



# APPAM

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Association for Public Policy  
Analysis & Management  
**Annual Report 2014**

**APPAM.ORG**



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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

## 2014 Highlights

Membership numbers are high, especially among students.

The Fall Conference promises to be the largest Fall Conference to date—attendance is expected to be about 2,000 people and 273 sessions are being offered.

The Journal of Policy Analysis and Management (JPAM) experienced a record number of submissions and its highest ever Impact Factor Rating of 2.262.

Several new activities have been launched, including the first steps towards a new service to assist institutional members screen job applicants.

APPAM has partnered with several associations to enhance the quality and accessibility of federal data.

APPAM and NASPAA have partnered to coordinate their respective Fall Conferences.

Governance committees continue to explore ways to advance APPAM's strategic goals.

Members have been encouraged to participate in committee work.

APPAM's website has expanded in both the richness and reach of its content.



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.





Critical  
Indicators  
2010-2014

Membership

Budget

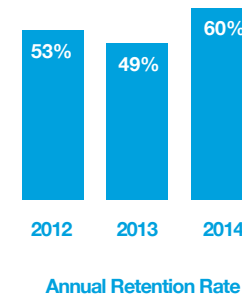
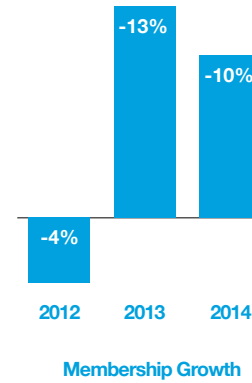
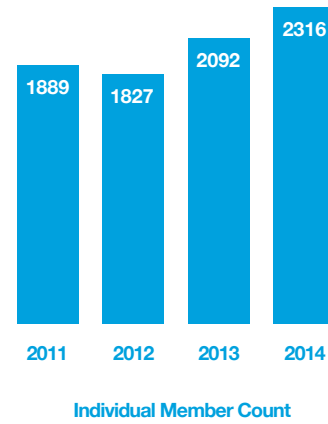
JPAM

Fall Conference

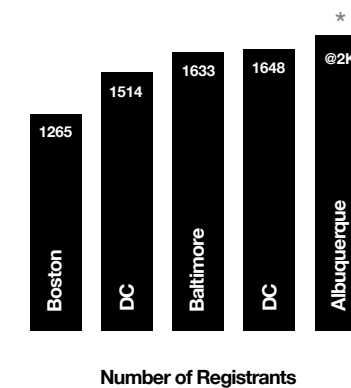
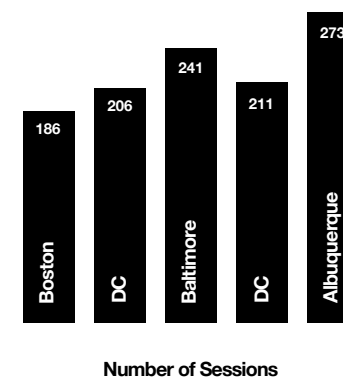
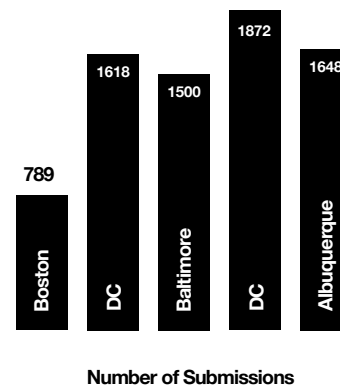
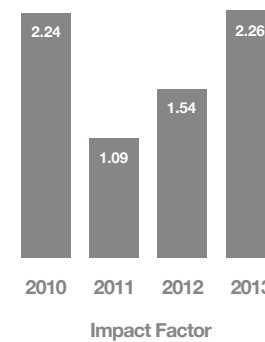
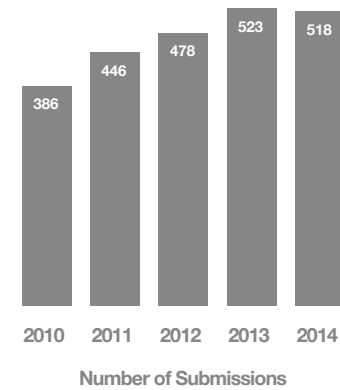
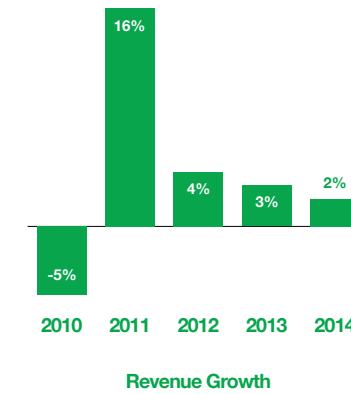
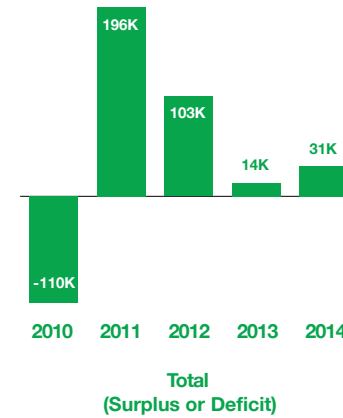
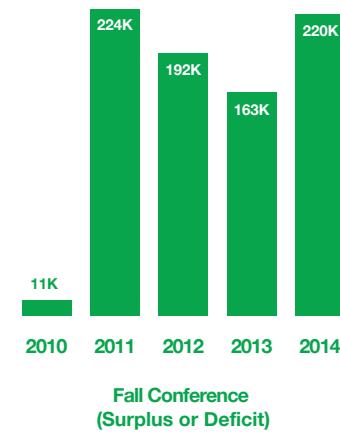
The APPAM leadership assesses the health of the organization by analyzing a number of factors: membership numbers, budget surpluses or deficits, JPAM performance statistics and Fall Conference statistics, among others. These measures help assess the performance of the organization, in a timely fashion 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.



Membership figures not available for all metrics in 2011



\* Final attendance figures for 2014 are estimated





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Strategic  
Plan

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

### Objective 1

Promote greater integration across disciplinary, methodological and topical silos

### Objective 2

Increase the policy relevance of our work

### Objective 3

Expand active membership

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.



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Committees



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Committees



## Core Committees

### Policy Relevance Committee

- Fellowship Program: Identify potential funding sources and next steps (2)
- Suggest two or three concrete approaches to engage policymakers and practitioners at the Fall Conference (1)

### Communications and Web Committee

- Brainstorm ways to help leverage JPAM content on APPAM.org (2)
- Suggest two or three concrete features for APPAM.org (Point/Counterpoint, etc.) (2)

### Finance Committee

- Endowment: research the possibility of creating a small endowment and next steps (1)
- Review cancellation insurance possibilities and recommend one to the Policy Council
- Meet with Vanguard financial advisor to discuss future investment direction

### Meetings and Conferences Committee

- Spring Conference: serve as Program Committee members, review papers, help identify speakers, panels and create programming for the conference (2)
- Review the results of the Fall Conference Survey and make suggestions for the President Elect/President to consider for future conferences (1) (2)

### Membership Committee

- Determine a strategy for retaining student members (3)
- Consider adding to the roster of membership benefits for professional members (3)
- Consider and evaluate adding a different membership price level for government workers, to encourage their participation in APPAM (3)

### Diversity Committee

- Suggest diversity policy organizations APPAM can reach out to for affiliation (1)
- 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 (1)



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Committees

### 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, the University of Maryland and UNED (The National University of Distance Education) jointly sponsored

the conference. The Evans School, from the University of Washington, sponsored the event. For more information, including the final program from the event, visit APPAM.org.

### Institutional Member Forum

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.





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Governance  
Changes

# 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.



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Membership

# 10%

Membership  
Increase in 2014



# 30%

Student  
Membership  
increase in 2014



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.



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Awards

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.

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Affiliations/  
Outreach

**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.



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Affiliations/  
Outreach

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.



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**Goals for 2015/  
Major Initiatives**

**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 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.



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**Goals for 2015/  
Major Initiatives**

**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

Indicator	2010	2011	2012	2013	2014
<strong>Memberships</strong>					
Individual member count	n.a	1889	1827	2092	2316 as of Aug
Professional members	n.a	1096	1055	1300	1200 as of Aug
Student members	n.a	704	682	703	1020 as of Aug
Institutional members	n.a	89	90	89	95
Membership growth	n.a	n.a	-4%	13%	10% as of Aug
Annual retention rate	n.a	n.a	53.36%	49.24%	60.11% as of Aug
<strong>Budget</strong>					
Membership Dues	\$302,392	\$313,021	\$342,617	\$303,788	\$312,000 as of 9/24
Fall Conference (Surplus or Deficit)	\$11,345	\$224,355	\$192,326	\$163,252	\$220,635 projected
Spring Conference (Surplus or Deficit)	\$(11,395)	\$(9,710)	\$(8,589)	\$(30,098)	\$(22,039)
International Conference Revenue (Surplus or Deficit)	\$(93)	\$5,802	\$(1,750)	\$7,506	\$14,000 projected
JPAM (Surplus or Deficit)	\$69,486	\$71,400	\$73,985	\$83,018	\$88,000 projected
Total Revenue	\$934,213	\$1,109,810	\$1,146,299	\$1,181,422	\$1,215,283 projected
Total Expenses	\$1,044,635	\$913,480	\$1,042,704	\$1,167,244	\$1,183,955 projected
Total Surplus or Deficit	\$(110,422)	\$196,330	\$103,595	\$14,178	\$31,328 projected
Revenue Growth	-5%	16%	4%	3%	2% projected
Assets (long term only)	\$529,000	\$458,000	\$592,000	\$709,552	\$788,127 projected
<strong>JPAM</strong>					
Number of submissions	386	446	478	523	518
Impact factor	2.24	1.09	1.54	2.262	n.a.
<strong>Fall Conference</strong>					
Number of submissions	<strong>Boston</strong> 789	<strong>DC</strong> 1618	<strong>Baltimore</strong> 1500	<strong>DC</strong> 1872	<strong>Albuquerque</strong> 1648
Submission growth	12%	52%	-7%	20%	-12%
Number of sessions	186	206	241	211	273
Number of registrants	1265	1514	1633	1648	1439 as of 10/26
Room block	1202	1022	986	1118	1150 as of 10/26
Number of policy areas	20	17	19	11	14

Scorecard for APPAM Strategic Plan, Fall 2014

Objective	Recommendation	Status	Comments
<strong>1</strong> Promote greater integration across silos	1.1 Develop Fall Conference sessions with an integrated focus	Instead of accepting separate cross cutting session 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.	Some progress
	1.2 Create a Fall Conference session comprised of numerous small-group discussions with an integrated focus	Ten caucus sessions will be featured at the 2014 Fall Conference, during the Thursday lunch break. Thirteen proposals were submitted; only three submissions were received in 2013, the year caucuses were introduced. The hope is that submissions continue to grow and attendance at the 2014 caucuses increases over that of 2013. The caucuses were able to be scheduled in a better time slot to encourage greater attendance this year.	Clear progress
	1.3 Grow the Fall Conference to accommodate recommendations 1.1 and 1.2 without reducing the existing sessions	The 2014 Fall Conference will feature 273 sessions and the be the largest Fall Conference to date. This is the first time there are not rigid space constraints that prevent adequate sessions to allow at least a 50% acceptance rate of proposals.	Clear progress
<strong>2</strong> Increase policy relevance of our work	2.1 Create/reinforce preferences to expand participation of practitioners and policy makers in Fall Conference and JPAM	The Committee on Policy Relevance approached the APPAM leadership with the idea of sending a letter to send to federal agencies to encourage practitioner 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 received.	Some progress
	2.2 Stimulate and support targeted meetings to connect APPAM members with featured policy makers or practitioners	The institutional member forums continue to grow. There was an all day forum with Abt Associates on April 24th on the methodology of social experiments. Mathematica has reached out to potentially host another forum on disability policy and preliminary discussions have begun to host a forum with ASPA in the future. APPAM has been working with OMB to help support federal efforts for evidence-based policy making and to explore possibilities for partnerships between the federal government and academics. APPAM has assembled a committee to help foster this initiative. Further, APPAM became a member of COPAFS (Council on Professional Associations on Federal Statistics) and is exploring ways to form affiliations with groups that are trying to bridge the gap between policymakers/practitioners and academics.	Clear progress
	2.3 Investigate and develop opportunities to engage policy makers and practitioners in a more “virtual” manner	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 a 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, made for web pieces (Point/Counterpoint), and encouraging authors to submit podcasts, in addition to the printed article.	Some progress

Clear Progress

Some Progress

Did Not Address Objective





Clear Progress



Some Progress



Did Not Address  
Objective

Scorecard for APPAM Strategic Plan, Fall 2014 (continued)

Objective	Recommendation	Status	Comments
<b>3</b> Expand active membership	3.1 Increase participation of graduate students in APPAM membership and existing activities	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.	Clear progress
	3.2 Create/accept Fall Conference sessions that include students when possible	Feature language in the submission system to identify student participants in a session. Have 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.	Clear progress
	3.3 Explore collaborations with like-minded organizations in fields of interest to APPAM members	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.	Clear progress
	3.4 Adopt actions to maintain and increase diversity among members	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.	Some progress
	3.5 Conduct a survey of institutional members and use the results to develop new initiatives.	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.	Clear progress



APPAM Officers  
(terms conclude at the end of 2014, unless otherwise noted)

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Angela Evans, University of Texas, Austin

**President-Elect:**  
Jane Waldfogel, Columbia University

**Immediate Past President:**  
Paul T. Decker, Mathematica Policy Research, Inc.

**Vice President:**  
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**Vice President:**  
David Johnson, U.S. Bureau of Economic Analysis, term ends in 2015

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Matt Stagner, Mathematica Policy Research, term ends in 2015

**Treasurer:**  
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**Chairman, Committee of Institutional Representatives:**  
Michael Shires, Pepperdine University

**International Conference Convener:**  
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:**

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Marcia (Marcy) Carlson, University of Wisconsin, Madison  
Swati Desai, Rockefeller Institute of Government  
Barbara Devaney, Mathematica Policy Research, Inc.  
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