

LAFAYETTE



PROGRAM
Policy Studies

ANNUAL REPORT // 2015

ONE

of Lafayette's *largest* and *fastest* growing interdisciplinary majors.

3

SYMPOSIA

on cybersecurity, with *hundreds* attending from local governments and businesses.

74

GRADUATES

since 2010 and nearly 60 *current* majors.

2

EDITIONS

of *Lafayette Lens* on PBS39, broadcast to 6 million potential viewers.

13

DISTINGUISHED ALUMNI

bringing real world experiences to the classroom.

A **YEAR-LONG**

study of Latin American migration.

FROM THE CHAIR

The Policy Studies Culture



To the students, faculty, and alumni who have injected energy, wisdom, and talent into the Policy Studies Program culture, thank you.

Strong bonds between students, alumni, and faculty members are always growing in the distinctive culture of the Lafayette College Policy Studies Program. This report captures the essence of that culture, offering a snapshot of a program and an institution on the move. The vignettes from our faculty and students, past and present, reveal some of the cultural traits that strike me most: innovation, competition, openness, optimism, good nature, and grit.

By nature, culture cannot be controlled from the top, a recognition that is simultaneously humbling and empowering. As Provost **Abu Rizvi** articulates, a healthy academic culture can be nurtured by creating an environment that “shows students others who have benefited from deep learning, invites them into a web of interactions that support this learning, and gives them the means to pursue it.” The Policy Studies Program embraces this approach and the centrality of culture to the success of the enterprise.

Culture underpins the host of accomplishments by the Policy Studies Program in 2015. Sixteen graduates. A year-long study of Latin American migration that included field research in Central America, Florida, and Pennsylvania. Two editions of *Lafayette Lens* on PBS39, broadcast to six million potential viewers. Three symposia on cybersecurity, with hundreds attending from local governments and businesses. A partnership with Appalshop in Whitesburg, Kentucky, to foster market-based development in rural Appalachia. A new Leadership course. Thirteen distinguished alumni bringing real world experiences to the classroom. Riveting guest lecturers on the “hispanicization” of America, how Google Ventures picks winners, and how the IMF uses big data in global risk management.

These and other accomplishments are described in the pages that follow.

While a relatively new major at Lafayette College, the Policy Studies Program boasts 74 graduates since 2010 and nearly 60 current majors, making it one of Lafayette's largest and fastest growing interdisciplinary majors. The program is vibrant, and the key performance indicators are promising, including the program's success in student attraction, job placement, and graduate school admissions.

To the students, faculty, and alumni who have injected energy, wisdom, and talent into the Policy Studies Program culture, thank you. We are deeply grateful to **George Jenkins '74**, **Peter Simon '75**, **Chris Caine '78**, **Donald Morel, Jr. '79**, **Bruce Maggin '65**, George and Lynn Rossmann, and the Assante family for generous support of our efforts in 2015.

Best wishes,

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



OUR MISSION

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 *address the world's great problems*.

Guatemala City at dawn: Where 17 students traveled with Professors Nicole Crain, Mark Crain, and Don Chambers to do research and film for the PBS39 broadcast on Latin American migration to the US.

POLICY STUDIES PROGRAM

POLICY STUDIES CURRICULAR MODEL

The Policy Studies Program seeks to produce graduates who are equipped to approach situations with empathy and who understand that ethnic, cultural, and geographic boundaries are increasingly porous. The program employs a hub-and-spoke curricular model that connects the campus community, integrates knowledge across disciplines, and fosters innovation as a lifelong habit. The model directly relates to four learning outcomes: entrepreneurship, global intelligence, leadership, and social accountability.



OVERVIEW OF THE PROGRAM

Students build on a rigorous foundation to become interdisciplinary, values-based problem solvers who understand complexity and global interconnectedness. Their skills are based on technical and theoretical knowledge, appreciation of markets, development of a moral compass, multimedia communication and listening skills, vision, and ability to engender trust. Individuals with these characteristics are equipped to address increasingly complex issues by creating solutions that are sustainable and ethical.

An integral part of the Policy Studies Program is faculty-student collaboration on applied, real world problems. In keeping with the multidisciplinary nature of the major, our faculty affiliates represent all college divisions. By embracing the spirit of mentoring and experiential learning, policy studies students enhance their critical thinking and decision-making skills.

Our students are well prepared for productive careers in diverse fields as they build a foundation for lifelong learning and meaningful contributions to society.

CORE COURSES

The Policy Studies Program prepares students for employment in business, government agencies, or NGOs; postgraduate professional schools in public policy, law, and business; and graduate study in the social sciences.

Students explore several disciplines, from economics to government and law to history to mathematics, adding selected courses thematically related to their particular area of interest.

The Policy Studies Program integrates knowledge and fosters innovation as a lifelong habit. We emphasize four learning outcomes: entrepreneurship, global intelligence, leadership, and social accountability.

Entrepreneurship
Policy studies students will examine and appreciate the role of ownership and property rights and develop a mindset oriented towards innovation.

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

Leadership
Policy studies students will inspire and model teamwork and acquire the ability to motivate, listen, think, and decide.

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

In addition to these interdisciplinary requirements, the policy studies major requires three core courses that together provide students the tools for understanding and analyzing policy, the ability to synthesize knowledge across industries and disciplines, and the skills to apply their knowledge to practical problem solving and project completion.

- Second year: PSTD 251 Introduction to Policy Studies
- Third year: PSTD 300 Industry, Strategy, and Policy
- Fourth year: PSTD 400 Policy Internship and Seminar

View “A Guide to the Policy Studies Major” at policystudies.lafayette.edu to learn more.

PSTD 251: INTRODUCTION TO POLICY STUDIES

We live in a society exquisitely dependent on science and technology, in which hardly anyone knows anything about science and technology. This is a clear prescription for disaster. ...How can we decide national policy if we don't understand the underlying issues?

—Carl Sagan, in “Why We Need To Understand Science”
PSTD 251 Introduction to Policy Studies is the foundational course. Through a combination of lectures, discussions, role-playing exercises, debates, and field trips, students master the tools and software that allow them to gather, understand, and work with data in a meaningful and practical way.

The course offers students the necessary fundamental understanding of public policy concepts. Policy analysis is a major course component, whereby students practice a systematic approach to finding evidence-based solutions to understanding and solving public problems.

Solving problems is not possible without clear knowledge of context. This requires gathering and processing data from a multitude of sources. Even in today's increasingly technical society, no technology in and of itself is a solution. Policy must support and respond to technology, and policy makers require the ability to interpret science and technology studies. PSTD 251 prepares students to grapple with these issues from both sides.

In the process of applying textbook concepts to real problems and actual policy, students move beyond theoretical knowledge to true understanding. In seeking to master the tools for understanding problems, students are challenged to brainstorm viable solutions, choose criteria and carry out research to evaluate alternatives, and make policy recommendations.

A key feature of the course is a hands-on project that benefits the local community. Students team up to analyze real world policies and provide solutions to public problems. Partnering with the city of Easton, student teams select and work on projects ranging from neighborhood walkability to city parking problems to recycling to invasive species control in parks and city property.

In 2015, student teams selected two projects. One examined creative solutions to the lack of green space in Easton's West Ward, the neighborhood with both the highest population density and highest poverty levels. The other used the recent Easton Master Plan to study waterfront access improvement along the Delaware and Lehigh rivers.

PSTD 251 is cross-listed with EGRS 251 Engineering and Public Policy.

The introductory policy studies course PSTD 251 brings together policy studies, engineering studies, and social science students, among others, and gives them skills in working across disciplines to develop evidence-based solutions to difficult policy problems.

—ASSISTANT PROFESSOR JULIA NICODEMUS

PSTD 300: INDUSTRY, STRATEGY, AND POLICY

PSTD 300 Industry, Strategy, and Policy helps students use the tools they mastered in PSTD 251 to synthesize knowledge of the political, social, economic, and technological drivers of an industry. In pulling together these four fundamental perspectives, students develop a framework for explaining and forecasting opportunities and challenges facing the major sectors of the global economy.

The course teaches students that good policy making demands a clear understanding of how markets work. Strategic analysis of globally integrated enterprises—from healthcare to telecommunications to financial services—takes political and market forces into account.

PSTD 300 serially examines specific industries using the tools of industrial organization, macro and microeconomics, and public policy to focus on critical aspects of each sector. Students evaluate the current composition, organization, and status of selected industries; understand the complex issues involved within an industrial group; and analyze the American and international environment within which the selected industries operate.

A key feature of the course is participation by distinguished alumni and other industry leaders who bring practical applications and real world experiences to the classroom, providing a unique professional learning environment.

2015 Distinguished Guest Commentators for PSTD 300



ENTREPRENEURSHIP
Carl G. Anderson, Jr. '67
General Partner
Cannondale Partners

Using Arrow International as a case study, Anderson showed students that customer differentiation is an important strategy for maintaining and growing a customer base globally. This can only be achieved by having a profound knowledge of the market and preserving the quality of one's brand.



FINANCIAL SERVICES
James R. Birle '83
Senior Managing Director
Evercore Partners

Being open-minded, flexible, and a quick learner is more essential to success than one's academic major. Students learned that they don't have to be defined by artificial boundaries.



GLOBALLY INTEGRATED ENTERPRISES
Christopher G. Caine, '78
President and CEO
Mercator XXI

Caine used Mercator XXI as an example of the need to seize opportunities to spearhead the globalization and increased interconnectedness of the world economy. Students were encouraged to be forward thinkers who pay close attention to trends and shifts in the political and technological environment.



IDENTIFYING AND CREATING VALUE
James Fisher, Sr. '77
Member
Public Pension Capital

Even the inevitable mishaps, failures, and crises in business situations can be testaments to a leader's character. Fisher shared numerous examples of desirable character qualities students should strive to develop, especially the virtue of honesty.



MEDIA AND ENTERTAINMENT
Susan Fox, '88
Vice President, Government Relations
The Walt Disney Company

Using extensive knowledge of the entertainment industry as an example, Fox explained the importance of keeping up with the continuously evolving tastes of the general public. Students also learned that even the best of efforts is not always successful or reliable.



ENERGY SECTOR
Peter Holran '87
Director, U.S. Public and Government Affairs
Enbridge

Sharing Enbridge projects as examples, Holran described how working and engaging with community members can go a long way in helping companies overcome challenges, smooth relations with government officials, and take local concerns into account.



HEALTHCARE
Peter G. Jacoby '81
Senior Vice President, Government Affairs
United Health Group

Jacoby explained the importance of staying up to date with government regulations such as the Affordable Care Act and predicting their implications. Students also explored the key role of big data in determining these implications, using healthcare as a case study.



RETAIL TRADE
Barbara Levy '77
Executive Vice President,
Merchandising (retired)
Ross Stores

Covering the business implications of ecommerce, Levy explained that taking risks and exploring potential trends can result in either tremendous company losses or profits. Merging conservative business structures with technology-driven models is of strategic business value.



LEADERSHIP AND CORPORATE STRATEGY
Donald Morel, Jr. '79
Chairman and CEO
West Pharmaceutical Services

Using the case study of Tylenol's rebound from the cyanide crisis in the 1980s, Morel demonstrated that true leadership is strategic, and various leadership roles call for different strategies. Good leaders develop and cultivate cooperation with others, and students learned the benefit of striking "I" from their vocabulary.



BIOTECHNOLOGY
Roger Newton '72
Executive Chairman and
Chief Scientific Officer
Esperion Therapeutics

Using examples from biotechnology, especially the pharmaceutical industry and its regulation, Newton gave insight into the research and marketing challenges involved in launching products and keeping them on the market.



URBAN REDEVELOPMENT
J. B. Reilly '83
President
Landmark Communities

Using the step-by-step revitalization process of Allentown as a case study, and how "nothing turned into something," Reilly encouraged students to discover areas of potential value even if those areas at first appear to be dormant.



Through the broad but practical Policy Studies Program, I gained a solid understanding of how businesses work

across various industries and how they are impacted by/interact with the government. The coursework's breadth gave me both perspective and opportunity to explore a diverse range of internships and career paths that led me to my current position. My team provides mid-size publishers with tools to optimize their website layout and content to accelerate their growth; broad multidisciplinary understanding is vitally important. I am so fortunate and grateful to be part of the strong and connected culture of Lafayette policy studies alumni.

—MERRI MCCANN '12
Account Strategist, Online Partnerships Group, Google



The interdisciplinary Policy Studies Program is perfect for those who, like me, are not the type to "pick a lane." To achieve

effective policies and advantageous outcomes, we must bring all relevant stakeholders to the table, and this ability to appreciate the interests and skills of varied stakeholders is one of the most profound ways policy studies helped me. I work with a large interdisciplinary team—which includes nurses, physicians, environmental health specialists, risk managers, engineers, and compliance officers—to develop policies that prevent the transmission of infections and ensure the safest environment possible for our patients, families, visitors, and staff.

—LINDSAY WEIR '11
Infection Preventionist, Boston Children's Hospital

PSTD 400: POLICY INTERNSHIP AND SEMINAR

Leadership, teamwork, and an entrepreneurial mindset are essential skills for success. The PSTD 400 Policy Internship and Seminar provides students with the experiential learning necessary to acquire and perfect these skills while creating, planning, managing, and producing a meaningful real world product. The capstone to the policy studies major, PSTD 400 helps students connect technical tools and knowledge synthesis to practical applications.

The internship and seminar helps students build on lessons learned and transitions students seamlessly from school to career.

A key feature of the course is the “Lafayette Lens on PBS39” experience. An exclusive partnership between the Policy Studies Program and WLVT, Lafayette Lens is a student-run public affairs program researched, written, and produced by students. Working collaboratively with their team, students are involved in all phases of production from story selection and development to filming and technical postproduction.

The broadcast addresses complex and important issues that lie at the intersection of business, technology, and public policy, all from the point of view of the students—the next generation of global leaders and problem solvers. Recent program topics have included drones, millennials, 3-D printing, and hydraulic fracturing, as well as a special expanded edition covering the 2012 presidential election. 2015 topics were Latin American immigration and the cybersecurity challenge.

To read more about the 2015 broadcast, go to wlvt.org.

In the process of educating both themselves and a potential viewing audience of six million about real issues that matter, PSTD 400 students are able to develop and practice the teamwork and problem solving skills necessary to bring a project to fruition and completion. In addition to the broadcast experience, students are encouraged to find an internship tailored to their theme of concentration. The seminar, which includes a report on the internship experience, builds on lessons learned and bridges the gap between theory and practice.



THEMES OF CONCENTRATION

While the interdisciplinary Policy Studies Program encourages students to combine coursework in engineering, the natural sciences, humanities, and the social sciences, each student is given the opportunity to choose a focus of interest. Working closely with an advisor, each student develops an individualized theme of concentration, selecting electives of interest from dozens of specialized classes to support the theme. Research opportunities and internships reinforce and add depth to the student's area of specialization.

The program offers concentrations in arts and media, corporate and public finance, economics and homeland security, science, and social policy. In addition, students have the opportunity to design their own theme of concentration.

Arts and Media Policy

Rapid changes in global communications and multimedia technology have led to an increasing demand for policy savvy individuals conversant with arts issues.

Students seeking careers in private or public cultural organizations, media policy, journalism, or associated professions choose the arts and media policy concentration. This concentration offers a variety of classes in mass communication, theater and film, marketing, art, cultural studies, politics, computer science, and associated areas.

Policy studies and industrial-organizational psychology are a natural fit. Because policies are generally created and implemented in an organizational setting, understanding the behavior and cognitive processes of individuals in organizations can provide a foundation for understanding policy and its effects.

—PROFESSOR ANDREW VINCHUR

Corporate and Public Finance Policy

Analytically trained individuals who understand the interplay between financial market performance, risk, and policy are in demand.

Students seeking careers related to financial markets, industry research, and risk management in the public or private sectors choose the corporate and public finance concentration. This concentration offers a variety of classes in financial markets and investments, options and futures, financial accounting, probability, statistics, and associated areas.

Economic Policy and Homeland Security

The continuing emphasis on economic, security, and preparedness issues in the public and private sectors requires trained critical thinkers and decision makers.

Students seeking careers related to applied economic analysis, emergency preparedness, or security in the private and public sectors choose the economic policy and homeland security concentration. This concentration offers a variety of classes in computer science, computational methods, political economy, government and history, diplomacy, psychology, sociology, business, and associated areas.

Science Policy

Innovations and modification of policies relevant to climate change, waste, energy, healthcare, biotechnology, and life sciences offer numerous opportunities for perceptive and knowledgeable individuals.

Students seeking careers related to biotech, nanotech, healthcare, science ethics, space, telecom, and environmental policy choose the science concentration. This concentration offers a variety of classes in biology, physics, neuroscience, bioethics, geochemistry, technology, and associated areas.

Social Policy

The domestic and global trends towards an increasing focus on social issues, education, and public health offer socially minded individuals opportunities to create value.

Students seeking careers in healthcare, poverty issues, consumer protection, education policy, and civil and human rights choose the social policy concentration. This concentration offers a variety of classes in psychology, ethics, anthropology, global institutions, religion, and associated areas.

FACULTY ADVISORY COMMITTEE

Welcome Alison Williams

Alison Williams joined the Policy Studies Program as the administrative coordinator in September 2015. She comes to Lafayette from McCann School of Business & Technology with a B.A. in advertising from Penn State University.



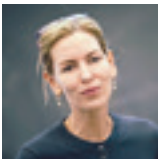
Rexford Ahene
Professor of Economics

Professor Ahene teaches courses in economic development policy, market globalization, urban economics, and public policy. His research and consulting work involves developing policy and designing strategies to establish property rights and enable the land markets to function efficiently in several African countries. In 2015, Ahene advised the Sierra Leone government on its draft National Land Policy and developed a United Nations-funded roadmap for its implementation.



Mark Crain, Program Chair
William E. Simon Professor of Political Economy

Professor Crain teaches the Industry, Strategy and Policy course (PSTD 300), the Policy Internship and Seminar (PSTD 400), and elective courses that emphasize data-driven analysis of public policy and regulation. Crain's research develops models and predictive analytics of legislative organization.



Nicole Crain
Visiting Professor

Professor Crain teaches economics and policy studies courses. In 2015, she designed the new course on Leadership (PSTD 310) in collaboration with Lafayette's IDEAL Center. Crain led the year-long Assante Think Tank project on Latin American immigration into the US and served as co-executive producer of two public affairs broadcasts on PBS39.



Michelle Geoffrion-Vinci
Professor and Assistant Head of Foreign Languages and Literatures

Professor Geoffrion-Vinci teaches courses in Spanish language, Spanish literature and civilization, and business Spanish. The courses enable students to explore the cultural, economic, and geopolitical ramifications of conducting business in the Spanish-speaking world. In 2015, Geoffrion-Vinci assisted with Spanish/English translation of the Lafayette Lens immigration broadcast and served on Anne Kaplan's honors thesis committee.



Gladstone (Fluney) Hutchinson
Associate Professor of Economics and Director of the Economic Empowerment and Global Learning Project

Professor Hutchinson teaches courses that examine relationships between markets, governments, democracy, citizens, and economic development. Students are challenged to understand the underlying analytic and its boundaries as market-based economies struggle to deliver sustained improvements to their citizens' well-being. Hutchinson's ongoing scholarship and economic and cultural development work in Central Appalachia has received prestigious national grants and institutional interest.



DC Jackson
Cornelia F. Hugel Professor of History

Professor Jackson teaches courses on the history of engineering and environment and technology's interface with politics, specifically in the American West. The history of hydraulic systems is integrally tied to policy decisions. Jackson's forthcoming *Environmental History* article focuses on John R. Freeman, who designed San Francisco's Hetch Hetchy water supply system and lobbied for Congressional approval to build a large dam/reservoir within Yosemite National Park.



Qin Lu
Associate Professor of Mathematics

Professor Lu teaches a variety of courses in mathematics, with a special interest in financial mathematics, statistics, and other topics. Her research is an interdisciplinary collaboration between mathematics and finance. Professor Lu's expertise in the real life problems of financial mathematics and the use of big data to derive conclusions anchors the public and corporate finance theme of concentration within the major.



David Veshosky
Associate Professor of Civil and Environmental Engineering

Professor Veshosky teaches courses in sustainable development. In 2015, he worked on a project close to Lafayette: establishing a dashboard to show the energy generated by the two solar panels and the wind turbine at Metzgar Fields as well as data from the weather station located there. The display will educate the community about renewable energy, first on a screen in the Acopian Engineering Center and eventually on mobile apps.



Andrew Vinchur
Professor of Psychology

Professor Vinchur teaches numerous psychology courses, with a major focus on industrial-organizational psychology. Through the examination of leadership, organizational power and politics, group processes, and organizational culture and change, students are challenged to discover how organizations and the people in them function. Vinchur is currently at work writing a history of the early years of industrial-organizational psychology from a global perspective.

The program provides students with an understanding of the policy-making process as well as current significant policy issues. The diverse, multi-disciplinary perspectives of faculty encourage a critical analysis of policy issues and alternatives.

—ASSOCIATE PROFESSOR DAVID VESHOSKY



POLICY STUDIES IN ACTION: SPOTLIGHTS

“In a world increasingly shaped by connections between people, across disciplines, and among nations, those capable of fostering and leveraging such connectivity will be positioned to succeed—and to lead. At Lafayette, we live connected. And because we live connected, we are prepared to *lead change*.”

The interdisciplinary Policy Studies Program at Lafayette College is uniquely positioned to meet these institutional goals.

Three policy studies projects in 2015—immigration, economic empowerment, and cybersecurity—showcase the way in which meaningful and intentional connectivity equips our students to lead real change in the world.

POLICY SPOTLIGHT: GUATEMALA IMMERSION TRIP BRINGS INSIGHTS AND REALITY TO MIGRATION ISSUES

The complex and emotionally charged issue of immigration has perhaps never been so much in the forefront of political rhetoric as in recent times. Ask the average person living in the United States about the subject, and you’re likely to hear strong opinions about “what should be done” when people arrive at the

border and enter—or attempt to enter—the country, legally or illegally.

What about the immigrant experience before, during, and after immigration?

To answer the question, 17 Lafayette students and Professors **Donald Chambers**, **Mark Crain**, and **Nicole Crain** traveled to Guatemala to conduct in-person interviews with executives and officials, government personnel, immigration experts, a coyote’s secretary, safe house workers, and immigrants themselves—some who were preparing to go and some who had returned.

“You simply can’t understand an issue until you see the impact it has on a person,” says **Jennifer Bognar ’16**, a double major in policy studies and Latin American and Caribbean studies. “Unless you look closely at actual policies and their impact on actual people, policy is abstract. So little can be understood just by reading about immigration. In looking at the number of people crossing the border, it’s easy to forget these numbers represent real individuals, each of whom make decisions influenced by a multitude of factors. Talking to people who are living the issue personalizes policy.”

“Even though I’m an immigrant, I’d never thought much about immigration before,” says **Feevan Megersa ’17**, a policy studies and film and media studies double major who moved to the US from Ethiopia with her family when she was a child. “It was eye-opening, to say the least, how much immigrants sacrifice to come to the US. People were so open about their experiences, whether they were successful or unsuccessful, and talking to them was impactful.”

Bognar concurs, pointing out that an examination of the root causes of immigrants making the hard choice to leave the countries they love is crucial. “People aren’t going to stop coming, regardless of the US immigration policy. They know the risks, they know about border security, they know it’s difficult, but many believe they have no choice.”

Students produced “*If I Leave*,” a half hour broadcast for Lafayette Lens that examined the motivations for migrating, the impact on families and communities left behind, and the effects on areas where migrants resettle. The public affairs series—the end product for students enrolled in the PSTD 400 class—is collaboratively produced by Lafayette students, faculty, and PBS39 broadcast professionals. From the perspective

of the next generation of global leaders, the series addresses complex and important issues that lie at the intersection of business, technology, and public policy. More than 50 Lafayette students were involved in aspects of the project.

Megersa was so affected by her Guatemalan experience that she changed her major upon her return to campus. “It’s very dangerous to make policy in a box, completely separated from the rest of the world. Policy studies makes me a more balanced thinker. The skillset and technical knowledge are important, but being able to see the world in a larger frame and to use creative and critical thinking is more important.”

“Solutions to complex global problems require decision makers with global intelligence and deep understanding of policy issues,” says Nicole Crain. “Students developed this capacity by interviewing families, shelter staff, scholars, policy makers, and industry leaders in Guatemala, one of the largest origins of US migrants.”

In addition to Guatemala, a group of students traveled with Nicole Crain to Jupiter, Florida, a community that came together to embrace its large and growing immigrant population with the creation of the El Sol Neighborhood Resource Center. “Jupiter chose to do something welcoming and sustainable,” says Bognar, “providing something positive to welcome the immigrants and create relationships with the people who were already there. It’s a model for other communities to follow.”





POLICY SPOTLIGHT: STUDENTS IMPLEMENT ASSET-BASED GROWTH STRATEGY IN RURAL APPALACHIA

Picture rural America, and the first images that come to mind are likely to be those of poverty, not those of cultural vitality and artistic expression. Most would agree that such assets matter when considering the full range of quality of life issues, but can they also matter in economic terms?

“Performing Our Future” seeks to answer this question affirmatively.

In partnership with policy studies faculty affiliate Gladstone “Fluney” Hutchinson, founder and director of Lafayette’s Economic Empowerment and Global Learning Project (EEGLP), and faculty and students in other Lafayette departments, policy studies students are working to create a model of asset-based economic development that is inclusive, practical, replicable, and sustainable.

The initiative has received funding from organizations such as the Doris Duke Charitable Foundation and the National Endowment for the Arts, which allows EEGLP to collaborate with Appalshop/Roadside Theater and Imagining America, a consortium of 100 institutions of higher education.

Hutchinson explains that the model is not about fixing a problem from the outside, as if the people in the community cannot do anything for themselves, nor is it an economic model that transfers money from rich to poor. Rather, the solution involves “honoring people’s ability and responsibility to exercise agency and empowerment for

Quantitative thinking and analyzing data have become increasingly vital for policy makers. From homeland security to regulating financial markets, good public policy decisions require data science skills. Policy studies students are prepared to meet these challenges.

—ASSOCIATE PROFESSOR QIN LU

their own independent development using the assets they already have. We work to create the conditions so they don't need us anymore.”

At the heart of the project is asset mapping, a strategy by which the teams first listen to the community to discover its distinctive strengths. Armed with this knowledge, as well as a clear understanding of what the community itself would see as economic success, teams can assist in developing ways to turn these assets into market commodities with economic value. The process “helps the community adapt to changes and become more resilient and more competitive without losing its identity,” says **Neysa Braimah '17**, a double major in economics and policy studies (economic policy and homeland security concentration).

The exchange value of asset mapping uses the process as the foundation for economic development, work that can be replicated in other areas all over the country and the world. No two communities are the same, so no list of community assets will be the same. Asset mapping changes the conversation so the discussion is no longer one of bemoaning deficits but is instead one intent on identifying and maximizing special qualities—core, instrumental, capital assets. In assembling the items and identifying themes, students help empower communities to create their own wealth.

In order to conduct the research properly, analyze the findings, and make recommendations, students must



Irrespective of how well
intentioned or formulated, a public
policy cannot begin to change the
behavior of a target population
or solve a specific public problem
until the policy is implemented.
Policy studies students learn
to understand this crucial fact.

—PROFESSOR REXFORD AHENE

acquire what Hutchinson terms “weightlessness,” a frame of mind in which interaction with others is not viewed through a personal lens, with the student’s values, life experiences, and beliefs as a reference point.

“If your personal life is the reference point, you can only view others through the generosity of your imagination. We don’t tell people what to do or act as if our job is to save them. The study of policy is in an incredible position to bring together data science, civic science, communication studies, and public scholarship. The heart of public scholarship, collaborative knowledge making, is weightlessness,” says Hutchinson. “Our methodology for value creation is a public good. We are giving it away.”

In the course of working on the ongoing projects, students learn to be part of a deep national discourse on the important issues related to markets, democracy, and higher education. Students are gaining valuable experience in reconciling policy interest and global markets and understanding how policy can effectively make market exchange better.

“Policy is central and relatable. It can be a constraint or a way to freedom, whether in markets or human rights. In ‘Performing Our Future’ we took the knowledge gained in PSTD 300 and applied it in a real world situation,” says Braimah. “We examined the existing structure to define functions and communication and, therefore, collaboration. Seeing the results of our work in propelling their ambitions and aspirations into economic success is incredibly rewarding.”



POLICY SPOTLIGHT: INITIATIVES ILLUMINATE
THE FRONT LINES OF THE CYBER BATTLEFIELD

In an age of nearly constant and ubiquitous connectivity, the need to secure information and protect privacy is one of the greatest challenges of our time.

Continuing an initiative that began in 2014, policy studies sponsored three major activities to address the cybersecurity concerns of individuals, governments, and businesses: a forum, a mini conference, and a television broadcast. The goal of the combined initiatives—which together generated over 500 direct contacts with the Lafayette, business, government, and nonprofit communities—was to develop understanding of both cybersecurity threats and potential solutions.

Two public events offered perspectives focused on the cybersecurity issues most relevant to a particular type of organization. The first event was a forum for state and local government personnel, and the second was a mini conference for businesses and nonprofit organizations.

Keynote speaker, national security expert, and FireEye President **Kevin Mandia '92** shared considerable insight gleaned from hundreds of security incidents he has responded to over two decades. Erik Avakian, Pennsylvania’s chief information security officer, described best practices for protection, and Avakian’s South Carolina

counterpart, Marcos Vieyra, explained the process of building a security program.

Involvement in every aspect of these two events allowed students to both gain and share knowledge and ideas. “Our education is not just reading textbooks, but the personalized attention of faculty and the applied work on problems that matter in the real world,” says **Osagie Afe '15**, a policy studies major with a concentration in social policy. “At Lafayette, you take ownership of your education, and the Policy Studies Program lets us do things like this that are of true value to the community.”

The forum and conference were co-sponsored by the Meyner Center, the Easton Area Chamber of Commerce, the Pennsylvania Governor’s Office of Homeland Security, the Manufacturers Resource Center, the IDEAL Center, and the Lehigh Valley Chamber of Commerce. The unusually large number of co-sponsors illustrates the far-reaching applicability of cybersecurity measures.

Students took center stage in investigating cybersecurity to produce “*The Value of PII*,” a spring 2015 edition of Lafayette Lens. The public affairs series is collaboratively produced by Lafayette students, faculty, and PBS39 broadcast professionals. From the perspective of the next generation of global leaders, the series addresses complex and important issues that lie at the intersection of business, technology, and public policy.



Enlisting the assistance of Lafayette alumni and faculty, businesses, and a top government information security officer, students explored numerous and varied causes and consequences of the daunting cybersecurity challenge.

The broadcast examined the way in which the escalating quest for data containing personally identifiable information (PII) has contributed to the surge in cyber attacks and security breaches. Privacy is in a constant state of compromise, and hackers are continually developing new methods for stealing personal information that will give them access to a host of valuable data, such as trade secrets, bank accounts, business strategies, or IRS records. How can we protect ourselves? What can we expect in the future?

“For the broadcast, we started with the broad topic of cybersecurity, but each of us had the freedom to choose to research and present a particular aspect that interested us,” says Afe, who worked on a segment highlighting the creative ways artists were responding to surveillance and privacy concerns. “Policy is a complicated, multifaceted thing, with economic and social aspects. What people do within the confines of policy is fascinating.”

Though cybersecurity topics fit hand in glove with the economic policy and homeland security concentration, the issues of cybersecurity are nevertheless broader and deeper than many people at first realize. Accordingly, policy studies students with wide-ranging interests

and concentrations had ample opportunity to devote attention to technology, government, and business-related cybersecurity issues.

According to **Nicole Crain**, policy studies faculty affiliate, “these combined cybersecurity initiatives illustrate the broad scope of the interdisciplinary nature of the Policy Studies Program, which retains a policy focus but draws from expertise across disciplines.”

Policy studies is a wholly interdisciplinary endeavor that allows students to explore problems and challenges facing members of civil society at local, national, and global levels. Confronting and engaging the problems from multiple perspectives is transformational.

—PROFESSOR MICHELLE GEOFFRION-VINCI

POLICY STUDIES IN PRACTICE

HOW GOOGLE VENTURES PICKS TECHNOLOGY STARTUP WINNERS

Lafayette alumnus **Rick Klau '93** illuminated the behind the scenes process of how venture capital firm Google Ventures (GV) helps bold and visionary entrepreneurs change the world.



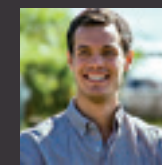
Answering a broad range of student questions, from specific aspects of GV-funded entities like Uber, Blue Bottle Coffee, LendUp, 23andMe, and Periscope to more broad-based questions about the decision and funding processes and dealing with success or failure, Klau provided clear insight and specific examples to bring clarity to a somewhat esoteric topic.

“Ideas are not the hard part. Show us the team that can actually build the thing that needs to exist.” In return, GV provides “unparalleled support in design, engineering, recruiting, marketing” and other related areas to support the teams selected for funding.

Annually, GV invests \$300 million in the United States and \$100 million in other countries worldwide to support technology startups. Among the 300 companies that have received GV funds to date, some are Google competitors. “If it makes things harder for our friends at Google,” Klau says, “then they should make better products. Or buy the company.”

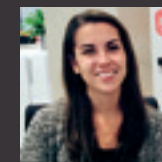
Klau assured the liberal arts college audience that “the blend of backgrounds and experiences that multidisciplinary individuals bring” is increasingly attractive in Silicon Valley. Versatile individuals who think in multifaceted ways are prized. “If risk is part of the conversation, it’s ‘Why are we not taking bigger risks?’”

Go to policystudies.lafayette.edu for the complete visit report.



Policy studies prepared me to think about issues and problems from a variety of different angles and to seek out multiple solutions to a problem. As a data management and financial reporting consultant, I need to have a holistic view of our clients because I work to solve problems that stretch across multiple departments and impact them in different ways. The Policy Studies Program at Lafayette not only taught me how to examine problems and evaluate solutions, but it also ensured I knew how to operate in a group, communicate, and work in conjunction with others, critical skills for success after graduation.

—MATT PIAZZA '12
Consultant, Cervello



I chose Lafayette for the unique Policy Studies Program, which enables students to become leaders who solve tough problems and motivate people through reason and effective communication. The program stresses the criticality of technology in industry and empowers students to support their work with data analysis. Developing the ability to think analytically has influenced my work at Accenture as an advisor tasked to solve tough problems, and I have managed several strategic transformational programs for both domestic and multinational companies. Key to being a good consultant is the ability to communicate complex concepts and strategies clearly, and policy studies gave me this edge.

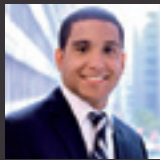
—KELLEY HARRIS '14
Management Consulting Analyst, Accenture



Double majoring in policy studies and mechanical engineering taught me to understand big pictures while solving specific technical problems and gave me a holistic mindset and flexible approach. I'm comfortable with being uncomfortable, a fact that helps me quickly adapt to change and maximize my learning experience in a never-ending, self-explorative journey. I'm currently on leave from my MBA program to explore entrepreneurship in China. After working with a Chinese startup focused on computer vision and artificial intelligence, I started a company to provide human resources, marketing, and fundraising services to entrepreneurs. I also work with a fund investing in Virtual Reality startups.

—YUE "LUNA" YUAN '12

Grad Student and Entrepreneur, Harvard Business School



In my current work in a startup surety division for Liberty Mutual Surety in Latin America, I am involved in policy studies, engineering, and finance, all while communicating daily in three languages—exactly the interdisciplinary work my major at Lafayette prepared me for. I handle construction and commercial bond guarantees with additional responsibilities in business analytics, business marketing and development, and operations for large risk construction/commercial projects in Latin America, specifically Mexico and Brazil. Most recently, I've been studying the Monterrey region's regulatory framework and policies that would help shape implementation of private-public partnerships to finance and operate infrastructure projects.

—MARXIMILIANO POZO '10

Senior Underwriter, Liberty Mutual Surety

SIMPLIFYING A COMPLEX WORLD: NETWORK ANALYSIS MAPPING AND MANAGEMENT OF GLOBAL RISK

International Money Fund's (IMF) Karim Youssef presented the network analysis mapping model he co-authored.

The new tool assists in understanding the interconnectedness of the global economic world.

In order to understand the business of keeping financial systems stable, says Youssef, "you can't just say 'we need to create jobs.' We need good analytical tools to look at the world as it actually is, a complex system of economic and financial interconnectedness."

Based on graph theory, the model relies on such factors as degree, centrality, strength, and closeness in order to generate true and deep understanding of a system. An endless stream of topics can be mapped using the model, from global banking to global warming, and from the implications of changing policy agendas to changing world trade patterns.

The networks allow economists to generate relevant questions, to have "aha!" moments, to understand the interactions between risks and the structure of connections—and, therefore, how to change them if necessary. Youssef enthusiastically described the way in which networks can be manipulated to answer a multitude of questions. Even the data itself can be created "if you know what you are asking."

"Network analysis has changed the world," Youssef says. "Just look at Facebook and Google."

Students in the Emerging Market Economics class had a special opportunity to walk through the process of creating the model. Guided by Youssef, they examined trade and financial flows in a hands-on workshop to evaluate risk.

Go to policystudies.lafayette.edu for the complete visit report.



THE HISPANICIZATION OF AMERICA: THREAT OR OPPORTUNITY?

America in 2015 has reached a demographic tipping point, according to Trustee Angel Mendez '82, retired senior vice president,

Cisco Transformation, Cisco Systems, Inc. Today, Hispanics represent 17 percent of the US population, a number expected to reach 31 percent in 2060.

Drawing on his experience as a Cuban-born, Puerto Rico-raised, naturalized citizen, Mendez challenged his audience to recognize and embrace the opportunities presented by this profound economic impact. Immigration is only part of the conversation.

According to Mendez, studies show that half the Hispanic population in the U.S. today is made up of people who were born in the country. One-quarter of public school students and 21 percent of millennials are Hispanic.

This rapidly expanding group of young people—and the collective purchasing power it represents—has caught the attention of major companies such as Coca Cola, Proctor & Gamble, and HBO, companies that are investing billions of dollars in advertising money into specifically Hispanic media.

"Economic growth is at the heart of all good things," Mendez asserted. For the country to grow and prosper, this one-third of the population must also grow and prosper. To achieve this prosperity, Mendez noted that the opportunities are fourfold: education, immigration reform, employment, and entrepreneurship.

Just one percent of venture capital goes to Hispanics, an untenable situation given that this young and growing demographic is both "connected and technologically hungry." Mendez urged his audience to consider the impact of entrepreneurship promotion, in terms of both accelerators and incubators.

Go to policystudies.lafayette.edu for the complete visit report.



Deciding public policy cannot occur in an atemporal vacuum; rather, it builds on—and derives from—historical forces with deep social and cultural roots. An appreciation of such forces and their relationship to the modern world is a core program feature.

—PROFESSOR DC JACKSON

Growing Global: Lessons for the New Enterprise

In November, students participated in a live Global Scholars (GS) program discussion launching the Center for Global Enterprise's (CGE) *Growing Global: Lessons for the New Enterprise*. The book examines the challenges and opportunities in today's global economy and offers practical lessons to prepare present and future business leaders for the next phase of the new enterprise.

Discussion topics included platforms, government relations, values, management practices, leadership, and innovations that will shape the future of global business.

The worldwide event was anchored on the campus of Columbia Business School. Members of CGE's GS program, including students in Cuba, Nigeria, China, Spain, and Australia, interacted through real time video with contributors Sam Palmisano (CGE founder and chairman and former IBM chairman/CEO), Shelly Lazarus (former Ogilvy & Mather CEO), and **Chris Caine '78** (CGE president and Mercator XXI president/CEO).

Policy studies established an affiliation with the program in 2015 through its ties to Caine and GS Program Manager **Jesse Ryan '13**.



CAINE SCHOLAR

The Caine Scholars Award was established in 2008 in recognition of **Anthony C. Caine '38** and his son, **Christopher G. Caine '78**. Policy studies students compete for the endowed award. The stipend supports a summer internship experience to develop a next generation global leader.

AN EVOLUTION OF OPENNESS TO IDEAS

By: Ed O'Brien '16

I came to Lafayette with strong beliefs about the world and a fairly low tolerance for differing political opinions. Four years later, having been blessed and challenged by opportunities from the Policy Studies Program, I have expanded my worldview. Participating in class, reading critical texts, and kicking the tires on important ideas made impacts, but the numerous challenging yet rewarding projects I worked on were what tested and altered my “truths.”

Growing up in an area where Democrats held no elected office or any political prominence allowed for quick upward political mobility. I volunteered in local and county political organizations and spent most of my time finding creative ways to combine politics and broadcast communications, educating everyone on the “right” worldview. In my senior year, I was invited to run for delegate to the Democratic National Convention. The honor of being able to represent liberal youth at such a high level was incredible, even though it put me in the unenviable position of missing the first week of freshman classes at Lafayette.

Shortly before move-in day, I received email notification of the 2012 Election TV broadcast project the Policy Studies Program would lead. This was an opportunity I could not pass up, and in response to my emails, Professor Mark Crain extended a special invitation for me to take part, despite my First-Year status.

Fresh out of the Convention, I not only felt more solid in my worldview, I also had a renewed appreciation for why involvement in the political process is so important. But when Election Day 2012 came, the experience was awe-inspiring. Superstorm Sandy nearly pulled the plug on the project, and many of us spent nights in McKelvy

House—the only campus building with electricity—going over last minute script changes and decisions. Looking around Farinon to see the physical representation of every decision, from the layout to the staffing to the rundown, it was easy to see what teamwork had accomplished, even when we didn’t always agree on the politics. That night was the first “Aha!” moment for me in the Policy Studies Program, and I knew that if I stuck around, there was even more to come.

Each experience I had, whether in a formal class or informal activities, challenged the beliefs I took for granted and opened my eyes to the many sides of most issues. Not many with opinions on immigration have stepped foot in the mountainous, rocky terrain of Guatemala and interviewed a national industry leader who confesses that his country’s most valuable export is people. Not many truly interested in learning about policy can have dinner and conversation with industry leaders such as the visionary **Kevin Mandia '92** on the central role of policy in their decision making. Not many challenge themselves to put down partisan labels and study the rules of an institution in an attempt to better government.

Incredibly, this is only a sample of what I experienced in the Policy Studies Program.

The program positioned me to meet numerous educators and thought leaders who not only share my love of the democratic process but also enjoy exploring the inner workings of institutions, economies, and governments. I understand that there is opportunity for everyone to contribute to and improve a project, regardless of position or organization. I have been challenged to think, write, and critically present research, and I have developed an immense appreciation for markets, respect for industry, and hesitancy toward purely political elements of myself. I will continue to look at the world through different and broader lenses—political, economic, social, technological—and, in so doing, work to build a vision for a better society, whether through leading in business or engaging in politics or both.

As I reflect on the past four years, I am filled with gratitude. Not only have I gained invaluable knowledge and experience from the Policy Studies Program, the journey taught me about the importance of emotional intelligence to a successful life.

As an EXCEL Scholar, I worked under Professor Mark Crain to refine predictive analytical models for state legislative activity at the committee level. This mix of applied quantitative skills with exposure to the various state governments increased my interest in America’s federalist system. Upon discovering The Council of State Governments (CSG) had a full time summer internship in its Washington, DC, office, I knew I had much to offer and to gain from the opportunity.

CSG selected me for the unpaid position, and the experience stands as one of the most rewarding times of my life. At CSG, I analyzed federal government policies that were pertinent to state government interests and published these reports for our members to view on the CSG website. Topics ranged from taxing online sales to energy security infrastructure to children’s health insurance and everything in between.

The internship would not have been possible without the Caine Scholars Award in Global Leadership, Business, and Policy.

Not only did the scholarship cover the cost of living and working right in the middle of the action in the nation’s capital, a financial burden that would have otherwise been insurmountable, but it also gave me access to the powerful mentorship of **Chris Caine '78**. Washington can be a very complex place for the intern to navigate, and having Mr. Caine as a mentor was invaluable. In our meetings, I was able to learn from his knowledge of the changing global landscape where the intersection of business and policy is so critical and take that insight back to my work at CSG.

Thanks to the humbling generosity of the Caine family, I learned more than I ever thought possible, knowledge I will take with me as I transition into the workforce. One day I hope to be able to follow Caine’s example and provide a Lafayette student with the same type of mentorship and opportunity.

POST-GRADUATION
OUTCOMES FOR POLICY
STUDIES MAJORS

Lafayette College policy studies graduates are employed in a wide range of careers that span the private, not-for-profit, and public sectors, an expected pattern after an effective interdisciplinary program. A listing of employers and graduate schools where our graduates can be found appears below. The range of careers and post-graduate degrees reflects the breadth of specializations available to policy studies majors through the five themes of concentration.

A Billion + Change
Accenture
ADP
AIG
Avison Young
Bard College
Bath & Body Works
Bloomberg LP
Brooklyn School of Law
Cancer Outcomes
Tracking Analysis
Capital One
Carbon Credit Capital
CBRE

Cervello
Chalkup Corp.
Children’s Corps Program
Citigroup
Columbia University
Cornell University
Cornerstone Macro LP
Deloitte
Department of Banking &
Securities, Commonwealth
of Pennsylvania
Eaton Vance
Investment Managers
Eisner-Amper
FactSet
FCB Global
FOX Broadcasting Company
GoldenTree Asset
Management
Google
Harvard Business School
JNK Securities

J.P. Morgan Chase
Kinetic Worldwide
L+M Development Partners
Lazard Asset Management
Liberty Mutual Group
The London School
of Economics and
Political Science
MarketSource Inc.
MAXIS GNB at AXA
MediaMath
Mercator XXI
Moody’s Analytics
Natural Lands Trust
Novita
Paradigm Talent Agency
PFM Asset
Management LLC
Plaza Construction
Point One Percent
Ralph Lauren
Roadrunner Recycling

Securities Industry
and Financial
Markets Association
SSOE Group
Suvoda, LLC
Teach for America Corp.
Under Armour
Unilever
United States Army
University of California,
San Diego
University of Michigan
School of Medicine
Ventura, Ribeiro & Smith
Viacom
Villanova University
School of Law
The Walt Disney Company
Wells Fargo

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