

## Key Themes from the Forum on Federal Service November 7-8, 2007

### Reaching Students

- **Messaging and marketing is paramount.** It's important for administrators to understand that the hook or language that works for the current generation of college students is different than it used to be. Instead of using words like "sacrifice," talk about the "opportunity to make a difference" or "opportunity to make change while also building skills and a career path." Students today typically don't plan more than two years out; look at how consulting and investment banking firms are being successful in their recruitment. Focus on the value that students can add in a federal career and the level of responsibility and opportunities they can get early on. Speaking to the mobility and opportunities that can arise for entrepreneurial young people in government may also bust the prevailing stereotypes about staid bureaucracy.
- **"Public service" is still seen as volunteerism.** It is important to present government as public service as well. With regard to comparisons with the nonprofit sector, it is important to play up the opportunity to be a social entrepreneur within government. Consider what nonprofits like Teach for America and City Year do well/right to be so popular.
- **Creating a sense of community is important and generates viral marketing too.** Being selected for a special program is the first step, but feeling a sense of belonging to a corps of similarly talented and motivated individuals, including alums for networking, makes a big difference for Heyman Fellows as well as for programs like Teach for America.
- **A number of campuses have been successful elevating government through competitive scholarships/loan repayment.** Up-front fellowships/scholarships may provide a more powerful incentive and do a more accurate job targeting students committed to public service. However, back-end loan repayment has the benefit of broadening reach to those who may have changed their attitudes over the course of graduate school.
- **Internships can be a powerful, low-cost way to introduce students to federal service.** Interns can also become a very productive talent pool for federal agencies to use in recruiting future permanent employees.
- **Real people, especially alumni, put a face on federal service.** They can tell their stories in a way that students can relate to. Partnership for Public Service has the Annenberg Speakers Bureau. Alums also provide an important pool for mentoring and as potential funding sources.

### Other Considerations for Institutions in Setting up Programs

- **Needs and circumstances vary by institution.** However some common strategies include improved outreach and information, promotion of paid internship opportunities, working to bring speakers to campus.

- **Think about different pressures and angles for different student groups.** Those with significant loan debt may need more encouragement on financial side (loan repayment, scholarships). Consider different approaches for lawyers vs. engineers etc. **THIS NEEDS TO BE COMMUNICATED TO AGENCIES AS WELL.** Agencies need to have programmatic staff do messaging and outreach, not just HR staff.
- **Federal fellowship programs can help counter the increasing scrutiny for rising costs.** Plus, better government is a long-term investment for universities.
- **Creating momentum on campus/establishing public service as a priority takes leadership from the top, and depending on campus, faculty can also play a big role.** Partnership is willing to look at ways to communicate with university presidents to get them engaged.
- **Good business needs good government.** Consider the private sector and overseas stakeholders as possible sources of funding. These are good areas to explore, especially for public institutions that may not have as large an endowment or as many wealthy alums.
- **It's not all about raising the money.** The fellowships and loan repayment are attractive to students, but a big first step is communicating the message at critical decision points for students, and involving advisors and faculty in the process.
- **Partnership for Public Service and others need to continue working on the demand side.** While schools push public service, they need to know that agencies will be good partners and good employers. Need to work particularly on the hiring process and on the way that agencies open their opportunities to students. Raising interest in working for the federal government, particularly among the most promising students, will be for naught if there is not a reasonable chance that a good percentage of them will actually be made job offers.

**Partnership for Public Service - Princeton Forum on Federal Service:  
Preparing Tomorrow's Public Service Leaders  
NOTES**

**WEDNESDAY, NOVEMBER 7, 2007**

**6:00 p.m. Welcome and Reception**

**Location:** Palmer House, One Bayard Lane, Princeton, NJ  
Anne-Marie Slaughter, Dean, Woodrow Wilson School of Public and International Affairs, Princeton University

**7:00 p.m. Dinner and Context**

Max Stier, President and CEO Partnership for Public Service: briefing on findings of a two-year research Congressionally-funded project on sustainable and cost effective ways to recruit college students to federal service – “Making the Difference”

**THURSDAY, NOVEMBER 8, 2007**

**8:30 a.m. Welcome**

**Location:** Wallace Hall, Room 300  
Shirley Tilghman, President, Princeton University

Anne-Marie Slaughter, Dean, Woodrow Wilson School of Public and International Affairs, Princeton University  
“Making the Difference” video – approximately 2.5 minutes

**9:00 a.m. Opening Plenary**

**Panel: “Perspectives from the Next Generation”**

**Moderator:** Niko Canner, Partner, Katzenbach Partners.

**Panelists:**

- Scholar in the Nation’s Service, Ishani Sud
- Heyman Fellow, John Carlin
- Service to America Medals Winner, Christina Sanford

**Questions:**

- What motivates you?
- What methods of support have been most valuable to you?
- What kinds of students are most likely to succeed in federal civil service?
- What advice do you have for schools seeking to establish federal fellowship or loan repayment programs?

Niko Canner: Magnitude of opportunity for fed. govt to create opportunities and market them to students and get them to apply. It’s not that there’s something inherent to management consulting and investment banking that make them attractive. They’ve done a great job crafting their messages and marketing. Looking for virtuous cycles. What are the mindsets and skills that enable people to succeed early in government that encourage them to continue. Today we have three people to share their story.

Christina Sanford: Atty advisor at U.S. Department of State. I grew up with a disabled sister. Lifetime of volunteering for special Olympics and other causes, so shaped me. I paid my way through college. Arizona State University. What changed my outlook was program to intern with State Legislature

following graduation. Foot into the door at state level—where a lot of work is done. Then joined another state agency upon completion of internship. Then went to law school at NYU on Root-Tilden fellowship. Started DOS on 9/10/01. I participated in evacuation of 60 embassies overseas in lead up to Afghanistan.....

Ishani Sud: Global Development Network. Engineering solutions in and of themselves might not be enough. See similarities b/n engineering and public policy. Take knowledge to come up with solutions. Want to focus on value student will add to government and the government will add to the student. Don't focus on "sacrifice"

Niko Canner: What are the kinds of learning/experience that count most to Princeton seniors as they look out?

Ishani Sud: Freedom to develop your own solutions.

John Carlin: Knew in college that wanted to go into public service. Went to Freedom House after school, then Harvard Law with public service emphasis. As loans passed six figures, I realized why so many were going to law firms. Heyman fellowship program created. Went into DOJ honors program. Once in, treated like everyone else. I didn't feel like it was a sacrifice, I felt like I had won the lottery. Then DC to try domestic abuse and sexual offense as well as white collar crimes. Then cybercrime cases. Went back to DOJ to work on CHIPS. Now counsel to director of FBI, Bob Moeller. The opportunities you have in federal government in law are so superior to opportunities in private sector, that the key is lowering the barriers to entry and getting rid of crushing student debt. Just getting in as opposed to just 1-2 experience model. It's a lot harder to switch later in your career than to go in directly.

Anne-Marie Slaughter: Scholars in Nation's Service Initiative ([SINSI](#)) is targeting kids who probably aren't going to law school. Engineers/scientists, hard languages

Jordan Reimer, Scholar in the Nation's Service Initiative at Princeton University: Spent last semester in Egypt. Terrific opportunity to get on the ground learning, language practice and cultural exposure. Internship in Jerusalem sparked interest in public service. Unique advantages that schools can offer are the alumni networks. Can talk to people directly in government instead of just online through USAJobs. Job application process is daunting. Stress is high. Process is unclear.

Christina Sanford: "Utility Infielder" skill is most important. Willingness to pitch in on whatever is needed on any given day. Just step up and get it done.

Ishani Sud: Excellent mentors are very important too, b/c everyone has a limit to how much of the utility infielder work they can take. SINSI funds enable us to put together opportunities in govt that don't otherwise exist.

John Carlin: giving policy advice is not the only experience that is valuable. Government needs personalities and energy willing to do range of work. Everyone is 20 years older, so plenty of opportunity for mentors! If you keep an open mind/flexible, you'll have opportunities down the line that you never could dream of.

How about the folks who are less happy?

John Carlin: There are pockets where politics/ideology has an impact. It's either financial pressures or lack of flexibility/unwillingness to do other things.

Christina Sanford: folks who come right out of undergrad into foreign service are sometimes disappointed by their initial positions doing consular work. Attitude counts...if you look at it as an opportunity rather than punishment, you'll do well.

Robert Smolik: I didn't hear internship/externship. Could you tell us more about those experiences?

Christina Sanford: I didn't have chance to do internships in college, b/c had to work to pay my way. There was a lot of volunteer work and starting own nonprofits.

Ishani Sud: Had internship through SINSI, but not previously.

John Carlin: The honors summer internship program is incredibly valuable.

Jordan Reimer: This summer's internship DOS was valuable to learn how the place works.

Robert Hollister: You make compelling case that working for fed govt is place to make a difference. So many students I interact with think the exact opposite...they feel the route to making a difference is to work for a community-based nonprofit, or maybe local/state government. Last on list is fed government. Real prejudices.

John Carlin: Bring folks who've done it to your campus to speak about their experiences. I've really enjoyed doing this. Near peers.

Ishani Sud: Combating some of the myths with the facts. E.g. compensation for engineers/scientists is actually better in government.

Max Stier: We're putting together cadre of speakers this year through funding from Annenberg. We're building capacity. Other programs like Heymans.

Walter Broadnax: Mobility. Do you feel sense opportunity to move across/around government?

Christina Sanford: Have been highly mobile within DOS. We have a rotation system. Our generation has a reputation for attention deficit. I haven't signed up for loan repayment program at DOS b/c it had a three-year commitment.

John Carlin: I've switched nine times within DOJ on the detail program.

Jordan Reimer: The mobility is one of the more inspiring factors.

Niko Canner: There are many opportunities for mobility, but it needs to be much better marketed.

Selma Botman: Most students in U.S. are not in well resourced private universities. If we think internships are important, they can't be tied the resources of the public universities. So I would push to think about paid internships.

Christina Sanford: Among public university students there is a real willingness to serve. There's a huge audience. But paid internships are the only way to consider it, b/c they need resources.

Selma Botman: There are lots of "heritage speakers" that attend CUNY system schools.

John Carlin: The younger the applicant, the easier the background check.

David Lewis: We've focused on undergrads. But another constituency—those out working 3-5 years looking to come back to grad school and make transition. They have experience. What should we do with that group of potential students? Most of our schools look for experienced applications.

John Carlin: Trying to meet the challenges of transforming into an intelligence-based organization. Very structured, agent-based hiring process is not set up for attracting different types, like MBAs. How can we do a better job of marketing?

Christina Sanford: Foreign Service doesn't do laterals very well, at least from pay perspective.

Max Stier: By and large the most critical hiring needs are at the graduate degree level. Average age of new hire in government is 33 years old. Value experience over quality and educational attainment. We need to see a lot of new channels at both entry level and later levels.

Mark Holzer: Do you see a lot of peers more interested in working for a federal contractor? USAID does a lot of their work through contract. Some see contractor work as entry to government. Good introduction to how government works.

Ishani Sud: For most students it's the job the matters, not who they're doing it for. If the job isn't competitive or cutting edge, then won't do it.

David Birdsell: Where do non-profits figure in the decision process? What are they doing right that we might be able to pick up on?

John Carlin: This wasn't as big an issue 30 years ago when loans weren't as high and salary discrepancy wasn't as large.

Christina Sanford: Non-profit folks were seen as "good" and government folks seen as "the man." You need to have qualified committed people on both sides of the argument. Need talented, concerned, sentient citizens on the inside.

Niko Canner: ASHOKA has people to send out to campuses to tell the story and market.

Jeff Wachtel: Students who see public service as something they do on top of the day job (e.g. serve on a board.) Does it matter how we present it to the students?

Ishani Sud: you have to pitch it as an incredible career. Pitch it as what it actually is.

Jordan Reimer: SINSI pitched it as a policy opportunity.

John Carlin: It's an incredible opportunity, exciting work. One mistake, we have our human resources folks doing the messaging instead of the program folks. Students need to meet the folks who look like them, not hr types.

Christina Sanford: In careers where compensation can't be the motivation, you have to appeal to desire to make a change. You can also approach ego and prestige. Finite number of jobs held in high regard. Sense of contribution should be marketed as well.

Anne-Marie Slaughter: "Social entrepreneur" or "bureaucrat" ? You can also manage work/family balance.

**10:15 a.m. Coffee Break**

**10:45 a.m. Panel: “Finding Support for Public Good”**

Moderator: Anne-Marie Slaughter, Dean, Woodrow Wilson School of Public and International Affairs, Princeton University

Panelists:

- Samuel J. Heyman, Founder, Partnership for Public Service
- Tom A. Bernstein, Board of Directors, Partnership for Public Service
- Robert B. Fiske, Jr., Davis Polk & Wardwell

Questions:

- Why is this issue important to you?
- How do you think other philanthropists can be engaged on this issue?
- How can we make connections between related programs and initiatives?
- What results do you expect to come from such programs?

Anne-Marie Slaughter: SINSI (Scholars in the Nation’s Service Initiative) is part of a nationwide initiative we hope. But it’s just one model. In this panel discuss different ways in which panelists have funded public service, but also other possible avenues. First panelist- Sam Heyman, Heyman fellowships at [Harvard](#), [Seton Hall](#) and [Yale](#). Sam is also founder of Partnership for Public Service. So working both on the supply and demand side. Sam and Ronnie Heyman center at Cardoza and at Duke. I often tell our students they should think about making careers in an area they’re passionate about. Think about spending time in government, private sector, and nonprofit sector. Second panelist- Robert Fiske. Trial lawyer and partner at Davis Polk. (Intro) Third panelist – Tom Bernstein. President and co-founder of Chelsea Piers. (Intro).

Sam Heyman: The initial proposition that helping the government retract and retain the brightest and best to government service is in the top ten of national priorities/challenges. Issues threefold. First, dramatic decline in interest for public service over past 40 years. Over 30 % of my graduating law class went to government. Today, the dean says it’s more like 2-3%. We have been working to address three principle issues: 1. Communications. To students on campuses, the great opportunities in government service that are available for very fulfilling careers and to make a difference/contribution to our country. When discuss opportunities/responsibilities in government, generates interest. 2. Financial Disincentives. Tremendous student loan indebtedness makes it difficult to ask them to take job in govt service. So we’ve spearheaded program in which college and universities will offer incentives. I’ve contributed over \$50M over last 6-7 years. But initiative will now need to be taken up by educational institutions themselves. 3. Work at Fed Govt level through PPS to make work environment at the agencies more conducive/attractive to candidates. Hiring, compensation, etc. Working closely with agencies. Push-Pull Marketing. This is the pull—make govt more attractive to students.

Bob Fiske: [The Michigan program](#) got started from conversation with Sam Heyman. Started discussions with Dean of Michigan Law School. Two things that were important for me: 1. education at Michigan Law School (springboard); 2. government service work. The value that government service can bring to a young lawyer. Responsibility at a young age. Culminated right after 9/11. \$2.5 million to endowment to finance 3 Michigan grads who wanted to go into government service. Three benefits: (For three years pays off both college and law school loans, then \$5K initial stipend). 1. For some this makes it possible to go into government. 2. For others it makes it more attractive. 3. Makes a statement that govt service is important thing to do. That really is the purpose of the program. 18 grads over 6 years. All but 1 still

in govt service even though term of service has passed. Had 5-year reunion in DC. Each fellow talked about what fellowship meant to them. Recounted experiences. This program is way oversubscribed at Michigan. Obviously greater need beyond what individual donors can contribute.

Tom Bernstein: About a year ago, Sam Heyman, Max Stier, Anne-Marie Slaughter and I discussed the idea for this conference. Great to see you all around the table. The Lawyers Committee for Human Rights harnessed young lawyers who took on political asylum cases. Really changed my life. 30 years ago there was one guy and \$50K. Today it's a major organization. I think 5-10 years from now and look back on this as start of something big. Need is urgent for competent government (whether big or small). This is a massive challenge. Recruiting for civilian workforce non-existent. This is a bit of an atypical start for a not-for-profit (\$45 million initial funding). CityYear has the best mission statement I've heard (paraphrase): There will come a time in this country when any one American will ask another, "Where did you do your year of service?" In terms of my personal experience, we have the occasion as alum to contribute. My father founded Human Rights Watch. Celebrating his 75<sup>th</sup> birthday. In human rights area, hard to get a job at entry level. Fellowship for 2-3 grads from Yale Law School each year. Now 10 years later there are 20 Robert L. Bernstein fellows. Points: 1. A community is developed. Bond fostered by the University. Every year flown back to Yale Law School for symposium. It's urgent to bring students back to the school. Viral marketing. 2. If you do this with folks who've lived long and interesting lives, you'll be passing the baton from one generation to the next. You see seeds being planted. Careers being started. How do you recapture and harness resources of your most distinguished alumni?

Anne-Marie Slaughter: How do you convince Presidents/Deans to seek funds to fund the federal government, rather than the University? What's the case that this is part of the school's mission? What do we say to people with regard to limited jobs to actually get in the government (barriers to entry). Finally, looking at mission-critical occupations, lawyers are not on the list. How do we broaden this beyond the law schools?

Sam Heyman: Role of higher educational institutions. There is a real need for that. For a challenge of this magnitude (50% of total civilian workforce eligible for retirement in next 5 years) it is amazing how little has been done in private sector. So many issues we're dealing with (crime, mental illness, drugs) have numerous organizations tackling it. There is not nearly enough effort on this issue. So the role of the university becomes very, very important. They've done a wonderful job in the community service area in recent years. You're dealing with one of the most idealistic generations we've seen in a long time. Community service. Belief that one person can make a difference. But we have not made the connection between community service and government service. The colleges and universities have a natural interest in having the most effective government. Education institutions should be involved in enhancing professional opportunities for their graduates. The higher educational institutions can provide tremendous service by underscoring the importance of federal govt service and encouraging a movement akin to the Kennedy generation. When students see top students taking jobs with government, it elevates perceptions of government service.

Robert Fiske: Financial element makes it possible, but program itself elevates government service. Bringing alums back to talk about experience, responsibilities, rewards. The schools have to make it clear that government service is a very important thing to do. People who go into government service early in their career have a base of experience for later service, even if only stay 3 years.

Tom Bernstein: These programs give your schools a competitive advantage in recruiting. Adds a luster. One reason law firms do pro bono work is to recruit. Over time there will be peer pressure. Great opportunity for schools to look at alumni list and pull back in those who have served and connect them to

the schools. It's not only service but career opportunities. Max Stier can tell us about the Service to America winners—extraordinary stories. Not just service, but really unusual career paths.

Sam Heyman: There is almost no one who has done government service who doesn't have a passion for it. Push-pull marketing is a much longer process. Don't change government overnight. Some progress is being made. The root of the issue is that Cabinet Secretaries serve for average 2-2.5 years, so there's very little payoff or reward for them to take long-term measures to improve human resource apparatus for the agency. We've tried to elevate positions as Chief Human Resource Officer at each agency. Long tenure. Required to report to Congress on progress. Initiated study on "[Best Places to Work](#)" rating agencies based on worker satisfaction, recruiting, upward mobility, etc. Now agencies are paying attention and calling us about their rankings. Programs on pay for performance.

Rob Hollister: Higher education is now subject to increasing scrutiny for rising costs and questions about the contributions making. How can we grow the number of donors to such programs?

Robert Fiske: Send them to breakfast with Sam! You can steer alumni interested in helping the schools in direction of public service.

Astrid Meget: Good business needs good government. In developing world, need rule of law, good government, etc. to conduct business. Also works at state levels when doing community development. Need professional, ethical government officials. Haven't seen it play so well at the federal level.

Mark Holzer: Rutgers is most diverse campus in America, but we don't have wealthy alumni. No one is in a position to donate. How do we make case to non-alumni that they should invest in public institutions like ours?

Tom Bernstein: One vehicle we've discussed is to find donors who would fund at a higher level (not tied to any one institution). The fellowship could be national and allocated to universities around the country.

Ruth Mandel: If this becomes a priority as an inspiring vision, then the partnership has to be a multidimensional public-private partnership. Need government leaders talking about this at every level, in partnership with philanthropists/ foundations funding it, and a well-crafted message that spoke to values and education. Need a national effort to support the message of public service. Public institutions of higher education have to be a part of this. Private institutions with wealthy alum are only a slice.

Max Stier: Clearly there's a base beyond school alumni. The local business community. LSU's approach is instructive: you may have large individual donors, or large community of alums who can give a little to add up to a large amount. You could put together different kind of campaign to support these efforts.

David Ellwood: What really works best in making the case for funding these programs? I find it much easier to raise money abroad from non graduates. When you go out to make the case, do you find it's getting them in touch with students who've done it (testimonials), matching gifts, a leader, or breakfast with Sam?

Sam Heyman: Partnership for Public Service has over 600 charter members in *Call to Serve* Alliance (educational institutions). This is not just about money. The colleges and universities can do a lot simply through communicating the message at critical decision points for their students. Student advisors, career counselors, outside speakers from government.

Ronnie Heyman: Interesting that Tufts is trying to make public service a major. Would like to hear more about the Tisch gift.

Robert Hollister: This came very much from his father's deep public service career. When we were drafting proposal for university-wide public service initiative, he jumped in and said it was incredibly important. A wealthy, very public service oriented alum saw alma mater making commitment to this resonated very strongly with him. The theme originated with Tufts, not the donor.

Sam Heyman: The schools are not taking nearly enough initiative on this. This is not on the minds of university administrators. But if it became a priority, you would find donors respond.

David Lewis: How do you get President's attention who sets campaign priorities? Within the university, we have to focus on the president...chief fundraiser. One of the best things the Partnership could do is make the case to university presidents. We have to get it at that level.

Sam Heyman: You're right. PPS is meeting with university presidents. Also keep in mind that you can send a powerful message with relatively small amounts of money.

Jeff Wachtel: Take a slightly different view. I don't think we'll succeed if we go after the presidents. At Stanford, you need to get the faculty buy-in. If we had strong group of faculty who said this was a priority, it would get on the radar. The fundraising issue is not just for public schools. When you have very large gifts that come in, you may have donors who say my relatively small gift won't really matter. Attracting donors collectively (e.g. by class) has had good effect.

Astrid Merget: Your point may not be appropriate for public land-grant university.

Alex Aleinikoff: I've been in the government four different times. Radical cultural shift—a lot of the lessons and values we learned don't apply. Today's kids see government as a negative. The Reagan/Thatcher government, followed by Clinton outsourcing, coupled with Katrina/Iraq incompetence is bad combo. Add in that students don't think of a job as a career. The messages we may crafting don't work with this audience! Start with values and issues, and not government service. Once you have them hooked on the issues/values, then say various ways of achieving this. The hook is that there are problems in the world and one mode for addressing those is government service. Incentives will be crucial. Market may help if have downtown. Service learning may be crucial.

Veena Seelochan: It is school's responsibility to create spirit for government service.

Walter Broadnax: Deans and faculty play very powerful and important role in process of setting campaign priorities. I have worried a lot about lack of clarity about what the government means in the lives of our students. It was so clear to me in the 1960s. At best it is a murky situation today.

Ronnie Heyman: The [Service to America Medals](#) evening is so illustrative of the difference one person can make.

Anne-Marie Slaughter: Four take aways. 1. Recruiting advantage. 2. Better Government is a long-term investment for universities and for business. 3. To reengage alums who have been in public service. 4. Path to improve perceptions of the academy in the public opinion.

**12:00 noon**

**Lunch**

**Location:** Shultz Dining Room (In Robertson Hall)

Conversation on legislative initiatives related to financing higher education costs, including the Roosevelt Scholars proposal

*1:30 p.m.*

**Panel: “Public Service Fellowships and Initiatives”**

**Location:** Wallace Hall, Room 300

**Moderator:** Walter Broadnax, President, Clark Atlanta University

**Panelists:**

- Astrid Merget, Provost, Louisiana State University
- David Ellwood, Dean, John F. Kennedy School of Government at Harvard
- Alex Aleinikoff, Dean, Georgetown Law
- Robert Hollister, Dean, Jonathan M. Tisch College of Citizenship and Public Service at Tufts University

**Questions:**

- What has your school done in regards to public service fellowships?
- What does your school plan on doing?
- Why is this issue important?
- What challenges may be encountered in instituting such a program?

Walter Broadnax: Intros. How important public service is once it begins to meaningful in one’s life. 1963 Topeka Kansas Capitol Building...became clear that federal government was going to be extremely important in my life and I wanted to be a part of that. It was role models for me as well. I looked at what they were able to do and able to achieve. We’re pleased about how we’ve been able to raise awareness on our campus about opportunities in federal government. There is no notion of what the government could do for the student. Direct contact and testimonials from people in government has had powerful impact.

Astrid Merget: Concepts of governing and public service vary dramatically from state to state and community to community. Mosaic of notions of what constitutes public service. In Louisiana, students have grown up with a very colorful notion of public service...they think political, old school. Not a noble connotation. Louisiana is only state that has a Napoleonic Code in effect. Highly codified. Celebration of chief executive as monarch who dispenses favors. Vastly different than my experiences in Indiana. Also context of recent events---heavy imprint of Katrina. Symbolized the total failure of government. The real culprits from Louisianan’s viewpoint were state government. Students at our university truly came to the rescue. Civic pride very high. Doesn’t translate to government, which they see as a colossal failure. Third point of context—I would urge you to look very seriously at land grant universities and especially schools of agriculture. They are in many ways pioneers. Public service is emblazoned in their mission. We have a covenant with our citizens. Major campaign underway. Public and private funding. Leverage federal Intergovernmental Personnel Act Mobility Program ([IPA](#)). Philanthropists in our state do understand that we need good government. We want to create that new generation.

Robert Hollister: We have a lot of common purpose, but really important differences in terms of context and roles of our institutions. Overall approach at Tufts (small-mid sized private research university): focus initially on cultural issue; values and issues as the starting point. Trying to embed values and skills of active citizenship in the institution’s DNA. Seven years ago trustees voted to create [Tisch College](#) (ugrad and grad mission to stimulate public engagement). Metric—engagement of our alums. Comprehensive effort to infuse active citizenship. Effort across the institution and curriculum. Catalyst and resource for all schools across the institution. Community partnerships. Public service internships and loan repayment are an important ingredient in what we’re doing. Huge demand for quality paid

public service internships. Source of funding for those programs, supported by income from the Tufts microfinance fund. Separately managed from Tufts endowment and all funds would be invested in microfinance. 7 years old. Early returns incredibly encouraging. Increasing number of undergrads deciding to come to Tufts b/c of our deep focus on active citizenship.

Alex Aleinifoff: I supervised a course this semester on government accountability (in context of Katrina). Georgetown is a Jesuit school...part of core identity. About 8% of class each year goes into government. What do we do for them while they're there to encourage government service? Adjuncts --practitioners in to teach and speak. Externship program grants 2 credits for students working in external agency. Pro bono pledge—every student pledges to do 75 hours of public service pro bono work during time at school. We have a staff member fully dedicated to placing students in government jobs. Summer internship program run by equal justice foundation—200 students last summer (\$3200) in 501c3 or government jobs. [Public Interest Law Scholars](#). Admitted students given up front scholarship. Moral commitment that they will spend half of their lawyer work in public service. We have 122 alums in LRAP program. Spend \$800K per year out of my funds to support this. The government jobs often pay enough to put you over the line, so bulk of money goes to people in public interest jobs. Even if you pay back lawyer loans at this point, you still don't come close to starting law firm salaries. A more effective strategy is to tell the students to go to the law firms, pay off your loans and then consider public service. Stanford Law School has proposed a Congressional Clerkship program. No reason this has to be restricted to lawyers.

David Ellwood: People don't realize how rapidly the salaries have diverged. In 1970's only a 15% difference b/n public and private positions. Debt really may make a big difference. Those who graduate with no debt (college or post-grad) – 95% go into government...most of those have public service fellowships, so they have to! Median range debt \$60K. There are at least four ways you can fund: Straight grant/fellowship incoming; fellowship contingent on future service; restricted grants for certain folks; loan forgiveness. My favorite by far is public service fellowship. Strong differential effects on who comes. Can control size of program. I hope to offer every student the opportunity eventually. In tracking our students over time, generally if you don't start in public service, the odds are you won't get back to it later. You're going to have some slippage. It's a moral commitment. We're going to have to try lots of things.

Anne-Marie Slaughter: Looking at the numbers, if we broaden to public service, the federal government loses out. How do we get those kids to view federal government as a good option?

David Ellwood: I believe part of our mission is to support the needs of federal government, but that's not our exclusive mission. I don't know how successful I would be if I gave out fellowships tied to federal government service.

Kathryn Newcomer: A lot of GW students want to go into federal government. The PMF has changed and it is no longer a very useful way to get in. Consultants circling around aggressively, telling our kids you will be working for the federal government. Four of my top alums have just left consulting firms and gone back into government. The ones at the consulting companies make relationships in government and then have a route in. We've contracted out government and this is what we have.

Sundaa Bridgett Jones: At USAID, pretty depressing to manage consultants making a lot more than you, who then come in at a much higher level b/c they have been consultants.

Christina Sanford: Front end fellowship (full ride) completely made the difference to go to NYU. As private sector salaries go up, education debt goes up and government salaries stay flat, it becomes an increasingly big issue.

Joan Ruttenberg: most law students do not come in committed to public service. There is a chance to persuade them over their three years there. For those students, the loan repayment is critical.

David Ellwood: Internships can be really good, but many are poorly done. It's a recruiting opportunity for the government. We will soon get into a death spiral if we're not really careful.

Walter Broadnax: How scary is it?

Mike Hemphill: Interesting how often it comes back to money. We have a very small student body, all committed to public service. We end up trying to minimize their cost on the front end. I would hate for money issues to override issue of needing to refrain government service.

Robert Schwarting: ROTC model already exists.

### **3:00 p.m. Next Steps and Concluding Remarks**

Anne-Marie Slaughter, Dean, Woodrow Wilson School of Public and International Affairs, Princeton University

Max Stier, President and CEO, Partnership for Public Service

We think this group will become the change agents to mobilize a wider movement. We would love to get Presidents talking about this at their annual meeting. We want to be talking to donors about this.

Alex Aleinikoff: citizenship has two meanings. If you can claim citizenship in its participatory sense, you might be onto something. It's never been partisan. And it's very powerful.

David Ellwood: 1. More inspired to do much more on the cultural and financial side. 2. I think demand side is a huge issue. How can we work together to create programs? The military model does not fully apply, because you start at the bottom and rise to the top. Nobody in middle management in government is going to rise to the top. Two different paths. Could imagine modules in executive education sessions on the challenges and private sector models.

Robert Hollister: Engaging the leadership of the presidents of our institutions—very smart and practical. We have some very impressive leaders around public service priorities. Let's bring small groups of these leaders together to discuss this issue and reinforce its importance.

John Palguta: we have to fix problems on demand side and get them to connect with students

Joan Ruttenberg: don't underestimate the value of communities/connections between students and alums. Government can often look overwhelming, faceless and there is value in individual person to person contacts.

Kathryn Newcomer: Think about how NASPAA schools could be more aggressive in picking up on IPA program

Robert Schwarting: change way we think about what we're doing on campus, identifying charismatic faculty members and peers. Not sure we have a clear sense of mission and values. There are models we could look to copy, borrow, adapt.

John Noble: We have a great opportunity to mold the vision of government service for our students. My president could lend support to the lobbying efforts on Hill to build something.

Jaye Roseborough: My role is largely educational. Finding examples of how government can be challenging, flexible, rewarding. I will also share this experience with my president.

Niko Canner: we need to come up with specific examples of how government jobs are more challenging, cutting edge, greater responsibility than they could get out of the private sector. We need students to see the value added to *them* through their work in the federal government and think of this in not more than 2-3 years at a time.

Mike Hemphill: Ishani said don't talk to us about "sacrifice." Yet in other areas we need to recognize it is a sacrifice. In addition to the idea of Sam Heyman having breakfast with university presidents, we should also consider scheduling breakfast with Ishani, John and Christina with our university presidents.

Leigh Botwinik: When it takes 6-12 months to hear back in the hiring process, this is discouraging students to accept a job in civil service. Therefore, we need to work to decrease the time to hire. I am a Teach for America alum and if they can *reframe* teaching in low-income, low-performing school districts, we should also be able to reframe the issue of government service.

Amanda Moore: Civic pathways. How can we connect students in their civic service with their public service? How can we connect and recruit them in? Consider something like matching an AmeriCorps education stipend. How can we think beyond civilian service to political/voting and think about ways to connect various types of service. We shouldn't underestimate faculty involvement to be champions and carry the message. Faculty forum.

David Lewis: We ought to meet regularly. This should be first of set of meetings. At next meeting we should invite politicians, government representatives (particularly HR); bring the supply-side and the demand-side together. Build links. Need multiple entry points in the system. Reentry at advanced levels; because retirements are occurring at the higher levels, we need to have a way for the government to bring in people at higher levels because by hiring recent college graduates, we're not replacing who is retiring. There's a retention issue. After 5 years they feel they've hit a ceiling. Engage NASPAA to increase leverage. Working groups in prep for next meeting to produce working papers to thrash out specific issues.

Robert Himmelberg: We wouldn't be having this meeting if federal government service was more attractive. So, we should consider what is wrong with government employment and what can we do to change that?

Veena Seelochan: Govt hiring process is like feeding a watermelon through a straw; it is slow. So, we need to work on that to make govt employment more attractive.

Alasdair Roberts: More systemic documentation of the looming crisis—what does the looming death spiral look like and what is the probability of a death spiral? More systematic research of what prospective employees care about ... what errors in cognition do they usually make that we can exploit in making offers? In working with a low budget, how can we find ways to get student participation in projects where they can engage with a particular agency and learn about that agency before they apply to a job there?

Astrid Merget: We need a coalition of presidents. We need to broaden your constituency beyond schools of public service and law to include engineering, public health, agriculture. You need a new vernacular. What is going to sell will be the particulars. We need to find out what students *can* do in government and then find out what training they will need to get there.

Tom Bernstein: We're trying to move a mountain. The military makes such an effort to sell itself. You'd give military an A and civilian side an F. Challenge government to present itself in a meaningful way to the next generation. We need some kind of collective challenge from leaders of academic institutions (presidents) to government to market itself.

Walter Broadnax: Reminds us to make sure there is an effort to ensure diversity in our federal workforce. Still, 28% of African Americans are awarded degrees from historically black colleges and universities. Take a look at the people you want to attract and know that people relate better to role models who reflect who they are.

Max Stier: Partnership is here to be a resource to you, so please give us a call if you have questions. Please think about who was not here and should have been here and email us the list. Allow us to come back to you. We'll boil today's conversation into action points.

Anne-Marie Slaughter: imagine poster around our campuses to market all the things government offers. Career matrix—start with substance (and all the different jobs that comprise that area), then think about the sector (to get the culture of public, private and non-profit sectors), then think about the skills. We need policy formation and implementation.

**4:00 p.m.      Adjourn**