

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

OCTOBER 2007

TO: MEMBERS TJPPP ADVISORY BOARD (BOA)

SUBJECT: SUMMARY REPORT: ADVISORY BOARD MEETING

EXECUTIVE SUMMARY

- **BOA COMPOSITION** – Three incumbent officers were reelected, three Advisors added, eight reappointed and two retired.
- **KEY ISSUES** - A record twenty-five Advisors engaged animatedly in support and critiques of current and new Jefferson Programs e.g. the five-year MPP linked to W&M undergrads, recruitment of periodic high level practitioners, the growing reputation of the Schroeder Health Center, the curriculum focus on health and environment topics founded on quantitative analysis, the need for an international niche, and the search for an accurate and promotable Jefferson Program “brand”.
- **CONTEXT** – MPP degrees are rising in national prestige, but applications to graduate schools nationally and at W&M are down as the economy remains strong. Competition for excellent students is intense. Public policy issues now know no borders.
- **DEVELOPMENT** – Bob and Susan Trice established the Trice Fellowships (\$500k) and the Trice Internships (\$200k), and Judith Rodin a supplemental Professorship (\$250k) named in honor of her husband, Paul Verkuil. These major programs will produce about \$46k in annual operational revenue.

The FY08 target for the BOA Fund is \$150K. In FY07, only thirteen (13) Advisors met the personal targets of \$1500. A “Jefferson Program BOA Leadership Council” was established based on an annual \$10k donation for three years. Initial pledges were \$30k. The Development Cttee will issue periodic reports.

STRATEGIC VISION – Approved with minor revisions.

- **20TH ANNIVERSARY EVENTS** – Completed to rave reviews.

Bob Fritts

**Executive Coordinator
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ADVISOR NOTES

BOA attendance at the Session and/or the 20th Anniversary evening event set a new record of twenty five (25) that included Blair, Borrelli, Carpenter, Cline, Davis, Decker, Fritts, Garland, Gowing, Hardwick, Iovino, Kemper, Leone, Mann, Macauley, Nash, Normand, Oxenford, Paladeau, Pommerening, Purdy, Rodenberg, Trammell, Trice, & Verkuil

The BOA re-elected by acclamation incumbent officers Joe Nash, President, Bob Trice 1st VP and David Oxenford 2nd VP to succeeding two year terms for 2008-09.

The BOA welcomed new Advisor Seth Carpenter and looks forward to welcoming Marshall Freeman Harris and Deborah Baum at the Spring 2008 session. The BOA greeted the reappointments to three year terms (2010) of Advisors Bobb, Borrelli, Lawrence, Nash, Oxenford, Rodenberg, Trice and the extension of Herb Wheary. The BOA honored Advisors Alice Garland and Larry Diehl on their retirements from the Board.

A&S Dean Strikwerda and W&M Development staff Salins, Barry and Rhodes attended from the College.

TJPPP participants included Director Jensen, Assoc. Dir. McBeth, Schroeder Health Center Policy Director Rositter, Graduate Studies Coordinator Gilmour, Undergraduate Studies Coordinator Evans, Sr. Fellow Fritts, Office Mgr. Grosse and Sr. Secretary Correll.

OPENING

BOA President Nash, Director Jensen and Nominations Chair Borrelli conducted appreciations and recognitions of new, reappointed and retiring Advisors. Borrelli was commended for the quality of her successes.

PROGRAM REVIEW & DISCUSSION

TJ Dir. Jensen thanked the numerous Advisors who are enhancing the professional policy exposure of our students through direct participation in D.C. and on campus and by providing access to key professionals in Washington. His kudos were subsequently echoed by McBeth, Gilmour and Rositter. Jensen noted the focus is popular with students as well as useful. We are also exploiting the practitioner talent of former senior US officials, several resident in Williamsburg.

Class Status

Drawing on distributed class data, Associate Dir. McBeth, noted Jefferson Program efforts to attract top students in a period of declining applicants to graduate schools nationally e.g. an improved website, brochures, posters and announcements plus in increased professional visibility among peers, research clients and professional associations. In that regard, each of the two national academic public policy associations is reflecting change in their assessments of public policy education. The Assn. of Public Affairs & Administration (NASPPA) historically regarded MPPs as only “second cousins” to MPAs, but is now equating the two as the MPP degree gains superior standing in the marketplace. The trade association for policy schools (APPAM) has successfully argued that the annual US News & World Report survey should have factual inputs rather than being based solely on subjective reputation. The next report will be in April 2010, while the first factual report will be published April 2011 (Being small and relatively new, we will presumably rank better with facts). Over the past few years, we’ve found that tapping into the military officer market has produced several excellent, well-motivated MPPs.

Graduate Student Coordination

Prof. John Gilmour outlined the plan to implement the five-year MPP program opportunity for selected W&M undergrads, a proposal that the College (President, Provost and A&S Dean) and the BOA Exec. Cttee have welcomed enthusiastically. Among other advantages, it’s a cost-effective way to expand the Jefferson Program with quality students and will allow students to save time and money to earn the increasingly valuable MPP in a year less than normal. There are coursework and technical hurdles to surmount, but we hope to have the new option available for Fall 2008. The expectation is for ten students over a three year period followed by assessment and possible expansion.

Undergraduate Student Coordination

Government Prof. Larry Evans, asked by Eric to coordinate TJ undergrad public policy, is assembling a faculty committee for a comprehensive look this spring at the “already strong” undergrad curriculum with the by-product of increasing the flow into a five-year Jefferson Program. In the process, there may be a “layering on” of additional opportunities for public policy students, such as a practitioner speaker series to meet with students. It would be built on a very successful model (Lee Rawls “The Congress”) and focus on key policy topics, such as immigration, with speakers from across the political spectrum. Advisors, of course, will once again be important to success either directly or in providing professional access to others. Evans also intends to compare our program with those offered by other universities.

Schroeder Health Care Center

Dir. Lou Rossiter outlined what Advisors found as an impressive list of grants, pending contracts, studies, reports and publications, including one authored by him with prestigious colleagues, such as Brookings Alice Rivlin and AEI Joseph Antos, others financed by the Center, and students participation in professional research. New Center awards total over \$200K. He continues to receive professional honors at national and state levels, being most recently appointed by the HHS Secretary to the Board of Regents of the National Library of Medicine (NIH). His review engendered spontaneous BOA applause.

TJ Focus & Prospects

TJ Dir. Jensen put his colleagues’ programmatic reviews into conceptual context. He stressed that the generally more challenging MPP (particularly ours) is becoming the “21st century MBA”. Built on a foundation of quantitative analysis (“quant”), MPP holders are increasingly sought by private and public sector employers to address serious and often intractable public policy issues, such as our chosen focus on health care and the environment. No major corporation today can compete effectively and ignore public policy issues outside its doors.

Public policy issues are no longer limited by national borders. They are transnational. To be relevant, the Jefferson Program must have an international dimension. However, it’s been difficult to design. He was thus pleased announce that due to the generosity of Susan and Bob Trice, there is an initial endowed gift of \$500K for Trice Fellowships as part of the pending five-year MPP. The \$23K annual sum will fund an identified W&M junior with an internationally focused summer internship and faculty advisor to continue into the MPP program. In effect and among other pluses, the Trice Fellowships over time will develop an inside professional track of the gifted, much as do law firms and other corporations, specifically Lockheed Martin. Again over time, we may be able to “capture” into

public policy those undergrads with scientific skill sets, such as biologists, who would expand our academic spectrum in this interdisciplinary age.

Similarly, the Judith Rodin (Verkuil) Professorship (\$250K) will throw off about \$12K annually as a professorial supplement. It's a first step in moving toward a dedicated public policy faculty. An additional gift of a \$200K endowment from the Trices will generate about \$9.5K annually, at current rates of withdrawal, to help support students taking low-paying or unpaid summer internships.

Jensen outlined some course restructuring and reviewed our increasing use of quality high-level practitioners on campus as well as taking students to Washington D.C. to bring public policy realities to MPPs and undergraduates.

BOA Discussion

The Advisors welcomed the increased status of public policy nationally and on campus. Questions were relatively few while helpful commentary was frequent, particularly on opportunities. They approved the Jefferson Program niche focus, as overall U.S. public policy is increasingly focused on various facets of healthcare and environmental policy issues. Several advisors stressed the importance of developing greater tie-ins on environmental policy e.g. VIMS, with “cap and trade” carbon issues, and a “natural” relevance to Sarbanes-Oxley issues. They lauded the buttressed attention to international policy by the Trice Fellowships as innovative, needed and most welcome – even exciting.

PUBLIC POLICY RESEARCH PRESENTATIONS

The Advisors, as usual, paid close attention and professionally critiqued the “real world” client driven presentations by two of the six current MPP research teams. The two clients were the Commonwealth Institute for Fiscal Analysis and the Virginia State Crime Commission. We're always on the lookout for new clients and topics. We're good value ...

DEVELOPMENT

Chair Marilyn Gowing distributed a bar chart of BOA annual donations FY04-FY07 to the BOA Thomas Jefferson Fund showing “What You Have Done” i.e. a quadrupling of gifts to over \$120K in FY07. Her committee target for FY08 is \$150K (by June 30, 2008). The FY07 level was a “significant accomplishment”, but disappointing in that only thirteen (13) Advisors met the expected personal commitment of \$1500 or more. Advisors are about halfway to the FY08 target. She urged Advisors to “ramp up” and meet the \$150K target by the Spring BOA session. She thanked again the special generosity of the Trices and Verkuils as models for others

She distributed a multi-color “Development Report” listing broader BOA accomplishments and setting forth a number of key goals – under “What We Must Do” and “How You Can Help”, augmented by specifics. She intends to prepare follow-on reports for the CY year-end, the Spring BOA Session and W&M FY year-end.

Gowing announced the formation of “The Thomas Jefferson Board Leadership Council” of \$10K annually for three years. She and two other Advisors have already made commitments and seek colleagues. The Leadership Council can help substantially to meet Jensen’s frequently expressed need to be financially competitive in order to capture the highest quality students against our peer institutions (Duke, Michigan and, soon, UVA).

She ended by proclaiming BHAGS – “Big Hairy Audacious Goals.”

BOA Discussion

Picking up on Gowing’s spirit, Advisors animatedly discussed potential fund-raising initiatives by Advisors. In addition to meeting their own FY08 goal, Advisors urged expanding the potential pool by promoting the Jefferson Program at regional W&M alumni reunions e.g. Orlando/Ft. Meyers, FL – (Eric likes travel), ensuring that corporate matches go to the Jefferson Program and not the W&M general fund (Advisors must specify the Jefferson Program to corporate finance), and approaching potential non-W&M related firms and individuals known to Advisors. Networking must be a key component.

Chip Mann introduced a draft “Branding Concept” of concise Talking Points for a hand-out card that Advisors could use with donors and prospective students. He stated his belief that the Jefferson Program is “on the cusp” of a breakout. The draft became the catalyst for a detailed critique and search for a specific Jefferson Program “brand” identity that would be consistent across all outreach vehicles e.g. TJ and BOA websites, brochures and the Strategic Vision.

Upon examination, the current TJ claim to be “unique” was deemed misplaced. Instead, the goal should be to differentiate our “product” creatively by goal (critical policy areas), content (superior training), focus (health and environment), degree (more competitive), process (new 5-yr. approach), location (DC aspects) W&M reputation (quality), student placement, donor support etc. in accurate, pithy and innovative “sound bites” geared, possibly by surveys and video clips, to encompass the prospective triple targets of students, donors and employers.

STRATEGIC VISION

Chair Andy Purdy chose not to review the pending Strategic Vision (SV) document. Instead, he emphasized that the Jefferson Program and BOA must “move ahead” to “achieve results” and “mind its metrics”. He keyed into the preceding discussion noting that the SV was only a beginning. Advisor “enthusiasm” was essential and he complimented Gowing’s Development initiatives. He incorporated the earlier ideas on Jefferson Program assets which should be packaged and “leveraged”. Advisors must be “ambassadors” for the Program in recruitment, internships, research client identification and job placement. “Stakeholder engagement is crucial” and relies on “robust networking,” Advisor “value” is to “make things happen”. He challenged Advisors to believe the Jefferson Program “matters” and to “make the Vision real”.

Picking up on the electricity, the discussion revisited the ongoing topics within an evolving context of optimum goals and expectations, such as feasible class sizes, curriculum flexibility, faculty roles and criteria, growth implications for current infrastructure and longer term Department and School status, donor guidelines for professorships and fellowships, and, again, regional groups of potentially interested alums. Several Advisors commented that the “excellence” of the Jefferson Program is “not yet substantiated”, that the focus on “quant” should not overlook otherwise excellent potential students who might be initially “turned off” by its specter, and that, while our development efforts should be aggressive, they should not emote “shameless hustle”. Dir. Jensen and other faculty provided clarifications and the context realities of a W&M program that, despite its real momentum, is still quite small nationally and even on-campus. In that regard, it was noted several times that modest donations can thus have disproportionate impact.

In closing, Jeff Trammell pointed to possible public policy opportunities with the Phoenix Project, an effort to resuscitate Petersburg, Va. under the guidance of an organization linked to W&M alum Greg Werkheiser.

The BOA discussed briefly and approved unanimously the Strategic Vision with several textual changes (will be distributed separately).

TWENTIETH ANNIVERSARY DINNER

Along with W&M President Nichol, over 170 Jefferson Program alumni, faculty, Advisors, students, donors, supporters and W&M administrators dined at the Williamsburg Lodge to celebrate the 20th Anniversary of the founding of the Program in 1987 (the first class graduated in 1993). Special honors were extended to Bob and Susan Trice (Trice Fellowships), Judith Rodin (Verkuil Professorship), Cliff Schroeder (Schroeder Center for Healthcare Policy), Prof. David Finifter

(Founding Director), Paul Verkuil, Prof. Bob Archibald (former Director) and various staff. More would have been honored had time permitted.

President Nichol praised public policy in his complimentary remarks. Keynote Speaker Jim Comey, W&M alum, current Lockheed Martin General Counsel, and celebrated former U.S. Acting Attorney General, gave a riveting review on the origins and outcomes of the collapse of American corporate ethics during the “Enron Era” and guidelines on preventing a repetition.

**Bob Fritts
BOA Executive Coordinator**