Dear APPAM Member,

2014 was a notable year for APPAM. While the core activities of the organization remain strong, we continue to explore new ways to enhance the Association’s services to its members.

We are pleased to present to you the first annual report. We hope this report will provide you with the information you need to keep abreast of the Association’s work, the challenges it faces, and the innovations it has embraced. We appreciate the support we have received from the Association officers, the Policy Council, the Institutional Representatives, and the many members who have volunteered their time and energy to assist us over the year. Thank you.

Angela M. Evans, President

Tara Sheehan, Executive Director
While APPAM is a vibrant association accomplishing important goals, it continues to be faced with challenges. One of the most important is ensuring that the membership is fully informed on the Association’s work. This inaugural Annual Report is intended to provide APPAM’s members with a better understanding of the work APPAM’s staff, Executive Committee and Policy Council are engaged in and the progress the Association is making in reaching its strategic goals. It will also report on the status of existing programs and projects and discuss upcoming activities being considered for the future.

The Annual Report will be published each year, in conjunction with the Fall Research Conference, and will also be available online. This Annual Report is not to be confused with APPAM’s Strategic Plan – that document still guides the work APPAM undertakes.

The Annual Report serves two purposes: 1) a report card on the progress against the strategic plan and 2) a general report on the condition of the Association health and strength.
The APPAM leadership assesses the health of the organization by analyzing a number of factors: membership numbers, budget surpluses or deficits, JPAM performance statistics and Fall Conference statistics, among others. These measures help assess the performance of the organization, in a timely fashion and in an easily accessible format.

The Critical Indicators table in this report includes the last 4 years of figures, as well as 2014 figures, for comparison.

Because of the timing of this report and APPAM’s fiscal year (January – December) and the Fall Conference, some of the figures for 2014 are preliminary and will not be final until the end of 2014. Each grouping of the critical indicators is presented in a table in the Appendix.

In summary, membership continues to expand, especially student memberships. The Fall Conference continues to grow as well; 2014 will be the largest conference to date, with 273 sessions and an estimated 2,000 attendees. JPAM’s submissions have reached an all-time high in the last 2 years and the Impact Factor continues to increase. These three areas continue to fuel modest revenue growth each year and APPAM’s assets continue to grow at a steady pace. By all measures, APPAM is in strong operational and fiscal condition.
The APPAM Strategic Plan guides the work of the APPAM leadership. Each new initiative is assessed against its ability to advance the plan. The plan has been in effect since 2012 and will undergo review and revision in the upcoming calendar year. (See discussion of this review later in this report.)

There are three strategic objectives that guide APPAM’s work, as laid out in the strategic plan in the sidebar to the right. There are several recommendations that correspond to each objective but for the purpose of brevity, we will focus on the three main objectives. You can review all the recommendations in the Strategic Scorecard, the Appendix.

### Strategic Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong></td>
<td>Promote greater integration across disciplinary, methodological and topical silos</td>
</tr>
<tr>
<td><strong>Objective 2</strong></td>
<td>Increase the policy relevance of our work</td>
</tr>
<tr>
<td><strong>Objective 3</strong></td>
<td>Expand active membership</td>
</tr>
</tbody>
</table>

In conjunction with APPAM staff, all of the programmatic work of APPAM is performed through committees. All Policy Council members are assigned to at least one committee. Beginning in 2015, APPAM will recruit non-Board members for APPAM committees (more on this later in the Goals section of the report).

Currently, there are nine core APPAM committees. In addition to these core committees, the President established several ad hoc committees. The tasks assigned to each committee for 2014 were created by the President and Executive Director to support the strategic plan and are described below. The number at the end of each task corresponds to the strategic objective the task was intended to support.

For more detail on the programs/tasks from 2014 that directly support the strategic plan, please see the Strategic Scorecard at the back of this report.
Nominating Committee
- Create a roster of nominees for the Policy Council and leadership (1)
- Work with the Diversity Committee to ensure that the resulting roster is diverse (1)

Program Committee
- Review proposals for the 2014 Fall Conference and help support the President-Elect as she creates the program (1)(2)

Dissertation Review Committee
- Review submission for the APPAM PhD Award and select a winner

Ad Hoc Committees

Strategic Planning Committee
- Recommend a structure, process and topics for a follow-up committee to develop a new strategic plan in 2015 (1)(2)(3)
- Suggest key issues for the 2015 strategic planning committee to address (1)(2)(3)

Affiliations Committee
- Review requests from other organizations to form an affiliation, partnership or to work together to some degree (1)(2)
- Suggest organizations with which to affiliate or partner with, that would be beneficial to APPAM’s strategic goals (1)(2)

OMB/Data Committee
- Work with OMB to explore ways to build a stronger connection between the academic community and federal government agencies (2)

Publications Committee
- Work to strengthen the relationship between JPAM and APPAM (1)(2)
- Explore the possibility of other publication outlets (1)(2)
The APPAM leadership and staff have devoted significant time and energy to a range of activities. Below is a brief description of these activities by area and the outcomes that resulted.

Conferences/Programs

Fall Conference
For years, the Fall Conference hotel contracts were signed far in advance and did not take into account any growth in the conference sessions or attendance. In order to accept more papers and allow more members to participate in the conference, the Policy Council supported the decision to grow the conference modestly. The last of the “small” conference legacy contracts was 2013. Each contract that is now negotiated anticipates modest growth in the conference, as defined by the Policy Council. This year’s conference will feature 273 panel sessions and roundtables, 200 posters, 4 symposia, 3 award lectures, 3 receptions and 1 Presidential Address. It also will feature a joint plenary, a joint reception and 4 joint panel sessions presented in collaboration with NASPAA. About 2,000 people will attend, representing a near doubling of the conference in the last 10 years.

The conference will feature a newly designed exhibit floor; 8 caucus sessions (a continuation of last year’s innovation that offer casual sessions focusing on emerging policy topics, designed to help the moderator get feedback on research and project directions) and a new policy area for sessions, Population and Migration Issues.

Spring Conference
The Spring Conference took place in early April in Washington, D.C. The theme of the conference was “Teaching Policy Analysis and Management in Today’s Classroom.” For the first time, paper submissions were solicited for the conference, using a process similar to that followed for the Fall Conference. 100 people attended the conference; there were 10 panel sessions and 2 plenary sessions. The feedback from the event was very positive; attendees appreciated the opportunity to discuss pedagogy issues with academic colleagues, as well as hear the viewpoints of practitioner colleagues. For coverage of the event, including archived webcasts, visit APPAM.org.

International Conference
The International Conference took place in late September in Segovia, Spain. The theme of the conference was “The Decline of the Middle Classes Around the World” and 150 people attended, representing 20 countries. There were 28 panel sessions and 4 plenary sessions.

APPAM, with Abt Associates, held one institutional member forum in late April in Washington, D.C. The theme of the forum was “Social Experiments in Practice: The Why, When, Where and How of Experimental Design & Analysis” and 150 people attended the all-day event. For coverage of the event, including archived webcasts, visit APPAM.org.

Job Video Hosting Service
To help institutional members save time and money during the process of hiring new professors, APPAM will host a video channel that will permit candidates to post a 15 minute “job talk.” In this video, the applicant would discuss his/her research, communicating their question, process, findings, and conclusion in a well thought-out presentation similar to those seen as part of a conference panel or roundtable. These job talks will showcase the candidate’s ability to communicate ideas, methods, and conclusions in a public format similar to a classroom. The candidate will also provide a CV and list of his/her research.

APPAM expects that this video will benefit APPAM institutional members by allowing search committees the opportunity to see the candidate “in action” prior to incurring the expense of a formal visit—thus potentially reducing candidate screening. This service will be introduced at the Institutional Reps Meeting at the Fall Conference and will be promoted to member institutions, students, and newly minted graduates thereafter.
Communications/Publications

APPAM.org
APPAM.org is the main source of Association news for members. The site was redesigned 2 years ago and the site statistics have improved year over year. 180 articles have been posted to the site so far in 2014. About 80 postings have been APPAM centric pieces, about 100 have been public policy news related, event summaries, member spotlights, interviews and other content.

• Page views for the site are up 13.4% over last year (total page views are 314,489) and unique visitors have increased by 29.3% over 2013 (total visitors are 80,488).
• Overall site traffic has increased 22% over the past year, with visitors largely hitting at least two to three pages per visit. New visitors make up a large percentage (31%) of the unique views, indicating that the site is attracting new or potential members on a regular basis.
• Visitors are still primarily coming to the site for information on the Fall Conference, careers, and JPAM.
• Public Policy News (a specific section of the site) experienced a large increase in traffic over last year (1% in 2013, 15% in 2014), indicating that visitors are seeing value in something other than conference and career material.
• The top news article, the Abt Associates institutional member forum summary in April, indicates that 1) additional promotion drives traffic and 2) interesting and relevant content is what members want.

Social Media
Members, and the public policy community at large, increasingly connect with APPAM via social media. As student membership continues to grow, so does the use of social media.
• Facebook followers grew by 22% to 1,433.
• Twitter followers grew 17% to 1,445.
• The LinkedIn page boasts 20,000 followers.
• APPAM YouTube channel, while only in its infancy, has 25 subscribers.

JPAM Content on APPAM.org
By building a more formal relationship between APPAM and JPAM, under the direction of the Publications Committee, APPAM leadership hoped to accomplish three ends: increase the visibility of member research, increase the rich content on APPAM.org to make it a destination site for policy news, and make JPAM content more accessible. Interviews with authors and features using Point/Counterpoint have formed the initial basis for this effort.

In addition, APPAM has worked with the JPAM publisher, Wiley, to increase the promotion of articles posted online via social media, press releases and the addition of rich content, based on the research. Currently, APPAM leadership and staff are encouraging authors to record short podcasts about their articles in JPAM, for distribution through APPAM.org.

Expansion of APPAM Update: Targeted to Areas of Expertise
APPAM Update is a bi-monthly newsletter that all APPAM members receive. It usually includes some APPAM news, some APPAM promotional material and a series of links to national public policy news from the last two weeks.

In an effort to make the APPAM Update more useful and relevant, APPAM has begun sending out targeted newsletters, where the public policy news links are chosen based on the member’s area of expertise. For example, if a member is an education researcher, then he/ she will receive links targeted specifically to education policy news from the last two weeks. APPAM staff is gathering information on the areas of expertise/focus from members. While this effort continues, the targeted newsletters have begun on a pilot basis.

Streaming Content
In order to help bring content to members who are not able to attend a conference or event, APPAM has been streaming select sessions live on APPAM.org. Both plenaries from the Spring Conference and sessions from the Institutional Member Forum in April were carried live on APPAM.org. About 300 people watched the live events and 200 people accessed the archived events afterwards.

Two of the symposia sessions will be streamed on APPAM.org from the Fall Conference. The goal for 2015 is to increase the amount of content streamed and to institute streaming as a regular part of all conference events.

Fall Conference Paper Collection
To help make the research presented at the Fall Conference more accessible and visible to our membership (and the greater public policy community), APPAM leadership created a Fall Conference Paper Collection using papers submitted and accepted for the 2013 conference. Program committee chairs and discussants from sessions at the Fall Conference nominated papers. Thirty papers make up the current collection. Leadership is hopeful that this service will offer a user a good sense of the type of research presented at the Fall Conference and will offer authors increased visibility for their research.

The collection will expand to include selected papers presented at the 2014 Fall Research Conference.
In an effort to attract more practitioners to APPAM and to include them in the Fall Conference, APPAM created a special government registration rate for the 2014 Fall Conference. As of October 15th, about 60 people have taken advantage of this rate.

A proposal to create a permanent new membership rate for government employees is currently under review by the Policy Council.

2014 is the second year in which committees played a significant role in APPAM’s governance, particularly to help advance the strategic goals. The ad hoc Strategic Planning Committee have assessed the feasibility of continuing this approach to governance.

2014 is the first year there was a student representative on the Policy Council. As per the bylaws changes in 2013, two student seats were added to the Board for staggered, two year terms. The first student rep is Sarah Cordes from New York University. Her term runs through 2015; another student will be selected at the end of 2014, his/her term will run through 2016. Student representation on the board is important, especially given the growth in student membership.
The Spencer Foundation recently awarded APPAM a 3 year, $60,000 grant to continue presenting the Spencer Award and Lecture in conjunction with the APPAM Fall Conference. The award is given out every other year and the awardee is invited to present a lecture.

APPAM presented the inaugural Exemplar Award in 2013. This award recognizes the work of an individual who has made major contributions to public policy by valuing the knowledge resident in academia and using research and analysis to craft innovative solutions to policy problems. The 2013 award was given to former member of the House of Representatives Lee Hamilton and the Policy Council voted, in 2014, to make the award annual. The 2014 award winner is Isabel Sawhill, Brookings Institution and Past APPAM President. Each award winner addresses conference attendees at the Membership Meeting & Awards Lunch.

OMB Partnership/Data Resolution
APPAM OMB/Data Ad Hoc Committee and the Office of Management and Budget (OMB) have been engaged in talks to explore ways to build stronger connections between academics/researchers and agencies at the federal, state, and local levels. These discussions have centered on two key goals:

1 Helping to connect the research members are conducting to the policy-making process through better information sharing and the creation of relationships between academic/private sector researchers and government agencies. Different ways that APPAM can help support that effort and act as a conduit are on the agenda.

2 Helping members access administrative data generated by government agencies to aid in research.

A series of suggested steps to help achieve the first goal is currently being reviewed by the Policy Council. The second goal has proven more difficult. While OMB is certainly sympathetic to the difficulties researchers’ encounter when trying to access some government data, they do not have sufficient authority to mandate actions of executive agencies regarding their data.

In order to a) help APPAM identify and work with other groups dealing with the same issues and b) more clearly define the position of APPAM on the relevant issues attendant to data accessibility, the committee working on these issues has suggested APPAM draft a resolution regarding data access, present it to the APPAM membership and conduct a membership vote for its approval. The resolution is below and the voting process will occur in conjunction with the election of the next cohort of Policy Council members in December. If approved, the resolution will be used to help further efforts to access administrative data for research purposes on a timely basis.

Text of Resolution
“We ask our colleagues in federal, state and local governments to facilitate open access to administrative data, with appropriate protections for confidentiality, but also support for linking across datasets. We ask them to ensure that researchers have timely access to the data necessary to support research that produces benefits for the government agencies and the public. Without access to timely data, research can be compromised, contributing to inferior analysis and public policies that fail to meet the public interest.”

Institutional Member Data Gathering:
Master’s Level and PhD Programs
Gathering data about the APPAM institutional member schools/programs continues to be a work in progress. APPAM continues to work with NASPAA to collect data from the Master’s Level programs. APPAM anticipates releasing data on APPAM.org in the spring. A separate effort is ongoing to gather data about PhD programs. Since these programs are different than the Master’s Level programs, the best approach to gathering the data, while ensuring that the collection is not a burden on institutional members or creates too large of an allocation of resources for APPAM, is still being determined by APPAM leadership.

COPAFS Membership
APPAM recently became a member of the Council of Professional Associations on Federal Statistics (COPAFS) and is officially represented at the regular meetings of the Council. This membership provides APPAM a partner in making government data more accessible to researchers as well as staying current on any new or emerging issues that may affect APPAM members.
Strategic Planning
APPAM underwent its first strategic planning process in 2011. The plan resulting from this effort covers the years 2012-2015. A review of the plan and the development of a new plan for the upcoming years will begin this fall with the designation of a new committee. Over this past year, an ad hoc committee has reviewed the first plan, as well as the process used to create it, and will present to the Policy Council recommendations for what tasks the new Strategic Planning Committee should undertake. The committee will also present a timeline for completion of important milestones in the plan’s creation. The goal is to enact the new plan in 2016.

New Cohort on the Policy Council
A new cohort on the Policy Council will be elected in 2015. For the first time, this cohort will include an early career academic (within 10 years of receipt of his/her terminal degree). The cohort will be smaller than years past. The bylaw changes approved in 2013 reduce the number of people elected to the Policy Council each year from 8 to 4 people. By 2017, the size of the Policy Council will be reduced from 43 members to 29 members.

Non-Policy Council Member Service on Committees
To help build engagement among APPAM members and identify future leaders, APPAM invited non-Policy Council members to serve on committees. A call for volunteers was sent to members in early fall 2014 and APPAM will accept volunteers until early 2015. For more information on volunteering on a committee, please visit APPAM.org.

Working with Affiliates/Building Partnerships/Consensus
A goal in 2015 will be to reach out to other organizations including, the American Society for Public Administration (ASPA), the American Political Science Association (APSA), the American Evaluation Association (Eval), the Population Association of America (PAA), the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), the Association of Professional Schools of International Affairs (APSIA), the Association for Education Finance and Policy (AEFP), Public Management Research Association (PMRA), the Society for Research on Educational Effectiveness (SREE), the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), and others to establish more regular relationships among the leadership and executive directors. This type of association and network can help APPAM identify appropriate opportunities for fellowship and potential collaboration.

New ICC Model
International conferences have been planned by an International Conference Convener (ICC) since 2009. The contract with the current ICC ends in 2015 and a new ICC will be sought. An RFP has been created and will be disseminated in early 2015 to APPAM institutional members, as well as the public policy community. A selection committee will be created to review the proposals. The committee will make a recommendation to the Policy Council from among the proposals and the Policy Council will vote on whether to accept or reject the recommendation of the selection committee. The model for convening international conferences will shift somewhat and the RFP will reflect the shift. The responsibility for planning and overseeing the conferences will fall largely to APPAM. This change will shift responsibility away from the international partner to better ensure quality in the planning and logistics of the conference and to expand the pool of international partners.

IPA Guide/Strengthening the Connection Between Policy and Practice
IPA (Intergovernmental Personnel Act) allows for the temporary assignment of personnel between the federal, state and local government and universities and federally funded research and development centers. APPAM members who have had IPA appointments report the experience as positive but little information exists about how to find available appointments. APPAM is planning to develop a guide on how to secure an IPA. APPAM will use the experience of members who have secured an IPA to serve as advisers to those seeking a placement.

2015 Spring Conference: How Policymakers Use Members’ Research
The focus of the 2015 Spring Conference will be “How Policymakers Use APPAM Member Research.” The goal is to begin a dialogue among academic researchers; policymakers, who create policy; and practitioners, who implement the policy in order to advance the exchange of knowledge and information among these sectors. APPAM leadership is planning to use this conference to determine if APPAM can play a role in this exchange, and if so, what that may entail.
### Critical Indicators - Association for Public Policy and Management

#### Membership

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual member count</td>
<td>n.a</td>
<td>1066</td>
<td>966</td>
<td>n.a</td>
<td>n.a</td>
</tr>
<tr>
<td>Professional members</td>
<td>n.a</td>
<td>562</td>
<td>562</td>
<td>n.a</td>
<td>n.a</td>
</tr>
<tr>
<td>Student members</td>
<td>n.a</td>
<td>344</td>
<td>344</td>
<td>n.a</td>
<td>n.a</td>
</tr>
<tr>
<td>Annual retention rate</td>
<td>64%</td>
<td>53.3%</td>
<td>49.2%</td>
<td>60.1%</td>
<td>n.a</td>
</tr>
</tbody>
</table>

#### Budget

<table>
<thead>
<tr>
<th>Budget Item</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>$316,082</td>
<td>$333,350</td>
<td>$362,560</td>
<td>$323,788</td>
<td>$312,000</td>
</tr>
<tr>
<td>Fall Conference (Surplus or Deficit)</td>
<td>$(11,345)</td>
<td>$224,355</td>
<td>$192,326</td>
<td>$163,252</td>
<td>$220,635</td>
</tr>
<tr>
<td>Spring Conference (Surplus or Deficit)</td>
<td>$(11,395)</td>
<td>$(9,710)</td>
<td>$(8,589)</td>
<td>$(30,098)</td>
<td>$(22,039)</td>
</tr>
<tr>
<td>JPAM (Surplus or Deficit)</td>
<td>$69,486</td>
<td>$71,400</td>
<td>$73,985</td>
<td>$83,018</td>
<td>$88,000</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$934,213</td>
<td>$1,109,810</td>
<td>$1,146,299</td>
<td>$1,181,422</td>
<td>$1,215,283</td>
</tr>
</tbody>
</table>

#### Revenue Growth

-5% 16% 4% 3% 2% projected

#### Assets

- Long term: $529,000  $458,000  $592,000  $709,552  $788,127

#### JPAM

- Number of submissions: 386  446  478  523  518
- Impact factor: 2.24  1.09  1.54  2.26  n.a.

#### Conference

- Fall Conference: Boston DC Baltimore DC Albuquerque
  - Number of submissions: 789  1618  1500  1872  1648
  - Number of sessions: 186  206  241  211  273
  - Number of registrants: 1265  1514  1633  1648  1439
  - Room block: 1202  1022  986  1118  1150

#### Number of policy areas

- 2010: 23
- 2011: 22
- 2012: 20
- 2013: 17
- 2014: 19

### Scorecard for APPAM Strategic Plan, Fall 2014

#### Objective 1: Develop Fall Conference sessions with an integrated focus

- Recommendation: Instead of accepting separate cross-cutting sessions at the Fall Conference, firm language was placed in the call for proposals to promote cross-cutting elements in all sessions. This trend seems to be working to make the entire conference more integrated. We are coordinating several sessions with NASPAA for the conference, since they are co-locating with APPAM for the first time, and symposia sessions are examining policy issues from various viewpoints.

- Status: Some progress

#### Objective 2: Increase policy relevance of our work

- Recommendation: The Committee on Policy Relevance approached the APPAM leadership with the idea of sending a letter to federal agencies to encourage participation as chairs and discussants at the Fall Conference. The committee volunteered to put together a list of contacts the committee knew for dissemination of the letter. This effort was to dovetail with the creation and launch of a government rate for registration for the 2014 Fall Conference. Unfortunately, the letter was never sent but the government rate was created and special outreach to government workers in the APPAM database has resulted in more than 50 government employees using the rate to register for the conference. At the 2014 Spring Conference, one of the plenaries featured the employer perspective, regarding employment of MPP/MPA students. This plenary was very well-attended.

- Status: Some progress

#### Objective 3: Investigate and develop opportunities to engage policy makers and practitioners in a more “virtual” manner

- Recommendation: APPAM streamed two plenary sessions at the Spring Conference, one session from the Spring forum with Abt and will stream 2 sessions at the Fall Conference. APPAM continues to feature original content on its website in an effort to engage policy makers and practitioners more actively. Two of the communication goals for the site in 2014 are to feature regular blogs by practitioners and policy council members and to more overtly leverage JPAM content on the website. While the first goal continues to be challenging, the second goal has been met by featuring press releases of upcoming articles, making for web pieces (Point/Counterpoint), and encouraging authors to submit podcasts, in addition to the printed article.

- Status: Some progress
## Scorecard for APPAM Strategic Plan, Fall 2014 (continued)

<table>
<thead>
<tr>
<th>Objective</th>
<th>Recommendation</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Increase participation of graduate students in APPAM membership and existing activities</td>
<td>Will continue to offer the pre-conference workshop at the Fall Conference to encourage student participation. Created a quarterly student newsletter, features a column from the student representative on the APPAM Policy Council. A committee examining the PhD degree and the labor markets that utilize the PhD graduate was formed and has recommendations for future action. We had our first APPAM Student Happy Hour in August in DC, about 35 students attended and 4 became APPAM members at the event.</td>
<td>Clear progress</td>
<td></td>
</tr>
<tr>
<td>3.2 Create/accept Fall Conference sessions that include students when possible</td>
<td>Feature language in the submission system to identify student participants in a session. Increased the size/scope of the poster presentation area for the 2014 conference. This will help us to include students at the conference who might not be able to participate in sessions.</td>
<td>Clear progress</td>
<td></td>
</tr>
<tr>
<td>3.3 Explore collaborations with like-minded organizations in fields of interest to APPAM members</td>
<td>Approached by a number of organizations with a variety of ideas about collaborations. Created an affiliations committee to deal with requests and finalized a criteria by which they will judge future affiliation requests and make recommendations to the Policy Council.</td>
<td>Clear progress</td>
<td></td>
</tr>
<tr>
<td>3.4 Adopt actions to maintain and increase diversity among members</td>
<td>The diversity committee was assigned the following tasks for 2014: a) Suggest diversity policy organizations APPAM can reach out to for affiliation. b) Create programming for 3 – 5 sessions at the Fall Conference that cover diversity issues in the academic world, particularly in the schools of our institutional members. There hasn’t been progress on the first goal but the diversity committee did program 3 sessions at the Fall Conference.</td>
<td>Some progress</td>
<td></td>
</tr>
<tr>
<td>3.5 Conduct a survey of institutional members and use the results to develop new initiatives.</td>
<td>This was done in 2013 and the initiatives included a request to engage in data collection with NASPAA, which is currently ongoing. An MOU to detail the working relationship with NASPAA was signed in October and data should be shared with APPAM in the Spring of 2015.</td>
<td>Clear progress</td>
<td></td>
</tr>
</tbody>
</table>

## Comments

- Clear progress
- Some progress
- Did not address objective

### APPAM Officers

- President: Angela Evans, University of Texas, Austin
- President-Elect: Jane Waldfogel, Columbia University
- Vice President: Greg Acs, The Urban Institute
- Vice President: David Johnson, U.S. Bureau of Economic Analysis, term ends in 2015
- Secretary: Matt Stagner, Mathematica Policy Research, term ends in 2015
- Treasurer: Shelly VerPloeg, USDA
- Chairman, Committee of Institutional Representatives: Michael Shires, Pepperdine University
- International Conference Convenor: Doug Besharov, University of Maryland, term ends in 2015
- JPAM Editor: Kenneth Couch, University of Connecticut, term ends in 2019
Policy Council Members
(members are clustered by year of service they are currently on; terms on the Policy Council are four years)

Serving through 2014:
Sandra Danziger, University of Michigan
Susan Gooden, Virginia Commonwealth University
Rucker Johnson, University of California, Berkeley
John Martinez, MDRC
Donald Moynihan, University of Wisconsin, Madison
Juliet Musso, University of Southern California
Colleen Shogan, Congressional Research Service

Serving through 2015:
Scott Allard, University of Washington
Marcia (Marcy) Carlson, University of Wisconsin, Madison
Swati Desai, Rockefeller Institute of Government
Barbara Devaney, Mathematica Policy Research, Inc.
Susan Dynarski, University of Michigan
Joyce Manchester, Vermont Legislative Joint Fiscal Office

Serving through 2016:
Colleen Barry, Johns Hopkins University
Robert Kaestner, University of Illinois, Chicago
Mark Long, University of Washington
Laura Peck, Abt Associates
Jodi Sandfort, University of Minnesota
Lucie Schmidt, Williams College

Serving through 2017:
Charles Betsey, Howard University
Ron Haskins, Brookings Institution
Cynthia Osborne, University of Texas, Austin
Rachel Swanger, Pardee RAND Graduate School
Sarah Cordes, New York University (Student representative)

Staff:
Tara G. Sheehan, Executive Director
Ben H. Rome, Communications Manager
Tristanne M. Staudt, Membership, Marketing and Special Projects Manager