

The Thomas Jefferson Program in Public Policy
Board of Advisors Meeting
November 11, 2013

10:30 a.m. Welcome with Bob Trice, President & Sarah Stafford, Director

- Board members Carpenter, Littel, Vineyard, and Walker have retired. TJPPP thanks them for their service.

Introductory Remarks from Bob Trice:

- Congratulations and thank you all for a highly successful year.
- Next year's focus: help students secure meaningful, *paid* internships. Board members should explore an internship-for-service model.
- Financial Update:
 - o FY13 brought \$132,000 from income and endowment resources, with the Board contributing over \$113,000.
 - o Vorhis Summer Internship fund continued to grow. We have raised \$42,000 to-date, with \$4,000 dispersed last summer. \$38,000 remains in the fund, and \$6,000 remains on Bob Trice's initial \$25,000 pledge match. TJPPP hopes to ultimately reach \$100,000 in the fund, to enable annual interest payments sufficient to meet the annual \$4,000 scholarship level.
 - o Alumni giving higher than previous years. Program generated a \$67,000 surplus in FY13, which was contributed to the endowment. The total endowment now approaches \$3 million and generates roughly 4% per year when at a steady state. There is a two-year lag in future draw-downs.
- Program Updates:
 - o Program welcomes 25 new students this year and reports 100% placement for the most recent graduating class. Interest in BA/MPP growing, enabling more selective admittance.
 - o Two new economics professors hired this year. Currently recruiting two new government faculty.
 - o Finalizing joint degree program with the College of William & Mary School of Education. Approval expected next year.
 - o TJPPP secured space in the renovated Tyler Hall, and anticipates moving in Spring 2016.
 - o "Internationalization" plan moving forward.

Officer Elections:

- o Current Board leadership terms expiring.
- o President Trice and Vice President Oxenford reappointed.
- o Elections held for 2nd Vice-President. Theresa Whelan elected unanimously.
- o TJPPP appreciates the leadership's continued service.

11:00 – 11:45 a.m. Special Presentation - VP for Development, Matthew Lambert

- WM launching university-wide development campaign –
 - o Building "Culture of Engagement and Philanthropy".

- Last year was record development year, drawing \$104.3 million last year with \$70.04 million in cash. 24% of undergraduate alumni participation in giving, placing WM 25th nationally among other public schools. This amounts to roughly 20.23 million annually contributed to the endowment, which currently is around \$697.7 million.
- New campaign seeks to build counter-cyclical giving patterns to supplement current campaign cycle.
- WM hired an external firm to evaluate philanthropic potential of alumni base, and identified \$2.25 billion in untapped resources: 23,000 major donors, only 2,400 of which recently contacted.
- Goal: between \$600 million – 1 billion, 40% participation by 2020, developed through a consistent and growing campaign model.
- Approach:
 - Marketing: Create cohesive campaign messaging across WM.
 - Annual giving: Build peer-to-peer contact network with every alum and parent each year, AKA “Human Scale development”.
 - Regionally Focused Advancement: Development based on social and intellectual activities for alumni that showcase WM’s exemplary faculty
 - Lifelong Engagement: “Cradle-to-Grave” engagement.
- Strategy: Teach philanthropy as core WM value to energize young alumni. Create local, academic, professional and market-specific development initiatives, e.g. “Jefferson Dinners”.
- Board: What is the money for? Engaged learning in the 21st century and building faculty resources, especially in Arts and Sciences.
- WM ranks 31st nationally, but only 130rd in financial resources. Impressive, but not sustainable.
- Board notes that WM cannot depend on state resources, but that donors may be reticent to fund “gaps”.

11:45 a.m. – 12:30 p.m, Schroeder Center, Graduate and Undergraduate Program Update

Jennifer Mellor, Director, Schroeder Center for Health Policy

- Supported by the Schroeder family endowment of \$1 million in 2011. Center operates with \$55k annual budget to support health policy research, with two staff (1 PT, 1 FT). Other staffing borrowed from other departments.
- Funds support faculty-linked student research at both graduate and undergraduate level
- Center also supports faculty research, e.g. purchasing datasets, funding opportunity research, data and equipment, RAs outside typical channels.
- Highlights:
 - Significant funded publishing record over the last year.
 - Presentations at significant meetings.
 - Garnered community health funding to supplement core funding.
- The year ahead:
 - Center secured external funding for staff, enabling a surplus.
 - Recruited a unique core of six faculty members doing health research.

- Currently devising growth approach including seminars and research professional role development, modeled on NBER. Faculty will write them onto funded research.

Elaine McBeth, Associate Director

- Extends sincere appreciation to Board for continued support in facilitating student job/internship placements and organizing events for the First Year DC Trip.
- This year's DC Trip was highly successful, despite some last minute schedule shuffling caused by the shutdown.
- Defer time to Gilmour and Manna for program-specific updates.
- Note 100% placement and internship placements.
- Strong entering class portfolio – 3 BA/MPPs, which is the largest class to-date. New cohort qualified and diverse, include 2 retired military officers. With 25 entering students, full cohort now 47 including joint program students. N.B. Full class statistics included in Board collateral packages.

John Gilmour, Coordinator, Graduate Studies

- Primary responsibilities include facilitating policy dialogue and teaching 2 courses: Political Environment (first year core course) and Budget Policy (elective).
- VA Dept. of Planning and Budget recruited half of their new analyst cohort from TJPPP.
- Two policy dialogues this semester:
 - DC Dialogue: Focused on highly technical discussions of the ACA.
 - VA Dialogue (Richmond): Budget process and budget impacts of new governor.
 - Spring TBD: Board suggestions and participation encouraged and welcome.
- Graduate program drawing international and national quality cohort.
- Practice perspective from the Board provides invaluable addition to academic course.
- Board: Where is public finance? Economics of State & Local and Budget Policy.
- Board: How do these activities link to DC Public Policy semester? Programs related but ultimately independent tracks.

Paul Manna, Coordinator, Undergraduate Studies

- Teaches MPP statistics course (core MPP curriculum), Bureaucratic Systems (undergraduate) and Education Policy Seminar.
- Undergraduate Coordinator is four-year-old position. Why is this job needed? Undergraduate program reaches across programs, complicating participation and administration.
- Two main aims in this role:
 - Continuous improvement of undergraduate public policy academic experience.
 - Improve undergraduate alumni connections to the program
- 80 students majoring in public policy at current. 40+ graduate last year. Conducts aggressive freshman recruitment using school's interdisciplinary recruitment initiative, including 1 credit public policy introduction course for freshman.
- Some undergraduates working as research assistants for MPP PRS projects. Builds management experience for graduate students and gives undergraduates quality research experience
- Launching undergraduate PRS soon, featuring trimmed-down local projects to build research experience.

- Recent Undergraduate Alumni Engagement
 - o Survey – 391 sent, 81 responses
 - o 3 types of questions – How does your degree serve you? What are you doing? Interest in activities? Respondents interested in meeting Board and connecting to fellow alumni.
- Board: Status of Public Policy club? Hot/cold because of student turnover. New leadership all accepted to study abroad or Washington program. Upcoming event on BA/MPP program.
- Board: Selectivity of BA/MPP? No more than five each year (no more than three to-date). If program expands to 50 students, BA/MPP levels also grow. Tend to receive 10-15 applications per year. Students must apply to the BA/MPP program by submitting graduate application. Bureaucracy difficult to navigate, but applications reviewed by full committee. Biggest challenge of BA/MPP has been scheduling to meet the needs of both programs. Student enthusiasm is high.
- Stafford: Important to note that BA/MPP is just one option and program helps students choose. We do prescreening, which tends to weed out students who may not be a great fit.
 - o JG: We help pre-screen—bad fit students tend to not apply.

Sarah Stafford, PRS Update

- Project descriptions included in Board materials. Projects on-going.
- NEW Undergraduate PRS.
 - o Slightly modified version of MPP PRS. Client-based cooperative project. Students will build a final report and presentation for Economic Development Authority of Williamsburg. Course will focus on professional skills development.

1:30 – 2:15 p.m. Faculty Showcase

Daifeng He – Overview of Research and Coursework

- a) Coursework: Quantitative Methods II (core MPP curriculum)
- b) Research focus on health policy evaluation, e.g. Does Medicaid expansion improve health and by how much?

Peter McHenry – Overview of Research and Coursework

- a) Two courses: Principles of Microeconomics (undergraduate) and Labor Market Policy (MPP elective)
- b) Research focus on local economic impact of colleges, geographic mobility, college attendance

2:15 – 3:00 p.m. BOA Business & Reports

Moderator – Bob Trice, President

- Board members should consider serving as guest speakers for courses and events. Contact McBeth or Stafford.
- Board discussion of undergraduate alumni inclusion in BOA.
 - o McBeth: This need could be met by the integrated Alumni President.

- Board: What are we trying to achieve? Perspective on program improvement and better connection with alumni. TJPPP leadership will evaluate a few candidates and then submit to Board to evaluate.
- Faculty presentations well-received. Consider varying format meeting to meeting.

Development Report– Paul Decker, Chair

- The Board appreciates the new degree of financial transparency.
- Growth in alumni giving is a very positive trend. Board should work to maintain this trend.
- Board giving growth also positive, but distribution of giving has shrunk. Turnover may impact this trend, but broader contribution is encouraged

Nominations – Christian Klein, Chair

- Recruited an excellent cadre of new candidates for the Board.
- Developed new document to articulate the expectations of a board member called, “Leading Tomorrow’s Leaders”. Also serves as a useful reminder “optimum” Board engagement.
- Board has a number of expiring appointments over the next year. Board will contact re: those who wish to rejoin. Committee welcomes suggestions for any new additions.
- Next meeting: Thursday April 17th.

Alumni Association – Brett Levanto, President – Presented by Stafford in absentia.

- Program will restructure April alumni event due to varied success and recent poor attendance. Instead, program will host small reception for the Board in April and focus Alumni engagement on summer event TBD.
- Levanto has initiated alumni newsletter initiative and receiving positive feedback. Exploring ways to improve, perhaps linking with other announcements.
- Stafford: Exploring self-nomination process/election to identify new Alumni Association leadership.
- Levanto working closely with Manna to build undergraduate alumni network.

**3:00 – 4:00 p.m. TJPPP Internationalization and Other New Initiatives,
Sarah Stafford, Director**

Joint MPP/M.Ed. Program: Anticipating participation level on par with other joint degrees. Consistently have students with cross-program interest. Low effort, high pay-off initiative. Currently awaiting education school approval, after which A&S Graduate Council must approve.

Tyler Hall Move Update: Tyler will remain open through the end of the year. Renovation will start this summer, with TJPPP move tentatively scheduled for January of 2016. Naming opportunities available—contact the WM Development Office for more information. TJPP will now have a flexible plan that would enable us to grow—e.g. two smaller lounges (noise and study). Plan to present new floor plans at April Board meeting. Move-support fundraising on-going and contributions welcome.

Internationalization:

- Last fall, TJPPP internal/external committee began exploring an internationally-focused MPP program consistent with current program and program values. Committee discussed program

goals, landscape, and spoke with other similar programs at-length, including SIPA, Fordham, Georgetown, George Mason, UMD, Duke, NC State, and Pittsburgh. Conversations addressed curriculum, student composition and placement. N.B. We did not visit Batten—they explicitly avoid international focus.

- Based on findings, TJPPP developed course of study parallel to current program, featuring the same quantitative sequence, math requirement, microeconomics, public management and ethics courses. Approach allows TJPPP to split cohorts into skill levels and enable trans-cohort collaboration and cohesion.
- Key difference—International MPP program would feature law and public policy for global governance coursework, governance and policy courses, international macroeconomics and policy analysis (instead of Cost-Benefit Analysis) and international PRS. Required internship must be with either international (non-home) organization or with specifically internationally-focused organization.
- MPP currently uses biannual course scheduling. With more students, TJPPP could revert to annual scheduling and offer broader array of courses. TJPPP would also pursue cross-listings with other departments and synergy with USAID AidData.
- Targeted to international students and American students with international interests.
- Program expansion also offers economies of scale to help obviate some of the logistical challenges posed by the current size of the MPP program and builds upon current strengths, e.g. law school affiliation, quantitative rigor, etc..
- *Questions and Answers:*
 - o Q1: Regional focus? Most likely non-Europe, emphasizing comparative approaches. TJPPP hopes to strike balance between prescription and encouraging faculty exploration.
 - o Q2: Competitors? DC schools most likely as well as Duke University, which is specifically development focus. Price point will make TJPPP competitive.
 - o Q3: How do we manage 25 additional students with different interests than our current cohort? TJPPP believes broadening program's focus will expand the applicant pool. Recruited 7/10 top candidates last class, with remaining top prospects choosing School of International Service at American University.
 - o Q4: What will the rollout look like? Ideally, TJPPP would launch in 2016, with aggressive marketing in 2015, e.g. host an open house and include expanded program, etc. Goal to be steady state by 2018, but marketing will be biggest challenge.
 - o Q5: Will new electives be open to non-MPP? First priority to MPP, but no restrictions on electives per se. The fundamental change is to the MPP core curriculum, with broader electives and focus on different skill set.
 - o Q6: AidData funding comes and goes. Are we sure they'll still be there? Currently on 5-year grant, but working toward self-sufficiency and likely to be renewed.
 - o Q7: Foreign language requirement? Not many programs do this, because not enough time. Programs that have attempted to set admittance thresholds for language have struggled with measuring and assessing student abilities vis-à-vis stated credentials. TJPPP senses language not critical for a skills-based degree.
 - o Board: Commend TJPPP for staying ahead of curve in the field. In growing new MPP program, critical to recruit professors aware of trends, e.g. communications technology and urbanization, and focus studies on new world rather than old

world, i.e. building a cutting edge program focusing on new technology etc., not post-cold war governance.

- Q8: Where are we and where next? Program approved unanimously by faculty, with caveat that expansion cannot come at the expense of the undergraduate program. TJPPP conducted a feasibility study to assess staffing and resource needs to implement, which identified needs for three new administrators, two tenure faculty and one non-tenure eligible faculty member. As with the current program, faculty would be hosted in other departments, but TJPPP would identify and select. TJPPP has briefed the Dean, the Provost, Vice Provost for International Affairs, Vice Provost for R&D, and VP for Development. They are considering now. Once they approve, then TJPPP will establish a committee to develop an action plan, including seeking guidance from APPAM.
- Q9: Pricing? Same as current MPP program, which is set by A&S. TJPPP may request to delink from A&S pricing to enable variable tuition pricing. Program will still hover around \$12,000 plus scholarships and assistantships, which is very reasonable and competitive.

- Trice commends TJPPP on their progress, and encourages Board to stay involved.

Meeting adjourned.