

THE THOMAS JEFFERSON PROGRAM IN PUBLIC POLICY
THE COLLEGE OF WILLIAM & MARY
November 2012

SUMMARY REPORT: ADVISORY BOARD FALL SESSION

EXECUTIVE SUMMARY (Rev. 12/12)

Next BOA Session: Washington D.C. April 11

Advisor Notes & Officers: No new appointments, but two Advisors (McCleskey & Warner) attended their first session, five were reappointed: Macauley, Normand, Reagan, Trammell & Whelan, and two retired (Baum & Fritts). A new Nominations Chair is needed. The 2nd VP slot will remain vacant until scheduled officer elections in fall 2013.

Jefferson Program (JP) Capsule: The Program is in fine shape, despite significant changes internal and external, but College leadership support remains strong in challenging times. The Classes of 2012 and 2013 were successful with job and internship placements despite the tough economy. The Class of 2014 had a great yield – crucial to this was Board support for stipends. An international graduate public policy component is being actively explored, including model aspects. The Alumni Mentor program is off to a great start. The undergraduate program continues to expand rapidly with a record high of 81 majors.

Finances: A newly designed “comprehensive and transparent” JP financial report reflects a solid current base with future challenges. The overall endowment is now about \$2.7M (annual drawdown 4 percent.) Advisor support in FY2012 was about \$86.5K, stimulated in part by incentives from BOA President Bob (and Susan) Trice by their match challenge.

W&M Guests: New A&S Dean Kate Conley joined the College last July from Dartmouth. She termed JP an enviable “model” in keen faculty and students, intellectual challenge melded with real world issues, appropriate scale, ethical content, and innovative partnerships. We can do with that. Also attending was the new A&S Executive Director for Development, Ginny Elwell.

Financial Support (CY 2012 & FY 2013): Since you ask, always welcome. Checks may be made to the Thomas Jefferson Program in Public Policy. Be sure to write Account #2918 on the Memo line. Mail to us at the Thomas Jefferson Program in Public Policy, The College of William & Mary, POB 8795 Williamsburg, VA, 23187-8795. For Credit Cards, please call us at (757) 221-2368 or email Barbara Boyer bwboye@wm.edu.

And Happy Holidays.

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Advisor Notes

No new appointments, but two Advisors attended their first BOA session (McCleskey and Warner). Five were reappointed: Macauley, Normand, Reagan, Trammell & Whelan and two retired (Baum & Fritts). Both the 2nd VP slot (Fritts) and the Chair of the Nominations Committee (Normand) are vacant. The 2nd VP will be filled with the officer slate election in Fall 2013. Volunteers are sought for Nominations Chair, possibly resident in the DC, Richmond or Williamsburg area to facilitate recruitment.

Fritts was lauded for his two decades of BOA service. He received a wall plaque and Jefferson Cup in honor of his roles and contributions. His photo will also be placed in the MPR along with those of graduating MPP classes. In response, Fritts described the early days of JP and emphasized the importance of the Board to JP successes by Advisors commitment, interaction and support. He closed by telling the story of Thomas Jefferson's design of the locally ubiquitous Jefferson Cup.

Nineteen (of thirty one) Advisors attended: Carter, Darke-Schmit, Ford, Fortier, Fritts, Iovino, Jensen, Klein, Levanto, Littel, Macauley, McCleskey, McFadden (Sat.), Oxenford, Paladeau, Scarlata, Trice, Walkup, and Warner.

JP participants included Director Stafford, McBeth, Gilmour & Manna plus Student Liaison Kerry Casey (Minutes). For the College, new Dean of Arts & Sciences Kate Conley and new A&S Development Executive Director Ginny Elwell.

Opening

President Trice welcomed participants. He stressed that among the pleasures of serving on the BOA are the opportunities to meet with students and faculty. Thus, in addition to substance, the day's agenda would have multiple interactions with public policy students, both undergraduates and aspiring MPPs. Personally, he found the recently conducted mock interviews a great way to appreciate student quality, find out how the generation is thinking, and be of real help. He commended them to all. Trice also expressed appreciation for the \$86,000 Advisors had anteed up last year to the Advisors JP fund (now accepting FY 2013 donations).

On the BOA personnel side, Normand, in reappointment, rotated off his Nominations Chair. Thus, a new Chair is needed, possibly resident in the DC, Richmond, or Williamsburg to facilitate recruitment. Volunteers may contact him and/or Stafford.

With Fritts retiring, the 2nd VP post is also vacant. Rather than appointing an interim, the Executive Committee recommended the slot not be filled until scheduled two year term BOA officer elections are held in the fall of 2013. There was consensus.

Program Review

Director Stafford, leading her first BOA session as director, deferred first to her colleagues.

Associate Director McBeth reviewed Class of 2012 job placement – of the 18 graduates all are employed (including one outside of public policy). The program has worked to strengthen career services and is pleased to be working closely with David Lapinski at the Career Center. Board members are especially needed to assist with mock interviews and the Washington Program.

There was a brief discussion of average starting MPP salaries. McBeth said they vary depending upon the sector of work. Private sector salaries average between \$80,000 – 100,000. Federal government positions are GS-09 or GS-11. State government jobs typically pay around \$60,000. Non-profit salaries may be as low as \$40,000.

Summer internships for the Class of 2013 included a wide variety of organizations – Congressional Research Services, GAO, Dublin City University, the Nature Conservancy, and the Departments of Justice, Transportation, and Health and Human Services, among others. McBeth thanked the Board for their generous support which allows the program to provide stipends to students who take unpaid or low paying internships. There was a discussion regarding the housing situation for interns in expensive cities such as DC. The program will be providing more assistance to help the Class of 2014 find affordable summer housing. This came during the discussion of finances led by Stafford.

The Class of 2014 shaped up nicely - including students from the University of Michigan, Vanderbilt University, American University, and two Trice Fellows in the accelerated BA/MPP. The GRE has recently changed its scoring so comparing GRE scores is difficult. Students who took the older GRE format had an average verbal score of 647 and an average quantitative score of 696. 64% of the programs 1st choice candidates accepted the admission offer.

There was a discussion regarding the academic backgrounds of MPP students, especially whether or not many students were undergraduate Business majors. McBeth said approximately 25-30% of MPP students were social science majors, but otherwise there is a wide range. There

is increasing interest in the MPP/MBA joint degree, but it is not generally feasible for MBA students to take elective Public Policy classes due to how the MBA program schedules classes. Nevertheless, there have been joint special events with the business school so that conflicting schedules are not an issue.

Admissions yield was somewhat down among peer Public Policy programs nationwide. Prospective students may be reluctant to take on new debt or leave current jobs for the unknown.

Graduate Coordinator Gilmour thanked the board particularly for their financial support for students, which greatly reduces student debt, and again, participation in mock interviews. A board member commented on how satisfying participating in the mock interviews was because of the opportunity to get to know students better.

Gilmour also discussed this year's Washington Trips. There have been two so far. One focused on energy policy and the other focused on the economics of global climate change. Next semester Gilmour plans on a trip which will focus on health policy and another concentrating on defense policy. A board member recommended a Richmond trip in addition to the DC trips and Gilmour agreed that would be a good opportunity.

Two new faculty affiliates have joined the Jefferson Program. Cullen Hendrix came to the Government Department in 2011 and is primarily interested in the environment and international policies. He will be teaching a course on international governance for the spring semester. John Parman joined the Economics Department in the Fall of 2011. He is interested in economic history and labor economics. In the spring he will be teaching Regulation of Markets.

Undergraduate Coordinator Manna outlined the burgeoning success of the undergraduate program in number and scope. His priorities are to ride the wave by improving the academic experience of undergraduate majors and engaging graduate Public Policy alumni.

There are currently 81 PP majors, with 39 scheduled to graduate in spring 2013. This is a new record in graduating PP majors and now puts JP squarely into the midst of undergraduate majors at the College. In addition, there are 139 students on the undergraduate Public Policy listserv.

Manna offered a striking example of academic experiences open to undergrads by describing a research project offered by Hendrix. He taught six undergrads how to use GIS and built computers with them, then took them to Uganda to map the current state of natural resources in the country and work with Ugandan organizations to help improve their management of natural resources.

There continue to be efforts at increasing interaction between undergraduates and MPP students. This year there are five undergrad research assistants working on PRS projects. There have also been joint speaker events and informal social activities.

The five-year BA/MPP program continues to be popular with students. Due to the generous Trice Fellowship there is now funding for two five-year students. The admissions process for five-year BA/MPP students does not require them to be Public Policy majors to do the five year program. Students apply and are admitted in the spring of their junior year. The summer after their junior year the students must complete a research project to prepare for the MPP program. Due to the Trice fellowships, they receive a stipend and housing over the summer. The 4th year is an overlap of MPP and undergrad classes. Students receive the BA with the rest of their class and then graduate with MPPs the next year.

This spring the one-credit Survey of Public Policy course will be offered again, targeting freshmen and sophomores to entice them into Public Policy.

Future plans include working with current students to discuss how to connect them as alums and with board. Undergrads are connected to the College rather than their major as alums, whereas MPP students are dedicated to the program not the College. There is also a push to come up with an undergrad equivalent of PRS, using Duke and Chicago as examples to figure out how to implement such a project at the undergraduate level. The undergraduate program also wants to duplicate the emphasis on methods that is in the MPP program, such as statistics, experimental design, and software packages like Excel, GIS, and Stata. One goal would be to have an Accounting for Public Policy class. All would further enhance career placement.

Director Stafford first presented a separate Financial Report she termed as the "... most comprehensive and transparent ever." She requested Advisors to let her know if there is additional information they would like included in the future. Those Advisors who did not attend the BOA session may obtain an email copy from Sophie sbcorr@wm.edu

Overall and given the challenging financial environment of the College, JP finances are relatively solid, in large part because of Advisor support. The total endowment of \$2.7M increased significantly in FY 2012 due to the Trices' \$1 million gift. In other good FY 2012 news, the program ran a \$209K paper surplus – an anomaly over the usual \$50,000 – \$80,000, gain, because of the Trices' generous \$100,000 in matching funds for Advisor giving. The Program is limited by the College to an annual 4% utilization rate of its endowment.

In FY 2012 JP, Advisors provided \$86.5K in annual giving, augmented by about \$4,400 from JP alumni. The Program hopes to increase future donations from both undergraduate and graduate alumni. Coming up on two decades, the latter are now moving into more senior and higher salaried professional positions.

Negatively, Stafford anticipates significant increases in expenses for student financial aid, faculty support and program support. In some cases, we must adopt overhead previously absorbed by the College (about \$70K). Graduate stipends will increase due to a slightly larger graduate population and somewhat more generous amounts to attract the Class of 2014. JP is also

encouraging more faculty affiliates to attend public policy conferences, and has also provided funds for graduate students to attend conferences.

Director's Annual Report

Stafford's report put most of the previous comments into the context of significant change leavened by strong College leadership support, internal personnel changes, plans to enhance our recruiting and admissions process, JP relative success in job placement, and the financial and psychic challenges for retention of outstanding faculty not only at the College, but also in commitment to JP. She was optimistic on all aspects, in part because of Advisor input and support.

In addition, she discussed two future prospects:

Out of Morton: JP is scheduled in Spring 2015 to move to renovated Tyler Hall on Old Campus. Public Policy will be located on the same floor as our Schroeder Center and a new independent Center for Development Policy.

Mentors: JP continues to develop the Mentor program, composed of selected MPP alumni 3-8 years post-graduation. This year there was extensive discussion with students regarding appropriate use of mentors, emphasizing that the purpose of mentors is to help develop professional skills – not simply people who may know of job opportunities. Once the MPP mentor program solidifies, undergraduate alumni will be recruited to mentor undergraduate majors in a mirror of the MPP program.

Program Internationalization

Stafford updated Advisors on forward progress of their oft-expressed priority to markedly internationalize the Program. Stafford and Gilmour have teamed up as an exploratory committee to see what a Master of Policy in International Affairs would look like. A focus might be on International Political Economy that would maintain the MPP's quantitative emphasis and connection to the law school. The International Policy focus could be a separate degree or could be a track within the current MPP. Either way classes could be shared between the programs. It could be a niche market as it would be unique among public colleges, whereas private schools with such programs have high tuitions. Stafford and Gilmour will be visit model programs in the spring and speak with W&M undergraduate alumni who attended graduate international programs. The Reves Center is enthusiastic as such a program would further add to the College brand as internationally innovative.

There was an extended BOA discussion. All Advisors welcomed the exploratory committee. Several also advised to incorporate fully the W&M DC Office in order to exploit the image and assets of Washington. Others urged caution – “WM is not Georgetown...” and JP should not lose its focus.

W&M Guests

A&S Dean Kate Conley joined the College in July 2012 from Dartmouth. She appreciates W&M for all its usual virtues. As for the Public Policy program, she values our public service values and roles with institutions. The JP is thus a W&M “model” as our intellectual approach is melded with real world applications and ethical realities. She commented that the current size of the program is the “right scale” for W&M and appreciated our degree “partnerships” plus the focused quality of our students. She later confided she was also impressed by -- you, our Board.

In response to queries, she described the current W&M curriculum review process. The goal is to emphasize interdisciplinary work already on-going, but needs tweaking to meet modern professional conditions and student expectations. There is also a continued drive to support technological innovations in teaching.

The Dean noted the challenges of providing sufficient financial support to faculty in the current budget climate. W&M is losing faculty to higher salaries and research funds. On average faculty members are being offered 25% higher salaries at other schools.

There was a brief discussion of the potential partnership with the Eastern Virginia Medical School (EVMS). Conley reported that the outcome is “still up in the air”. An outside expert has been hired to speak with all Deans involved. Conley’s feelings about the prospect are mixed. Research in medical school is a wonderful opportunity, but there is skepticism and concern about moving away from the core of arts and sciences. There may be a lot of future opportunities in the health field and having a medical school might increase the W&M international profile.

Conley plans to develop an Advisory Board for Arts and Sciences, and would like to include someone from JP Board on the new board. Part of the motivation is to increase support for faculty. There is also a new Arts and Entertainment Alumni Council, which held a conference on “Arts & Entertainment in a Digital Age” at William and Mary November 8th & 9th.

W&M A&S Development Executive Director Ginny Elwell arrived on campus in October from the Smithsonian Institution and spoke briefly about making her rounds and plans for the Development Office. Elwell hopes to increase the W&M base of support by learning about what makes W&M unique and prompts alumni involvement. A quick study, she had already determined that the College is “aspirations high, resources poor” and “small, but powerful”.

President Trice asked Board members to comment to Elwell on why they are active on the JP Board. Reasons expressed were that public policy uses the liberal arts to solve real world

problems, the opportunities to interact with students and faculty, and those even modest donations, lost to view in larger areas, can have large, visible, satisfying impact.

JP Alumni Association President Levanto gave an abbreviated presentation of alumni activities. Alumni activities include calls to admitted students in spring 2012 to encourage them to attend and the new mentoring program. There were actually more mentors than students. Levanto noted that program success will depend on how well relationships will develop. One struggle with alumni engagement to overcome geographic dispersion

Board Business

Proposed By-Laws Revisions – President Trice and 2ndVP Fritts presented and discussed two Executive Committee proposed revisions to BOA By-Law revisions. Due to insufficient notice, a vote will be taken soon by email to the full Board.

Article IV, Offices and the Executive Committee, would add a new Section 3. It would permit the Executive Committee to appoint a very few select former Advisors to “Emeritus” status, to attend Board sessions “at volition”, and receive minutes. It was suggested that Art. III – Membership would be more appropriate. The proposed revision will be modified accordingly.

Article V, Section 3 Duties of Officers would eliminate the 2nd VP’s duty to prepare minutes of Executive Committee and Board of Advisors meetings. The duties would be absorbed by JP staff.

There was an operational Advisor consensus to accept President Trice’s suggestion that the 2nd VP slot remain vacant until scheduled officer elections in Fall 2013.

Ted Normand will rotate off as Nominations Chair. Volunteers would be welcome.

Concluding Discussion:

President Trice noted that Advisors from the Class of 1968 class celebrating their 45th reunion in 2013 could designate their class gift for Public Policy. He encouraged the Board to continue the financial momentum of the program.

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Interactive Events

Advisors interacted with students at three events: the Blow Hall lunch (undergraduate PP majors), BOA Professional Panel (primarily graduate students), and the Policy Research Projects

(Wren Hall) and Reception (mixed along with faculty). As in the past, Advisors enjoyed the opportunities that reinforced their appreciation of and commitment to the Jefferson Program.