

**Center for State Policy and Leadership
University of Illinois at Springfield**

Strategic Plan

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UIS Center for State Policy and Leadership

Strategic Plan

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Executive Summary

The Center for State Policy and Leadership has been the central focus of public affairs research and service and citizen education at the University of Illinois at Springfield for more than 25 years. The Center's policy units, the Institute for Legal and Policy Studies and the Institute for Legislative Studies, conduct policy and evaluation research and provide training and leadership development programs for a wide range of state agencies, foundations, associations and nonprofit organizations. *Illinois Issues* and WUIS are nationally recognized leaders in citizen education and public affairs communication. The Office of Electronic Media and the Survey Research Office provide services to academic and administrative units of UIS, state agencies, and a wide variety of nonprofit clients. The Center administers two nationally recognized internship programs. The Graduate Public Service Internship Program places over 100 graduate interns with over 20 state agencies, while the Illinois Legislative Staff Intern Program places 24 graduate interns with the policy staffs of the Illinois General Assembly. The Center also maintains a strong link with the Abraham Lincoln Presidential Library and Museum through its co-sponsorship of the Papers of Abraham Lincoln.

UIS has embarked on a new era. Through its new strategic plan, it aspires to be one of the top five small public liberal arts universities in the United States. The Center will play a key role in that future. We will continue to give focus and strength to the unique public affairs dimension of UIS, which is expressed in the "Making a Difference in the World" goal within the UIS strategic plan. At the same time we will continue to contribute to the core academic mission of UIS through the Center's key role in public affairs education. The Center's graduate internships play a major role in recruiting and supporting high quality graduate students at UIS. The Center will be an essential partner with academic units in the development and the delivery of the public affairs activities, public policy forums, lecture series, internship opportunities and policy research that will provide structure and content for the "Engaged Citizenship Common Experience" component of our new general education curriculum.

Mission Statement

The Center for State Policy and Leadership, located in the Illinois state capital, emphasizes policy and state governance. The Center identifies and addresses public policy issues at all levels of government, promotes governmental effectiveness, fosters leadership development, engages in citizen education, and contributes to the dialogue on matters of significant public concern. Working in partnership with government, local communities, citizens, and the nonprofit sector, the Center contributes to the core mission of the University of Illinois at Springfield by mobilizing the expertise of its faculty, staff, students, and media units to carry out public affairs programs, research and dissemination, professional development and training, civic engagement, technical assistance, and public service activities.

Vision Statement

The Center for State Policy and Leadership will be an independent and nationally recognized resource for scholars and state policymakers, opinion leaders, and citizens. The Center will be known for its high-quality, nonpartisan public policy research, innovative leadership and training programs, and timely and thought-provoking educational forums, publications, media productions and public radio broadcasts.

The Center will take an active role in the development of ethical, competent, and engaged students, faculty, staff, citizens, and community and government leaders by providing intern, civic engagement, and professional development opportunities, not only in-person but through the use of multi-media and on-line technologies.

Statement of Strategic Intent

The Center for State Policy and Leadership will build on its record of excellence in policy research, service, and media outreach and on its location in the state capital to become a premier public affairs resource while making an integral contribution to the academic mission of UIS.

Strategic Goals

Goal #1 Inform public policy and improve policy processes

The Center will inform public policy development and analysis and improve the policy process through its research, programs, and activities. This will be accomplished by pursuing a public policy research agenda that will increase understanding of public policy issues and an application/outreach agenda that will increase the knowledge and awareness of public policy issues by decision makers and opinion leaders.

Selected Programs and Initiatives: Illinois Democracy Project, Public Policy Briefings, State Capitol Report, *Illinois Issues*, WUIS

Goal #2 Improve public sector performance

The Center will improve public sector performance through its training and leadership programs and contract funded program evaluation research. By providing training and support for public officials, the Center will enhance the quality of public leadership and promote ethical conduct in the public and nonprofit sectors. By providing objective evaluations of public programs, the Center will improve the quality of public programs.

Selected Programs and Initiatives: Certified Public Managers Program in Illinois, Public Affairs Reporting Internship Hall of Fame

Goal #3 Increase civic knowledge and promote civic engagement

The Center will increase civic knowledge and promote civic engagement through its programs, activities, and research. Through its publications, policy forums, Website and media units, the Center will disseminate information on public policy to general audiences. Through policy summits, policy research conferences, and lecture series, the Center will foster dialogue on public affairs issues among students, staff, alumni, faculty, and other scholars and experts representing diverse perspectives. The Center will also provide opportunities and support for civic engagement for students, staff, faculty, alumni and citizens, and support scholarship on civic engagement.

Selected Programs and Initiatives: annual public policy summits, Downstate Innocence Project, Advocacy Academy, UIS Campus Channel, WUIS, *Illinois Issues*

Goal #4 Support of the core academic mission of UIS

The Center will play a critical support role in the core academic mission of UIS. As the focal point for public affairs at UIS, the Center's programs and activities enhance the overall educational climate at UIS. The Center will support and enhance the Engaged Citizenship Common Experience (ECCE) component of the undergraduate general education curriculum through policy summits, public forums, and lecture series. Through the Graduate Public Service Internship Program (GPSI) and the Illinois Legislative Staff Intern Program (ILSIP), the Center will provide and support experiential learning opportunities for graduate students. Through grant and contract funded research and graduate assistantships, the Center will provide public affairs research opportunities for undergraduate and graduate students. Through the application of communication technology, the Center will extend the reach and usefulness of campus educational activities.

Selected Programs and Initiatives: Illinois Democracy Project, Lincoln Legacy Lecture Series, Graduate Public Service Internship program, Illinois Legislative Staff Intern Program, policy summits and public forums.

Goal #5 Increase the service and outreach of the Center

The Center will provide service to the University and outreach to the state and community through its programs and activities and through the efforts and expertise of individual faculty and staff. The Center

will seek partnerships and cooperative relations with the Illinois State government, the City of Springfield, and community and nonprofit organizations.

Selected Programs and Initiatives: Papers of Abraham Lincoln project with the Abraham Lincoln Presidential Library and Museum

Goal #6 Build the capacity and maintain the performance of the Center

The Center will build the capacity and maintain the high level of performance of the Center by adding the faculty and staff within the units necessary to achieve a critical mass of human resources. The Center will partner with other public affairs centers and institutes and academic programs to leverage center resources to better provide policy conferences, conduct collaborative research and training and professional development activities. As a highly functional and effective organization, the Center will build on existing strengths of positive interactions and support within and between units. The Center will aggressively seek to improve physical work space and upgrade technology within the Center units.

Key Initiatives and Programs: Add a research professor position, a marketing position and a development position within the central office

Resource Needs

To meet the Center's current mission, a total of \$495,370 is needed annually, plus a total of \$323,000 in one-time technology and equipment upgrades.

To accomplish the Center's stretch ideas, a total of \$620,000 is requested from the University in Year 1. This includes \$325,000 in annual costs for all stretch ideas except the State Capitol Report, plus an additional \$295,000 to fund the State Capitol Report in Year 1. Year 2 costs would be \$325,000 for all stretch ideas plus \$270,000 for State Capitol Report.

Resource Procurement Strategy

UIS general revenue funds and UIS annual reallocation

The Center must be aggressive in securing the appropriated funds necessary to meet its obligations under the UIS strategic plan. The Center's activities and programs contribute directly to the Making a Difference in the World goal in the UIS strategic plan. Those activities and programs are also essential to the success of the Engaged Citizenship Common Experience component of the new UIS general education curriculum.

Recapture actual costs of services provided by the Center to other campus units

Services provided by the Center to other campus units at below cost should be reimbursed at their actual costs, or appropriated dollar should be provided to off set the losses.

Grants and contracts

The Center will aggressively pursue grants and contracts to support ongoing activities and to support new initiatives consistent with its mission and the mission of UIS.

Donors

The Center will aggressively pursue private donors to meet its needs and be an essential part of the upcoming UIS capital campaign to market these needs.

Center for State Policy and Leadership Strategic Plan

The Center for State Policy and Leadership has been the central focus of public affairs research and service and citizen education at the University of Illinois at Springfield for more than 25 years. Created in 1989 as the Institute for Public Affairs, the Center contributes to UIS, its faculty, students and staff and to the larger community through public affairs research, education and service.

The following units operate under the leadership of the Office of the Executive Director:

- Institute for Legal and Policy Studies
- Institute for Legislative Studies
- Center Publications/*Illinois Issues*
- WUIS/WIPA Public Radio
- Office of Electronic Media
- Office of Graduate Intern Programs
- Survey Research Office
- Papers of Abraham Lincoln

The Institute for Legal and Policy Studies is well recognized for its applied research, including program evaluation and policy impact assessment in the justice, human service delivery, and community development fields. Its long-standing training programs in adult and juvenile probation, and DUI assessment, demonstrate the Institute's commitment to applying scholarly research to the practical problems faced by community and government leaders.

The Institute for Legislative Studies generates and disseminates information on the legislative process and state politics to policymakers, the academic community, and the public through a variety of methods: applied and academic research, projects, training seminars and public forums, and media contacts. The Institute is home to the Sunshine Project, a state campaign finance research project, and the *State Policy and Politics Quarterly*, a refereed journal. The Institute also administers the Illinois Legislative Staff Intern Program, which places 24 students in graduate internships with the professional staffs of the Illinois General Assembly.

Center Publications produces and distributes scholarly resources and journalistic information on state government and policy for use by opinion leaders, citizens, and educators. Since 1975, *Illinois Issues* has provided analysis of state government and politics. The magazine reports on political trends, legislative issues, and the state's quality of life in a balanced, fair, and journalistic style. Among other print and electronic resources, Center Publications creates and markets the *Roster of State Government Officials*, an annual supplement to *Illinois Issues*, and the biennial *Almanac of Illinois Politics*.

WUIS/WIPA Public Radio is in its 31st year of providing independent local and state news coverage, NPR national and international news, eclectic music, and weekend

“infotainment.” WUIS bridges local communities through its coverage of news and cultural events, and through its community-based programming. WUIS produces “State Week in Review,” which reaches more than 130,000 listeners statewide through the public radio stations that are part of the Illinois Public Radio Network.

The Office of Electronic Media produces public service, educational, public affairs, training, and informational programs on DVD, CD, videotape and audiotape, and the Internet in support of the University’s academic and public affairs missions. The Office also produces live event coverage, satellite programming, and multimedia programs for the Center, UIS, state government, public television, Illinois educators, and nonprofit agencies.

The Office of Graduate Intern Programs administers the Graduate Public Service Internship Program (GPSI). For more than 32 years, this program has partnered with state and local governments agencies, nonprofit organizations, and the business community to provide paid internships for qualified and motivated graduate students. The GPSI program places more than 100 students with over 20 sponsoring agencies and organizations.

The Survey Research Office provides a full range of survey and selected data management services to state and local government agencies and nonprofit organizations. The office designs and conducts survey projects involving diverse subjects and populations to meet the needs resources and capabilities of its clients. SRO has a 19-station telephone interviewing laboratory. It also conducts mail-out and web-based surveys. Periodically, it conducts statewide public opinion polls

The Papers of Abraham Lincoln is a long-term documentary editing project dedicated to identifying, imaging, and publishing all documents written by or to Abraham Lincoln during his life time. The documents will be published comprehensively in electronic form and selectively in printed volumes. The Papers of Abraham Lincoln is a joint project of the Illinois Historic Preservation Agency and the Abraham Lincoln Presidential Library and Museum and is co-sponsored by UIS.

The role of the Center for State Policy and Leadership in the future of UIS

UIS has embarked on a new era. Through its new strategic plan, it aspires to be one of the top five small public liberal arts universities in the United States. The Center will play a key role in that future. We will continue to give focus and strength to the unique public affairs dimension of UIS, which is expressed in the Making a Difference in the World goal characterized in the UIS strategic plan. At the same time, we will continue to contribute to the core academic mission of UIS through the Center’s key role in public affairs education. The Center’s graduate internships play a major role in recruiting and supporting high quality graduate students to UIS. The Center will be an essential partner with academic units in the development and the delivery of the public affairs activities, public policy forums, lecture series, internship opportunities and policy research that will provide structure and content for the Engaged Citizenship Common Experience component of our new general education curriculum.

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Guiding Values

Internal Values: We value a commitment to public service, integrity, credibility, creativity, efficiency, effectiveness, collegiality, teamwork, diversity, and entrepreneurialism.

External Values: We value informed public policy, ethical public leadership, engaged citizens, vital democratic processes, governmental effectiveness, and service to faculty and students.

Mandates Impacting UIS and the Center for State Policy and Leadership

The basic mandates impacting the University are the University of Illinois Act (110 ILCS 305), which created the University and established its mission, and the University of Illinois Trustees Act (110 ILCS 310) which sets forth the powers, responsibilities, and membership of the Board of Trustees (BOT). Other important University-specific mandates include the state statute establishing the University of Illinois at Springfield (110 ILCS 327).

As an entity of the State of Illinois, the University of Illinois is also subject to state oversight and regulations and must abide by the state constitution and statutes. Key statutory requirements pertaining to state entities (including public universities) include the following:

<ul style="list-style-type: none"> • Open Meetings Act • Freedom of Information Act • Governmental Ethics Act • State Officials and Employees Ethics Act • State Finance Act • State Auditing Act • Illinois Procurement Code • Architectural, Engineering, and Land Surveying Qualifications Based Selection Act 	<ul style="list-style-type: none"> • State Property Control Act • State Universities Civil Service Act • University of Illinois Revenue Bond Financing Act for Auxiliary Facilities • University of Illinois Revenue Bond Act • Illinois Educational Labor Relations Act • Legislative Audit Commission – University Guidelines • University Statutes
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Those mandates are reflected in UIS policies, such as:

Agreements with bargaining units representing some UIS staff.	UIS has seven bargaining units representing more than one-third of the staff.
Academic Staff Handbook	http://www.uis.edu/UIS_Academic_Staff_Handbook/Introduction/index.htm
BANNER	The software that includes student and staff records and financial information.
Campus Senate Bylaws	http://www.uis.edu/campussenate/documents/Current_Bylaws_September_9_2005.doc
Campus Senate Constitution	See: http://www.uis.edu/campussenate/
Faculty Personnel Policy	http://www.uis.edu/UIS_Academic_Staff_Handbook/Introduction/index.htm
Hiring guidelines - faculty	http://www.uis.edu/aeo/Faculty_Hiring_Policy.htm
Hiring guidelines – Academic Professionals	http://www.uis.edu/aeo/Academic_prof_Hiring_Policy.htm
Human Resources policies	http://www.uihr.uillinois.edu/panda-cf/policies/index.cfm
Human Rights Policy	http://www.uis.edu/aeo/Human_Rights_Policy.htm
Nondiscrimination Statement	http://www.uihr.uillinois.edu/panda-cf/eo/index.cfm?Item_ID=641&rlink=1

Printing and mailing policies	http://www.uis.edu/CampusServices/Memos&Policies.htm
Sexual Harassment Policy	http://www.uis.edu/aeo/Sexual_Harassment_Policy.htm
Web Policy	http://www.uis.edu/webpolicy/

Statement of Strategic Intent

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Environmental Assessment

External to UIS

- Shift nationally and in Illinois away from traditional models of funding higher education that have resulted in a decline in the direct financial support for higher education
- Decline in available funding for grants and contracts from private and public sources at local, state and national levels
- State level needs for policy research and analysis will increase because of decreasing federal and state capacity to formulate, implement and evaluate policy
- Growing need of opinion leaders for information and growing competition among information sources
- Changing nature of communication technology creates challenges and opportunities
- Potential for increased IGPA and Simon Public Policy Institute presence in Springfield
- Increased IGPA presence at UIS

Internal to UIS

- Administrative decisions to reduce appropriated dollars to the Center
- Budget stress at the program level makes it more difficult to develop joint appointments between the Center and academic programs
- De-emphasis on the importance of public affairs activities and public affairs research at UIS
- Engaged Citizenship Common Experience in general education requirements creates a need for public affairs activities and programs for students
- Campus initiatives in continuing education place a demand on Center resources and create expectations about the Center's role
- Salaries for professional and civil service positions are not competitive. This creates instability and makes it difficult to maintain or build the capacity of the Center units
- Pressure for Center to provide "return on investment" for hard dollars received.

Competitive/Benchmark Analysis

The Center seeks to become a nationally recognized resource for high-quality, timely public policy research, educational forums, professional training and internship programs, publications, and public radio and electronic media services of particular usefulness to Illinois leaders and citizens.

Benchmarks

The following indicators can serve as benchmarks for assessing the reach and impact of our activities and for measuring improvement:

Number of faculty

Number of professional staff

Number of graduate assistants & student workers

Number of research projects

Number of grants

Total grant/contract revenue

Number of scholarly publications

Number of general audience publications

Number of subscribers

Number of interns

Number of agencies with intern placements

Number of public forums, conferences, lectures, seminars, major speakers

Number of participants/attendees/Web viewers of public events

Number of media contacts

Number of training programs/offerings

Number of training program enrollees

Number of interactions with community groups

Number of students participating in credit-bearing activities linked to Center programs

Number of public radio members

Number of video projects

Number of community access programs aired/producers served

Number of "Friends of the Center"

Number of visitors to Center Website

Peers/Competitors

Our peers/competitors for comparison of these benchmarks include other policy centers and institutes in Illinois and in other states, especially those located in state capitals.

Illinois:

Institute of Government and Public Affairs, University of Illinois

Paul Simon Institute of Public Policy, SIU-Carbondale

Public Opinion Lab, NIU

Note: UIC units not directly comparable:

College of Urban Planning and Public Affairs (CUPPA) - degree granting

Great Cities Institute - focus is urban engagement

Center for Urban Economic Development - analyzes urban economy

Institute for Research on Race & Public Policy – specific focus on race

Survey Research Lab – serves Chicago and UIC

Nationally:

Humphrey Institute of Public Affairs, U Minnesota

Center for the Study of Politics and Governance

Center for Democracy and Citizenship

Public and Nonprofit Leadership Center

Mondale Lectures on Public Service

Humphrey Institute Policy Forum

Institute for Public Policy and Social Research, Michigan State – East Lansing

Public Policy Issues & Education

Office for Survey Research

State of the State Survey

Legislative Leadership Program

Michigan Political Leadership Program

LaFollette School of Public Affairs, UW-Madison

Center for California Studies, Cal State Sacramento

Annual Envisioning California Conference (Future of State Governance)

LegiSchool (civic education for high school students)

Capital Fellows Program

Rockefeller Institute of Government, SUNY-Albany

(a national center for study of state government)

Center for Public Policy, Virginia Commonwealth University – Richmond

Center for Urban Policy and the Environment, Indiana Univ., Purdue Univ. - Indianapolis

Florida Institute of Government, Florida State at Tallahassee

LBJ School of Public Affairs, UT-Austin

Policy Research Institute

Center for Ethical Leadership

Center for Health and Social Policy

Truman School of Public Affairs, U of Missouri – Columbia

Institute of Public Policy

Missouri Legislative Academy

Organizational Leadership Programs

SWOT Analysis – Strengths, Weaknesses, Opportunities, and Threats

Strengths

- Location in the state capital
- Quality of Center faculty
- Quality of Center professional and civil service staff
- Quality of policy research and program evaluation research
- Quality of professional training programs
- Quality of advocacy and legislative process workshops
- Highly successful, visible internship programs – GPSI/Legislative Staff
- Visibility with state government – legislative and executive
- Credibility with state government – legislative and executive
- National visibility and credibility from the Papers of Abraham Lincoln project
- Media units and Survey Research Office give Center unique capabilities
- *Illinois Issues* is the leading state-level public affairs magazine in the country
- WUIS is the flagship station for the coverage of state government on the Illinois public radio network
- Broad based ability to disseminate research and analysis
- Statewide reach from *Illinois Issues*, Illinois Public Radio and news media contacts
- Success at generating contracts for training and evaluation with state agencies
- Success at generating research grants
- Successful track record in creating and delivering public affairs events – Lincoln Legacy Lecture Series, Constitution Day, Political Ethics, Politics and Religion
- Ability to draw faculty campus-wide to Center research, training and service activities
- Center policy research has a broad interdisciplinary focus rather than single disciplinary focus
- Rapid response to requests for service activities
- Unit Advisory Boards
- Downstate Innocence Project as model for civic engagement programs.

Weaknesses

- Small faculty base
- Faculty and staff are spread too thin with no backup
- Limited facilities
- Declining % of appropriated dollars in Center budget
- Limited policy research grants
- Faculty expertise limits the range of policy research focus
- Inability to respond rapidly to requests for research services
- Uneven visibility on campus among faculty except for College of Public Affairs and Administration
- Difficulty in retaining talented faculty and staff due to salary structures
- Change of name for the Institute for Public Affairs caused a loss of local, state and national visibility
- Center research agenda driven by projects that generate dollars

Opportunities

- Increased collaboration and cooperation with IGPA, given its goal of an aggressive presence at UIS and in state government in Springfield
- Increased collaboration and cooperation with the Simon Institute
- Civic engagement and experiential focus of the general education requirements of the undergraduate curriculum
- Potential for expanded training activities and policy research with the nonprofit and advocacy sector in Springfield
- Growing foundation interest in civic engagement and strengthening democratic institutions
- Potential for partnership with the American Democracy Project
- Growing need for policy analysis and program evaluation by state and local government – growing responsibility and declining capacity
- Partnerships and collaborations with the Abraham Lincoln Presidential Library & Museum
- Potential markets for continuing education and certified professional managers
- Evolving technological opportunities for communication and dissemination
- Growth in on-line technology and on-line student population creates opportunities to expand training and outreach programs and to make contributions to the core curriculum of UIS.

Threats

- Poor fiscal health of state government
- Declining appropriated dollars to higher education
- UIS reallocation priorities and budget competition
- IGPA's goal of an aggressive presence at UIS and in state government in Springfield, if the Center does not have the resources to collaborate and cooperate with the IGPA
- Proposal to shift conference space out of the PAC
- Decrease in the level of faculty support for public affairs outside of the College of Public Affairs and Administration
- Potential that public affairs will become less central to UIS mission and vision
- Declining federal and state grant support
- Increase in fringe benefit rate to levels that are deleterious to existing and future grant funded projects
- Highly competitive fundraising environment

Key Strategic Issues

- How do we expand our public affairs research, leadership and professional development, training, service, and media outreach activities, while also building the capacity to develop and deliver public affairs activities and programs for the engaged citizenship component of the general education curriculum?
- How do we develop a more diversified funding base in terms of grants and contracts from foundations, nonprofit organizations, and local, state and national government?
- How do we succeed in attracting major gifts from private donors?
- How do we add the faculty members necessary to achieve the critical mass of capabilities and capacity necessary to fulfill our public affairs research, leadership and professional development, service, and media outreach mission?
- How do we increase the campus-wide involvement of faculty, staff, and students with our activities?
- How do we increase our visibility on campus, in state government, in the greater Springfield area, state-wide, and our visibility nationally?
- How do we contribute to strengthening civic engagement and democratic institutions at all levels of society?
- How do we contribute to enriching campus life and increasing the civic awareness and capability of students?
- How do we contribute to the achievement of sound public policy and the building of strong policy processes?
- How can we help develop capable, ethical public leaders?
- How do we recruit and retain highly qualified academic professional staff?
- How do we maximize our present faculty and staff resources for public affairs research, leadership and professional development, service and media outreach?

Strategic Goal #1

Inform Public Policy and Improve Policy Processes

Strategic Thrust #1 Increase understanding of public policy

- Action Step #1 Conduct research on public policy content
- Action Step #2 Conduct research on public policy implementation
- Action Step #3 Conduct research on public policy processes
- Action Step #4 Conduct research on policy impacts
- Action Step #5 Create a research professor position in the Center to lead policy research development
- Action Step #6 Support the development of faculty across the campus by providing research appointments and technical and financial support for research
- Action Step #7 Sponsor campus or statewide public policy research conferences with academic, practitioner, and student panel members

Performance Indicators

- 1) Number and amount of funded research and evaluation projects
- 2) Number of internally funded research and evaluation projects
- 3) Number and quality of reports and publications for professional and academic audiences
- 4) Professional and academic citations and references to Center research reports and publications
- 5) Number of presentations of research and analysis and participation on panels at academic and professional conferences
- 6) Number of permanent and term joint research appointments
- 7) Number of grant applications (center and non-center faculty assisted by center staff)
- 8) Creation of Illinois Democracy Project
- 9) Holding public policy research conferences
- 10) Appointment of research professor in the Center

Strategic Thrust #2 Increase knowledge and awareness of public policy issues by decision makers and opinion leaders

- Action Step #1 Disseminate policy research through Center publications and the Center Website
- Action Step #2 Stimulate policy discussions through the publications and programs of the media units
- Action Step #3 Convene seminars and conferences at which experts interact with policymakers
- Action Step #4 Develop strategies to place policy research before public officials and opinion leaders including the development of the Illinois Public Policy Briefing Series
- Action Step #5 Develop policy briefing seminars for public officials, opinion leaders, and members of the news media
- Action Step #6 Develop the State Capitol Report as part of WUIS

Performance Indicators

- 1) Number of policy reports and publications produced for policy maker/opinion leader audiences
- 2) Distribution/circulation numbers for policy reports and publications and Website activity
- 3) Quantity and quality of policymaker/opinion leader participation in Center policy seminars and conferences
- 4) Number of policy briefings conducted as part of Illinois Public Policy Briefing series
- 5) Circulation/listener numbers and audience profiles for media units
- 6) National syndication of the State Capitol Report

Goal #1 Stretch Ideas (See Stretch Ideas section for more complete descriptions)

Illinois Democracy Project

By establishing the Illinois Democracy Project, the Center will provide an institutional framework and an umbrella for a broad set of activities and research projects developed around the theme of renewing, revitalizing and reforming our basic democratic institutions and processes in order to restore the legitimacy of democratic institutions in Illinois.

State Capitol Report

A nationally syndicated public radio program on state policy and politics, State Capitol Report will be a weekly hour-long program distributed nationwide. The focus will be on state governments, policies and trends.

Illinois Public Policy Briefing Series

The Illinois Public Policy Briefing Series would be a set of public policy briefings for legislators and staff, agency and executive branch personnel, opinion leaders or members of the news media.

Goal #1 Timeline and Benchmarks

All action steps for Goal#1 are ongoing activities unless noted below. Progress on ongoing activities will be measured by changes in performance indicators from 2005-2006 benchmarks.

Research Professor Position

Identify funding sources 2006

Position search during 2007 academic year with appointment to begin in the fall of 2008

Illinois Democracy Project

Current ongoing projects: Sunshine Project, Advocacy Academy

Develop research and civic engagement agenda 2006

Develop collaboration with the American Democracy Project 2006

Project planning and identification of funding sources for new initiatives 2007

Selected new projects for 2008 and beyond:

ballot access project, civic engagement conference, community

leadership development project, Illinois Democracy Project Forum

State Capitol Report

Planning and lining up potential partners summer fall 2006

Grant applications 2007

Attend public radio and capitol reporter conferences to gauge and attract interest in program and marketing 2007

Hire necessary staff winter 2007-2008

Equipment install-spring 2008

Produce Pilot -spring 2008

Distribution by summer 2008

Illinois Public Policy Briefing Series

Planning, development, and cultivation of audience 2006/2007

Seek partnerships and co-sponsorship with IGPA and Simon Institute 2007

First briefing fall of 2007

Strategic Goal #2

Improve Public Sector Performance

Strategic Thrust #1 Improve the quality of public leadership

- Action Step #1 Engage present and future leaders in Center programs
- Action Step #2 Develop leadership training programs
- Action Step #3 Develop training and identify best-practices in promoting ethical conduct
- Action Step #4 Give recognition to outstanding public servants and make best-practices awards

Performance Indicators

- 1) Number of policymakers/opinion leaders participating in Center policy seminars and conferences and the level of their participation
- 2) Quantity and quality of unsolicited requests from policymakers and opinion leaders for policy information, research, and reports
- 3) Creation of leadership training programs with best-practices materials
- 4) Creation of public leadership award program
- 5) Create GPSI Hall of Fame and the Public Affairs Reporting Internship Hall of Fame and increase Center support for Sam Gove Illinois Legislative Staff Intern Program Hall of Fame

Strategic Thrust #2 Improve the quality of public and nonprofit management

- Action Step #1 Give recognition to outstanding public servants
- Action Step #2 Make best-practices awards
- Action Step #3 Provide training and professional development programs and resources
- Action Step #4 Provide continuing education programs in areas of demand

Performance Indicators

- 1) Develop Certified Public Manager's Program
- 2) Create public management award program
- 3) Partner with Public Administration program to develop public/nonprofit management training programs with best-practices materials
- 4) Develop continuing education programs

Strategic Thrust #3 Improve the quality of public programs

- Action Step #1 Conduct evaluations of public sector programs
- Action Step #2 Provide technical assistance in areas of need
- Action Step #3 Provide needs assessment resources for state and nonprofit agencies and organizations
- Action Step #4 Faculty and staff service on public boards and commissions and on the boards of nonprofit organizations

Performance Indicators

- 1) Number and amount of funded evaluation projects
- 2) Number of internally funded evaluation projects
- 3) Number of responses to unsolicited requests for technical assistance
- 4) Instances of faculty participation in drafting legislation and testifying before committees and commissions
- 5) Number and quality of reports and publications from evaluation research disseminated to professional and academic audiences
- 6) Number and quality of service of Center faculty and staff on public boards and commissions and the boards of nonprofit organizations.

Strategic Thrust #4 Promote Ethical Conduct

Action Step #1 Highlight ethics training in leadership, advocacy and organization development programs

Action Step #2 Identify best-practices and disseminate public codes of ethics

Action Step #3 Partner with IGPA in recognizing and promoting ethics in government

Performance Indicators

- 1) Assessment of ethics training content in Center leadership, advocacy, and organizational development programs
- 2) Development/dissemination of public codes of ethics and best-practices materials
- 3) Create joint activities and materials with IGPA

Goal # 2 Stretch Ideas (See Stretch Ideas section for more complete descriptions)

Certified Public Managers Program in Illinois

The CPM program is a nationally accredited comprehensive statewide management development program specifically for managers in federal, state, and local government. The program's primary goal is to improve the performance of public sector managers and the organizational performance of state, local and federal government.

Public Affairs Reporting Internship Program Hall of Fame

The Public Affairs Reporting internship program is one of the signature public affairs programs at UIS. Founded by former US Senator Paul Simon in 1974, it provides a unique learning experience for journalists seeking careers in public affairs reporting. By establishing a Public Affairs Reporting Internship Hall of Fame, we will recognize the contribution that the program has made to journalism and the State of Illinois and highlight the public affairs mission of UIS.

Illinois Public Policy Briefing Series (See Goal #1 Stretch Ideas)

Goal #2 Timeline and Benchmarks

All action steps for Goal #2 are ongoing activities unless noted below. Progress on ongoing activities will be measured by changes in performance indicators from 2005-2006 benchmarks.

Certified Public Managers Program in Illinois

Funding development and planning summer of 2006

Marketing the program fall of 2006

Initial classes in spring 2007

Apply for accreditation fall 2007.

Graduation of first class in spring 2009

Public Affairs Reporting Internship Program Hall of Fame

Development during summer of 2006

First biennial awards presented in November of 2006

Illinois Public Policy Briefing Series (See Goal #1 timeline)

Public leadership award program

Development and identify sponsors 2006-2007

First awards Fall of 2008

Public management award program

Development and identify sponsors 2006-2007

First awards Fall of 2008

Partner with Public Administration program to develop public/nonprofit management training programs with best-practices materials

Development 2006-2007

Integration with Certified Public Managers Program in Illinois and the Advocacy Academy on a case-by-case basis

Development/dissemination of public codes of ethics and best-practices materials

Development 2006-2007

Integration with Certified Public Managers Program in Illinois and the Advocacy Academy on a case-by-case basis

Strategic Goal #3

Increase Civic Knowledge and Promote Civic Engagement

Strategic Thrust #1 Disseminate information on public policy to general audiences

- Action Step #1 Develop and implement new strategies for increased dissemination
- Action Step #2 Utilize new and emerging technologies
- Action Step #3 Become recognized as a credible source by the news media for policy and public sector information
- Action Step #4 Develop policy oriented op-ed articles

Performance Indicators

- 1) Number and quality of public policy conferences and level of citizen participation (community members, students, staff, alumni)
- 2) Level of news coverage (print, radio, TV) of Center activities and Center research findings
- 3) Creation of UIS Campus Channel with strong public affairs component
- 4) Develop and successfully market a nationally syndicated public radio program on state policy and politics
- 5) Develop on-line programs with Papers of Abraham Lincoln
- 6) Increase the visibility of Center faculty and staff in news stories on policy and politics
- 7) Increase and expand audience of center activities and programs through multi-media coverage and distance learning technologies
- 8) Produce policy oriented op-ed materials and gain publication in Chicago metro and major downstate newspapers

Strategic Thrust #2 Foster dialogue on public affairs issues among students, staff, alumni, faculty, and other scholars and experts representing diverse perspectives

- Action Step #1 Develop/expand policy forums, lecture series
- Action Step #2 Develop policy conference for general audience
- Action Step #3 Support participation by faculty, staff and students in conferences and forums

Performance Indicators

- 1) Number and quality of policy forums and lecture series
- 2) Number and quality of policy conferences for general audiences

Strategic Thrust #3 Provide opportunities and support for civic engagement for students, staff, faculty, alumni and citizens

- Action Step #1 Develop/support civic engagement programs
- Action Step #2 Participation in civic and community organization
- Action Step #3 Provide technical expertise to civic and community organizations and community members

Performance Indicators

- 1) Creation of the Illinois Democracy Project
- 2) Increased support of Downstate Innocence Project and development of similar civic engagement partnerships between UIS and the larger community
- 3) Creation of the Advocacy Academy to provide training for citizens
- 4) Number and quality of assistance projects for civic and community organizations
- 5) Number and quality of Center faculty and staff participation in civic and community organizations

Strategic Thrust #4 Promote/support/conduct scholarship on civic engagement

Action Step #1 Conduct surveys on civic engagement

Action Step #2 Support faculty research

Action Step #3 Seek grant support for civic engagement research

Action Step #4 Organize academic and practitioner conference

Action Step #5 Conduct research and dissemination on levels and types of civic engagement

Action Step #6 Work with library staff to create clearinghouse for research and publications on civic engagement

Performance Indicators

- 1) Complete surveys of civic engagement
- 2) Submit grant application and facilitate research projects
- 3) Host civic engagement conferences for academics and practitioners
- 4) Work with library staff to develop clearinghouse for research and publications on civic engagement

Goal #3 Stretch Ideas (See Stretch Ideas section for more complete descriptions)

UIS Campus Channel

The UIS Campus Channel will provide a multi-channel communication link for all UIS students in campus housing and to all of the campus buildings. In addition to UIS, college and program information, it will provide dissemination of the many public affairs and noteworthy speaking events held on campus.

Downstate Innocence Project

The Downstate Illinois Innocence Project has two primary goals: 1) exoneration of innocent persons convicted of felony crimes in downstate Illinois, and 2) reform of the criminal justice system in Illinois and the nation through the education of students, citizens, and policymakers about problems, causes, and possible reforms of a criminal justice system that results in conviction of the innocent.

Advocacy Academy

The Advocacy Academy will provide certificate programs, core training units, and individual workshops to provide training and development for nonprofit groups, private associations, and individuals seeking to promote public policy interests.

Online Papers of Abraham Lincoln

The Papers of Abraham Lincoln is a long-term documentary editing project whose goal is to locate, image, and publish all correspondence by and to Abraham Lincoln during his lifetime. The project will publish transcriptions of documents on the Internet with fully searchable text and links to the images.

Illinois Democracy Project (See Goal #1 Stretch Ideas)

Goal #3 Timeline and Benchmarks

All action steps for Goal #3 are ongoing activities unless noted below. Progress on ongoing activities will be measured by changes in performance indicators from 2005-2006 benchmarks.

Illinois Democracy Project (See Goal #1 timeline)

Downstate Innocence Project

- Currently partially operational

- Seek additional funding and faculty resources 2006/2007 and 2007/2008

- Replace current project director after retirement in 2007/2008

- Hire full-time investigator when sufficient funding obtained

- Hire full-time administrator when sufficient funding obtained

UIS Campus Channel

- Initial operation of single channel fall 2006

- Development of additional channels 2007-2008

Advocacy Academy

- Delivery of legislative process, lobbying and budget process workshops ongoing

- Grass roots organization development workshop Spring of 2007

- Additional workshops 2008

- Development of joint curriculum project with Certified Public Managers Program on a case by case basis 2007-2008

Online Papers of Abraham Lincoln

- Currently operational

- National Archives search (June 2006-June 2010)

- Manuscript repository search (ongoing)

- Transcription and annotation (ongoing)

- Publication of book edition of Lincoln's legal cases (Fall 2007)

- Publication online of full text Lincoln-Douglas Debates (2008)

- Publication online of full text Lincoln's greatest speeches (2009)

Strategic Goal #4

Support of the core academic mission of UIS

Strategic Thrust #1 Support and enhance the Engaged Citizenship Common Experience (ECCE) component of the undergraduate general education curriculum

- Action Step #1 Offer Policy Summit/ECCE programs modeled after Center's policy summits/courses (i.e., Issues in Cyberspace)
- Action Step #2 Offer public forums and public affairs lectures in conjunction with academic programs and other campus units
- Action Step #3 Center faculty and staff teach ECCE courses

Performance Indicators

- 1) Continuation of annual policy summits
- 2) Number and quality of public policy forums and public affairs lectures
- 3) Number of ECCE courses taught by Center faculty and staff

Strategic Thrust #2 Provide and support experiential learning opportunities for graduate students

- Action Step #1 Increase staff support for Graduate Public Service Internship Program (GPSI) to enhance quality and support future growth
- Action Step #2 Continue to offer opportunities through the Illinois Legislative Staff Intern Program (ILSIP)
- Action Step #3 Link Center projects and activities to other experiential learning opportunities for students such as the Downstate Innocence Project and the Public Affairs Reporting program

Performance Indicators

- 1) Increase in support/staff for GPSI program
- 2) Increase in the number and quality of applications for GPSI and ILSIP
- 3) Number of linkages between center activities and programs and graduate level experiential learning programs
- 4) Number of graduate students involved

Strategic Thrust #3 Provide public affairs research opportunities for undergraduate and graduate students

- Action Step #1 Offer grant supported graduate assistantships
- Action Step #2 Offer grant supported student worker positions
- Action Step #3 Support policy research by undergraduate and graduate students and facilitate dissemination of that research
- Action Step #4 Develop events and programs to recognize outstanding public affairs research by students

Performance Indicators

- 1) Number of grant supported graduate assistantship positions
- 2) Number of grant supported student worker positions

- 3) Support student research by providing grants and technical assistance

Strategic Thrust #4 Enhance the overall educational climate at UIS

Action Step #1 Support lecture series, campus speakers and public forums that promote lively and reasoned public debate on important policy issues

Action Step #2 Partner with other campus units to sponsor events which promote diversity and global perspectives

Performance Indicators

- 1) Number of public events
- 2) Number of joint efforts and sponsorships

Strategic Thrust #5 Extend the reach and usefulness of campus educational activities through the application of communication technology

Action Step #1 Audio/videotape, Web cast, pod cast, and broadcast events

Action Step #2 Produce and distribute video copies for classroom and public use

Action Step #3 Develop the UIS Campus Channel

Performance Indicators

- 1) Number of events enhanced
- 2) Number of live participants, number of copies distributed
- 3) UIS Campus Channel becomes operational
- 4) Number of hits and downloads of on-line materials

Goal # 4 Stretch Idea (See Stretch Ideas section for more complete descriptions)

UIS Campus Channel (See Goal #3 Stretch Ideas)

Downstate Innocence Project (See Goal #3 Stretch Ideas)

Illinois Democracy Project (See Goal #1 Stretch ideas)

Goal #4 Timeline and Benchmarks

All action steps for Goal #4 are ongoing activities unless noted below. Progress on ongoing activities will be measured by changes in performance indicators from 2005-2006 benchmarks.

UIS Campus Channel (See Goal #3 timeline)

Downstate Innocence Project (See Goal #3 timeline)

Illinois Democracy Project (See Goal #1 timeline)

Strategic Goal #5

Increase the service and outreach of the Center

Strategic Thrust #1 Provide service to the University

Action Step #1 Share expertise and resources with campus units and programs

Action Step # 2 Contribute leadership and technical skills to campus groups and projects

Performance Indicators

- 1) Number and quality of assistance provided
- 2) Number and quality of Center and faculty staff participation

Strategic Thrust #2 Provide service and outreach to the community

Action Step #1 Apply professional expertise of faculty, staff, and students to community problems

Action Step #2 Apply professional expertise of faculty and staff to develop and support community organizations

Action Step #3 Enrich the cultural and intellectual climate at UIS and in the region

Action Step #4 Promote diversity in all Center service and outreach activities

Performance Indicators

- 1) Number and extent of assistance provided
- 2) Number and extent of Center faculty and staff participation
- 3) Survey constituent groups to determine awareness and assessment of Center outreach activities

Strategic Thrust #3 Provide service to our disciplines and professions

Action Step #1 Apply professional expertise of faculty/staff to academic and professional organizations

Action Step #2 Develop online access to the Papers of Abraham Lincoln

Action Step #3 Use students as a resource in our efforts

Performance Indicators

- 1) Number and extent of assistance provided
- 2) Number and extent of Center faculty and staff participation
- 3) Placing the Papers of Abraham Lincoln online
- 4) Number of students involved and type of involvement

Goal #5 Stretch Idea (See Stretch Ideas section for a more complete description)

Papers of Abraham Lincoln Online (See Goal #3 Stretch Ideas)

Goal #5 Timeline and Benchmarks

All action steps for Goal #5 are ongoing activities unless noted below. Progress on ongoing activities will be measured by changes in performance indicators from 2005-2006 benchmarks.

Papers of Abraham Lincoln Online (See Goal #3 timeline)

Strategic Goal #6

Build the Capacity and Maintain the Performance of the Center

Strategic Thrust #1 Build a critical mass of faculty and staff within the units

- Action Step #1 Raise the level of awareness among faculty of center activities and increase the level of involvement of non-center faculty in those activities
- Action Step #2 Build partnerships with additional academic programs and develop long- and short-term joint appointments
- Action Step #3 Promote staff development, retention, and recognition
- Action Step #4 Create programs and activities that provide opportunities for job enrichment and career development
- Action Step #5 Promote diversity within the Center's staff and faculty

Performance Indicators

- 1) Increase interaction and participation by non-center faculty in center activities
- 2) Increase number of joint appointments and term appointments
- 3) Creation of staff development and recognition opportunities
- 4) Creation of job enrichment and career development opportunities
- 5) Survey faculty and staff satisfaction
- 6) Achieve diversity within Center faculty and staff

Strategic Thrust #2 Partner with other public Affairs centers and institutes and academic programs to leverage center resources to better provide policy conferences, conduct collaborative research and training and professional development activities

- Action Step #1 Number and extent of linkages and programs with the Simon Center at SIU-C, the Institute for Government and Public Affairs (IGPA), other public affairs centers and institutes, and academic programs
- Action Step #2 Participate in national meetings and conferences involving public policy institutes and centers

Performance Indicators

- 1) Linkages and joint projects with other public affairs centers and institutes and academic programs
- 2) Level of participation in national activities

Strategic Thrust #3 Build on existing strengths within the Center of interaction and support

- Action Step #1 Continue to promote collegial environment among administrators, faculty, staff and students
- Action Step #2 Continue to promote open, inclusive decision making processes
- Action Step #3 Continue to promote cooperation and collaboration among units

Performance Indicators

- 1) Survey Center faculty and staff to assess level of satisfaction and areas of concern
- 2) Conduct annual off-campus retreats for unit directors to assess the level of satisfaction and areas of concern

Strategic Thrust #4 Improve physical work space and technology at the Center

- Action Step #1 Update necessary equipment and technology
Action Step #2 Acquire additional meeting and conference room space
Action Step #3 Acquire additional storage space
Action Step #4 Do the planning and develop a capital budget for a building to house the Center

Performance Indicators

- 1) Inventory and assess communication, media, data collection and equipment needs
- 2) Inventory and assess space needs
- 3) Acquire technology, equipment, and space as needed

Goal #6 Timeline and Benchmarks

All action steps For Goal #6 are ongoing activities unless noted below. Progress on ongoing activities will be measured by changes in performance indicators from 2005-2006 benchmarks.

Survey of Center faculty & staff to assess level of satisfaction and areas of concern 2007

Planning and develop a capital budget for a building to house the Center 2008

Stretch Ideas

Illinois Democracy Project

By establishing the Illinois Democracy Project, the Center will provide an institutional framework and an umbrella for a broad set of activities and research projects developed around the theme of renewing, revitalizing and reforming our basic democratic institutions and processes in order to restore the legitimacy of democratic institutions in Illinois. The overall purpose of the Illinois Democracy Project is to assist in strengthening democratic institutions and processes in Illinois, including citizen participation. The goals of the project include improving access to and participation in elections and government at all levels, improving the quality of Illinois' electoral, legislative, executive, and judicial processes, improving civic education and encouraging civic engagement, improving the public policy content of news media coverage of political campaigns and government actions, improving the quality and effectiveness of public officials, and increasing UIS student understanding and involvement in democratic institutions and processes. We will develop research, training and outreach projects in areas such as civic engagement, civic education, money in politics, political ethics and political corruption, elections reform, the administration of justice, judicial elections, media coverage and training, and leadership and advocacy training.

The Illinois Democracy Project will incorporate and build on current activities such as the annual public policy summits, State Week in Review, the Sunshine Project, and the Paul Simon Essay presented by *Illinois Issues*.

Advocacy Academy

The Advocacy Academy will provide certificate programs, core training units, and individual workshops to provide training and development for nonprofit groups, private associations, and individuals seeking to promote public policy interests. The units will include organizational development and communication, research skills, fund-raising, media training and media strategies, governmental processes, lobbying, and grass-roots organization and mobilization.

Certified Public Managers Program in Illinois

The CPM program is a nationally accredited comprehensive statewide management development program specifically for managers in federal, state, and local government. The program's primary goal is to improve the performance of public sector managers and the organizational performance of state, local and federal government. The Certified Public Manager (CPM) Program's training system is a competency-based system derived from the field of public management. The curriculum is made up of four learning areas, which include: General Administration Skills, Technical, Qualitative and Quantitative Skills, Human Relation Skills and Analytical and Conceptual Skills.

The Institute for Legal and Policy Studies began exploring the possibility of administering a Certified Public Managers Program (CPM) during the summer of 2005, as a result of its own unit level strategic planning retreat. It moved forward this spring when it joined the National Certified Public Manager Consortium, Inc., and became an associate member. The Institute is in the process of conducting a market study to determine such issues as how to structure the program, which audiences have the most

need and interest in the program, and who to involve as partners and trainers, and how the curriculum can best be delivered.

Downstate Innocence Project

The Downstate Illinois Innocence Project has two primary goals: 1) exoneration of innocent persons convicted of felony crimes in downstate Illinois, and 2) reform of the criminal justice system in Illinois and the nation through the education of students, citizens, and policymakers about problems, causes, and possible reforms of a criminal justice system that results in conviction of the innocent. Initially modeled after the Chicago-based project involving journalism and law students operated out of the Northwestern University Medill School of Journalism and Law School, the project began as a partnership between community members and the Legal Studies program at UIS. It now involves students from criminal justice, communications, and biology, as well as legal studies. The Project's advisory board consists of local attorneys, UIS professors, and members of the community.

Members of the Downstate Illinois Innocence Project conduct research and investigative activities for attorneys representing convicted inmates in cases where there is a strong likelihood that the inmates, even though convicted, are actually innocent. The Project also conducts a variety of educational forums to educate citizens at large about the nature and severity of the problem of the conviction of the innocent. It works closely with the press to raise awareness of innocence cases as they are identified, and publicizes exonerations when they occur.

Public Affairs Reporting Internship Program Hall of Fame

The Public Affairs Reporting internship program is one of the signature public affairs programs at UIS. Founded by former US Senator Paul Simon in 1974, it provides a unique learning experience for journalists seeking careers in public affairs reporting. By establishing a Public Affairs Reporting Internship Hall of Fame, we will recognize the contribution that the program has made to journalism and the State of Illinois and highlight the public affairs mission of UIS. The PAR Hall of Fame will recognize former PAR interns whose subsequent careers have been marked by outstanding public affairs journalism. It will be co-sponsored by *Illinois Issues* magazine and WUIS radio, and selections to the Hall will be made by a committee to be established jointly by *Illinois Issues* and WUIS. Beginning in 2006, initiations will occur biennially in the fall of even-numbered years. Each former Public Affairs Reporting intern elected to the Hall will receive a plaque and will be honored at a public ceremony.

UIS Campus Channel

The UIS Campus Channel will provide a multi-channel communication link for all UIS students in campus housing and to all of the campus buildings. In addition to UIS, college and program information, it will provide dissemination of the many public affairs and noteworthy speaking events held on campus. Many times, class schedules prevent students from attending these lectures and programs. The campus channel will provide multiple playbacks of these events into student housing and other campus buildings. The channel will also provide a forum for live campus wide discussions and debate on current issues as well as an opportunity for students to gain experience in working with electronic media in various positions.

State Capitol Report

A nationally syndicated public radio program on state policy and politics, State Capitol Report will be a weekly hour-long program distributed nationwide. The focus will be on state governments, policies and trends. In addition to a local production staff, the program would feature reports from journalists across the country about what is taking place in state governments. It would also include a focus on unique issues coming up in state legislatures. State Capitol Report would feature commentary from national experts and would also utilize state government experts within Center for State Policy and Leadership. The program would be distributed free with foundation and underwriting support funding the program.

Papers of Abraham Lincoln Online

The Papers of Abraham Lincoln is a long-term documentary editing project whose goal is to locate, image, and publish all correspondence by and to Abraham Lincoln during his lifetime. The project will publish transcriptions of documents on the Internet with fully searchable text and links to the images. Currently, staff members are traveling to manuscript repositories throughout the country capturing digital images of documents. At the office, editors transcribe and mark up documents in extensible markup language (XML) in preparation for publication. The objectives of the project are to make available original source materials to the public in order to gain a greater public understanding of the life and legacy of Abraham Lincoln and to spur more informed and balanced scholarship on Lincoln's life and works. With the coming of the bicentennial of Lincoln's birth and sesquicentennial of the Civil War, interest in the sixteenth president is at an all-time high. Making this material available on-line would provide a tremendous resource for scholars, students and citizens.

Illinois Public Policy Briefing Series

The Illinois Public Policy Briefing Series would be a set of public policy briefings for legislators and staff, agency and executive branch personnel, opinion leaders or members of the news media. The topics would be policy issues of critical importance to state government such as emergency preparedness/homeland security, renewable energy/green construction, pollution and hazardous materials disposal, campaign finance and ethics laws, immigration, monitoring sex offenders, internet gambling, tax increment financing, or affordable housing. The focus would be on presenting both an examination of the policy issues and an exploration of the options available to Illinois state government. The target audiences would vary with the policy topics, but the numbers would be small. These briefings would bring together policy experts from UIS and other centers/institutes, as well as legislators and practitioners from other states to provide information and options for the targeted audiences. The Center will develop partnerships and co-sponsorship arrangements with the Institute of Government and Public Affairs (IGPA) and the Paul Simon Public Policy Institute. In addition to developing support for the series, we would seek support from specific foundations and interest groups, depending on the topic.

Resource Needs

Summary

We have identified the resources needed by the Center in two ways. First, are there resources needed to achieve and sustain the current mission of the Center? Second, are there resources needed to accomplish the Center's "stretch ideas?" We present total dollar amounts and then the breakdown by unit and by stretch idea.

To meet the Center's current mission, a total of \$495,370 is needed annually, plus a total of \$323,000 in one-time technology and equipment upgrades.

To accomplish the Center's stretch ideas, a total of \$620,000 is requested from the University in Year 1. This includes \$325,000 in annual costs for all stretch ideas except the State Capitol Report, plus an additional \$295,000 to fund the State Capitol Report in Year 1. Cost needs in Year 2 would be \$325,000 for all stretch ideas plus \$270,000 for State Capitol Report.

The specific costs by unit and stretch idea are listed below.

Resources needed to fully meet the current mission of Center

Office of the Executive Director

Annual total - \$160,000

Development Coordinator – One FTE: \$45,000

Marketing Coordinator – One FTE: \$40,000

Research Professor – One FTE at associate professor level: \$75,000 (policy research development)

Institute for Legal and Policy Studies

Annual total - \$95,630

Continuing Education Coordinator – One FTE: \$50,000

Joint Appointment with Criminal Justice Program – 1/3 faculty: \$17,000 (@ \$50,000)

Assistant to the Director – additional 36.3% hard funding = \$ 15,932

Secretary IV – additional 50% hard funding = \$12,698

Institute for Legislative Studies

Annual total - \$37,083

Assistant to the Director – additional 51% hard funding = \$20,083

Joint appointment with Political Studies program – 1/3 faculty: \$17,000 (@\$50,000)

Center Publications/*Illinois Issues*

Annual total - \$19,482

Art Director – additional 50.31% hard funding = \$19,482

Survey Research Office

Annual total - \$52,912 Technology - \$29,000
Director – additional 58% hard funding = \$31,637
Office Manager – additional 50% hard funding = \$13,850
Graduate assistant – .5 FTE = \$7,425
Technology: networked CATI software: \$20,000; web-based survey software: \$9,000

GPSI

Annual total - \$15,000
Chief Clerk – .50 FTE: \$ 15,000

WUIS

Annual total - \$50,000 Technology/equipment - \$44,000
On air announcer/producer – One FTE: \$28,000
Clerical support for Development – One FTE: \$22,400
Technology & equipment: Studio renovation \$5,000; audio server \$4,000; 3 computers to connect to WUIS tech center and sound cards \$12,000; Digital operating system \$20,000; misc., pre-amps, external burners, misc. \$3,000. Total cost: \$44,000

Office of Electronic Media

Annual total - \$33,200 Technology/equipment - \$250,000
Director – additional 20% hard funding= \$11,000 (.70 FTE hard)
Producer/Director – two positions, additional 15% hard funding= \$10,700 (.65 FTE hard)
TV Production Coordinator – additional 15% hard funding= \$6,300 (.65 FTE hard)
Administrative Clerk – additional 15% hard funding=\$5,200 (.65 FTE hard)
Technology: Equipment replacement and upgrades (next 5-10 years): \$250,000 (includes studio and remote cameras, digital studio, editing upgrades, high definition capability)

Papers of Abraham Lincoln

Annual total - \$32,064
Associate Director – additional 46% hard funding = \$24,639
Graduate Research Assistant - .5 FTE = \$7,425

Resources needed to fund stretch ideas

Illinois Democracy Project

Annual initial costs: \$90,000

Outreach coordinator .75 FTE: salary (\$30,000) + fringe benefits = \$44,000

Faculty NIAs (POS, LES or ENS): 2 months per year x 2 faculty, incl. F.B. = \$40,000

Travel (Chicago @ \$250 per trip x 4 persons x 2 trips): \$2,000

Survey Research Office support: \$3,000

Materials & supplies: \$1,000

Advocacy Academy

Request from University: \$36,500 annually

Project Coordinator salary (½ time) (\$25,000) & fringe benefits @ 46% (\$11,500)

Program start-up costs: Year 1 \$56,500 and ongoing \$36,500

Certified Public Managers Program in Illinois

Request from University: \$73,000 annually

Project Coordinator salary (\$50,000) & fringe benefits @ 46% (\$23,000)

Total proposed program start-up costs: Year 1 \$185,900; Year 2 \$187,728; Year 3 and ongoing \$77,445

Downstate Innocence Project

Request from University: \$14,000 for faculty and staff support

Total proposed annual costs: \$143,000

Public Affairs Reporting Program Hall of Fame

Expenses for Hall of Fame planning and event: \$5,000

UIS Campus Channel

Annual operating expenses: \$30,000 (including \$10,000 for student wages)

“State Capitol Report” – A nationally syndicated public radio program

Request from University for program launch:

Year 1 estimated total costs: \$295,000 Year 2 estimated total costs: \$270,000

Funding sought from university, grants and underwriting

Year 1 Budget:

Personnel: Salaries and benefits for full time staff \$170,000; Student help \$15,000;

Freelance reporters \$45,000; Distribution: \$5,000; Travel and related costs for promotion:

\$6,000; Equipment/dedicated studio \$20,000; Computers \$15,000; Telecom costs \$5,000;

Subscriptions \$1,000; Pilot production \$3,000; Advertising promotion \$10,000.

Papers of Abraham Lincoln Online

Staff salary (.50) and fringe benefits; graduate assistant stipend: Total \$43,000

Illinois Public Policy Briefing Series

Request from University: \$33,800 annually (total cost for 4 events)

Outreach coordinator .25 FTE (\$10,000) + fringe benefits (\$4,600)

Experts' stipends (\$8,000) + travel (\$4,000)

Catering 4 events @ \$800 (\$3,200)

Printing/duplicating (\$800); Books, materials & supplies (\$3,200)

Resource Procurement Strategy

Resource Procurement Strategy #1: UIS General Revenue Funds and UIS Annual Reallocation

The Center's activities and programs contribute directly to the Making a Difference in the World goal in the UIS strategic plan. The Center's activities and programs are also essential to the success of the Engaged Citizenship Common Experience component of the new UIS general education curriculum. The success of the general education curriculum is essential to achieving the UIS goal of becoming one of the top five public liberal arts universities in the nation. As the university distributes new appropriated dollars and engages in annual reallocations of funds over the next five years, the Center must be aggressive in securing the appropriated funds necessary for the Center to meet its obligations under the UIS strategic plan.

Resource Procurement Strategy #2: Recapture actual costs of services provided by the Center to other campus units

Units within the Center such as the Office of Electronic Media and the Survey Research Office routinely provide services for other units on campus below actual cost or at no cost. These activities create deficits within the unit budgets and limit the ability of the units to generate funding from contracts with clients outside the university. Services provided by the Center should be reimbursed at their actual costs or appropriated dollars should be provided to off set the losses.

Resource Procurement Strategy #3: Grants and Contracts

Some of our action steps and initiatives must be supported by grants or contracts, or they cannot be implemented. These will be identified, followed by an aggressive plan to pursue grants and contracts for these items, and provide additional support to faculty and staff seeking grants.

Resource Procurement Strategy #4: Donors

The only way to fund some of the Center's critical needs is through private giving. We will aggressively pursue private donors to meet our needs. We will also be an essential part of the upcoming UIS capital campaign to market these needs.

UIS Center for State Policy and Leadership Strategic Plan

June 23, 2006

Strategic Planning Committee

Kent Redfield, Chair, Interim Director, Institute for Legislative Studies
Barbara Ferrara, Interim Executive Director, CSPL
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