



Center for State Policy and Leadership
2019
More Than an Annual Report



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UIS Center for State Policy and Leadership Organizational Chart

Susan Koch, Ph.D., Chancellor

Dennis Papini, Ph.D., Vice Chancellor for Academic Affairs and Provost

David Racine, Ph.D., Executive Director

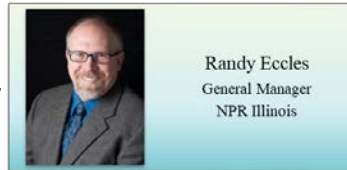
Unit Directors

Mission

The Center for State Policy and Leadership promotes evidence based policy and practice in the public sector. The Center's mission is carried out through research that informs public decisions and understanding; internships, training programs, and applied problem solving that strengthens public leadership; and journalism that educates and engages citizens in public affairs.

The Center:

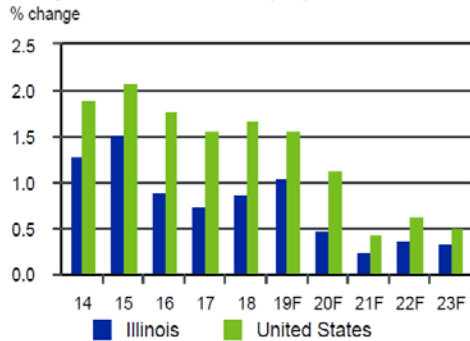
- Researches, evaluates, and helps form effective public policy,
- Educates citizens on public affairs issues and,
- Provides leadership and professional development programs.



THE ILLINOIS CHALLENGE

“Illinois is in decent shape,” wrote Moody’s Analytics in its February 2020 report on the health of the Illinois economy for the state’s Commission on Government Forecasting and Accountability. Ironically, the report then went on, true to economics’ reputation as the “dismal science,” to detail a litany of problems and challenges in the following 23 pages. Although the state’s economy is in better shape than it had been, it has not kept pace with either the nation or the rest of the Midwest since the Great Recession in 2008. Employment growth has slowed, income has risen but not as much as the U.S.

Long-Term Outlook: Employment



Sources: BLS, Moody’s Analytics

average, and manufacturing has declined in most of downstate. There are some bright spots – downtown Chicago is thriving, Lake County north of the city is doing relatively well, as is Champaign-Urbana. However, other urban areas outside the northeast and nearly all of rural Illinois are either stagnant or struggling. Lower income residents are, for the most part, not gaining significantly in any part of the state. Obviously, the arrival and spread of the covid-19 virus in 2020 has introduced enormous uncertainty into an already difficult situation.

Moody’s report sheds limited light on the deeper causes of Illinois’ economic challenges until halfway through, when it discusses “demographic trends,” in particular, the state’s declining population. Illinois has been losing people since 2014 and is the only one of the ten largest states to show a drop (1.2 percent) since 2010. Birth rates are down, as they are in most of the country, as younger generations delay marriage, and have fewer children when they do marry, compared to older generations. Immigration is down owing to more restrictive federal policies. In addition, more people are leaving the state than moving into it. A declining population means fewer consumers, a smaller labor pool, less tax revenue to fund necessary government functions (e.g., infrastructure), and less innovation potential, all key factors in driving economic development and growth.

Birth rates are difficult to affect, and immigration is not under state control. The one cause that may be subject to influence, migration into and out of Illinois, is complicated. The news media and conservative advocates have tended to portray the loss of people due to migration as a consequence of the state’s dicey fiscal condition and state and local taxes. Although these factors have surely affected the relocation decisions of some households and businesses, how many is unknown. Research indicates that households and businesses move for a

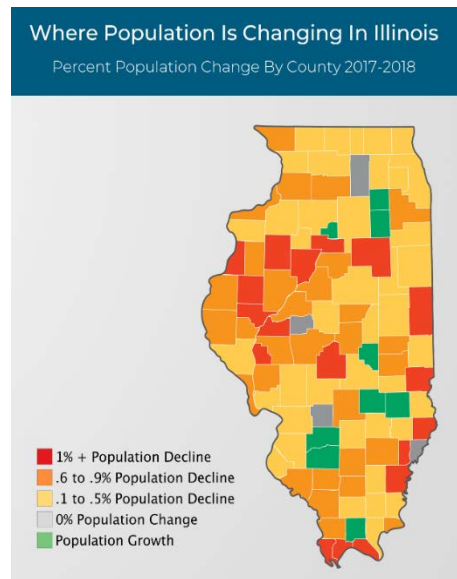
Bright Spot

Graduate Public Service Intern Brianna Klein does diabetes prevention for the Illinois Department of Public Health. A certified diabetes prevention lifestyle coach, Klein develops lesson plans and provides one-on-one advice to help Illinois residents lose weight through healthy habits. She collects and interprets data from the program, which are then sent to the federal Centers for Disease Control and Prevention (CDC). Klein is working on a joint master’s degree in public health and public administration.

variety of reasons. Typically, and to their credit, they engage in a more complex calculus than “higher taxes made me do it.”

Why People Are Leaving?

People mostly move out of state for jobs or to be near family. Housing, which may include tax considerations, is also a driver, although it appears to loom larger in local moves than interstate ones. Migrating to a warmer climate has been a factor, which sometimes brings lower taxes or a better business environment. Yet, which reason is more important has been difficult to ascertain. Businesses move, not only for tax reasons, but to take advantage of land availability, transportation systems and supply chains, and people talent. Moody’s found Illinois’ overall business costs to be about in the middle of the pack nationally, its transportation system among the best in the country, and its labor force brimming with highly skilled workers.

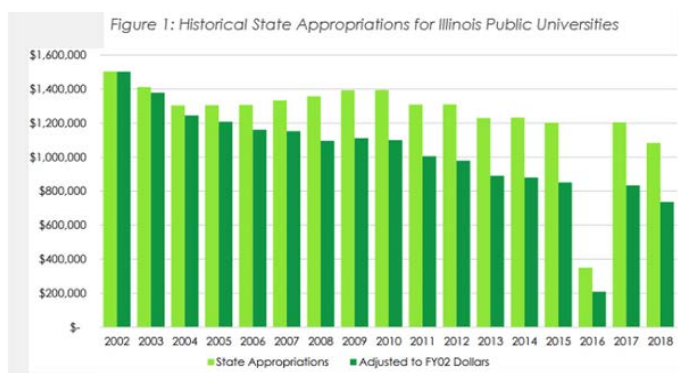


Source: U.S. Census Bureau
CREDIT ALEX COLEMAN / ILLINOIS NEWSROOM

While the Land of Lincoln has been losing population through migration, the country as a whole has been trending in the opposite direction, toward less geographic mobility. In the 1980s, about 17 percent of the nation’s population moved annually, one of the highest rates in the developed world. By 2017, the rate had slipped to 10 percent (still high compared to other Western countries). Economists and geographers have been puzzling over the reasons.

An aging population provides part of the explanation, since people tend to move less often starting in their middle years. The increasing concentration of the growth part of the economy in particular urban areas, mostly on the coasts, also sheds some light. People with the STEM degrees sought by those growth areas are the most apt to move, but they constitute only about 7 percent of workers age 25-64. There is also evidence suggesting the “hot” locations which have grown the most may be starting to stabilize as their second and third generations find it more attractive to stay put for work and to be near family, thus reducing out-migration.

Illinois may be somewhat bucking the trend of lower migration rates, not only for the conventional reasons cited above, but also because it appears to be experiencing a more rapid re-sorting of its labor force than many other states. The parts of the state that Moody’s identified as doing well economically are all ones in which advanced technology figures prominently. STEM degree-holders are being drawn to these areas, probably helping to account for the fact that Illinois was the only Midwestern



Source: Illinois State Board of Higher Education

state to see an increase in its population of 22-24 year-olds with at least a bachelor’s degree between 2005 and 2015. The greater losses appear to be associated with increasing numbers of individuals with a high school diploma or some college moving into neighboring states, including Indiana, Missouri, Iowa and Wisconsin. Florida is also drawing this population, while Texas is attracting all educational groups.

The geographic consequences of this re-sorting are profound, as most population centers outside the Chicago area are losing businesses, jobs, and people. The general health of the American economy of late – threatened now, to be sure, by covid-19 – has helped slow the decline, but the underlying trend is undeniable. These places have a limited presence in the “tech” economy. Such deepening economic divisions can lead to a broader sense of deprivation, spilling over into a more vitriolic politics.

What to Do?

The recent push by some downstate politicians to split the Chicago region off from the rest of the state may be a stunt, and ill-advised economically, but it nevertheless reveals a growing anxiety about where things are headed. At a time when political polarization in the United States has been intensifying, it is not difficult to imagine the political and social gulf between downstate and Chicago widening. How downstate transforms to align better with the direction of the economy has no obvious answers. But solving that problem, or at least making progress against it, may be key to keeping the state from splintering even more politically.

It makes sense to understand the activities and programs of the **Center for State Policy and Leadership** (CSPL) in light of this grand challenge. After all, the Center trains most of its attention on state government and politics, tasked with furthering the welfare of all Illinoisans. And the Center is based mostly in Springfield, located in the more economically challenged part of the state. A look back at the Center’s work and progress in 2019 indicates that answers may lie, not in any silver bullet, but along a variety of paths toward a more intelligent economy and healthier democracy.



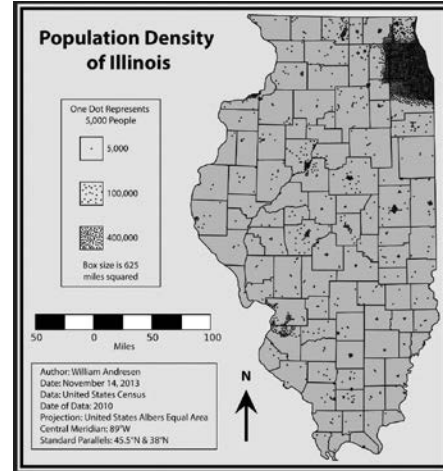
CSPL Office of Executive Director staff, from left to right: David Racine, Executive Director; Nichol Timms, Administrative Aide; Robert Raleigh, Administrative Specialist

Harvard political scientist Robert Putnam, before he famously coined the metaphor “bowling alone” to describe the depletion of social capital in American communities, wrote a book, Making Democracy Work, about the evolution of democracy in Italy. He concluded that economic

development and civic development co-evolve. Each requires the other. To wit, Illinois probably can’t develop economically without also continually to develop politically. That duality gives the Center for State Policy and Leadership its purpose in the era now unfolding.

LOCALIZING INNOVATION

Urbanization and economic development go hand in hand. As cities grow, their economies become more diverse and complex, and economic output per capita increases. People with higher skills gravitate to these locations because of the array of opportunities they offer, the higher wages made possible by greater productivity, and the cultural and social amenities that people with more money can afford to enjoy. A denser urban population reduces the physical distance between people, making communication, coordination, and sharing knowledge easier, which, in turn, aids the process of producing the innovations that drive the economy forward.¹



The urban economies in Illinois outside the northeast are considerably less densely populated than the Chicago area. For example, in 2016 Springfield had 1,945 people per square mile, Peoria 2,380 per square mile, and Decatur 1,722 per square mile, while Chicago metro’s density was 11,883 people per square mile. Being less densely populated helps to explain the relative narrowness and lower levels of productivity of these smaller cities’ economies. Springfield’s economy is dominated by state government and health services. Just before Caterpillar relocated its headquarters to the Chicago area, it accounted for 40 percent of the Peoria economy. Archer Daniels Midland was and still, to some extent, is the anchor of Decatur’s economy. Go down the list of Illinois cities apart from Chicago and each has an economy dependent on one or no more than a small handful of industries.

Innovate Springfield

How to build on these narrow economic foundations is a problem without easy answers, which suggests ample room for experimentation. In Springfield, the experiment is Innovate Springfield (iSPI), a unit of



the Center for State Policy and Leadership. iSPI is a four-year old business and social innovation incubator started by the Community Foundation for the Land of Lincoln. Prior to iSPI, Springfield, accustomed to the stability provided by the presence of state government, never felt a need to have an effort dedicated to entrepreneurship. In August 2018, iSPI was announced as the first hub in the Illinois Innovation Network, the statewide complement to the University of Illinois System’s Discovery Partners Institute located in Chicago. The Network and the Institute are the core elements of a big bet by the university and

the state, the largest single investor, on mobilizing the resources of the higher education system to expand Illinois’ role in the tech economy.

¹ Although density facilitates economic activity, it is not without costs. The coronavirus pandemic is an example. The greater physical proximity of denser populations aids the spread of contagious disease.

iSPI's core function is to support people who want to start new businesses. By the end of 2019, the organization, led by local civic leader Katherine Davison, had 83 "members," including existing businesses seeking to grow and new start-ups. This represented a 45 percent increase in members from the year before, indicating pent-up demand in the community for entrepreneurial outlets. Particular emphasis has been placed on diversity, since, if the local economy is going to develop, it will need more women and people of color running businesses. As of December, 51 percent of iSPI members were women and 35 percent were people of color (including 40 percent women).



iSPI staff, from left to right: Trish Schlobohm, Office Manager; Sarah Beth Ayers, Business Incubation Program Coordinator; Katie Davison, Executive Director

Taking advantage of greater resources that came with the transfer of iSPI to the university, the incubator was able last year to bring on a new activity, CO.STARTERS, a nine-week program that has been replicated around the country to guide entrepreneurs systematically through the business formation process. Two cohorts of entrepreneurs have done the program to date, and more sessions will be offered in 2020. Including CO.STARTERS sessions, iSPI hosted 54 professional development workshops and educational experiences for its members and the larger Springfield community in 2019.

derived from scientific advances. A graduate of that summer program, UIS student Natalie Kerr majoring in chemistry, went on to attend the prestigious Falling Walls global pitch competition in Berlin, Germany last fall. Kerr represented her team, which is developing a solution to mitigate the adverse effects on wetlands of agricultural runoff. A 2018 I-Corps Node graduate and iSPI member, Debashree Mukherjea, received a Small Business Innovation Research (SBIR) Grant from the U.S. Department of Commerce. These highly competitive grants are used to help startups do research that has the potential for commercialization. Mukherjea is a research scientist at Southern Illinois University School of Medicine.

Among those opportunities was a summer session of a "Midwest I-Corps Node" geared to supporting the commercialization of technology



UIS Student Natalie Kerr presenting at the Falling Walls competition in Berlin.

Along relevant performance measures, iSPI has gotten off to a solid start. In 2019, its members employed 153 full-time and part-time employees. In the past two years, member businesses have generated nearly \$8 million in sales revenue and have received almost \$7 million in financing. Members encompass a variety of businesses, from tech-based ones described above to t-shirts and food. Since the lack of industry diversity is one of

the shortcomings of the local economy, nudging into existence many different types of businesses may be the right strategy. Not all are likely to succeed, but among those that do, some may push the economy in promising new directions.

Looking ahead, Innovate Springfield has been in the middle of local efforts to develop a UIS-based innovation center in downtown Springfield. UIS is due to receive help from the \$500 million in capital funding released by the Pritzker Administration to support the construction of the Discovery Partners Institute in downtown Chicago and other economy-relevant facilities in association with public university campuses around the state. Preliminary plans call for the innovation center, which will provide a variety of resources, educational programs, and outreach activities boosting the entrepreneurial ecosystem in Springfield, to be the anchor for a downtown “innovation district.” The district is intended to be a concentration of businesses, public and nonprofit services, and cultural activities that will inject creative energy into the regional economy.

MAKING EVIDENCE COUNT



People, as a rule, are cognitive misers. We are predisposed to look for simple solutions to difficult problems and to limit the effort we put into processing the information that comes to our attention. From the least to the most educated, this is true. Public policymakers and managers are no exception. Even though they have a responsibility to consider as much relevant information as possible when making decisions affecting the public’s welfare, they invariably come up short, in the same ways that we all do. Our minds, singly and collectively, can only do so much. In a sense, the beauty of a democracy

is that it accommodates our imperfection by recognizing problems do not have permanent solutions. The task of solving them is never-ending, as new information, perspectives, and political coalitions emerge that change how we understand things or reckon what’s possible.

There are three basic and changeable informational inputs into public decisions. One is what citizens think about relevant issues. The continued legitimacy of a representative democracy rests on the alignment between government decisions and public opinion. People will vary in what they know about an issue and how important it is to them, and their opinions may change over time. But regardless of these limitations, government must show in some way that it is responsive to public sentiment, however squishy, or risk losing the confidence of the people. Illinois has had more than a little experience with this.


A second essential input is understanding how citizens conduct their lives. After all, public policies and programs, by definition, affect human behavior. For public decision makers to rely solely on self-reflection about their own behavior or impressions they have formed through the people they

encounter or observe mistakes their cognitive miserliness for a virtue. Obtaining more systematic evidence of how people behave, in which deliberate efforts are made to mitigate bias, ought to be a cardinal expectation for those entrusted with public responsibility.

Thirdly, public actors need to know whether the decisions they make have the intended effect. Since public decisions are imperfect by design and imperfect in their implementation, it is critical to know if they work, and if so, how well. Given the impermanence of decisions in a democracy, and possibly short terms in office, public leaders face powerful incentives to highlight the decisions they make and to give less attention to the effects of those decisions subsequently. And yet, it's the latter, namely, results, that is more important to public well-being.

The Center's two research units – the Institute for Legal, Legislative, and Policy Studies and the Institute for Illinois Public Finance – together seek to generate relevant information of all three kinds. At a time when Illinois' way ahead is less than sure, this information function looms large.

Bright Spot



Graduate Public Service Intern Christopher Poetschner uses his software programming skills to help the Illinois Department of Transportation improve its land surveying capability. Poetschner developed a script using the Python programming language that automatically generates less distorted map projections, the surveying method that converts three-dimensional space into the two-dimensions needed for planning.

Institute for Legal, Legislative, and Policy Studies

In early 2019, the Center merged its Survey Research Office into the Institute for Legal, Legislative, and Policy Studies (ILLAPS) to give more weight to the role of public opinion in shaping government action. In a time of increasing political polarization, getting as accurate a read as possible of what the public thinks about key issues becomes ever more important. To aid the cause, the Center in May hired a new director for the Institute, A.J. Simmons, Ph.D. A political scientist, Simmons has a background in survey methods and worked in the UIS Survey Research Office before pursuing his doctoral studies at Arizona State University.



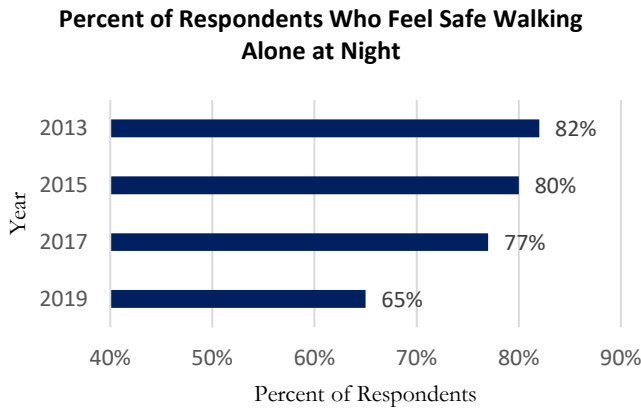
ILLAPS Director A.J. Simmons talks with John Stremsterfer, President of the Community Foundation for the Land of Lincoln, about the 2019 Sangamon County Citizens' Survey

Last year, ILLAPS launched two major projects, both continuations of earlier work, to solicit public opinion on a range of topics. The 2019 Illinois Issues Survey, a joint initiative by the Institute and NPR Illinois and the second in a series, sampled public opinion on key concerns statewide. The 2019 Sangamon County Citizens Survey, the fourth of this biennial effort, gathered data on how local residents think about their lives in central Illinois. The two surveys covered some similar questions.

Chief among those similarities was asking about interest in leaving Illinois, given the state's declining population. In the statewide

survey, six in ten respondents said they had considered moving out of Illinois, an increase over the slightly more than half who gave this response in the 2018 statewide survey. When the 2019 Sangamon County Citizens survey asked if people had considered moving away, 57 percent of local respondents indicated yes. Illinois is not necessarily an outlier on this question. A 2019 survey conducted in California by the University of California at Berkeley Institute of Governmental Studies found slightly more than half of those they questioned thinking of moving out of the state.

KEY FINDING FROM THE 2019 SANGAMON COUNTY CITIZENS SURVEY



In Illinois, Republican and Republican-leaning independents were notably more favorably disposed toward leaving (70%) than were Democrats or Democrat-leaning independents (53%). Non-leaning independents were in between (64%). The pattern in California was roughly similar. Although a seemingly high proportion of Illinoisans had thought about leaving, relatively few indicated taking any concrete steps in that direction. Interestingly, while research, as noted earlier, identifies a number of causes for actual migration across state lines, taxes were the most commonly cited reason to move by Illinois respondents. A little more than a fourth

gave this response, with little partisan difference on the question.

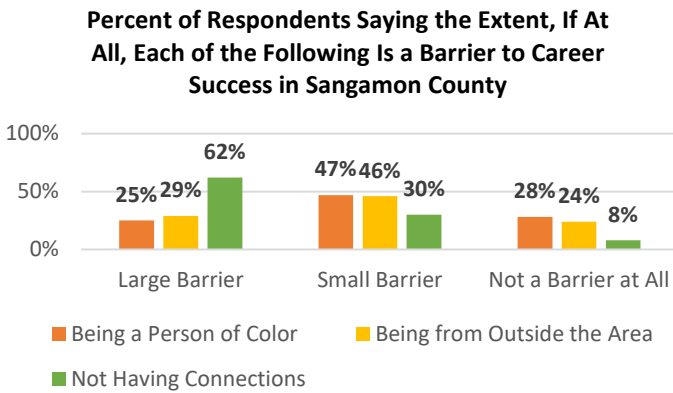
Partisanship was more evident in response to a question about support for or opposition to the proposal to replace Illinois' flat income tax with a graduated one. On this question, 67 percent of all respondents indicated a positive view of the graduated approach, a finding consistent with other surveys in recent years. Support was much stronger among Democrat/Democratic-leaning independents (79%) than among Republican/Republican-leaning independents (49%) or non-leaning independents (59%). Shifting to a graduated approach was approved last spring by the Illinois legislature, led by strong Democratic majorities, for placement on the ballot in November 2020.



ILLAPS staff, from left to right: Tonda Reece, Calling Lab Manager; Cindy Jones, Research Manager; A. J. Simmons, Director; Susan Patterson, Business Manager for Public Safety and Justice Project; Michele Sapp, Administrative Specialist; Jennifer Cook, Office Support Specialist; Charlene Moe, Assistant Director for Public Safety and Justice Project; Andrea Graff, Program Coordinator (missing: Barbara Van Dyke-Brown, Program Director, Legislative Internship and Advocacy Program)

Both the Illinois Issues and the Sangamon County surveys asked people whether the state/county is heading in the right direction. At the state level, there was a bit of good news: 28 percent of respondents said the state is heading in the right direction. Though a numerically low level, this was double the percentage from 2018 when only 14 percent said the state was heading in the right direction. The news was better at the local level. Fifty-two percent of respondents to the 2019 Sangamon County survey felt the county is moving in the right direction – somewhat lower than the level of favorable response in the 2017 survey (62%).

KEY FINDING FROM THE 2019 SANGAMON COUNTY CITIZENS SURVEY



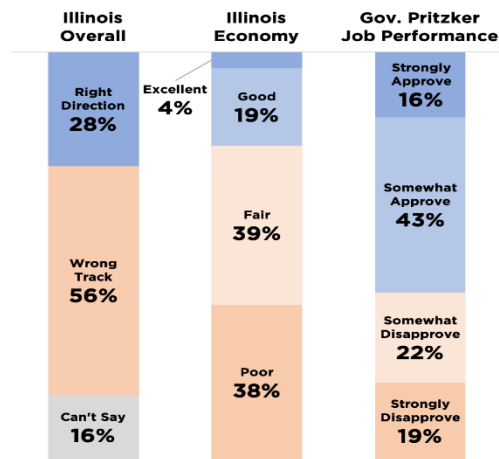
The 2019 Illinois Issues Survey asked questions about a variety of other current issues, including firearms policies, immigration, income inequality, and climate change, where responses fell largely along predictable partisan lines. There was less partisanship evident on health issues. Among the interesting new dimensions to the Sangamon County Survey in 2019 was a series of questions on local business conditions that painted a mixed picture. There was a strong, continuing commitment to seeing downtown Springfield further developed

but uncertainty about the community’s ability to attract and retain businesses and talent, a challenge which Innovate Springfield is trying to address.

Detailed analysis of the results of the Illinois Issues Survey and Sangamon County Citizens Survey can be found in reports on the Survey Research Office website (<https://www.uis.edu/surveyresearchoffice/>). To make it easier for the Illinois Issues Survey findings to wend their way into public discourse, ILLAPS converted them into a series of published topical issue papers and NPR Illinois’ Sean Crawford, Brian Mackey, and Sam Dunklau produced nine separate radio and website stories on different subjects from the survey over a two-month period in the fall.

In addition to public opinion surveys, ILLAPS has given priority over the years to gathering data for public health purposes. In 2019, this work expanded to include collecting data from Illinois residents for the Behavioral Risk Factors Surveillance Survey beginning in 2020. BRFSS, as it is known, is the main source of data used by the federal Centers for Disease Control and Prevention to monitor the health-related behaviors of the American people. The survey operates under the auspices of the Illinois Department of Public Health, which was also the Institute’s partner in 2019 in collecting information from public housing residents on their attitudes toward a new smoke-free policy. In 2020, ILLAPS will be working with IDPH and the Illinois Chapter of the American Lung Association

KEY FINDINGS FROM THE 2019 ILLINOIS ISSUES SURVEY



on a performance evaluation of the state’s Tobacco Quitline. ILLAPS is also gearing up to assist central Illinois hospitals in 2020 with the triennial community health needs assessments required by the federal Affordable Care Act (ObamaCare).

Institute for Illinois Public Finance

In the 2019 Illinois Issues Survey, the second most common reason people gave for thinking about moving out of Illinois, after taxes, was state government and policies. While the latter could mean any number of things, common sense suggests that at least part of it stems from long simmering worries about the state’s fiscal health. This echoed in Moody’s Analytics’ report: “The state’s [long-term] outlook is tarnished primarily by its budget woes.”



IIPF Director Kenneth Kriz and Senior Fellow Awri Kriz with Illinois Governor J. B. Pritzker at an Illinois Municipal League.

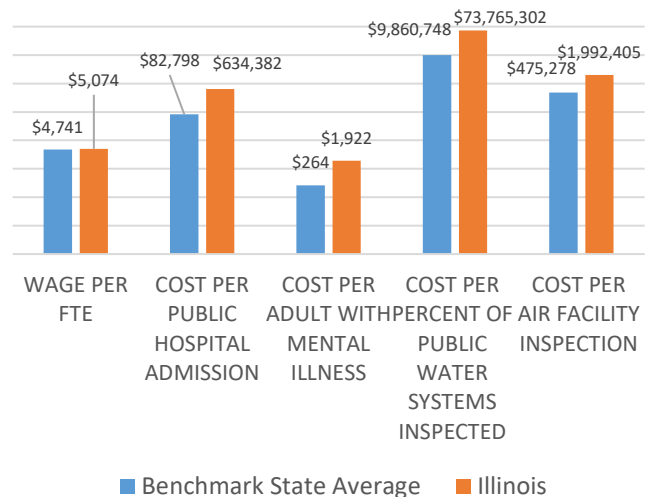
Given the importance of Illinois’ fiscal challenge, which also applies to many municipalities, the university in 2018 established within the Center the Institute for Illinois Public Finance (IIPF), led by Distinguished Professor of Public Administration, Kenneth Kriz. The Institute’s purpose is to bring rigorous, systematic research and technical assistance to bear on public financing decisions by state and local governments.

In December, IIPF released a technical working paper and an overview white paper on measuring the efficiency of state government functions. The study, conducted by Institute Senior Fellow Dr. Arwi Kriz, relied on a technique, data envelopment analysis, which allows comparing the multiple inputs and outputs that characterize government functions to arrive at mathematical judgments about their relative efficiency. The basic idea of

efficiency is to generate the highest level of outputs for a given set of inputs. Kriz’ analysis found that Illinois government functions fall into four categories, from most to least efficient. Higher education and infrastructure are in the top category, followed by environment and housing in the second group and K-12 education and public safety in the third category, with welfare, health and hospitals, and transportation bringing up the rear. By benchmarking Illinois’ performance against the average of other states, the study points the way toward steps that might be taken to improve efficiency.

COST MEASURES FOR ILLINOIS AND BENCHMARK STATES, HEALTH AND HOSPITALS

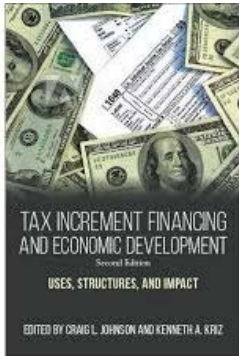
Source: Illinois State Government Efficiency, December 2019



During 2019, Institute faculty waded into ongoing debates about tax policy in Illinois. Ken Kriz, along with co-authors Beverly Bunch and Patricia Byrnes of UIS and the Center and David Merriman of the University of Illinois Chicago (UIC), performed an in-depth income tax analysis for the Institute of Government and Public Affairs at the request of Sen. Andy Manar, chair of the Illinois Senate Appropriations Committee. The analysis looked at the recent history of income distribution in Illinois, what that distribution might look like in the future, and tax burden differences between the current flat rate personal income tax and proposals for a graduated rates system.

Kriz, Bunch, and Byrnes also collaborated with Amanda Kass of UIC's Government Finance Research Center in presenting testimony to the Illinois Department of Revenues' Property Tax Reform Task Force on the future effects of local pension fund contributions on property taxes. The testimony drew from research by Bunch and Brynes, together with UIS economics faculty member Glenn Cassidy, Ph.D., on local police and fire pension funding challenges in Illinois.

IIPF staff published two books in 2019. Ken Kriz and co-editor Craig Johnson of Indiana University released through SUNY Press the second edition of Tax Increment Financing and Economic



Development. TIFs, in which anticipated tax revenues from development projects are used to finance them, have become a popular tool for local economic development. The book examines how TIFs are being deployed, their varying structures and impacts. It also includes more general discussions of the theoretical, economic, and legal bases of TIFs. Arwi Kriz and co-editors Wie Yusuf of Old Dominion University and Natalia Ermasova of Governors State University published through IGI Global Capital Management and Budgeting in the Public Sector. The book describes, compares, and evaluates public infrastructure investment policies and practices in twelve countries. Arwi Kriz also published with co-author Patricia Byrnes an article for Economic Development Quarterly on the results of a study of the causal links among

local arts, employment in the knowledge economy, and economic performance in 260 metropolitan areas in the United States. Upshot: the arts are, on net, economy-enhancing.

UPDATING THE PUBLIC WORK FORCE

The coronavirus (covid-19) pandemic makes clear the necessity of a capable government when a widespread crisis hits. With infectious diseases, wars, destructive weather, financial collapses, and other disasters, American society turns not to business but to the public sector to bear the lead responsibility. Only government can be expected to act in the larger public interest. Government orchestrates the response, which often necessitates stepping beyond the boundaries of normal



Dr. Engozi Ezike (right), director of the Illinois Department of Public Health, speaks at the state's daily COVID-19 briefing at the Illinois Emergency Management Agency headquarters in Springfield. Gov. J.B. Pritzker (center) and an American Sign Language interpreter (left).

action. While the public sector may fulfill this role more or less well or may even at times fail outright, the role lies with it and no other.

To wait for a crisis to see whether the government is equipped to respond is to court catastrophe beyond the crisis itself. The needed public capabilities must be in place already, held in reserve, as it were, until the situation calls for them. Consequently, in a changing and complex world, public sector functions need to be continually nourished, developed, and improved to assure they are not just sufficient to preserve the ordinary operation of government, but can be ready for more difficult work when necessary.

Attending to the skills and capabilities of the public work force in Illinois has been a longstanding purpose of the Center for State Policy and Leadership. Its two highly regarded graduate internship programs – Graduate Public Service Internship (GPSI), serving mainly state executive branch agencies, and Illinois Legislative Staff Intern Program (ILSIP) – have been producing the next generation of public service talent for half a century. In recent years, the Center’s Child Protection Training Academy has been on the cutting edge in providing an innovative national model for equipping child protection investigators for one of the most challenging jobs in government, where a crisis may happen every day.

Graduate Public Service Internship Program

GPSI is committed to expanding to provide more opportunities for UIS graduate students and to meet better the challenges facing modern government. Instead of selecting interns only twice a year, in advance of the fall and spring academic terms, the program has moved to five times a year to match the reality of when public and nonprofit agencies have needs to fulfill. The shift to a more frequent schedule



Dr. Beverly Bunch and Dr. Betsy Goulet recruiting Public Administration students at the 2019 UIS Graduate Fair
Photo courtesy of Blake Wood

also smooths out the workload, reducing the congestion that sometimes occurred under the twice-a-year schedule. Working in cooperation with the UIS Office of Admissions, GPSI staff set an ambitious recruitment agenda in 2019. Some 623 “leads” were generated from graduate and career job fairs and classroom visits at UIS and other colleges and universities in Illinois. Leads were shared with graduate education programs for follow-up, and GPSI also contacted each prospective student multiple times to encourage enrollment. Among the main events organized and hosted by GPSI to boost enrollment and interest in the internship program was the Second Annual UIS Graduate Fair in late January 2019, held in the newish UIS Student Union.

In 2019, GPSI hired or renewed contracts with 299 interns in 31 agencies and associations. This level was on par with the general trend of the recent past of about 300 interns over the course of a year, despite

the negative effect since 2017 of immigration restrictions on graduate student enrollment at UIS. Five state agencies and two nonprofit associations began hiring interns for the first time in 2019, including: Illinois Executive Ethics Commission, Illinois Community College Board, Illinois Emergency Management Agency, Illinois Department of Aging, Illinois Department of Labor, Illinois State Association of Counties, and Illinois Asphalt and Paving Association. Interns earned \$2.7 million in stipends and received \$1.2 million in tuition assistance, paid for by the agencies where they were placed.



Graduate Public Service Intern Levi Reed has performed a variety of land management tasks for the Illinois Department of Natural Resources' Recreational Access Program. The program incentivizes property owners to improve their land as wildlife habitat and to make it available for hunting. Reed, who is majoring in environmental studies, has helped with prescribed burns, timber stand improvement, vegetation plot sampling, and herpetology research.

From the beginning more than four decades ago, GPSI has been giving master's-earning interns experience doing the kinds of work public service professionals do. Contrary to the popular caricature of the public bureaucrat mindlessly pushing paper, intern jobs range from website and database development to economic forecasting to drafting legislation to conducting surveys on endangered species and myriad roles in between. And like most public service, this work operates largely outside the awareness of the broader public, except when a resident happens to interact with some discrete aspect of government activity. The invisibility of much public work is both one of its finest features – the willingness to endeavor without recognition – and, for that very reason, one of its distinct disadvantages in a boast-prone, “I’m my own brand” world. Interns experience this duality first hand.

Two new developments marked GPSI’s evolution in 2019. In September, the UIS Department of Public Administration, in the College of Public Affairs and

Administration, announced the formation of a new GPSI Doctoral Fellowship Program. While similar in design to the program for master’s students, the new program will allow a student seeking a public administration doctorate at UIS to serve simultaneously as a fellow in a participating state agency. The purpose is to give doctoral students the opportunity to apply high level analytical and management skills to the development and implementation of public policies and programs, a step or two or more above the experience typically afforded master’s level interns. Students will be selected through a competitive process, and will receive tuition assistance, monthly financial support, and funding for professional development. It is envisioned that fellows could work for up to four years or until they’ve met their degree requirements, including a dissertation. The goal is to name the first fellow for the fall of 2020.



GPSI staff, from left to right: David Alonso, Student Worker; Cody Huffines, Graduate Recruiter and Contracts Manager; Sherrie Elzinga, Director; Myra Kaufman, Assistant Director; Pam McGowan, Office Manager

In December, GPSI announced the launch of a Chicago graduate student internship program modelled after the existing program in Springfield. The program will allow students to complete their UIS master’s degree online while serving as interns at the same time. Students will have to be enrolled in one of the eleven online graduate programs that UIS offers and have the ability to work 20 hours a week in their internship. While state agencies are expected to be the main users of the new program, nonprofit organizations needing interns will also be able to participate. Federal and municipal agencies with offices in the Chicago area may be invited to get into the act once experience indicates expansion is feasible. Although throughout Illinois’ history most of state government was based on Springfield, a concerted effort began 20 years ago to put more state jobs in Chicago, thus depriving those offices of the opportunity provided by Springfield-based GPSI. The extension program will, hopefully, help to remedy this deficiency. The first students are expected in the fall of 2020.



Graduate Public Service Intern Taiwo Akinsoji (front row, third from left) organized the Springfield Epilepsy Awareness Walk for the Illinois Department of Public Health in 2019. Majoring in public health, Akinsoji works in the state agency’s Center for Minority Health. In addition to organizing the walk, she joined up with the Epilepsy Foundation of Greater Chicago to put on a seizure recognition and first aid program at Lanphier High School and Washington Middle School in Springfield, which is now being expanded to other school districts.

Illinois Legislative Staff Intern Program

Most GPSI interns learn the ropes of public service in complex, hierarchical organizations consisting of multiple levels, many specialized jobs, and extensive rules. By contrast, college graduates participating in the Illinois Legislative Staff Intern Program (ILSIP), administered by ILLAPS, get a very different take on public work. Their experience is defined by the highly political, semi-chaotic world of the legislature, where every senator and representative runs his or her own small organization. For 60 years, ILSIP has been providing young adults with a roughly yearlong, full-time opportunity to participate in the process of making the state’s laws. In recent times, up to two dozen interns have been assigned to staff roles in each party caucus in each chamber and to research jobs in the legislature’s Commission on Government Forecasting and Accountability (COGFA). Many well-known Illinois public servants got their start in ILSIP, and, at any one time, a sizeable fraction of the staff in the General Assembly have come through the program.



ILSIP interns attending the Sam Gove Legislative Intern Hall of Fame in 2019

The current cohort of legislative interns started their internships in August 2019 and will complete them sometime before the end of the fiscal year. Demographically, the cohort is 40 percent female, and over 40 percent represent ethnic and racial minority groups. Most interns earned their college degree in Illinois, but six matriculated outside the state, including one from Nigeria. The largest number of interns have been assigned roles doing research for each chamber’s two caucuses; others assist with communications. COGFA interns largely provide nonpartisan research support based on member requests.

Last year also marked the biennial induction of distinguished ILSIP alumni into the Samuel K. Gove



2019 Gove Hall of Fame Inductees (left to right): David Menchetti, Kevin Schoeben and John Nicolay along with Special Recognition for Ron Michaelson

Legislative Internship Hall of Fame. Gove, a long-time fixture in Illinois government and politics, started the internship program and was its first director. The inductees in 2019 included:

- David B. Menchetti, currently an attorney in private practice, who served as staff counsel to two former Senate Presidents, Philip J. Rock and Emil Jones;
- John D. Nicolay, also an attorney, who was general counsel to Senate President James “Pate” Philip and also worked in roles as legislative liaison for the Cook County State’s Attorney Office, an assistant state’s attorney, and a staff aide to Senate Minority Leader Frank Watson and Governor James R Thompson; and
- Kevin Schoeben, currently Assistant Illinois Comptroller of Fiscal Policy, who previously held positions in Speaker Michael Madigan’s office, where he started as an intern, the Illinois Department of Transportation, Illinois Board of Higher Education, and earlier roles with the Illinois State Comptroller.

The induction ceremony also honored Ron Michaelson, former chair of the Illinois State Board of Elections, who recently retired after many years on the UIS political science faculty, where he taught the class on Illinois state government that interns are required to take.

Child Protection Training Academy

People learn by storing in long-term memory the knowledge they are exposed to. This applies both to the what (e.g., names given to objects) and to the how (e.g., how to type) of things. Novel information poses a challenge for learning. It normally requires more cognitive effort for us to make sense of new things and get it stored in the right place in our long-term memory. But cognitive effort is not an endless resource. It has limits. Since teaching and training typically expose



people to novel information, teachers and trainers confront the ever-present difficulty of figuring out how to keep the cognitive demands of learning manageable.



Academy staff from left to right: Betsy Goulet, Academy Founder and Principal Investigator; Taylor McCarthy, Program Assistant; Christine Lindsey, Curriculum Designer; Amy Wheeler, Acting Director

Historically, the Illinois Department of Children and Family Services (DCFS) used conventional classroom teaching methods to train child protection investigators. These are the professionals assigned the fraught task of assessing whether parents are or are not maltreating their children. During training, investigators were exposed to the relevant policies and procedures through didactic instruction, in which a trainer presented content and investigators listened, asked questions, and took notes. But there was little attention to what it was actually like to conduct an investigation, a job for which few people are prepared by prior experience. In 2015, that changed when the Department contracted with

UIS' Dr. Betsy Goulet to develop a training program based on the use of "guided simulations." The resulting Child Protection Training Academy, a part of ILLAPS, has been in operation four years and trained over 700 Illinois investigators. A Chicago extension of the Academy that started in 2019 has trained 75 investigators. Other extensions are expected in the near future.

In simulations, investigators practice under real world circumstances key steps in the investigatory process, such as gaining entry to a family's home or presenting testimony in court. Expert trainers provide focused feedback to help improve practice and deepen learning. The setup in Springfield includes an old house on campus used to simulate a family's home and props for a mock courtroom that can be erected in minutes. Recently, a townhouse was acquired on campus to simulate a different type of environment and expand the training to other child welfare professionals. In Chicago, a more densely populated urban environment, spaces were renovated in the DCFS offices there last year to provide two mock apartments and two mock courtrooms. The aim is to make the work of an investigator more real and less abstract and to make the novelty of the job easier to assimilate by experiencing it under semi-controlled circumstances.



Child Protection Training Academy founder Dr. Betsy Goulet explains simulation training to U.S. Senator Dick Durbin (D-IL).

A multi-year and ongoing evaluation of the training by a team of researchers from the Child and Family Research Center in the School of Social Work at the University of Illinois Urbana-Champaign has shown that the use of simulations appears to be having the expected positive effects. Of keen importance is emerging evidence that the approach is reducing turnover, a notorious problem among child protection investigators, where the burnout rate can be high. Researchers compared investigators

trained using traditional methods to those trained with simulations and found that 37 percent of the former group had left their jobs by 18 months compared to only 20 percent among the simulation group.

Because of the early success of the training innovation and DCFS' commitment to applying it statewide, the Academy has attracted growing interest. Last year, members of a state legislative subcommittee on child welfare toured Academy operations at UIS, and U.S. Senator Dick Durbin visited, as well. Child welfare teams from North Carolina, South Carolina, and Louisiana have come to see the training in action, as they contemplate a similar approach for their states. Dr. Goulet and Academy staff presented on their work at a federally organized child welfare summit in Washington, DC last summer. The Children's Bureau in the U. S. Department of Health and Human Services has promoted interest in the Academy as a national model. The potential of simulation learning has also spilled over into related areas. The Academy in 2019 entered into a partnership with the Illinois Department on Aging to train adult protective investigators starting in 2020. A grant received in 2019 from the Administrative Office of the Illinois Courts is supporting a pilot which will use simulations to train multidisciplinary teams from five children's advocacy centers in Illinois.



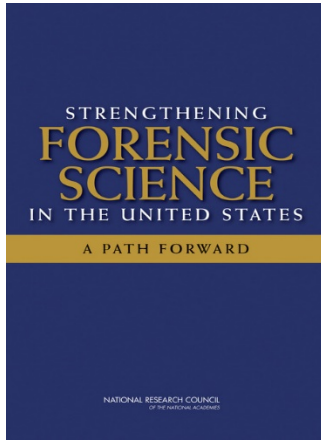
Plans call for converting the Spencer House at UIS, formerly the university president's home, into a new Center for Experiential Problem-Based Learning that will incorporate the Child Protection Training Academy.

Public Safety

ILLAPS has long had a stake in public safety training. In 2019, the Institute continued its many-years partnership with the Illinois Department of Human Services to provide certification training for people who conduct court-required evaluations of DUI offenders. It also continued to work with the Illinois Department of Transportation on the improvement of local law enforcement traffic safety practices. A new addition to the Institute's public safety agenda was the Project for Public Safety and Justice. When the University of Illinois Chicago decided to close its Center for Public Safety and Justice last summer, an agreement was reached to transfer to ILLAPS key staff to continue their work training law enforcement officers. The Project's mission is to apply research to the issues and problems facing law enforcement agencies nationally, including Illinois. In 2020, the Project will, among other activities, conduct new trainings for the Illinois Law Enforcement Training and Standards Board.

REDUCING THE JUSTICE GAP

The legitimacy of a democracy hinges on the fairness of its system of justice. An unfair system that convicts people for crimes they did not, in fact, commit deprives them of the single most important condition a democracy is supposed to guarantee, their liberty.



A mounting body of evidence paints a picture of a criminal justice system that has, over many years, been allowed to settle into law enforcement practices that increase the likelihood of wrongful conviction. Too casual an approach to the use of eyewitnesses has revealed the human susceptibility to mistaken perceptions. Kirk Bloodsworth, the first American to be exonerated using DNA evidence, was sent to death row by the testimony of five eyewitnesses who misidentified him. Flawed forensic evidence has sent many innocent people to prison. A 2009 study by the National Academy of Sciences on forensic science concluded that, apart from DNA analysis, “no forensic method has been rigorously shown to have the capacity to consistently, and with a high degree of certainty, demonstrate a connection between evidence and a specific individual or source.” False confessions have been exacted through subterfuge or

subjecting alleged perpetrators to incessant questioning over long hours, where fatigue and confusion can reign. Young people, with still developing brains, have been particularly prone to confessing falsely in the face of such pressure tactics. And when people who do not commit crimes are convicted of them anyway and sent to prison, the true perpetrators often remain on the loose, leading to more crime and costs to society.

The “innocence” movement began in the late 1980s to work to correct these deficiencies in criminal justice. Innocence projects have popped up across the country, and even around the world since problematic policies and procedures are not unique to the United States. More recently, conviction integrity units have begun to emerge in prosecutors’ offices, providing governments with a mechanism to correct its bad decisions.

Illinois Innocence Project

The Illinois Innocence Project, a unit of the Center, started in 2001. Initially focused on providing investigative support for potential innocence cases in downstate Illinois, the Project has grown exponentially during the past two decades. It now covers all of Illinois, has offices in both Springfield and



UIS undergraduate and Innocence Project student worker Sophia Ortega, winner of the Lawrence E. Williams/Dr. Larry Golden and Fred. J. Patton scholarships.

Chicago, and has broadened its mission to include legal



representation, public policy reform, and law enforcement training. To date, the Project has contributed to the exoneration or release from prison of 12 innocent men and women, and at any one time has 25 or more active cases. Exonerations are not won quickly, since the justice system is still not designed to correct its mistakes efficiently. Each case requires significant effort and persistence. From the start, the Project has relied on students to help do its work, and now leads the country in undergraduate student involvement. It also has one of the best records in the nation winning federal grants, having received five awards for DNA testing and four for general operating support. In 2019, the Project succeeded in getting a \$1 million grant placed in the FY 20 state budget, an important step forward in

recognizing the state’s responsibility to address the problem of wrongful convictions within its jurisdiction.

Last year also found the Project working diligently, through both its staff and its students, to educate lawmakers on the effects of pending legislation that would have impeded the effort to reduce and prevent wrongful convictions. The most damaging of these measures would have ended the blind, independent administration of police lineups, a reform enacted in 2015. That bill wound up dying in committee, along with other bills that would have retreated from the progress Illinois has made assuring the fair administration of justice.



Innocence Project staff from left to right: Brian Otwell, Volunteer; Courtney Reed, Development Director; Dennis Rumme, Volunteer; Maria de Arteaga, Visiting Staff Attorney; John Hanlon, Executive Director; Kiran Desai, Volunteer; Andrea Davidsmeyer, Paralegal Assistant; Marilyn Selby, Volunteer; Larry Golden, Co-Founder; Karen Meidel, Program Services Aide; Christine Ferree, Case Coordinator; Stephanie Kamel, Visiting Staff Attorney (missing: Lauren Kaeseberg, Legal Director)

The Project’s work with the Police Training Institute in Champaign continued to grow in 2019. Staff, students, and an exoneree presented on the causes of

wrongful convictions to over 500 police cadets representing 107 law enforcement agencies from across the state. Educating police about wrongful conviction when they are first learning their jobs increases the odds of changing how law enforcement is practiced downstream. The Illinois Innocence Project is the only one in the country with an ongoing police training initiative.

Owing to state and federal funding, the Project was able to bring on staff in 2019 two new attorneys. Maria de Arteaga came from the Wisconsin Innocence Project, where one of her last acts was to win the freedom and exoneration of LaShone Jackson, who had served more than 25 years for a crime he did not commit. De Arteaga works out of the Project’s Chicago office. Stephanie Kamel’s career prior to joining the Project in Springfield focused on cases involving crimes against humanity and human trafficking at the Center for International Human Rights of Northwestern University’s Pritzker School of Law. Kamel also previously served in the Illinois Appellate Defender’s 4th Judicial District.

TELLING THE TRUTH

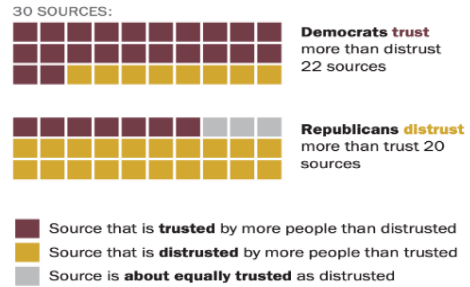
Apart from politics itself, polarization has been most strongly felt in citizens’ news media choices. In a Pew Research poll last fall, Democrats trusted more than they distrusted 22 news sources while Republicans distrusted more than trusted 20 sources. There was no overlap to speak of. Two-thirds of Republicans and Republican leaners trusted Fox News, but their trust dropped to half that level for the other major television news outlets. Two-thirds of Democrats and Democratic leaners trusted CNN, and almost equal proportions also trusted the other major TV news sources, except, unsurprisingly, Fox. Interestingly, NPR was trusted (16%) and distrusted (19%) in about equal measure by Republicans, and mostly trusted (46% vs. 2%) by Democrats. This is not the first time in American history of news media

being viewed through a partisan lens. However, it is the first time for news sources that are not expressly partisan to be perceived otherwise by significant swaths of the public.

Although we expect politics nearly always to be more or less polarized, news polarization can render the truth elusive in a fundamental way. It shakes confidence in the standards by which facts are ascertained – standards by which the community can decide what’s real and what’s not. Accusations of fake news by politicians and others any time the news does not accord with their position or self-interest seek to undermine the watchdog role the public expects the news to play. Even in less polarized times, calling the news media biased is a go-to move for would-be demagogues. And though some news organizations assume bias as their business model, others refuse to succumb to picking sides. They persist in the watchdog role, holding tight to their responsibility to dig for the truth, whatever it may be, and then to report findings honestly, with sufficient confirmation, and with enough context for the reading public to understand what’s going on.

Democrats express more trust of most news sources asked about; Republicans express more distrust

Number of sources more trusted and more distrusted for political and election news, among 30 asked about



Note: Partisans include leaners.
 Source: Survey of U.S. adults conducted Oct. 29-Nov. 11, 2019.
 "U.S. Media Polarization and the 2020 Election: A Nation Divided"
 PEW RESEARCH CENTER

NPR Illinois

Since its start in 1985, NPR Illinois has adhered to this honest-purveyor model of journalism. Its motto is “Stand with the Facts,” and its journalists and other staff strive hard to live up to that expectation. Public radio, as a rule, avoids reporting the news based on first impressions. It endeavors to look for the story behind the story, so that listeners and readers can get a better grasp of the truth than they might otherwise.



NPR Illinois staff front row, left to right: Jermaine Windham, Intern; Sean Crawford, Editorial Director and Acting General Manager; Audrey Bellot, Business Coordinator; Carol Sherman, Sponsorship Executive; Barbara Pesch, Business Manager. Back row, left to right: Mary Hansen, Reporter; Brian Mackey, Reporter; Nice Garcia, Development Director; Beatrice Bonner, Engagement and Membership Coordinator (*missing: Randy Eccles, General Manager; Maureen McKinney, News Editor; Bob Meyer, Host/Production Coordinator; Sam Dunklau, Reporter*)

NPR Illinois’s stated mission is Illinois Explained. In 2019, the focus on state government and politics coverage resulted in station reporting spotlighted by other news outlets, such as Capitol Fax, Politico, and The Daily Line. Statehouse coverage followed the first year of the new governor, J. B. Pritzker, and what many view as one of the most eventful legislative sessions in recent memory. NPR reporters followed state budget negotiations, which, in a modern rarity, completed on time. Democrats and Republicans worked together to develop a \$44 billion construction program to repair and replace the state’s crumbling

infrastructure and provide a boost to the economy. Illinois became the 11th state to legalize adult use of recreational cannabis, in the hope of generating more revenue for state coffers. Lawmakers also approved legal sports betting as part of a package adding more casinos, including one in Chicago.



NPR Illinois’ two produced news programs – State Week and Statewide – aired on public radio stations across the state, in addition to Springfield. NPR reporters contributed to national news stories on Illinois’ commutation of cannabis convictions

as part of the new legalization law, how the effort to impeach President Donald Trump played out in the 13th congressional district, a seat currently held by republican Rodney Davis, and Gov. Pritzker’s inauguration. NPR Illinois collaborated with other public radio stations for statewide series on cannabis, college enrollment, and affordable housing. It also helped launch an effort around the state to provide editing services to stations with small staffs.

Among the bigger news stories of the year was the unearthing of sexual misconduct on college campuses in the state. In partnership with ProPublica Illinois, NPR Illinois reporters Rachel Otwell and Mary Hansen looked into how the University of Illinois was handling reports of sexual misconduct among faculty on the Urbana-Champaign campus. The investigation found the campus was protecting professors’ reputations even after determining they had violated university policies. It discovered the school let the offenders resign, paid them for periods of not working, promised not to discuss publicly the reasons for their departures, and, in some cases, kept them on the faculty. The investigation also



University of Illinois Urbana-Champaign Quad
PAT NABONG, SPECIAL TO PROPUBLICA

spawned an unanticipated issue. The university determined that NPR Illinois reporters, as university employees, are required to tell school leaders when incidents of harassment or abuse are revealed by a source. The station argued that imposing the policy on journalists violates the First Amendment provision protecting freedom of the press and asked for an exemption. At the time of this writing, the matter had not yet been resolved.



Madelyn Moore interviews James Bengfort, Associate Publisher of the Illinois Times and Springfield Business Journal for the 2019 NPR Podcamp

In recent years, the station has redoubled its efforts to engage the public in conversations about important issues. In January 2019, NPR Illinois hosted a local panel discussion in downtown Springfield on “As Goes Journalism, So Goes the Community.” The panel included members from four news media organizations, including Mary Hansen representing NPR. Sean Crawford, NPR Illinois’ news director,

served as moderator. The panel explored the declining investment in local journalism and what to do about it. In April, the station held Public Radio Week, believed to be the first of its kind in the country. It provided an opportunity to showcase what NPR Illinois does, ranging from a public forum on cannabis legalization to recording State Week before a live audience to Stink Bug Night, an open mike storytelling event similar to the nationally syndicated Moth Radio Hour. The week culminated in a dinner at the Abraham Lincoln Presidential Museum, where National Public Radio’s Scott Simon, host of Weekend Edition Saturday and a Chicagoan, gave the keynote address.

Many NPR Illinois reporters, present and past, have been educated by the university’s highly regarded public affairs reporting program. To honor graduates of that program who go onto distinguished careers in journalism, the Center established in 2006 the Bill Miller Public Affairs Reporting Hall of Fame. Miller was the first director of the reporting program. In 2019, the university welcomed into the Hall of Fame its seventh class of inductees: Trif Alatzas, publisher and editor-in-chief of Baltimore Sun Media; Patty Culhane, correspondent for Al Jazeera; and Natasha Korecki, national correspondent for Politico.

Office of Electronic Media

Film – the moving image – tells a different kind of truth, one more directly aligned with how we actually experience life in space and, especially, time. The Center’s Office of Electronic Media (OEM) originally began as the Television Office carrying the local public access channel. That role was relinquished in 2006, the office was renamed, and it repurposed its video technology to aid other missions – UIS’ educational mission, the University of Illinois System’s public transparency responsibility, and the public and nonprofit sector’s communications needs.



OEM staff from left to right: Mike Taylor, Producer/Director; Cody Pope, Director; Kevin Norris, Production Coordinator; Mark Verduin, Producer/Director

For nearly eight years, OEM has recorded and webcast to the wider public the University of Illinois Board of Trustees bimonthly meetings. Two years ago, the assignment was expanded to include Trustee committee meetings, as well. Before OEM, the extent and quality of Trustee meeting coverage was more limited. OEM has helped numerous departments and units at UIS develop publicly shared video about their activities and programs, and has, for several years, filmed for access by students and the public important sports competitions and university-wide lectures and other events.



Chicago’s Division of Specialized Care for Children (DSCC), a program authorized and funded by the state

Medicaid agency. To help DSCC deal with increasing fiscal constraints, OEM recorded and captioned conference sessions of the Division’s Institute for Parents of Preschool Children Who Are Deaf or Hard of Hearing in Jacksonville. This enabled people with hearing problems to access the content on-demand. OEM also filmed a personal safety training program for DSCC staff.

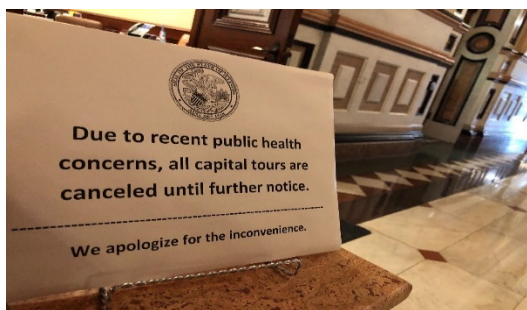
Another university program that tapped into OEM’s video capability was the University of Illinois Urbana-Champaign’s education justice department. OEM worked with the department and the Illinois Coalition for Higher Education in Prison to record programs and interviews from the first ever Conference on Higher Education in Illinois Prisons. Segments from the recording are being used in promotional and educational activities by the department.

One of the first things to go when budgets are tight is travel to attend conferences and training events. In the past decade, OEM has worked with several state agencies and local organizations to make the content of conferences and training events available online. The Illinois Head Start Association is one organization that has taken full advantage of OEM’s filming capabilities to reach its statewide audience. In 2018, OEM was hired to help produce testimonials and interviews with Head Start professionals who had participated in the Association’s new online learning management system (LMS), which seeks to provide consistent training for new staff in Head Start agencies. After the success of the pilot year, the Association engaged OEM again in 2019 to produce additional testimonials and interviews for integration into the LMS.



CONCLUSION

As these words are being written, the state of Illinois operates under a “stay at home” order from Governor Pritzker to prevent the spread of covid-19. There is no telling how long the order will need to last. It may be lifted or altered by the time you read this report, or maybe not. As the economy comes to a screeching halt for many, pain is being felt all around, and the conversation is turning to the tension between preserving health and maintaining economic well-being.



In the face of such a worldwide pandemic and the epochal efforts being mobilized to combat it, with no clear end in sight yet, this report on the work of the Center for State Policy and Leadership may seem inconsequential. After all, on the other end of the crisis, when that finally comes, things could look very different than they did before it started. But we don’t know that for sure, and even if the world changes, we can’t say with much conviction at this point how it will.

It's precisely because we don't know what will happen that this report matters. If anything, it is a story about flexible capabilities – research, training, communication, management – the value of which is not constrained by the specific purposes they serve at a point in time.

Even now, Center capabilities are being adapted to address the needs of the immediate crisis. NPR Illinois has thrown itself into intensive day-to-day coverage of how the state is coping. Graduate student interns continue to work, helping their agencies maintain necessary public services and respond to the multiplying needs created by the pandemic. ILLAPS has adjusted its procedures to allow CDC's Behavioral Risk Factors Surveillance Survey to continue in operation while honoring the need for social distancing. Faculty affiliated with the Institute for Illinois Public Finance are working with colleagues on the other two University of Illinois campuses to analyze the possible effects of the health crisis on state and local resources and the economy. Innovate Springfield is in the thick of local efforts to help cushion the blow to small businesses and loop its entrepreneurs into online resources. The Child Protection Training Academy is adapting its methods to enable some training to be done over the internet. The Illinois Innocence Project is staying on top of its cases through remote work arrangements.

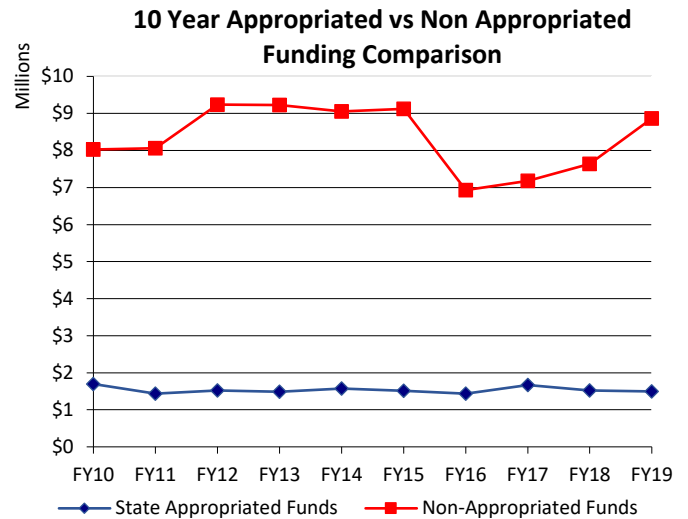
More changes may yet be needed, both in dealing with the crisis at hand and in contributing to the common good once it's over. Whatever the case, the Center's ability to adapt has long been one of its core strengths. Its history affords confidence that the Center will be able to continue to produce important public value in the unmapped period ahead.

Center for State Policy and Leadership Finances

Except for the fiscal erosion experienced during the state budget impasse, when all university functions were negatively affected, the Center has been able year-by-year to maintain its financial position. Total resources, including both funds provided by the university through state appropriations and funds generated through grants, donations, sales, and other external sources, have averaged in the neighborhood of \$10,000,000 annually. The lion's share of support has come from external sources, constituting in a typical year 85 percent of the total. Except for the impasse period, in years when appropriations support has declined the Center has often been able to compensate partly through increased external funding.

10 Year Appropriated vs Non Appropriated Funding Comparison

	Appropriated		NonAppropriated		Ratio of NonAppropriated to Appropriated
	Dollars	Percentage	Dollars	Percentage	
FY10	\$1,696,478	17.44%	\$8,028,639	82.56%	\$4.733
FY11	\$1,436,415	15.12%	\$8,064,199	84.88%	\$5.614
FY12	\$1,519,559	14.12%	\$9,239,001	85.88%	\$6.080
FY13	\$1,487,637	13.88%	\$9,226,833	86.12%	\$6.202
FY14	\$1,577,118	14.84%	\$9,052,428	85.16%	\$5.740
FY15	\$1,515,176	14.25%	\$9,120,804	85.75%	\$6.020
FY16	\$1,437,232	17.18%	\$6,930,739	82.82%	\$4.822
FY17	\$1,669,267	18.86%	\$7,179,477	81.14%	\$4.301
FY18	\$1,521,224	16.60%	\$7,641,394	83.40%	\$5.023
FY19	\$1,497,517	14.45%	\$8,862,418	85.55%	\$5.918
Average	\$1,535,762	15.68%	\$8,334,593	84.32%	\$5.445



While each unit of the Center, other than the executive office, depends on a mix of non-appropriated and appropriated resources, the amounts and proportions vary across units.

FY 19 Funding by Center Unit

	Appropriated	Non-Appropriated
Executive Office	\$224,350	\$8,130
Innovate Springfield		\$356,947
Institute for Legal, Legislative, and Policy Studies	\$356,967	\$1,630,684
Institute for Illinois Public Finance	\$71,276	\$2,972
Office of Graduate Public Service Internships	\$68,237	\$4,328,047
Child Protection Training Academy		\$433,214
Illinois Innocence Project	\$125,373	\$533,536
NPR Illinois	\$491,273	\$1,459,300
Office of Electronic Media	\$160,041	\$109,588
Total	\$1,497,517	\$8,862,418

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