UNIVERSITY OF PITTSBURGH
INSTITUTE OF POLITICS
report

NOTE FROM THE INSTITUTE

It's a time of reflection and a time of growth at the University of Pittsburgh Institute of Politics.

The advent of the new year brought Chancellor Emeritus Mark A. Nordenberg to the Institute as its new chair. Nordenberg acknowledged the appointment as "an enhanced commitment by the University to the Institute and its work." At a recent meeting of the Institute's Executive Committee, Nordenberg noted that the country needs a model like the Institute to "remind people that there are ways to get things done." He continued, saying that we are fortunate in our region to have the type of leadership that allows organizations like the Institute to flourish; while other areas of the country are mired in partisan battles, elected officials in Southwestern Pennsylvania throughout the years have frequently demonstrated a willingness to cooperate.

Because of the success the Institute has had in the past, Nordenberg recognized that the organization now has a "dilemma of opportunity": The Institute will have to be even more selective about the projects it takes on while maintaining the flexibility necessary to respond to emerging policy concerns. In order to begin to assess regional priorities, Nordenberg and Institute director Miller embarked on a listening tour early in 2015, interviewing some of the Institute's longest-standing stakeholders. From these interviews, they compiled a list of the most significant issues facing the region, including community violence and criminal justice system reform, poverty and income inequality, transportation and water resource management, and municipal and state pension issues. This information will help to guide the formation of an agenda for the Institute in the coming year and beyond, beginning with the Elected Officials Retreat in September, which will feature two of the issues that surfaced during the listening tour: poverty and criminal justice system reform.

Concurrently, a University of Pittsburgh graduate-level class conducted a benchmarking report that compared the Institute with other similar organizations across the country. The results of that report, coupled with the results of an internal survey of board members, were shared at the Institute's Board of Fellows

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meeting in May. The Institute plans to use these results to strategically adjust its operations to ensure that it can continue to meet the needs of elected officials and other community leaders.

While this year has been marked by positive change, we have to acknowledge with sadness the passing on August 4 of Elsie Hilliard Hillman, a longtime colleague of and friend to the Institute of Politics and the University of Pittsburgh. Elsie was the subject of the Institute's *Never a Spectator* case study and the inspiration for the Elsie Hilliard Hillman Lifetime Achievement Award for Excellence in Public Service. More recently, she helped to create within the Institute the Elsie Hillman Civic Forum, which will provide the next generation of leaders with mentorship and opportunities to engage in collaborative leadership, public service, civic engagement, and academic scholarship. Through the Civic Forum and in other ways, the Institute remains committed to sharing Elsie's legacy with the broader University community and others who share her spirit of compassion, inclusion, and collaboration.

The Institute continues to develop a number of projects that involve seeking input from a broad range of stakeholders from Southwestern Pennsylvania and beyond. As one of the Institute's Executive Committee members so eloquently put it, the Institute will continue to work to fulfill its vision of "building bridges of trust" in the region. The Institute's chair, director, and staff hope that you will continue to support that vision through your participation and engagement.

ADVANCING INNOVATION IN EDUCATION

By Aaron Lauer and Briana Mihok

PROGRAM AGENDA

WELCOME AND OPENING REMARKS
BY GREGG BEHR, executive director, The Grable Foundation

INNOVATION IN EDUCATION
BY KATRINA STEVENS, senior advisor, Office of Educational Technology, U.S. Department of Education

LOCAL PERSPECTIVE

- **Digital Badges** by CATHY LEWIS LONG, cofounder, executive director, and president, and DUSTIN STIVER, program officer, community building, The Sprout Fund
- **STEAM Education** by LINDA HIPPERT, executive director, and MEGAN CICCONI, curriculum and reading coordinator, Allegheny Intermediate Unit

OPEN DISCUSSION
MODERATED BY ANNE SEKULA, director, Remake Learning Council

DEMONSTRATIONS

- Butler Area School District
- Elizabeth Forward School District
- Carnegie Library of Pittsburgh
- South Fayette School District
- Avonworth School District

GOVERNMENT RESPONSE PANEL
MODERATED BY STAN THOMPSON, education program director, The Heinz Endowments

- MATT STEM, acting deputy secretary, elementary and secondary education, Pennsylvania Department of Education
- KATRINA STEVENS
- GREGG BEHR

CLOSING REMARKS
BY STAN THOMPSON

On May 14, 2015, more than 100 educators, school administrators, academics, elected officials, and community leaders gathered to see demonstrations and presentations by approximately 50 students from some of Southwestern Pennsylvania's most advanced school districts. The presenting districts—Elizabeth Forward, South Fayette, Avonworth, and Butler—along with the Carnegie Library of Pittsburgh brought with them inventions, projects, and materials that represent the next stage of learning. These districts and others in the region are leading the country in ways that have been recognized nationally by the White House and the Tribeca Disruptive Innovation Awards, according to Gregg Behr, executive director, of The Grable Foundation and a key partner in the Advancing Innovation in Education forum.

As the opening speaker for the program, Behr recognized Fred Rogers as a leader in innovative learning concepts, blending technology (then television) with learning concepts to get children and others to begin to think differently. Acknowledging that many districts are still using educational methods recognizable to students who graduated from high school 20 years ago, before the Internet became ubiquitous, the challenge that faces the region, the commonwealth, and the nation is to ensure that all schools begin to teach differently—to adapt to and embrace the opportunities that technology and project-based learning can bring to pre-K–12 education.

Butler Area High School students combined traditional woodworking with technology to create these electric guitars.

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Butler Area School District

Butler received a STEAM (Science, Technology, Engineering, Arts, and Math) grant that allowed the school to transform an unused room into a fabrication lab that gives students space to work on a variety of projects in areas ranging from biology to robotics to woodworking to screen printing. A partnership with the local career and technical center provides additional support in the form of materials and instruction. The three high school students who represented Butler at the event, as well as their instructor, Tad Campagna, stressed the latitude that students were given to design and build their own project, ultimately leading to the development of specific project-based skills as well as more general skills like project management and self-confidence.

Elizabeth Forward student projects on display

Elizabeth Forward School District

In 2011, Elizabeth Forward recognized the need to change the way education was offered in the district. Through successful partnerships with regional and national organizations, the district has been able to infuse its curriculum with innovation and technology. From its "Dream Factory" fabrication lab featuring 3-D printing to its redesigned media center (formerly the library) featuring laptops and audio and video studios, the changes that it has made have had significant and tangible results in reducing the dropout rate.

Importantly, the district's state-of-the-art equipment and classroom space are not only benefiting students from Elizabeth Forward. The district administration is developing partnerships with schools in the surrounding counties to allow them to use the space and equipment as well. In addition, Superintendent Bart Rocco and Assistant Superintendent Todd Keruskin often are invited to speak about what they've accomplished at Elizabeth Forward, and they frequently give tours to school leaders from across the country and around the globe.

Elizabeth Forward was represented by students from a variety of grades.

South Fayette School District

South Fayette has been working with national and regional partners to push innovation in the district. It has attempted to infuse computational and abstract thinking throughout its new curriculum, from kindergarten all the way through high school. Starting in kindergarten, South Fayette students learn the basics of programming. As students progress through their education, they are provided with more in-depth coding and robotics training. In the seventh grade, students begin studying mobile app creation, 3-D printing, computer-aided design, and robotics. South Fayette also has partnered with other schools in the region to provide them with access to many of the innovative tools South Fayette has developed. Many of South Fayette's high school students have been instrumental in this outreach by helping to teach in partner schools. To represent the depth of the integration of these concepts in its school system, South Fayette brought students from a range of grade levels, including kindergartners, to the program.

South Fayette students demonstrate one of their inventions.

Avonworth kindergarteners after the program

Avonworth kindergarteners demonstrate some of the learning games that have been integrated into their curriculum.

Avonworth School District

Superintendent Thomas Ralston and Avonworth Primary Center Principal Scott Miller believe that school districts need to adapt to teach students human-centered design. In order to best promote student engagement, schools must change the learning environment. For instance, Avonworth, through a partnership with the Children's Museum of Pittsburgh, has redesigned its schools, taking input from students. Additionally, Avonworth has utilized partnerships to reimagine education by incorporating innovation and creativity in their learning program. Furthermore, Avonworth has helped to integrate this innovation into its middle and elementary schools through a partnership with its high school. High school students and teachers are working with younger students so that they can take advantage of the equipment and expertise the high school students have acquired.

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KEY PARTNERS

The Institute of Politics partnered with a number of organizations to develop this event. These organizations are leaders in the community in advancing innovative education strategies.

ALLEGHENY INTERMEDIATE UNIT

- Facilitates partnerships between the 42 school districts in Allegheny County and other entities
- Provides professional development and technical assistance to help districts and educators adapt to the latest technologies and strategies
- Provides funding in the form of STEAM grants to school districts looking to make innovative changes

THE CARNEGIE LIBRARY OF PITTSBURGH

- Developed a mentorship program for teens at several of its branches
- Worked through informal education channels to help bridge the equity gap
- Created digital labs that allow students to interact with artists and other community members to develop their interests

THE SPROUT FUND

- Supports community projects through grants designed to help launch unique and creative ideas
- Leader in supporting the provision of digital badges

REMAKE LEARNING NETWORK

- Works with more than 200 schools, libraries, and other community organizations to facilitate learning in all environments

GOVERNMENT LEADERSHIP

Representatives from the state and federal education departments reported on national and state initiatives that are in line with the efforts in Pittsburgh. Katrina Stevens, senior advisor in the Office of Educational Technology in the U.S. Department of Education, remarked that the department is trying to support the state's teachers and students by helping to remove barriers for schools and increase opportunities for collaboration across districts and across public/private boundaries. It also is working to increase transparency in technology pricing to enable schools to make more efficient and cost-effective investments.

Matt Stem, acting deputy secretary of elementary and secondary education in the Pennsylvania Department of Education, announced that the department is hoping to work with districts across the state to build their technical capacity. One way they hope to do this is through a partnership with Apple's iTunes to provide open source curricula that can be shared with Pennsylvania's school districts.

(from left) Stan Thompson, Matt Stem, Katrina Stevens, and Gregg Behr

Katrina Stevens

Anne Sekula

Dustin Stiver and Linda Hippert

Corey Wittig, Carnegie Library of Pittsburgh

KEY FINDINGS AND OUTCOMES

The open discussion period yielded the following questions and responses:

What is different about what is happening now in terms of promoting technology?

- The most significant change is the increase in collaboration among school districts. Schools have begun sharing the pedagogy that works, which can open up the curriculum development process and allow for faster innovation. Technology also has allowed educators to engage kids where they live, learn, and play.

How can the testing agenda be adjusted on the federal level to allow for more innovation?

- The U.S. secretary of education believes that schools are testing too much. Most of the current testing is coming from the state and district levels to better prepare students for federal testing. Ideally, students should be assessed while they are learning. Educators can better achieve this goal as the technology gets better. Additionally, the U.S. Department of Education needs to figure out how to assess creativity and critical thinking.

To this point, change has mostly occurred as a result of grassroots efforts. What policies can be put in place within the Pennsylvania Department of Education to get all students involved?

- To better institutionalize innovative practices at the state level, educators need to better determine the aspects of their innovative education programs that are beneficial and replicable. However, the department needs to ensure that its policies do not become mandates. One policy that could be changed that would increase innovation is to allow the Pennsylvania secretary of education the power to issue waivers again. Additionally, policies and programs that allow for recognition of learning outside the formal school setting could be helpful. For example, digital badges offer a pathway for employers and colleges to recognize the skills of participating students.

NEXT STEPS

Advancing Innovation in Education offered attendees a unique opportunity to focus on positive aspects of the intersection of education and public policy. Interest was developed among legislators in attendance in continuing the discussion on this issue in Harrisburg. Institute staff will work with its partners to explore hosting a briefing for legislators and their staffs in fall 2015.

Gregg Behr and Cathy Lewis Long

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ADVANCING INNOVATION IN EDUCATION

(continued)

Sala Udin and Stan Thompson

An Avonworth kindergartener shows Candi Castleberry-Singleton one of the learning apps on her iPad.

A South Fayette student demonstrates an invention to Institute of Politics Education Committee members D'Ann Swanson and Alan Lesgold, who is also the Renée and Richard Goldman Dean of the School of Education at the University of Pittsburgh.

Avonworth Primary Center Principal Scott Miller and Avonworth Superintendent Thomas Ralston talk with Greater Pittsburgh Chamber of Commerce President Matt Smith.

UNIVERSITY OF PITTSBURGH
INSTITUTE OF POLITICS

"It is possible to see something good and to work for it and even dare to achieve it. Don't be a spectator. You are needed in every corner of the community."

—ELSIE HILLMAN

THE LEGACY OF ELSIE HILLMAN

a tribute

It is with great sadness that the Institute of Politics notes the passing of one of Pittsburgh's finest, Elsie Hilliard Hillman, on August 4, 2015. Because of Elsie's numerous connections to the Institute, and because of the legacy she is leaving for our region, we at the Institute would like to take this opportunity to share how our relationship with Elsie developed and what she has meant and continues to mean to us personally and in terms of our work going forward.

A SHARED VISION

What connects the Institute of Politics to Elsie Hillman, one of the most powerful and well-respected community and political leaders in Pennsylvania's history? It is a shared vision and shared commitment to bringing people together to promote the betterment of the region.

Like Elsie, the Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.

Elsie's efforts at inclusion of all kinds were marked throughout her political career and community work. She was primarily responsible for the involvement of African Americans in the Republican Party in Pittsburgh, and she encouraged and supported women candidates to run for office no matter what their party affiliation. The Institute also is committed to diversity sliced in a variety of ways—by race, gender, geography, age, and political affiliation, to name a few.

At the Institute, we explore all opportunities to expand the breadth and depth of our academic offerings to constituents and students alike. Recognizing the availability of rich archival collections of national and local dignitaries at the University of Pittsburgh, we undertook the development of case studies that provide an in-depth historical analysis of federal, state, and local public policies as related to today's policy environment.

Over the years, we have developed case studies out of the archival collections of former Pennsylvania Governor Dick Thornburgh (focusing on the state's response to the Three Mile Island Nuclear Accident), and former U.S. Senator H. John Heinz III (where we examined market-based incentives in environmental policy and a second study on Heinz's bipartisan work on behalf of senior citizens). These case studies are being used in colleges, universities, and policy centers throughout the United States.

Knowing that Elsie had extensive archives and that her leadership style and civic engagement principles mirrored that of the Institute, the leaders of the Institute approached her in the early 2000s about serving as a subject of a case study. Unlike the earlier case studies that focused on a specific pivotal event or public policy, this case study would illustrate Elsie's belief that despite one's political, social, or economic means, individuals of all stripes can be productive agents for positive change.

Elsie treated everyone with respect and dignity and valued every person's opinion.

THE DEVELOPMENT OF THE ELSIE HILLMAN CASE STUDY

In 2009, after some persuasion, Elsie finally agreed to the case study. In crafting the publication, titled *Never a Spectator: The Political Life of Elsie Hillman*, the Institute and author, Kathy McCauley, conducted dozens of interviews with Hillman's longtime friends and colleagues and were able to rely on Elsie's extensive archives, composed of letters, photographs, newspaper clippings, and other mementos from her just-as-extensive career in the Republican Party and as a member of the Pittsburgh philanthropic community. Following the completion of the case study, Hillman graciously entrusted the care of her papers to the University of Pittsburgh Library System Archives Service Center, where students, faculty, and other researchers can learn lessons in leadership from her political, philanthropic, and humanitarian deeds.

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies the style of a "skilled social actor," a term coined by sociologist Neil Fligstein and defined in the case study as "inspired entrepreneurs who know how to seize opportunities and lead others in a direction that they believe is good for the institution." Fligstein is later quoted saying of skilled social actors, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends."

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor for the Republican Party and others:

- "She leads people to want to be part of that group, organization, or movement because she helps them to realize their goal and to make it work on the ground." —Martin Hamberger
- She helps people to realize that "it's important to be able to work together on different issues and walk away, if not agreeing, at least not mad at each other." —Kevin Talley
- "She never wanted to be center stage. It was never about Elsie. She just worked behind the curtain." —Steve Dunkle
- "You know, she wasn't a fist pounder or a demander. She had a quiet, persuasive, but powerful manner in which to move people to consensus." —LeRoy Zimmerman

Never a Spectator primarily details the political aspects of Elsie's life over the course of 50 years. Those who know her will recognize that, as significant as her contributions were in that arena, they were at the very least matched and some might say outstripped by her efforts in the community. To speak of her work as philanthropy somewhat mischaracterizes it; she did not operate as a benefactor but became entrenched and involved at all levels of the causes to which she dedicated herself. The following story of her involvement in the creation of the Hillman Cancer Center is a perfect example.

...students, faculty, and other researchers can learn lessons in leadership from her political, philanthropic, and humanitarian deeds.

ELSIE HILLMAN AND THE UNIVERSITY OF PITTSBURGH COMMUNITY: THE HILLMAN CANCER CENTER

Elsie's determination and personal conviction were showcased not only in politics but in the health care arena as well. Throughout the '80s and '90s, she served as a key member of the Regional Advisory Council for the Pittsburgh Cancer Institute. The council was charged with creating an environment in this region that would offer first-rate cancer treatment as well as much-needed research. In 1999, Elsie went one step further to realize these goals. Through the generous donations of the Henry L. Hillman and the Hillman foundations, the University of Pittsburgh Cancer Institute was expanded to create the Hillman Cancer Center. Since 2005, the Hillman Foundation has continued to donate to the center in support of an innovative scholars program, allowing the University of Pittsburgh to recruit top research talent from around the world. Since its opening in 2002, the Hillman Cancer Center has been regarded as the region's top-rated cancer research institute.

While health care and cancer treatment were of utmost importance to Elsie, her priority was always the patient. In order to ensure that world-class cancer care could be found in Pittsburgh, she championed the creation of an aggressive and cutting-edge cancer research program when establishing the Hillman Cancer Center. With her unwavering and passionate support, her wishes keep being met as the best and brightest researchers, scientists, and doctors have been and continue to be recruited to our region.

While health care and cancer treatment were of utmost importance to Elsie, her priority was always the patient.

ELSIE HILLIARD HILLMAN LIFETIME ACHIEVEMENT AWARD FOR EXCELLENCE IN PUBLIC SERVICE

On May 17, 2012, the Institute celebrated the release of the *Never a Spectator* case study with an event that brought together the key players in the case study—Doris Carson Williams, Tom Ridge, Dick Thornburgh, Ron Kaufman, and Barbara Hafer—for a panel discussion. The evening was designed to bring to life Elsie's work on behalf of the five panelists and the countless others whose careers and lives she touched throughout her 50 years in politics.

The panel discussion covered topics that were explored in the case study, including Elsie's tireless efforts on behalf of candidates in whom and causes in which she believed. If she had an idea, she ran with it, and her ideas usually brought positive results. The panel also touched on an interesting topic that had not surfaced in the case study: that of compromise and consensus building. The panelists were at first in disagreement at the use of the word compromise to describe what Elsie did because of the word's negative connotation when paired with words like values. The group, with the assistance of moderator Max King, eventually came to the conclusion that what she did was build consensus, which, as Ridge eloquently stated, "…is the ultimate goal of a Republican government."

While the evening served as a wonderful tribute to Elsie and her work, leaders at the Institute and others felt that it would be inappropriate for the recognition to end there. And so, that evening, Elsie received the inaugural Elsie Hilliard Hillman Lifetime Achievement Award for Excellence in Public Service. She was gracious in her acceptance speech, acknowledging all of the individuals who had made such an impact on her life, just as she had touched theirs.

The uniqueness of this award is demonstrated by Elsie's lifetime of commitment and dedication to humanitarian causes. Because of this, the Institute sought only to gift this award from time to time to individuals who, through a combination of personal qualities, exceptional ability, and superior leadership and demonstrated courage, wisdom, and compassion as exemplified by Hillman, have made important contributions in public service to our region, the Commonwealth, and the nation.

For this reason, it may have come as a shock when, just two years later, an opportunity arose to recognize a pair of leaders whose collaborative leadership of two landmark Pittsburgh institutions resulted in unprecedented levels of economic development and growth in the region.

On April 8, 2014, University of Pittsburgh then Chancellor Mark A. Nordenberg and Carnegie Mellon University President Emeritus Jared Cohon jointly received the Elsie Hilliard Hillman Lifetime Achievement Award for Excellence in Public Service in recognition of their service to their respective institutions and, more importantly, to Southwestern Pennsylvania. In honor of the occasion, Elsie stated that "no two men have impacted this region more than Mark Nordenberg and Jerry Cohon. Their unprecedented collaboration not only brought two universities together, but it led to new and exciting endeavors that grew the region's economy and competitiveness for generations to come."

The term "collaborative leadership" defined the efforts of Cohon and Nordenberg and also describes the character of Elsie Hillman present in their work. Institute director Terry Miller noted

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The uniqueness of this award is demonstrated by Elsie's lifetime of commitment and dedication to humanitarian causes.

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in her remarks that their cooperation should be termed "Leadership Squared," because when two leaders work together the way they did, the results are exponentially beneficial for both. The panelists who discussed their work and its impact on the community—Ridge, Edie Shapira, and Dennis Yablonsky—all agreed that Cohon and Nordenberg had a choice when they ascended to their respective positions. They could choose to continue to compete for students, faculty, and resources, or they could share their respective assets, building on their comparative advantages; in the spirit of Elsie Hillman, they both chose the latter path, and the results for the region are self-evident.

And, as was the case with Elsie, everything comes down to friendship. Eva Tansky Blum, Pitt Trustee and president of the PNC Foundation, commented regarding their collaboration, "It's more than just a business relationship; they have a personal relationship. They like each other; their families like each other. And that, I think, has sparked even more collaboration."

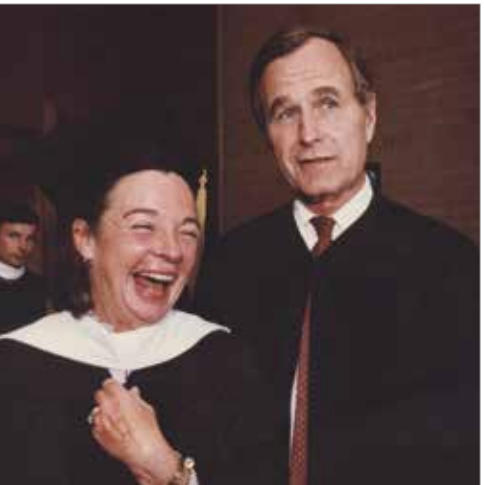
THE ELSIE HILLMAN CIVIC FORUM

The early chapters of *Never a Spectator* shed some light about the people who inspired Elsie to be a leader. Republican U.S. Senator Hugh Scott of Pennsylvania was one such influential person early in her career. As the case study notes, Scott "showed her how to apply her natural gifts in politics" and "encouraged her to take on ever-higher leadership roles in the party." She in turn served as a mentor to a long list of political and community leaders in the Pittsburgh area and beyond.

In 2014, as a further step in sharing her experiences with the next generation of leaders, Henry Hillman, Elsie's loving husband and partner for 70 years, generously awarded the Institute an endowment to establish the Elsie Hillman Civic Forum. The "Elsie Forum," as we have come to call it, is designed to engage students in activities that will prepare them to lead lives as engaged and contributing citizens. Among other things and reflecting the pattern of her own life, the Elsie Forum will bring community leaders and young people together for educational programs, research projects, and mentoring opportunities designed to foster student interest and involvement in fueling civic progress in the Pittsburgh region.

The Forum's advisory board, composed of national political figures including former Pennsylvania first lady Marjorie Rendell and Ron Kaufman, former special advisor to President George H.W. Bush, in addition to local leaders, will meet in fall 2015 to set parameters for the student programming, which is scheduled to begin in 2016.

She in turn served as a mentor to a long list of political and community leaders in the Pittsburgh area and beyond.



MOVING FORWARD: ELSIE'S LEGACY

As servant leaders, the Institute's board members and staff recognize and honor the humility with which Elsie carried out her work, using her rank and influence not ever for her own benefit but solely to benefit those causes in which and those people in whom she believed.

It also is important to note that, throughout these years of working together, Institute staff members began to think of Elsie as a friend more than a colleague or a benefactor. It is in that respect that she will be missed most. As President George H.W. Bush wrote in a letter that was shared at the 2012 event, what he and most people appreciated about Elsie were her joy, her laughter, and her friendship. Elsie remained committed to and involved in the work of the Institute, making decisions on design concepts and programming ideas for the Elsie Hillman Civic Forum just weeks before her death. Her caring involvement in this project, and all others before it, will serve as her legacy and an inspiration to others.

As Miller states in the foreword to Elsie's case study, "The Institute of Politics at the University of Pittsburgh has a long and rich history of creating opportunities to help regional leaders and the general public to see and understand our shared responsibility for improving the quality of the lives of those in our home region." The Institute takes that mission seriously, as do many others, and Elsie's legacy will continue as long as there are those in this region who follow her example of caring more about the welfare and well-being of others than they do about wealth, power, or personal ambition."

Elsie carried out her work, using her rank and influence not ever for her own benefit but solely to benefit those causes in which and those people in whom she believed.

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PITTSBURGH ON THE MOVE

PROGRAM AGENDA

WELCOME
BY FARNAM JAHANIAN, vice president for research and provost, Carnegie Mellon University

INTRODUCTIONS AND WHY WE ARE HERE
BY TERRENCE J. MURPHY, government affairs counselor, K&L Gates LLF, and member, Allegheny Conference on Community Development

ASCE 2014 PENNSYLVANIA REPORT CARD
BY GREG SCOTT, senior project manager, Buchart Horn, Inc., and member, American Society Civil Engineers (ASCE) Region 2

PENNSYLVANIA PRIORITIES
BY ERIN MOLCHANY, director, Governor's Southwestern Pennsylvania Office

INFRASTRUCTURE AT THE NATIONAL LEVEL
BY EDWARD G. RENDELL, former governor, Commonwealth of Pennsylvania, and cochair, Building America's Future Educational Fund

PITTSBURGH INFRASTRUCTURE PANEL DISCUSSION
MODERATED BY TONIA CARUSO, WQED-TV

- AL BIEHLER, executive director, University Transportation Center, Carnegie Mellon University
- KEVIN ACKLIN, chief of staff and chief development officer, City of Pittsburgh
- KEN ZAPINSKI, senior vice president for energy and infrastructure, Allegheny Conference on Community Development

CLOSING REMARKS
BY TERRY MILLER, director, University of Pittsburgh Institute of Politics

Edward G. Rendell

(from left) Tonia Caruso, Kevin Acklin, Al Biehler, and Ken Zapinski

On May 13, 2015, the Institute of Politics Infrastructure Policy Committee had the opportunity to partner with the American Society of Civil Engineers (ASCE), Building America's Future Educational Fund (BAF Ed Fund), the Allegheny Conference on Community Development, and Carnegie Mellon University's Traffic21 Institute for an event to celebrate the national Infrastructure Week. Now in its third year, Infrastructure Week is a nationally scheduled week of high-profile events, media coverage, and advocacy efforts around the country designed to build momentum for the revitalization of America's economic competiveness through the rebuilding of our nation's infrastructure. The core message behind Infrastructure Week is to urge the U.S. government to move beyond short-term fixes and general maintenance to a more sustainable funding stream for the development of viable and reliable infrastructure systems.

Pittsburgh on the Move, held on Carnegie Mellon's campus, featured former Pennsylvania Governor Edward G. Rendell, now cochair of BAF Ed Fund, who discussed the deteriorating state of our nation's infrastructure and reinforced the idea that Congress must pass a dedicated funding stream for our infrastructure rather than temporary extensions, such as the one that has been granted to the Highway Trust Fund. In addition to Rendell, Erin Molchany, director of Governor Tom Wolf's Southwestern Pennsylvania Office, and Kevin Acklin, chief of staff for Pittsburgh Mayor Bill Peduto, discussed the importance of reliable infrastructure throughout Pennsylvania and locally in the city of Pittsburgh. Rounding out the discussion were representatives from ASCE, the Allegheny Conference on Community Development, and Carnegie Mellon's University Transportation Center, all of whom commented not only on the daunting infrastructure challenges that our region and nation face but also on the infrastructure and transportation innovations that are being developed locally in order to transform and modernize our nation's transportation network.

BOARD OF FELLOWS ANNUAL MEETING

Terry Miller with new Board of Fellows member Kenya Boswell

THE INSTITUTE OF POLITICS WOULD LIKE TO WELCOME THE FOLLOWING NEW BOARD MEMBERS:

KENYA T. BOSWELL, president, BNY Mellon Foundation of Southwestern Pennsylvania

JAKE CORMAN, majority leader, Pennsylvania State Senate

MIKE DOYLE, member, U.S. House of Representatives

DAN GILMAN, council member, City of Pittsburgh

KEVIN L. JENKINS, vice president of operations, Manchester Bidwell Corporation

MAXWELL KING, president and CEO, The Pittsburgh Foundation

ERIN MOLCHANY, director, Governor's Southwestern Pennsylvania Office

DAVE REED, majority leader, Pennsylvania House of Representatives

JOSEPH B. SCARNATI III, president pro tempore, Pennsylvania State Senate

EDITH L. SHAPIRA, chair, board of directors, The Pittsburgh Foundation

Almost 40 members were in attendance at the 2015 Board of Fellows meeting to welcome the Institute's new chair, University of Pittsburgh Chancellor Emeritus **MARK A. NORDENBERG**; the new deputy director of finance, **MEGAN SOLTESZ**; new research analyst **AARON LAUER**; and a large slate of new board members. The meeting also offered Chancellor Emeritus Nordenberg the opportunity to share with board members his vision for the Institute.

After providing the context for his decision to join the Institute, Nordenberg summarized the listening tour that he and Institute director **TERRY MILLER** had undertaken over the past six months, noting that the Institute would likely undertake a number of new initiatives in response to the topics brought to his attention. The issues that surfaced during the tour included:

- poverty and income inequality,
- crime and community violence,
- pensions, and
- city/county efficiency and effectiveness.

Another highlight of the meeting included a report on a benchmarking study conducted to compare the Institute to other similar organizations across the country. In light of the Institute's development of the Elsie Hillman Civic Forum, several centers for civic engagement were included in the study. This project was undertaken by a Pitt graduate organizational development class supervised by then Secretary of the Board of Trustees and Assistant Chancellor **JEAN FERKETISH**. In summary, key findings of the study were as follows:

- In terms of measuring outcomes, the Pitt Institute of Politics is far ahead of its counterparts.
- The Institute has a more diverse funding stream than other similar organizations.
- In general, the Institute is less dependent on the University than other organizations are on their associated academic institutions, both in terms of reporting structure (reporting directly to the chancellor as opposed to an academic department) and in terms of financial support.
- The Institute has a less-developed relationship with the academic community at the University of Pittsburgh than other similar organizations do with their associated academic communities.

(continued on page 20)

Beaufort Longest

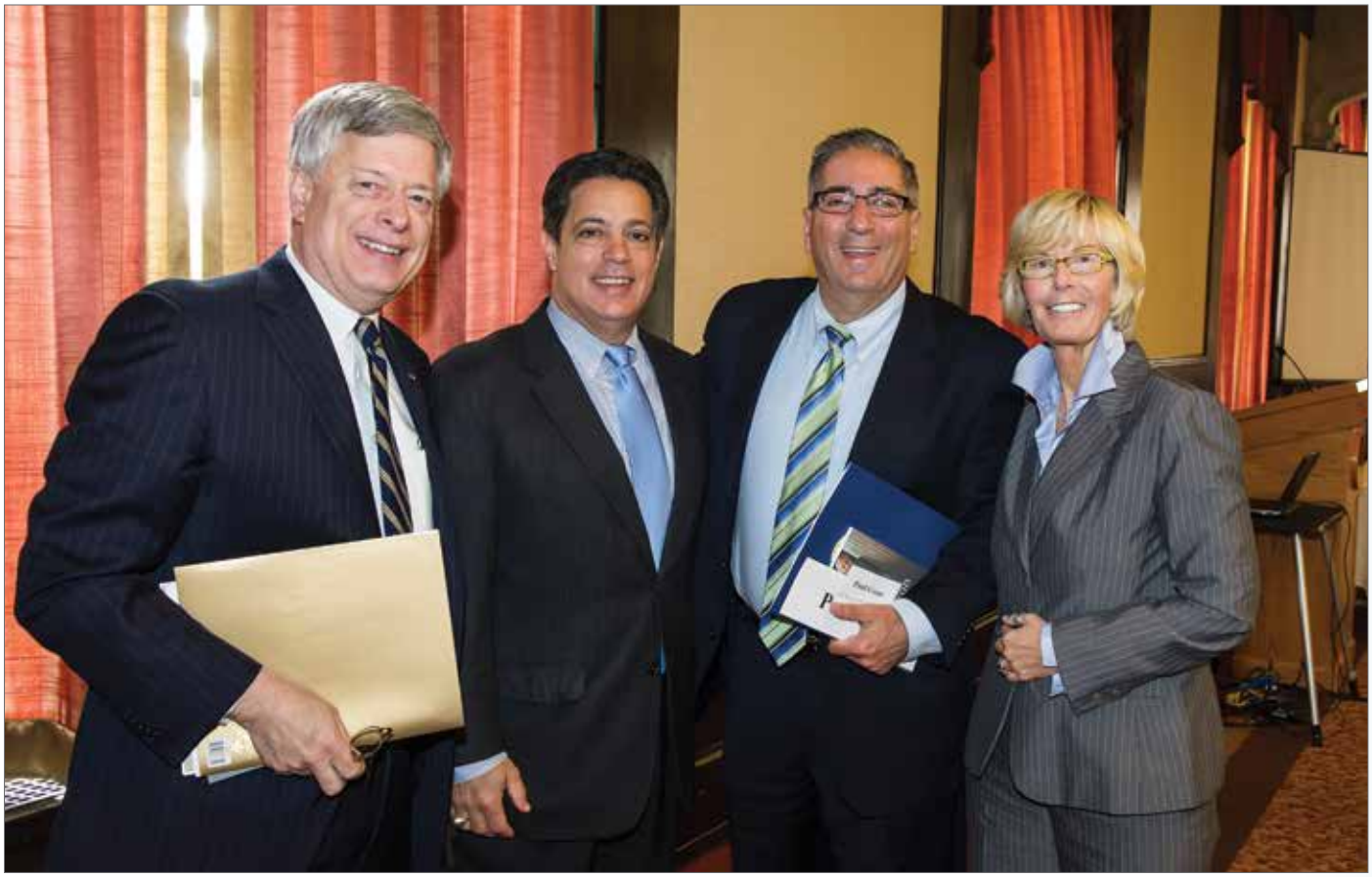
Candi Castleberry-Singleton, Kevin Jenkins, and Rod Ruddock

Marc Cherna, Jim Denova, and Bernard Lindstrom

Tyler Courtney and Rick Saccone

Richard Taylor

Kenya Boswell, Stefani Pashman, and Marc Cherna



Mark Nordenberg, Jay Costa, Paul Costa, and Terry Miller

BENCHMARKING STUDY: HIGHLIGHTS

Organizations interviewed (in addition to the University of Pittsburgh Institute of Politics):

- McCourtney Institute for Democracy, Pennsylvania State University
- Center on Regional Politics, Temple University
- Robert J. Dole Institute of Politics, University of Kansas
- Institute of Public Policy, University of Missouri Hinckley Institute, University of Utah
- Center for Civic Engagement, Binghamton University, State University of New York
- Bonner Center for Civic Engagement, University of Richmond
- Center for Civic Engagement, Washington State University

Objectives and Criteria for Participating Organizations:

- Identify as nonpartisan or neutral
- Are university affiliated
- Offer student programming
- Host programs and events
- Produce publications
- Work to influence public policy
- Conduct and/or disseminate research
- Engage the community

Organizational Components Examined:

- Structure and staffing
- Budgets and funding sources
- Variety of programs and outreach initiatives
- Mission, desired outcomes, and outcome measures

For more information or to review the benchmarking study in its entirety, please visit ***iop.pitt.edu***

While the benchmarking study was under development, Institute staff designed and administered a survey for current board members. Through this survey, the Institute staff gained guidance on how best to contact and develop relationships with constituencies, what constituents are looking for in terms of Institute events, and what type of structure makes the most sense for the Institute moving forward.

An open discussion period allowed board members to provide feedback on the Institute's work in general and on plans for the 2015 Elected Officials Retreat, scheduled for September 10 and 11, 2015. This year, in keeping with concepts that surfaced during the listening tour, the retreat is to address poverty and criminal justice reform.

At the conclusion of the meeting, the Institute's newest publication, *Finding Common Ground,* was officially released, and copies were provided to those in attendance. The book's author and subject, MOE COLEMAN, was on hand to sign copies and answer questions.

Rich Fitzgerald

LEGISLATOR FOR A DAY: A REFLECTION

By Andrew Villanueva

Legislator for a Day is a long-running program that gives 10 undergraduates from the University of Pittsburgh the opportunity to shadow a state senator or representative in Harrisburg for a day. This experience frequently gives students access to caucus meetings, hearings, and other activities and events that they would not otherwise be able to see.

State Representative Hal English, pictured here at the May 2015 Advancing Innovation in Education forum, took his legislative shadow to a committee hearing during Pitt's Legislator for a Day program this year.

The field of politics has been a passion of mine since I first began learning about government and history in elementary school. As a student of political science at the University of Pittsburgh, I have attempted to seek out opportunities that allow me to gain hands-on experience in government and politics. It is no surprise, then, that I would stumble upon the Institute of Politics.

Through the Institute, I was first placed as an intern in the office of the State Senate democratic leader, Senator Jay Costa, during my fall 2014 term. My internship was a remarkable experience that gave me firsthand knowledge of the daily responsibilities of an elected official. More recently, I was lucky enough to be given the opportunity to attend the Institute of Politics' Legislator for the Day program. Fortunately for me, I was able to once again shadow Senator Costa. Senator Costa made sure I was warmly welcomed to his office by taking time out of his schedule to sit and get to know me further before he began his day. We discussed a brief overview of what his daily tasks included as well as my own future political aspirations postgraduation.

Throughout the day, I was able to sit in on the senator's meetings with a number of Governor Tom Wolf's cabinet appointees. Because gubernatorial appointees require senate approval, Senator Costa made sure to evaluate whether or not each appointee met the proper criteria for Democratic support. It was intriguing to hear what topics the senator prioritized with each appointee, including his concern for state-related school funding and tuition hikes when discussing education. Throughout the meeting, however, I was fascinated to find out how small Harrisburg really was. Names of appointees and staff members were being thrown around, and it seemed as though everyone knew each other. Sitting in as merely an observer of these conversations gave me a unique perspective as an outsider in a close-knit community.

The State Senate unfortunately had to convene early that day because of the impending snowstorm that threatened to leave the senators stranded in Harrisburg. Even though the session was brief, I was still able to sit in and see the proceedings. It was amazing when Senator Costa announced me on the floor, resulting in applause from his fellow senators. While the senate was in session, I was then able to slip out and get a glimpse of the State House proceedings and compare the two. While the elected officials continued on with business, I toured the building with the help of Senator Costa's chief of staff. On my tour, I was fortunate to meet Lieutenant Governor Mike Stack. The lieutenant governor showed me his office as well as the balcony of the capitol building. The capitol building was magnificent and outstanding to witness. After the senate adjourned, I walked the floor myself and got a much better sense of the grandness of the building.

I finished the day with my fellow Pitt students and heard Chancellor Patrick Gallagher give his remarks on another successful Pitt Day in Harrisburg. It was great to see all of the Pitt pride filling the rotunda of the building, with the Men's Glee Club singing and the Blue and Gold Society leading Pitt traditions. After the proceedings, all of my fellow Legislator for a Day students gathered for our return to Pittsburgh. I was able to hear stories from everyone else's day, and it seemed as though all the participants thoroughly enjoyed their experiences.

FINDING COMMON GROUND: A NEW PUBLICATION BY MORTON COLEMAN

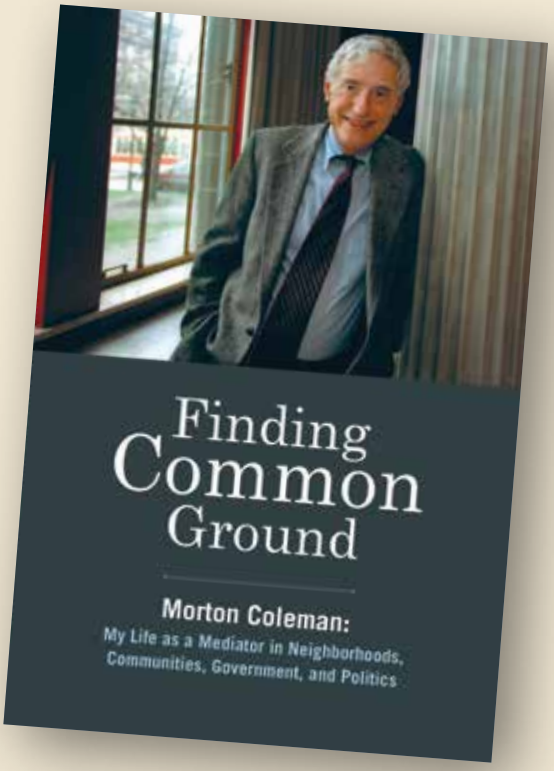
Reviewed by Andrew Villanueva and Aaron Lauer

A master in the art of compromise, Morton "Moe" Coleman has been a driving force in the Pittsburgh civic community and has inspired countless colleagues and students. In his memoir, *Finding Common Ground*, Coleman provides readers a glimpse into the pivotal turning points of the mid- to late 20th century Pittsburgh history through the eyes of one of the city's greatest men. Coleman conveys to readers the uncertainty and doubt felt during times of crisis and change and makes the gravity of decisions made years ago relatable to today. Throughout the memoir, Coleman demonstrates the power of representation and compromise in equitable policy development.

> "The saying 'May you live in interesting times' often is described as an ancient Chinese curse. I disagree. I feel fortunate to have lived in interesting times marked by startling technological change, increased social equality, and a growing sense of humanity's global connectedness. … (W)hen being in the middle helps to bring people and communities together to achieve something significant, then it is definitely the most rewarding place to be."
>
> – MOE COLEMAN, *FINDING COMMON GROUND*

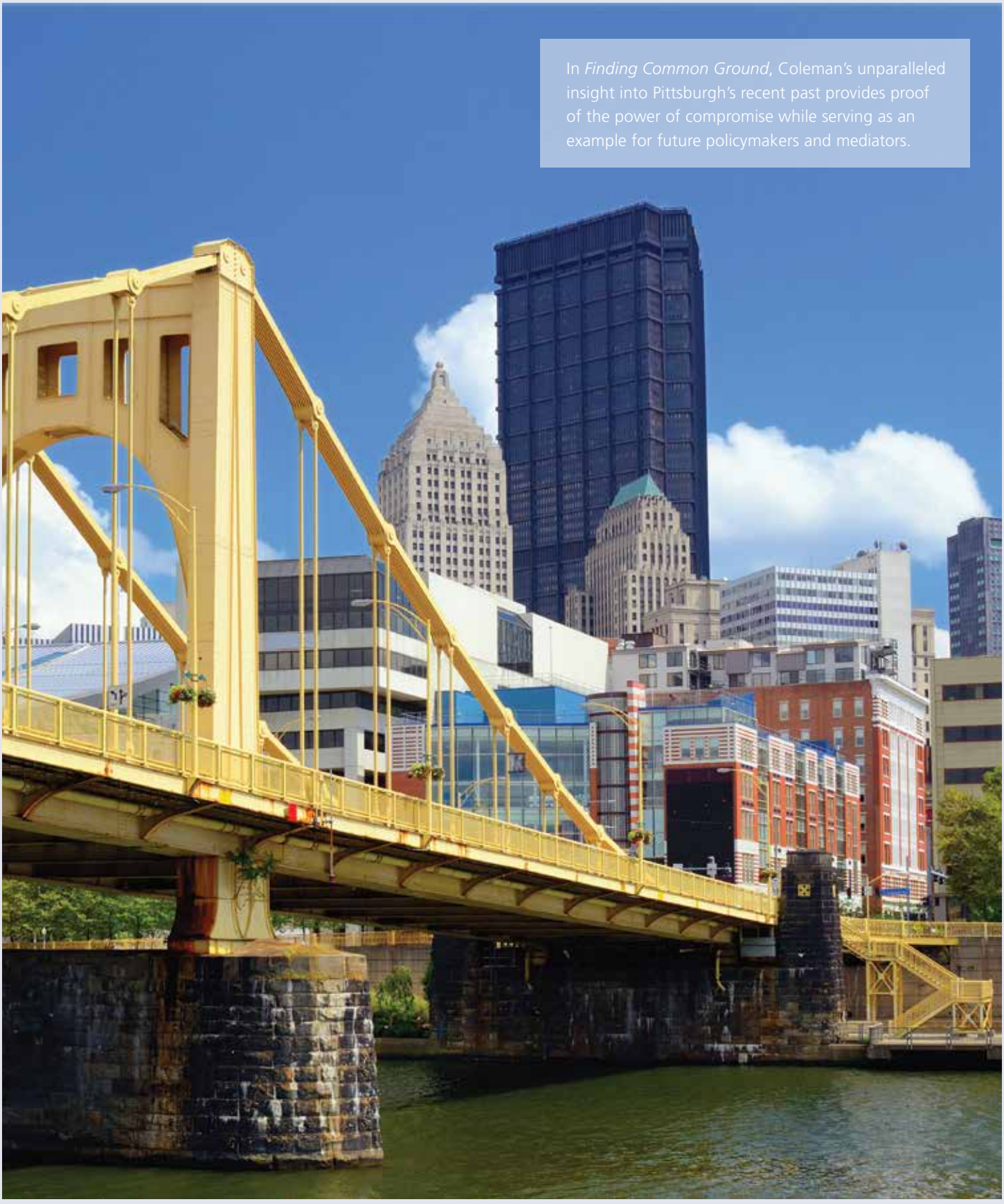
Coleman's unique ability to find the common ground between groups has defined his career. His memoir takes readers through his work in Pittsburgh's settlement houses in the 1950s and as a political advisor during the city's 1968 race riots. Even during the height of the American civil rights movement, Coleman worked tirelessly as a civil servant to relieve race and class tensions in the city's segregated communities. The memoir also provides insight into Coleman's work with the cities of Hartford and Detroit, as a professor and dean at the University of Pittsburgh, and, finally, his establishment of the Institute of Politics.

Moe Coleman signs Kevin Jenkins' copy of Finding Common Ground



The stories presented in *Finding Common Ground* bring to life the history of Pittsburgh's transformation and demonstrate the lasting effects of many of the compromises Coleman was able to orchestrate. His unparalleled insight into Pittsburgh's recent past provides proof of the power of compromise while serving as an example for future policymakers and mediators. Coleman's memoir covers more than half a century of reflections from an inspiring man who is forever seeking to find that common ground.

Finding Common Ground *is now available in print from the Institute of Politics. Please call 412-624-1837 or e-mail iopadmin@pitt.edu to request a copy. The book also can be read online at* ***iop.pitt.edu*** *on the Institute's Publications page.*



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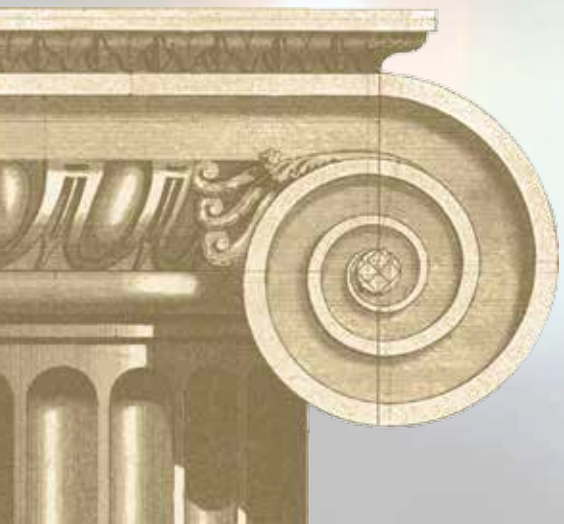

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