

LAFAYETTE

POLICY STUDIES PROGRAM

ANNUAL REPORT 2014





Reed Shapiro '14 interviews Kevin Mandia '92 for *Lafayette Lens*.

MOVIE VILLAINS WHO CAN'T HACK IT



The cyber attack on Sony Pictures illuminated a disquieting dimension of cyberwarfare: its expansive threat to economic freedom. The intimidation of Sony and the entertainment supply chain starkly demonstrates what happens when business and artistic choices are coerced rather than freely made.

Selecting movie villains and heroes with an eye to box-office success is nothing new or surprising. Villains and heroes have changed with increasing globalization; the emergence of China as the second-largest movie market is not lost on producers.

However, something is very different about a process in which choices are driven by customer preferences, capital markets, and competition, rather than a process responding to coercion and intimidation. The cyber threat aims at the heart of a well-functioning free-enterprise system, which obviously depends on freedom from coercion and the protection of property rights. Cybersecurity is one of the most daunting challenges of our time.

Policy Studies aspires to be a leader in preparing students to identify and confront problems like cybersecurity, complex problems that lie at the intersection of business, technology, and policy. In April we launched a cybersecurity initiative, hosting a campus-wide lecture by **Kevin Mandia '92**, COO of FireEye and renowned cybersecurity expert. In the fall, we formed a partnership with Mandia and Lafayette's IDEAL Center that has engaged students in exploring potential solutions to cyber attacks. A workshop in October focused on threats to state and local government that featured Mandia, U.S. Congressman Charlie Dent, and Pennsylvania Homeland Security Director Thomas Minton.

Faculty affiliate **Gladstone "Fluney" Hutchinson** continued his path-breaking public scholarship on market-based solutions to poverty and human deprivation. His Appalshop project received national attention from his featured invited presentation at the Imagining America annual meeting in Atlanta. Faculty affiliate **David Veshosky** was awarded an Assante grant that facilitated work with students on renewable energy and vernacular architecture on Roatan Island, Honduras. Faculty affiliate **Nicole Crain** and myself, along with Professor **Donald Chambers**, began a year-long study of immigration focusing on the surge in immigrants from Central America, which was supported by an Assante grant, the William E. Simon Professorship, and the Whitman Fund.

The Policy Studies senior seminar produced the third edition of *Lafayette Lens*, a news magazine produced in partnership with PBS39-WLVT. These and other activities highlighted in this report indicate our strong record of facilitating innovative solutions to complex problems by integrating and synthesizing knowledge from multiple disciplines. I am grateful to the students, faculty, and alumni who have contributed mightily to make 2014 a meaningful and memorable year.

Best wishes,

W. Mark Crain
William E. Simon Professor of Political Economy
Chair, Policy Studies

OUR MISSION



The Policy Studies offices are located in Pardee Hall.

The Policy Studies major offers a multidisciplinary course of study enabling graduates to engage and provide leadership in a dynamic domestic and global environment. Students are given the freedom to innovate academically and the opportunity to develop collaborative skills, utilize their creativity, and engage in entrepreneurship. The major provides a foundation for understanding the essential interactions among government, private, and social sectors in rapidly changing domestic and global contexts; only by coordinating work within these sectors can we hope to solve the world's great problems.

PROGRAM OBJECTIVES

The Policy Studies program offers a creative and constructive collaboration among the humanities, social sciences, natural sciences, and engineering. The program of study bridges the intellectual breadth and rigor of the liberal learning tradition with practical concerns of solving problems that lie at the intersection of business, technology, and policy, including those involving human well-being, ecological health, and environmental sustainability.

The curriculum examines organizational structure and performance in the private, public, non-government, and not-for-profit sectors; the movement towards performance-based management models; the pivotal role of technology transformations; and economic globalization. The program provides students with a foundation for lifelong learning and prepares them for productive careers in diverse fields.

The Policy Studies program embraces the spirit of mentoring and experiential learning to enhance critical thinking and decision-making skills. It stresses applications of the tools and insights from multiple disciplines to analyze a range of contemporary challenges, including the short and long-term drivers shaping global events such as demography, technology, economic integration, and strategic resources.

FACULTY ADVISORY COMMITTEE



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of Political Economy



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Rexford A. Ahene

Professor of Economics



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Associate Professor
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Nicole Crain

Visiting Professor and
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and Assistant Head of Foreign
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David A. Veshosky

Associate Professor of Civil
and Environmental
Engineering and Acting Chair
of Engineering Studies



Gladstone Hutchinson

Associate Professor
of Economics



Andrew J. Vincchur

Professor of Psychology

LEARNING OUTCOMES

The Policy Studies major integrates knowledge and fosters innovation as a lifelong habit. We emphasize four learning outcomes, which are summarized below.



Enabling Leadership

Policy Studies students will develop high standards, teamwork skills, and the ability to motivate people.



Global Awareness

Policy Studies students will learn tools for effective management of organizations across cultural, political, geographic, and economic divides.



Entrepreneurship

Policy Studies students will examine and appreciate the role of ownership, property rights, and a mindset oriented towards innovation.



Social Accountability

Policy Studies students will comprehend and value the responsibility to manage organizations in light of their wide-ranging impact on their communities.

SECURING CYBERSPACE

A Partnership with Kevin Mandia '92

In April 2014 Policy Studies hosted **Kevin Mandia '92**, who presented a campus-wide lecture entitled “State of the Hack.” Mandia spoke to nearly 150 students about the motives, methods, and perpetrators of the recent cyber crime wave and about actions to combat cyber threats.

Mandia became a national figure after his firm Mandiant, which specialized in responding to computer network breaches, published a 60-page report that revealed the Chinese theft of American trade secrets. The revelation propelled Mandia and his company to the forefront of a national security firestorm. Mandiant was purchased in 2014 by FireEye, a provider of security software, where Mandia serves as chief operating officer.

The report brought Mandia into the international spotlight. He was featured in *The New York Times*, *Fortune*, and other major media. *Foreign Policy* named him one of the Leading Global Thinkers of 2013 for his work “on the bleeding edge of the digital revolution, where a battle is being fought over who will control the defining tool of the 21st century.”

Mandia is the coauthor of the books *Incident Response: Investigating Computer Crime* and *Incident Response: Performing Computer Forensics*. He regularly provides commentary and analysis in national media. He has testified as an expert in federal court and provided testimony before the House Intelligence Committee.

During his campus visit in April, Mandia shared his experience and expertise with students. He also sat for an extended interview with **Reed Shapiro '14** in connection with the latest edition of *Lafayette Lens*, a TV program produced in partnership with local PBS affiliate WLVT Channel



Kevin Mandia '92 gives campus wide lecture, “State of the Hack.”

39 by students taught by **Mark Crain**, Simon Professor of Political Economy and chair of the Policy Studies program.

“Kevin is an outstanding example of a Lafayette alumnus leading a global effort to solve one of the great challenges of the 21st century—the threat of cyber crime and cyber terrorism,” Crain says. “His involvement with Lafayette students brings vivid reality to the College’s vision. His solutions integrate knowledge from multiple disciplines: information technology, business, policy, history, and culture. He brought all these together and created a successful, profitable global enterprise. Kevin’s career exemplifies the value proposition behind a liberal arts education.”

Lafayette awarded Mandia an honorary Doctor of Public Service degree at the 179th Commencement in May 2014. The Cybersecurity initiative will continue in 2015 in partnership with Mandia and Lafayette’s IDEAL Center. Professor **Nicole Crain**, associate director of the IDEAL Center, is coordinating a partnership to offer a workshop, and is a co-producer on a cybersecurity broadcast.

DISTINGUISHED ALUMNI BRING INSIGHTS, EXPERIENCES, AND RELEVANCE

“Industry, Strategy, and Policy” is a core requirement for the Policy Studies major. The course emphasizes that businesses do not operate in a political vacuum and that good policy-making demands a clear understanding of how markets work. Strategic analysis of globally integrated enterprise—from healthcare to telecommunications to financial services—requires a deep understanding of both markets and politics. A key feature of the class is participation by distinguished alumni and other industry leaders, who bring practical applications and real-world experiences to the classroom, enabling students to participate in a unique professional learning environment. The course exposes students to opportunities and challenges facing the major sectors of the global economy. The topics and the alumni who participated are listed below.



Biotechnology

Roger S. Newton '72

President and Chief Executive Officer, Esperion Therapeutics, Inc.



Leadership

Donald E. Morel, Jr. '79

Chairman and CEO, West Pharmaceutical Services



Business Structures, M&A, and Divestitures

Edward W. Ahart '69

Partner, Schenck, Price, Smith & King, LLP



Manufacturing and Corporate Social Responsibility

Bruce Maggin '65

Board of Directors, PVH Corp



Financial Services

Michael C. Heaney '86

Managing Director, Morgan Stanley & Co.



Media/Entertainment

Susan Fox '88

Vice President, Government Relations, The Walt Disney Company



Government Affairs

Peter D. Holran '87

Director, U.S. Public and Government Affairs, Enbridge



Non-profits

J. Peter Simon '75

Co-Chair, William E. Simon & Sons



Health Care

Gerry Kavanaugh '76

President, Higher Education Partners

[T]he current distinction between what we call classroom learning and what is called out-of-class learning will rapidly become more and more porous.

Alison Byerly, President of Lafayette College



Roger Newton '72 with Marris Lieberman '14 (L-R), John Moors '13, and Christopher Martinez '14.



Donald Morel, Jr. '79 with Burke Kusnierz '14 (L-R), Kelly Sposato '14, and Kerry Donohue '14.



Retail Trade

Barbara Levy '77

Retired Executive Vice President,
Merchandising, Ross Stores



Trust

Christopher G. Caine '78

President and CEO, Mercator XXI



Telecommunications/IT

Peter G. Jacoby '81

Vice President-Director for
Congressional Affairs, AT&T
(now Senior Vice President,
Government Affairs,
UnitedHealth Group)



Barbara Kimmel '78

Executive Director,
Trust Across America

SPRING 2014 BROADCAST OF LAFAYETTE LENS ON PBS39

Spring 2014 marked the third edition of *Lafayette Lens*, a student-run public affairs program produced in partnership with PBS affiliate WLVT, Channel 39. PBS39 reaches 7 million potential viewers in Pennsylvania and New Jersey. The broadcast focused on changing policies involving autonomous vehicles and the changing dynamic within the crypto-economy. This installment focused on how new technology, such as drones, are being handled by policy-makers in the U.S. and globally.



Wrapping up the third edition of *Lafayette Lens* at PBS 39.

THE SPRING 2014 EDITION: AUTONOMOUS VEHICLES AND THE CRYPTO-ECONOMY

By Maddie Peabody '15

I had heard many times that college affords unique opportunities to work with people on projects you will never have the chance to do again. *Lafayette Lens* was my opportunity. Being in a fast-paced environment, with the attention to detail that accompanies a semester of thinking, writing, and producing a broadcast for PBS39—the immenseness of it all gets lost and seems routine.

I am continually impressed by the students' accomplishments in partnership with the professionals at PBS39. It started with a few ideas for the themes of the spring broadcast. Students pitched four initial ideas, and a discussion among class members left us with our focus areas: autonomous vehicles—drones and driverless cars—and what we came to call the “crypto-economy.”

My knowledge of drones had been limited to military applications, and I knew nothing of the crypto-economy. These complex topics could not be grasped effectively in a normal classroom environment, yet producing *Lafayette Lens* presented the opportunity to do research, talk to experts and people that use the products, use them yourself, and ask questions that spark your curiosity.

Having classmates from different backgrounds and strengths allowed us to explore our own interests and come together to make a comprehensive and cohesive production. From the start it was a complete group effort spearheaded by our student producers, **Kelly Sposato '14** and **Madeline Press '14**. Under their guidance, we narrowed areas that each group thought were important, which we revised and polished for weeks.

I was assigned to a field package in the crypto-economy segment with **Marissa Liebman '14**. We focused on everyday uses and the people in the



Co-hosts Maddie Peabody '15 and Reed Shapiro '14.

Lehigh Valley who use the crypto-currency Bitcoin. We used familiar skills in writing the script and explored new areas, too. Video editing was one of the biggest challenges. We had guidance from a PBS staff member, but the majority of it we did on our own. Although trying at times, doing everything from start to finish allowed us to bring the skills we had perfected in the classroom and put them to use in an innovative way.

I also had the opportunity to have another role in the production. I was fortunate enough to be selected as a co-host, which enhanced my experience even more. I was involved in the overall script, how it would be organized, and how the final project would be seen. Being on-set in the PBS studio opened my eyes to television production and helped me hone my public speaking skills and ability to think on my feet.

Being a member of *Lafayette Lens* was one of my best experiences at Lafayette. It opened my eyes to new topics and allowed me to work with a group of classmates and advisers I may have never collaborated with otherwise. Seeing the final project and knowing how much hard work and organization went into the broadcast was the biggest reward.

THE COMPLEX CHALLENGE OF IMMIGRATION

By Jen Bognar '16

A team of 25 students is collaborating with PBS39 to produce a broadcast on the growing challenges of Latin American immigration into the United States. This fourth edition of *Lafayette Lens* is supported by the Assante fund, created by Lafayette Trustee **Linda Assante '90**. Work began in the fall 2014 and will continue in the spring 2015.

The broadcast will explore the entire process of immigration, beginning with the environment in Latin America and ending with adjustments to life in the U.S. Teams of students, including Policy Studies majors **Anne Kaplan '15**, **Ed O'Brien '16**, and me, will write and produce segments.

PBS specialists are working with students to translate their ideas into an impactful program that will be broadcast in 2015. True to PBS39's local focus, the teams will present stories of Latino families in the Lehigh Valley. Students will unravel the physical and legal paths to immigration, along with social and economic consequences for Latin America and the United States. Many will travel to Guatemala to investigate and document non-U.S. perspectives.

The broadcast will encompass policy debates, examining U.S. efforts to provide for the growing number of families in detention centers and highlighting Guatemala's "¡Quédate!" ("Stay!") campaign, an effort aimed at youth to curtail emigration and the brain drain. It also will feature a student "showdown" covering immigration policy controversies.



Jen Bognar '16 interviews Paul Briere, Congressman, Republic of Guatemala.

FACULTY SPOTLIGHT

Rex Ahene

While on sabbatical from the College, Policy Studies faculty affiliate **Rex Ahene** conducted a systematic analysis of land-policy and land-administration reforms in developing sub-Saharan African countries—reforms which he played the lead role in developing and implementing. The countries included Tanzania, Malawi, Uganda, and Ghana.

The initial outcomes of Ahene's research were incorporated in two publications. The first, *Securing Africa's Land for Shared Prosperity: A Program to Scale Up Reforms and Investments*, edited by Frank Byamugisha, was published in November 2013. He also contributed a chapter in *Agricultural Land Redistribution and Land Administration in Sub-Saharan Africa*, also edited by Byamugisha, which was released in February 2014.

Ahene was invited by the Natural Resources and Climate Division of the Food and Agriculture Organization of the United Nations to visit, review, and develop new strategies for land-administration reforms in Sierra Leone and Liberia. The financial support is being provided by the German-FAO Trust Fund Project and by a Korean Trust Fund administered by the Global Land, Rural, and Geospatial Unit of the World Bank.

Ahene has been appointed to the Scientific Committee of the Land Policy Initiative, a division of the African Union. The committee is charged with organizing an annual conference on land policy in Africa and with publishing conference proceedings and a peer-reviewed *Journal of Land Governance in Africa* starting with the inaugural conference, held in November 2014.



Rex Ahene and students studying abroad in Africa.

THE CAINE SCHOLARS AWARD IN GLOBAL LEADERSHIP, BUSINESS, AND POLICY

The Caine Scholars Award was established in 2008 in recognition of **Anthony C. Caine '38** and his son, **Christopher G. Caine '78**, in appreciation of their education at Lafayette College. Anthony personified the characteristics of interdisciplinary business and leadership skills during a long career in U.S. manufacturing. Christopher, a major intellectual and financial supporter of the Policy Studies program since its inception, endowed the award to strengthen the commitment to develop the next generation of global U.S. leaders who have an appreciation for public policy and business.

Policy Studies majors are eligible to compete for the award, which provides a stipend to support a summer internship experience that meets award guidelines. **Susanna Kim '15** and **Abigail Williams '15** were the recipients in 2014.

Susanna Kim '15

The Caine Scholars Award supported Susanna Kim's summer internship at Breakthrough of Greater Philadelphia. Breakthrough is a non-profit that provides a unique academic enrichment program that builds a path from middle school to college for low-income students from Philadelphia's public schools. Ninety percent of Breakthrough's students are accepted into competitive, top-tier high schools, 92 percent graduate from high school, and 86 percent attend college directly after high school.

Breakthrough uses the students-teaching-students model to educate, engage, and inspire young people to achieve their academic and career goals. Her experience at Breakthrough provided both inspiration and critical exposure to real-world challenges in the classroom for Kim, whose concentration within Policy Studies is Education Policy.

In addition to teaching two courses, Kim received professional-development training in instructional strategies and participated in events with employers such as Teach for America and the Philadelphia Teacher Residency. She served as a mentor for six students, setting personal and academic goals with them, conferencing with their parents/guardians about their performance at Breakthrough, and writing evaluations. She incorporated a global context as an adviser to the French Club, relying on her knowledge as a French major and her studies in Morocco to create a curriculum that focused on French-language instruction and promoted global citizenship. She connected via Skype with visiting speakers from francophone countries and regions and explored these cultures through food, music, and videos.



Susanna Kim '15 at Breakthrough of Greater Philadelphia.

Abigail Williams '15

Abby Williams received the Caine Scholars award to support her internship at the William E. Simon & Sons investment firm in Morristown, N.J., and the William E. Simon Foundation in New York City, whose main mission is to help inner-city youth and families gain access to education and community-based services.

Williams, who is pursuing degrees in Policy Studies and Neuroscience, shadowed **Peter Simon '75**, co-chairman of William E. Simon & Sons and a Lafayette trustee. "Mr. Simon taught me a lot about what it means to be a leader," she says.

Williams attended N.J. State Board of Education meetings with Simon, attended Manhattan Institute lectures and receptions, visited nonprofit organizations the foundation supports, and sat in on daily meetings led by Simon and foundation staff.

Her tasks included researching federal financing of education standards and assessments and the "Race to the Top" program. In addition, she analyzed and assessed the Common Core requirements and addressed its future impact.



Peter Simon '75 and Abby Williams '15

She also visited Brilla College Prep, a charter school in the South Bronx supported by the foundation. Williams, who serves as president of Lafayette's Alternative School Break Club, has arranged for Brilla to be ASB's community partner for an initiative focused on inequities in urban education and potential solutions.

Recipients of the Caine Scholars Award in Global Leadership, Business, and Policy

2008	Christopher Haight '09
2009	Daniel Stephan '10
2010	Megan Jones '11
2011	Luke Calvano '12
2012	Jesse Ryan '13
2014	Susanna Kim '15
2014	Abigail Williams '15

ALUMNI TESTIMONIALS

Daniel Valladares '14

Legal Entity Risk Analyst
JP Morgan Chase
New York, N.Y.



My concentration in Public and Corporate Finance enabled me to bridge concepts from the classroom and real-world problems. I had a unique opportunity to host *Lafayette Lens* on PBS39 and as part of that broadcast I spent a significant amount of time learning about additive manufacturing with Lafayette alumnus **Kent Rockwell '66**, the chairman and CEO of ExOne Company.

Madeline Press '14

Assistant Account
Executive
Havas PR
New York, N.Y.



Policy Studies encourages a habit of innovating, starting with creating a highly-personalized program of study. I was able to make the major my own. In my senior seminar, I was co-producer of *Lafayette Lens* in collaboration with PBS39. This unparalleled experience is unattainable in the standard classroom environment. Having such great responsibility served as a glimpse into the real world. I loved every second.



Dinner Honoring the Policy Studies Class of 2014

Andrew Citron '11

Coordinator, Standards
and Practices
Viacom
New York, N.Y.



My job requires on a daily basis a critical understanding of the interdependence between the federal communications policies and business decisions at Viacom. Policy Studies prepared me for this responsibility by stressing the close connections between business, technology, and policy.

Lauryn Harris '14

Research Analyst
Avison Young Commercial
Real Estate
Vienna, Va.



The program is extremely well-connected to distinguished professionals and policy makers, as evidenced by the guest participants in the "Industry, Strategy, and Policy" course. This course opened my eyes to career paths I had not considered. Most interviewers like to discuss situations that required teamwork and problem-solving abilities. Two projects in particular gave me great examples: my experience in producing the *Lafayette Lens* broadcast on PBS39, and my research on the impact of regulation on small businesses with **Prof. Crain**.



Jesse Ryan '13 making a presentation to Steve Pryor '71, President of ExxonMobil Chemical.

POLICY IN ACTION CLUB

Open to the entire Lafayette community, Policy in Action promotes student and faculty involvement in policy endeavors. It encourages academic and pragmatic pursuits related to current policy issues and political processes in a wide variety of contexts and circumstances in the United States and internationally.

“Policy in Action is an exciting and emerging club dedicated to facilitating discussions of global news and student life, providing a source of information to students on events inside and outside of campus through the use of media,” says club president

Ed O'Brien '16. “Anyone with interests in broadcasting, writing, TV/video production, and editing should consider joining and being a part of the future of communication on Lafayette's campus.”

An officially recognized campus organization, the club receives a small annual budget from the student government. The officers for 2014-15:

Ed O'Brien '16, President

John Ottinger '17, Vice-President of LCTV

Susanna Kim '15, Vice-President of Policy in Action

Andy Boehringer '17, Treasurer

Glynnis Lawler '17, Secretary

Gates Lawler '17, Public Relations



The Conway House media studio.



Members of the Policy in Action Club in the Conway House media studio.



The Policy Studies Faculty Advisory Committee

FRONT COVER: Members of the *Lafayette Lens* production team meet with cybersecurity expert Kevin Mandia '92 (right). They are Reed Shapiro '14 (L-R), Kelly Sposato '14, and Ed O'Brien '16.

LAFAYETTE

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