



POLICY STUDIES PROGRAM
JANUARY 2016 - JUNE 2017

LAFAYETTE
COLLEGE



FROM THE CHAIR

“What problem are you solving for people?”

Christopher G. Caine '78, CEO of Mercator XXI

Chris Caine's seven-word question speaks volumes. He posed it at our spring 2017 conference as the foundational question an enterprise needs to answer. In one fell swoop, the answer can frame an organization's mission, identify its customers, and set up benchmarks to measure success. The Caine question struck a chord with me.

The Policy Studies program aspires to advance the problem solving capacity of our students. The major offers a multidisciplinary liberal arts approach, augmented by real world applications, and positions our students to address great challenges at the intersection of business, policy, and technology. Our effort to build this capacity stands on three principles:

- Private enterprise provides a proven path for solving many of the world's great problems;
- Leadership requires vision, a moral compass, and emotional and global intelligence; and,
- Students best realize their potential through a mix of theory and applications.

This report presents the projects, activities, internships, and curricular offerings the Policy Studies program employs to build the problem solving capacity of Lafayette students. In total, Policy Studies-sponsored events resulted in a remarkable 1,074 student interactions outside of the traditional classroom setting. As in past years, we are fortunate that distinguished Lafayette alumni provide creative opportunities for students to engage in real world applications. A few highlights include:

- 57 students are Policy Studies majors or pre-majors, including 16 graduates in the Class of 2017;
- More than 150 students collaborated to produce Emmy-nominated live coverage of the 2016 US national elections, which was aired on PBS-WLVT to 6.5 million potential viewers;
- 574 students entered our election forecasting competition;
- 140 students attended the Essentials of Entrepreneurship conference, co-sponsored with the Gladstone T. Whitman '49 Fund; and,
- 24 distinguished alumni representing the major sectors of the global economy engaged students with real world applications.

These and other accomplishments reviewed in this report were made possible by generous financial support from alumni and friends of the program, including major gifts from Donald Morel, Jr. '79, J. Peter Simon '75, George Jenkins '74, Chris Caine '78, Bruce Maggin '65, and Peter Jacoby '81. I appreciate their support of our mission. As always, I welcome your ideas and feedback.

Yours truly,

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

FACULTY AFFILIATES



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



D.C. Jackson
Cornelia F. Hugel Professor of History



Rexford Ahene
Professor of Economics



Qin Lu
Associate Professor of Mathematics



Nicole Crain
Visiting Professor



David Veshosky
Associate Professor of Civil & Environmental Engineering



Michelle C. Geoffrion-Vinci
Professor and Department Head of Foreign Languages & Literatures



Andrew Vinchur
Professor of Psychology



Gladstone Hutchinson
Associate Professor of Economics



Alison Williams
Administrative Coordinator



POLICY STUDIES AT A GLANCE

- Combines a passion for politics with the study of business, technology, and global challenges to civil society
- Enriches the classroom experience by engaging alumni with distinguished careers in all sectors of the global economy
- Employs a curricular model that connects the campus community and integrates knowledge across disciplines
- Champions the role of market-oriented approaches to creating value and advancing human security
- Provides a productive balance between theory and practice and opportunities for project-based and experiential learning
- Fosters innovation as a lifelong habit



HIGHLIGHTS

1,074 Student Interactions Outside of the Classroom

57 MAJORS AND PREMAJORS
16 Graduates in the Class of 2017

ELECTION FORECASTING COMPETITION
574 Student Entries

2016 LIVE ELECTION COVERAGE ON PBS39
Emmy Nominated, Involved More than 150 Students

LAFAYETTE LENS ON PBS39
Understanding Autism

OPEN FOR DEBATE ON PBS39
Editing Life, CRISPR-Cas9

CONFERENCE ON BUSINESS START-UPS
140 Attendees

CAINE SCHOLARS AWARD
Elizabeth Sulc '17

LEADERSHIP COURSE
Crisis Decision-Making

WORLD RENOWNED LECTURERS & INTERVIEWEES
Luis Balaguer, Jennifer Doudna, Paul Offit, and Michael Useem

ALUMNI ENGAGEMENT
24 Distinguished Professionals Return to Lafayette





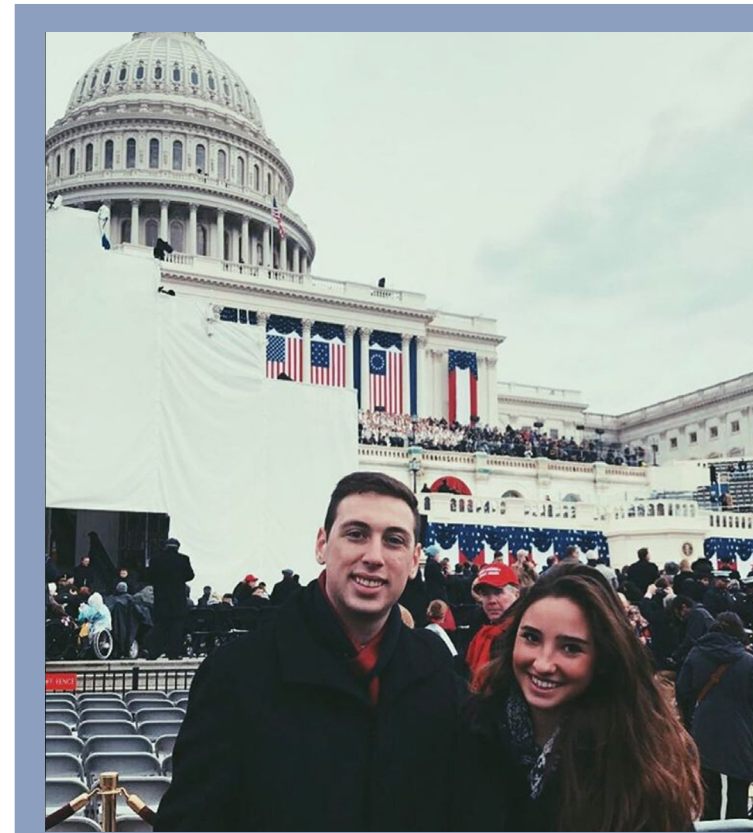
2016 LIVE ELECTION COVERAGE

First Vote in a Polarized Age

A student-run two-hour live broadcast from Farinon Student Center covered all of the 2016 US national elections and aired on PBS39 to 6.5 million potential viewers in Pennsylvania and New Jersey. Students delivered the results and provided up to the minute analysis and commentary. The broadcast also featured video essays, short segments about politics and policy from the perspectives of first time voters.

More than 150 students from seven courses

contributed to the broadcast for credit, and other students participated as a co-curricular activity. The students represented a variety of majors and spent the semester analyzing and researching the Presidential, Congressional, and state races, and learned the elements that go into producing a live broadcast from broadcast professionals. Rachel Robertson and John Ottinger produced the broadcast with guidance from executive producers Nicole Crain, Mark Crain, and Laura McHugh. The broadcast was nominated for an Emmy Award.



ELECTION FORECASTING CONTEST winner David Shub '20 received two tickets to the Presidential Inauguration and Inaugural Ball and travel expenses for correctly predicting 25 out of 29 Presidential, U.S. Senate, and U.S. House races. Nearly 600 students entered the contest, making Shub's win quite remarkable. "The inaugural weekend was nothing short of spectacular. It was truly a once in a lifetime experience, and I am eternally grateful to have had the opportunity to be in D.C. for what was a historic couple of days," Shub said. The prizes were a gift from Peter Jacoby '81.



LAFAYETTE LENS

Understanding Autism

The spring 2016 edition of Lafayette Lens on PBS39 was a collaboration between two Policy Studies courses, the Health and Life Sciences seminar, independent study students, and students participating as a co-curricular activity. In total, about 60 students and five professors were involved in the production.

This project required extensive learning about multiple aspects of autism spectrum disorder: what may cause it, why the incidence is rising so rapidly, what treatments are available, challenges to the educational system, and what public policy options are in place or under consideration.

To learn about these various aspects of autism spectrum disorder students engaged with faculty in collaborative learning that frequently took place outside the classroom. For example, students made site visits to meet with and interview experts at Children's Hospital of Philadelphia, Penn State University Hospital-Hershey, Colorado State University, Easton Area Public Schools, and locations in Washington, D.C. At the PBS39 studio in Bethlehem, students interviewed Pennsylvania state legislators, an NGO leader, and a physician specializing in diagnosing Autism Spectrum Disorders. Joanna Scotti was the student producer, guided by executive producers Mark Crain, Nicole Crain, and Laura McHugh.



OPEN FOR DEBATE

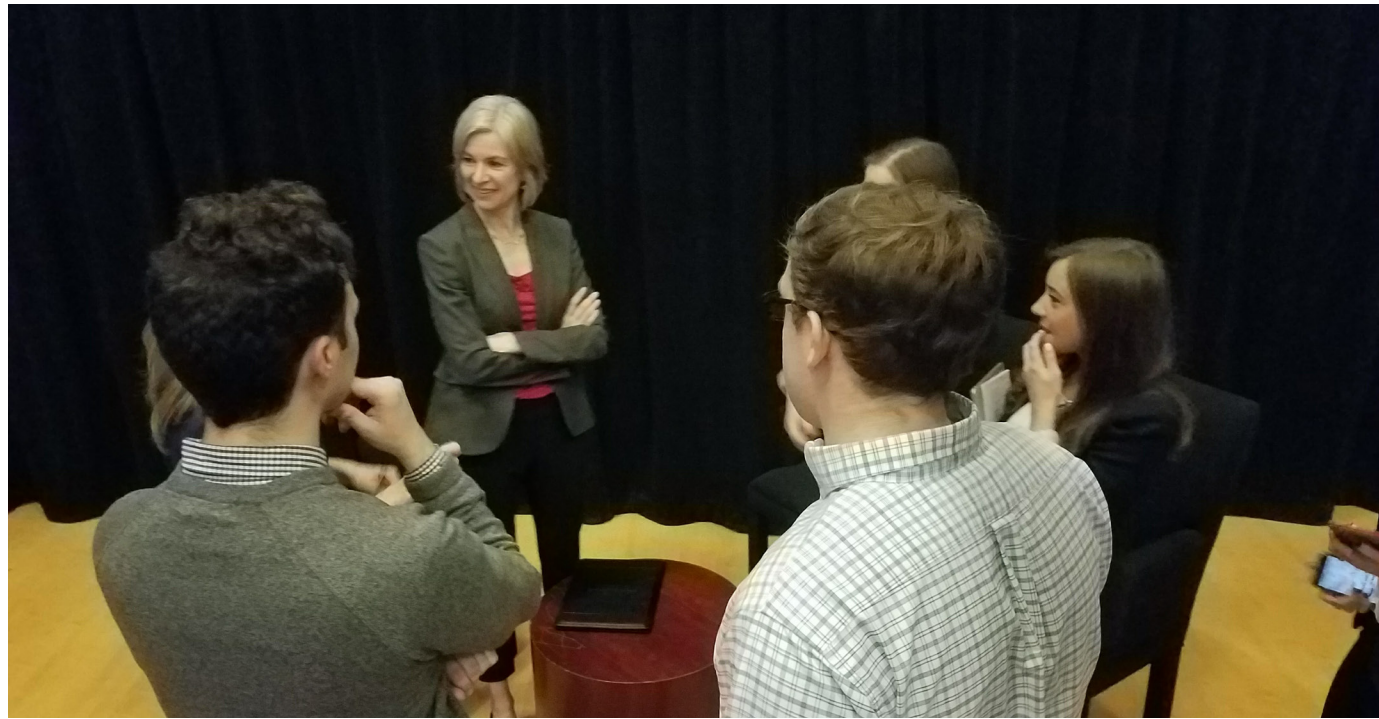
Editing Life, CRISPR-Cas9

Policy Studies collaborated with PBS39 to launch a new series, Open for Debate, in the spring 2017. The premiere edition, entitled Editing Life, explored the breakthrough gene editing technology called CRISPR-Cas9, and featured an exclusive interview with Professor Jennifer Doudna, the UC Berkeley scientist credited with discovering the technology. About 50 students from multiple majors were involved. The show explored CRISPR's ability

to cure genetic diseases, how the technology can aid in the production of biofuel, and the ethics and policy challenges related to this complex biotechnology innovation. Student producers Calvin Prescott and Kathleen Nolan were guided by executive producers Nicole Crain, Mark Crain, and Laura McHugh.



ON LOCATION AT THE FRANKLIN INSTITUTE



Open for Debate provides students a distinctive learning opportunity to address complex topics at the intersection of business, policy, values, and technology. Policy Studies major Hannah Doherty and neuroscience major Danielle Wolff interviewed **Dr. Jennifer Doudna**, the co-discoverer of CRISPR-Cas9 at the Franklin Institute in Philadelphia. Students from the courses involved in the broadcast also travelled to the Franklin Institute to attend a presentation by Dr. Doudna called "A Conversation on CRISPR with Gene-Editing Pioneer Dr. Jennifer Doudna." The 30 minute broadcast aired on PBS39 four times in May 2017 and can be viewed on YouTube.

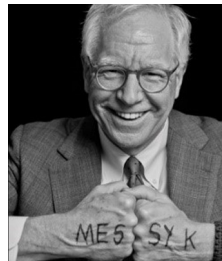
BEHIND THE SCENES



CONFERENCE ON BUSINESS START-UPS

Essentials of Entrepreneurship

On March 31 and April 1, 2017, Policy Studies co-sponsored a conference, “Essentials of Entrepreneurship,” which featured a keynote address by Dr. Carl Schramm. Other sessions were led by Lafayette alumni Scott Bluni ‘89, Cassandra Toroian ‘94, and Chris Caine ‘78. Students learned the basics of business start-ups, including intellectual property, financing, and assessing the viability of an idea. Approximately 140 students and faculty attended the conference, which was planned and executed by students in Professor Nicole Crain’s entrepreneurship course and co-sponsored by the Gladstone T. Whitman ‘49 Endowment Fund.



Carl Schramm
University Professor,
Syracuse University,
former President and CEO,
The Kauffman Foundation

“Entrepreneurial Capitalism: Where Our ‘Millennial’ Economy is Headed”



Cassandra Toroian ‘94
Founder and Chief
Investment Officer, Bell
Rock Capital, llc

“Lessons from a Bootstrap Entrepreneur”



Scott Bluni, Ph.D. ‘89
Senior Principal, Kacvinsky
Daisak Bluni, PLLC

“Protecting Innovation Through Intellectual Property”



Chris Caine ‘78
President and CEO,
Mercator XXI, LLC

“Making it Happen: From Ideas to Business Success”

BECOMING A RED CROSSER

by Elizabeth “Lizzy” Sulc ‘17
Recipient of the 2016 Caine Scholars Award in
Global Leadership, Business, and Policy

At the beginning of my Lafayette career, I took a course on International Politics, where we discussed the role of the Red Cross during times of war. I admired the organization’s strong humanitarian mission, and dreamed of one day joining it. I realized this dream last summer when I interned for the American Red Cross (ARC) at their national headquarters in Washington, D.C. The Caine Scholar Award not only made this unpaid internship financially possible, it also introduced me to Chris Caine ‘78, an incredibly knowledgeable and supportive mentor. Over the course of my internship, I led a project to evaluate the effectiveness of volunteer intake processes in various regional offices. The evaluation included conducting phone interviews with regional officers and volunteers in four regions in order to compare the processes and their effectiveness. Using Visio software to create process maps and document each region’s process, I conducted research and applied data analytics to provide fact-based evaluations. At the end of the summer, I presented my findings and recommendations to the logistical directors within the Volunteer Services department for their consideration.

My experience interning at the ARC provided me with a valuable opportunity to explore my interest in the non-profit sector. Additionally, I had the chance to learn from staff members in different departments within the organization, while also participating in professional development workshops. While interning, I realized that my coursework at Lafayette has prepared me



well to think critically, collaborate, and communicate effectively. These skills aided my success as a Red Cross intern.

The opportunity to meet regularly with Mr. Caine was especially rewarding. In our meetings, he helped me reflect on and assess my internship in the larger context of my personal accomplishments and the overall value of my contribution to the mission of the American Red Cross. More broadly, the experience helped me discover what I value most in a job and in an employer. Mr. Caine and I discussed my various interests and skill sets, and he provided me with valuable insight into a variety of paths I can pursue. I am grateful for his continued support and guidance, as well as his generous gift through the Caine Scholars Award that made my summer internship experience possible.

THE CAINE SCHOLARS AWARD IN GLOBAL LEADERSHIP, BUSINESS, AND POLICY is an annual award for a student majoring in Policy Studies. This award provides a stipend for an internship for a Policy Studies major who is proficient in at least two languages and who has been selected for an internship. The award was established by Christopher G. Caine ‘78, CEO of Mercator XXI in honor of his father, Anthony Caine ‘38 to develop the next generation of global US leaders who have an appreciation for public policy and business in a global environment.

GUEST LECTURES SPONSORED BY POLICY STUDIES

The Future of Hispanic and Cross-Over Branding in the US and Global Markets

Luis Balaguer, Founder & CEO, Latin World Entertainment

Luis Balaguer founded Latin World Entertainment in 1994 with his business partner Sofia Vergara. Latin World Entertainment (LWE) is the premier Hispanic talent management and entertainment-marketing firm in the United States. Balaguer's lecture described the founding and growth of LWE and touched on the

various aspects of its business, including publicity, licensing, endorsements, brand integration, production, and content development. LWE is the number one Hispanic talent agency in the United States and 100% Hispanic owned.

During his visit to Lafayette College, Mr. Balaguer met with Policy Studies majors who are interested in potential careers in the entertainment and media business.

VIEW BALAGUER'S LECTURE:

<https://youtu.be/CEfzynzzWaU>



A Leader's Checklist for Your Leadership Moments

Michael Useem, William and Jacalyn Egan Professor of Management and Director of the Center for Leadership and Change Management at the University of Pennsylvania's Wharton School.

Leadership has become all the more important in uncertain times, and the challenge is to build leaders and well-led teams in companies, communities, and colleges. That requires a capacity to think strategically, communicate persuasively, and decide decisively. Drawing on challenging times and moments of decision, **Dr. Michael Useem** identified what is required to strengthen leadership – and how a leader's checklist can help make students ready for those moments when they lead through difficult times. Dr. Useem's fall 2016 visit was co-sponsored by the Policy Studies Program, the Office of the Provost and the PSTD 310 Leadership course.



Communicating Science to the Public: The Vaccine-Autism Controversy

Paul Offit, M.D., Chief of the Division of Infectious Diseases and the Director of the Vaccine Education Center at the Children's Hospital of Philadelphia and the Maurice R. Hilleman Professor of Vaccinology and a Professor of Pediatrics at the University of Pennsylvania School of Medicine.

Co-sponsored by the Policy Studies Program, the Health and Life Science Program, the Health Professions Program, and the Office of the Provost, **Dr. Paul Offit** spoke at Lafayette College in spring 2016. Arguably the world's leading authority on vaccines, he contributed to the Understanding Autism broadcast through student discussions about autism spectrum disorders and an on-camera interview for the broadcast.

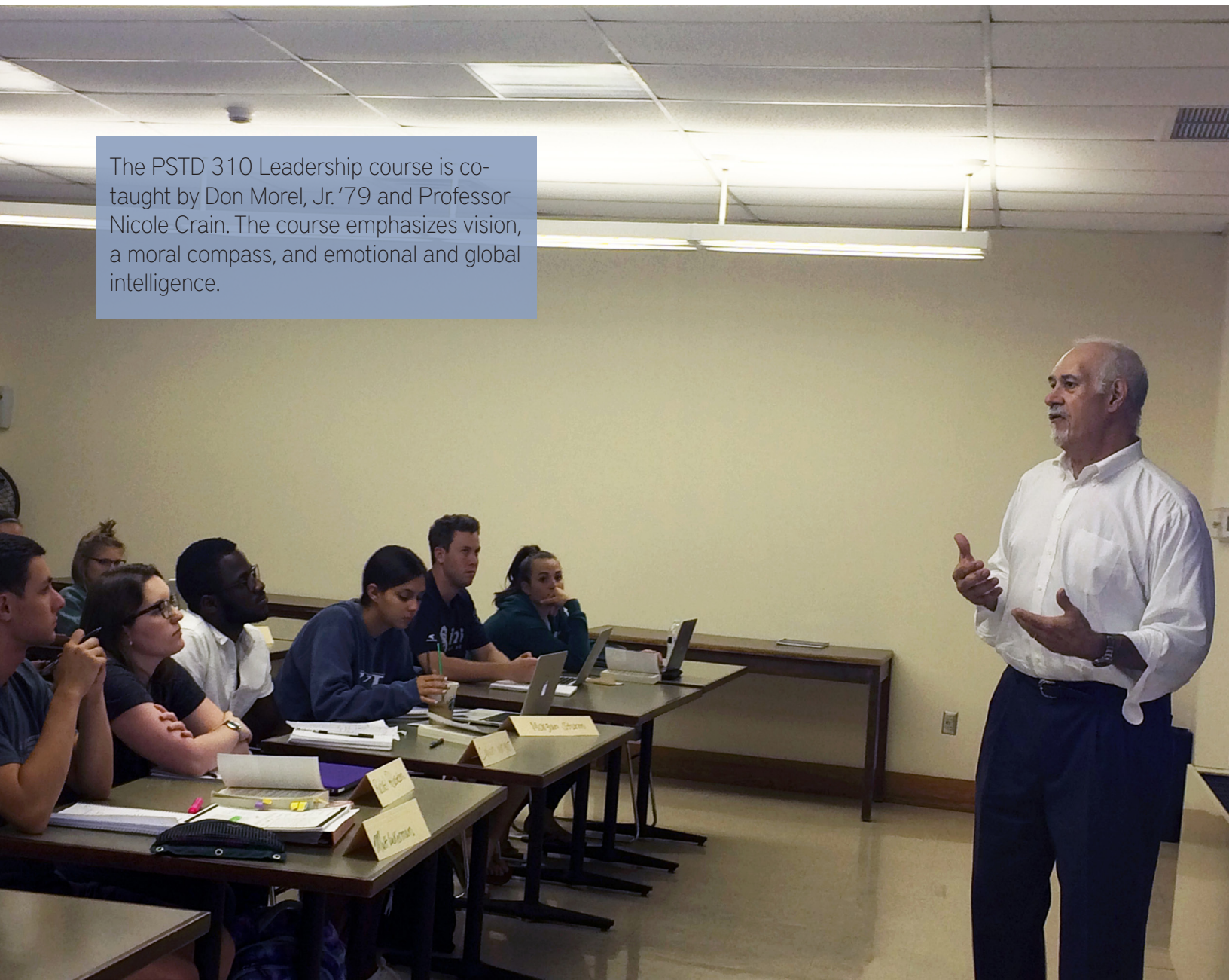


SPOTLIGHT: LEADERSHIP COURSE

This course considers leadership through theory, case studies, discussions, and examples of high-impact leaders. Topics include leadership styles, characteristics leaders share, and transformational leadership. Intelligence and leadership are analyzed with a particular focus on the relationship between

leadership and emotional and global intelligence. At the end of the semester, students present their research on crisis leadership and the characteristics that enable individuals to deliver extraordinary performance under unimaginable challenges.

The PSTD 310 Leadership course is co-taught by Don Morel, Jr. '79 and Professor Nicole Crain. The course emphasizes vision, a moral compass, and emotional and global intelligence.



SPOTLIGHT: FOUNDATIONS OF ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT

The entrepreneurship seminar was taught twice during the period covered by this report. It explores business entrepreneurship as foundational in the transformation, growth and development of an economy. Its analytical underlay is that entrepreneurship converts ideas into economic opportunities.

In this seminar, students learn the theoretical foundations of markets, and how they are usually the

best means through which resources are allocated and improvements in human welfare are achieved.

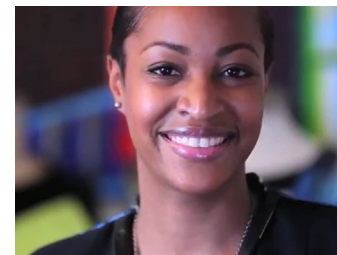
With this foundation laid, the role of various types of entrepreneurship is examined and discussed. Professor Fluney Hutchinson brought successful Lafayette alumni entrepreneurs back to campus to share their insights with his class. Professor Nicole Crain's students created and held a conference entitled Essentials of Entrepreneurship and learned from alumni experts.



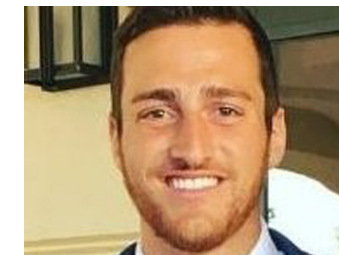
Harsh Agrawal '01
I Squared India Advisors Pvt. Ltd



Emily Fogelberg '05
Medtronic



Terese Brown '07
Terese Sydonna, LLC



Justin Kamine '11
Kamine Development Corporation and KDC Ag



Chris DiMarco '98
Lamps.com and Perpay



Michael Schmidt '05
The New York Times

DISTINGUISHED ALUMNI PARTICIPATING IN THE INDUSTRY, STRATEGY AND POLICY COURSE



Carl G. Anderson, Jr. '67
Partner, Cannondale Partners, LLC
MANUFACTURING

Carl Anderson presented several business cases to emphasize a critical point: understanding the customer is essential for success.



James R. Fisher, Sr. '77
Member, Public Pension Capital, LLC
IDENTIFYING & CREATING VALUE

Fisher presented two case studies to provide real world examples that illustrate how a private equity firm identifies and creates value.



Christopher G. Caine '78
President & CEO, Mercator XXI, LLC
THINK TANKS AS CONSULTANTS
AND CONSULTING FIRMS AS
THINK TANKS

Caine discussed emerging trends in these two sub-sectors.



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

Fox discussed the relationship between the U.S. federal government and the entertainment industry as well as some of the changes taking place in the entertainment industry.



Maulik S. Joshi '90
Executive Vice President and COO,
Anne Arundel Medical Center
HEALTHCARE

Joshi discussed compensation schemes used in the health care industry and the potential value of mergers between health care and insurance providers.



John Stephenson '05
Senior Manager, US Public Policy,
Amazon
TECHNOLOGY & BUSINESS
SERVICES

Stephenson detailed some of the key business areas at Amazon, including Amazon Web Services (AWS).



Harry S. Cherken, Jr. '71
Partner, Drinker Biddle & Reath LLP
RETAIL/WHOLESALE TRADE

Drawing on his experience on the Urban Outfitters board, Cherken described the unprecedented challenges facing the retail trade sector.



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

Holran shared his perspectives on corporate social responsibility, public affairs, and some major challenges facing the energy sector, such as climate change and constructing the Keystone Pipeline.



Pamela S. Passman '83
President & CEO, Center for
Responsible Enterprise & Trade
NOT-FOR-PROFITS/NGOS

Passman addressed decisions about the choice of organizational structure and major challenges facing the not-for-profit sector, such as performance metrics and attracting top talent.



Robert Strouse '70
President, Wind River Holdings, L.P.
PROFESSIONAL & BUSINESS
SERVICES

Strouse described how Wind River, a private equity firm, devised an Uber-type platform to create one of America's largest and most successful asset management and facilities maintenance companies.



Peter G. Jacoby '81
Vice President-Federal Relations &
Director of Legislative Strategy, AT&T
Services, Inc.
TELECOMMUNICATIONS

Jacoby, a seasoned government affairs veteran, provided powerful examples to illustrate the critical role of public policy in successful business performance.



J.B. Reilly '83
President, Landmark Communities and
Center City Investment Corporation
REAL ESTATE

Reilly hosted the students for a walking tour of Center City Allentown, his award-winning development that is credited with revitalizing the downtown area.



Stephen D. Pryor '71
Retired President, ExxonMobil
Chemical Company
ENERGY

Pryor gave students the "big picture" on the world's energy outlook through the year 2040, the factors driving energy demand, and plausible responses to satisfy this demand.



Robin Wiessmann '75
Secretary of Banking and Securities,
Commonwealth of Pennsylvania
FINANCIAL SERVICES

Wiessmann provided an overview of the state government's role in regulating the financial services sector, and how her agency is innovating to keep pace with this rapidly-changing sector.

POST-GRADUATION OUTCOMES

Employers and Graduate Schools

AB Bernstein	Global Financial Markets Association
Accenture	GoldenTree Asset Management
AIG	Goldman Sachs
Arthur J. Gallagher & Co.	Google
Avison Young	Guggenheim Partners
AXA en France	Hill and Stone Insurance Agency, Inc.
Balyasny	Indeed.com
Bard College Center for Environmental Policy	J.P. Morgan Asset Management
Bed Bath & Beyond Corporate	KDC Ag
Booth School, University of Chicago	Kelley School of Business, Indiana University
Brooklyn Law School	Kin Community
Carbon Credit Capital	Kiski Group Inc.
CariClub	KPMG US
CB Insights	L Brands
CBRE	Lazard Asset Management
CharityEngine	Liberty Mutual Insurance
Chatham University	London School of Economics and Political Science
Comedy Central	Merck
Cornell University	Moody's Analytics
COTA (Cancer Outcome Tracking Analysis)	MorganFranklin Consulting
Deloitte	National Express LLC
Democracy Prep Public Schools	Natural Lands Trust
EisnerAmper LLP	PA Department of Banking and Securities
Executive Office of the President, The White House	Park Hill Group
FactSet	Point One Percent
First Eagle Investment Management	PricewaterhouseCoopers
Gannett Company, Inc.	Principato-Young Entertainment

Principle Solutions Group
 Ralph Lauren
 Red Fuse Communications
 Roadrunner Recycling
 Stamos Capital Partners, L.P.
 Suvoda
 Teach for America
 TeleGeography
 The PFM Group
 The Travelers Companies

The Walt Disney Company
 Unilever
 University of California, San Diego
 UpSpring PR
 Ventura, Ribeiro & Smith
 Vimeo
 West Monroe Partners
 Wilgro Services, Inc
 Woodbrook Elementary
 Xiaomi VR



FINANCIAL CONTRIBUTORS, 2016-2017

Edgar and Betty Brick '62	Donald Morel, Jr. '79
Christopher Caine '78	Kathleen Nolan '17
Stephen Caruso '06	Edward O'Brien IV '16
Peter Jacoby '81	John Ottinger '17
Regina and Douglas Janacek 'P18	J. Peter Simon '75
George Jenkins '74	Abigail Williams '15
Anne Kaplan '15	Kathleen Williams 'P15
Bruce Maggin '65	



LAFAYETTE

POLICY STUDIES

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