A CATALYST FOR **POSITIVE POLICY CHANGE**

INSTITUTE OF POLITICS: **30th ANNIVERSARY PUBLICATION**

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30TH ANNIVERSARY: 1989–2019

CELEBRATING **30** YEARS

IN HONOR OF ITS 30TH ANNIVERSARY, AND IN MEMORY OF ITS FOUNDING DIRECTOR, MORTON "MOE" COLEMAN, THE INSTITUTE IS PLEASED TO PRESENT THIS 30TH ANNIVERSARY PUBLICATION AS A REFLECTION ON THE PAST AND THE ENDURING CORE PRINCIPLES THAT WILL CONTINUE TO GUIDE THE INSTITUTE INTO THE FUTURE.

Although 2019 marked a celebratory occasion—the 30th anniversary of the Institute of Politics (IOP)—in this same year, Coleman, the Institute's conceptualizer, founder, long-time-director, and most impassioned advocate, passed away. As a tribute to his legacy, the final section of this anniversary publication features remarks and reflections from his friends and colleagues. It is our hope that these responses demonstrate the range and depth of Coleman's impact professionally and personally.

This 30th anniversary publication demonstrates the ways Coleman's original vision for the IOP (articulated in his book, *Finding Common Ground*) has been actualized and implemented by its dedicated staff and fellows, as well as the elected officials, civic leaders, and academics who have collaborated with the Institute over the course of its storied 30-year history to facilitate concrete, meaningful change in western Pennsylvania and beyond.

> FOR THREE DECADES, THE UNIVERSITY OF PITTSBURGH'S INSTITUTE OF POLITICS HAS GROWN IN ITS ROLE AND IMPACT. ITS RECIPE FOR SUCCESS—A FOCUS ON EVIDENCE-BASED DECISION MAKING AND A CAPACITY TO CONVENE ELECTED OFFICIALS AND OTHER LEADERS TO DISCUSS KEY POLICY ISSUES—WILL FURTHER THE VIBRANCY AND STRENGTH OF OUR REGION FOR YEARS TO COME.
>
> ***— CHANCELLOR GALLAGHER***

THE INSTITUTE OF POLITICS DELIVERS TIMELY INFORMATION ABOUT THE MAJOR ISSUES AFFECTING OUR REGION TO ELECTED OFFICIALS AND COMMUNITY LEADERS—AND THE PUBLIC WHOM THEY SERVE—AND PROVIDES A NON-PARTISAN FORUM WHERE DIVERSE VIEWPOINTS ARE SHARED, SYNTHESIZED, AND APPLIED TO THE GOAL OF PROMOTING AN IMPROVED QUALITY OF LIFE, GOVERNMENT EFFICIENCY, AND ECONOMIC VITALITY IN WESTERN PENNSYLVANIA.

IOP Guiding Principles

The First Fifteen Years

Following a meeting in 1989 with the Advisory Council on Regional Development, Coleman held a conversation with then-Chancellor of the University of Pittsburgh Wesley W. Posvar, which catalyzed a plan to create an institute of politics that would convene discussions on local policy issues. Coleman, by then a well-regarded professor in the University of Pittsburgh's School of Social Work whose career was built on significant roles in the public sector in both Pittsburgh and Connecticut, generated greater support for this idea by offering to establish the Institute as a "freestanding entity" within the university.

During the early years of the IOP, as Coleman himself described it, the atmosphere was closer to that of "a low-level campaign office." By 1992, Coleman had assembled a staff comprised of an assortment of doctoral students in social work, political science students, and interns volunteering their time and research skills in support of his vision. The goal was to educate and engage elected officials by organizing upward of 15 forums per year that addressed key local and regional policy issues, particularly those related to "fiscal, structural, and resource" concerns.

As Coleman's vision for the Institute crystallized, and with additional support from the foundation community and the university, former director Terry Miller recalls understanding and embracing the IOP's role as a positive and necessary force: "to serve as a nonpartisan forum for public policy dialogue, which offered policy-makers the chance to address critical issues in our region." Though the Institute maintained its focus on engaging elected officials, it also began to embrace (marked by an updated mission statement in 1993) a more inclusive approach. This inclusivity manifested in the creation of a Board of Fellows that involved both public and private leaders from a broader base of the community, including academia, business, and the foundation and nonprofit community. Collectively, the Institute aimed to research key policy innovations and create educational opportunities during which leaders could engage in civil discourse on the region's most pressing issues—candidly, off the record and across ideological and partisan lines.

In those early years, the Institute hosted hundreds of seminars, released annual reports, established its Internship and Seminar program for students at the University of Pittsburgh (now part of the Elsie Hillman Civic Forum), and launched its first (now trademark) Elected Officials Retreat in 1997. Since that time, the retreat has featured nationally regarded keynote speakers and encouraged elected and civic leaders to strengthen professional relationships while meaningfully discussing issues facing the region and nation—from health disparities to the opioid epidemic, criminal justice reform, and beyond.

While Coleman stepped down as director of the Institute, he continued to work alongside new director Dennis McManus (who served from 2001 to 2004 in that capacity) to ensure the continuity of the Institute's programming. The Institute continued to play an educational and convening role in the community, hosting events and releasing a number of case studies on a range of issues, including intergovernmental communication and cooperation, public policy decision-making, and emergency preparedness, as well as a well-received case study on the Three Mile Island nuclear accident and the government's response under then-Governor Dick Thornburgh.

Elected Officials Retreat

In 1997, the IOP Board of Fellows commissioned the creation of a retreat for public officials from various levels of government for the purpose of providing a forum for the discussion of nonpartisan strategies to address regional issues. The early years of the retreat featured small groups of primarily elected and other government officials. Since the creation of the Institute's policy committees in 2005, attendees now include business and community leaders as well as academics.

Creating an Action Agenda and Positive Future for Western Pennsylvania

Gregg Behr and Carmen Anderson

Implementing an Action Agenda to Build a Positive Future for Southwestern Pennsylvania

Representative Tom Stevenson and Esther Bush

America 2009-2019: Policy Directions for the Next Decade

Linda Bell, Councilwoman Amanda Green-Hawkins, and Jim Denova

Preparing Western Pennsylvania for a New Fiscal Reality: National, State and Local Contexts

Colonel William Graham and Commissioner Rod Ruddock

Beyond Recovery: Transforming Pennsylvania through Innovative Governing

Councilman Doug Shields, Representative Frank Dermody, and Representative Joe Preston

Implementing the Affordable Care Act: What State and Local Policy Makers Need to Know

Senator Jay Costa

Poverty and Mass Incarceration in America—Do Costs and Consequences Provide Cause for Change?

Chancellor Patrick Gallagher

Challenges to Our Communities: Poverty; an Overpopulated Criminal Justice System; and the Heroin/Opioid Epidemic

Orlando Harper

Forging Our Future Together: Addressing Rural and Urban Needs to Build a Stronger Region

Senator Jake Corman, Kenya Boswell, Representative Jake Wheatley, Stefani Pashman, and Michael Kane

*See page 31 for more details or visit **iop.pitt.edu/past-projects** to view prior retreat topics and speakers.*

The Past Fifteen Years

In conjunction with the Ninth Annual Elected Officials Retreat in 2005, University Chancellor Mark Nordenberg announced the promotion of longtime Institute staff member Terry Miller to director of the Institute. According to Coleman, who was still an active advisor to and director emeritus of the Institute, the change in leadership immediately prompted discussions regarding the direction of the Institute moving forward. Their conversations were born out of a recurring question posed by attendees at various Institute forums: what Coleman later coined the "Now What?" question.

While the attendees consistently praised the Institute as an invaluable educational resource (and as a nonpartisan, convening entity), many pushed for a deeper impact on legislative and policy change based on the content shared at these forums. Coleman described this phenomenon with trademark candor in Finding Common Ground, voicing his concern that "We were holding excellent forums with no follow-up and no practical impact."

To drive innovative policy change or, as Coleman put it, "reinvigorate a good idea," the Institute organizationally restructured and formed eight policy committees dedicated to the issues of economic development, education, environment, fiscal policy and governance, health and human services, infrastructure, public safety and emergency preparedness, and workforce development. As Miller recalls, "We had to empower policymakers with the best, most unbiased research in specific policy areas" so that when they left Institute dialogues, they could ask, "If we were to take some action, what would that look like?" They could also move forward practically, with the knowledge that the quality of a task force's findings were thorough and sound, making them "feel comfortable introducing legislation to address an important topic or issue."

> AS MILLER RECALLS, 'WE HAD TO EMPOWER POLICYMAKERS WITH THE BEST, MOST UNBIASED RESEARCH IN SPECIFIC POLICY AREAS' SO THAT WHEN THEY LEFT INSTITUTE EVENTS AND DIALOGUES, THEY COULD ASK, 'IF WE WERE TO TAKE SOME ACTION, WHAT WOULD THAT LOOK LIKE?'

In 2015, University of Pittsburgh Chancellor Emeritus Mark Nordenberg accepted the position of Chair of the Institute of Politics. Noting that the work of the Institute in many ways mirrored the work that he had done as Chancellor—bringing disparate parties together for a common purpose—he outlined several objectives that he wished to accomplish in his new role. These included:

- to assist the Institute in its next stage of development by broadening its impact and reach throughout the region,
- to ensure that it continues to serve as a nonpartisan forum for policy discussion and a source of high-quality policy reports,
- to deepen the relationship between the Institute and elected and civic leaders, and
- to harness the talent and energy of University faculty and students.

In conjunction with the restructuring process, the Institute began to reach out with greater frequency to organizations and centers outside the region, allowing new research, insights, and policy innovations to inform local deliberation. The Shale Gas Roundtable Project, which involved dedicated national research and interviews conducted in more than five states, exemplified this new approach. The Institute's role in coordinating collaborative, bipartisan efforts related to statewide mutual aid, emergency preparedness, and municipal pensions also worked to reestablish the Institute as an informed, resourceful regional entity capable of catalyzing advancements in policy areas that were often neglected, unexplored, or stalled by partisan disagreements.

Stimulating concrete policy changes while simultaneously providing top-rate research and bipartisan convening opportunities that were staples of the organization's early days, the IOP adopted, and continues to endorse, as Coleman described it, "a more direct aim at advancing policy solution[s]."

In January 2019, the Institute welcomed its fourth director in its 30-year history: Samantha Balbier. A former student of Moe Coleman's, Balbier remains committed to the Institute's history of nonpartisan collaboration and evidence-based research and looks forward to taking the Institute forward into the next fifteen years.

Samantha Balbier

A Catalyst for Policy Change

The following sections capture a sample of the major projects the IOP completed during its 30-year history, including several projects that highlight the Institute's emphasis on practical impact. Although this publication does not highlight the accomplishments or advances of every Institute-sponsored project, we invite readers to further explore the scope and impact of the Institute by visiting **iop.pitt.edu**.

Pitt | Institute of Politics

30TH ANNIVERSARY: 1989–2019

Mutual Aid: A Tale of Bipartisan Cooperation

Former State Senator John Pippy, a Republican, and former State Representative Paul Costa, a Democrat, served as co-chairs of the IOP Public Safety and Emergency Preparedness Committee. In that role, they worked together with the committee to craft the mutual aid legislation and shepherd it successfully through the General Assembly.

In 2007, State Senator John Pippy (R-Allegheny, Washington) and State Representative Paul Costa (D-Allegheny), with the assistance of the IOP's Public Safety and Emergency Preparedness Policy Committee, Region 13 (Southwestern Pennsylvania's All Hazards and Counter Terrorism Task Force), and the Pennsylvania Emergency Management Agency, drafted legislation rectifying the issue of municipal first responders being unable to cross municipal boundaries in order to respond to emergencies. This inability to help neighboring communities resulted in less efficient responses and posed a threat to the safety of the responders and the communities they served. On October 8, 2008, the bill was approved by Governor Edward G. Rendell, becoming Act 93 of 2008.

Policy Impact

Mutual Aid legislation, Act 93 of 2008: Act 93 established a clearly defined system of statewide mutual aid; local governments are automatically part of the mutual aid system unless they vote to opt out of it. In the event that an emergency overwhelms the response capacity of the municipality in which it occurs, Act 93 provides guidelines for how to provide or receive assistance and share resources among participating political subdivisions. Such cooperation provides more resources for response and recovery in emergency situations, along with much-needed liability protection for the responding entities.

The Institute's work facilitating dialogue on the subjects of emergency preparedness and mutual aid legislation had an impact well beyond what unfolded at the Institute table. The committee's bipartisan collaboration on an issue affecting constituents across party lines encouraged a more tempered and receptive attitude toward collaborating on future legislation or addressing shared policy concerns. The aforementioned legislation, which passed unanimously in both chambers and significantly changed emergency response protocols, simultaneously reinforced the Institute's continuing role as a key organization to mediate change. The successful work on the mutual aid project highlighted the Institute's capacity to empower leaders to implement recommendations and its ability to function as the region's primary mediator among diverse groups of elected leaders holding divergent but reconcilable views on issues.

Addressing Municipal Pensions

In 2007, the IOP convened a meeting of the Fiscal Policy and Governance Committee, inviting elected officials, business and labor leaders, accounting experts, and others invested in addressing the municipal pension problem. Over the course of 16 months, the committee met 10 times, discovering that, in Pennsylvania, 49 of 50 Senate districts had at least one municipality with a fiscally distressed municipal pension plan. Even more striking, the committee found that Pennsylvania hosted 25 percent of the nation's pension plans—more than 3,000 out of a total of 12,000 in the United States—while accounting for only 4 percent of the nation's population. Remarkably, nearly 70 percent of the plans had 10 or fewer members. In response to those findings, the committee released a report in 2009, which included several major recommendations requiring legislative action. Those recommendations include:

- to revise the state aid formula that provided full reimbursement of costs to some plans and left others underfunded
- to encourage consolidation of plan management through the Pennsylvania Municipal Retirement System
- to prohibit underfunded plans from increasing pension benefits.

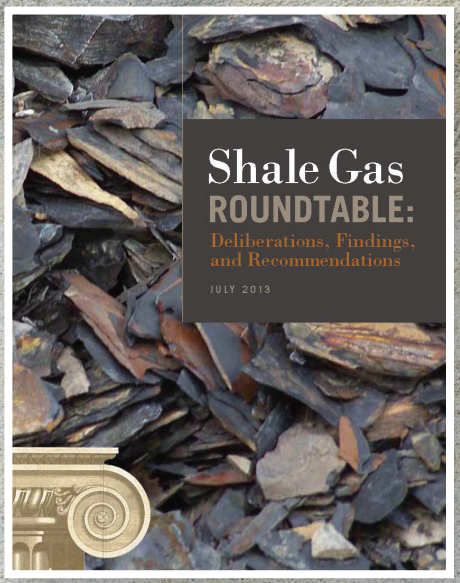
> AS COLEMAN REMARKED, THE IOP'S MUNICIPAL PENSIONS SUBCOMMITTEE OFFERED A HIGHLY INFORMATIVE REPORT AND ENGAGED IN WELCOMED 'ADVOCACY THAT SPURRED THE PASSAGE OF LEGISLATION,' (ACT 44 OF 2009).

Policy Impact

Municipal Pension Reform, Act 44 of 2009: Act 44 passed with bipartisan support in both the House and the Senate in September 2009, a mere five months after the release of the Institute's original report. The bill provides a "recovery program" offering both voluntary and mandatory remedies for underfunded pension plans. Under the still applicable act, if the Public Employee Retirement Commission finds that a plan is less than 70 percent funded, the local government must dedicate additional revenue to its pension fund or turn the plan over to the Pennsylvania Municipal Retirement System's management.

In a local context, by virtue of Section 901 of Act 44, which expanded the taxing authority for second class cities, the City of Pittsburgh imposed a new parking tax and dedicated some of the revenues collected to its pension fund.

Shale Gas Roundtable



Economic Development Committee co-chair Richard Taylor speaks to an attendee at the 2010 Marcellus Shale Gas forum hosted by the IOP.

State Representative Pam Snyder, formerly a county commissioner in Greene County, co-chaired the Institute's Economic Development Committee and also served on the Shale Gas Roundtable.

In the fall of 2011, the IOP convened the Shale Gas Roundtable to explore natural gas development in southwestern Pennsylvania. Jared Cohon, president emeritus of Carnegie Mellon University, and James Roddey, former Allegheny County Executive, were chosen to co-chair the roundtable's efforts. Immediately after assuming their roles, the co-chairs worked with IOP staff to assemble a high-level, diverse membership of 26 individuals to sit on the roundtable. As the co-chairs expressed in a subsequent report, the central question motivating the roundtable's early research was: "As a region, how can we most effectively and responsibly safeguard our communities and environment, grow our economy, and manage unconventional oil and gas development?"

With that question in mind, the roundtable set forth, over a three-year period, to fulfill a three-part mission related to unconventional oil and gas production, transport, and use. The members aimed to build and sustain relationships among cross-sector stakeholders; promote improved management and outcomes related to regional unconventional oil and gas development; and identify high-priority focus areas through consensus-building dialogue, extensive research, and shared regional goals. With regard to the roundtable's last objective, former Institute staff member Ty Gourley recalls that engaging in extensive extra-regional research efforts across five states yielded "invaluable" findings. As Gourley explains, the sheer volume of interviews in Texas, Colorado, and elsewhere demonstrated that people were eager to collaborate and "very giving of their perspective" across the nation. Although, as Gourley points out, "idiosyncrasies specific to each region" emerged, the Institute's in-person, national research efforts ensured the discovery of common, transferable solutions such as large-scale planning/permitting of well sites, observance of necessary environmental protections, and the consideration of private property rights—all "universal" concerns applicable to and beyond western Pennsylvania.

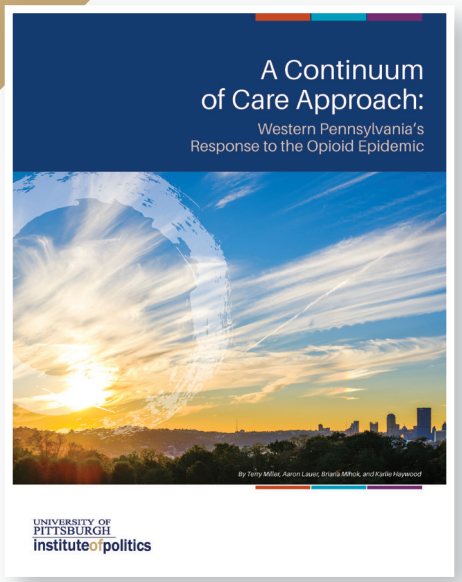
In August 2013, after years of research, deliberation, and an intensive meeting schedule, the Shale Gas Roundtable released its findings. The final report contained eight core, overarching recommendations that emerged from the roundtable's overall effort. The following progress update highlights a number of recommendations already implemented or under consideration as a result of the Institute's efforts.

Policy Impact

In response to the Institute's recommendation that the Commonwealth of Pennsylvania should improve the accuracy, functionality, and transparency of its gas and oil infrastructure, the Commonwealth passed the Unconventional Well Report Act (Act 173). This law requires operators of unconventional wells to supply gas production and waste data to the Department of Environmental Protection (DEP) monthly (instead of every six months).

In conjunction with that act, the Commonwealth honored the Shale Gas Roundtable's related recommendations to restructure the Oil and Gas Technical Advisory Board to include members with more diverse backgrounds. Likewise, the DEP has implemented a number of the roundtable's requests related to using abandoned mine water for hydraulic fracturing operations; evaluating best practices for wastewater storage; and minimizing and avoiding surface disturbance, forest fragmentation, and other impacts on sensitive ecological areas.

Opioid Epidemic: A Continuum of Care Approach



In late 2015, David Hickton, then U.S. Attorney for the Western District of Pennsylvania, sought the Institute's partnership in a project to "build an effective and sustainable model" designed to address the regional opioid overdose epidemic, as well as educate and empower public health officials, healthcare providers, and the general public regarding the ongoing emergency. In the Institute's subsequent 2016 report, "A Continuum of Care Approach: Western Pennsylvania's Response to the Opioid Epidemic," the authors explore ways that representatives from the surrounding region might collaboratively unify their strategic mission along a "continuum of care model" with the aim of strengthening southwestern Pennsylvania's response to the opioid epidemic.

(left to right) IOP Chair Mark Nordenberg, PA Attorney General Josh Shapiro, Indiana County DA Patrick Dougherty, and Indiana County Commissioner Rod Ruddock at the community workshop held at IUP in April 2017.

Attendees at the opioid workshops included first responders, treatment providers, medical personnel, law enforcement agents, academics, and other members of the community.

Following the release of the report, the IOP partnered with the U.S. Attorney's Office, the University of Pittsburgh School of Pharmacy, and the U.S. Drug Enforcement Administration to produce educational opportunities for the 25 counties of western Pennsylvania. The goal of these opportunities was to bring together medical and treatment providers, government officials, and first responders involved in various stages of the "continuum of care" identified in the report, and enhance their understanding of the entire spectrum of the disease of substance use disorder.

Workshops reached more than 450 attendees and by extension, a countless number of constituents, patients, and citizens who benefitted from the focus on educating civic leaders, public health professionals, and law-enforcement officers on the emerging best practices in addressing the opioid overdose epidemic. The report's recommended strategies are designed to be scalable, transferable, and sustainable, and they should and can apply across a range of geographic contexts, benefitting populations and regions outside of western Pennsylvania.

(left to right) Colleen Hughes, Latika Davis-Jones, and Cheryl Andrews all served as members of the Opioid Implementation Team convened by the IOP in partnership with David Hickton (right), then U.S. Attorney for the Western District of PA.

Policy Impact

"A Continuum of Care Approach" sets a series of immediate, short-term, mid-term, and long-term recommendations centered around the following topics:

- Overdose Death and Overdoes Survivor Data
- Tracking Treatment Availability
- Establishing Real-Time Rapid Response within Counties
- Emergency Care—Warm Handoffs
- Care for Families
- Increased Access to Naloxone
- Drug Diversion and Drug Take-Back Programs
- Provider Education and Protocols

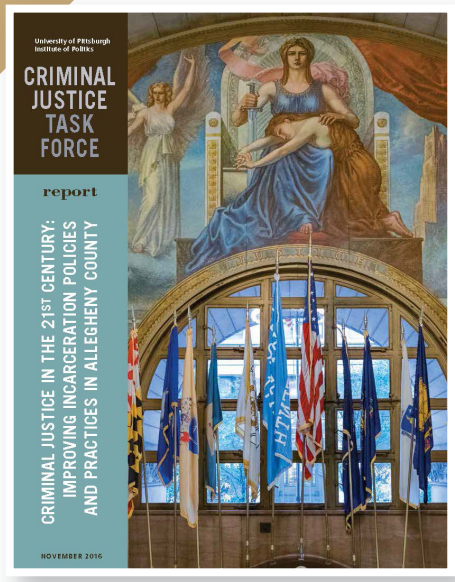
Since the release of the report, a number of these goals have been achieved through collective action and interest, including: increased access to naloxone, and use of naloxone by first responders; increased opportunities for disposing of unused opioids; the establishment of a prescription monitoring database in Pennsylvania; and the development of additional warm handoff protocols throughout Western Pennsylvania. In 2018, Acts 69 (permitting hospice facilities to dispose of prescriptions on behalf of deceased patients and their families) and 96 (requiring electronic prescriptions for opioids) were signed into law.

In 2018, Institute chair Mark Nordenberg served as the editor of a special edition of the PA Political Science Association's Commonwealth: A Journal of Pennsylvania Politics & Policy. This issue, titled "The Heroin and Opioid Epidemic: Pennsylvania's Statewide Disaster Emergency," featured articles from a cross-section of academic and field experts, including Pennsylvania Attorney General Josh Shapiro.

University of Pittsburgh Provost's Opioid Task Force

In 2018, University of Pittsburgh Chancellor Emeritus Nordenberg was asked to serve as chair of then Provost Patricia Beeson's Opioid Task Force, which included representatives from all four of the University's regional campuses, along with university law enforcement personnel; professionals from the offices of student life and health; and experts on substance misuse from the University, UPMC, and UPMC Health Plan. That task force formulated its own report, "Opioid Use Disorder: Prevention, Treatment, and Recovery," a piece which thoughtfully and extensively highlights the methods the University of Pittsburgh can employ to prevent and address opioid misuse on and across its campuses. In an effort to assist other universities and colleges in the area and inspire a spirit of regional solidarity regarding the issue of opioid misuse, the report has been disseminated to a number of academic institutions throughout western Pennsylvania. As a first step in implementing recommendations on its home campus, the University of Pittsburgh performed a University-wide climate survey on drug and alcohol use. In conjunction with the survey, the University expanded its SBIRT (Screening, Brief Intervention, and Referral to Treatment) training to empower staff within the University's Wellness Center to better identify, reduce, and prevent drug and alcohol misuse among University of Pittsburgh students.

Criminal Justice Reform



In 2015, County Executive Rich Fitzgerald requested that the Institute assemble a group of civic leaders to examine methods to transform the county's criminal justice system to make it "fairer and less costly without compromising public safety." In response to Fitzgerald's request, the Institute convened the Criminal Justice Task Force, co-chaired by Nordenberg, IOP chair and University chancellor emeritus, and Fred Thieman, the Buhl Foundation's Henry Buhl Jr. Chair for Civil Leadership and a former U.S. Attorney. The distinguished group of forty included criminal justice professionals holding positions of leadership within the county's criminal justice system, highly respected academics with expertise in directly related fields, and community leaders with a strong interest in the criminal justice system but most often with no direct links to it. To ensure a thorough examination of the issue, the task force met on a monthly basis for one year, collaborating with national consultants to explore all aspects and stages of the criminal justice system: policing, pre-trial services, prosecution and defense, imprisonment, courts, and probation. The task force's exhaustive work resulted in the development of a groundbreaking report: "Criminal Justice in the 21st Century: Improving Incarceration Policies and Practices in Allegheny County."

Guided by six principles, the task force examined mass incarceration on a national and local scale. The task force's report highlights the large number of individuals detained prior to trial through the setting of monetary bonds, which frequently keep low-risk defendants behind bars. The report additionally addresses the criminal justice system's disproportionate impact on the Black population, as well as people experiencing poverty.

In 2016, the task force advanced concrete recommendations urging the Allegheny County executive to appoint a "progress panel" to monitor and review progress in implementing the task force's recommendations; create a criminal justice system "coordinator role"; deliver timely data and analysis to monitor performance metrics; divert, when prudent, nonviolent offenders into community-based treatment and support services; and avoid pretrial incarceration except when necessary to preserve public safety, as well as other related recommendations.

> ACCORDING TO KATHY MCCAULEY, CHIEF PLANNING OFFICER, ALLEGHENY COUNTY DEPARTMENT OF HUMAN SERVICES, 'MANY OF THE RECOMMENDATIONS [FROM THE INSTITUTE'S REPORT] HAVE BEEN IMPLEMENTED BY THE COUNTY, AND OTHERS WILL BE IMPLEMENTED WITHIN THE NEXT TWO YEARS.'

Policy Impact

As of 2019, in response to the Institute's criminal justice efforts, Allegheny County has created the task force's recommended progress panel; appointed a criminal justice system "coordinator", which has since been filled; and implemented a series of "dashboards" to ensure the regular monitoring of key outcomes and drivers of the county's justice system. Additionally, the county's Public Defender Office and Court of Common Pleas recently piloted an initiative to provide legal representation at preliminary arraignments; results of the pilot thus far show a reduction in the use of monetary bail, reduction in the number of people booked into jail at that early "decision point," and reductions in racial disparities in the use of monetary bonds and bookings.

County Executive Rich Fitzgerald

In recognition of its existing record of accomplishment in criminal justice reform and its continued reform efforts, Allegheny County was chosen in 2018 by the MacArthur Foundation as a Safety and Justice Challenge site, receiving $2 million in resources and technical assistance. This funding was allocated in 2019 and will be allocated in 2020 to expand the use of pretrial assessment tools and public defense at preliminary arraignments. MacArthur funding will also be used to reduce the time to case disposition by focusing on key bottlenecks, as well as to resolve probation detainers and new charges simultaneously. All of the efforts involve diverting (in higher numbers) low-risk individuals from the criminal justice system toward community programs and treatment services while addressing racial disparities at every possible decision point.

In terms of the "practical impact" Coleman emphasized in IOP's 2005 restructuring, the Institute's criminal justice reform effort helped the county increase collaboration between the county manager and the courts, and inspired the institution of bimonthly meetings to address jail population trends using the criminal justice dashboards as a reference point to "create common understanding" among stakeholders.

Elsie Hillman Civic Forum

The Elsie Hillman Civic Forum, named after one of the region's most caring and respected leaders, was established in 2016. It was born from the shared commitment of Elsie Hillman; G. Reynolds Clark, former chief of staff to Chancellor Mark Nordenberg; and former IOP director Terry Miller to building future, civic-minded leaders, as well as a generous $5 million endowment from Henry and Elsie Hillman of the Hillman Family Foundations. The forum continues to offer an expanding series of educational programs, networking and mentoring events, and experiential learning opportunities—all designed to provide university students with the experiences and resources necessary to become engaged, informed, and responsible citizens. The forum remains dedicated to the mission of bringing Elsie Hillman's passion for civic engagement and servant leadership to University of Pittsburgh students through its five programs: the Institute of Politics Internship and Seminar Program, the Legislator for a Day program, the Never a Spectator event, the Elsie Hillman Honors Scholars Program, and the Ambassadors for Civic Engagement Fellowship.

THE FORUM INSPIRES AND CREATES ENGAGED, INFORMED, AND RESPONSIBLE CITIZENS BY OFFERING STUDENT PROGRAMS WITH ELECTED OFFICIALS AND COMMUNITY LEADERS BASED ON THE INSTITUTE OF POLITICS GUIDING PRINCIPLES OF PROMOTING CIVIL DISCOURSE, DATA-DRIVEN SOLUTIONS, COLLABORATION, AND NON-PARTISANSHIP.

State Rep. Valerie Gaydos served as a mentor at the 2019 Never A Spectator program.

Students at Never A Spectator take the opportunity to network with mentors.

A Legislator for a Day participant (3rd from left) stands with former State Representative Joseph Preston, former Lt. Gov. Catherine Baker Knoll, and then-Chancellor Mark Nordenberg in the PA Capitol.

Elsie Scholar Courtney Davenport (right) with her mentor, Victoria Goins (left) from the Urban League of Pittsburgh.

Institute of Politics Internship and Seminar Program

Students gain hands-on experience in an elected official's office working alongside legislative aids, constituent services professionals, and the policymakers themselves in this semester-long program. In addition to their internship with an elected official, students also attend a seminar taught by two government affairs professionals who provide important historical, economic, and political context specific to politics in Southwestern Pennsylvania.

Elsie Hillman Honors Scholars Program

Eager to address a social issue that they are passionate about, Elsie Honors Scholars join a regional community partner for the academic year to either collaborate on an existing project, or identify a new project that adds value to the organization and the community it serves.

Ambassadors for Civic Engagement (ACE) Fellowship

A team of graduate students from a variety of disciplines join one community partner to address a critical community need. The overarching goal of the ACE Fellowship is two-fold. First, the Fellowship should give students the opportunity to contribute to and improve the quality of life of people living in our region, and to do so through understanding and utilizing policy, governance, and/or philanthropy. Second, the Fellowship should augment the partnering organization's capacity on a project aimed at improving the lives of those living in our region and to benefit from the creativity, talent, and energy of the next generation of leaders.

Never a Spectator: A Civic Engagement Forum

This one-day event provides students with the unique opportunity to network with some of the region's most prominent leaders, including elected officials, foundation executives, and nonprofit and business leaders. Students also learn about the opportunities that the Elsie Forum provides.

Legislator for a Day

Students interested in the political process have an up-close and personal introduction to key state legislators and shadow a member of the PA General Assembly while in session at the State Capitol. Common experiences include sitting in on committee hearings, joining their legislator in meetings with lobbyists, and observing session proceedings.

Like the Institute of Politics, the Elsie Hillman Civic Forum holds collaboration as one of its most important tenets, and it especially thanks its community partners who invest the time and energy necessary to educate and mentor the students of the Elsie Forum, as well as its Pitt partners, such as the University Honors College and the Political Science Department, who assist with student outreach and support its credit-bearing programs.

University of Pittsburgh
Elsie Hillman Civic Forum

Since the Elsie Forum's inception in 2016, it has engaged over 700 students from varying majors and disciplines, 46 elected officials from the region, and 70 community partners from agencies that tackle issues such as immigrant and refugee inclusion, affordable housing, sustainability, mental health, substance-use disorder, food insecurity, and funding for children's services.

Elsie Hilliard Hillman Lifetime Achievement Award for Excellence in Public Service

The Institute of Politics created the *Elsie Hilliard Hillman Lifetime Achievement Award for Excellence in Public Service* in 2012 to honor and recognize Elsie's lifetime of public service to her beloved Pittsburgh and beyond. Elise was the first award recipient; since then, it has recognized Jared Cohon, President Emeritus of Carnegie Mellon University and Mark A. Nordenberg, Chancellor Emeritus of the University of Pittsburgh together for their leadership and achievements, which have advanced the quality of life enjoyed by the citizens of our region. In October 2019, Governor Dick Thornburgh was presented with the award to honor his lifelong commitment to the commonwealth and the country.

FOUNDED IN 2007, THE DICK THORNBURGH FORUM FOR LAW AND PUBLIC POLICY ASPIRES TO "FOSTER DISCOURSE ON ISSUES VITAL TO THE PRESERVATION OF DEMOCRACY AND THE RULE OF LAW UPON WHICH THAT SYSTEM DEPENDS."

The Dick Thornburgh Forum for Law & Public Policy

Governor Dick Thornburgh

According to Institute of Politics Chair, Mark Nordenberg, the IOP's recent addition of the Thornburgh Forum serves to bolster the Institute's existing educational programming by adding a forum "focused principally on national and international issues." Moving forward, the forum will continue to host its lecture series, including the American Experience Distinguished Lecture Series and the Thornburgh Family Lecture Series on Disability Law and Policy. The latter series aims to expand public understanding, institutional services/protections, and the political voice of people with disabilities. To ensure the widest and most inclusive audiences possible, the annual lecture series are free and open to the public, drawing a range of students, professors, attorneys, advocates, community leaders, and national spokespeople, united in their shared desire to honor and recognize the rights of people with disabilities. In addition to those programs, the forum includes the recently established Discussions on Governance Lecture Series, which invites a wide array of distinguished speakers to share their expertise regarding a range of topics, including but not limited to international affairs, state and federal roles in economic development, and legal representation for the underprivileged.

Mark Nordenberg speaks at the October 1, 2019 Discussions on Governance lecture featuring former PA Governors Tom Ridge and Ed Rendell.

Lecture Series

The American Experience Distinguished Lecture Series, now celebrating the 50th anniversary of its founding and cosponsored with the University Honors College, offers the Pittsburgh community the opportunity to gain insight into political and economic thought with the intent of enlightening the public's political discourse.

The Thornburgh Family Lecture Series on Disability Law & Policy expands the public understanding, highlights the importance of institutional services and protections, and provides a platform for the political voice of people with disabilities.

The Discussions on Governance Lecture Series brings to Pittsburgh an array of speakers who address a variety of topics relating to effective and principled governance, a lifelong priority of Governor Thornburgh.

Governor Dick Thornburgh and with Elsie Hillman at the 2012 release of the Never a Spectator case study

AWARD	PURPOSE
Dick Thornburgh Faculty Academic Support Grants	Using the Thornburgh Archive Collection of real case studies to enrich courses
Dick Thornburgh Summer Undergraduate Research Fellowships	Developing primary source research skills using the Thornburgh Archive collection
J. Evans Rose, Jr. Prize for Government Service	Honoring students graduating from law school who are pursuing a career in government service
Dick Thornburgh Prize for Legal Service	Honoring students graduating from law school for their dedication to providing pro bono legal aid
Dick Thornburgh Forum Disability Service Award	Honoring students making a difference in the lives of children and adults with disabilities

IOP Director Samantha Balbier and University of Pittsburgh Chancellor Patrick Gallagher present Governor Dick Thornburgh with the Elsie Hilliard Hillman Lifetime Achievement Award for Excellence in Public Service.

TRIBUTE TO MOE COLEMAN

AS PART OF THE INSTITUTE'S 30TH ANNIVERSARY TRIBUTE TO COLEMAN, THE IOP SOLICITED REMARKS FROM SOME OF HIS FORMER COLLEAGUES AND FRIENDS, INCLUDING CURRENT AND FORMER BOARD MEMBERS, COLEMAN AWARD RECIPIENTS, AND INSTITUTE STAFF. IT IS THE IOP'S HOPE THAT THIS SELECTION OF RESPONSES SERVES TO DEMONSTRATE AND COMMEMORATE THE INCREDIBLE RANGE OF COLEMAN'S IMPACT ON THE REGION, PROFESSIONALLY AND PERSONALLY.

Moe Coleman liked stories, particularly humorous stories. As I write this reflection, I am thinking about the story of a man at the funeral of an elderly uncle. While reminiscing with a group of his cousins, the man said, "I have a confession to make. Uncle used to take me aside at family gatherings and give me a dollar, but he told me to keep it a secret from all of you because I was his favorite." All of the cousins looked at each other with surprise, and every one of them replied, "He did that with me, too." Moe was like that uncle—he made people feel like they were special to him, but there was no artifice, no secret. Moe just saw what was unique about you and he let you know that you mattered to him. And he let others know—Moe would be your best advocate.

I first met Moe in the early 1980s, when we were starting Leadership Pittsburgh. He played a major role in helping us think through who should be involved in the program development. Moe knew everybody. Years later, when I was thinking about returning to graduate school, I contacted Moe for advice. Moe patiently listened to me as I laid out my hopes and fears. He took the time to help me think through options and possibilities, and ultimately, he supported me in my decision. My education, my career, and, in fact, my life took direction from that conversation. In many ways, my professional life has been guided by a secret wish to "be like Moe." I fell far short of that lofty goal—no one could attain it—but I believe that I am a better person for having it.

2018 Coleman Award winner Laura Ellsworth (far right) with (from left to right) Dean Jackie Dunbar-Jacob and Senator Camera Bartolotta

I expect that others writing for this publication will describe Moe's many gifts: his brilliance, his visionary zeal, his ability to find common purpose among people of disparate interests, his teaching, his courage, and his humor. If I had to pick just one quality, it would be Moe's generous spirit. He gave so freely of his time, ideas, commitment, concern, and his treasure (he insisted on picking up the restaurant check!). His generosity extended to his students, his many friends, his University, and his community. No one could be more generous. It's no wonder so many of us feel like we were special to him.

Jim Kelly
PhD, LSW, Professor Emeritus,
Carlow University

Moe's life as a social worker, community organizer, professor, dean, and adviser to governments and corporations found new expression through the IOP. It is a blueprint for future action and political discourse. Recognizing his 60-year legacy will set a standard for service, encourage a sustained commitment to civic participation, and inspire others to make public service a central part of their lives.

Phil Hallen
President Emeritus, Falk Foundation

Having Moe as a mentor and colleague was truly one of the great treasures of my professional and personal life. He was a kind and supportive mentor who encouraged, cajoled, and inspired so many of us, and I was glad to be one of those. Moe was constantly a ball of energy and activity, always on the run with something always on his plate and calling for his attention, and I learned an important lesson from Moe about accessing busy people and accessing their power and mentorship. You can't always expect them to have time to just sit with you. Sometimes you just have to be willing to run with them.

Once, when I needed to talk with Moe about a pressing matter—can't even remember what it was, but I remember the experience—Moe said he had to go downtown to pick up his watch that was being repaired and that I could ride along with him on the bus so we could talk. So, I went with him and we talked on the bus, at the watch repair shop, and on the bus on the way back. Best bus ride ever, and some of the best Moe time that I can ever recall. I am glad that I made the time to be accessible to Moe and his sound advice and power.

Will Thompkins and Moe Coleman

I believe it was Moe's mentorship that made the IOP and so many of us who knew him as a friend and colleague a reflection of his presence, purpose, and power in helping find and build common ground in our social and political landscape.

Tracy Soska
Former Clinical Associate Professor, COSA Chair, and Continuing Education Director, University of Pittsburgh School of Social Work

Moe Coleman lived an extraordinary life. He was a trusted advocate for the vulnerable, and a high-level policy thinker and strategist. The liberals loved him because of his liberal heart. The conservatives loved him because of his smarts and his fairness. He was the guy you always wanted in the room when there were big challenges. Behind his effectiveness were respect, kindness, great brains, and wisdom. He made countless people in our community feel that we were special to him, and that we could make a difference. Being around him was both reassuring and empowering. For me, personally, losing Moe represented the loss of an iconic moral compass.

Coleman Award winners Edie Shapira and Linda Lane, with Esther Bush and Lane's husband, Coleman

Moe saw himself as a community citizen. He looked around, identified problems, and conducted research to thoroughly understand those problems. In the process, he developed deep and trusting relationships he could lean on to solve the problems he identified. Recognizing the power, simplicity, and efficacy of his approach, he had the foresight to create and lead an institution based on those concepts. At the IOP, he was uniquely capable of crossing boundaries of all sorts, always in search of "common ground." He created a place where partners of all stripes could come together to talk about our region, stimulate balanced research on important issues of the day, and discuss those issues in a manner that was and continues to be civil and genuinely respectful of differing points of view. Moe made lasting contributions to this community for five decades. He remains, in his own sweet, warm, humble way, a towering figure worthy of gratitude and admiration.

Edith Shapira
Chair, The Pittsburgh Foundation

Coleman Award

In 2006, in recognition of the significant contributions Coleman had made to both the Institute and the region, the IOP created the **Morton "Moe" Coleman Award for Civic Leadership**, and presented the inaugural award to Coleman at that year's Elected Officials Retreat.

The purpose of the Coleman Award is twofold:

- To create a lasting tribute to the Institute's founding director, Moe Coleman, for the substantial and enduring contributions he has made to the Southwestern Pennsylvania region in the areas of public policy and governance, education, health and human services, and human equity.
- To recognize elected and non-elected community leaders who, by personal example and sustained generosity, have made significant and noteworthy efforts to advance the quality of life of the citizens of Southwestern Pennsylvania.

YEAR	PAST COLEMAN AWARD HONOREES
2006	**Moe Coleman**, director emeritus, Institute of Politics
2007	**Maxwell King**, past president, Heinz Endowments and The Pittsburgh Foundation
2008	**Marc Cherna**, director, Allegheny County Department of Human Services **Jim Rohr**, president & CEO, PNC Financial Services Group
2009	**Karen Wolk Feinstein**, president & CEO, Jewish Healthcare Foundation **David J. Malone**, president & CEO, Gateway Financial Services
2010	**David E. Epperson**, dean emeritus and professor emeritus, School of Social Work, University of Pittsburgh
2011	**Helen S. Faison**, pioneering teacher, principal and superintendent, Pittsburgh Public Schools, and community leader in education
2012	**Henry S. Beukema**, executive director, McCune Foundation **Morgan K. O'Brien**, president and CEO, Peoples Natural Gas
2013	**Philip B. Hallen,** president emeritus, Falk Foundation **Linda McKenna Boxx**, chairman, Katherine Mabis McKenna Foundation
2014	**Edie Shapira**, chair, board of directors, The Pittsburgh Foundation **Rick Stafford**, distinguished service professor of public policy, Carnegie Mellon University
2015	**Bill Isler**, former president and CEO, The Fred Rogers Center **Chuck Queenan**, chairman emeritus, K&L Gates LLP
2016	**Linda Lane**, former superintendent, Pittsburgh Public Schools **Bill Strickland**, president & CEO, Manchester Bidwell Corporation
2017	**Terry Miller**, director, Institute of Politics, University of Pittsburgh **Laurie Mulvey**, former director of service demonstrations, Office of Child Development, University of Pittsburgh **Tracy Soska**, clinical associate professor and director of COSA (Community, Organization, and Social Action), School of Social Work, University of Pittsburgh
2018	**Laura Ellsworth**, partner-in-charge of global community service initiatives, Jones Day **Saleem Ghubril**, executive director, The Pittsburgh Promise **Aradhna Oliphant**, president and CEO, Leadership Pittsburgh, Inc.
2019	**Frederick W. Thieman**, Henry Buhl, Jr. Chair for Civic Leadership, The Buhl Foundation

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30TH ANNIVERSARY: 1989–2019

MOVING FORWARD TOGETHER

AS WE LOOK FORWARD TO THE FUTURE WORK OF THE INSTITUTE OF POLITICS, WE MUST BEGIN BY GRATEFULLY ACKNOWLEDGING THE STRONG AND PRINCIPLED FOUNDATION ON WHICH THE INSTITUTE WAS FOUNDED.

Although change and innovation lie ahead, the Institute remains committed to its long-standing aims of fostering non-partisan collaboration and facilitating evidence-based dialogue about the pressing issues facing our home region. Over the past thirty years, by encouraging elected officials and other civic leaders to address complex problems through informed, civil discourse, we have been privileged to participate in the creation of innovative and impactful policy solutions driven by the shared goal of improving the quality of life in western Pennsylvania.

Moving forward also requires that we take stock of what many view as the deteriorating state of politics and policy-making in our country today. While the nationally divisive landscape might suggest that bipartisanship has lost its relevance and promise in today's policy arenas, a western Pennsylvania counterpoint can be found in the growing demand from both political parties for the Institute's involvement in addressing a wide array of regional concerns. This ongoing interest in the Institute's processes, resources and expertise suggests that cohesion rather than division can distinguish our region.

In the years ahead, the Institute will strive to enhance its position as the most reliable and responsive resource for leaders seeking assistance with bipartisan convening, targeted policy research, and the organization of community engagement models, all designed to generate innovative solutions to emergent issues within our region. Among other things, the Institute will continue to assess regional needs and engage in the intentional evaluation of the impact of past initiatives and the emergence of new opportunities that might further support recommended policy changes. As an important part of its educational mission, the Institute also will be a strategic communicator about regional issues and potential responses to them.

In assessing the current state of the Institute, we also must underscore the fact that our core public policy work has been complemented in recent years by the addition of the Dick Thornburgh Forum for Law & Public Policy and the launch of the Elsie Hillman Civic Forum. Both Dick Thornburgh and Elsie Hillman are inspiring examples of high-impact leaders who, though aligned with a particular political party, embraced bipartisanship for the public good. The full suite of activities that each forum offers has enabled the Institute to provide programming focused on national and international issues, not only for the people of Pitt but also for the broader community, and to provide a range of distinctive civic engagement experiences for the students of the University.

We are delighted to celebrate the historic contributions of the Institute of Politics through this 30th anniversary publication. In doing so, we also welcome the opportunities that still lie ahead to help build a stronger and more vibrant region in your distinguished company.

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Director
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Centers for Disease Control and Prevention

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Kevin Kearns
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The Pittsburgh Foundation

Beaufort Longest
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and Management
School of Public Health
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The Buhl Foundation

Stanley Thompson
Program Director of Education
The Heinz Endowments

Michael Turzai
Speaker
Pennsylvania House of Representatives

Randy Vulakovich
Former Member
Pennsylvania Senate

Linda Yankoski
President and Chief Executive Officer
Holy Family Institute

Photos from past Elected Officials Retreats *(page 6)*

2005: Gregg Behr, president, The Grable Foundation; Carmen Anderson, director of equity and social justice, The Heinz Endowments

2006: The Honorable Tom Stevenson, former member, PA House of Representatives; Esther Bush, president & CEO, Urban League of Greater Pittsburgh

2009: Linda Bell, former director, Southwest Corner Workforce Investment Board; The Honorable Amanda Green Hawkins, former member, Allegheny County Council; Jim Denova, vice president, Claude Worthington Benedum Foundation

2010: Colonel William Graham, former commander, Pittsburgh district, U.S. Army Corps of Engineers; The Honorable Rod Ruddock, former commissioner, Indiana County

2011: The Honorable Doug Shields, former member, Pittsburgh City Council; the Honorable Frank Dermody, Democratic leader, PA House of Representatives; the Honorable Joe Preston, former member, PA House of Representatives

2013: The Honorable Jay Costa, Democratic leader, PA Senate

2015: Pat Gallagher, Chancellor, University of Pittsburgh

2016: Orlando Harper, warden, Allegheny County Jail

2019: The Honorable Jake Corman, majority leader, PA Senate; Kenya Boswell, President, BNY Mellon Foundation of SWPA; The Honorable Jake Wheatley, member, PA House of Representatives; Stefani Pashman, president & CEO, Allegheny Conference on Community Development; Michael Kane, president, Community Foundation for the Alleghenies

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