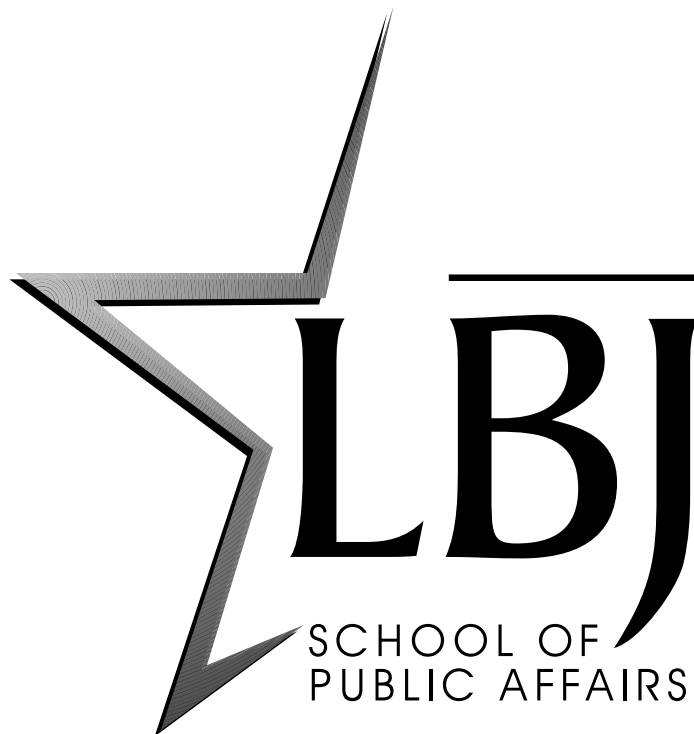

The Lyndon B. Johnson School of Public Affairs

**A Review of Scholarship, Policy Impacts,
Contributions to UT Austin, and Alumni Careers
1999-2004**



*Lyndon B. Johnson School of Public Affairs
The University of Texas at Austin
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Introduction

As the LBJ School of Public Affairs approaches its 35th anniversary, the institution is in a period of transition and self-reflection. The search for a new dean and an external review by the University provide an excellent opportunity to assemble a range of information about the LBJ School's record as a starting point for assessment and strategic planning.

The purpose of this document is to provide infor-

mation on four dimensions of the School that rarely receive a comprehensive review: faculty scholarship, impacts on public policy, contributions to the University community, and alumni careers. The data collected for each of these areas over the five-year review period illustrate both the quantity and the far-reaching impacts of the School's research and service activities.

I. Faculty Scholarship

“As never before, we look to the colleges and universities - to their faculties, laboratories, research institutes, and study centers - for help with every problem in our society and with the efforts we are making toward peace in the world.”

Lyndon B. Johnson,
Special Report to Congress
February 5, 1968

As a component of a public Tier One research university, the LBJ School is committed to excellence in research and scholarship. The faculty of the LBJ School is expected to make original and important contributions to scholarship on issues of public policy. Scholarship in this area requires the application of multidisciplinary approaches to problems faced by society, producing a distinct orientation toward applied research. The School’s faculty faces the challenge and opportunity of engaging in traditional academic scholarship while applying it to issues of public concern. For example, in addition to the traditional channels of book and journal publications, the faculty’s scholarly production can translate into:

- Delivering testimony before a state legislative committee, which affects legislation, which in turn affects state programs and services;
- Solving specific policy problems commissioned by private companies and government—for example, creating methodology to design effective EMS crew routes to maximize services;
- Conducting longer-term research contracted by research organizations such as the Congressional Research Service for distribution to the organizations’ defined audiences, such as members of Congress and their staff.

LBJ School scholarship generates debates in policy communities and is delivered in popular media formats that range from op-eds in national newspapers to panels convened by national television and radio networks as well as background information and analysis provided either officially or unofficially for the media. (*See Public Policy Impact section, p. 14, for examples.*)

Publishing Record

The LBJ School’s tenured and tenure-track faculty—averaging approximately 21 FTE’s over the five-year review period—actively engages in scholarship in a range of outlets. In the area of book publications, 12 books have been authored or co-authored, 2 books have been edited, and 41 book chapters have been written during the past five years.

From 1999 to 2004, the faculty published articles in 57 peer-reviewed journals, including traditional disciplinary journals as well as journals with an applied policy focus. LBJ faculty members also sit on refereed journal boards, and one member, Peter Ward, is the editor of *The Latin America Research Review*, the top-rated journal in its field.

An additional 96 articles were published in non-peer-reviewed publications. These nontraditional venues included solicited monographs for the Annie E. Casey Foundation and articles for the *Stanford Law and Policy Review*, *American Prospect*, *Chicago Policy Review*, *Salon*, and *Discovery*, among others.

Areas of Expertise

Scholarship at the LBJ School is multidisciplinary and addresses a wide range of policy issues, reflecting the faculty’s breadth of academic training and research interests. The fields of particular depth are international affairs; fiscal, regulatory, and technology policy; social and health policy; and urban and regional policy. Publications in these areas include the traditional scholarship described above as well as a large number of research reports and working papers produced through client-based projects and through the School’s research centers. (*For informa-*

tion on client-based projects and centers, see *Public Policy Impact* section, p. 9.)

International Affairs

The LBJ School's research in international affairs encompasses area and regional studies, comparative studies, and a range of policy studies with a global perspective.

The University of Texas at Austin is known for its expertise in Latin American studies, and a number of LBJ School faculty members are affiliated with the Lozano Long Institute of Latin American Studies (LLILAS). For example, the current Director of the LLILAS Mexican Center and the former Director of the Brazil Center are LBJ School faculty members, as is the current Director of the Inter-American Policy Studies Program. Another faculty member directed the Center for Environmental Resource Management in Latin America (1997-2001), also housed at LLILAS.

Two LBJ School faculty members lead the University of Texas Global Strategies Initiative, which was established in 2004 to focus scholarly attention on international security and other global issues. An LBJ School faculty member also leads the UT Inequality Project, a research consortium concerned with measuring and explaining movements of inequality in wages and earnings and patterns of industrial change around the world.

Six books on international affairs topics were authored or edited by LBJ faculty members over the past five years:

Women in Contemporary Mexican Politics

Austin: University of Texas Press, 2003; Victoria E. Rodríguez, author

Gold, Dollars and Power: The Politics of International Monetary Relations 1958–1971

Chapel Hill: University of North Carolina Press, 2003; Francis J. Gavin, author

Systems and Policies for the Global Learning Economy
Westport, CT: Praeger, 2003; Chandler Stolp, co-editor

México, Megaciudad: Desarrollo y Política 1970–2001

El Colegio Mexiquense, Plaza y Valdés, México DF, 2002; Peter M. Ward, author

Inequality and Industrial Change: A Global View

New York: Cambridge University Press, 2001; James K. Galbraith, co-editor

La Descentralización en México: De la Reforma Municipal a Solidaridad y el Nuevo Federalismo

México: Fondo de Cultura Económica, 1999; Victoria E. Rodríguez, author

Faculty who specialize in international affairs published articles in the following journals (1999–2004):

- *Banca Nazionale De Lavoro Quarterly Review*
- *Daedalus*
- *Eastern Economic Journal*
- *Esey Centre Journal of International Law and Trade Policy*
- *European Journal of Comparative Economics*
- *Gestión Política Pública*
- *Habitat International*
- *International History Review*
- *International Journal of Public Administration*
- *International Journal of Technology Policy and Management*
- *Journal of Cold War Studies*
- *Journal of European Integration History*
- *Journal of Latin American Studies*
- *Mir Peremin* (World Transformations)
- *RAE – Revista de Administração de Empresas*

Fiscal, Regulatory, and Technology Policy

Research in fiscal, regulatory, and technology policy focuses on public budgeting, development economics, and government regulation of energy, the environment, insurance, transportation, and technology. The books published by faculty in this broad area are:

The Best Way to Rob a Bank Is to Own It: How Corporate Executives and Politicians Looted the S&L Industry

Austin: University of Texas Press, March 2005; William Black, author

Core Concepts of Government and Not-for-Profit Accounting

New York: John Wiley, 2003; Michael Granof, co-author

Created Unequal: The Crisis in American Pay

University of Chicago Press, paperback edition, 2000; James K. Galbraith, author

Faculty who specialize in this policy area published articles in the following journals (1999–2004):

- *Applied Economics*
- *Business Ethics Quarterly*
- *Crime, Law and Social Change*
- *Diplomatic History*
- *Eastern Economic Journal*

- *The Government Accountants Journal*
- *Journal of Economic Issues*
- *Journal of Policy Modeling*
- *Journal of Public Budgeting, Accounting and Financial Management*
- *Journal of Socio-Economics*
- *Law and Policy*
- *Post-Autistic Economics Review*
- *Maritime Economics and Logistics*
- *Research in Economic History*
- *Review of Development Economics*

Social and Health Policy

The policy problems studied in this area range from Social Security reform and services for the elderly to indigent health care and U.S.-Mexico border health policies. The area of study also includes human resources issues, with a strong focus on education and labor policies and welfare reform. Social and health policy research is supported by two LBJ School research centers: the Center for Health and Social Policy (CHASP) and the Ray Marshall Center for the Study of Human Resources.

One faculty book has been published on social and health policy over the five-year study period; two other books are in progress.

Back to Shared Prosperity: The Growing Inequality of Wealth and Income in America

Armonk, NY: M.E. Sharpe, 2000; Ray Marshall, editor

Faculty who specialize in this policy area published articles in the following journals (1999-2004):

- *The Aging Healthcare Workforce*
- *American Journal of Public Health*
- *Aztlán: A Journal of Chicano Studies, UCLA*
- *International Journal of Sociology and Social Policy*
- *International Migration Review*
- *Journal of Aging and Health*
- *Journal of Family and Consumer Sciences*
- *Journal of Health Politics, Policy and Law*
- *Journal of Health and Social Behavior*
- *Journal of Women and Aging*
- *Public Administration Review*
- *Public Personnel Management*
- *Social Policy and Philosophy*
- *Social Science Quarterly*

- *Texas Journal on Aging*
- *The Gerontologist*

Urban and Regional Policy

LBJ School scholarly research in the urban and regional sectors focuses on economic development, urban management, community policing, and service delivery strategies in local governments. The School's Urban Services Laboratory has produced a series of studies and computer models for the City of Austin's EMS and Fire Departments, and the University's Urban Issues Program, which was directed by an LBJ School faculty member (1995-2003), coordinated research on all areas of urban policy.

Two books on urban-related topics have been published since 1999:

Federal Intergovernmental Grants and the States: Managing Devolution

Northampton, MA: Edward Elgar Publishing, Inc., 2002; Shama Gamkhar, author

Colonias and Public Policy in Texas and Mexico: Urbanization by Stealth

Austin: University of Texas Press, 1999; Peter Ward, author

Faculty who specialize in this policy area published articles in the following journals (1999-2004):

- *Cityscape*
- *Criminology*
- *Crime and Justice: A Review of Research*
- *International Journal of Police Strategies and Management*
- *International Journal of Technology Policy and Management*
- *International Regional Science Review*
- *Journal of Criminal Justice and Popular Culture*
- *Journal of Land Use Policy*
- *Journal of Policy Analysis and Management*
- *Public Budgeting and Finance*
- *Public Finance Review*
- *Quantitative Criminology*

Grants

LBJ School faculty members regularly seek external funding for their research, and their success in securing awards reflects the salience and quality of their scholarship (see table below). The projects are usually

Extramural Grants Awarded 1999-2004

1999	2000	2001	2002	2003	2004
\$2,693,057	\$2,059,204	\$2,006,238	\$2,081,751	\$1,707,448	\$2,229,478

constituted as faculty-directed research on a specific policy issue but also include training and student exchange programs. In addition to externally funded projects, the Policy Research Institute in the LBJ School awards \$100,000 in competitive grants each year to its faculty for research on urban and international topics.

Clients and Funding Agencies (*partial list*):

- AFL-CIO
- American Council on Education
- Appalachian Regional Commission
- Austin Independent School District
- Capital Area Training Foundation
- City of Austin
- National Oceanic/Atmospheric Administration
- Dell Computer Corporation
- General Services Commission
- Hewlett Foundation
- Hitachi Foundation
- International SemaTech
- Library of Congress (Congressional Research Service)
- Lincoln Institute of Land Policy
- Lower Colorado River Authority
- National Governors Association
- National Institutes of Health
- National Judicial College
- National Science Foundation
- Rockefeller Foundation
- Sloan Foundation
- Southwest Educational Development Laboratory
- Sumners Foundation
- Texas Agricultural Experiment Station
- Texas Attorney General
- Texas Civil Rights Project
- Texas Comptroller of Public Accounts
- Texas Department of Economic Development
- Texas Health and Human Services Commission
- Texas Higher Education Coordinating Board
- Texas Natural Resource Conservation Commission
- Texas Public Utility Commission
- Texas Rehabilitation Commission
- Texas Water Development Board
- Travis County
- United States Agency for International Development
- United States Department of Education
- United States Department of Health and Human Services
- United States Department of Justice
- United States Department of State
- United States Environmental Protection Agency
- United Way of America
- Upjohn Institute for Employment Research

II. Public Policy Impact and Influence

“The greatest known satisfaction to human beings is that which comes from knowing . . . you’ve made life more just and more equal and more opportune for your fellow man. And that’s what this School is all about.”

President Lyndon B. Johnson,
remarks to LBJ School students
December 4, 1972

At the core of the LBJ School’s academic, research, and outreach programs is the goal of improving the human condition by improving the policies and operations of government. The University’s “What starts here changes the world” slogan ties in well with the School’s practical, results-oriented approach and leadership focus, which over the years have provided numerous channels for sharing research findings, faculty expertise, and professional development resources in ways that have either directly or indirectly benefited society. These areas of impact and influence are described below.

The Impact of LBJ School Policy Research

Public policy research, unlike many other forms of academic research, is applied and practical by design. To be effective, it must be tied directly to the needs and capacities of those who develop and implement public policy. LBJ School faculty actively participate in policy communities that may generate legislation, policies, and programs. Policy communities are comprised of professionals who define problems, conduct research, offer and debate best practices, identify solutions and refine recommendations, and implement public policy.

At the LBJ School, researchers also work directly with government agencies and officials—generally through client-based relationships—to identify issues of concern and to tailor the research to the agencies’ needs. Research teams often include not only faculty members and students, but agency staff as well. These research partnerships provide valuable learning experiences for LBJ School students while making an important contribution to government programs and operations.

Policy research takes place in a variety of venues, with a wide range in scope, strategy, and format. Two research vehicles are particularly good examples of how the LBJ School ties together its teaching, research, and public service goals: policy research projects and policy research centers.

Policy Research Projects

The policy research project (PRP), one of the most successful elements of the LBJ School’s academic program, is an effective mechanism for sharing the School’s resources with those working in the policy community. A required course in the master’s degree program, the PRP is a year-long research project conducted by a team of one to three faculty members and 10 to 18 graduate students. Ten or more of these projects are conducted each year—53 were completed over the 5-year period included in this report.

In selecting a PRP topic, high priority is given to developing a client relationship with a policy-oriented organization, generally a government agency. The experience of working on real client-defined problems teaches students that policy research involves extracting policy inferences from theoretical data and including political realities in the equation.

In many cases policy research projects produce a final report with findings and recommendations for the client. Some of these reports are included in the School’s Policy Research Project Reports Series and made available to a wider audience, including interested agencies and government officials as well as libraries. In this way the reports have a greater potential impact than if they were provided only to the client. There are 146 volumes in the PRP Re-

ports Series, including 17 published between 1999 and 2004.

Policy research projects vary in their design, but they share a common purpose: to provide a meaningful educational experience for students while providing a useful research product for those in the public policy arena. Here are some examples of how different projects have accomplished this goal.

Colonias Projects

LBJ School researchers have had a long-standing interest in policy problems related to the unincorporated residential areas along the Texas-Mexico border called *colonias*. In 1975-76, a PRP conducted the first detailed study of the colonias in South Texas, collecting information about their location, history, and socioeconomic conditions that would be used by state and federal officials to begin a long process of legislative review and action. In 1989 the Texas Legislature passed the first in what would become a series of bills related to the colonias, many of them informed by LBJ School research. Two PRPs funded by the U.S. Department of Housing and Urban Development between 1995 and 1997 produced a three-volume report on the population and housing characteristics that determine public policy toward the colonias and the costs of planning water and wastewater infrastructures. The project's preliminary findings were presented during hearings of the Texas Senate Committee on International Relations, Technology, and Trade and became an important part of the committee's deliberations.

In a separate PRP conducted in 1994-95, a faculty member who served on Governor Ann Richards' task force on colonias led a PRP that conducted fieldwork in six colonia settlements on both sides of the border to gather comparative information about the politics, economics, and sociocultural processes affecting colonia development. Based on the project's findings as well as his own research, the faculty member wrote a book designed to convince the Texas Legislature that previous approaches to the colonias situation were counterproductive and that new legislation was needed. In 1999 the Texas Legislature passed several major new initiatives based on this research, and the Texas Senate established a Border Affairs Standing Committee to provide ongoing oversight of the colonias issue.

Transportation Studies Projects

One LBJ School faculty member who is an expert in transportation policy led a series of PRPs on transportation issues affecting the United States and Mexico in the wake of the North American Free Trade Agreement (NAFTA). The projects began in 1989—six years before NAFTA went into effect—with a request from the U.S. Department of Trans-

portation's Office of International Transportation and Trade for an analysis of Mexico's transportation system. Building on the research gathered during that study, a series of PRPs were conducted under contract with the Texas Department of Transportation and the Federal Highway Administration on various aspects of transportation and trade between Texas and Mexico.

The reports produced by these projects were widely disseminated in the United States and Mexico to government officials and planners. The Texas Department of Transportation and Federal Highway Administration continued to fund new studies for several years on topics ranging from state rail policies and programs to the Texas waterway system to multimodal/intermodal transportation in the United States, Western Europe, and Latin America. These projects led to a new series of contracts with the Congressional Research Service on transportation-related topics, including a project being conducted in 2004-2005.

Congressional Research Service Sponsored Projects

In 2001 the Congressional Research Service (CRS) funded two LBJ School policy research projects to test the viability of the PRP as a CRS research model. As the public policy research arm of the U.S. Congress, the CRS provides members of Congress with nonpartisan data and analysis they need to make informed decisions about federal policy.

The first two CRS-sponsored projects were studies of the Canadian financial system and of state sprawl and open space policies in the U.S. The success of those two projects led CRS to fund three additional PRPs in 2002-2003, including a second study of open space preservation, a review of issues surrounding Congressional reauthorization of federal highway and transit programs, and a study of Internet use in developing and newly industrializing countries. The PRP model worked so well that CRS has continued to contract with the LBJ School in 2003-2004 (three projects) and 2004-2005 (four projects).

Additional Policy Research Project Examples:

- **Budget Simulator**

The Legislative Budget Board (LBB) commissioned a two-year project to provide a tool for legislators to better analyze the state budget. The PRP produced a prototype electronic budget simulator that allowed policymakers to see the implications of budgetary options. The budget simulator was adopted by the LBB as part of its budget-building tool for legislators.

- **Citizen Survey on Privacy Protection**

The Legislative Task Force on Privacy commis-

sioned the LBJ School to design and conduct a citizen survey on privacy protection. The results were presented to Task Force members and major portions of the PRP study were subsequently included in legislation amending the Texas Open Records Act.

- ***Health Care Coverage for the Uninsured in Texas***

A two-year PRP in 2002-2003 on expanding health care coverage led to a number of analyses that have been used by the UT System Task Force on Access to Care.

- ***Insurance Rebates***

LBJ School research on tort reform was the only empirical evidence used by the Texas Commissioner of Insurance to decide to rebate \$1.3 billion to the Texas insured population, reflecting savings to insurance companies from tort reform. The \$1.3 billion incorporated two rounds of reforms and assessments, one completed in 1998 and one in 1999.

- ***Race Relations in Austin, Texas***

A portion of a PRP study on ethnic and race relations in the City of Austin appeared in the recommendations used by the City to create a new Police Citizen Review Board.

- ***Texas-Mexico Border Environmental Programs***

The LBJ School faculty and students have been engaged in several research projects related to environmental quality on the Texas-Mexico border. The Environmental Protection Agency commissioned research that resulted in a major report, "Air Quality Along the Texas-Mexico Border." Research by the LBJ School assisted the Texas Water Development Board in developing cross-border environmental data with Mexico on water standards and accessibility. Other research contributed to the implementation of the bi-national Border 2012 Environmental Program.

- ***Texas-Mexico Border Health Insurance***

The report from a 2003-04 PRP on Texas-Mexico border health insurance is being used extensively in the national dialog on U.S.-Mexico border health policies. In fall 2004, project members presented the findings in El Paso during U.S.-Mexico Bi-National Health Week, and the project director presented the findings in San Diego under the sponsorship of the U.S.-Mexico Border Health Commission. In February 2005, the report was a central part of a conference organized in Washington, D.C., by the Senate Republican Select Committee on Health Care Costs.

- ***Universal Telecommunications Service in Texas***

The Public Utility Commission sponsored research on telecommunications services in Texas. The PRP results revealed that the lack of telephone service among low-income residents was linked to the cost of long-distance service. Based on those findings, the Legislature included a provision in its telecommunications reform bill that divided long-distance service and billing from local service, which gave low-income customers the ability to opt out of long-distance service.

Research Centers and Programs

The LBJ School attracts outside funding to support a number of specialized research centers and programs. These units, staffed by teams of faculty researchers and student research fellows, work with clients on projects that examine some of their more complex policy issues: overhauling a delivery system, for example, or the potential impacts of a new funding mechanism. Two excellent examples of these programs exemplify how these research structures offer opportunities for university-government partnerships with far-reaching impact on public policy.

Ray Marshall Center for the Study of Human Resources

Ray Marshall, Secretary of Labor in the Carter Administration, established a research center at UT-Austin to study socioeconomic issues including labor, rural development, equal employment opportunity, education, welfare reform, and health policy. Since 1987, when the Center became part of the LBJ School, it has been involved in a number of important initiatives at both the federal and state government levels and has an international reputation for its research.

In 2004-05 the Center is involved in 10 projects, including a study of state and local service delivery under the federal Workforce Development Act, funded by the U.S. Department of Labor's Employment and Training Administration; a national cost-benefit analysis of three-digit-accessed telephone information and referral services, funded by the United Way of America; and a study of the devolution of subsidized child care services in Texas, funded by the U.S. Department of Health and Human Services.

Urban Services Laboratory

The LBJ School's Urban Services Laboratory specializes in helping government entities implement quantitative techniques to improve their operations.

In 1978 an LBJ School professor signed a contract with the City of Austin Emergency Medical Services (EMS) Department to develop a plan for siting and deploying ambulances more efficiently. Over the next

three years, a series of Policy Research Projects developed an automated software system that significantly improved EMS vehicle response time. Building on that system, subsequent projects developed an emergency services database and an operations evaluation system that enabled paramedics to obtain information quickly, created monthly reports of system performance statistics, and generated a bill for each patient transported. In 1984 the Austin EMS system was designated the best in the United States by the National Association of Emergency Medical Technicians.

The success of the EMS projects led to an ongoing relationship between the City of Austin and the Urban Services Laboratory. Over the new two decades the lab continued to work with the city's EMS Department on various projects, and it also contracted with the city's Fire Department on the deployment of fire trucks and with the Parks and Recreation Department on the distribution of parks services.

In recent years the lab's researchers have expanded their studies into such areas as water resource allocation (for the Lower Colorado River Authority), energy policy (Texas Public Utility Commission), and insurance reform (Texas Department of Insurance). Project reports are published in the LBJ School's Special Project Reports Series and distributed to a wide audience of government officials, nonprofit organization administrators, and others interested in the research results.

Other LBJ School Centers and Programs

Also housed at the LBJ School are five other centers and programs: the Center for Health and Social Policy (2001); the Technology and Public Policy Program (known as tp3, 2001); the RGK Center for Philanthropy and Community Service (2000); the Center for Ethical Leadership (2000); and the Texas Institute for Public Problem Solving (1998). The Policy Research Institute, also located at the School, provides funding for LBJ School faculty research. In addition, the School co-sponsors the Inter-American Policy Studies Program with the Lozano Long Institute of Latin American Studies and the University of Texas Inequality Project with the UT Department of Government.

The Impact of Shared Faculty Expertise

LBJ School faculty members combine academic credentials in a variety of disciplines with an array of practical experience in the policy arena. Two members of the faculty, for example, are former Cabinet members, one is the former Director of the National Security Agency, two are former members of the Texas Legislature, and others have held high-level positions in such agencies as the U.S. Federal Reserve, the Pentagon, the Joint Economic Committee of Congress, the Texas Department of Transporta-

tion, and the City of Austin. This level of practical experience, in combination with current teaching and research activities, makes LBJ School faculty members uniquely qualified to contribute to public debate and decision-making on important policy issues. Their impact is evident in their visiting teaching and research appointments, their memberships on policy-related boards and commissions, the events they organize on major public policy topics, their participation in national and international conferences and seminars, and their high visibility in the media.

Visiting Teaching and Research Appointments

- Advanced Technical Institute (IST), Lisbon, Portugal
- Getulio Vargas Foundation, São Paulo, Brazil (two professors)
- Claremont McKenna College, Kravis Leadership Institute
- Helsinki School of Economics and Business Administration
- Instituto Tecnológico y de Estudios Superiores de Monterrey, México
- University of Texas School of Public Health, Houston
- Yale University, International Security Studies

Faculty Membership on Policy-Related Boards and Commissions (selected list)

- American Assembly (Trustee)
- Board of Economists for Hispanic Business
- Economists for Peace and Security (Chair)
- California Institute of Technology (Trustee)
- Center for Public Policy Priorities Board
- Commission on the Skills of the American Workforce (Co-Chair)
- Commission on State and Local Public Service
- Council for Excellence in Government
- Council on Foreign Relations
- Harry S. Truman Scholarship Foundation (Vice President)
- International Labor Rights Fund (President)
- National Academies of Science Board on Science, Technology, and Economic Policy
- National Academy of Public Administration (4 Elected Fellows)
- National Center on Education and the Economy (Chair)
- National Institutes of Health, National Institute on Aging, Behavior and Social Science of Aging Review Committee
- National Order of the Southern Cross at the rank of Commander (Brazil's most prestigious award for foreigners)

- National Research Council Intermodal Freight Transportation Committee of the Transportation Research Board
- National Research Council Science, Technology, and Economic Policy Board (Vice-Chair)
- Ohtli Medal, Mexican Ministry of Foreign Relations (the Ministry's highest award granted to non-Mexicans)
- Organization of American States Coordinating Committee of the Inter-American Training and Research Program for Trade Corridor Development
- President's Advisory Committee for Trade Negotiations
- Public Agenda Foundation (Director)
- Southern Center for International Studies (Trustee)
- State Planning Commission of the People's Republic of China (Chief Technical Advisor on a project on macroeconomic reform)
- United Nations Institute for Training and Research (Special Advisor)
- United States Hispanic Congressional Advisory Council
- United States Institute of Peace (former Chair)
- United States-European Transatlantic Policy Consortium (Executive Committee member)

Faculty-Organized Conferences on Policy Topics (selected list)

Big Choices: The Future of Social Policy in America is a series of public policy symposia convened by the Center for Health and Social Policy in collaboration with the LBJ Library. The third symposium in the series, to be held in April 2005, is on the future of Social Security. The first two events focused on the future of health insurance for America's families and the future of health care for older Americans.

Civil Rights: From Black and White to Color brought together experts from academia, government, and the media to commemorate the 40th anniversary of the passage of the Civil Rights Act in a three-day event.

A conference on border workforce issues drew policymakers, regulatory authority representatives, educators, and practitioners in the medical, dental, and nursing fields from both sides of the U.S.-Mexico border. Conference participants discussed barriers and means of cooperation as well as credential portability in the health professions.

Cool Tools for Change was a free one-day workshop featuring presentations, panel discussions, and hands-on computer sessions with UT students and

nonprofits. The workshop was part of a series of initiatives created to help community organizations implement new information technology tools.

The Federal Reserve: Reality vs. Myth was held at the National Press Club in Washington, D.C., and broadcast live on C-Span.

The Future of Organized Labor: Restoring the Balance in a Time of Growing Inequality, held in Washington, D.C., explored the relationship between workers, unions, and markets.

The International Security Speaker Series is exploring the trends, processes, and threats that will dominate 21st Century international relations and features presentations by historians, strategists, legal scholars, and policymakers.

Remittances, the *Matricula Consular*, and Financial Services Used by Mexican Migrants in Central Texas was a research and policy workshop convened to assess the significance of remittances to Mexico from the United States and related migration issues.

The **Researching the Economics of Fair Use** workshop drew economists, social scientists, and experts in copyright law to the LBJ School to develop a research agenda in the economics of copyright and fair use.

Second Conference on Aging in the Americas: Key Issues in Hispanic Health and Health Care Policy Research will be held in September 2005 at the LBJ School.

A Student Leadership Conference organized by the LBJ School's Center for Ethical Leadership included presentations by Pulitzer Prize-winning journalist Bob Woodward and Washington Speakers Bureau lecturer Liz Murray.

Twenty-First Century Water Management was a course and conference, held in December 2004 and January 2005, for Israeli and Palestinian water industry professionals.

The **War on Terror Series** of lectures and panels examined the unconventional nature of the War on Terror and discussed how the United States is adapting its policies, preparedness, and legal systems to protect national security.

Presentations at National and International Conferences and Seminars (selected list)

Kenneth S. Apfel made a presentation titled “U.S. Aging at a Crossroads” at the International Symposium of IMSERO in Valencia, Spain. Apfel also spoke at the OECD and European Centre for Social Welfare Policy and Research in Vienna, Austria, and at the IZA International Conference on Pension Reform and Labor Markets in Berlin, Germany.

Leigh B. Boske made a presentation at an international forum of transportation professionals sponsored by the China Association for Science and Technology in Beijing. He also participated in the Experts’ Meeting on Maritime Transport in the Caribbean, sponsored by the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) and held in Trinidad.

David J. Eaton was invited by the U.S. Embassy in Israel to address the International Conference on Environmental Science and Management on the topic of U.S.-Mexican transboundary management of water resources.

James K. Galbraith was invited to speak to the plenary session of the White House Conference on the New Economy, chaired by President Bill Clinton. Galbraith also made a presentation at the International Meeting of Economists on Globalization and Development Problems, held in Havana, Cuba.

Admiral Bobby R. Inman has participated in multiple national conferences on corporate governance, including the Seventh Annual Corporate Governance and Equity Offerings Conference in Los Angeles.

Bárbara J. Robles was invited to discuss Latino electoral trends at the U.S. Hispanic Economic Summit in Washington, D.C., hosted by the Inter-American Development Bank.

Victoria E. Rodríguez was invited by the U.S. State Department to deliver the keynote speech at a meeting on “Federalism in North America” at the Instituto Tecnológico de Monterrey in México.

Robert H. Wilson represented the U.S. Department of Education’s Fund for Innovation in Post Secondary Education (FIPSE) at the Directors Meeting of the U.S.-Brazil Higher Education Consortium Meeting held in Florianopolis, Brazil.

Visibility in the Media

The LBJ School has established itself as a reliable source for the media for expert commentary and analysis on a broad spectrum of policy issues and current events. Special areas of focus among faculty members include international security, Latino affairs and U.S.-Mexico relations, national health and social policy, the Texas Legislature, and municipal governance.

Over the past five years:

Op-eds and commentaries by LBJ School faculty members have appeared in such publications as *The Wall Street Journal*, *The New York Times*, *The Washington Post*, *The Los Angeles Times*, *USA Today*, *The Boston Globe*, *Newsday*, *Salon*, and *The Austin American-Statesman* as well as on National Public Radio’s *All Things Considered*.

More than 50 newspapers have quoted LBJ School faculty members, including *The Wall Street Journal*, *The New York Times*, *The Washington Post*, *The Los Angeles Times*, *USA Today*, *The Boston Globe*, *Newsday*, *The Austin American-Statesman*, *The Chicago Tribune*, *The Financial Times*, *The Denver Post*, *The Fort Worth Star-Telegram*, *The Dallas Morning News*, *The Houston Chronicle*, *The San Antonio Express-News*, *The Corpus Christi Caller-Times*, *The Guardian* (United Kingdom), and *La Reforma* (México).

Magazines in which faculty members have been quoted or interviewed include *U.S. News & World Report*, *Texas Monthly*, *The American Prospect*, *Barron’s*, *Washington Monthly*, *The Nation*, *The New Republic*, *Salon*, and *Slate*.

Television and radio appearances by LBJ School faculty members are also frequent, including not only local television and radio news programs but also national television news programs such as *CBS News*, *ABC Nightline*, *CNN Headline News*, *FOX News*, *NewsHour with Jim Lehrer*, C-SPAN, MS-NBC, and BET *Nightly News*, as well as the following national and international radio news programs: BBC International’s *World Today*, BBC *News Brazil*, *Radio Canada International*, and National Public Radio’s *Morning Edition*, *All Things Considered*, and *Marketplace*.

The Impact of Leadership and Training Programs

Professional Development for Public Officials

Since its inception, the LBJ School has had an active program of professional development and continuing education for those already working

in the public sector. For these professionals—city managers and judges, county commissioners and auditors, state legislators and agency directors—the LBJ School offers a vital link to new information and strategies.

The Governor's Executive Development Program, established by the Texas Legislature in 1985 as a collaborative effort of the Governor's Office and the LBJ School, provides intensive courses in management skills for upper-level state agency executives in Texas. More than 1,000 public executives—approximately 60 per year—have completed the three-week courses, which emphasize the development of leadership, human resources management, and strategic management skills.

The Governor's Center for Management Development, transferred from the Governor's Office to the LBJ School in 1993, provides a variety of training opportunities to first-level, mid-level, and senior managers in Texas state government. Through a variety of courses in management development, leadership development, and total quality management, the center equips those in charge of state government operations with the most current and effective management techniques. Approximately 2,000 managers participate in the center's programs each year.

The Pre-Session Legislative Conference, sponsored by the LBJ School since 1971 and now co-sponsored with the Texas Lieutenant Governor and the Speaker of the House, serves both as an orientation session for newly elected members of the Texas Legislature and as a discussion forum for returning members. Held biennially between the November election and the convening of the legislature in January, the conference acquaints new legislators with state government operations and House-Senate procedures. In the five-year review period, 130 new legislators participated in this training.

The Seminar for Newly Elected County Judges and County Commissioners provides these officials with an in-depth orientation on their roles and responsibilities within the overall structure of Texas

county government. The course, offered biennially, covers technical topics such as county finance, budgeting, and legal services as well as the statutory requirements governing these officials' offices. A total of 473 newly elected judges and commissioners have received this training over the past three bienniums.

The County Auditors Institute, held annually since 1959, enables county auditors and their associates to keep up with new rules and issues affecting county auditing and to learn about new technologies and other resources available to them. More than 1,100 officials have participated in this institute in the past five years.

Professional Development for Students, Community Leaders, and Police Officers

The Center for Ethical Leadership, in addition to offering courses in leadership to LBJ School and other UT Austin students, offers leadership seminars to business executives, education administrators, and community leaders. The center also sponsors an annual Student Leadership Conference, which brings together about 200 undergraduate students from across the United States and Mexico to interact with experienced leaders from diverse backgrounds. The goal of the conference is to educate and inspire students to take on leadership responsibilities for the rest of their lives.

The Texas Institute for Public Problem Solving (TIPPS) was established in 1998 with a \$1 million grant from the U.S. Department of Justice's Office of Community Oriented Policing Services. Since then, TIPPS has provided community-oriented training and technical assistance to more than 11,000 police officers and community members throughout Texas. In addition to basic courses in problem solving and community policing approaches, the institute offers classes for law enforcement officers on special topics such as homeland security and domestic violence as well as a series of "train-the-trainer" classes for those going out into the community to teach courses developed by TIPPS.

III.

LBJ School Contributions to the University Community 1999-2004

“The University is, by nature, a complex and ever-evolving interdisciplinary and diverse community of scholars, researchers, teachers, and students. The LBJ School contributes a vital and unique perspective to that community through its emphases on public policy, strategic management, governance, and civic participation.”

Victoria E. Rodríguez,
University of Texas at Austin Vice Provost
and Dean of Graduate Studies,
Professor of Public Affairs, LBJ School
February 2005

The LBJ School’s relationship with other units on the University of Texas at Austin campus is one of ongoing collaboration and exchange. The interdisciplinary nature of the School’s program—spanning the social sciences, law, business, engineering, and other fields—has led to numerous cross-campus teaching and research partnerships, while the School’s focus on public service and leadership has led faculty and students to take active roles in the University’s administration and service programs. In all of these ways, the LBJ School community contributes to the academic life and culture of excellence at the University.

Interdepartmental Academic Programs, Teaching, and Advising

The LBJ School offers eight dual degree programs, contributes to four portfolio programs, and cross-lists its courses with 13 University departments. In addition, the LBJ School faculty participates in numerous non-LBJ School advanced degree programs.

Faculty members teach several undergraduate classes, including freshman seminars, and have contributed to undergraduate curriculum development. For example, LBJ School faculty members

were instrumental in developing a B.A. in Urban Studies and a public policy track within the College of Liberal Arts Mexican American Studies degree program.

LBJ Dual Degree Programs	
Departments	Graduates 1999-2004
Asian Studies	1
Business	14
Communication	5
Advertising	
Communications Studies	
Journalism	
Radio-Television-Film	
Engineering	5
Latin American Studies	29
Law	32
Middle Eastern Studies	7
Russian, East European, Eurasian Studies	5
TOTAL	98

LBJ Courses Regularly Cross-Listed with University Departments

- Architecture
- Business
- Community and Regional Planning
- Department of Management Science and Information Services
- Government
- Geography
- Latin American Studies
- Law
- Management
- Middle Eastern Studies
- Sociology
- Social Work
- Women's and Gender Studies

<i>Numbers of LBJ Courses Cross-Listed</i>	
Fall 1999	2
Spring 2000	9
Fall 2000	8
Spring 2001	21
Fall 2001	11
Spring 2002	17
Fall 2002	4
Spring 2003	18
Fall 2003	9
Spring 2004	14
Fall 2004	14
TOTAL	127

<i>Courses Taught by LBJ Faculty to Undergraduates</i>	
Courses	Number of Students
22	567

<i>Number of Non-LBJ Students Enrolled in LBJ Classes</i>	
Total Number of Students	Five-Year Average
1292	258

Portfolio Programs

Portfolio programs are another way the LBJ School connects with cross-campus departments. The Graduate Portfolio Program in Nonprofit and Philanthropic Studies is administered by the LBJ School's RGK Center for Philanthropy and Community Service. The School also participates in three other portfolio programs: Dispute Resolution, Gerontology, and Women's and Gender Studies.

Faculty Appointments and Committee Assignments

Members of the LBJ School faculty hold numerous joint and courtesy appointments with other academic units and are affiliated with several centers across campus, including the Environmental Science Institute and the Population Research Center. They also serve on a variety of University committees and administrative positions on campus.

LBJ Faculty Joint Appointments

- Michael H. Granof, Accounting (.25 LBJ)
- Bárbara J. Robles, Center for Mexican American Studies (.75 LBJ)
- Peter M. Ward, Sociology (.50 LBJ)

LBJ Faculty Zero-Time Appointments

- Jacqueline L. Angel, Sociology
- David J. Eaton, Center for Asian Studies; Center for Middle Eastern Studies; Department of Middle Eastern Studies; Geography
- James K. Galbraith, Government
- Pamela Herd, Center for Women's and Gender Studies
- Victoria E. Rodríguez, Government
- Peter M. Ward, Geography
- Robert H. Wilson, Geography

University Administrative Positions (non-LBJ)

- Admiral Bobby R. Inman, Interim Dean: UT Development Board
- David J. Eaton: Director, Center for Environmental Resource Development in Latin America, LLILAS; Co-Director, Cross-Border Initiative for Research and Development; Co-Director, Kozmetsky Global Collaboratory Center for Capital and Creativity
- William K. Black: Interim Executive Director, UT Institute of Fraud Studies
- Bárbara J. Robles: Co-Director, Latino Financial Issues Program, Center for Mexican American Studies
- Peter M. Ward: Director, Mexican Center, LLILAS

LBJ Faculty Participation in Non-LBJ Departmental Advanced Degree Committees		
Degree	Ph.D.	M.A.
Advertising		2
Anthropology	2	
Civil Engineering	5	
Communication Studies	1	
Community Regional Planning	4	1
Curriculum and Instruction	2	
Doctor of Jurisprudence		4
Economics	12	
Educational Administration	18	1
Educational Psychology - Counseling	1	
Educational Psychology - School	1	
Government	10	4
History	1	
Human Development and Family Sciences	1	
Latin American Studies	4	9
Latin American Studies and CRP		3
Latin American Studies/Business	1	
Management	1	
Mathematics		2
Music Performance	4	
PA/Asian Studies		1
Pharmacy	4	
Psychology - Clinical		1
Radio-Television-Film	2	
Science and Technology Commercialization		1
Social Work	1	1
Sociology	10	3
Spanish/Portuguese	2	
Statistics (Mathematics)		1
TOTAL	87	34

- Robert H. Wilson: Director, Brazil Center, LI-LAS; Director, Urban Issues Program, Office of the Provost

Major University Assignments (non-LBJ)

- Kenneth S. Apfel: Chair, LBJ School Dean Search Committee
- David J. Eaton: Co-Chair, Academic Committee, Portfolio Programs for Philanthropy and Community Service and Public Policy Dispute Resolution
- Kenneth S. Flamm: Chair, Admissions Committee; Member, Graduate Assembly Academic Committee, Faculty Council Executive Committee, and University Faculty Advisory Committee on Budget
- Admiral Bobby R. Inman, Interim Dean: Commission on 125
- Victoria E. Rodríguez: Vice Provost and Dean of Graduate Studies
- Elspeth D. Rostow: Rhodes/Marshall Selection Committee; Texas Excellence Foundation; Advisory Committee, Selection of Journalism Department Director
- Richard L. Schott: Texas Exes Excellence in Teaching Award Committee
- Chandler Stolp: University Faculty Advisory Committee on the Budget
- Peter M. Ward: Liberal Arts Appointments and Tenure Committee
- David C. Warner: University Co-op Board
- Robert H. Wilson: Faculty Research Assignment Review Committee

Cross-Campus Collaboration

The LBJ School collaborates in a wide variety of research across the University.

- The Center for Health and Social Policy, in collaboration with other departments within the University of Texas, is conducting an ongoing longitudinal project on health disparities in later life, focusing on Latinos.
- The LBJ School's RGK Center for Philanthropy and Community Service sponsors the Academic Innovation Awards to foster the development of courses in nonprofit studies, undergraduate as well as graduate, on campus.
- The overlapping policy interests of the LBJ School and UT's Lozano Long Institute of Latin American Studies have resulted in close coordination between the two programs. The current Director of the LLILAS Mexican Center and the former Director of the Brazil Center are LBJ School faculty members, as is the current Director of the Inter-American Policy Studies Program.
- Several LBJ School faculty members are associated with the UT Population Research Center, including two affiliates of the unit's Center for the Study of Urbanization and Internal Migration in Developing Countries.
- The LBJ School is a partner with UT's IC2 Institute in the Kozmetsky Global Collaboration and

the Cross-Border Institute for Research and Development (CBIRD-Global).

Student Cross-Campus Initiatives

LBJ School students and student-directed organizations sponsor programs in cooperation with other campus organizations and participate broadly in cross-campus activities.

- LBJ School students created and organize the annual Barbara Jordan National Forum on Public Policy, which draws participants from throughout the University and the Austin community.
- The *LBJ Journal of Public Affairs*, a student-run publication, is open for student submissions from across all University departments.
- Students produce a number of timely campus events related to current affairs, such as the 2004 Presidential Debatewatch and a post-election analysis.
- The LBJ School's student organizations such as POWER (Policy, Women and Resources) regularly coordinate events and programs with UT departments, particularly the UT Center for Women's and Gender Studies.
- The Policy Coalition on Culture is working with students in the College of Fine Arts and the Radio-Television-Film department to create a network of people who are interested in the intersection of culture and public policy.

IV. Alumni Careers

“I hope that the future public servants who begin their careers in the School will tomorrow be serving effectively not only in the bureaus and departments of the federal government and the Congress, but also in city halls and court houses and state capitols—not only in Texas, but in every region of this country.”

Lyndon B. Johnson,
LBJ School Dedication Ceremony
May 1971

At the dedication of the LBJ School, Lyndon Johnson stated his vision about the impact LBJ School graduates would have on the nation. Today, Johnson’s vision has become a reality. Since 1972, about 2,500 M.P.Aff. graduates—from 10 in the first graduating class to ten times that in 2004—have translated the skills learned and honed at the LBJ School into careers at all levels of employment, where they are enacting, overseeing and/or implementing public policy, sometimes in very different fields. (See p. 22 for information on the School’s doctoral program, launched in 1992.)

Although employment in the public sector remains dominant, the number of graduates working in the private and nonprofit sectors is rising (see table below). This trend is tied to the increasing number of public affairs related jobs in the private sector—legislative liaisons, public affairs experts, and political consultants, for example—and to the growing reliance on the nonprofit sector to provide public services.

LBJ School alumni are not only making an impact in the cities, counties, and states of our nation, they are also helping to transform the world in significant ways. Almost 200 alumni currently work in more than 40 foreign countries. In addition, a large number of LBJ School alumni work in international affairs in U.S.-based positions that include assignments in federal departments such as the U.S. Agency for International Development and employment with private companies such as Deloitte Consulting and nonprofit organizations such as the World Bank.

Positions of Leadership and Influence

LBJ School alumni have attained impressive leadership positions across all sectors. Listed below is a selected sample of positions held by LBJ School alumni during their careers:

Federal Leaders

- U.S. Commissioner of Social Security
- Associate Director, U.S. Centers for Disease Control and Prevention
- Assistant to the President for Legislative Affairs, The White House
- Assistant Secretary for Governmental Affairs, U.S. Department of Transportation
- Vice Chairman and Commissioner, U.S. Interstate Commerce Commission
- Chairman and Chief Executive Officer, U.S. Farm Credit Administration

LBJ Graduate Employment Sectors 1990 and 2004

Sector	1990	2004
Public	51.8%	41.37%
Private	29%	32.65%
Nonprofit	17%	20.74%
International	3%	5.23%

- Chief Administrator, Federal Railroad Administration
- Chief Administrator, St. Lawrence Seaway Development Corporation
- Principal Deputy Assistant Secretary, U.S. Defense Department
- Director of Assessments, Office of Intelligence and Reconnaissance, U.S. Air Force
- Policy Director, Office of the Speaker, U.S. House of Representatives
- Deputy Staff Director, Minority Staff, Senate Budget Committee
- Director, Office of Latin America and the Caribbean, International Trade Administration
- Senior Policy Advisor for International Programs, U.S. Environmental Protection Agency

State Leaders

- Executive Commissioner, Texas Health and Human Services Commission
- Chief Executive Officer, California Power Authority
- Executive Director, Texas Teacher Retirement System
- Executive Director, Texas Employees Retirement System
- Executive Director, Kansas Public Employees Retirement System
- Executive Director, Texas Workforce Commission
- Executive Administrator, Texas Water Development Board
- Chairman, Texas Water Commission
- Chairman, Texas Natural Resource Conservation Commission
- Director, California Housing Redevelopment Agency
- Director, Texas Legislative Budget Board
- Director, Texas Medicaid Commission
- Texas Deputy Comptroller of Public Accounts
- Budget Director for the Texas Governor
- Chief Actuarial Officer, State of Montana
- Chief Budget Officer, New York State Insurance Fund
- Chief, Public Finance Division, Texas Attorney General
- Chief Financial Advisor, Office of the Speaker, Texas House of Representatives
- Assistant Secretary for Development and Planning, California Secretary of Education
- Deputy Chief Attorney General, State of Arizona

Local Leaders

- City Manager, Austin, Texas
- City Manager, Dallas, Texas

- City Manager, Greenville, Texas
- City Manager, Santa Cruz, California
- City Manager, Uvalde, Texas
- Director, Department of Social Services, Boston Commissioner's Office
- Austin City Auditor
- Director, Middle Rio Grande Development Council
- Director, Small and Minority Business Resource Department, City of Austin
- Director, Neighborhood Housing and Community Development, City of Austin
- County Administrator, Benton County, Minnesota

Private Sector Leaders

- Global Senior Partner, Deloitte Consulting
- Vice President of Public Finance, Moody's Investors Services
- Managing Partner, Accenture
- Managing Director, Legg Mason Wood Walken, Inc.
- President and CEO, KLRU Television
- Executive Director, BlueCross BlueShield of Texas
- Executive Director, Capital Area Training Foundation
- Founding Partner, Public Strategies, Inc.
- Deputy Director, Executive Staff, Lockheed Martin Sandia Laboratories
- Deputy Chief Financial Officer, Soros Foundation/Open Society Institute
- Public Affairs Director, Exxon-Mobil
- Public Affairs Director (federal and state), Genentech
- Public Affairs Director, HEB Grocery
- Public Affairs Director, IKEA
- Public Affairs Director, Monsanto
- Public Affairs Director, Motorola
- Public Affairs Director, Texas Instruments
- Director, Global Energy and Climate Change, Environmental Resources Management, London

Nonprofit Sector Leaders

- Executive Director, American Youth Hostels
- Executive Director, Austin Community Development Corporation
- Executive Director, Coalition of Community Foundations for Youth, Kansas City
- Executive Director, Federation of Tax Administrators
- Executive Director, Foundation Communities
- Executive Director, Lady Bird Johnson Wildflower Center
- Executive Director, The Meadows Foundation
- Executive Director, Texas Appleseed

- Executive Director, Texas Hospice Organization
- Founder, Center for Leadership, Ethics, and Public Services, Phoenix
- Director, Comunidades Unidas Pro Salud, McAllen
- Coordinator, Central Texas Immigrant Worker Rights Center

International Sector Leaders

- Special Assistant to Ambassador Paul Bremer, Iraq
- Special Assistant to the Ambassador, Afghanistan
- Vice President, Central Bank, Ecuador
- Resident Advisor to the National Treasury, South Africa
- Resident Budget Adviser, Republic of Serbia
- Team Leader, U.S. Agency for International Development, Sustainable Water Resources Management, Armenia
- Deputy Managing Director, North American Development Bank
- Chief of Party, Civic Foundations for Peace, Sri Lanka
- Global Strategist, the Samsung Group, Korea
- Vice President for Asia/Pacific Region, Business Software Alliance, Singapore
- Country Head and China Strategist, CLSA Emerging Markets, Shanghai, China
- Finance and Accounts Officer, Interparliamentary Union, Geneva

Elected Officials

- William F. Owens, Governor of Colorado
- Mee Moua, Minnesota State Senator
- Rodney Ellis, Texas State Senator
- Frank Gunn, former Mississippi State Senator
- Diana Guzman Cummings, Llano County Treasurer
- Dana DeBeauvoir, Travis County Clerk
- Brewster McCracken, Austin City Council Member
- Nan McRaven, Austin Community College Board Member
- John Fitzpatrick and Ingrid Taylor, Austin Independent School District Board Members

Alumni Academic Achievements

Alumni with Advanced Degrees

Many LBJ School alumni choose to pursue Ph.D. degrees as preparation for careers in higher education or advanced policy research.

- More than 100 graduates have earned or are in the process of earning Ph.D.s in programs throughout the United States;

- An additional 7 graduates have earned medical degrees (6 M.D.s and 1 D.V.M.); and
- Approximately 44 graduates have chosen careers in higher education teaching.

LBJ School Ph.D. Program Graduates

Launched in 1992, the LBJ School Ph.D. in Public Policy program has had 25 graduates (the first graduate defended in December 1996, the latest in December 2004), and they have experienced tremendous success. LBJ School Ph.D. employment ranges from purely academic tenure track positions to private sector jobs. The positions cited below demonstrate the variety:

- Research universities: 9
- Research institutions such as think tanks: 6
- Public sector: 4
- Private corporations, consulting firms, NGO's: 4

Alumni Mentors

LBJ School alumni are notable in their consistent willingness to mentor current LBJ students and recent graduates. For this group, giving back to the community means welcoming a new generation of students to the policy world in all of its forms and assisting in the transition. Alumni participate in sponsoring internships, serve as employment contacts, contract with the School for Policy Research Projects, discuss their careers either through on-campus presentations or via video-link conversations, and agree to be profiled in School publications to share their experiences with current and prospective students.

- From 2000 to 2004, 46 alumni offered internships and hired 80 interns.
- In Spring 2004, students formalized an LBJ Alumni Exchange Program. The program sponsors weekly conference calls with LBJ School alumni to provide both LBJ and UT students the opportunity to speak with established policy experts as well as learn about career options.

Graduate Placement

Management Fellowship Program

The Presidential Management Fellows (PMF) program, previously known as the Presidential Management Internship (PMI), is a leadership development program created in 1977 by President Jimmy Carter to attract top graduate students to federal public service. Cumulatively, from when the program began, a total of 230, almost 10% of the entire LBJ School alumni population, have been selected for the prestigious program. Be-

tween 1999 and 2004, 50 LBJ School students were chosen for PMF participation:

- 2000: 9
- 2001: 14
- 2002: 10
- 2003: 10
- 2004: 7

Graduate Recruiting

Representatives of federal, state, and local government entities and private companies come to the LBJ School each spring to recruit students to join their organizations. The following list includes some of the organizations that recruited LBJ School students from 2001 to 2004:

- AFL-CIO
- Accenture
- Arthur Andersen
- California Department of Insurance
- Capital Area Training Foundation
- City of Austin
- Congressional Budget Office
- Deloitte Consulting
- Diana McIver and Associates
- El Paso County
- Electric Reliability Council
- Exxon-Mobil
- Harris County
- Florida Legislature
- Gallup
- Houston ISD
- Lucas Careers
- Mathematica Policy Research
- Maximus
- Moody's Investor Services
- New York State Public Management Institute
- Public Strategies
- San Diego County
- Sperion Corporation
- State of Mississippi, Office of Secretary of State
- Stratfor.com
- Teach for America
- Texas Commission on Environmental Quality
- Texas Department of Health
- Texas Department of Insurance
- Texas Department of Protective and Regulatory Services
- Texas General Land Office
- Texas Legislative Budget Board
- Texas Lower Colorado River Authority
- Texas Public Utility Commission
- Texas Railroad Commission
- Texas Sunset Advisory Commission
- Texas State Auditor's Office
- Texas Water Development Board
- Texas Workforce Commission
- Texas Youth Commission
- Travis County
- United States Central Intelligence Agency
- United States Department of Commerce
- United States Department of Insurance
- United States Department of State
- United States Environmental Protection Agency
- United States Farm Credit Administration
- United States Federal Bureau of Investigation
- United States General Accounting Office
- United States Parks Department
- United States Peace Corps
- United States Office of Management and Budget
- Urban Institute
- URS Corporation
- UT System Administration

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