

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

**MAY 2007**

**TO: MEMBERS TJPPP ADVISORY BOARD (BOA)**

**SUBJECT: SUMMARY REPORT: ADVISORY BOARD MEETINGG**

**EXECUTIVE SUMMARY**

- **STRATEGIC PLAN (SP) – The session was devoted almost entirely and without break to a review of the draft Strategic Plan. Suggestions were numerous and occasionally in conflict. They will be weighed and incorporated into a revised draft.**
- **All Advisors are urged to provide TJPPP Director Eric Jensen ([erjens@wm.edu](mailto:erjens@wm.edu)) with proposed SP revisions either as follow-ups to oral comments or, if non-attending, as new material.**
- **Looking ahead to implement an SP, the BOA Development Committee will be expanded and two Ad Hoc committees created related to “Stakeholders” and “TJPPP Branding”. Volunteers are appreciated.**
- **FALL CELEBRATORY SESSION - The Fall Session on campus on Fri. Oct. 26, 2007 will celebrate the 20th TJPPP Anniversary. The day work session will be followed by a large evening celebratory dinner off-campus featuring a nationally known speaker. Advisors will also be VIP invitees on Sat. Oct. 27 for the President’s Brunch and the W&M- Massachusetts football game. Note: That weekend is also Homecoming. Make lodging reservations early.**
- **Please recommend appropriate speakers, particularly if you have preferential access. We anticipate a dinner for several hundred and would also appreciate help in locating corporate support.**

**Bob Fritts  
BOA Executive Coordinator**

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**ADVISOR NOTES**

The BOA welcomed new Advisors Paul Decker, Lou Paladeau Jr. and Bobby Watson.

The Advisor attendance of twenty fell one shy of tying the 2006 Fall record and included Borrelli, Cline, Decker, Diehl, Fritts, Gowing, Hardwick, Iovino, Lawrence, Lyons, Macauley, Nash, Oxenford, Paladeau, Pommerening, Purdy, Robb, Trammell, Watson & Verkuil

A&S Dean Carl Strikwerda and A&S Development Andrew Barry attended from the College.

TJPPP participants include Director Eric Jensen, Assoc. Dir. Elaine McBeth, Schroeder Health Center for Health Care Policy Director Lou Rossitter, Sr. Fellow Bob Fritts, office manager Dottie Grosse and senior secretary Sophie Correll.

**OPENING**

BOA President Nash and Nominating Chair Borrelli introduced and welcome the three new members. (See Attachments for summary bios).

Responding to Nash's welcome, A&S Dean Strikwerda stated his appreciation of the strong BOA support for the Program and its broad participation in creating the draft Strategic Plan. He noted wryly the "challenge of keeping up" with Eric's ideas and anticipated a good discussion on "moving forward".

**PROGRAM CLASS STATUS**

Assoc. Director Elaine McBeth summarized data for the Classes of 2007-9 (see Attachment). There was the usual discussion on how to improve Program financial competitiveness versus our peers, weak W&M faculty incentive commitments plus a new issue, and how to recruit students in an apparently declining graduate school market.

Re student recruitment, Eric noted as an egregious example that we lost a prime candidate this year to Princeton which offered a \$46K incentive package. W&M can narrow such deficits creatively (e.g. applying in-state tuition rates), but not effectively. With recent initiatives, our apparent incremental recruitment trend line is good. Some competitors, such as George Washington University, now complain that they lose out to us, but we still lose too many to Duke, Georgetown and Michigan. For 2008, Eric intends to use a small “war chest to ramp up and test” what it takes in the market to win an elite top quality candidate.

Re faculty incentives, the issue is part and parcel of the Strategic Plan.

Re recruitment in a weakening graduate school market, TJPPP Alumni Assn. Pres. Chris Lyons noted that he and Eric had discussed means by which the Alumni Assn. could assist within a Strategic Plan. Chris will follow up within his organization and be in touch.

### THE STRATEGIC PLAN (SP)

Forewords -- Eric specified that the draft SP, provided previously by email to all Advisors, was not a finished product. He looked forward to an in-depth discussion and all suggestions would be welcome. He briefly summarized previous BOA sessions when he had discussed endemic TJPPP issues, curriculum and policy focus, potential and limits that were also contained in the base documents (distributed previously by email along with the draft SP). He appreciated the initiative to the Schroeder Health Care Policy Center. He described a pending initiative to link selected W&M undergraduate public policy students into a five year MPP Program. It would complement our external marketing of joint graduate degrees in Law, Business and Marine Science. He noted the new public policy gorilla coming our way in the shape of the just announced Frank Batten \$100M support of a School of Public Policy at UVA.

Strategic Plan chair Purdy stated that the BOA Strategic Plan Committee draft reflects a “vision to impact the Commonwealth, the nation and the global community”. Inherent factors are a “new spirit” looking toward encompassing program “enhancements” based on the W&M reputation, a quest to determine, create and exploit “added value”, and a possible research policy focus on “lessons learned”. Progress would be gauged by a series of “phased opportunities”.

Discussion – As expected, the ensuring BOA discussion was broad and far-reaching.

The draft SP was praised as well-thought out, well-grounded and specific on needed change. The discussion coalesced around a number of themes. However, any consensus was elusive. Instead, comments tended to focus on variants of alternative approaches.

At what pace should or can the Program move forward from a “Program” to a “Department” or a “School”? What would be the realistic, financial and faculty implications of doing so. Should a long-range “vision” drive the process or should a phased incremental transition be pursued from an “enhanced foundation of strength”? To what degree should the Program exploit its proximity to Washington and what are the costs-benefits? What are the distinguishing characteristics or “signatures” of the Program and how can they best be “branded” into “program visibilities” for potential donors and students? As the ability to move forward depends “critically” upon perceptions by internal (College) and external “stakeholders”, who are they and what kinds of Program values could best enlist support or dilute resistance of either or both? Given the realistic disparity of resources and even with the W&M cachet, does the Program have or can it develop an identity competitive with the new UVA school of public policy? Should the SP identify a phased list of “achievable” based on “measurements of success” or would such an approach be too restrictive and conservative? What can or should be the roles of the growing number of TJPPP alums who are beginning to move into middle management levels? To what degree can the Schroeder investment in the health policy center be a model for others or is it unique?

Next Steps -- Eric and Purdy thanked the Advisors for their wide-ranging, thoughtful and assertive comments. The tabled SP had served its purpose and will be revised. Eric requested participants to email him with their comments and will circulate a revised draft within several weeks. He called for volunteers to serve on the current Development Cttee as well as on prospective ad hoc cttees, temporarily labeled as “Branding” and “Stakeholders”.

#### TJPPP ALUMNI ASSN. HOSTED EVENT

Thanks again to the financial support of Lockheed Martin (Bob Trice), the TJPPP Alumni Assn. hosted its fourth annual “Topics in Public Policy Forum”. reception in honor of TJPPP alumni, the BOA, public policy colleagues and friends. The featured speaker was The Honorable David Walker, U.S. Comptroller General, whose provocative presentation on “GAO Oversight, Insight and Foresight” left in no doubt his belief that the GAO is the only Federal agency motivated and equipped to provide an integrated and comprehensive roadmap of what the USG does, does not do and, in a perfect world with Congressional approval, should do.

**NEXT MEETING – Our 20<sup>th</sup> Anniversary**

The next BOA session will be held on campus Fri. Oct. 26. Importantly, we'll also celebrate the 20<sup>th</sup> anniversary of the Program. The day meeting will certainly continue the focus on the SP, possibly on implementation, as well as feature the always popular student research interactions. A celebratory off-campus dinner with a prominent national speaker is also planned. Advisor suggestions on a speaker and potential corporate support are most welcome.

Advisors will also be invited to attend the Sat. Oct. 27 President's VIP Brunch that will precede the W&M vs. UMass football game.

Mark your calendars now and make reservations early as Oct. 26-27 is also W&M Homecoming. In a sense, we're providing a public policy "twofer" – the BOA events and the College's Homecoming. Be part of both.

**Bob Fritts**  
**BOA Executive Coordinator**

**Attachments: As stated**