

College of William and Mary Program in Public Policy
Fall 2015 Board of Advisors Meeting
Williamsburg, Virginia
Mason School of Business: Brinkley Commons
November 13, 2015

Executive Summary

Next Board Meeting: Thursday, April 21, 2016, 2:30 pm, Washington DC office.

Graduate Program Update: Graduate program set to expand in Fall 2016 with the addition of an International Development and Policy Track. Nationwide recruiting and rebranding efforts continue.

Undergraduate Program Update: Undergraduate program continuing to grow in size and popularity among students.

Presentation on the Campaign: For the Bold Campaign focused on three goals: (1) Engagement (2) Alumni Philanthropy and (3) \$1 billion in fundraising. Campaign to prioritize recruitment of the most promising students, enhancing and improving facilities, and expanding W&M's worldwide reach.

Committee Updates: Development Committee encourages continued giving by alumni and Board members to demonstrate the importance and relevance of the public policy program to W&M as a whole. Nominations Committee recruiting new members. Alumni Committee continues to engage diverse alums and plan networking events.

International Development and Policy Track: Updated, internationally-focused curriculum accompanying the new track. Long-term goal to attract more international students from a wide range of countries.

Summary Report

Members in attendance: Doug Cook, Katherine Darke-Schmidt, Brian Diffel, Virginia Elwell, Samuel Feder, Katherine French, John Grantier, Charlie Iovino, Jeff Jaeckel, Christian Klein, Brett Levanto, Paul Manna, Elaine McBeth, Molly McCauley, Jennifer Mellor, David Oxenford, Lou Paladeau, Charles Samuels, Sara Scharff, Sarah Stafford, Robert Trice, Ray Warner, Theresa Whelan, Shannon White, Adam Windram

10:30 – 11:00 am: Welcome and Introductions

- Appointments, Reappointments, and Retirements
 - New appointments – Jeff Jaeckel, Earl Pinto
 - Reappointments – Chuck Ford, Molly McCauley, Theresa Whelan
 - Retirements – Jeff Trammel
- Passing of Bob Fritts (Bob Trice and Sarah Stafford)
 - Creation of a scholarship fund in his honor.
 - Not an endowed fund. Names Fritts scholar in the program that will continue until funding runs out.
 - Will send information about the scholar to Bob’s family each year.

11:00 am – 12:00 pm: Graduate Program Update

- Admissions and Program Expansion (Katherine French)
 - French is the new admissions director for the graduate program.
 - Significant efforts this year to recruit new and diverse students from across the country.
 - Career fair visits, work in the DC office, recruitment of students from previously represented undergraduate schools.
 - Development of partnerships with AidData, Mason School of Business, and Marshall-Wythe School of Law.
 - Application incentives for students who worked with Peace Corp or Teach for America.
 - Perceived strengths of the program: great alumni network, DC program and policy dialogues, international policy track, close connection with faculty, high availability of funding.
 - Continuing interest in joint BA/MPP program from current and prospective students.
- Rebranding Effort (Sarah Stafford)
 - Thomas Jefferson references removed.
 - Significant contributions from Brett Levanto and Christian Klein in the creation of new recruiting materials.
 - Focus on (1) personalized, student-focused program, (2) applied, practical program, and (3) access to world-class faculty.
 - New “landing” page for prospective students that focuses on FAQs.
- Current and Prospective Student Update (Elaine McBeth)
 - Comparatively small size of entering 2017 class. Continued focus on quality. Several admitted students chose to start at other professional W&M programs.
 - Rise in the interest in joint program with VIMS.

- Looking to increase the number of BA/MPP students in proportion to the expansion of the program.
- New application deadline of January 15.
 - Moved up from the previous February 15 deadline.
- Schroeder Center for Health Policy (Jennifer Mellor)
 - Center received new funding and made a large data purchase. Purchased two new databases with extensive data on Virginia hospital discharges. Ability to now have a Virginia-based focus on healthcare policy.
 - New seven-week fellowship partnership between the Schroeder Center and Eastern Virginia Medical School (EVMS). Funding will allow the fellowship to continue for summers 2016 and 2017.
 - Each student conducts an independent summer research project on a Virginia health policy issue.
 - Use of integrated EVMS and W&M data and resources.
 - Students participate in site visits, guest speakers, special training sessions, and video conferences to share research findings.
 - Real time use of Stata.
- Graduate Program Activities and Curriculum (Sarah Stafford)
 - Two policy dialogues so far this year – one in DC discussing immigration and one in Richmond discussing higher education policy.
 - Two additional dialogues to be scheduled for the spring (one in DC in February to coincide with the Georgetown career fair).
 - No major changes to the standard MPP class schedule or required courses.
 - International track courses that will be available to all students: (1) advanced three credit GIS training course and (2) applied program evaluation course.

12:00 – 12:30 pm: Undergraduate Program Update (Paul Manna)

- 106 declared public policy majors.
 - Huge growth in just two years. Students enjoying a program that combines economics and government.
 - 41 students to graduate in May or August 2016.
- Current improvements/recruitment efforts
 - Participation in freshman orientation for public policy interdisciplinary programs.
 - Promotion of the five-year BA/MPP joint program.
 - One credit course (Survey of Public Policy) to get students interested in the major.
 - Development of an undergraduate version of the graduate PRS project as a capstone requirement.
- Suggestions moving forward
 - Necessary expansion of the GOV 350 required class for policy majors.
 - Undergraduate aspect/participation in the new international track.
 - Different approach to engaging undergraduate alums with the program.
 - New lecturer position proposed to the dean. Still awaiting approval.

12:30 – 1:30 pm: Lunch with Undergraduate Public Policy Majors

1:30 – 2:30 pm: Presentation on the Campaign (Mark Begly)

- For the Bold Campaign raised \$532 million in 2015.
 - For the Bold website launched on October 22, 2015: forthebold.wm.edu
- Goal to complete a \$1 billion campaign by 2020.
- Goals for consolidated fundraising efforts
 - 1. Engagement
 - Foster stronger alumni engagement.
 - Encourage culture of giving starting when W&M students are freshman.
 - June 3-5, 2016: W&M Weekend in DC at Watergate Hotel.
 - 2. Alumni Philanthropy
 - Donations dropped overall during the Great Recession but have trended upward since.
 - Want to reach the 40% participation goal seen at comparable schools (UChicago, Princeton, Dartmouth, Notre Dame).
 - 27.1% of undergraduate alums donated in FY 2015. Ranked #1 among U.S. public universities.
 - Goal of 30% undergraduate donation in FY 2016.
 - First annual “Tag Day” last year, where university tagged everything on campus that was funded by private philanthropy.
 - 18.4% donorship by graduate students.
 - 3. Complete \$1 billion campaign by 2020
 - Princeton and Carnegie Mellon are the only schools with fewer than 100,000 alums to raise \$1 billion. W&M seeks to be the third.
 - Three-part giving strategy:
 - 1. Annual gift. Focus on targeted donations.
 - 2. Campaign gift. Pledged over 3-5 years to a particular area.
 - 3. Estate provisions. Can book an estate donation as a gift toward the campaign.
- Campaign message map:
 - Giving **enables** W&M to educate and inspire people of great promise and ambition, leading to **impact** to lead lives of principled achievement and purpose.
- Major rise in new gifts and commitments since campaign in 2011.
 - Since July 1, 2015, \$100 million raised.
 - By October 22, 2015, \$532.55 million raised.
- Campaign priorities:
 - 1. Where Great Minds Meet: \$580 million
 - Scholarships: \$350 million
 - Arts and Sciences: \$10 million for graduate fellowships
 - Teaching Excellence: \$62 million
 - Recruiting and retaining best faculty. Peer institutions offer higher salaries.
 - Alumni Engagement
 - 2. Making the Remarkable: \$320 million
 - Center for Liberal Arts: \$10 million
 - Student Opportunity Fund: \$5 million
 - Research and field experiences

- Engaged Learning, Innovation, and Collaboration
 - Buildings and Facilities
- 3. Passion for Impact: \$100 million
 - Leadership Initiatives: \$50 - \$100 million
 - W&M in the World: \$4 million
 - Civic Engagement

2:30 – 3:15 pm: Committee Updates

- Development Committee (Ginny Elwell)
 - Want to equip undergraduates with the same research resources and tools as graduate students.
 - Need for professorships in Government, Economics, and Computer Science.
 - Arts and Sciences has raised \$64 million of its \$140 million so far within the For the Bold campaign.
 - \$30,000 challenge happening until December 31, 2015.
 - Public policy program had the highest amount of funds raised within the Arts and Sciences graduate programs.
 - Bob Trice: Important to remind college administration of the public policy program's importance.
 - Show how public policy demonstrates the value of interdisciplinary academics and research.
 - Sarah Stafford: Encouraged multi-pledge giving.
 - Funds from the “war chest” are being used to recruit the best students while the public policy program is in the process of promoting a national profile.
 - Encouraged gifts to go toward scholarships.
 - Encouraged the Board to contact recent graduates who donated to thank them for donations to encourage future giving.
 - Reinforce connections between recent graduates and current graduate students for potential summer internship positions.
 - Need help repaying the \$165,000 in advance funds from the college president (out of \$500,000 total). Alumni pledges can be directed toward this repayment.
- Nominations Committee (Christian Klein)
 - Board members should be on the lookout for new members to nominate.
 - Outgoing board members can consider being a part of the mentor program themselves or be on the lookout for recent graduates who may be good mentors.
- Alumni Committee (Shannon White)
 - Goal for the past year was to engage more alums.
 - DC program in the fall had four panels: USAID, GAO, Consulting, and Non-profit (with alums participating in each and every panel).
 - Shannon currently putting together a holiday party/networking event.

3:15 – 4:00 pm: International Development and Policy Track (Sarah Stafford)

- Updated curriculum accompanying the new track.
 - Existing track will be re-named Public Policy Analysis (PPA). Focus of the PPA will be on the creation and evaluation of U.S. public policy at the local, state, and federal levels.
 - International Development and Policy Track is designed for students interested in the creation and evaluation of policies in developing economies in international contexts.
 - Students can indicate their track intention on their application but can also change their chosen track mid-program.
 - Elements of the curriculum that will be the same between the tracks: Math & Public Policy, Quantitative Methods I and II, Policy in Practice, Microeconomics for Policy Analysis, Ethics & Public Policy, PRS, Public Management.
 - Plan to split Quant I and Microeconomics into two different sections based on students' previous experience and knowledge of these subjects.
 - Different versions of the Ethics course.
 - May split the Public Management course into different versions: (1) Public Management and (2) Non-profit.
 - PPA focus/core courses: Political Environment with a U.S. policy and politics focus, Benefit-Cost Analysis, and Law & Public Policy.
 - International Development focus: Macroeconomics, Comparative Legal Systems looking at the different international contexts of civil and common law traditions, Global Political Environments, and International Development Policy.
 - No foreign language requirement.
 - International Development internship will be required to be overseas or with an international organization.
 - Continued development of new electives.
 - Working with AidData to develop relationships to use to attract new students.
- Goal to increase the international student pool.
 - Focus on getting individual students from a wide range of countries instead of a large pool from a single country.
 - Broader goal to have 50 countries represented at W&M by 2020. Want to reflect this in admission to the public policy program to help the school further this goal.
 - W&M has a program to help students whose first language is not English.
- Create an international security aspect of the program.
 - Will begin with one or two electives in this area and then expand over time.
 - Current focus on creating a solid development program and can then expand into other areas later.
- Financial model for the expansion.
 - Want the program to be self-sustaining and not draw resources away from the undergraduate program.
 - Increased tuition begins with the students entering in 2016.
 - Higher list price for these students. To be supplemented by additional financial aid from W&M and the public policy program.
 - Tuition rate now comparable to other in-state institutions. Still cheaper than comparable private schools.

4:00 – 4:30 pm: Looking Forward

- Hiring two new faculty members to start in Fall 2016.
 - One lecturer in Public Policy and one economics professor.
 - Want to increase the variety of faculty involved in teaching in the public policy program.
- Hiring one new faculty member to start in 2017.
- Continuing necessity for more mentors, especially for incoming international students.
 - 90% of students participate in the mentorship program.
- Need more internships for incoming students.
 - Necessity to build up public policy's networks and contacts.
- Board members can help the program figure out where the jobs are, connect the program to new sources of internships, and hopefully build ongoing relationships like we have with the GAO.
- Want to double the number of PRS clients and projects.
 - Board members can use their network to draw client-student projects to W&M.
Can also bring in projects for the undergraduates.

Meeting adjourned. Graduate PRS presentations and reception followed.