



INSTITUTE *of* PUBLIC POLICY

Harry S Truman School of Public Affairs



THE OPPORTUNITY

The Institute of Public Policy (IPP), part of the Harry S Truman School of Public Affairs, celebrates ten years of providing valuable public service to state and local government agencies and nonprofit organizations across Missouri. IPP's achievements over the decade have laid the foundation for the next phase in the Institute's development.

The recent designation of the Truman School as an independent college within the University of Missouri has brought with it the opportunity for the Institute to make some important strategic and operational adjustments with the expected result that through IPP:

- ⇒ The University of Missouri will have enhanced capacity to provide independent, nonpartisan, evidence-based analysis for public policymaking;
- ⇒ The University of Missouri will address critical policy issues over an increasingly diverse range of concerns important to the people of the state; and
- ⇒ Policymakers, public officials, and nonprofit organizations across the state will value the University's policy resources and will perceive the University as the "go to" place for policy analysis.



CURRENT STATUS

Structure

IPP was created in 2001 to enhance knowledge and understanding by policymakers and others of public policy issues that impact the lives of Missouri's citizens. It was designated as a University Center (often referred to as a Big 'C' Center), which places it under the purview of the Provost, and ultimately the Board of Curators.

Over the ensuing decade, IPP was completely integrated into the day-to-day operations of the Truman School as a mechanism for implementing the School's public service mission. The promotion of the Truman School to an independent college, together with the appointments of Dr. Bart Wechsler as dean, and Brian Dabson as the director of IPP, provide the impetus for expanding IPP's scope and reach, leveraging the experience, expertise, and brand built up over the past several years under the leadership of Dr. David Valentine.



Services

IPP currently provides a suite of services:

- ⇒ **Evaluation and project management** – IPP provides evaluation and project management services to state agencies, foundations, and nonprofits. Current clients include Columbia/Boone County Department of Public Health and Human Services, Heart of Missouri United Way, Missouri Arthritis and Osteoporosis Program, Missouri Department of Conservation, Missouri Department of Corrections, Missouri Department of Health and Senior Services, Phoenix Programs, Inc., Preferred Family Healthcare, and the Youth Community Coalition.
- ⇒ **Practicum center for graduate students** – IPP provides high quality practical experience in ‘real life’ evaluation and data analysis projects for graduate and PhD students that is integrated into their academic learning. There are currently 11 students working as Graduate Research Assistants at IPP. A recent student product was a policy report on Internet sales taxation. IPP staff also support the Truman School’s internship program, through which MPA students are placed with public and nonprofit organizations for the summer.
- ⇒ **Publication and outreach** – IPP works with faculty to “translate” academic research papers and evaluation reports into policy briefs, and where appropriate seeks opportunities to secure media coverage.
- ⇒ **Training and consulting** – IPP offers an annual Academy for Leadership Development for local officials, the Fire Service Leadership Enhancement Program, and a range of specific training sessions on topics such as outcomes measurement and logic models. The Institute also provides strategic planning, executive coaching, and other consulting services to organizations and their leaders.
- ⇒ **Public policy analysis** – IPP publishes occasional papers focused on governance in Missouri intended both to inform policymakers and encourage broader discussion. Recent examples were on the impact and implications of term limits in Missouri, and on the effectiveness of economic development incentives.

Policy Clusters

IPP has a demonstrated ability to engage with and to assemble the appropriate expertise for a broad range of policy issues. Recently, IPP’s particular experience and expertise has been focused on:

- ⇒ **Public Health** – e.g. substance abuse, teen pregnancy and rape prevention, health literacy, food insecurity, healthy and active community initiatives, maternal, children’s and women’s health, at-risk youth, violence prevention, and after-school programming.
- ⇒ **Social Policy** – e.g. social services needs and priorities, offender re-entry
- ⇒ **Education** – e.g. school performance, teacher turnover, characteristics of principals
- ⇒ **Economic Development** – e.g. internet sales taxes, economic development incentives
- ⇒ **Rural-Urban Linkages** – e.g. local food systems, attitudes to conservation
- ⇒ **Contemporary Governance Issues** – e.g. impact of term limits, the role of the Hancock amendment, and governmental organization.

Capacity

IPP currently has a staff of ten – the director, a senior fellow, two senior policy analysts, one senior legal analyst, four policy analysts, and an administrative assistant. These are supported by 11 graduate research assistants. In addition, eight policy research scholars are affiliated with IPP. These have disciplines in public affairs, political science, education psychology, social work, agricultural and applied economics, and rural sociology. These policy research scholars work with IPP in various capacities on grants, contracts and policy briefs, and provide IPP with additional subject matter and methodological expertise.

FROM OPPORTUNITY TO ACHIEVEMENT

Strategies

IPP will pursue three linked strategies intended to sustain and enhance the current range of IPP services, to foster deeper and broader policy-focused efforts across the University of Missouri campus and to inform policy and practice across Missouri and beyond.

1. Sustain and enhance the current range of IPP services

This strategy requires IPP to:

- ⇒ **Invest** – Continue to enhance and develop its range and quality of evaluation, practicum, publications, outreach, training, and analytical services through investing in its human capital.
- ⇒ **Engage** – Build an active network of public officials and nonprofit leaders across Missouri through which IPP can foster and deepen relationships and generate a continuing demand for IPP services and expertise.
- ⇒ **Organize** – Create three teams within IPP – policy analysis, evaluation, and training and consulting. Initially, the evaluation team will be the largest, reflecting current activities and funding streams, but as new opportunities present themselves then capacity will be added to the other teams. However, the intention is not to grow IPP for growth's sake, but to develop a range of collaborative arrangements with other departments and centers across campus.

2. Foster deeper, broader policy-focused efforts across the MU campus

This strategy requires IPP to:

- ⇒ **Connect** – Build an active network of policy-focused centers and faculty across the MU campus (and eventually across the UM system) through which IPP can foster and deepen working relationships in a range of policy areas.
- ⇒ **Excite** – Identify opportunities for faculty and students (graduate and doctoral) across campus to become excited about public policy-oriented projects.
- ⇒ **Recruit** – Increase the number of policy research scholars across a wide array of disciplines.

3. Inform policy and practice on a wider scale

This strategy requires IPP to:

- ⇒ **Convene** – Offer learning and networking opportunities on critical public policy issues to public officials and nonprofit leaders, including conferences, workshops, training programs, and webinars.
- ⇒ **Inform** – Publish and disseminate information and analysis in the form of research and policy briefs aimed at policymakers and the media.
- ⇒ **Network** – Create more effective online communications on public policy issues using websites, blogs, social media, and online learning opportunities.



IMPLEMENTATION

The table provides a provisional plan for putting into effect the strategies and the organizational development over the next three years.

Strategy	2012-13	2013-15
1. Sustain and enhance the current range of IPP services		
Invest	Make incremental investments in skills enhancement	Develop human resources plan
Engage	Reach out to state and local agencies and nonprofit leaders. Explore formation of IPP Advisory Board, initially a subset of TSPA Alumni Advisory Board, to guide IPP's growing presence and impact across state	Maintain connections, organize occasional events, develop annual program of priority policy issues around which to engage with public and nonprofit leadership
Organize	Begin process of creating three teams, and look for opportunities to develop training and policy analysis areas	Organize IPP more formally as a three-team structure
2. Foster deeper, broader policy-focused efforts across the MU campus		
Connect & Excite	Reach out to units on MU campus: Extension, Geography, Sociology, Social Work, Education, Journalism, Medicine, Law, Political Science Economics	Reach out to remaining units on campus and to units within UM System
Recruit	Increase number of Policy Research Scholars from 8 to 15.	Increase number of Policy Research Scholars to 25. Expand number of GRAs to 12-15
3. Inform policy and practices on a wider scale		
Convene	Support and/or convene three policy conferences and seminars. Continue Academy for Leadership Development (15-20 participants)	Support and/or convene 4-5 policy conferences and seminars each year. Expand training offerings in conjunction with Extension
Inform	Produce approx. 8-10 IPP publications (policy and information briefs)	Produce 12-15 IPP publications per year
Network	Incremental improvements to website. Develop communications plan	Implement upgraded website and social networking presence

