REPORT



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2018 Elected Officials Retreat

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Policy Committee Updates

Remembering Institute of Politics Founding Director Dr. Morton "Moe" Coleman

ANNUAL REPORT 2018

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30TH ANNIVERSARY:1989–2019

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23RD ANNUAL

The Institute of Politics
Elected Officials Retreat

Forging our Future Together:
Meeting Urban & Rural Needs
to Build a Stronger Region

THURSDAY AND FRIDAY

SEPTEMBER 19 AND 20, 2019

UNIVERSITY CLUB, OAKLAND



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30TH ANNIVERSARY:1989–2019

Director's Note



It's hard to believe that it has been almost five months since my first day as Director of the Institute of Politics.

While I become immersed in the history and work of the IOP, I want to be sure you all know how appreciative I am for your willingness to set aside time to meet with me to share your knowledge of the IOP along with your ideas about the role that the Institute can play to continue promoting meaningful policy decisions in our region. If we have not had this conversation yet, you can be sure that we will do so soon.

It saddens me that while in this role, I will not have an opportunity to work with the Institute's founder and my former graduate school faculty advisor, Dr. Morton Coleman. I am confident that I will carry forward the skills and values that Moe instilled in me. His passing in late January has energized my commitment to understanding public policy as it impacts the individual and remembering that our region is the sum of all its parts. At the Institute, we will continue to emphasize our inclusionary convening practices and demonstrate a commitment to civility by embodying Moe's authentic practice of listening to all perspectives.

The Institute has a long history of being a resource to our region's elected officials and civic leaders. For 30 years, we have provided evidence-based research and a nonpartisan forum for civil discourse and collaborative thinking on the complex issues that face Southwestern Pennsylvania. I feel especially privileged to work alongside the Institute's chair, University of Pittsburgh Chancellor Emeritus Mark Nordenberg. His leadership exemplifies decades of collaboration, relationship building, and playing strategic roles in an array of regional accomplishments that have already begun to inform the next iteration of the IOP.

As our core body of work, the Institute of Politics will continue to fulfill the roles of convener and researcher while deepening our efforts in the IOP committees that were formed under Terry Miller, who retired last year as the IOP Director. This, of course, requires us to be vigilant in our communications with all of you so you can keep abreast of the volume of good work being done on your behalf. Strategically engaging with policymakers while we capitalize on the synergistic opportunities that emerge across the Institute's committees will remain a priority. I am so pleased to find that the Institute provides multiple avenues for elected officials, civic leaders, and students to engage with one another and to work in partnership towards finding solutions that benefit all people.

The Elsie Hillman Civic Forum provides a remarkable opportunity for University of Pittsburgh students to engage deeply in our communities and develop an understanding of how government functions and the vital role that the civic sector plays in our communities. We look forward to offering Elsie scholars, interns, and fellows unique and challenging opportunities that highlight the value derived from quality civic and community engagement. Additionally, we look forward to offering you all the opportunity to connect with and benefit from the talents and creativity that this next generation of leaders will bring to your work.

The next year will be an exciting one for the Institute of Politics. Our team is lean, talented, and deeply committed to tackling tough issues and demonstrating that civility, creativity, and evidence will continue to drive our region forward.

Sincerely,

Samantha Balbier

Samantha Balbier
Director, Institute of Politics and Elsie Hillman Civic Forum

Chair's Note



The current academic year brought significant change to the Institute of Politics. While many developments were positive, others clearly were unwelcome.

Most obviously, we continue to mourn the passing of Moe Coleman, the legendary founding Director of the Institute. Moe possessed a big heart and a keen mind, and he lived the mission of the IOP in his never-ending quest for common ground. Even in retirement, he was a valued source of inspiration and wise counsel. The IOP stands as a major part of Moe's legacy, one of many compelling reasons to continue setting our sights high.

The retirement of Terry Miller, another outstanding leader, also was a milestone. Terry had been with the Institute for twenty-five years, her last decade as its Director. A devoted protégé of Moe, she brought her own set of strengths and experiences to the Institute and put her own mark on its programs. Though she has moved to another state, Terry continues to provide encouragement and advice.

The recruitment of Samantha "Sam" Balbier as the new Director of both the Institute and the Elsie Hillman Civic Forum brought another committed and accomplished leader to the IOP team. Though her tenure began just five months ago, Sam already has made the Institute a better place. Most of you read about her background at the time of her December recruitment. Let me highlight just two things now. Most recently, Sam had served as Executive Director of the Greater Pittsburgh Nonprofit Partnership, an organization serving 450 regional non-profit members. She, too, is a Moe Coleman protégé, and he considered her to be one of his finest students.

The Institute expanded programmatically when the Dick Thornburgh Forum on Law & Public policy became a part of it, just a few months ago. Governor Thornburgh's amazing record of impactful leadership has been equaled by very few — U.S. Attorney for Western Pennsylvania, Assistant U.S. Attorney General in charge of the Criminal Division, two-term Governor of Pennsylvania, U.S. Attorney General under both President Ronald Reagan and President George Herbert Walker Bush, and Undersecretary General of the United Nations. The programs of the Thornburgh Forum include the American Experience Lecture, the Thornburgh Family Lecture on Disability Law & Policy, and the Thornburgh Lectures on Governance, and the Thornburgh Archives are a rich source of original materials.

With this addition, the Institute of Politics boasts what might be viewed as a perfect combination of complementary programs. Its traditional mission is the development of sound regional policies through the engagement and support of elected officials and other civic leaders. The Thornburgh Forum focuses principally on national issues and sponsors programs of interest to both Pitt and the broader community. The Elsie Hillman Civic Forum works to nurture a commitment to civic engagement within the Pitt student body.

With this exciting array of programs and a strong staff back to full strength, all of us at the Institute look forward to making the IOP's thirtieth year a year of exceptional progress and to doing so in your distinguished company.

Mark A. Nordenberg
Chair of the Institute of Politics
Director of the Dick Thornburgh Forum

DEDICATION TO
Morton "Moe" Coleman (1932-2019)
Director Emeritus, Institute of Politics



On January 28, 2019, the Institute lost its founding director, Morton "Moe" Coleman. University of Pittsburgh Chancellor Emeritus and Institute of Politics Chair Mark Nordenberg delivered the following remarks at Moe's funeral, held on Thursday, January 31 at the Ralph Schugar Chapel in Shadyside.

Good morning. My name is Mark Nordenberg. I am the Chancellor Emeritus of the University of Pittsburgh, which, particularly today, also might fairly be called "the University of Moe Coleman." In framing things that way, I do not mean to diminish either Moe's important service in government or his other academic connections. He was, for example, Dean of the School of Social Work at the University of Connecticut early in his career.

However, Pitt is the university from which Moe earned his graduate degrees. Pitt is the university that very proudly claimed Moe as a distinguished member of its Social Work faculty for most of his professional life. And it was at Pitt that Moe founded the Institute of Politics thirty years ago. By maintaining a commitment to values and processes championed by Moe — robust, but respectful, discussion and evidence-based decision-making, in particular — the IOP, as we call it, has remained a distinctive regional asset that stands as an important pillar of his legacy.

It is my privilege to now chair "Moe's Institute" — doing my best to further the work of someone I greatly admired and was lucky enough to call a friend and doing so first in partnership with Terry Miller, who was like a daughter to Moe and Greta and who, like Moe, became a legendary IOP Director in her own right, and now with Samantha Balbier, who Moe taught and mentored and considered to be one of his all-time best students. So, Moe's influence at the IOP continues, not only in its structure and mission, but in the people doing its work.

Before focusing more on Moe, let me begin by extending a collective and sincere expression of sympathy to the entire Coleman family, and by especially thanking you, Greta, for all that you have meant to this community ... as Moe's wife and in your own right.

It would be hard to imagine a better-matched pair of partners than you and Moe — individuals who shared values but advanced them in distinctive, highly complementary styles. Most of us have had the experience of seeing you look at Moe, when he was passionately advancing some point, and smile, roll your eyes and shrug, conveying as clearly as if you had spoken the words, "What am I supposed to do with him?"

Well, Greta, you did exactly what you should have done with Moe. You loved him and you supported him and you generously shared him. Though not large in physical stature, Moe was a giant in the ways that really matter — in his energy, in his intellect, in his values, and especially in his empathy. We all benefited from the fact that his enviable array of human qualities was permitted by you to spread out and radiate in our midst.

When I have looked into the eyes of those who have gathered to pay respects today, I have seen in your expressions, measures of both grief and gratitude: grief because Moe — a wonderful, one-of-a-kind human being — no longer is with us; and gratitude because he was here for so long, and we were blessed by the richness he added to our lives.

We also were blessed by the many ways that he worked so tirelessly and effectively to improve the lives of others within this community that is our home. Those contributions were praised by local leaders earlier this week, when former Mayor Tom Murphy called Moe "the connective tissue of Pittsburgh" and County Executive Rich Fitzgerald said that Moe "was a giant in governance for generations" driven by his knowledge of "the impact that government could have on the lives of individuals and families." Two-term Governor and former U.S. Attorney General Dick Thornburgh considered Moe to be a dear and valued friend and has praised his unique intellect and genuine kindness.

As that reference to "kindness" suggests, the foundation for Moe Coleman, the great person, was that he was such an extraordinarily good person. In an exchange initiated by Tracy Soska in the School of Social Work just yesterday, David Shribman said that what set Moe apart was that he thought about things that did not interest the rest of us but that should have — what David called "dbi's" — "dull, but important, things." Moe thought about such things for one key reason that sat at the core of his being — because they affected the lives of other people, most often people who were not among the advantaged. Moe cared deeply about improving lives, particularly when issues of equity and fairness were involved.

Moe was troubled by the state of politics and governance today. He recently had said, " ... we are in dangerous times, this polarization cannot continue. Policymakers need to talk to one another for the betterment of our whole society." Describing his own work in his memoir, *Finding Common Ground*, Moe said, " [R]epeatedly, I chose to submerge my own strong political and social views in order to play a credible, neutral mediating role, because in most cases, I saw that role going unfilled. I believe that the need for such mediating influences is even greater today, as our political environment has become increasingly polarized, with both conservative and liberal perspectives becoming hardened by the echo chambers of ideologically skewed media outlets."

In their introduction to that same volume, Hank Beukema and Phil Hallen, two of Moe's longtime supporters and closest friends, said this: " [The content of this book] is as much a civic blueprint for future direction as it is an affectionate array of reflections on the past. It embodies our wish to nourish present and future generations of our region with the knowledge of the past through the memory of a great man and the inheritance of a great example."

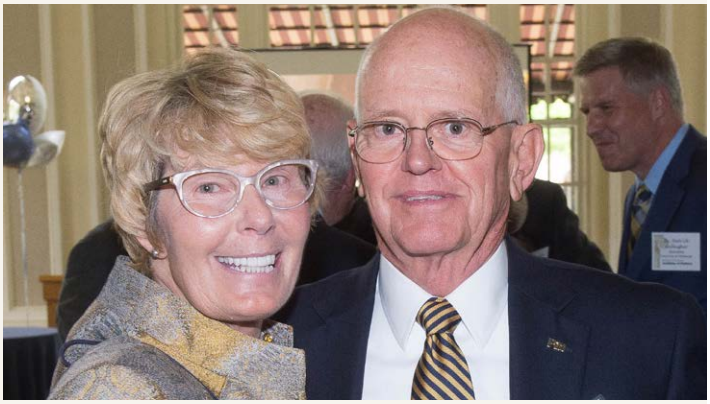
In the final sentence of his inaugural address, President John F. Kennedy said this, "With a good conscience our only sure reward, with history the final judge of our deeds, let us go forth to lead the land we love, asking His [God's] blessing and His help, but knowing that here on earth God's work must be our own." Many decades later, the work of Moe Coleman stands as a shining and inspiring example of what President Kennedy clearly meant about doing God's work here on earth. As direct beneficiaries of Moe's powerful example, it now is up to us, not only to affectionately remember our friend and to praise the work that sat at the heart of his life but to pick up and push forward with that work ourselves — in the process, honoring, in what Moe would have considered to be the best possible way, the amazing legacy of this wonderful man. ■

A Tribute to Former Director, Terry Miller

During Terry Miller's tenure as director of the Institute of Politics, she worked to steer the organization's primarily educational mission towards what Moe Coleman called "practical impact": the need to answer the "Now what?" question.

By establishing special task forces, subcommittees, and round tables within the Institute, as well as convening and facilitating cross-sector working sessions, she contributed to the achievement of tangible, measurable, and lasting solutions to some of the region's most complex and pressing problems. Her efforts were informed and inspired by founder Moe Coleman's original vision to facilitate safe, off-the-record, and consensus-minded dialogue between public, private, and civic leaders who share the overriding aim of improving quality of life for all those who call the greater Pittsburgh region home. From her leadership in coordinating research efforts and national dialogue for the Shale Gas Roundtable, to her work organizing ongoing regional initiatives concerning criminal justice reform, the opioid epidemic, as well as matters of local government efficacy and efficiency, Terry Miller epitomized the notion of servant leadership while serving as the Institute's director.

By the end of her tenure Terry Miller inestimably contributed to the vision of the Institute set forth by Moe Coleman, ensuring that the Institute's "practical impact" assumed primacy. This sentiment is echoed by Moe Coleman in his book, Finding Common Ground, where he remarks, "The continued success of the Institute of Politics can be attributed substantially to the fruit of one long-term mentoring relationship with a graduate student [named Terry Miller...] Her uniquely sensitive, unassuming, and unfailingly responsive leadership makes me feel very privileged[...] to consider the University of Pittsburgh's Institute of Politics the last and most enduring major piece of my professional legacy."



Terry Miller and Renny Clark



Mark Nordenberg and Terry Miller

In a recent interview, Terry Miller remarked that, as the Institute of Politics' Director, she had "[...] the unique privilege to help people — the Institute staff and our constituents — develop and perform as highly as possible." According to Miller, her desire to meaningfully contribute to the region and "help our leaders be the best leaders they can be" included encouraging her fellow staff to embrace a genuine "desire to serve" for the sake of advancing "the greater good" and honoring the community organizing and social work background of the Institute's founder. In recent months, Mark Nordenberg, Chancellor Emeritus, University of Pittsburgh, remarked that, in her time as the Institute's director,Terry "[...]both elevated the quality of our home region and had a positive, and very often distinctive, influence on countless individual lives." Long-time Institute of Politics collaborator, Renny Clark, calls Terry Miller, "[...]one of the most remarkable women that [he has] ever met. From the lessons learned from her very difficult early years as a teenager and a young adult, she has initiated and advanced programs that today serve women who struggle with life every day. And, her leadership of the Institute of Politics enabled Terry to, both professionally and personally, strive to serve numerous constituencies that do not have a voice in addressing the issues that impact their daily lives." ■



Policy Committee Update

For the most up-to-date information on the Institute's policy committees, please visit iop.pitt.edu/policy-committees.

Economic Development

The Economic Development Policy Committee, co-chaired by **Steve Craig,** Commissioner, Lawrence County, and **Richard Taylor,** CEO, ImbuTec, met in 2017 and determined that a critical issue facing communities was the lack of targeted support for small business development and growth, especially in distressed areas. As a result, the committee commissioned a study to examine the support provided to small businesses in Pennsylvania, and particularly in Southwestern Pennsylvania.

The Institute is currently benchmarking small business assistance programs from across the country. To supplement its benchmarking, the Institute conducted research into best practices around small business assistance programs and interviews with regional leaders engaged in small business development to better understand the issue. The committee will reconvene to assess next steps and plans to release its report on small business assistance programs in 2019.

Education

The Institute of Politics Education Policy Committee, chaired by **Rodney Ruddock,** Commissioner, Indiana County, and **Stanley Thompson,** Education Program Director, The Heinz Endowments, has recognized that legislators are very interested in what school administrators have to say about which educational policies are working in their districts and which are not. However, for a variety of reasons, the communication between school administrators and state legislators can be improved to assure that policies are developed that are best for students. To address this issue, the Institute conducted a statewide environmental scan to determine what organizations were working in this space. They also held focus groups with school administrators to determine the ways in which school leaders currently communicate to elected officials, and for what reasons. Currently, the Institute is working with community partners to develop a forum to be held in July 2019 that will strengthen communication between the two groups, resulting in compelling cases for policy development.

Environment

The Environment Committee, chaired by **Frank Dermody,** Democratic Leader, PA House of Representatives, and **Caren Glotfelty,** Executive Director, Allegheny County Parks Foundation, met in August 2018 and determined that an analysis of the costs and benefits of a carbon pricing system in Pennsylvania would be helpful to legislators as they continue to examine the commonwealth's budgetary needs as well as its energy portfolio. Since that time, the Institute has met with a variety of stakeholders, including legislators and their staff, and is currently in discussions with several committee members, including academics from the university community, about possible next steps. The Institute will continue to examine opportunities to partner with other individuals and organizations to move this issue forward.

Health and Human Services

Given the growing awareness about the dangers of lead contamination, the Institute's Health and Human Services Policy Committee co-chairs — **Dan Frankel,** Democratic Caucus Chair, PA House of Representatives, and **Leslie Osche**, Commissioner, Butler County — determined that the region would benefit from further assessment of the problem, as well as exploration of possible solutions. The goal of the project is to increase the baseline of information about the effects of lead on human growth and development, the primary sources of lead in the region, and best remediation practices from around the country.

Initially, the Health and Human Services Committee decided to pursue a regional forum that would present this information to the broader community and held a planning meeting in February 2018 to discuss a potential agenda. On May 10, 2018, the Institute partnered with Women for a Healthy Environment (WHE) and several other local organizations to host "Creating Healthy Communities: Get the Lead Out." The event featured as its keynote speaker noted epidemiologist **Bruce Lanphear, MD, MPH,** who outlined the significant health effects of lead exposure, especially for small children. Other speakers included **Pamela Pugh,** DrPH, chief public health advisor of Flint, Mich., who discussed her city's response to its water crisis. The event also brought in experts from a variety of municipalities and other organizations who offered best practices in addressing various sources of lead: water, soil, and paint/dust. Institute



Attendees at the "Creating Healthy Communities: Get the Lead Out" event making a decision tree

Health and Human Services Committee Co-Chair Dan Frankel, member, Pennsylvania House of Representatives, and Institute of Politics Fiscal Policy and Governance Committee member **An Lewis,** director, Steel Rivers Council of Governments, closed the day by outlining opportunities and challenges going forward for local governments and the state to address lead exposure in Southwestern Pennsylvania.

In response to a request from the Allegheny County Health Department, the Institute's Health and Human Services Policy Committee formed the Lead-safe Demolition Working Group, a special committee to draft a model lead-safe demolition ordinance for municipalities in Southwestern Pennsylvania. It is chaired by Dan Frankel and Leslie Osche, and serving on the working group are local and state government officials, nonprofit and community leaders, and academics from throughout Southwestern Pennsylvania. The working group is examining current regional demolition practices and national best practices in municipal lead-safe demolition. The working group will release its report featuring the model municipal ordinance in summer 2019.

Public Safety and Emergency Preparedness

The Institute's Public Safety and Emergency Preparedness Policy Committee, chaired by **Randy Vulakovich,** former member, Pennsylvania Senate, and **Renny Clark,** former Chief of Staff and Vice Chancellor for External Relations, University of Pittsburgh, is developing a project that will address the future of policing, including emerging issues and challenges. The purpose of the project will be to provide a neutral platform for law enforcement officers, municipal officials, and community leaders to develop a better understanding of the issues and concerns surrounding policing, and to address those concerns to ensure the continuous improvement of our region's public safety and law enforcement environment.

To shape this project, the Institute is in the process of hosting a series of focus group discussions with different police departments throughout the region. The purpose of these sessions is to identify issues of concern and to learn more about our region's policing environment through the lens of law enforcement. Potential discussion topics include professional development around mental health crisis intervention, media coverage of police and its impact on community relations, and policing as an occupation.

In 2018, the Institute held discussions with officers from Pittsburgh, Peters Township, and Castle Shannon, and it will host additional discussions with officers throughout 2019 and early 2020. The results from the focus group discussions will be analyzed to identify common themes and topics. The Institute will supplement these findings with additional research to create a synthesized report that will assist the committee in the development of a strategic agenda to be presented to regional stakeholders.

Workforce Development

The Workforce Development Policy Committee, under the direction of **Jim Denova,** Vice President, Claude Worthington Benedum Foundation, and **Ami Gatts,** President, Washington Greene County Job Training Agency, have held three meetings since September 2018 to discuss ways to support the expansion of dual enrollment, early college high school, pre-apprenticeship, and apprenticeship programs in Pennsylvania. The committee has determined that these programs are critical components of a successful strategy for the state to ensure that students and adults are prepared to enter and remain in the workforce of the future. In summer 2019, the committee plans to issue a policy brief that will help to inform the efforts of a variety of partners, including the Allegheny Conference and Allies for Children, in order to promote the expansion of these programs and more equitable access for students.

Special Projects Update

Opioid programs

The Institute has carried on its work around the opioid epidemic in our region by continued outreach efforts to regional elected and civic leaders through public forums and the publication of a special edition of Temple University's *Commonwealth: A Journal of Pennsylvania Politics and Policy* focusing on the opioid epidemic. The Institute also helped to lead and staff a special University of Pittsburgh task force that examined Pitt's opioid addiction programming and put forth recommendations to further build upon Pitt's existing programming and services.

Community Workshops

In October 2016, the Institute of Politics released a report titled "A Continuum of Care Approach: Western Pennsylvania's Response to the Opioid Epidemic." The publication presents a community-based continuum-of-care model to address the opioid crisis in Western Pennsylvania.

To build further upon the region's response to this national crisis, the Institute continued to convene the Single County Authorities, key public health executives, and members of the U.S. District Attorney's implementation team to assist with the execution of the policy and procedural recommendations put forth by the Institute's report in a comprehensive and coordinated way.

The work of the implementation team resulted in three community workshops held in Indiana, Erie, and Youngwood, Pa. The workshops featured presentations by law enforcement and public health practitioners from Western Pennsylvania and included a keynote address by Pennsylvania Attorney General **Josh Shapiro.** The Institute developed the workshops in partnership with the Heroin Overdose Technical Assistance Center, which is part of the Program Evaluation and Research Unit of the University of Pittsburgh School of Pharmacy. Other community partners that contributed to the workshop included the Westmoreland Drug and Alcohol Commission, U.S Drug Enforcement Agency, Washington Drug and Alcohol Commission, and U.S. Attorney's Office for the Western District of Pennsylvania. The goal of the events was to expose law-enforcement officers, public health professionals, and civic leaders to best practices in prevention, intervention, and treatment; to promote the exchange of ideas; and to make participants aware of available support services.



Westmoreland County Commissioner Gina Cerilli

Presentations and discussions centered on the following topics:

- Introduction and role of the Single County Authority
- Review of Pennsylvania's client-placement criteria
- Review of medication-assisted treatment
- Overview of SBIRT (screening, brief intervention, and referral to treatment)
- Coordinating county-level public health and public safety
- The role of warm hand-offs

The workshops reached a total of 461 participants from across Western Pennsylvania.

▶ The original publication is available at: https://d-scholarship.pitt.edu/29950/

Commonwealth Journal

In 2018, the Institute had the privilege of organizing a special edition of Temple University's *Commonwealth: A Journal of Pennsylvania Politics and Policy* focusing on the opioid epidemic. The aim of this volume was to enhance the effectiveness of efforts within Pennsylvania to address the opioid epidemic by sharing information and ideas from a range of perspectives. The volume included articles that addressed:



- Law enforcement partnering with other government agencies and nonprofits
- Measuring, tracking, and forecasting the opioid epidemic
- Opioid addiction prevention
- Opioid treatment and recovery
- The impact of the opioid epidemic on families and children
- Changes in prescribing guidelines for physicians
- The Pennsylvania Prescription Drug Monitoring Program
- Community coordination efforts to combat the opioid epidemic

▶ The publication is available at: https://tupjournals.temple.edu/index.php/commonwealth

Provost's Opioid Task Force

The University of Pittsburgh and its five campuses are located in some of the hardest hit areas in the country by the opioid epidemic. Additionally, college and university students are at a particularly vulnerable age for overdose deaths, at least as measured by trends within the general population. In 2016, for example, the portion of the population between the ages of 15 and 34 accounted for 40 percent of overdose deaths in Pennsylvania. During the fall semester of 2017, 96 percent of University of Pittsburgh students were in that same age group. However, according to an alcohol and drug survey done by Pitt in 2016, only 0.9 percent of Pitt's roughly 30,000 students reported having used opioids in the last year and 0.5 percent reported having used opioids in the last 30 days. Although a low percentage of Pitt's total student body, a troubling number of Pitt students may be at risk for the life-ending consequences of opioid abuse.

In February 2018, former University of Pittsburgh Provost Patricia Beeson requested the Institute of Politics to lead and staff the Opioid Abuse, Prevention, and Recovery Task Force. The task force, chaired by **Mark Nordenberg,** was charged



Panelist Ashley Potts, LCSW, Allegheny Health Network

with developing a comprehensive and coordinated plan to reduce opioid abuse, dependence, and overdose among the students on Pitt's five campuses. Members of the task force included professionals from the offices of student life and student health; law-enforcement personnel from the university; representatives from all four regional campuses; experts on substance misuse from the University, UPMC, and UPMC Health Plan; Pitt students; and a Pitt parent who lost her son to opioid addiction.

In June 2017, the task force issued its 48-page report, *Opioid Use Disorder: Prevention, Treatment, and Recovery*. The report outlines the scope of the opioid epidemic within the region and on Pitt's campuses. It also provides recommendations that build upon Pitt's already substantial addiction and recovery services in six key areas: surveys and screening, prevention through education, treatment, recovery, campus policing, and monitoring and measuring. Pitt started to implement many of the more than two dozen recommendations put forward by the task force.

Since the release of the report, Pitt has moved forward with a variety of initiatives to strengthen further its efforts around opioid addiction on its campuses. During the fall 2018 term, Pitt performed a University-wide climate survey on drug and alcohol use. It also expanded SBIRT (Screening, Brief Intervention, and Referral to Treatment) training for the University's Wellness Center staff to identify, reduce, and prevent unhealthy drug and alcohol use among Pitt students. Pitt is also exploring recovery housing options. Other prevention, treatment, and recovery initiatives are also underway at Pitt.

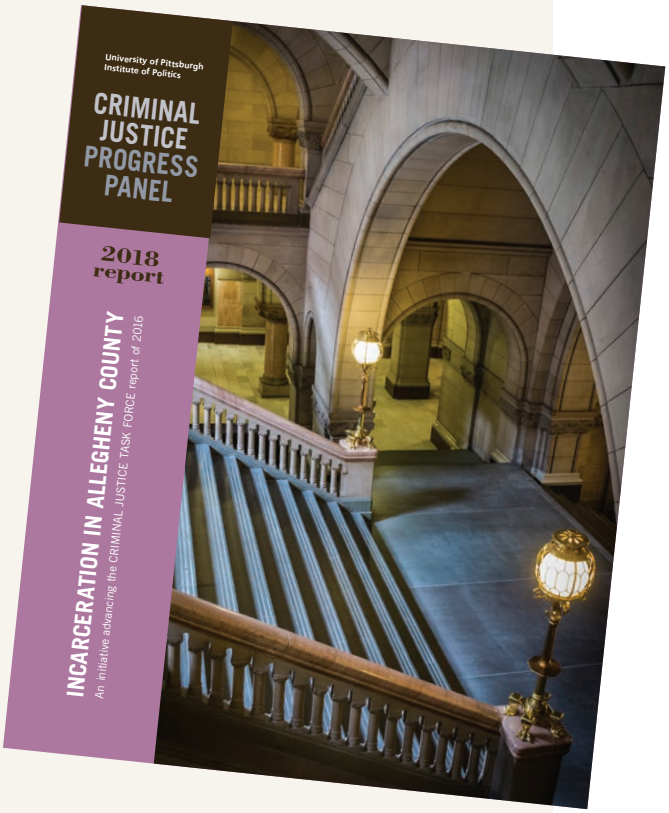
The report was disseminated to other colleges and universities in Southwestern Pennsylvania to assist them in designing their own responses to the opioid epidemic. The task force's report presents a comprehensive, thoughtful, and clear roadmap of concrete steps that all colleges and universities can take to strengthen its programs to address opioid misuse.

▶ The publication is available at: https://www.chancellor.pitt.edu/sites/default/files/2018-Report-Opioid-Use-Disorder.pdf

Special Projects Update

Criminal Justice Reform

Since the release of the Institute of Politics Criminal Justice Task Force's November 2016 report, *Criminal Justice in the 21st Century: Improving Incarceration Policies and Practices in Allegheny County*, the Institute has continued to work with elected and criminal justice leadership to implement best practices in keeping with the guiding principles and recommendations of the task force's report.



Embracing the first three recommendations of that earlier report, Allegheny County Executive Rich Fitzgerald:

- appointed a Progress Panel, chaired by Mark Nordenberg and Fred Thieman, which has been tasked with reviewing and publicly reporting on progress in implementing the 2016 report's recommendations;
- recruited Ed Mulvey, a distinguished Pitt professor of psychiatry with extensive expertise related to the criminal justice system, to serve in the newly created post of Criminal Justice Coordinator;
- directed the County's technology team to enhance existing information systems by developing new dashboards that can provide "real time" access to key data metrics essential to nurturing and measuring progress in the criminal justice system.

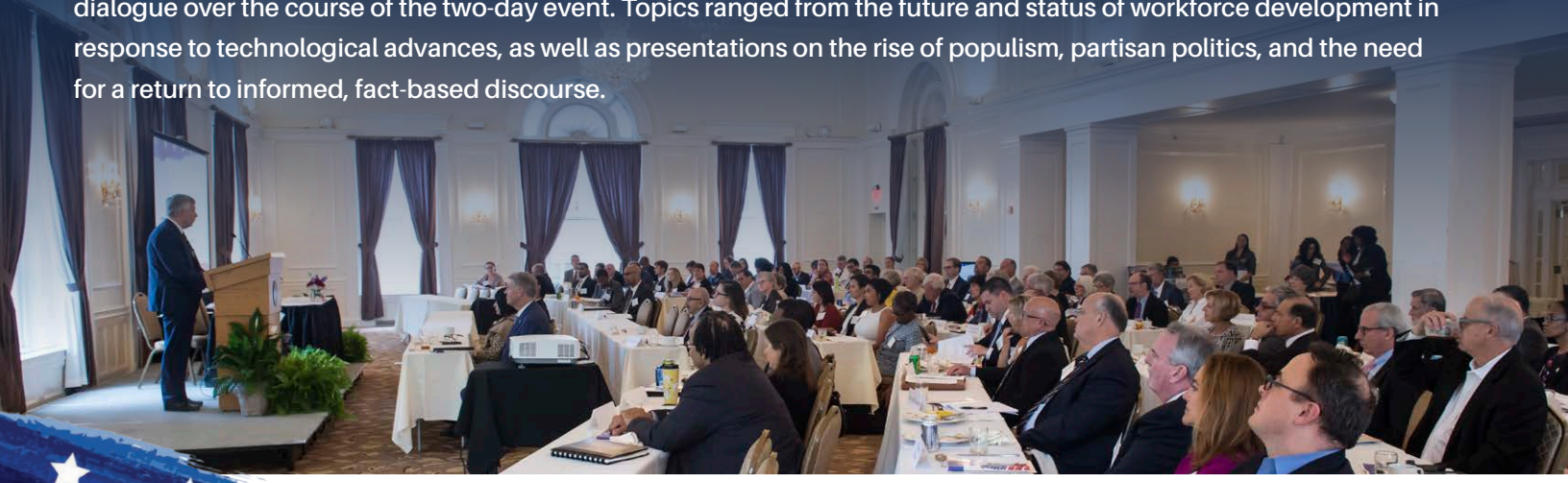
To show the progress the county has made toward accomplishing the goals in the task force's report, the Progress Panel developed a report that outlines the status of various criminal justice reform initiatives in the county and next steps for the county to push for greater fairness, efficiency, and public safety. The report was released in the fall of 2018 and is entitled *Incarceration in Allegheny County: An initiative advancing the Criminal Justice Task Force report of 2016*.

▶ The Progress Panel's Update report is available at: http://d-scholarship.pitt.edu/35178/



2018 Elected Officials Retreat

The 22nd annual Elected Officials Retreat centered around a series of presentations and discussions on "Democracy in America: Responding to Challenges and Change in Government, Society, and Work" on both a regional and national level. Over 140 elected officials and experts gathered in the University of Pittsburgh's University Club to engage in sustained dialogue over the course of the two-day event. Topics ranged from the future and status of workforce development in response to technological advances, as well as presentations on the rise of populism, partisan politics, and the need for a return to informed, fact-based discourse.



University of Pittsburgh Chancellor Patrick Gallagher



Mark Nordenberg, Chancellor Emeritus and Chair, Institute of Politics, University of Pittsburgh, opened the first day of the 2018 Elected Officials Retreat by expressing his excitement over the event's return to the University Club at the University of Pittsburgh. Relating a quotation to Chancellor Patrick Gallagher and his four years of engaged community service in the role of Chancellor, Nordenberg cited Jonas Salk's conviction that "the reward for doing good work is the opportunity to do more."

In his welcome to attendees, **Patrick Gallagher,** Chancellor, University of Pittsburgh, expressed his appreciation for the Institute's habit of "actually mak[ing] a concrete difference" in the community, highlighting its creation of "groundbreaking frameworks" for addressing urgent regional issues such as the opioid epidemic and criminal justice reform. Calling the retreat's agenda "ambitious and audacious," Gallagher then spoke of Alexis de Tocqueville's seminal text, Democracy in America, emphasizing that in today's tumultuous political and social climate (one filled with challenges and "seismic shocks"), Americans should recall de Tocqueville's exhortation that "the minds of citizens [should] be brought and held together by some principled ideas." Emphasizing that Americans faced with challenging circumstances have traditionally shown "a bend but not break resiliency," Gallagher called upon the university community and attendees to discover "how to find and apply that resiliency in a new way."

Can Manufacturing Make it in America?

Sree Ramaswamy, Partner, McKinsey Global Institute identified "two different landscapes" in American manufacturing, one in which large firms have grown while smaller and mid-sized firms have declined over a 20 to 25-year period. Ramaswamy then pointed out that "domestic content is not sourced here as much, causing a trade deficit and a loss of supply chain in advanced industries." The decline in a US industrial base causes existing firms to try to "preserve return on capital by cutting losses wherever they can," namely on sourcing materials and labor. As a result, in both the United States and the United Kingdom, companies have resorted to hiring more part-time employees and contract laborers, and cutting benefits. Ramaswamy argued that for both countries, the task is to address a two-fold challenge: how to retrain workers and how to increase investment in the national industrial base. Offering one response to this challenge, Ramaswamy argued that "digital and automation technologies hold the promise of improving productivity and quality across a range of manufacturing industries," but this is contingent on machines primarily performing "predictable tasks."



Sree Ramaswamy

In his closing remarks, Ramaswamy contended that revitalizing the US manufacturing sector "requires coordinated action to accelerate investment, technology adaptation, and productivity growth." This revitalization is achievable, in Ramaswamy's view, by strengthening the supplier ecosystem with investment, market diversification, and leadership capability. Additionally, by accelerating technology adoption and organizational changes to boost productivity, firms can simultaneously begin building scale and coordination in workforce programs to close the last-mile skill gap and promote mobility. In conclusion, Ramaswamy remarked, "Without capital, all other concerns are irrelevant."

Responding to questions from the audience, Ramaswamy spoke about a trend in German manufacturing firms to address "last mile issues" by hiring workers and allowing them to go through community college while working. In this system, workers can experience income growth and fluidly move to other firms with transferable skills. Other questions related to the management of capital investment, the prospect (pros and cons) of adopting a universal minimum wage, and the disparity in economic growth in urban vs. rural communities hit hardest by manufacturing-related changes.



Ricky Williams, Manager of Equity and Inclusion, Office of the Mayor, City of Pittsburgh

Automation, The Future of Work, and The New American Dream

Following Ramaswamy's presentation, Mark Nordenberg offered introductory remarks regarding the ongoing partnerships and collaborations between Carnegie Mellon University and the University of Pittsburgh. Nordenberg acknowledged Mark Kamlet and his associates at Carnegie Mellon University for "playing a leading role in the development of technologies that will affect work as we know it and thinking very seriously about the impact of those changes — to create good ones rather than destructive ones for society."

Mark Kamlet, University Professor of Economics and Public Policy; Provost Emeritus, Carnegie Mellon University, began his presentation by outlining CMU's machine learning department and their achievements in attracting companies like Google, Facebook, and others. According to Kamlet, machine learning, in contrast to "good old-fashioned AI," begins with a "raw, unstructured neural network with no connections." However, when a machine-learning computer is given a high volume of "training data," the computer "learns how to write its own software to perform a particular task," and does "increasingly better than the best human." Kamlet called this development a "turning point for humanity." Calling this groundbreaking shift in cognitive power "the end of the end of history," Kamlet highlighted the existence of a "hollowed out middle-class in America" resulting from computerization, the increased use of industrial robots, globalization, and the outsourcing of blue-collar jobs overseas.

While Kamlet emphasized some of the large-scale benefits of machine learning technology, he pointed out that individual citizens must "be able to [retain] a sense of respect, dignity, and purpose." According to him, large nations must find ways to redistribute wealth and income in some way "without dampening entrepreneurial spirit or the push for innovation." After showing a brief segment of a "Deep Learning" TED talk, Kamlet spoke about the United States' "premier research universities" as an economic advantage, and claimed that PhD graduates must be retained in the United States to maintain this edge. Finally, Kamlet emphasized the need to train students in areas where artificial intelligence and machine learning can't do well (in professions that involve "soft skills").

In the subsequent open discussion, Kamlet answered questions regarding the benefits of liberal arts education versus STEM-focused education. Attendees also voiced concerns regarding the development of machine sentience (specifically, self-awareness and language invention).

Uncivil Agreement: How Politics Became Our Identity

Liliana Mason, Department of Government and Politics, University of Maryland, launched her presentation by speaking about shifting trends in American partisan politics. According to Mason, partisans increasingly view the other party as more extreme than their own, preferring to live in neighborhoods with members of their own party while relying on negative stereotypes to justify their animosity as opposed to disagreements rooted in policy views. Mason observed that the increase in a partisan-fueled need for "victory" rather than lasting policy change reduces all legislative action to a kind of symbolic "horse race" or sporting event. Astutely, Mason remarked on the detrimental impact of this trend: "There's not supposed to be one side that wins in a democracy. It's about maximum benefit to the highest number of people." In the final segment of her presentation, Mason contended that partisan divisions move opposing parties from the status of political adversaries to enemies. Her proposed solution to the issue of polarization includes "strengthening a common identity in a context without competition or conflict" as well as consciously "taking the winning out of lawmaking" to refocus politics on true democratic ideals and aims.

In the open discussion, attendees asked questions regarding the commercialization of media companies, the downsides of "two-party" politics, and barriers to equal political access. A lively discussion unfolded addressing the role of social media in amplifying partisan tension.



Richard Taylor, President and CEO, ImbuTec, and co-chair, Institute of Politics Economic Development Committee

The Great Revolt: Inside the Populist Coalition Reshaping American Politics

Salena Zito, author of The Great Revolt: Inside the Populist Coalition Reshaping American Politics; columnist, New York Post and Washington Examiner; political analyst, CNN, voiced her contention that the 2006 and 2010 mid-term elections represented "voters sending a message to Washington D.C.," one that was misread by both politicians and pundits. According to Zito, following the 2012 Presidential election, both Republican and Democratic parties "reconstituted themselves," with the latter party losing "white working-class Democrats" as well as the "New Deal demographic" in favor of an "ascending multinational/multicultural generation." Zito cataloged her 2016 travels throughout Pennsylvania as a journalist and interviewer, a period in which she noted an increasingly Republican support base developing in Pennsylvania. Grassroots campaigning and evidence of partisan fervency crossed her path in the form of barns bearing the President elect's name, homemade Trump support signs, and even a horse with the word "Trump" painted on its body. Zito claimed that in the course of her travels she "understood that we [the media and political community] were not listening to people" regarding electing true "representatives" of local, regional, and national sentiments.



Salena Zito

Referring to her own work, Zito claimed that current and future leaders must prioritize "connect[ing] with the middle of this country" and refrain from seeing the election of Donald Trump as a mere "fluke," but rather as evidence of a real coalition. In her final remarks, Zito exhorted attendees to remember the importance of listening so we can know, understand, and potentially anticipate "what happens next."

In the open discussion, attendees posed questions regarding Trump's ideological compatibility with the Republican Party. Others spoke with regard to certain shortcomings in Hilary Clinton's regional presidential campaigning (appearing only in Pittsburgh and Philadelphia, rather than Erie or in central Pennsylvania). Zito, concluding the open discussion, reflected on an issue frequently found in large network reporting: "their instinct to point out the most ridiculous thing" as opposed to thoughtfully engaging with local citizens in a sustained and attentive way.

Truth Decay: An Initial Exploration of the Diminishing Role of Facts and Analysis in American Public Life



Michael D. Rich

Michael D. Rich, President and Chief Executive Officer, RAND Corporation, voiced his contention that "the most difficult and complex policy issues should be solved with rigorous analysis." He emphasized that RAND operates with this philosophy in mind and without a "political slant." Rich remarked that his and RAND's concerns regarding "truth decay" began several years ago and prompted an effort to attain "a rigorous definition of the term," and to locate "the cause of this phenomenon, including historical antecedents."

The next panelist, **Jennifer Kavanaugh,** Associate Director, Strategy, Doctrine, and Resources Program, RAND Arroyo Center; Political Scientist; Professor, Pardee RAND Graduate School, classified "truth decay" as a four-part trend. In her presentation, Kavanaugh argued that "truth decay is nothing new," having occurred in permutated form in the 1880s, 1920s, and 1960s in conjunction with the rise of mass-produced newspapers, radio programs, and television, respectively. According to Kavanaugh, what distinguishes the current state of "truth decay" is the fundamental disagreement over basic facts and data once thought incontestable. To account for this trend, Kavanaugh outlined fundamental changes in cognition influenced by "changes in information systems" (such as Google's search engine filtering), failures of the educational system (to teach students to evaluate credibility in source materials), and increased political polarization in the United States. Kavanaugh linked "truth decay" to an "erosion of civil discourse," which, in her opinion, has devolved to confrontational and personal attacks. Truth decay, according to Kavanaugh, has also caused "political paralysis" and "alienation and disengagement" due to the lack of agreement regarding fundamental facts.



Jennifer Kavanaugh

In her concluding remarks, Kavanaugh outlined a forthcoming research agenda designed to analyze the issue of "truth decay." This includes examining historical and international analogues to truth decay in contemporary America, as well as analyzing data and trends to account for the increasing distrust of institutions writ large. Kavanaugh and Rich ended their presentation by noting that RAND is currently examining (with the use of machine learning technology) the presentation of news information and how it has changed over time. RAND is also engaged in evaluating media literacy programs to see how they improve student outcomes.



Jason Altmire and Mark Nordenberg

Dead Center: How Political Polarization Divided America and What We Can Do About It

Jason Altmire, Former Member, U.S. House of Representatives, pointed out that "extreme partisans are most likely to vote in primaries, which has a profound political effect." He noted this fact while acknowledging that approximately 69 percent of Americans do not hold an extreme partisan stance. The Internet, according to Altmire, despite helping candidates and elected officials "generate a stronger voice" has had the detrimental effect of "reinforcing existing points of view" and encouraging users to faithfully "operate within those silos." Altmire spoke of the "filter bubble" phenomenon, which primarily amplifies and narrows "related content" based on existing viewing history, posts, etc. Altmire addressed other glaring issues, citing research showing how ideological bias and partisanship measurably affects cognition, and how most individuals are "swayed by weak arguments when they're aligned with an existing point of view, and often unaffected by strong arguments" in favor of a contradictory viewpoint.



2018 Retreat attendees



(From L to R) Jackie Dunbar-Jacob, Dean, University of Pittsburgh School of Nursing; Heather Arnet, Chief Executive Officer, Women and Girls Foundation; Evaine Sing, Executive Director, Grounded; Julie Strickland-Gilliard, Director, Western Pennsylvania, Office of the Lieutenant Governor, State of Pennsylvania; Doris Carson Williams, President and CEO, African American Chamber of Commerce of Western Pennsylvania.

In his conclusion, Altmire proposed several methods of changing or impacting partisan points-of-view. Namely, Altmire acknowledged that if an "opinion leader" from an individual's own party supports a position outside party lines, this creates the opportunity and space for more nuanced views among his/her constituents or followers.

Following Altmire's presentation, attendees asked questions regarding the effect (and efficacy) of exposure to opposing points of view, particularly among young voters. Other attendees raised questions and concerns about the use of video and audio editing to alter speeches, interviews, and commentary for partisan ends.

Mobilizing the Political Middle

Ryan Clancy, Chief Strategist, No Labels, outlined his organization's goal to "bridge the divide [between party lines], trying to bring leaders together to inspire change." According to Clancy, the most direct and effective response to the "radical forces tearing America apart" is to "create an equally strong force pushing in the other direction," empowering a group of independently minded members of Congress to operate differently, and outside party lines. No Labels' creation of The House Problem Caucus (24 Republicans, 24 Democrats) has led to progress with immigration, health care, infrastructure, and gun safety, but none of the proposals have received a vote on the House floor due to unilateral gridlock. In response, No Labels has advanced "The Speaker Project" and "Break the Gridlock" initiatives to counteract Congressional dysfunction. No Labels' "Break the Gridlock" initiative proposes rule reforms mandating that any bill with 290 co-sponsors must receive priority consideration and every member should be guaranteed at least one bill considered on the house floor. Clancy acknowledged that "it is a big political risk for Caucus members to support No Labels' proposed changes. Doing so entails a direct challenge to leadership." Nonetheless, according to Clancy, No Labels intends to "bring out more independently minded voters" in primaries, which could change the incentives and behaviors of politicians themselves, who may be overly influenced by extreme partisan turnout in recent elections.



Ryan Clancy

In the subsequent open discussion, attendees asked questions regarding No Labels' efforts on the state and local level. Other attendees drew attention to the possibility that bipartisan collaboration could "implode" should Democrats win the House or Senate, creating further division. Clancy responded to those concerns by remarking that the Caucus members' commitments of bipartisan collaboration prior to Congressional elections decreases the likelihood of a break in collaboration or productive discourse.

Institute of Politics Morton "Moe" Coleman Award for Excellence in Community Service

In Southwestern Pennsylvania, we place significant value on individuals who have a strong commitment to serve the region. To honor one of our community's greatest civic servants and to recognize those who have followed in his path, the Institute of Politics has created the Morton "Moe" Coleman Award for Excellence in Community Service.

The purpose of the Coleman Award is twofold:

- Create a lasting tribute to the Institute's founding director, Moe Coleman, for the substantial and enduring contributions he has made to Southwestern Pennsylvania, and
- Recognize elected and non-elected community leaders who, by personal example and sustained generosity, have made a significant impact in the region. Nominees for this award should be outstanding individuals whose leadership and efforts have advanced the quality of life enjoyed by the citizens of Southwestern Pennsylvania.

The award recognizes and honors an exceptional individual who makes community service a way of life, demonstrating a sense of caring and responsibility for others in a way that connects citizens and solves community problems.

To be eligible for the award, an honoree should, over a sustained period:

- Give freely and unselfishly of his or her time to community activities;
- Inspire others to serve and act as a role model;
- Create connections in the community that enhance coordination and collaboration in solving our region's challenges;
- Have a positive impact upon the direction and success of community projects, programs or individuals; and
- Improve the lives of others.

In addition, an individual must demonstrate significant and lasting contributions to the community beyond what is expected as a part of his or her professional life and/or demonstrate service to the community through participation on boards, volunteerism, and other activities that lie outside the scope of his or her current career.



Coleman Award winner Aradhna Oliphant with University of Pittsburgh Chancellor Patrick Gallagher

Interview with Coleman Awardee: Aradhna Oliphant

"Aradhna's service is unique because it is both broad and deep. It is broad in the sense that she connects with all aspects of the community: higher education, the arts, the court system, and health care. Yet she is also willing to go in-depth to tackle specific issues with community organizations. It's amazing."

— Robert Stein, Executive Director, The Institute for Entrepreneurial Excellence, University of Pittsburgh

Nordenberg praised Coleman Award Winner Aradhna Oliphant for her inspiring work as President and CEO of Leadership Pittsburgh Inc., noting her "inspirational passion for community engagement" and her concrete efforts to provide programming for veterans. Oliphant has been instrumental in training of over 2,000 Leadership Pittsburgh graduates who will "move our region forward" in a way that will "impact the region for many generations."

Growing up in India, Aradhna Oliphant did not particularly see herself as a leader. As a girl, she was expected to maintain certain gender roles, and while she was encouraged to go to school and earned her MBA in the process, the expectations were that she would pursue a career "only as far as it was complementary to the man she would marry." A girl's identity was to be defined always in relation to someone else — so, how do you really lead if your existence is valid only in relation to some other family member's?

Coming into another culture — the United States — and then ultimately moving to Pittsburgh, despite having taught as an adjunct professor in New Jersey, she remained uncertain of what to do next with her life. She did get connected to a small arts education organization and was encouraged there to participate in Leadership Pittsburgh, which opened her eyes to how she might get be involved in the region. While family always remained important to her, the knowledge of the region coupled with the relationships she formed through groups like the International Women's Forum made her believe in herself a bit more, and gave her a path as well as a passion to be involved in a world that was bigger.

Moe as a model

While the values instilled in her by her family have shaped her admiration for character traits such as humility and respect, Ms. Oliphant credits Moe with helping to demonstrate how to be kind and humble, but strong and disruptive at the same time.

Her MBA in Organizational Development had helped her to realize the importance of effective management, but leadership had to be learnt. Moe became a role model for this when he served on the board of The Forbes Funds where she worked. As she took on the helm of Leadership Pittsburgh Inc. as their CEO, she now had another opportunity to spread Moe's brand of servant leadership among the business and community leaders who came in touch with Leadership Pittsburgh's programs. Again, like Moe Coleman, she wanted to help leaders reach their true potential so that they, in turn, could nurture the talent within their own organizations and strengthen the community around them through service. She often calls upon leaders to look to themselves, and say, "what is it about my style and actions that can bring out the absolute best in those whom I get in contact with? "

Looking at the generational differences, she encourages younger people to not be afraid to reach out and ask for other people's opinions and ideas. Similarly, she advises those who have lived "a little longer on the planet" to invite those younger than themselves to take a seat with them at their tables to ensure that those who are established and those who are aspiring can work together and learn from one another. Mutual respect is important to her as it was to Moe.

A Passion for Serving

Ms. Oliphant points to many of the previous Coleman Awards as exceptional leaders whose jobs and busy lives could have easily kept them away from serving the wider community; these leaders are exceptional because they felt compelled to serve beyond their personal gain. She wonders just how much better the world could be if those who don't heed that call for service somehow could be enticed to finding the best of themselves through serving others. And she believes that the real community leaders never believe that they are doing "charity"; rather, they serve out of care and love and what they themselves get back in the process. She sees Leadership Pittsburgh Inc. as an entity that serves as a facilitator to bring out that best self in people as they seek to find their leadership and purpose in the community.

For Ms. Oliphant, any community's future centers on the strength of its relationships. She notes, "Relationships take time to build, and we are not always willing to invest the time." She sees continuing to build relationships across generation, race, geography, sector, and gender as the key to the region's future success, something that she continues to work toward through the programs at Leadership Pittsburgh and personally.

As of the time of this publication, Leadership Pittsburgh Inc. will have sponsored the first Big Table conversation in Pittsburgh, with nearly 4,000 people participating. As someone who serves through connecting ideas, resources, and people on a daily basis, this is an appropriate extension and expansion of Ms. Oliphant's work and her commitment to making the region stronger by bringing its people together. She notes that her biggest gratification came when, upon hearing about the award, she called Moe to thank him, and he said "kiddo, I am proud of you!" ■



Mark Nordenberg with Coleman Award winner Laura Ellsworth

Interview with Coleman Awardee: Laura Ellsworth

"There are two types of people who engage with the community. There are those who just lend their name ... and give money but little else. The second [much smaller] group are those who not only lend their name and prestige, but give all of their time, talent, and experience. That is Laura Ellsworth."

— John Denny, Principal, Denny Civic Solutions

Mark Nordenberg introduced Coleman Award winner Laura Ellsworth, Partner-in-Charge of Global Community Services Initiatives, Jones Day, as a meaningful contributor to "the greater good", and "the first woman to lead a major office of a major firm in Pittsburgh" while simultaneously channeling time and energy into other "worthwhile positions of civic leadership." Nordenberg highlighted Ellsworth's involvement in Jones Day's facilitation of free legal aid, her advocacy on behalf of immigrants, refugee families, and human trafficking victims, as well as her commitment to "making community service a way of life."

Laura Ellsworth's impact on the community extends far beyond Pittsburgh. As Partner-in-Charge of Global Community Service Initiatives for Jones Day, Ms. Ellsworth travels worldwide to help other nations implement rule of law initiatives. Her work in this field is remarkable; however, it is her efforts outside of Jones Day that have earned her the Coleman Award for Excellence in Community Service.

First, there is the sheer volume of her commitments. Over the years, she has chaired the Greater Pittsburgh Chamber of Commerce and the Three Rivers Workforce Investment Board (now Partner4Work) and served on a remarkably diverse array of nonprofit boards that span issues such as education, women's health, the arts, and human services.

Last year, she added a political element to her lifetime of commitment to public service by becoming a candidate for governor of Pennsylvania. As a business leader, she discovered a lot of about public service by taking that bold first step into politics, noting that "everything is harder, takes longer, and is more tangled. It's part of the genius of democracy, but for people who need [the government] to get things done, it's a very cumbersome system." She said business leaders are needed in community service now more than ever — they don't necessarily have to worry about earning someone's votes at the end of the day; rather, they can focus their efforts on solving the problem at hand.

A lifetime of inspiration

Ms. Ellsworth's life of service began early. Those who have heard Ms. Ellsworth speak about public service have probably heard about her father. An ophthalmologist, he spent many years doing pro bono work for children with retinoblastoma in New York. As a child, Laura helped her mother run an integrated, free day care in their neighborhood, something that was revolutionary during the 1960s. As a result, she grew up with the understanding and the expectation that everyone deserves to be treated with decency and respect.

In particular, Ms. Ellsworth notes the profound impact that Chancellor Emeritus Mark Nordenberg has had on her life. After switching careers, Ms. Ellsworth suddenly found herself at Pitt Law, uncertain if it would be a good fit for her. She was captivated by Nordenberg's teaching style and his enthusiasm for both the subject matter and teaching in general, and remarked that "there is no finer man that I know in this community, and it is a privilege to know him."

And she found inspiration from many of the people she met on the campaign trail. "Complete strangers would come up to me on the street, hold my hands, and say 'You give me hope'." She spent a lot of time talking to others about the importance of running for office and encouraging them to run.

"Laura Ellsworth, as chair of the Greater Pittsburgh Chamber of Commerce's board, was a driving force behind efforts to improve the region's competitiveness and quality of life. Under her leadership, the Chamber and its partners across the Commonwealth tackled statewide pension system reform, resulting in a bipartisan legislative solution that the Pew Charitable Trusts called 'one of the most — if not the most — comprehensive and impactful reforms any state has implemented. We will always be grateful to Laura for her vision and persistent leadership to make the Pittsburgh region a place of opportunity for not only businesses looking to invest and create jobs, but also the people who live and work here."

— Matt Smith , president,
Greater Pittsburgh Chamber of Commerce

Engaging the next generation of civic leaders

To others seeking to follow in her path, Ms. Ellsworth says, "Never say no — if anyone asks you to come and speak to their group — if someone asks you to meet with their cousin/daughter, if you can bring a young person with you to an event, do it. Every young person matters." And she is true to her word — she brought two young guests with her to the Elected Officials Retreat, where she received the Coleman Award. She also served as a mentor at the Elsie Hillman Civic Forum's Never a Spectator event for college students seeking to pursue civic engagement. At the time she was interviewed for this piece, she was speaking in Washington, DC at an event for emerging and young leaders at Jones Day, and she noted that it was not her speech but rather the opportunities for one-on-one conversations that would come later that would be most important.

Reciprocally, she advises young people to seek out as many of those "quiet moments" with senior leaders as possible. Her advice — "Find an issue that you're really passionate about, figure out who you'd like to work with, and get involved. You don't have to be on the board, but do the volunteer work, and you'll get an opportunity to the work with the leaders you admire."

When asked about the lasting impact she hopes that she and the other Coleman Award winners can leave on the region, she notes "I hope that it is another generation of people who feel committed to this place, … [where] it doesn't matter how fancy you are, if you have that work ethic and spirit, you're invited to the table." She continues, "that was the spirit and example of Moe Coleman; he taught generations of people, including me, to behave as he did — to resolve to be part of the solution. I hope that there are people who will follow that lead, and who [will] work hard to bring people to the table. If we can inspire the next generation of leaders to do the same, that would be our legacy." ■



Coleman Award winner Saleem Ghubril with Mark Nordenberg

Interview with Coleman Awardee: **Saleem Ghubril**

"In my 30 years of leadership roles at Pitt, I regularly had to confront myself with the question of whether I was acting as Saleem Ghubril would act: doing big things but remaining focused on enhancing the lives of others, not enhancing my own life."

— Alan Lesgold, former dean,
University of Pittsburgh School of Education

In introducing Saleem Ghubril, Executive Director of Pittsburgh Promise, Mark Nordenberg highlighted Ghubril's insistence on "working energetically and continually while serving as a model and inspiration to what the highest levels of human decency can be," all while bearing the responsibilities of a "true leader and public servant." For his continued investment in the lives of children, one nominator characterized Ghubril as "the next generation Mr. Rogers." ▶

Saleem Ghubril *(continued)*

Leading by example

"God, I want my life to count." That was the first prayer Saleem Ghubril remembers uttering, as a 14-year-old growing up in Lebanon at the start of that country's civil war. Because his father worked as an accountant at the American embassy, he and his family had the opportunity to flee the country and start a new life in America. Things did not go smoothly at first, and he recounts being kicked out of both his first high school and his first university in the United States. Grateful for the second chances he has received, he has structured the Pittsburgh Promise to do the same — provide guidelines to keep students on a path, but also provide opportunities to those who would benefit from a second chance.

The role of mentors

Rev. Ghubril credits three significant influences in his life. One, Tony Campolo, taught him to "go where you are most needed" and "don't follow the path of least resistance." Another — John Perkins — had never risen past third grade in formal schooling, but that did not stop him from receiving 10 honorary doctorates. He was a champion of racial healing and social justice, and believed in the importance of ownership and redistribution — "you can teach a man to fish, but who owns the pond?"

In sharing about his third mentor, Fred Rogers, Rev. Ghubril illustrates his impact with a story. He said that Mr. Rogers often carried a camera with him. When people would ask for pictures with him, he would ask the same of them, because he wanted to capture that moment with them as well. Mr. Rogers ended up with a wall of pictures of all of the people he had met, because he felt that each person was as special, and as worthy of recognition, as he was. Rev. Ghubril has brought this philosophy into his lifetime of working with children, saying that "every child deserves every opportunity."

A lifelong legacy

In the words of Alan Lesgold, Mr. Ghubril is someone 'who has street cred, listens to all parties, and is willing to act boldly based on what he has heard." In doing this, he embodies the Moe Coleman approach to community service. Rev. Ghubril recognized early on in his career that in order to do the work he felt called to do, he had to move out of his north Pittsburgh suburb and into the community that he was working with.

With his wife and children in tow, he bought a vacant school in the Northside and turned it into the Pittsburgh Project — a community development organization that supports the needs of the residents of the Northside, especially its children, through out-of-school time programming and other efforts. The residents supported him throughout the process, and he later learned that the community had rejected every other buyer's attempts to purchase that building.

As a Coleman awardee, Rev. Ghubril says that he feels honored to be included among people whose work he has long admired, among them:

- Helen Faison, (former superintendent, Pittsburgh Public Schools) who brought equity and justice to the education system in Pittsburgh
- Marc Cherna, (director, Allegheny County Department of Human Services) whose work at the Allegheny County Department of Human Services is known nationally, and whose efforts to work in a productive and bipartisan manner earned him the respect and support of all three of Allegheny County's commissioners (when that form of government was still in place)
- Jim Rohr, (former chairman & CEO, PNC Financial Services Group) who literally reshaped the landscape of Pittsburgh's downtown through his work with the Pittsburgh Cultural Trust
- Linda McKenna Boxx, (chairperson, Katherine Mabis McKenna Foundation) someone whose work is visible in the environment through the many trails she has helped to create
- Max King, (president and CEO, The Pittsburgh Foundation) who has used his positions of power and his access to resources in order to advance the causes of those left out of Pittsburgh's progress

In starting the Pittsburgh Project, and in continuing to serve the community through the Pittsburgh Promise, Rev. Ghubril has continuously worked to create opportunities for students to connect and serve alongside others, noting that it is the "alongside" that makes the difference. For moving the region forward, Rev. Ghubril believes in the transformative power of people who have had different life experiences serving together toward a common purpose. ■

University of Pittsburgh
Elsie Hillman Civic Forum

Supported by the Henry L. Hillman Foundation and developed to continue the incredible legacy and values of Elsie Hillman, one of our region's most influential and inspiring social actors, the Elise Hillman Civic Forum provides students with the opportunity to engage with the local community through one or more of its five programs. As members of the Elsie family, students learn from regional leaders, are given opportunities to work with communities and organizations to improve the region, and are given the tools they need to make a difference, commit to social responsibility, and empower others around them to do the same.

Ambassadors for Civic Engagement Fellowship

The Institute launched its inaugural class of its Ambassadors for Civic Engagement (ACE) fellowship during the 2017-18 academic year. The ACE Fellowship offers Pitt graduate students an opportunity to apply their academic skills and experience to a community partner initiative focused on affecting positive community outcomes. The fellowship pairs three graduate students from various disciplines with a single community partner to work as a team on a critical community need or policy issue. Last year, students assisted Adagio Health in planning and implementing its first women's health policy symposium and networking event: Transforming Women's Health. They also helped to establish a Western Pennsylvania Women's Healthcare Consortium and assisted with advocacy efforts surrounding Title X.

Students in the 2018-2019 ACE Fellowship class will work with the Allegheny County Department of Human Services, Office of Behavioral Health, Bureau of Drug and Alcohol Services.



2017-2018 Elsie ACE Fellows, Helen Ann Lawless, Sarah Amanfu, and Shannon Whitaker at Adagio Health's Transforming Women's Health symposium.



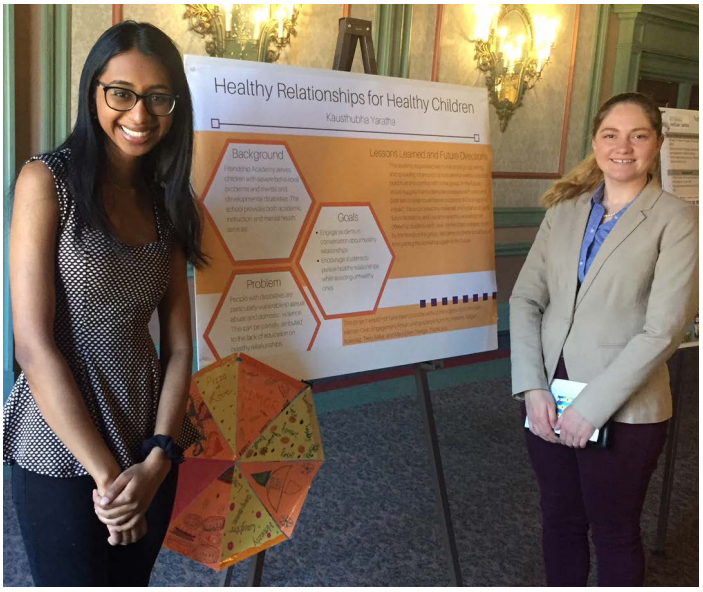
Transforming Women's Health symposium

> *"I am so proud to have been a part of the inaugural Elsie ACE fellowship class through the Institute of Politics. From the outset of this experience, I was treated with respect and viewed as a colleague with valuable input as opposed to "just an intern." Because of this mentality, I had the opportunity to work on tasks that were integral to the success of various advocacy initiatives at Adagio Health. Words cannot express how grateful I am for this program and for the experiences I have had as an Elsie ACE. It is an honor and a privilege to be a part of Elsie's legacy, and I will carry her spirit with me throughout the rest of my career."*
>
> *— Helen Ann Lawless, 17-18 Elsie ACE*

Elsie Hillman Honors Scholars Program

The Elsie Forum's second class of students completed the Elsie Hillman Honors Scholars Program in the spring 2018 semester. The Elsie Hillman Honors Scholars Program connects entrepreneurial and creative students with regional community partners to develop original projects that explore and address community needs and reflect the social commitment of Elsie Hillman. Through a collaborative process, each student works closely with their community partner to develop a project, create a product, or conduct research that addresses an issue they care about.

> *"The Elsie Hillman Scholars program was most unique and one of the most rewarding experiences, both professionally and personally, during my time at Pitt. There are no similar opportunities for undergraduate students with the program's project-oriented curriculum, year-long placement, and incredible networking experiences through your community partner and the Institute of Politics."*
>
> *– Dominic DiSanto, Elsie Scholar 17-18*



Kausthubha Yaratha, Elsie Scholar, sharing her project with the Watson Institute Friendship Academy with Katelyn Bailey



2017-2018 Elise Scholars at the end of the year community reception. left to right (Megan Soltez - former program manager, Jonathan Brennan, Dominic DiSanto, Kausthubha Yaratha, Elizabeth Bina, Melana Dayanim, Julia Abbondanza, Hashaam Jamil (withdrew from program), Noah Coco

The 2017-18 Elsie Scholars produced projects that left a positive impact for multiple Pittsburgh communities through partnerships with the following organizations:

- **Assemble** — *Developed a fundraising and advocacy plan for STEAM education*
- **Steel Smiling** — *Developed a mental health needs assessment for marginalized communities*
- **412 Food Rescue** — *Developed a program plan for expansion into the 724 area code*
- **UPMC Children's Hospital** — *Created health education brochures for children, teens, and their parents to reduce opioid abuse*
- **Homewood Children's Village** — *Researched affordable housing alternatives in Homewood*
- **Allies for Children** — *Developed policy research on children services funding*
- **ACTION Housing** — *Evaluated best-practices of equitable development projects*
- **Watson Institute Friendship Academy** — *Created curriculum on healthy relationship-building for people with disabilities*

Institute of Politics Internship and Seminar

Since 1990, the Institute of Politics Internship and Seminar has provided students with hands-on experience working with local, state, and federal elected officials involved in policy making in the Pittsburgh region. Students work nine hours per week in their assigned offices, and gain an understanding of the services that those offices provide, as well as the types of requests that elected officials receive from their constituents. The accompanying weekly seminar teaches students the historical, economic, and social background of Western Pennsylvania, so they can analyze the policymaking process and consider the various political and non-political factors that influence decision makers. At the end of each semester, the students conduct a mock committee hearing on a bill that is currently before the Pennsylvania General Assembly. In 2018, 33 students participated in the program over the course of two semesters.



Internship and Seminar participant Dan Nemanic with State Representative Dan Miller.

Participating Elected Officials and Intern Placements

U.S. Senator Bob Casey

U.S. Representative Mike Doyle

U. S. Representative Conor Lamb

U.S. Representative Keith Rothfus

State Senator Jay Costa, Jr.

State Representative Dom Costa

State Representative Austin Davis

State Representative Dan Deasy

State Representative Frank Dermody

State Representative Dan Frankel

State Representative Ed Gainey

State Representative Dan Miller

State Representative Mark Mustio

State Representative Jake Wheatley

Pittsburgh Mayor William Peduto

Pittsburgh City Councilwoman Debra Gross

Pittsburgh City Councilman Bruce A. Kraus

Pittsburgh City Councilman R. Daniel Lavelle

Pittsburgh City Councilman Corey O'Connor

Pittsburgh City Councilperson Erika Strassburger

Jennifer Beer, Vice President, Government Relations, Greater Pittsburgh Chamber of Commerce

NETWORK WITH PITTSBURGH'S ELITE

NEVER A SPECTATOR

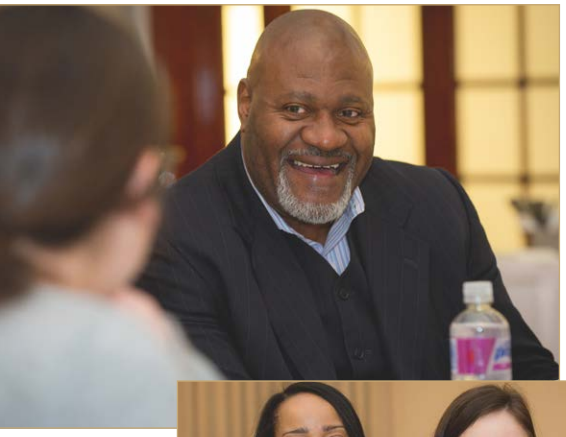
A CIVIC ENGAGEMENT FORUM



Keynote speaker Grant Oliphant

Never a Spectator

Never a Spectator aims to reflect the goals of both the Elsie Forum and Elsie Hillman herself by encouraging a diverse assortment of high-achieving students to meet with regional community leaders and discuss their commitment to civic engagement, their passion for public service, and how they can utilize these traits to reach their goals. At the event, students are able to network with some of the region's most prominent elected officials, foundation executives, and nonprofit and business leaders. The event also introduces students to the Elsie Forum and other civic engagement opportunities at Pitt.



Community mentor State Representative Jake Wheatley



Community mentor LaToya Warren, Assistant Deputy Director of Forensic Services at the Allegheny County Department of Human Services, with student attendees

The 2018 keynote presenter was **Grant Oliphant,** president, The Heinz Endowments. Oliphant spoke about how Elsie Hillman's legacy translates to our current moment. When Elsie saw something wrong she worked with whoever she could and did whatever she could to fix it. Elsie's legacy is captured in a 14th century poem by Hafiz, who wrote:

The small man
Builds cages for everyone
He
Knows.
While the sage,
Who has to duck his head
When the moon is low,
Keeps dropping keys all night long
For the
Beautiful
Rowdy
Prisoners.

"We are living in an era of small men, but fortunately, there are also hopeful liberators whose goal it is to be the dropper of keys so that we may liberate ourselves and those around us. Throughout human history, we have been trying to free ourselves from cages built by small men.

Today, our stakes are so much higher than ever before. Small men seek to destroy the ecosystem that sustains us, destroy the trust in self-government that protects and empowers us, undo the sense of self-interest that allows us to see, speak, and work with each other, and unravel the threads of community that connect and nurture us. Now is not the time for despair, we must step up as courageous and ethical leaders and provide hope in these difficult times."

Oliphant provided five observations he had on what makes a courageous and ethical leader. First, you must be **willing to act**. The world needs our voice and authority. We need to take actions that are not purely about us. Second, we must **move and act now**. As Dr. Martin Luther King stated, courageous and ethical leadership requires a "fierce urgency of now." Change comes from a long line of "fierce nows" until the moment clicks. Further, leaders need to be **willing to move past dualism**. We cannot pull punches, but we also cannot demonize the other side. Disagreeing with ideas is fine, but we need to respect the other person. Change also requires proximity. In order to help someone or change something you need to get to know him or her first. Start by getting close and listening and learning to those you want to work with. Additionally, we must lead in a way in which we **do with, not for**. The sage, in Hafiz's poem, does not open the doors for the prisoners he just drops the keys. It is important that the prisoners open their own doors. Leaders who arrive as saviors strip the people they would help of their power and agency. We need to empower people so that they can see their own strength and capacity to find a way out. Finally, courageous and ethical leaders **know when to let go**. New power, driven by online communication, has allowed successful social change to occur from largely undirected movements. A movement is only a movement when it is able to move without you.



Community mentor and Elsie Hillman Civic Forum Advisory Board member Ron Kaufman, political strategist, with student attendees

Elsie understood these observations of good leadership without ever compromising what she believed in. She modeled coming together from across the aisle to get it done. The cage building men of our era do not want the prisoners to learn we might have something in common, that we might actually have reasons to work together or we that we already hold the keys to push open the cell doors that confine us. Hafiz reminds us that:

Out
Of a great need
We are all holding hands
And climbing.
Not loving is a letting go.
Listen,
The terrain around here
Is
Far too
Dangerous
For
That.

We are in dangerous times, but there is a way through together as long as we do not let go.

During the second half of the event, each student met with three of the 18 community leaders for a discussion on the importance of civic engagement and how it has changed in the region in recent years. Students and mentors also discussed how to facilitate civil dialogue and find common ground when grappling with the complex issues facing our region.

2018 Never a Spectator Community Mentors

Mr. Aerion Abney
Former Program Officer
POISE Foundation

The Honorable Albert "Chip" Abramovic
Commissioner
Venango County

Samantha Balbier
(former) Executive Director
Greater Pittsburgh Nonprofit Partnership

Ms. Diana Bucco
President
The Buhl Foundation

Ms. Esther Bush
President and CEO
Urban League of Greater Pittsburgh

Mr. G. Reynolds Clark
Former Vice Chancellor and Special Assistant to the Chancellor
University of Pittsburgh

Mr. John Denny
Chair, Elsie Hillman Civic Forum
Principal, Denny Civic Solutions

The Honorable Hal English
(former) Member
PA House of Representatives

Commander Eric Holmes
Commander
City of Pittsburgh, Bureau of Police

Mr. Ronald Kaufman
Senior Strategic Advisor and Independent Consultant
McKenna Long & Aldridge LLP

Ms. B.J. Leber
President and CEO
Adagio Health

Ms. Kathy McCauley
Manager of Strategic Planning
Allegheny County Department of Human Services

Mr. Wasi Mohammed
(former) Executive Director
Islamic Center of Pittsburgh

Mr. Mark Nordenberg
Chair, Institute of Politics
Chancellor Emeritus, University of Pittsburgh

Ms. Soo Song
First Assistant U.S. Attorney
Western District of Pennsylvania

Rabbi Ron Symons
Senior Director of Jewish Life
Jewish Community Center of Greater Pittsburgh

Ms. LaToya Warren
Assistant Deputy Director, Forensic Services
Allegheny County Department of Human Services

The Honorable Jake Wheatley
Member
PA House of Representatives



Grant Oliphant, President, The Heinz Endowments



Shenay Jeffrey, Assistant Director of PittServes and Esther Bush, President and CEO of the Urban League of Greater Pittsburgh pose with Elsie Scholar Hashaam Jamil.



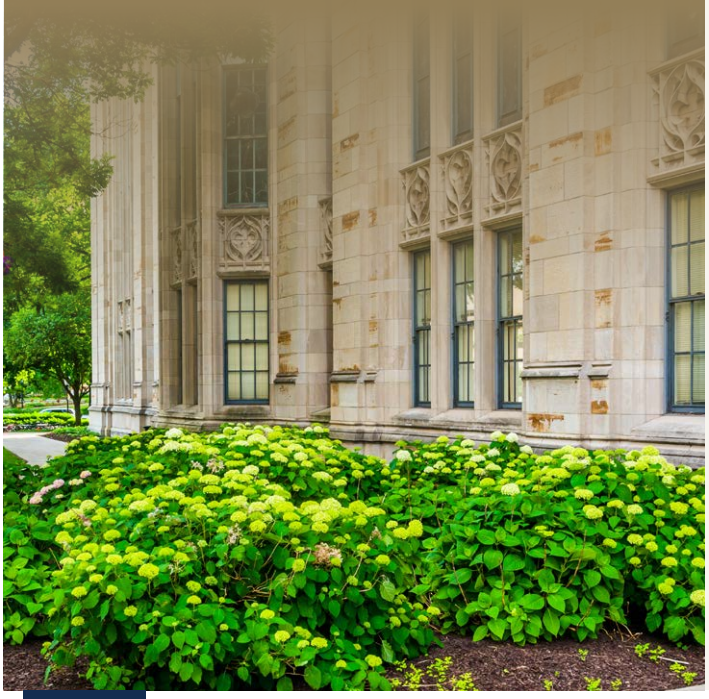


The Dick Thornburgh Forum for Law & Public Policy

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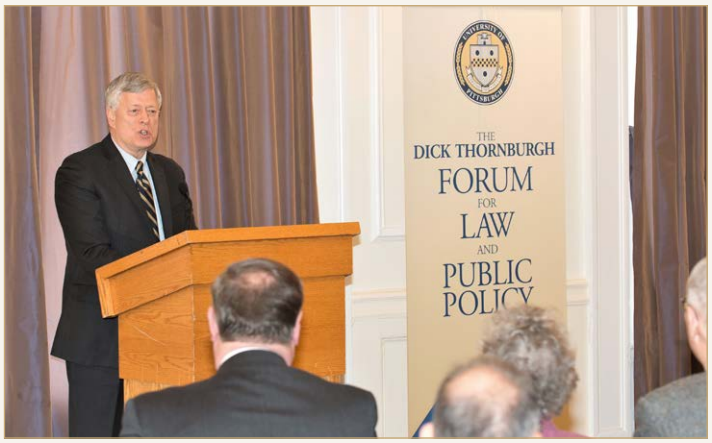
Chancellor Emeritus Nordenberg to Direct Thornburgh Forum Within Institute of Politics

The Dick Thornburgh Forum for Law & Public Policy will continue its mission of fostering public education and civic action on important public policy issues under the stewardship of Chancellor Emeritus Mark Nordenberg and the University of Pittsburgh Institute of Politics. Nordenberg, who chairs the Institute of Politics (IOP), succeeds Ed McCord, formerly the associate dean of the Honors College, who retired this past summer after serving as the Forum's director since 2010.



Over the course of his long career in public service, Dick Thornburgh built an extraordinary and inspiring record of leadership from a number of extremely important positions: U.S. Attorney for Western Pennsylvania; Assistant U.S. Attorney General in charge of the Criminal Division of the U.S. Department of Justice; two-term Governor of Pennsylvania; U.S. Attorney General under both President Ronald Reagan and President George Herbert Walker Bush; and Under-Secretary General of the United Nations. He is widely admired for delivering strong leadership under pressure and for his commitment to respectful, values-based professionalism and for exemplifying integrity and effectiveness in all that he does.

"Dick and Ginny Thornburgh's commitment to the University of Pittsburgh supports values and opportunities that are increasingly needed in society today," said Chancellor Patrick Gallagher. "From celebrating students who make a difference in the lives of those with disabilities to creating a space for the deep and difficult conversations that underpin our democratic system — their support plays an invaluable role in advancing Pitt's mission of leveraging knowledge for society's gain. Moving these programs to the Institute of Politics — and under Mark Nordenberg's leadership — helps to ensure that this profound role will endure for years to come."



Mark Nordenberg welcomes attendees to a Thornburgh Forum event.



Heather Tomko receives the 2018 Dick Thornburgh Disability Service Award presented by Dick and Ginny Thornburgh and Leigh Culley, the Director of Disability Services at the University of Pittsburgh.



Established in 2007 by Thornburgh — a graduate of Pitt's School of Law who serves as an emeritus trustee — and his wife, Ginny, the mission of the Forum builds upon Thornburgh's legacy to advance his vision of creating effective and principled governance. Its programs include the American Experience Lecture Series, which is sponsored in partnership with the University Honors College; the Thornburgh Family Lectures on Disability Law & Policy; and the Thornburgh Lectures on Governance.

The Forum also sponsors a number of student awards and supports both faculty and student research projects involving the Thornburgh Archives, which were transferred to the University in 1998 and contain a rich collection of original materials of relevance to contemporary issues.

"Both Ginny and I have been very pleased with the home that has been created at the University of Pittsburgh, both for the Thornburgh Forum and for the Thornburgh Archives," Thornburgh said. "Credit for the record of impact that has been built should be shared by many people. Mark Nordenberg certainly is one of them. He has been actively involved at every step along the way — beginning during his years as dean of our School of Law, extending through his tenure as chancellor, and also as chair of the IOP. I am confident that the momentum built during Ed McCord's years as director will be maintained under Mark Nordenberg's leadership. In fact, I do not know of anyone better positioned to weave the Forum's work into both the academic programs of the University and the life of the broader community."

Over the course of the past 30 years, the IOP has earned widespread recognition as a distinctive regional asset by serving as a neutral, non-partisan forum for elected officials and other civic leaders to advance Western Pennsylvania by developing policies that are effectively responsive to important regional issues. Three years ago, the IOP also launched the Elsie Hillman Civic Forum, which supports programs designed to nurture a strong sense of commitment to civic engagement among Pitt students.

"The addition of the Thornburgh Forum leaves the IOP with a highly complementary array of strong programs," said Nordenberg. "The Institute's traditional programs are focused on our home region and the Elsie Hillman Civic Forum is focused on our student body, while the Thornburgh Forum is focused principally on national and international issues. Speaking more personally, I have had the chance to work closely with Dick Thornburgh on a number of matters over the course of the past three decades. Those experiences have left me with boundless admiration, for what he has accomplished and also for the values he has advanced over the course of his extraordinary public life. Becoming the director of the Forum that bears his name, then, is a special privilege."



"Canine Partners for Life: How Service Dogs Unleash Abilities," presented by Kathleen Smith Bell, a volunteer for Canine Partners for Life and the SCI Somerset Puppy Program for the Thornburgh Family Lecture on Disability Law & Policy on Oct. 30, 2018

The Thornburgh Forum Advisory Committee is chaired by Sam Zacharias and David Ehrenwerth.

New Institute of Politics Staff

Samantha Balbier



Samantha became the Director of the Institute of Politics (IOP) and the Elsie Hillman Civic Forum in early 2019. Prior to joining the IOP, she worked on a range of public policy issues facing the nonprofit sector as the Executive Director of the Forbes Funds' Greater Pittsburgh Nonprofit Partnership (GPNP), a coalition of over 450 organizations from Southwestern Pennsylvania. There, she worked with regional leaders to advocate on behalf of the sector to address federal and state issues such as charitable tax status, healthcare reform, overtime rules, tax reform, behavioral health, state performance-based budgeting, and the upcoming 2020 US Census. She has a breadth of knowledge in issue-based policy, especially in the fields of pediatric environmental health, green building design, early childhood education, and human services. Over the past twenty years, she has filled a range of roles including working in philanthropy as program staff at the Heinz Endowments, as an Executive Director of an environmental health nonprofit, and as a special consultant to the Commonwealth of Pennsylvania's Office of Child Development and Early Learning, where she launched a statewide initiative that engaged five state departments.

Her policy analysis and program development activities reflect the importance of strategically engaging content experts with elected and government officials and have resulted in Pennsylvania being awarded the Excellence in Environmental Protection of Children from the Children's Environmental Health Network in 2014, as well as the Innovation in Education Award for the 2016 GPNP Behavioral Health Public Policy Cohort awarded by Mental Health America.

Samantha holds Bachelor's degrees in Business and Social Work from Mercyhurst University. She received her Master's in Social Work with an emphasis in public policy and community organizing from Pitt in 1998. Samantha received the Outstanding Alumni Award from the University of Pittsburgh's School of Social Work in 2018. She is incredibly grateful to the University and her former graduate school advisor, the late Dr. Morton Coleman, Founder of the Institute of Politics, who guided her towards this career in public policy.

Meredith Mavero

In January of 2018, Megan Soltesz, the Institute's former deputy director and manager of the Elsie Hillman Civic Forum, left the Institute and returned to the University of Pittsburgh School of Social Work as their director of administration. In her time at the Institute, Megan helped to develop and implement the Elsie Hillman Civic Forum, which is currently in its third year and has already inspired hundreds of Pitt students to become more civically engaged in the Pittsburgh region.



Succeeding Megan at the Elsie Forum is Meredith Mavero. As the Institute's manager of student programs and community outreach, Meredith manages the five programs of the Elsie Forum: the Internship and Seminar Program, the Elsie Honors Scholars Program, the Ambassadors of Civic Engagement Program, Legislator for a Day, and Never a Spectator. She also assists the Institute's director with stewardship activities, proposal writing and reporting, and grants management.

Meredith started her career in academic program management at the University of Pittsburgh's Graduate School of Public Health, where she established student career-development programs, alumni and employer networking events, and a global health field experience program for students interested in working abroad. Meredith earned her bachelors of arts degree in communication and rhetoric and her master of education degree in higher education management from the University of Pittsburgh.

Kim Carson



Kimberly Carson is the Program Administrator at the Dick Thornburgh Forum for Law & Public Policy at the University of Pittsburgh. As the sole staff person for this department for nearly a decade, Kim organizes and administers all events brought to campus by The Dick Thornburgh Forum, reconciles the endowment budget, promotes grants and the associated application process for each, coordinates and produces an annual fundraiser, composes an electronic newsletter, serves as the webmaster, and a variety of full-circle office management responsibilities.

Kim came to the Dick Thornburgh Forum following her position as Operations Administrator at Pitt Law. Having worked for several years with Governor and Mrs. Thornburgh coordinating the Thornburgh Family Lecture Series on Disability Law & Policy, it was an honor to accept the opportunity to move to this position and work to broaden the mission of the Dick Thornburgh Forum at the University of Pittsburgh.

Institute Interns

Dan Nemanic

Dan Nemanic graduated from the University of Pittsburgh in April 2019 with a degree in Economics, Political Science, and Italian. He hopes to pursue a career in public service, legislation, and advocacy. Originally from Greensburg, Pa., he is interested in protecting the environment, transitioning to renewable energy, and generating wealth in poverty-stricken communities. Outside of formal studies, he enjoys drawing connections between music, arts, and culture to politics and social movements.

Alexandra Curtis

Alexandra is a rising junior Nordenberg Leadership Scholar from Bethlehem, Pennsylvania, double majoring in Politics-Philosophy and Global Studies with a concentration in Cultural Dynamics. She is also pursuing a minor in French and a certificate in Corporate and Community Relations. This summer, Alexandra will be studying wrongful conviction and human rights in the London prison system, under the director of the California Innocence Project, Professor Justin Brooks.

Alexandra worked on projects for the Economic Development and Workforce Development Committees, and assisted in reviewing and editing Institute publications.

Kelly Tarnovski

Kelly Tarnovski graduated from the University of Pittsburgh, with a major in Social Work, a concentration in Psychology and a minor in Political Science. She interned with the Institute during the 2018-19 year as part of her degree's field education component. Post-graduation, she hopes to pursue a career in the nonprofit field.

Kelly is working with the Institute's Environment, Education, and Workforce Development Committees, as well as the Lead-safe Demolition Working Group. In that capacity, she is researching carbon pricing initiatives in other states, helping to conduct and record focus group sessions with school administrators, and drafting a report on dual enrollment, early college high school programs, and apprenticeships and pre-apprenticeships.



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