

THE THOMAS JEFFERSON PROGRAM IN PUBLIC POLICY  
THE COLLEGE OF WILLIAM & MARY  
WILLIAMSBURG, VA

November 2006

TO: MEMBERS TJPPP ADVISORY BOARD (BOA)

SUBJECT: SUMMARY REPORT: ADVISORY BOARD MEETING – FALL 2006

EXECUTIVE SUMMARY

PRESIDENTIAL PRIORITY

W&M President Gene Nichol set public policy and its Thomas Jefferson Program as a College academic, administrative and development priority. He announced initial financial and personal commitments ---

Provided -- The BOA meets the challenge and commits to an “effective and viable partnership.”

The BOA responded with spirit and established a Strategic Plan Committee to prepare a TJPPP vision and implementation plan. The first meeting of the committee will be held in early December in Washington D.C. Other BOA committees were formed on identified public policy topic priorities in Healthcare and the Environment.

2007 SESSION DATES

The Spring 2007 BOA Session will be held Wed. May 9 in Washington D.C. The evening Reception speaker will be the U.S. Comptroller General.

The Fall and 20<sup>th</sup> Anniversary BOA Session will be held Fri. Oct. 26 on-campus. There will also be a Celebratory Dinner. The date coincides with Homecoming.

Please mark your Blackberries, calendars or whatever.

NEW TJPPP FUND

Eric needs financial flexibility to meet opportunities and effect change. A newly established W&M Endowment Assn. fund will help. See details under Board Business.

Bob Fritts  
BOA Executive Director

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ADVISOR NOTES

The BOA welcomed new Advisor Kay Kemper. Advisor Kirsten Fedewa retired after twelve years and two terms service as 1<sup>st</sup> Vice President.

During 2006 the following Advisors were reappointed to three-year terms: Phil Leone, Chip Mann, Molly Macauley, Ted Normand, Dennis Thompson, Jeff Trammell and Paul Verkuil.

A record number (21) of Advisors attended: Blair, Borrelli, Cline, Cook, Fritts, Gowing, Hardwick, Kemper, Lawrence, Leone, Lyons, Macauley, Mann, Nash, Normand, Pommerening, Purdy, Rodenberg, Trammell, Wheary & Verkuil plus special guest Cliff Schroeder, sponsor of the TJPPP-affiliated Schroeder Center for Healthcare Policy and Barb Salins, A&S Development Director and others.

W&M Provost Geoff Feiss, A&S Dean Carl Strikwerda, VP Development Sean Pieri, Chief of Staff Michael Fox and others attended the remarks of W&M President Gene Nichol and the subsequent Board discussion with him.

Indeed, there was a full house focused on “Moving Public Policy Forward”.

PROGRAM REVIEW

Following a class data review by Assoc. Director Elaine McBeth, Director Eric Jensen previewed the meeting with President Nichol within a broad-ranging and detailed context of TJPPP progress, programs, issues, initiatives and constraints.

TJPPP Niche

Overall, public policy is a growth industry with over 80 programs nationally and new ones coming on line (including at UVA). We probably rank about 15th, but are far lower in peer and potential student eyes because of subjective vagaries in the US News & World Report rankings of public policy institutions. The system is under review by US News and the national public policy association (APPAM). Even so, after a lot of effort, we’ve done reasonably well and have our best class ever as measured by GRE scores, expertise and source schools. We are considered by the same students that apply to

Duke, Michigan and other large “Schools” of Public Policy that are based on a “classic” public policy curriculum.

In contrast, TJPPP has developed a distinctive “niche” curriculum with Top Ten national aspirations. That’s our future and we have special assets. Public Policy writ large is the original core essence of the College. TJPPP adheres to the proven W&M philosophy that small, quality, interactive, analytical and innovative is better. In part because TJPPP was created out of the Economics Department, we are driven by emphases on selected high value “core competencies” e.g. emphases on quantitative tools, real world research, and professional internships. In addition, we offer unusual interdisciplinary options with government, law, business and marine science, including joint degrees. While our primary focus is on all levels of government, non-profits and regulated industries, we also recognize their international components. Given our limited size and resources, we focus realistically on those parts of the public policy spectrum where we are well positioned to best perform. These days that’s healthcare, the environment, energy and regulation. All that geared to a maximum of fifty students in a two year cycle.

However, we don’t currently “sell” very well. In large part, it’s because TJPPP lacks national, regional and professional visibility. That, in large part, is because we lack adequate professional and financial support.

### Underachievement

We will continue to underachieve our potential without an established reputation. Our financial resources are too limited to entice the best students. Our faculty is on loan from departments to whom they own primary allegiance and are thus reluctant to adapt courses and make permanent commitments to public policy. Our research opportunities are constrained, although bolstered by the new Schroeder Center. Our “joint” approaches are hindered by lack of faculty inducements and academic turfdoms. We’re still looking for effective international policy linkages.

These weaknesses and constraints have been addressed to an extent, particularly over the past few years. For example, even modestly increased graduated student stipends (\$5K) this year markedly increased top student yield, but also put TJPPP into a six-figure deficit. Faculty is likely to be similarly responsive to economic incentives. They also value research opportunities and, of course, graduate student labor. On visibility, TJPPP now sponsors public lecturers, books and research, has gained some professional exposure, is negotiating cooperative student arrangements with the Brookings Institution and the RAND Corporation, gained some prestige student career placements, and explored but deferred a work-study DC program targeted to potential MPPs on the Hill and elsewhere. Jensen and Lou Rossiter have also had initial in-depth talks with the Bill & Linda Gates Foundation.

However, the bottom line is that TJPPP has reached a level where there must be systemic change if it is to implement the W&M priority on public policy that President Nichol is expected to announce to the BOA (see attached President's Remarks).

In short, we know where we're going and what we need.

### A College Priority

TJPPP needs to be designated a College priority, even or because of our small size. In development terms, we have the ability to provide more psychic bang for the donor buck.

Specifically and as a Top Three List, we need a minimum of an additional \$50K annually from the College to recruit and support graduate students, probably a \$4M endowment to entice and support public policy-oriented W&M faculty in a move towards joint appointments and outreach activities, and, probably, \$5M to fund a distinguished visible "star" chair in a combination of environmental, energy and regulatory policy, similar to the CXX Chair in Economics and Public Policy established more than a decade ago.

The time is now and it could not be more fitting: 2007 will be the 20<sup>th</sup> Anniversary of TJPPP inception (the first class graduated in 1993).

Jensen thanked Advisors for their continuing support and for several major gifts this year – the Verkuil Term Professorship (\$250K), Bob and Susan Trice for a \$25K donation, and another BOA member (anonymous) for an additional \$25K.

### Board Discussion

Advisors posed numerous questions and suggestions, including TJPPP advantages (class bonding, DC proximity), costs vs. benefits regarding optimal Program size, and donor fund drawdowns (limited to 5% annually). They looked forward to President Nichol's remarks (see attachment).

### STUDENT PRESENTATIONS

As always, the Advisors appreciated the student research presentations. The featured two were "Analysis of Virginia's Assistance to Needy Families (Client: Virginia Senate Finance Cttee) and "Evaluating York County's Business Development Climate (Client: York County). The presenters valued the Advisors probing critiques and praise.

## BOARD BUSINESS

TJPPP Alumni Assn. – President Chris Lyons announced that U.S. Comptroller General David Walker will be featured at the Spring BOA Session and Reception in Washington D.C. on Wed. May 9, 2007 (mark your calendars). The GAO is a valued provider of internships and career placement for our MPPs. Thank you, Advisor Marilyn Gowing, for opening the door to Mr. Walker. The BOA meeting and reception will be held at the Carnegie Endowment for Int'l Peace at 1776 Massachusetts Ave. N.W.

Nominations – Chair Alice Borrelli issued a call for Advisor nominations. She announced the search will be on-going rather than targeted toward the annual fall BOA session. She and committee colleague Ted Normand can be reached as per the contact info on the Advisor list. Potential nominees should be prepared to support TJPPP in various ways, including professional expertise, access for student recruitment, internships, jobs and mentoring, faculty support, potential research center projects, special visibility events and, of course, financial aid from themselves or other sources. Nominees need not be W&M alums.

MPR Renovations - Chair Phil Rodenberg thanked Advisors for their quick, broad and effective support of the professional renovation of the MPP student “home” – the Multipurpose Room. He circulated photos to prove it and Jensen relayed student appreciation.

Development – At the behest of Chair Chip Mann, A&S Development Dir. Barb Salins noted that the \$500M W&M Capital Campaign stands at about \$478M and counting. TJPPP FY 06 FY donations total about \$75K with an 84% participation rate; good, but several campus boards have 100%.

She and Jensen noted the opening of a new fund under W&M Endowment Fund auspices that will provide more flexibility for Eric to meet opportunities and implement rapid change. The TJPPP donor option forms will be revised shortly. However, looking towards the IRS end of CY 2006, funds may be sent by check to the Endowment Assn. of the College of William & Mary, POB 1693, Williamsburg, VA 23187. Essential: The memo line must have *Thomas Jefferson Program in Public Policy, TJ Program, TJPPP* or similar notation to be credited properly.

Mann stressed the need for Advisors to use their networks to locate donor multipliers. He advocated a wallet-sized card of Talking Points of “why” TJPPP is a valid donor target that could be whipped out at opportunity. Advisors discussed the necessity of making TJPPP relevant to individual and corporate donor interests.

Executive Coordinator – Fritts stated that the 20<sup>th</sup> Anniversary Fall Session will be held on campus Fri. Oct. 26, 2007, coincident with Homecoming. A celebratory dinner will also be held.

## PRESIDENT NICHOL

Summary Remarks Attached.

## BOARD DISCUSSION

Following a BOA dialogue with the President and after his departure, Advisors agreed with appreciation, enthusiasm and spirit to “meet the President’s commitment” and to “close the deal on the partnership”. Jensen noted the President’s high regard for the BOA, also expressed privately, and that Nichol is exceptionally skilled on donor “road trips”. Advisors quickly termed the TJPPP quest a project worthy of its 20th Anniversary in 2007.

Advisors brainstormed best ways to proceed and emphasized various factors, including tapping their own and other networks, building on current TJPPP donor endowments, prestige aspects, TJPPP capabilities, core competencies and values, “milestone” priorities of simultaneous vs. phased goals, international linkages, and focus on the three levels of government. All agreed it was essential to define and focus on how TJPPP can be specifically beneficial and relevant to donor and corporate interests and criteria. “Feel good” won’t do it.

The BOA concluded to create an overall “Vision Statement” or “Strategic Plan” with specific implementing sub-plans on the Environment and Healthcare fronts. Committee appointments are as follow:

Strategic Plan – Purdy (Chair), Cline, Cook, Hartwick, Kemper, Lawrence and Rodenberg (plus Sue Warner, W&M Development ex-officio).

Environmental – Nash, Macauley & Wheary.

Healthcare – Borrelli, Gowing & Pommerening

Jensen will prepare an initial document looking toward an initial Strategic Plan meeting the first week of December in DC.