

**THE THOMAS JEFFERSON PROGRAM IN PUBLIC POLICY
THE COLLEGE OF WILLIAM & MARY
April 14, 2012 ON CAMPUS**

ADVISORY BOARD SPRING SESSION

EXECUTIVE SUMMARY

NEXT BOA SESSION - Will be held on Fri-Sat. Nov. 16-17, 2012 ON CAMPUS. Board Session on Friday & VIP Events on Saturday (W&M football vs. URichmond & President's Brunch),

25th ANNIVERSARY EVENT – Was marked by the W&M Rector and W&M President, twenty one (21) current and former Advisors, named donors (Bob and Susan Trice plus Cliff and Lois Schroeder), the two former JP Directors, faculty, alumni and friends. Over 110 guests participated. The focus of Rector (and first BOA President) Jeff Trammell's Keynote was "Professional Policy Analysis: Can it Lead Us Past Divisiveness?" His message: It has to, because honest numbers must become the reality.

ADVISOR NOTES - After two terms over eight years, Eric Jensen will be succeeded on July 1, 2012 by Associate Director Sarah Stafford. Jensen was honored at the BOA Session and the 25TH Dinner Event. New Advisors are Chuck Ford, U.S. Amb. ret., and Scott McCleskey, Thomson Reuters.

JP CAPSULE – The Program is in good shape and the structured mentoring initiatives begun last year by Advisors are beginning to have impact. The key Policy Research Seminars (PRS) warrant more Advisor focus. They're mutually beneficial professionally and personally. A recruiting test by the JP Alumni Assn. was so effective it will be repeated and expanded. A number of old and new graduate program aspects are being strengthened. The "explosion" of undergraduate interest in public policy is being nurtured aggressively.

DEVELOPMENT – Advisor CY 2011 annual donations again exceeded the target of \$100,000. The 18 month Trice Challenge of \$100,000 was also met. Two Advisors recently made substantial multi-year commitments – a very welcome trend.

A NEXT LEVEL? - Revisiting the JP Strategic Interim Vision (SIV) of 2007 and progress made in Phases I & II, Jensen focused on Phase III that envisions a "next level". He unveiled for discussion and comment a notional concept that would increase already nascent JP autonomy and generate funds for a new level of academic quality. After posing numerous probing questions, Advisors found the concept intriguing and worthy of further exploration.

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WILLIAMSBURG, VA**

**ADVISORY BOARD (BOA) SPRING SESSION
April 14, 2012
On-Campus**

25th ANNIVERSARY CELEBRATION

The Jefferson Program celebrated its 25th Anniversary looking backward with pride in academic and professional progress, deep appreciation for Advisors' essential support, and forward to expanded opportunities with new leadership as Prof. Sarah Stafford replaces Eric Jensen, effective July 1, 2012. The gala 25th dinner at the Williamsburg Lodge featured current and former Advisors, the two former JP directors (Founder Finifter and Archibald), current and past faculty and administration (including W&M President Reveley), and featured W&M Rector (and founding BOA President) Jeff Trammell as the keynote speaker. Outgoing JP Director Jensen received a standing ovation and a commemorative surprise plaque.

ADVISOR NOTES

Current Advisors (18) attending both or either event included Carter, Cook, Darke Schmitt, Decker, Ford, Fritts, Hartwick, Iovino, Klein, Levanto, Macauley, McFadden, Normand, Scarlata, Trammell, Vineyard, Walkup & Whelan plus former Advisors -- Blair, Nash & Rodenberg. Two new Advisors were welcomed -- Amb. Chuck Ford, Acting Director General of the U.S. Foreign Commercial Service, U.S. Department of Commerce, and Scott McCleskey, Global head, Financial Services Regulation, Thomas Reuters.

Jefferson Program participants at either or both events included JP Director Jensen, Stafford, McBeth, Manna, Boyer & Correll plus Schroeder Center for Health Policy Director Mellor.

OPENINGS

President Trice welcomed current and former members for the auspicious 25th Anniversary Session and Event, recognized new Advisor Chuck Ford W&M'72, announced new Advisor Scott McCleskey W&M'84, and further announced the July 1, 2012 shift in leadership from JP Director Eric Jensen to Sarah Stafford. Both received their applause with tongue-in-cheek comments.

Director Jensen thanked Advisors for their increased participation in the life of the program that is so critical to success. Of course, funding is important and, as Decker will later report, has been very successful in this anniversary year. He noted the multi-year major support from Bob Trice and significant multi-year donations (Trammell & Normand). The BOA policy emphasis on Advisor mentoring is beginning to impact our students with rewarding benefits for the Advisors. “You are making a difference”.

PROGAM REVIEWS

Associate Director McBeth presented her vaunted 1-page “snapshot” review of graduate students and the origins of the, as yet, incomplete (8) Class of 2014. Recruitment is picking up this year not just for us, but nationally. The initial summer internship spread of the Class of 2013 is Federal (4), State/Local (4), Non-profit (4), International (2) & Private (11). McBeth outlined strong JP success metrics. The graduating Class of 2012 (18) has 10 job placements so far.

Levanto, President of the JP Alumni Assn. announced an initial blast of interest in and results from an “Alumni Calling Panel” to follow up applicants. The welcome initiative will be expanded next year.

Associate Director Stafford emphasized the demonstrated success and importance of Advisor participation in the public policy seminars held in Washington D.C. as one of our key mentoring approaches. There’s also a welcome trend of more Advisors, more student interest and greater relevance. Advisors chimed in to state their own rewards and recognition of MPP talent. President Trice noted that, among other aspects, contact with the JP students restores one’s “... faith in America”.

Stafford reviewed initiatives on curriculum, including a student requested advanced course on the innovative Geographic Information System (GIS), e “short” one-hour elective modular courses, and other changes to enhance MPP relevance to the professional market place. The new international aspects are popular, but need strengthening. A planned survey of alumni will query the relevance of curriculum content to professional utility.

She, seconded by Jensen, waxed eloquent on the importance of the “real world” Policy Research Seminars (PRS) to MPP success. The PRS teams, composed of graduate students, an undergraduate presence, and faculty guidance, are Win-Win for us and the sponsors. We always need more for the Fall focus. Several Advisors gave testimonials to their pleased success.

Undergraduate Coordinator Manna followed up on his review at the Fall 2011 BOA session as he extolled the “explosion” of W&M undergrad interest in public policy. He’s exploiting the opportunity to entice undergrads into public policy by integrating them systematically into joint opportunities, such as the MPP

Policy Research Projects, further revamping the new “Parade of Stars” public policy survey course, coherent academic tracks and extracurricular activities. The mentoring lunch with undergraduates is also a new initiative (Advisors termed it very repeatable). There are now 88 public policy majors, including 27 seniors. He outlined a number of additional faculty, curriculum, social and peer initiatives to meet and further stimulate demand. President Trice praised the “phenomenal progress”.

Schroeder Center for Health Policy – Jensen, in the absence of Director Mellor, stressed the importance of the Schroeder Center to the Jefferson Program (“... every public policy program needs a visible center”) and referred Advisors to the summary brochure in their packets. He noted that Cliff and Lois Schroeder would be recognized at the 25th Anniversary Event that evening.

BOA REPORTS

Nominations – Chair Ted Normand welcomed the additions of Ford and McCleskey and was not aware of any pending nominees. He urged Advisors to keep on the lookout.

BOA Development – Chair Paul Decker praised the BOA for its \$105k annual giving in 2011 and, especially, for also meeting the Trice Match Goal of \$100k (mid-2010-April 2012). Thus, in reality, Advisors over 2011 provided about \$150k. He called for similar success in the current FY2012 by moderate “non-burdensome” increases. He announced major new multi-year commitments by Trammell and Normand and urged Advisors to follow suit. Jensen praised the BOA for its generosity, noted that JP is envied throughout Arts & Sciences as the BOA provides about 1/3 of all donations raised for A&S (seconded by Trice), and that the BOA is considered a model board. Trice urged Advisors to move to new levels of support via multi-year pledges.

In that regard, JP now has direct responsibility for tracking Advisor donations. Thus, please DO NOT send JP donations to W&M Development. Instead, send to the Jefferson Program in Public Policy at the address below. BE SURE to cite Acct. # 2918 on the memo line.

Thomas Jefferson Program in Public Policy
The College of William & Mary
POB 8795
Williamsburg, VA 23187-8795

If in doubt or for special handling, contact JP Barbara Boyer at (757) 221-2388 bboye@wm.edu.

PROGRAM PROSPECTS (Jensen's Swan Song)

Jensen briefly recounted JP history followed by a short contextual review of our 2007 Strategic Interim Vision (SIV). He took some pride in where the Program and the BOA have come during his watch despite unavoidable fiscal and administrative constraints relevant to the College. Advisors and faculty have played key roles in leavening both. He took particular pride in the remarkable improvements in student quality and program reputation plus the switch to enthusiastic faculty support. As stated last fall, we have moved over time from a “fledgling” to an “established national peer competitor” and are “financially sound”.

In looking at SIV Phase I (Building Capacity and Stakeholder Engagement), its' been “mostly accomplished”. Phase II (Building Program Prominence) has also made substantial progress. In departing and with a view to the future, he also reviewed Phase III (Sustaining Program Prominence ...). Even here, progress has been made. As in any strategic plan, parts of all three phases are outmoded, but, for the most part, remain germane.

Essentially, Phase III looks to a “next level”. What kind of next level? Somewhat elliptically, the SIV envisioned “...a future department or school of public policy.” Given the economic and financial circumstances of higher education now and for the foreseeable future, those terms are unrealistic. They also pose a conceptual and administrative tripwire for rationale consideration as to what kind of “next level” might actually be achievable.

Jensen then displayed notional observations from an informal tuition survey he had made of selected public policy peer institutions, large and small, public and private. His focus was not on the “list price” of tuition, but on the “net cost” to each institution, after deducting their various student incentives, such as tuition remissions and graduate assistantships. The results were striking – the W&M Jefferson Program in real terms is an exceptional bargain for students. Thus, there appears to be a real opportunity to recapture “hard” tuition dollars while retaining our competitive edge with “soft dollars”, abetted by the “W&M experience” (smaller program, individual attention, locale etc.). The result could be a comparative major increase in real resources.

To do so, the Jefferson Program would need a greater degree of autonomy than presently, perhaps akin to that enjoyed by the Reves Center for International Studies. Back-of-envelope projections suggest a matrix of outcomes, dependent upon variables such as tuition list price, deductibles and student body size (constant, doubling or tripling our current optimum number of 46).

In an aside, Jensen said that Advisors often state their hope, including today, that JP might move more broadly to strengthen its international aspects. And there might be a way. He and the new Vice Provost for International Affairs have

brainstormed the latter's idea of a future Master's Policy in International Affairs (MPIA). Even as a tentative idea, there could be JP complementarities and potential revenue benefits.

In closing, Jensen discerned that higher education in Virginia and at the College is under such financial stress that the environment for new approaches is more open than in 2007 when the SIV was drafted.

He and Stafford had discussed the concept at some length and asked Advisors for their views, expertise and reactions.

BOA "CONCEPTUAL" DISCUSSION

In all fairness, it took Advisors awhile to absorb what they had seen and heard. Thus, initial responses related to clarifying "normal" College and JP financing, data validity and terminology aspects of College practice. As time went on, the discussion moved to potential costs and benefits under the notional scenarios.

In that regard, a cluster of comments queried the potential "downside". Would any marked JP growth in size and physical plant produce diminishing returns with a need for increased faculty and other support? Would there be any "perceived additionality" for applicants or students and, if not, would our applicant pool actually decrease if more expensive on a net basis? Or, is JP actually now "too cheap?" Several Advisors strongly supported an MPIA option as professionally relevant and a "real bonus".

Jensen and Stafford replied that while the risks of student defections and turnoff were low, any loss would be far offset by benefits. As for overhead, even an expansion in students at the higher ends would entail only three or four new positions. The overall concept was "low risk" and JP needs hard dollars to move on. While a "higher level" may appear bold, JP, in reality, has already edged away from being a standard program or department, in part because of what BOA support has enabled JP to do. But we need more autonomy to move to a "next level" and a new Jefferson Program "brand".

The BOA adjourned to the Williamsburg Lodge.

25h ANNIVERSARY DINNER EVENT

The 25th Anniversary Dinner Event was held at the Williamsburg Lodge with over 100 attendees, including W&M President Reveley, former JP Directors Finifter (Founder) and Archibald, W&M JP faculty, MPP students and alumni, JP staff and friends of the Program. The BOA was represented by President Bob Trice and over

twenty current and former Advisors. The Keynote Speaker was W&M Rector Jeff Trammell, a founding BOA member and its first president.

Director Jensen recognized those at the head table, including Schroeder Center for Health Care Policy namesake, Cliff and Lois Schroeder, Director-designate Stafford, and various attendees instrumental to Jefferson Program success. In turn, BOA President Trice, on behalf of the Board and JP associates and staff, surprised Jensen with a commemorative plaque of his outstanding eight year tenure as Director of the Jefferson Program of Public Policy. Jensen received a standing ovation.

President Reveley made brief laudatory remarks.

Rector Trammell's Keynote, in his capacities as Founder BOA President and on-going Advisor, was "Professional Policy Analysis: Can it Lead Us Past Divisiveness?" Trammell, a long time veteran of policy debate in Washington D.C., reviewed his relationship with JP (from its creation) and praised its success. He noted that Thomas Jefferson was, in fact, an apt inspiration for the Program, despite the paradox that our 25th was being celebrated on about the same date that Jefferson "turned away" from the College and Williamsburg. However, the College was by then already "infused" with the concept of public policy. Today public policy analysis has become the "core issue" in this era of "failed statesmanship". Our political system is "unable to face realities" because of "financial interests". "The only way out is to do the right thing and trust the numbers of honest analysis."

Trammell reviewed the paralysis affecting the gamut of national and regional issues and lamented that neither the non-partisan Congressional Budget Office (CBO) analyses were adopted nor the Simpson-Bowles proposals. Still, he remains "cautiously optimistic" that "public policy numbers will eventually lead us out of the thicket". Our best statesmen historically have finally "faced facts" to overcome challenges. "That's the American way". He charged MPP alumni and students to "lead us out of stalemate".

Bob Fritts
2nd Vice President
U.S. Amb (ret.)

