

1. BUSINESS AREA: POLICY DIRECTORS

The key business objectives of the policy directors are to:

- *Produce original research in their research area, and also solicit original research from outside experts in the field, edit and supervise the publication of these works*
- *Communicate the findings of this research through public forums, including print and electronic media, and within the scholarly and academic community*

Key staff

Key staff are people who are responsible for defining and implementing business objectives

The Department includes the following key staff.

Name	Title	Role
	Director of Foreign Policy Studies	See above re: business objectives for policy directors (Note: this form is filled out with all policy directors in mind, not simply the defense and foreign policy studies department.

Jobs/Responsibilities

A Job/Responsibility is a cluster of tasks that need to be accomplished to support the objectives of the business area.

The Policy Director has the following key Jobs/Responsibilities.

	Job/Responsibility	Objective	Job contact
1	Original research	Expand understanding of key issues consistent with Cato's mission	Policy Director
2	Public outreach	Promulgate findings from research in order to expand understanding of key issues consistent with Cato's mission	Policy Director

1.1 Original Research

Staff perform the following tasks to perform this Job/Responsibility.

Task	How it is done (tools, steps, resources)	Works/ doesn't work	Who does it?
Perform original research and writing	- Identify topic - Review existing literature	The database rarely comes into play	Policy Director

	<ul style="list-style-type: none"> - Conduct interviews and compile relevant information - Write and publish paper/article/op-ed 	here, except in the case where I am trying to locate a person to interview.	
Commission and adapt research from outside scholars	<ul style="list-style-type: none"> - Identify topic - Identify potential author(s) - Solicit his/her participation - Work with author during the editing/publishing process 	I might use the database to find someone, but I usually use my own Contacts file in Outlook.	Policy Director

1.2 Public Outreach

Staff perform the following tasks to perform this Job/Responsibility.

Task	How it is done (tools, steps, resources)	Works/ doesn't work	Who does it?
Media outreach	<ul style="list-style-type: none"> - Identify interested parties, usually reporters and journalists cited in a particular study, or who have covered the topic in the past. 	The database does not reflect an individual reporter's area of expertise, and therefore is not of much use.	Policy Director
Public outreach	<ul style="list-style-type: none"> - Organize/convene events at Cato (conferences, policy forums, etc.) - Participate in public meetings (lectures, forums, discussions, etc), not hosted by Cato. 	I do not often use the database in this case. I contact the individual from my own personal Contacts file in Outlook.	Policy Director

Additional resources

The following resources will be useful sources of information.

Resource	Purpose	Resource owner
Outlook Contacts	I use this program all the time. It is easy to add new records directly from e-mails received (right click), easy to enter new records manually (as from business cards), and synchronized with Outlook when sending an outgoing message. It also syncs with my PDA, and is accessible via a remote location (via web interface).	Policy Director