finding the transformational ad more believable. No significant differences in believability were found between the two U.S. segments. Significant differences in emotional response as measured by Ayres Battery were identified across the three consumer segments.

Keywords: Direct to Consumer Drug Advertising, Belgian and U.S. Samples, Transformational versus Informational Advertising

24. AN ANALYSIS OF THE U.S. DOLLAR FUTURES CONTRACTS: TREND IN FACT OR FICTION?

David L. Rayome, Northern Michigan University, USA Abhijit Jain, Northern Michigan University, USA

ABSTRACT

The U.S. Dollar has been the primary store of value for most countries since the end of World War II. Futures contracts on the dollar have been available since 1976. An investment in any underlying security can appreciate in value only if a significant trend exists in the price change of that security. This article examines the four primary contract months for the U.S. dollar futures contract from 1976 into 2009 to determine if trends in the change of the price of a futures contract exists, and if the trends are significant enough to allow a moving average cross-over system to be profitable.

Keywords: technical analysis, futures contracts, moving averages

25. ANTI-DONATION CLAUSE: TIME TO DELETE?

Andres C. Salazar, Northern New Mexico College, Espanola, New Mexico, USA

ABSTRACT

The anti-donation clause found in many a state's constitution was adopted presumably to prevent gifting of public property, capital and resources to private entities. Many states passed anti-donation legislation or constitutional amendments in the 1800's when states and municipalities were offering generous incentives to attract business and trade, particularly when railroad or telegraph expansion was being planned. In its simplest form the clause is meant to prevent governmental assets from being indiscriminately exploited for private gain. However, the anti-donation clause was adopted not to prevent governmental subsidies altogether but to make it more difficult for state, county or local officials to simply give away public assets without review and deliberation. Today, we are witnessing more and more governmental intervention in the conduct of business and the direct provisioning of public funds to private companies, individuals and industry segments in the name of furthering a public good such as electrification grids, water supplies, sewage treatment, telecommunications facilities, transportation systems, regional economic stability, job creation or enlargement of the regional tax base. Although the anti-donation clause was never adopted by Congress and used at the federal level, we are witness to an Obama administration and a federal government that has taken an aggressive view towards the use of public funds, both present and future, in achieving economic goals that are difficult to objectively measure

and justify. This paper compares the subsidies that the anti-donation clause was designed to prevent to those being used by state and local agencies in stabilizing and growing their respective economies today.

Keywords: *Anti-donation clause, Economic policy, Tax policy, Economic Development*
