

THE UNIVERSITY
OF CHICAGO
**INSTITUTE
OF POLITICS**



BOARD OF ADVISORS MEETING

JUNE 3, 2016



Former host of "The Daily Show" Jon Stewart and David Axelrod during a live taping of "The Axe Files," May 2016

“

I'm incredibly grateful to the Institute of Politics. Without the IOP, my story and the story of so many other people who are out there right now doing great work in community organizing, doing great work in politics and public service, would not be possible.

- ERIN SIMPSON, AB '15

”



Former Utah Gov. Jon Huntsman speaking at an event in February 2016



WELCOME TO THE IOP

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During the 2015-16 academic year, the IOP's Speaker Series held over 98 events, featuring more than 150 speakers. With 6,000 total event attendees thus far this year, the IOP has seen a 30% increase in average attendance. In addition, the IOP partnered with a range of on-campus departments, institutes, and student groups, including the Booth School of Business, the Becker-Friedman Institute, Pozen Family Center for Human Rights, the UChicago Law School, the Harris School for Public Policy, UChicago Urban Labs, Center for the Study of Race, Politics and Culture, France Chicago Center, International House, College Republicans, College Democrats, and AEI on Campus, among many others.

Our **FALL QUARTER** highlights included Garry Kasparov, Ted Koppel, Sec. Ray LaHood, Sen. Claire McCaskill, Leader Nancy Pelosi, Gen. David Petraeus, Jorge Ramos, Sen. Bernie Sanders, Nobel Peace Prize winner Muhammad Yunus, a Civic Hackathon and a bipartisan panel on Criminal Justice Reform. We also had guests report on the refugee crisis in Syria, security in the Maghreb, and the Iran nuclear agreement.

WINTER QUARTER began with a panel on the impact of the Laquan McDonald video and the future of policing in Chicago. Speaker Series guests included Nobel Peace Prize Winner Shirin Ebadi, conservative talk show host Erick Erickson, Col. Mike Fenzel, former Utah Gov. Jon Huntsman, Mara Kiesling of the National Center for Transgender Equality, Sen. Amy Klobuchar, Labor Sec. Tom Perez, the Cook County candidates for District Attorney, and panels including reporters and strategists from both sides of the aisle examining the state of the 2016 presidential race in February and in March, as well as a discussion on Muslim identity today. The quarter closed with a panel on Freedom of Speech on college campuses.

SPRING QUARTER speakers included French Ambassador Gérard Araud, President of AEI Arthur Brooks, New York Times columnist Frank Bruni, former Attorney General Eric Holder, Arianna Huffington, former Rep. Patrick Kennedy, Jay Newton-Smith of TIME Magazine, former Massachusetts Gov. Deval Patrick, Deputy National Security Advisor Ben Rhodes, Edward Snowden, Jon Stewart, a panel on voter profiling with top Republican and Democrat strategists led by journalist Sasha Issenberg, and a panel commemorating the 50th anniversary of the Chicago Freedom Movement. The quarter ended with a debate on economic policy featuring Austan Goolsbee and Steve Moore, a discussion with Chance the Rapper, and a final analysis of the state of the 2016 race before the summer conventions.



Sen. Bernie Sanders shakes hands with students following a taping of MSNBC's Hardball with Chris Matthews, February 2016

Student-Led Event Programs

“This generation... is more public service-oriented, more idealistic than any generation of 18-25 year olds I have ever come across. That propensity to want to change our society for the better is ennobling, inspiring and exciting.”
- SEC. ROBERT REICH

I'm always hopeful that this country, as good as it is, can be made better. It's what I've tried to commit my life to. It's what I think you have to commit your lives to. You can't be passive in this fight for progress. You've always got to ask tough questions, be able to face hard truths, and be prepared to engage. You can't sit back. You just can't sit back because if you sit back - I was talking to a group of students earlier - if you sit back, people who are less qualified, less idealistic, less concerned about the welfare of the nation, will be the ones who will be pulling the levers of power.”
- ERIC HOLDER

A continuing highlight of the Speaker Series are the three student-led programs: the International Policy Program, Chicago Style, and News and Views. Students identified topics, booked guests, and moderated the discussions for all these events.

CHICAGO STYLE invites prominent local elected officials, policymakers, political operatives, journalists, lobbyists and community organizers to the IOP for conversations about current issues facing this city and the state. This year, the Chicago Style Committee had its strongest year yet, as it produced eight events of prominent Chicago leaders and politicians. From events with the Illinois State Treasurer to non-profit innovators in the South Side of Chicago, the committee enriched the lives of so many students and community members associated with the University. We were fortunate to have such a strong committee join in the fall and, with their assistance, were able to schedule a site visit to learn about low income housing with the Chicago Housing Authority.

THE INTERNATIONAL POLICY PROGRAM (IPP) is a speaker series committee that highlights current events in global affairs. This series gives students the opportunity to invite experts in the Chicago area to discuss current hot-button topics around the world. This year, the committee hosted seven events on topics ranging from North Korea, human rights, and the world's reactions to Trump's candidacy. Each event brings in between 30 and 60 students. When we fielded applications for the new members of the committee, we engaged over 25 students and have built a solid group to carry on the program successfully to next year.

The **NEWS & VIEWS** Committee completed its first full year as a speaker series this year. “News and Views” is a student-organized event series that provides UChicago students with the opportunity to hear from prominent Chicago-based academic, civic, and media leaders in a meaningful off-the-record conversation. The committee has produced events with a very quick turnaround to discuss the world's most pressing stories, such as the ISIS terror network and Apple security. Through nine events this year, the News & Views Committee was able to engage many new students and bring in new audiences to the IOP.

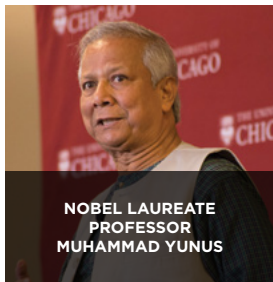


A student asks Sen. Bernie Sanders a question during an event, September 2015



A student asks a question during an event on policing in Chicago, January 2016

FALL 2015 EVENTS



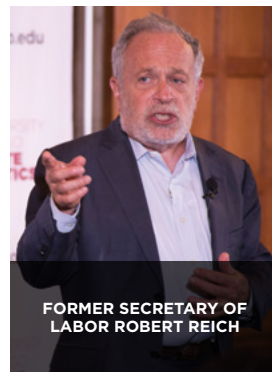
**NOBEL LAUREATE
PROFESSOR
MUHAMMAD YUNUS**



**"ROAD TO 2016" WITH
DEMOCRATIC PRESIDENTIAL
CANDIDATE SEN. BERNIE
SANDERS**



**"PACKAGING A PRESIDENT"
WITH COMMS TRAINER
MICHAEL SHEEHAN**



**FORMER SECRETARY OF
LABOR ROBERT REICH**



**FORMER SPOKESMAN FOR
TONY BLAIR ALASTAIR
CAMPBELL**



**FORMER US CHIEF
TECHNOLOGY OFFICER
ANEESH CHOPRA AT
UCHICAGO CIVIC HACKATHON**



GENERAL DAVID PETRAEUS



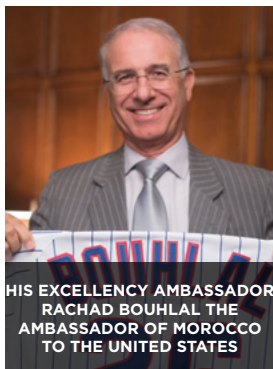
**GOVERNOR PETER SHUMLIN
ON TACKLING THE HEROIN
EPIDEMIC**



SENATOR CLAIRE MCCASKILL



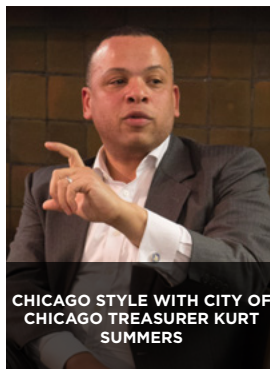
**HOUSE DEMOCRATIC LEADER
NANCY PELOSI**



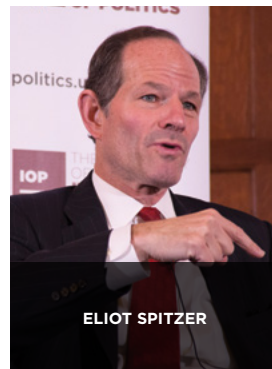
**HIS EXCELLENCY AMBASSADOR
RACHAD BOUHLAL THE
AMBASSADOR OF MOROCCO
TO THE UNITED STATES**



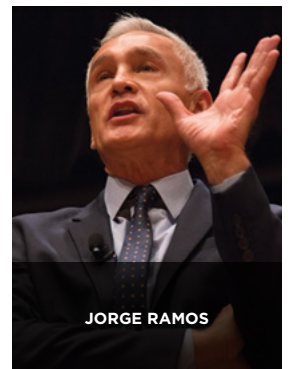
**"SPEAK TRUTH TO POWER:
COMEDY AS POLITICAL
COMMENTARY"
WITH SCOTT CARTER OF 'REAL
TIME WITH BILL MAHER'**



**CHICAGO STYLE WITH CITY OF
CHICAGO TREASURER KURT
SUMMERS**



ELIOT SPITZER



JORGE RAMOS



**"THE HUMAN RIGHTS
CRISIS IN SYRIA"
WITH KAREN ABU ZAYD**



**"STRANGE BEDFELLOWS:
HOW - AND WHY - THE LEFT,
RIGHT AND CENTER ARE
COMING TOGETHER TO PASS
COMPREHENSIVE CRIMINAL
JUSTICE REFORM"**



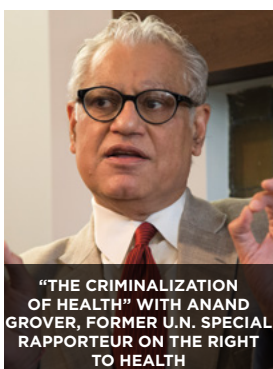
**NEWS & VIEWS:
THE SPEAKER GAMES**



**"THE LIFE AND TIMES OF A U.S.
AMBASSADOR" WITH AMB. TO
LUXEMBOURG
ROBERT MANDELL**



SECRETARY RAY LAHOOD



**"THE CRIMINALIZATION
OF HEALTH" WITH ANAND
GROVER, FORMER U.N. SPECIAL
RAPPORTEUR ON THE RIGHT
TO HEALTH**



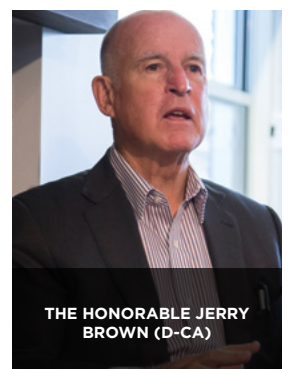
**"THE RISE AND FALL OF THE
MOTOR CITY" WITH DAVID
MARANISS**



**"IS AMERICA PREPARED FOR
A CYBERATTACK?"
WITH TED KOPPEL**



**"AMERICA'S ENDGAME WITH
RUSSIA: A DISCUSSION WITH
CHESS GRANDMASTER GARRY
KASPAROV"**



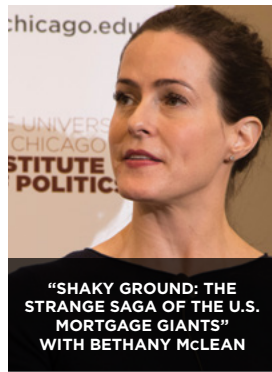
**THE HONORABLE JERRY
BROWN (D-CA)**



CHICAGO STYLE WITH
ILLINOIS TREASURER
MIKE FRERICHS



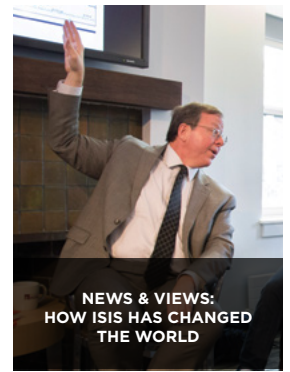
IPP: UNDERSTANDING THE
TRANS-PACIFIC PARTNERSHIP



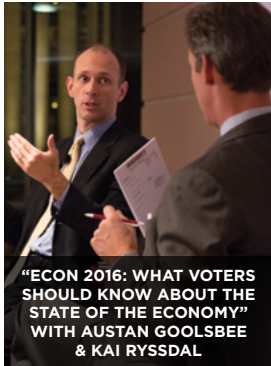
"SHAKY GROUND: THE
STRANGE SAGA OF THE U.S.
MORTGAGE GIANTS"
WITH BETHANY MCLEAN



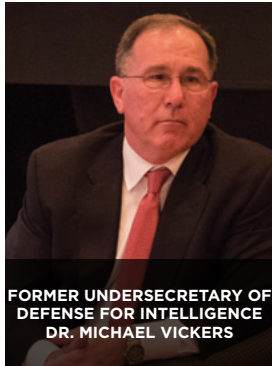
"A VIEW FROM THE STREET:
INSIDE IRAN" WITH PROF.
EMERITUS MARVIN ZONIS &
LARRY COHLER-ESSES



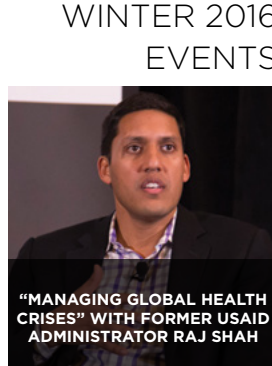
NEWS & VIEWS:
HOW ISIS HAS CHANGED
THE WORLD



"ECON 2016: WHAT VOTERS
SHOULD KNOW ABOUT THE
STATE OF THE ECONOMY"
WITH AUSTAN GOOLSBEE
& KAI RYSSDAL



FORMER UNDERSECRETARY OF
DEFENSE FOR INTELLIGENCE
DR. MICHAEL VICKERS

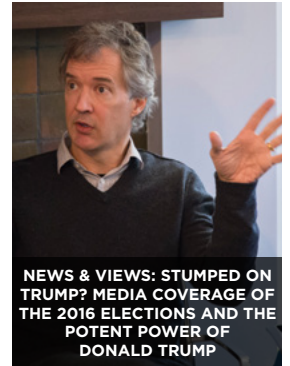


"MANAGING GLOBAL HEALTH
CRISES" WITH FORMER USAID
ADMINISTRATOR RAJ SHAH

WINTER 2016 EVENTS



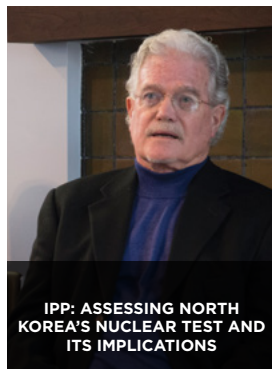
"CHICAGO AFTER LAQUAN
MCDONALD: REBUILDING
THE TRUST"



NEWS & VIEWS: STUMPED ON
TRUMP? MEDIA COVERAGE OF
THE 2016 ELECTIONS AND THE
POTENT POWER OF
DONALD TRUMP



MLK CELEBRATION:
VAN JONES JR.



IPP: ASSESSING NORTH
KOREA'S NUCLEAR TEST AND
ITS IMPLICATIONS



COOK COUNTY STATE'S
ATTORNEY CANDIDATE
KIMBERLY FOXX



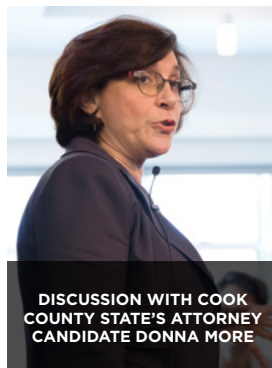
SECRETARY OF LABOR
THOMAS PEREZ



UCDEMOCRATS & IOP
PRESENT: MOCK DEMOCRATIC
PRESIDENTIAL DEBATE



THE BUSINESS OF POLITICS:
CONSULTING, CAMPAIGNS,
AND CANDIDATES (2016 AND
BEYOND)



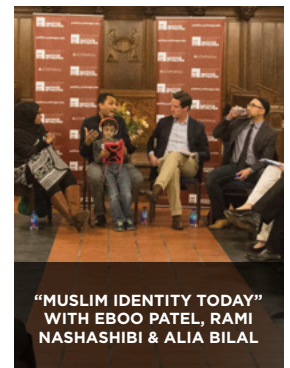
DISCUSSION WITH COOK
COUNTY STATE'S ATTORNEY
CANDIDATE DONNA MORE



"STATE OF THE RACE:
PRIMARY PREDICTIONS"



"IDENTITY AND ALIENATION:
THE STORY OF AN
UNDOCUMENTED IMMIGRANT"
WITH LAWRENCE HILL



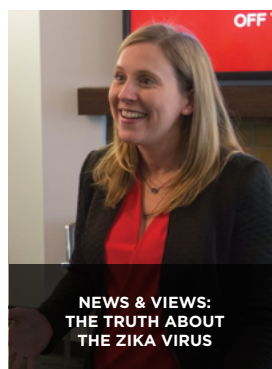
"MUSLIM IDENTITY TODAY"
WITH EBOO PATEL, RAMI
NASHASHIBI & ALIA BILAL



CHICAGO STYLE WITH
ALEX KOTLOWITZ



"LIFE INSIDE THE LARGEST
REFUGEE CAMP"
WITH BEN RAWLENCE



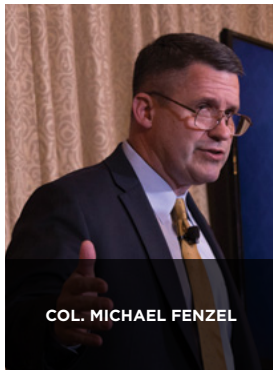
NEWS & VIEWS:
THE TRUTH ABOUT
THE ZIKA VIRUS



SENATOR AMY KLOBUCHAR



COOK COUNTY STATE'S
ATTORNEY CANDIDATE
ANITA ALVAREZ



COL. MICHAEL FENZEL



"THE SUPREME COURT AFTER JUSTICE SCALIA"



THE HONORABLE JON HUNTSMAN



"LET THE PEOPLE RULE: ARE PRESIDENTIAL PRIMARIES GOOD FOR DEMOCRACY?" WITH GEOFF COWAN



IPP: CAREERS IN INTERNATIONAL HUMAN RIGHTS" WITH LAW PROF. CLAUDIA FLORES



"DEATH TO THE ESTABLISHMENT: HOW THE GOP DIVIDED" WITH ERICK ERICKSON



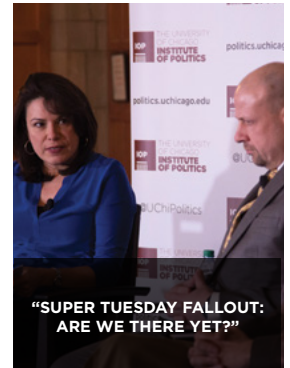
DIPLOMATIC ENCOUNTERS: HER EXCELLENCY HASSANA ALIDOU, AMB. OF NIGER TO THE UNITED STATES



LIVE TAPING OF MSNBC'S 'HARDBALL WITH CHRIS MATTHEWS' WITH SPECIAL GUEST SEN. BERNIE SANDERS



CHICAGO STYLE: "HOW NON-PROFITS ARE ADDRESSING POVERTY IN CHICAGO" WITH SOL ANDERSON



"SUPER TUESDAY FALLOUT: ARE WE THERE YET?"



"THE EFFECT OF CLIMATE CHANGE ON HUMAN RIGHTS" WITH SHIELA WATTS-CLOUTIER



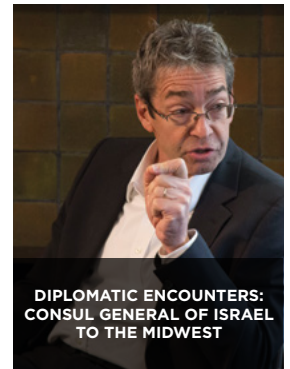
NEWS & VIEWS: A NATION IN THE CLOUD: APPLE TAKES A STAND FOR PRIVACY



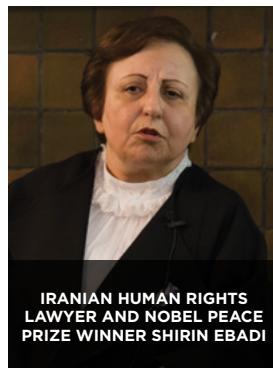
"THE PURSUIT OF HAPPINESS: TRANSGENDER EQUALITY IN 2016" WITH MARA KEISLING



"THE BATTLE OVER FREE SPEECH ON COLLEGE CAMPUSES"



DIPLOMATIC ENCOUNTERS: CONSUL GENERAL OF ISRAEL TO THE MIDWEST



IRANIAN HUMAN RIGHTS LAWYER AND NOBEL PEACE PRIZE WINNER SHIRIN EBADI

“The program that you all are involved in at the Institute is a phenomenal program. The vision that David had to give the students and the community an opportunity to hear different points of views from all different parties, I think is just extraordinary.

- SEC. RAY LAHOOD

SPRING 2016 EVENTS



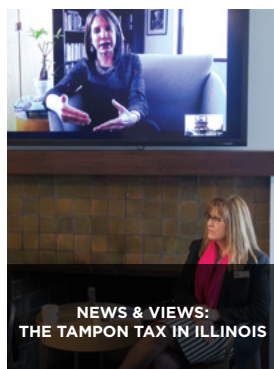
"LGBT RIGHTS AROUND THE WORLD TODAY" WITH USAID SR COORDINATOR TODD LARSON



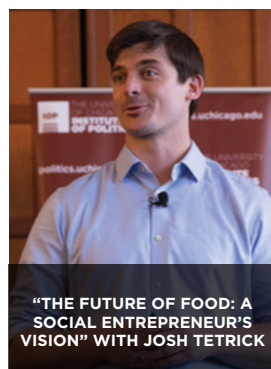
"THE FIGHT TO VOTE: VOTING RIGHTS IN AMERICA" WITH MICHAEL WALDMAN



UCHICAGO COLLEGE REPUBLICANS & IOP PRESENT: MOCK REPUBLICAN PRESIDENTIAL DEBATE



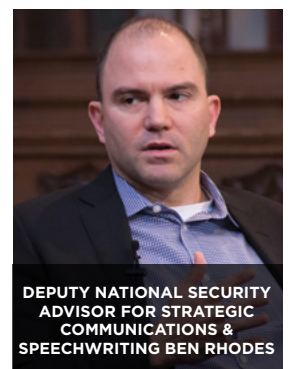
NEWS & VIEWS: THE TAMPON TAX IN ILLINOIS



"THE FUTURE OF FOOD: A SOCIAL ENTREPRENEUR'S VISION" WITH JOSH TETRICK



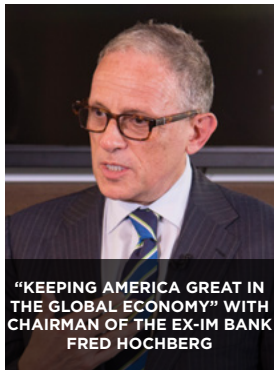
CHICAGO STYLE WITH BEN AUSTEN OF HARPER'S MAGAZINE ON CHICAGO HOUSING



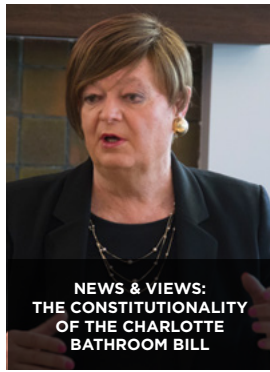
DEPUTY NATIONAL SECURITY ADVISOR FOR STRATEGIC COMMUNICATIONS & SPEECHWRITING BEN RHODES



AEI PRESIDENT
ARTHUR BROOKS



"KEEPING AMERICA GREAT IN
THE GLOBAL ECONOMY" WITH
CHAIRMAN OF THE EX-IM BANK
FRED HOCHBERG



NEWS & VIEWS:
THE CONSTITUTIONALITY
OF THE CHARLOTTE
BATHROOM BILL



CHICAGO STYLE: OBAMA
FOUNDATION BOARD CHAIR
MARTIN NESBITT



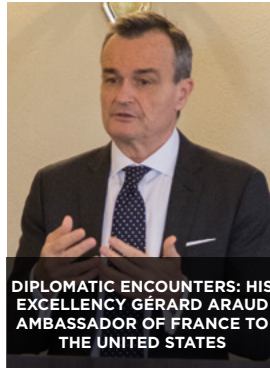
"THE POLITICS OF MENTAL
HEALTH CARE: PATRICK
KENNEDY ON THE SYSTEM
WE NEED"



"POWER TO THE PRESIDENT!
A PLAN FOR MORE EFFECTIVE
GOVERNMENT" WITH
PROF. WILL HOWELL



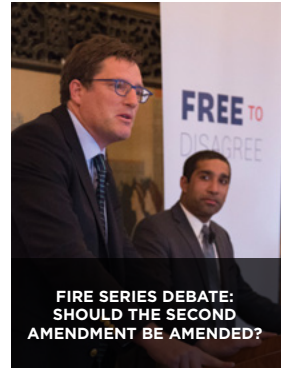
ARIANNA HUFFINGTON



DIPLOMATIC ENCOUNTERS: HIS
EXCELLENCY GÉRARD ARAUD
AMBASSADOR OF FRANCE TO
THE UNITED STATES



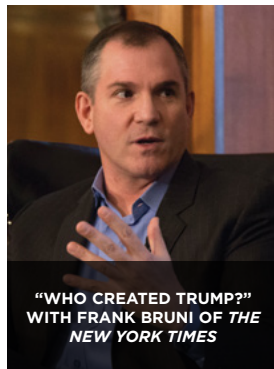
"WOMEN IN CHARGE:
HOW POLITICS IS BEING
TRANSFORMED"
WITH TIME MAGAZINE'S
JAY NEWTON-SMALL



FIRE SERIES DEBATE:
SHOULD THE SECOND
AMENDMENT BE AMENDED?



IPP: DOES THE WORLD
THINK WE'RE CRAZY?
FOREIGN POLICY IN THE 2016
PRESIDENTIAL CAMPAIGN



"WHO CREATED TRUMP?"
WITH FRANK BRUNI OF *THE
NEW YORK TIMES*



"THE UNTOLD HISTORY OF THE
UNITED STATES" WITH OLIVER
STONE & PETER KUZNICK



LIVE RECORDING OF
"THE AXE FILES"
WITH JON STEWART



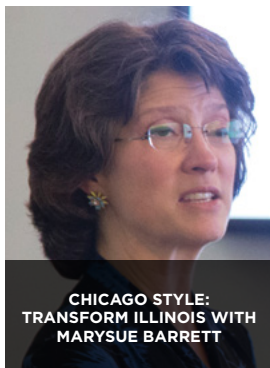
"AMERICA'S NEXT PRESIDENT:
WHAT'S IN STORE FOR CITIES?"
WITH FORMER PHILADELPHIA
MAYOR MICHAEL NUTTER



EDWARD SNOWDEN



A CONVERSATION WITH
THERESA MAH (PHD '99) ON
HER PUBLIC SERVICE CAREER



CHICAGO STYLE:
TRANSFORM ILLINOIS WITH
MARYSUE BARRETT



MARCHING ON THE CITY OF
BIG SHOULDERS: STORIES
FROM THE CHICAGO
FREEDOM MOVEMENT



NEWS & VIEWS:
THE FUTURE OF SPACE
EXPLORATION IN THE FACE
OF PRIVATIZATION



FORMER U.S. ATTORNEY
GENERAL ERIC HOLDER



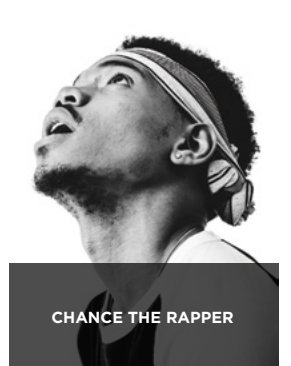
SENATOR TOM HARKIN



"IN THE CROSSHAIRS: HOW
CAMPAIGNS USE DATA TO
TARGET VOTERS"



"CUT THE BULL: ECONOMICS
OF THE 2016 RACE"
WITH AUSTAN GOOLSBEE
& STEPHEN MOORE



CHANCE THE RAPPER

The IOP brought 19 Visiting and Resident Fellows to campus during the 2015-16 academic year to lead weekly seminars and engage deeply with students and the University.

This year's diverse cohort included, among others:

- Five top political strategists
- A journalist who lives and works in the Gaza Strip
- The Sheriff of Cook County, Illinois
- A former Pakistani ambassador to the U.S.
- Former CNN Chief White House Correspondent Jessica Yellin
- Retired Sen. Tom Harkin

Some 3,000 students and community members attended the seminars, with 30 people on average at each session.

Fellows invited 58 guests to campus to share their expertise with students including:

- CIA Iraq Mission Manager Robert Grenier
- Former Obama speechwriting director Jon Favreau
- The Italian Defense Minister Roberta Pinotti
- Edward Snowden's attorney Ben Wizner
- Former communications head for Facebook and the 2008 McCain campaign Tucker Bounds
- Former president of CNN/US Jon Klein
- The head of a Palestinian think tank
- Former New York Times sports columnist George Vecsey

Across 95 seminars this year IOP Fellows explored a rich array of political topics including:

- The 2016 Election
- Policing in America
- Arab-Israeli conflict
- The U.S. criminal justice system
- What's wrong with TV news
- The future of post-industrial American cities
- The difficult relationship between Pakistan and the U.S.
- The power and politics of sports

Fellows engaged with dozens of student groups outside of the IOP including J Street, College Republicans and UC Dems, the Arabic Circle, Hillel, Al Sharq, the Women's Athletic Association and the Maroon student newspaper. The Fellows also spoke off campus, including at the Chicago Council on Global Affairs.



2015/16 Fellows Cohort

“This changed my life. When I came here, I came to a new world, and I found myself in this University, the IOP, with all of these great people around me, very smart students. I came here for teaching, but actually I studied more than that. I learned more than that.”

- WAJEH ABUZAREFAH

You get cynical in this business, but having students show up in your office hours and talk about wanting to have careers in public policy or politics—that really makes you feel good, that you’re somehow giving back and being part of that.

- JOE TRIPPI

I learned so much about things I never would have learned about in my normal job. I’m so grateful that I had that opportunity.

- JULIET MACUR

FALL 2015



TOM DART, SHERIFF OF COOK COUNTY, ILLINOIS

“Systemic Injustice – the Crushing Impact of America’s Criminal Justice System”

Our nation’s jails hold more than 730,000 people on any given day, with over 10,500 in custody here in Cook County. The majority are persons of color and are awaiting trial on crimes ranging from criminal trespass and retail theft, to murder and sexual assault. In the Cook County Jail and in jails across the country, the brutal injustice of America’s criminal justice system rages on — breaking lives, breaking communities and consuming tax dollars at a shameless and reckless pace. This series explored the uncomfortable realities of our criminal justice system and will examine how and whether meaningful and sustainable reform is possible and importantly, whether justice ever prevails.



MATTHEW DOWD, FORMER BUSH CAMPAIGN STRATEGIST

“Campaign 2016: WTF?” (with David Axelrod)

The 2016 presidential primary season promises to be the most expensive and hotly contested one in US history. With more than 20 candidates combined, the campaigns are battling it out on air, online and on the ground. So what’s driving the 2016 race on the Republican and Democratic sides? How are the candidates trying to frame the issues, themselves and their opponents? What impact will debates and media coverage have on voter perceptions? And what new tactics and trends are emerging behind the scenes? Former Bush advisor Matthew Dowd and IOP Director and former Obama advisor David Axelrod teamed up to lead an in-depth series of seminars on the 2016 presidential race. They analyzed the campaign as it unfolded, providing timely analysis and insights.



HUSAIN HAQQANI, FORMER PAKISTANI AMBASSADOR TO THE UNITED STATES

“Pakistan & the United States: Managing a Difficult Relationship”

Pakistan, once described by President Eisenhower as ‘the most allied of U.S. allies,’ is now viewed as one of America’s most difficult international partners. Former Secretary of State Madeleine Albright described Pakistan as ‘an international migraine’ on account of its nuclear arsenal and its support for Jihadi terrorism. Sitting at the crossroads of Middle East, South Asia and Central Asia, Pakistan’s strategic location and its complex role in the Muslim world make it critical. American military presence in Afghanistan, the global war on terrorism and deepening U.S. ties with Pakistan’s neighbor and rival India have all enhanced Pakistan’s importance to the U.S. This course examined American policy toward Pakistan and Pakistan’s relationship with the U.S. as a critical issue in contemporary U.S. foreign policy while scrutinizing Pakistan’s foreign and security policies as well as its view of its national interest.



REIHAN SALAM, EXECUTIVE EDITOR, NATIONAL REVIEW

“The Rise of Majority-Minority Politics: Color, Class and the American Future”

The U.S. Census Bureau projects that by 2045, only a minority of Americans will identify as non-Hispanic white. Among Americans under the age of 18, non-Hispanic whites will be in the minority in 2020, just a few years hence. Is this development as significant as it seems? Might Latinos and Asians come to identify as “white” over time? Will new ethnoracial formations emerge through intermarriage and changing migration patterns? Does civic and economic inequality across ethnoracial groups pose more of a threat to the legitimacy of America’s constitutional order than other inequalities? And will debates over economic redistribution grow more contentious if the “haves” and the “have-nots” come to believe that they do not share a common culture? These and other questions were explored in this series, each built around an aspect of how the changing demographic composition of the U.S. population might shape American public life.



JESSICA YELLIN, FORMER CNN CHIEF WHITE HOUSE CORRESPONDENT

“What’s Wrong With the News? Ratings, Click bait, and the Search for Meaning in Political Coverage”

Ask a news producer why Donald Trump gets so much coverage and she won’t hesitate to tell you, “He rates.” Dig deeper and you’ll find many newsrooms are focused less on a story’s editorial merit and more on finding stories that will draw eyeballs and generate buzz. This is particularly true of television political coverage during a presidential year. Political reporters are urged to find stories “that travel,” guests who will “bring the heat” and scripts that “have stakes,” “feel relatable” and “pop.” What’s lost? An explanation of the issues, an appreciation for nuance and complexity, and a shared public dialogue about what matters to voters. Why does the media focus on micro-scandals, outrage, and rhetoric in our political coverage? How has this bias for “high stakes,” “sexy” news impacted the way politicians communicate? Is the media responsible for making the electorate less informed, or are the people simply getting what they want? This series explored these issues and the best way forward.

**WAJEH ABUZAREFAH, NBC NEWS PRODUCER (BASED IN GAZA)***"Gaza from the Inside: The Palestinian-Israeli Conflict, & the Politics of the Arab World"*

The Israeli-Palestinian conflict is among the most complex, vexing and intractable disputes of modern times. Positions on either side have long ago hardened, with little room for negotiation or movement. In this seminar, Palestinian news producer Abuzarefah's series broke the logjam, bringing fresh insights and observations from his nearly 30-year career as a journalist covering the Gaza Strip.

**ALEX CASTELLANOS, GOP POLITICAL STRATEGIST & COMMUNICATIONS CONSULTANT***"The 2016 Shake-Up" (with Patti Solis Doyle)*

Presidential campaigns have always been expensive, complicated, exhausting and unpredictable. The 2016 campaign is all that, plus it's breaking entirely new ground. Long-term demographic trends and recent shifts in party identification are playing out in an election season upended by terrorist attacks, reality TV and social media. These changes will decide which candidate wins and how he or she will govern. Two campaign veterans explored what it takes to win, using examples from the past two decades, offering play-by-play commentary as the 2016 primary and caucus season unfolds — from Iowa through Super Tuesday. Castellanos and Solis Doyle reviewed how the relative power of America's racial and ethnic groups is changing the balance of political power — and how Facebook, Twitter, YouTube, and reality TV are altering the way campaigns work.

**JULIET MACUR, SPORTS OF THE TIMES COLUMNIST FOR THE NEW YORK TIMES***"The Power and Politics of Sports: Why Games Aren't Just Games Anymore"*

Sports used to be simple. Go to games. Play games. Have fun. Be entertained. Now it's so much more. Every level of sports — from your local youth leagues straight up to the pros — has become big business that generates big money and big influence. On Capitol Hill, that sports business blatantly wields its power to get what it wants, and often succeeds. In the justice system, sports figures are, perhaps more than ever, at the center of major criminal investigations because they once felt invincible, but are no more. On the field, the sports world produces heroes that are discussed around the dinner table, in nearly every part of our country, with a searing fervor otherwise saved for debating politics or religion. In the Olympic world, sports help give nations credibility and also can spark international conflict. For good and bad, the sports world is bigger and more powerful than ever, with athletes wielding more and more influence over our culture and our politics. Macur's series explored these questions and more.

**PATTI SOLIS DOYLE, DEMOCRATIC POLITICAL ORGANIZER & CAMPAIGN STRATEGIST***"The 2016 Shake-Up: How Demographics, Party Identification and Social Media are Changing our Politics" (with Alex Castellanos)*

Presidential campaigns have always been expensive, complicated, exhausting and unpredictable. The 2016 campaign is all that, plus it's breaking entirely new ground. Long-term demographic trends and recent shifts in party identification are playing out in an election season upended by terrorist attacks, reality TV and social media. These changes will decide which candidate wins and how he or she will govern. Two campaign veterans explored what it takes to win, using examples from the past two decades, offering play-by-play commentary as the 2016 primary and caucus season unfolds — from Iowa through Super Tuesday. Castellanos and Solis Doyle reviewed how the relative power of America's racial and ethnic groups is changing the balance of political power — and how Facebook, Twitter, YouTube, and reality TV are altering the way campaigns work.

**STUART STEVENS, GOP POLITICAL STRATEGIST, MEDIA CONSULTANT & WRITER***"Election 2016: Joe and Stuart's Wild Ride" (with Joe Trippi)*

In this seminar series, Joe Trippi and Stuart Stevens ran in real time through the most important contests of the 2016 presidential nomination fight. Audience members rode through what has been one of the wildest primary fights ever — from the critical weeks prior to the Iowa caucuses, through Super Tuesday, and on to the path leading to the nominating conventions — with two guys who have been around since the invention of the bi-plane and seen more than their fair share of political dogfights and air wars.

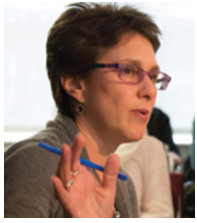
**JOE TRIPPI, DEMOCRATIC CAMPAIGN STRATEGIST & MEDIA CONSULTANT***"Election 2016: Joe and Stuart's Wild Ride" (with Stuart Stevens)*

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“

This has been beyond my wildest expectations. On a personal level, probably the biggest thing I took away was the notion that there is hope. The notion that this generation is somehow disengaged and that they spend all their time on their smartphones and social media— my experience, at least here, is that that couldn't be any further from the truth. These young men and women are really engaged and I dare say, probably more so than my generation was.

- TOM DART



LAVEA BRACHMAN, EXECUTIVE DIRECTOR AND CO-FOUNDER OF THE GREATER OHIO POLICY CENTER

"Can America's Great Industrial Cities Pull off a Second Act?"

America's older industrial cities literally drove the nation's and the world's economies for a century or more, built world class cultural and academic institutions, fostered a middle class, and acted as the gateways for American assimilation for immigrant worker populations and tightly-knit ethnic communities. Since the mid-20th century, these cities have been in steady decline. So what is their future? What does "revitalization" mean and what happens if some cities don't rebound, leaving behind massive blighted areas, thousands of empty and abandoned structures, miles of unused and aging infrastructure, and/or possibly ghettoized areas with high concentrations of poverty and low-income populations? Brachman's series tackled these questions and highlighted exciting new ideas being tested to inject new life into older neighborhoods, attract new businesses and leverage the millennial generation's demand for dense, walkable neighborhoods.



ILANA DAYAN (VISITING FELLOW), ANCHOR OF ISRAELI INVESTIGATIVE NEWS PROGRAM "UVDA" ("FACT")

"Covering Israel: Free Speech, Journalism and a Country in Conflict"

In a two-seminar series, top Israeli journalist Ilana Dayan explored the tensions between freedom of speech and national security in Israel, as well as the friction between free speech and market forces in commercial television. Dayan, a lawyer who teaches free speech courses at Tel Aviv University, also explored the dilemmas of a journalist in a country in perpetual conflict. Her sessions featured clips from her TV and documentary work, including her 2012 documentary about the killing of Osama Bin Laden in which Dayan traveled undercover to Pakistan.



JEFF GREENFIELD, AWARD-WINNING POLITICAL JOURNALIST, ANALYST & AUTHOR

"From Hamilton's Pen to Trump's Tweets: A Brief History of Political Media"

From the start of the Republic, political players have tuned to whatever tools were at their disposal to argue on their behalf, and to disparage their opponents. Newspapers, books, pamphlet, posters, cartoons, songs and symbols were significant weapons in the political wars, long before radio, television, the Internet and social media arrived. How have American presidents, presidential candidates, and prominent political players used the media to advance their prospects? How has the changing nature of the media changed — and not changed — what major political players say and do, and how they say and do it? Greenfield addressed these questions and more in his seminar.



SEN. TOM HARKIN (VISITING FELLOW), RETIRED U.S. SENATOR FROM IOWA

"30 Years in the U.S. Senate"

In a two-seminar series, retired Senator Tom Harkin (D-Iowa) shared insights gleaned from his decades-long career in the U.S. Congress, where he focused on civil rights for Americans with disabilities, childhood nutrition and food access, farm policy, healthcare access and reform, labor issues, and access to and improvement of education. He also commented on the 2016 election and the future of the Democratic and Republican parties.



DANIEL ISOM, FORMER ST. LOUIS CHIEF OF POLICE

"Policing in America"

The names Laquan McDonald, Michael Brown and Eric Garner are forever emblazoned in the minds of many Americans as symbols of America policing gone wrong. Those cataclysmic eruptions between police and black citizens have rocked the country over the last two years but their roots go deep and long, exposing a foundation for policing and community relations in American cities and urban communities that cannot stand. Isom's seminars explored what has gone tragically wrong in urban police-community relations, including antiquated training, broken oversight systems, struggling communities and embattled police officers. It also considered the path forward — how to update police training, how to improve police oversight, how to realize the potential of true community policing.



MARIA LATELLA, ITALIAN BROADCAST JOURNALIST, AUTHOR & NEWSPAPER COLUMNIST

"Tycoons, Media and Terrorism: Europe and the U.S. in 2016"

Welcome to Europe, where since the end of the 20th century billionaire candidates with no political experience are as familiar as bombs on subways, laments over a broken political system and the claim that immigrants are to blame for just about everything. In a series of five seminars, award-winning Italian journalist Maria Latella covered how former Italian Prime Minister Silvio Berlusconi's rise to power is a blueprint for Donald Trump's popularity; how tycoons play a role in contemporary politics; the effect of social media and big data on the electorate; and how the migrant crisis and terrorism have changed Europe.



MIKE MURPHY, VETERAN GOP MEDIA CONSULTANT & CAMPAIGN STRATEGIST

"The Revolution Will Be Streamed: Inside 2016 and the Disruption of American Politics"

A collision of technology, pop culture and big money is brutally disrupting the traditional model of American presidential campaigns. What do these changes mean and which institutions — parties, candidates, consultants, fundraisers, the media — are gaining or losing power? This seminar will be led by veteran Republican media consultant and strategist Mike Murphy, who during this election season led Right to Rise, the Jeb Bush affiliated Super PAC. Murphy went go behind the curtain to explore the practical politics of how presidential campaigns really work, why the rules of campaigning are rapidly changing and what that could mean for the future of American politics.



MICHAEL NUTTER (VISITING FELLOW), FORMER MAYOR OF PHILADELPHIA

"Governing in Urban America — The View from City Hall"

In a two-seminar series, former Philadelphia Mayor Michael Nutter took students deep inside City Hall. He explored the ways in which crisis management can upend a mayoralty and the challenges of institutionalizing change after an election. Nutter, who completed eight years as mayor in January and also served as president of the U.S. Conference of Mayors, also considered what the outcome of the 2016 presidential election will mean for America's big cities.

IOP INTERNSHIP PROGRAMS

The Internship Programs are an essential pillar of the IOP; they encourage students to go into public service by providing them with both practical experience and the robust professional network necessary to succeed. The IOP's Internship Programs distinguish themselves from others in their commitment to providing students financial support so that any student can pursue these opportunities regardless of economic status.

Since January 2013, the IOP has provided more than 1000 paid political and public service internships in local, national and international settings and now includes the following four programs: 1) IOP House internships; 2) Urban Policy and Research Program (UPReP); 3) the IOP Summer Internship Program; and 4) the IOP Summer Stipend Program.

Students gain valuable hands-on experience and skills to further their public service careers and enable them to make tangible contributions to local, national, and international policy, politics, and public service organizations.

In the past three years, IOP interns have provided over 400,000 hours of service to their host organizations, and all employers have asked to host UChicago students again. The IOP supported 330 internships for the 2015-2016 year, including Summer 2016 internships.

In the coming year, we plan not only to increase and diversify our internship offerings, but also to expand our career advising and mentorship program to help guide students' decisions post-graduation.



Peggy Xu, an intern with the U.S. Department of State in Washington, on the National Mall

Academic Year Internships

“As a UPRéP intern with the Chicago Public Schools (CPS) Computer Science for All Initiative, I helped create official CPS policy, benefited from weekly access to policymakers and education professionals and visited schools to see firsthand the impact that education policy can have on peoples’ lives. I have no doubt that the skills and relationships I have acquired as a UPRéP intern will enhance my studies going forward, providing context and grounded experience to future research and analysis.

- THOMAS CARDEN, AB’18

Summer Internships

Created in partnership with the University of Chicago Urban Labs, the IOP’s Urban Policy & Research Program (UPReP) is an academic year opportunity that offers students part-time, paid policy and research internships in Chicago-area government agencies, allowing them to utilize their rigorous UChicago education to tackle complex urban challenges. This year, the program supported 35 students working in the following placements.

CHICAGO PLACEMENTS

- Chicago Department of Public Health – Office of Violence Prevention
- Chicago Police Department
- Chicago Public Schools – Civic Engagement & Service Learning
- Chicago Public Schools – Computer Science 4 All Initiative
- Chicago Public Schools – Office of College & Career Success
- Chicago Public Schools – Office of Social & Emotional Learning
- City of Chicago – Office of the City Treasurer
- City of Chicago – Office of Public Safety
- Cook County Sheriff’s Office – The Justice Institute
- Cook County Sheriff’s Office – Policy Team
- City of Chicago Department of Family & Support Services
- Illinois Department of Commerce & Economic Opportunity
- Alderman’s Office – 10th Ward
- Alderman’s Office – 17th Ward
- UChicago Urban Labs
- U.S. Department of Education
- U.S. Department of Health & Human Services

The IOP Summer Internship Program offers internships in the political, policy, and public service sectors. The program gives UChicago students the opportunity to have meaningful, career-oriented experiences with organizations and agencies doing important political and policy work, including legislative offices, cabinet-level agencies, U.S. Embassies, municipal governments, think tanks, NGOs, news agencies and communication and political consulting firms. Additionally, the IOP provides stipends to any student accepted into the established White House and State Department Internship Programs. The IOP provides pre-internship training each May in Chicago and summer programming for our interns in Chicago, Washington, D.C., and New York.

In the summer of 2015, the IOP offered more than 200 such internships in Chicago, Washington, D.C., and New York, as well as in 20 other domestic locations and 13 different countries. These summer interns provided more than 182,000 hours of service to their employers - a substantial amount of time and energy given to the betterment of politics and public service throughout the world.



Summer 2016 Internship Placements

“My internship at the Office of the United States Trade Representative (USTR) in the Office of the President has proven to be a truly invaluable experience. Working as an intern during one of the country’s busiest summers for trade has been most exhilarating. I am really excited to integrate what I have gained as an intern this summer into the coursework back on campus at the University of Chicago as well as my discussions with fellow political enthusiasts at the IOP.

- MICHAEL SCHUMER, AB’18

GOVERNMENT AGENCIES (22)

- City of Chicago Department of Public Health
- Illinois Department of Commerce and Economic Opportunity
- Illinois Department of Public Health
- OECD Regulatory Policy Division (Mexico City, Mexico)
- U.S. Department of Commerce
- U.S. Department of Energy
- U.S. Department of Homeland Security
- U.S. Department of Housing and Urban Development
- U.S. Department of the Interior
- U.S. Department of Labor
- U.S. Department of State – Washington, DC
- U.S. Department of State – International
 - Brasilia, Brazil
 - Zagreb, Croatia
 - Santo Domingo, Dominican Republic
 - Hamburg, Germany
 - The Hague, The Netherlands
 - Lima, Peru
 - Warsaw, Poland
 - Stockholm, Sweden
- U.S. Environmental Protection Agency
- U.S. Peace Corps
- The White House

ELECTED & POLITICAL OFFICES (18)

- Illinois Republican Party
- Office of the Cook County Sheriff, Thomas J. Dart
- Office of the Lake County Circuit Court Clerk, Keith S. Brin
- Office of the Mayor of Detroit, Mike Duggan
- Office of the Mayor of Los Angeles, Eric Garcetti
- Office of the Mayor of New York, Bill de Blasio
- Office of the Mayor of San Francisco, Ed Lee
- Office of the Treasurer of Chicago, Kurt Summers
- Office of State Representative Will Guzzardi (D-IL/39)
- Office of State Senator Kwame Raoul (D-IL)
- Office of State Senator Heather Steans (D-IL)
- Office of U.S. Congressman Leonard Lance (R-NJ/7)
- Office of U.S. Congressman John Moolenaar (R-MI/4)
- Office of U.S. Congressman Mike Quigley (D-IL/5)
- Office of U.S. Senator Sherrod Brown (D-OH)
- Office of U.S. Senator Mark Kirk (R-IL)
- Office of U.S. Senator Claire McCaskill (D-MO)
- Office of U.S. Senator Gary Peters (D-MI)

POLITICS/POLICY (12)

- Civic Hall Labs
- Common Cause Illinois
- Democracy Works
- Democratic National Committee
- FairVote
- Indian American Project
- Latino Donor Collaborative
- National League of Cities
- Reboot Illinois
- Rock the Vote
- The Center for Responsive Politics (OpenSecrets.org)
- The Conservative Reform Network

LEGAL ENTITIES (7)

- Center for Court Innovation
- Chicago Innocence Project
- Illinois Justice Project
- Institute for Justice
- Latinos Progresando
- Legal Services Corporation
- Vera Institute of Justice

ADVOCACY & EDUCATION (17)

- CAIR - Council on American Islamic Relations
- Fund for Public Housing
- Genesee County Hispanic/Latino Coalition
- Get IN Chicago
- GlobeMed
- Harvard University Center for African Studies
- Hope of Guinea (Dixin-Conakry, Guinea)
- Illinois Coalition for Immigrant and Refugee Rights
- International Innovation Corps Brazil Summer Policy Lab (Belém, Brazil)
- LIFT Chicago
- Save the Children
- Seva Mandir
- Sierra Club
- UChicago Institute of Politics
- UChicago Office of Federal Relations
- UChicago Urban Labs
- UNICEF

THINK-TANKS (12)

- American Health Policy Institute
- Carnegie Endowment for International Peace
- Center for Data Science and Public Policy
- Center for the Study of the Presidency and Congress
- Chicago Project on Security and Terrorism
- Emerging Markets Political Risk Analysis (Mexico City, Mexico)
- Igarapé Institute (Rio de Janeiro, Brazil)
- JINSA Gemunder Center for Defense and Strategy
- National Consortium for the Study of Terrorism and Responses to Terrorism
- R Street Institute
- The German Marshall Fund of the United States
- The Stimson Center

POLITICAL CONSULTING (11)

- 270 Strategies
- Blue Engine Media
- Booz Allen Hamilton Summer Games
- Deep Root Analytics
- Grassroots Targeting
- Kivvit (formerly ASGK Public Strategies)
- KJD Strategies
- MAS Consulting Group (Madrid, Spain)
- Precision Strategies
- The Dershowitz Group
- The Messina Group

MEDIA (9)

- ABC News
- Arab Media & Society (Cairo, Egypt)
- Bulletin of the Atomic Scientists
- Gingrich Productions
- Injustice Watch
- The Huffington Post
- The Tampa Bay Times – Politifact
- The Weekly Standard
- Univision

Summer Stipend Program

In order to reach an even greater number of students, in May 2014 the IOP developed the Summer Stipend Program. Students are given the opportunity to apply for funding to support summer internships outside of those offered by the IOP. The opportunity must be related to politics, policy or public service and decisions are made according to mission alignment and financial need. In the summer of 2015, the IOP was able to provide 32 students with stipends, which helped to provide their organizations more than 15,000 hours of service to their employers. This year, the IOP received a record 110 applications for the first round of the program.

Summer 2016 Internship Highlights

THE CENTER FOR RESPONSIVE POLITICS

Kaan Ulgen, AB'17 & Alec Goodwin, AB'17

DEMOCRATIC NATIONAL COMMITTEE

Mikala Cohen, AB'18

THE HUFFINGTON POST

Elizabeth Adetiba, AB'17 & Samantha Neal, AB'17

ILLINOIS REPUBLICAN PARTY

Daniel Truesdale, MA'17

OFFICE OF U.S. SENATOR MARK KIRK (R-IL)

Richard Ruano, AB'19

PRECISION STRATEGIES

Calvin Cottrell, AB'18

R STREET INSTITUTE

Adam Chan, AB'19 & Hamza Jaleel, AB'18

US DEPARTMENT OF STATE (SANTO DOMINGO, DOMINICAN REPUBLIC)

Kennedy Green, AB'18

THE WEEKLY STANDARD

Max Bloom, AB'18

THE WHITE HOUSE (OFFICE OF PRESIDENTIAL CORRESPONDENCE)

Paris Byrd, AB'18



Dhyana Taylor works on an article during her internship at the Huffington Post in Washington, D.C.



CIVIC ENGAGEMENT

The Student Civic Engagement (SCE) program is the most rapidly growing part of the IOP, with close to 11,000 hours of student involvement completed in the 2015-16 school year. More than 400 unique UChicago students have participated in seven community action projects and other civic engagement events this year. This level of engagement through the IOP continues to exceed any service or civic engagement initiative that a University of Chicago student-led body has achieved.

One of the main goals of the SCE Program in the 2015-16 year was to hone its leadership development and mentorship capacities, which we have done successfully through a mix of staff- and student-led programs and initiatives. These include the Shriver Program, the Women in Public Service Program and the Leaders of Color Initiative, among others.

Additionally, we have taken students on successful public service-oriented treks to Amherst, MA, Des Moines, IA, Springfield, IL, and Washington, DC, exposing students to issues and opportunities outside of Chicago. The IOP will be taking students on political exploration trips to Cuba in June and to the Republican and Democratic Conventions in July.

New Civic Engagement Structure in 2016/17

The IOP is streamlining the multitude of Civic Engagement offerings into three main categories in 2016-17: 1) Political Exploration Trips, 2) Leadership Programs, and 3) Civic Engagement Programs.

POLITICAL EXPLORATION TRIPS remain an important opportunity for students to broaden their career and issue area interests and the IOP will continue to lead trips to Springfield, IL; Washington, D.C.; and an international destination (pending funding). These trips expose students to different fields, roles, organizations, and people within the broad field of politics and public service.

As part of its mission to train the next generation's political leaders, the IOP's **LEADERSHIP PROGRAMS** will continue to support the development of IOP student leaders. The Women in Public Service Program, Leaders of Color Initiative, Shriver Program for Leadership in Public Service, and TechTeam Fellows Program offer intensive peer-to-peer training and hands-on opportunities to develop leadership skills applicable both on UChicago's campus and in future careers in politics and public service.

CIVIC ENGAGEMENT PROGRAMS offer students a variety of avenues for involvement with Chicago, voter efforts, and the issues they see in our communities and in our democracy. In addition to the Chicago Bound pre-orientation program for first year students and campus-wide voter engagement efforts, a number of student developed and student-led projects are currently managed by the IOP. Maroon Veterans Alliance, Chicago Peace Corps, and New Americans UChicago aim to impact diverse communities around campus and across the city. In order to maintain the capacity to support the development of new Civic Engagement Programs for changing campus and city-wide needs, the IOP will foster an incubator model for its student developed initiatives, encouraging new projects to grow and eventually operate independently of IOP oversight.

In addition to IOP staff leadership from the Partnerships & Engagement Team, the **CIVIC ENGAGEMENT COMMITTEE (CEC)** will help administer these programs. The CEC will consist of seven UChicago students tasked with advising existing and new Leadership and Civic Engagement Programs, collecting student involvement data, and forging partnerships between projects and the wider IOP community.

Civic Hackathons

Partners across the UChicago campus—including South Side Civic, a CAPP student-led organization, the Institute of Politics, the Computer Science Department, the Harris School, the Center for Data Science and Public Policy, hack@uchicago, and many more—came together to host the first ever **UCHICAGO CIVIC HACKATHON** on October 9-10, 2015 at the Chicago Innovation Exchange. The event began with nine leaders from non-profit organizations each presenting a short challenge to be “hacked.” The organizations that participated were the Chicago Park District, Donors Forum, Cook County Department of Facilities Management, Forest Preserves of Cook County, Greater Auburn-Gresham Development Corporation, ProjectSYNCERE, American Red Cross of Chicago & Northern Illinois, YMCA, and, the IOP’s own BallotReady. Teams of hackathon participants then worked with the organizations to define the scope of the problem, identify useful data, map out a solution, and present the results. Attendees were able to sharpen critical thinking and strategic planning skills and each organization walked away with a new and innovative approach to tackling a specific problem.

Political Exploration Trips

In 2015-16, the IOP significantly expanded the number and variety of political exploration trips offered. Each trip offers groups of students the opportunity to meet with practitioners and explore internship and career options in public service.

“Coming to Iowa, now it’s so real. You’re right there. You can see the people. You can see the passion. It gives you a different perspective on the whole race... People really showed respect and civility and pride in their process. That was encouraging to me.”

- BAXTER STEIN, AB’18

- **November 2015:** Des Moines, Iowa
- **February 2016:** Iowa Caucuses
- **February 2016:** Springfield, IL
- **March 2016:** 2016 IMPACT Conference in Amherst, MA
- **March 2016:** Washington, D.C.
- **June 2016:** Havana, Cuba
- **July 2016:** 2016 GOP & Democratic National Conventions

Thanks to a generous donor, the IOP has developed an extraordinary trip to Cuba in June 2016, with financial assistance available for eligible students. The visit to Cuba will give students an in-depth understanding of the Cuban political and cultural landscape, explore the bi-lateral impact of the newly emerging U.S.-Cuban diplomatic relationship, and encourage students to compare and contrast the U.S. and Cuban political systems.

The IOP will be taking groups of students to both the GOP and Democratic National Conventions this summer for the a rare opportunity to see U.S. democracy in action. At both conventions, students will intern for POLITICO, Fusion, or other media organizations. The IOP is covering the cost of transportation, housing, and most meals for 16 total students.



Students on the Iowa Caucus trip in front of the Iowa State Capitol building

Community Action Projects

“WPSP has been the highlight of my entire university experience... Student Civic Engagement is the foundation of the IOP’s mission. If this is a training ground for future public servants of this country and the world, [SCE] is where public service happens.

- MAIRA KHWAJA, AB '16,
founder of WPSP

Whether tutoring immigrants for the citizenship exam or providing tech support for community groups and city agencies, this year’s community action projects allow students to make a tangible impact in communities and develop themselves as civic leaders.

BALLOTREADY is an online voter guide offering users straightforward, non-partisan information about the candidates and referendums on their ballots. BallotReady is a start-up project of current UChicago students and alumni and has won multiple competitions for start-ups.

The **CHICAGO PEACE CORPS** is committed to dismantling the school-to-prison pipeline by fostering restorative justice efforts in Chicago schools and communities. Volunteers are trained in Peace Circle keeping and other restorative justice and conflict resolution strategies and volunteer in Chavez School in the Back of the Yards community. CPC is a project created by the Shriver Fellowship Program’s Class of 2015.

LEADERS OF COLOR is a student-organized leadership development and mentorship program for first and second year students of color. This initiative aims to address the current deficit of racial and ethnic diversity in the various advisory bodies and student organizations across UChicago.

The **MAROON VETERANS ALLIANCE** is a student run veteran support and advocacy program based at UChicago. The main facets of the program are Points for Patriots (PFP) and the Veteran Career Advocacy Program (VCAP). PFP consists of events that strive to increase awareness of PTSD and TBI and raise money for the Intrepid Fallen Heroes Fund. VCAP is responsible for empowering our veterans with essential skills for success in today’s job market.

NEW AMERICANS UCHICAGO is a student-led tutoring program designed to help new immigrants become citizens of the United States. Through direct, hands-on volunteer opportunities students develop personal connections with local community members, learn more about issues facing immigrant communities, and foster partnerships with local community organizations aiming to provide services and support for Chicago’s immigrant population.

TECHTEAM takes students into South Side community-based organizations to provide capacity-building and digital media support. TechTeam members receive digital strategy training and mentorship from political experts, and apply this knowledge in the work they do with local organizations.

The **WOMEN IN PUBLIC SERVICE PROGRAM** provides training, mentorship, and support to women interested in public service. The project consists of weekly meetings and committees working on monthly programming and a Winter Quarter Leadership Institute that engages over 15 national women leaders to train WPSP students.

Special Civic Engagement Opportunities

TURBOVOTE is a national, nonpartisan organization that builds technology to make the voting process easier for all. Every election season, the IOP works with campus leadership to push voter registration and engagement to all students on campus.

CHICAGO BOUND is a student-led pre-orientation program sponsored by the University Community Service Center (UCSC) and the Institute of Politics, intended to promote community awareness and civic engagement to first year students as they enter the College. Through this program, students complete service projects in neighborhoods all across the city, learn about urban issues, and meet with community residents and leaders.

The IOP partnered again with UCSC and the Office of Civic Engagement to bring undergraduate and graduate students to the **IMPACT 2016 NATIONAL CONFERENCE** in Amherst, MA. The IMPACT Conference is historically the largest annual conference focused on the civic engagement of college students in community service, service-learning, community-based research, advocacy and other forms of social action, and brings together students, administrators, faculty, and nonprofit professionals from all across the U.S. to share resources and opportunities and develop new ideas and projects.



Anthony Downer, co-founder of the Leaders of Color Initiative, talks with interested first year students during Orientation Week in September 2015

IOP THE SHRIVER PROGRAM

The Shriver Sargent Shriver Program for Leadership in Public Service consists of three key components. In the fall, students attend a Shriver Case Study, which examines a key challenge and success in Sargent Shriver's career. For fall 2015, students learned from Bill Josephson, former General Counsel of the Peace Corps, and Jamie Price, Sargent Shriver Peace Institute's Executive Director, about the creation of the Peace Corps. The case study was explored during weekly workshops. In late fall, students applied for the Shriver Fellowship, which challenged them to work in a group of 12 students to address a complex urban challenge.

Just as Shriver was charged by President Kennedy to design a program that would build peace with the people of the developing world, so the Shriver Fellows are charged each year with designing a targeted effort to address a difficult and multifaceted social problem: youth violence on the mid-South Side of Chicago.



Timothy Shriver meets with fellows from all three cohorts during a dinner in May 2016



Shriver Fellow Chase Woods (AB '17) listens to Patrick Quinn (AB '17) ask a question during a meeting

2015/16 Shriver Fellowship

To design a public service solution of this kind, the selected Shriver Fellows participated in an immersive set of weekly, three-hour workshops in the Winter and Spring quarters that built on the examples and methods of Sargent Shriver.

Fellows mastered an approach to peace-building and conflict resolution exemplified by Sargent Shriver and developed relationships with a broad and diverse set of stakeholders in the nearby neighborhood of Washington Park.

Fellows carried out a detailed, community-based analysis of the problem and designed a structure for a proposed solution, identifying specific roles and responsibilities within the group and presented their progress to a panel of leaders, who offered constructive feedback. This work was combined with a mix of team- and skill-building exercises to supply fellows with the leadership and professional tools necessary to effectively design a solution.

By the end of Spring Quarter, the Shriver Fellows developed a program proposal that will form the basis for 10-week full-time internships during the summer. For summer 2016, Shriver Fellows will be working to further address the topic of youth violence in the Washington Park neighborhood of Chicago.

2015/16 Shriver Fellows



1. **Daniel Chavez**, *College Student, Economics, AB'19*
2. **Calvin Cottrell**, *College Student, Political Science, AB'18*
3. **Xinyi Ge**, *College Student, Computational and Applied Mathematics & Economics, AB'18*
4. **Idalia Gonzalez**, *College Student, Romance Languages and Literature, AB'16*
5. **Caroline Hoskins**, *College Student, Law, Letters, and Society, AB'19*
6. **Nico Kaufmann**, *Exchange Student from Freie Universität Berlin, Germany*
7. **Kira Ke**, *College Student, Economics & Political Science, AB'18*
8. **Haleigh Miller**, *College Student, Public Policy, AB'16*
9. **Patrick Quinn**, *College Student, Law, Letters and Society & History, AB'17*
10. **Sana Sohail**, *College Student, Biology & Art History, AB'17*
11. **John Veillette**, *College Student, Statistics, AB'19*
12. **Chase Woods**, *College Student, Public Policy, AB'17*



THE IOWA PROJECT



The 2016 Iowa Project—a year-long program to get students involved in the Iowa caucuses that launched in February 2015—culminated with a two-day trip to Des Moines that enabled students to observe first-hand the caucus process and the kick-off of the 2016 presidential election.

The 24 students who made the trip with the IOP had the opportunity to meet with Iowa Gov. Terry Branstad, ABC News' Jon Karl, the Washington Post's Dan Balz, Snapchat's Peter Hamby, the Iowa Republican's Craig Robinson, the Paul Simon Institute's David Yepsen, and others. In addition, the students had the chance to chat with Iowa Congressman Steve King and Heidi Cruz outside her

husband's rally in East Des Moines and met Martin O'Malley at a 'get out the vote' campaign stop. On Caucus Day, the students headed to an East Des Moines middle school to see Iowans cast their votes before fanning out across the city to attend rallies with Hillary Clinton, Bernie Sanders, and Donald Trump.

The trip capped off the Iowa Project, which launched in January 2015 with a series of campaign bootcamps, a trip to Des Moines, and two visiting Fellows, Republican political consultant Karen Slifka and former Iowa state director for President Obama's 2012 campaign Brad Anderson. In the summer, 18 students headed to Iowa for 10-week internships, both in journalism and field work. From FOX News, CNN, Bloomberg, the Des Moines Register, Radio Iowa and ABC to Jeb Bush, Martin O'Malley, Marco Rubio, and Clinton, students had the chance to get hands-on experience either covering presidential campaigns or working closely with them. As a result, one student even landed a job with the ABC affiliate in Des Moines. In the fall, some of those students returned to Iowa to intern at a Democratic debate held by the Register and CBS News, while another student took Winter Quarter off to intern for ABC News.

Ultimately, the Iowa Project provided students with a unique opportunity to have a front-row seat for one of the most exciting, important events in politics.

Winter 2015

From February through April 2015, the IOP ran a series of six hands-on workshops that gave students training in core aspects of campaign operations, from field organization & coalition building to advertising and messaging

Winter 2015

During the week of March 2nd, 2015, Republican strategist Karen Slifka and Democratic strategist Brad Anderson as Visiting Fellows. Slifka held three joint seminars that exposed students to the structure of the Iowa Caucuses and the nuances of this unique "first in the nation" state.

Spring 2015

In early May, IOP staff led Iowa Project Fellows on a two-day immersive trek to Iowa. Students met with veteran journalists, political consultants, and campaign operatives to better understand the caucus process in 2016 and the broader political culture of Iowa.

Summer 2016

For 10 weeks from June to September, the Iowa Project Fellows worked in Iowa on some aspect of the presidential campaign process. The students on the Journalism track worked at ABC, FOX, CNN, Bloomberg, Radio Iowa, and The Des Moines Register. The students on the Field track secured opportunities of their own through consulting firms, campaigns, or party organizations.

Winter 2016

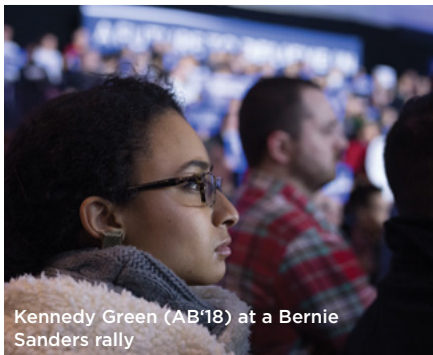
The IOP led a trip to Iowa during the final week of the campaign so that interested students could witness the 2016 Iowa Caucuses first hand.



Reporters for The Gate hold up a newspaper on caucus day



Patrick Quinn (AB'17) with Bill Clinton



Kennedy Green (AB'18) at a Bernie Sanders rally



Iowa Project intern Henry Hahn (AB'18) shoots footage for the Des Moines Register at a Jeb Bush rally in Summer 2015



Asya Akca (AB'18) in a press scrum for Martin O'Malley on the eve of the Iowa Caucuses

“The Iowa Project was able to expose all of us to a side of politics that I never really knew about. To be able to come to Iowa and experience how this process works was truly incredible.

- ASYA AKCA, AB '18

It was amazing to experience first-hand so many aspects of the election, ranging from the caucuses themselves to the insights of elected officials and reporters. The trip demystified the caucus process and gave me a new understanding of campaign strategy and candidate engagement with voters.

- NADIA PERL, AB '18

The line-up of reporters, elected officials, and politico junkies you scheduled for us to talk to was incredible. It will be something I'll remember for the rest of my life.

- ROBIN YE, AB '16

I left Iowa with new stories, new knowledge, and new friends, and this was, by far, one of the most memorable parts of my college career.

- CHELSEA FINE, AB '16

With the launch of the acclaimed new podcast “The Axe Files”, the Communications team has significantly expanded the programming reach of the IOP. As a result, news mentions of the IOP are up over 60 percent year over year.

In early May, the IOP’s live podcast taping with Jon Stewart received over two million YouTube views, and was covered by over 100 news outlets, including CBS News, The Washington Post, Rolling Stone, the Associated Press, and the BBC. In all, the live podcast taping was the most widely covered event in the IOP’s history.

Podcast aside, this year has featured a number of special events that increased student impact and visibility of the IOP. In February, the IOP hosted a live taping of MSNBC’s “Hardball with Chris Matthews” featuring special guest Sen. Bernie Sanders. With a live audience of 150 students, the show not only brought a presidential candidate – and University alum – back to campus, but it gave students the chance to ask him questions in front of a national television audience. Fourth year undergraduate Chelsea Fine’s question to Sanders about his Jewish identity caused him to open up on the topic more than he previously had, an exchange that generated national attention, including a feature in the Jewish magazine The Forward.

NBC Latino’s “Humanizing America” profiled another IOP student, third year undergraduate Anthony Downer. The show, hosted by Maria Hinojosa, came to the IOP for a two-day taping featuring Downer and his work with the IOP’s Leaders of Color (LOC). The video highlighted not only Downer’s impressive work with LOC, but also the IOP’s efforts to train and support a diverse group of future leaders in politics and public service.

While the IOP’s reach has expanded far beyond campus this year, the Communications team has focused on better ways to engage the student community at UChicago, including multimedia and social media efforts. During the past year the IOP has launched a Snapchat account, increased its focus on Facebook and Instagram, and produced a number of popular videos that showcase the IOP’s work on campus and off, such as a December video on IOP alumni and a February video on the trip to the Iowa caucuses.

The team successfully launched a new quarterly e-magazine for the IOP’s student association. To date, the e-mag has a unique open rate of over 50 percent with this growing community, and the IOP will soon be launching an alumni e-mag to boost the Institute’s engagement with recent graduates.



Gate reporters Liz Stark (AB'17) and Chelsea Fine (AB'16) interview Rep. Peter King



Kennedy Green being interviewed by ABC News about the Iowa Caucuses

By the Numbers

PRESS

Over 60% increase in news mentions to 310

FACEBOOK

30% growth in followers to 5,800

INSTAGRAM

Doubled our followers to 700

YOUTUBE

250% increase in subscribers to 10,800

PODCAST

2.2 million downloads in eight months

NEWSLETTER IMPACT

40% open rate, double the national average

The Gate

The Gate is the IOP's non-partisan, student-run publication covering politics. Over the past year, The Gate published more than 135 articles, averaged 5,300 site visits per month, and published interviews with former presidential candidate Martin O'Malley, former US Amb. to China Jon Huntsman, and moral philosopher Peter Singer.

This past year, The Gate has focused on connecting student journalists with the many opportunities the IOP has to offer. In February, The Gate sent three correspondents to Iowa where they interviewed Gov. Terry Branstad, Rep. Steve King, Heidi Cruz, among others before writing a long-form article detailing the Iowa Caucuses. In April, Chelsea Fine and Patrick Reilly hosted a skills-based journalism workshop featuring David Axelrod, Steve Edwards, Kate Grossman, and Spring 2016 Fellows Maria Latella and Jeff Greenfield.

Additionally, with the IOP's support, The Gate created the David Axelrod Reporting Grant, which will award up to \$1,000 to a student journalist pursuing independent reporting work over the summer. This year's grant recipient, Asya Akça (AB'18), will leverage her experience in Stockholm this summer to write about Syrian refugees who have sought asylum in Sweden. Asya plans to travel throughout the country and use her Turkish language skills to connect with immigrants that reached Sweden by way of Turkey, which will add greater nuance to our understanding of immigration to Europe and the individuals and families seeking asylum there.

At the end of this year, The Gate announced a partnership with the Cook County Department of Corrections. During the program's pilot year in 2016/17, Gate writers will lead writing workshops for detainees at the Cook County Jail twice per quarter, and the publication will publish inmates' writing anonymously on its site. Through this partnership, writers will be able to give back to members of the Chicago community as the Institute of Politics continues to build strong relationships with local institutions.

The new leadership team is planning to build on this year's successes by expanding campus engagement and leading more trainings for student writers with the ultimate goal of developing a pre-professional journalism program at the University of Chicago.



THE AXE FILES

“The conversations and debates on this podcast with politicians across the aisle are more congenial and respectful than anything seen on cable news. For listeners wanting to know more about key players in Washington, or looking for interesting discussions on major issues, the Obama administration, and an informed liberal perspective on the election, this podcast is an excellent option.

- FORBES, May 2016
“The Best Election Podcasts
To Keep You Up-To-Date”

In September, the IOP launched “The Axe Files,” a conversational podcast designed to provide insight into key players in the political arena and further the IOP’s mission of elevating our country’s political discourse.

Featuring revealing conversations with guests such as Mitt Romney, Spike Lee, and Nancy Pelosi, the podcast—hosted by IOP director David Axelrod—quickly earned both a loyal following and critical acclaim.

“There are few voices in America’s ever-shifting political landscape better suited to hosting an intimate and engaging discussion podcast than David Axelrod,” the A.V. Club said in an October review. “As this shapes up to be the wildest election season in the nation’s history, having Axelrod as an observer will be a wonderful thing.”

That month the show quickly climbed as high as #3 on the iTunes News & Politics podcast chart. Highlights from episodes were soon featured in news outlets such as The New York Times, The Washington Post, MSNBC, CBS News, and POLITICO. In February, the show hit the one million download mark. That month, the IOP entered into a partnership with CNN, a natural fit for the podcast given the network’s relationship with David.

The live podcast with Jon Stewart became the show’s highest rated one to date, with over 200,000 downloads that week, reaching #2 on the iTunes News & Politics podcast chart and #6 overall.

Aided by the partnership with CNN, the podcast has generated not only revenue for the IOP, but substantial audience growth. The show has surged past the two million download mark and episodes average around 60,000 listens. Over 50 episodes have been released, taped in locations from Washington, D.C. to San Diego, and this summer the show will once again go on the road to both the Democratic convention in Philadelphia and the Republican convention in Cleveland.

Podcast Episodes

“I like that David interviews smart, accomplished, and diverse guests, but I think the trick in the formula is the personal context David brings to each show, making it a more real conversation than a simple interview. It works.

- FERRIS SHADID
listener from Texas

What I particularly like about it is that it is not an interview, but a conversation. I always learn something from each episode.

- ELAINE DOSS
listener from Indiana

EP. 1: SEN. BERNIE SANDERS
EP. 2: MATTHEW DOWD
EP. 3: CAPT. MARK KELLY
EP. 4: ALASTAIR CAMPBELL
EP. 5: MITT ROMNEY
EP. 6: REP. NANCY PELOSI
EP. 7: JESSICA YELLIN
EP. 8: ELIOT SPITZER
EP. 9: JORGE RAMOS
EP. 10: MARK HOLDEN
EP. 11: JON FAVREAU
EP. 12: DAVID MARANISS
EP. 13: SPIKE LEE
EP. 14: SHERIFF TOM DART
EP. 15: REIHAN SALAM
EP. 16: SEN. CLAIRE MCCASKILL
EP. 17: JOAKIM NOAH
EP. 18: AMB. HUSAIN HAQQANI
EP. 19: SEC. THOMAS PEREZ
EP. 20: ANEESH CHOPRA
EP. 21: MARY KAY HENRY
EP. 22: ARNE DUNCAN
EP. 23: STUART STEVENS
EP. 24: SEN. DICK DURBIN
EP. 25: PATTI SOLIS DOYLE
EP. 26: JENNIFER JACOBS
EP. 27: JULIET MACUR
EP. 28: JONATHAN MARTIN

EP. 29: JOEL BENESON
EP. 30: JOE TRIPPI
EP. 31: GOV. JON HUNTSMAN
EP. 32: ERICK ERICKSON
EP. 33: SEN. LINDSEY GRAHAM
EP. 34: TRENT LOTT
EP. 35: MARK LEIBOVICH
EP. 36: RON KLAIN
EP. 37: DAN BALZ
EP. 38: JAMIE KALVEN
EP. 39: SEN. AMY KLOBUCHAR
EP. 40: ABNER MIKVA
EP. 41: RON FOURNIER
EP. 42: BEN RHODES
EP. 43: DAVID PLOUFFE
EP. 44: MIKE MURPHY
EP. 45: ARTHUR BROOKS
EP. 46: PATRICK KENNEDY
EP. 47: FRANK BRUNI
EP. 48: ANDERSON COOPER
EP. 49: JON STEWART
EP. 50: MICHAEL NUTTER
EP. 51: AMB. SAMANTHA POWER
EP. 52: KATIE COURIC
EP. 53: ILANA DAYAN
EP. 54: ERIC HOLDER
EP. 55: JEFF GREENFIELD
EP. 56: SEN. TOM HARKIN



First-ever live taping of the podcast with guest Jon Stewart, May 2016



Former Massachusetts Gov. Mitt Romney and David recording in San Diego



Sen. Claire McCaskill chats with David at the DSCC in Washington, D.C.

PARTNERSHIPS & ALUMNI

Each year the IOP partners with more than 100 organizations to offer speaker events and fellows and student engagement opportunities. The IOP reaches new sectors of our student and external community via these 100-plus-a-year, substantive partnerships.

Based on this past year's data, the IOP receives close to 25 partnership requests per quarter and accepts nearly 60% of those requests. Half of those accepted result in meaningful IOP event partnerships while the remaining half receive IOP support in terms of publicity and outreach. Nearly 40% of all IOP partnership requests come from students with 25% coming from faculty or staff and the remainder from outside organizations. The following examples showcase the IOP's commitment to partnerships, which further inspire a new generation of leaders in the fields of public service and politics:

- The University's School of Social Service Administration partnered with the IOP on the "Working Public" event in Washington, D.C. This event on public service careers featured IOP advisory board member, David Brooks, as the keynote.
- The IOP partnered with the Leaders of Color Initiative to present Theresa Mah, a UChicago PhD alumna, who is poised to become the first Asian-American female in the Illinois General Assembly.
- Booz Allen Hamilton is partnering with the IOP on an innovative summer internship program. The IOP students' challenge will look at the Ferguson community and strategies for economic development.
- The IOP partnered with Alumni Relations and Development's Leaders in Philanthropy group to host the "Road to the White House" event for 150 alumni. The event featured Professor Will Howell, POLITICO's Natasha Korecki, and the Chicago Sun Times' Lynn Sweet.



Current students and alumni reconnect at the Summer in Washington Reception, July 2015

IOP Alumni Engagement Strategy

“ If you take ideas seriously, you need to take that next step and say ‘how do those translate into the real world?’ That’s what the IOP is all about, taking the ideas that the University of Chicago has introduced in the classroom and putting them into political practice.”

- JACOB RABINOWITZ, AB’14

In 2015-16, the IOP finalized a new **ALUMNI ENGAGEMENT STRATEGY** for the growing network of alumni who engaged with the IOP while they were students at the University of Chicago.

There are three key goals for the IOP’s alumni engagement strategy:

1. Stay connected with alumni who have engaged with the IOP
2. Develop a community of IOP alumni who provide career guidance and opportunities for one another and for current students
3. Create a pipeline of IOP alumni who can serve as future fellows and speakers and who support the IOP philanthropically

IOP alumni engagement strategies are region-specific based on each area’s IOP alumni network, capacity, and interests. Ultimately, our 2016-2017 goal is to develop alumni engagement hubs in three key regions: Chicago, New York, and Washington, DC.

IOP alumni engagement will focus on these programmatic areas:

Every year, each region will offer two substantive **IOP EVENTS** for IOP alumni. Ideally, at least one of these events can be developed in partnership with UChicago’s alumni relations. In addition, the alumni liaison will partner with IOP staff to offer a substantive summer event for alumni and current students interning in the region. Outside of these two bigger events, alumni liaisons have the opportunity to organize two smaller get-togethers to build community among IOP alumni in their region.

The IOP will employ an **ONLINE NETWORK** to foster alumni communication. The goal of the online network is to provide a hub where alumni can easily connect with one another, share their current professional status and updates, and network with one another and with current students. In addition to the online network, alumni liaisons will work with the IOP to develop career guidance resources for alumni in each region.

Additionally, alumni liaisons will work with the IOP to help ensure that **DATA** on IOP alumni is current and accurate, and to manage **COMMUNICATIONS** with the network. This research will also include IOP fellows alumni, former speakers, internship hosts, UChicago alumni who engage with the IOP, and other members of the IOP community who reside in these regions. In this area, and in partnership with the IOP communications team, alumni liaisons will develop the quarterly communications to the IOP alumni community, will track the open rates and effectiveness of these communications, and will also help with general social media communications to alumni.

The newly restructured Student Advisory Board was designed to increase student engagement, clarify the roles and responsibilities of the SAB, create manageable pathways for greater student input and ownership, integrate staff and student leaders to a greater extent, and increase overall accountability.

This year, the Student Advisory Board focused on developing richer student-led programming. Toward this end, the SAB continued its tradition of informal social events during Orientation Week to share opportunities with new students and engage them in the work of the Institute of Politics. Further, this year saw the roll-out of SAB Movie Night, a new student-led series showcasing politically-oriented films that allowed students to interact directly with the filmmakers. In addition, the SAB continued its tradition of hosting Presidential debate and election returns watch parties as well as the annual Student Association barbecue. Through these events and more, the SAB created a more cohesive community for the IOP Student Association.

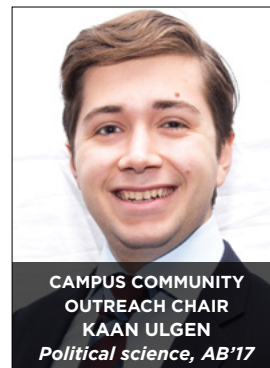
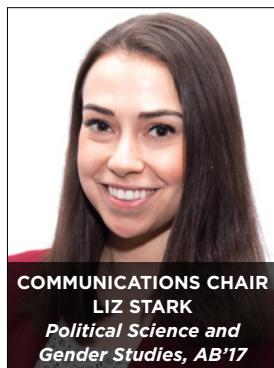
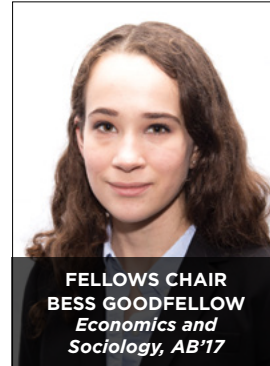


SAB SCE Chair George Adames (AB'18) talks with a student during an IOP open house, September 2015



First years at the IOP during Orientation Week, September 2015

2015/16 SAB



SAB Roles

This year, the **EVENTS CHAIR** led three student-run Speaker Series' programs that organized and conducted over 20 events at the Institute of Politics. These student-led committees were comprised of students from a diverse array of backgrounds and interests, enabling members to adapt their content to the ever-changing political appetite of university students. This year saw these committees grow in scope and ambition, hosting unique events and interacting with more new faces than ever before. The News & Views Committee achieved its mission of tackling fresh and salient topics with minimal turnaround. The Chicago Style Committee continued its robust programming of Chicago politics, and successfully rolled out a direct-involvement immersion opportunity for students to learn more about public housing in Chicago. Finally, there were many thrilling election returns and presidential debate watch parties, drawing impressive crowds to the IOP.

Next year, the Events Chair will seek to build on the success of the three student-led Speaker Series Committees and explore new ways to connect with a broader audience on campus.

The **FELLOWS CHAIR** selected and worked with student fellows



“During my time at UChicago, I have seen the IOP become a staple for students. From the events we hold and speakers we bring, to the civic engagement projects and career development opportunities we provide, there is something for everyone. It is incredible to see the infectious energy students exude with their involvements at the IOP. Even after I graduate, I know I will see so many of my IOP peers making headlines and making an impact in their respective careers in the years to come.

- ANERI AMIN, AB'16

ambassadors—liaisons between our fellows and the wider campus and Chicago community—to ensure the overall success of the Fellows Program. This program helped our fellows reach a wide student audience and the Ambassadors ensured that the fellows' on-campus needs were met. The Fellows Chair worked tirelessly to create a positive student ambassador experience, promoting student retention with the Fellows Program and the IOP as a whole. To reach these goals, the Fellows Chair helped to develop and implement new ambassador team structures, and consolidated interview processes and ambassador application data for use in future years. In addition, she helped ambassador teams conduct targeted outreach to student groups, professors, classes, the housing system, graduate schools, and other student hubs, as well as to plan small events between student organizations and fellows that match their interests. The Fellows Chair also worked with the Director of Fellowships to generate suggestions for future fellows based on student interest.

The **STUDENT CIVIC ENGAGEMENT (SCE) CHAIR** led a committee of eight students who worked tirelessly to provide students with opportunities to connect with the surrounding community through politics and public service. The SCE Committee consisted of the SCE Chair, the Projects Manager, the Communications Coordinator, the Data & Evaluations Coordinator, two Civic Hackathon Coordinators, and the two SCE interns. This structure allowed for the efficient management of our seven Community Action Projects (CAPs), which provide students with a wide range of opportunities to originate, incubate and manifest their passion for politics. The Committee also produced two Civic Hackathons, which engaged students in addressing various social issues on campus and across the city. As of April 2016, the SCE community had put in approximately 12,000 hours of community engagement.

In addition to managing the SCE Committee, the SCE Chair worked with the Director of Partnerships & Engagement to develop the Politics & Identity program at the IOP. This program, which will launch in Fall 2016, will create intentional and meaningful dialogue surrounding the intersection of politics and various identities, such as race, gender, sexuality, and religion. The Politics & Identity program will train students to serve as facilitators for large group discussions and will be housed under SCE's Leaders of Color initiative.

The **ALUMNI ENGAGEMENT CHAIR** worked with alumni and staff members to conduct survey research and analysis regarding the IOP alumni experience, as well as to build an initial Alumni Engagement Committee comprised of recent graduates across the country.

In addition to helping establish regional hubs, the Alumni Engagement Chair is in the process of crafting a toolkit detailing useful steps and best practices for all future data collection and analysis efforts. This toolkit includes an overview of potential software the IOP will consider to house its alumni data, ideal timetables for surveys sent to different alumni classes, and questionnaire recommendations to ensure quality data gathering. The Alumni Engagement Chair hopes that this document, as well as preliminary development of a group of alumni committed to broadening and unifying an IOP network after graduation, will grow into more robust alumni programming and feedback collection to ultimately bolster the Institute's nationwide presence.

The **COMMUNICATIONS CHAIR** oversees Student Association communications within the IOP Student Association Facebook group and generates student-driven content from IOP internships, treks/site visits, and student civic engagement projects to be featured online.

Adding to the IOP's social media presence this year, the Communications Chair also launched the IOP's first-ever Snapchat account, which has amassed over 140 followers and an average of over 100 views per story. The IOP Snapchat offers behind-the-scenes insights into major Speaker Series events (such as Senator Bernie Sanders at Rockefeller Chapel) and highlights fun moments at the IOP House, from presidential debate watch parties to exclusive film screenings. Snapchat also captured the excitement of the IOP's trek to the Iowa Caucuses as well as the spring break program in Washington, DC, providing exclusive content for followers nationwide.

Finally, the Communications Chair organized the IOP's inaugural Student Association E-Mag, a quarterly newsletter that goes out to all students who have been active in the IOP's various ambassador programs, internships, and student civic engagement projects. It features quarterly highlights, student spotlights, and fun trivia about the IOP to build cross-IOP program relationships and connect students within the IOP community.



An IOP student addresses a group of first years during Orientation Week in September 2015



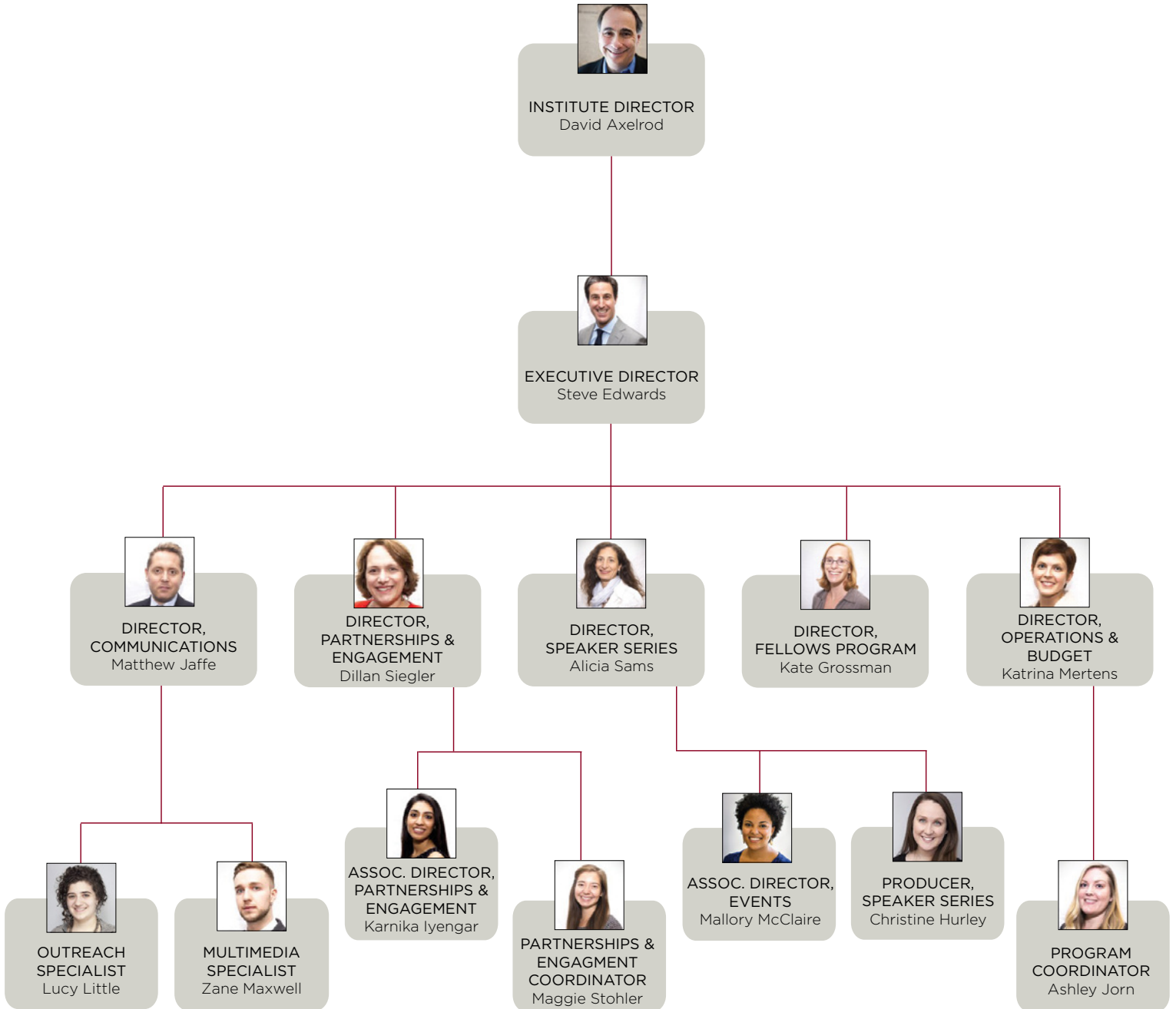
Former Massachusetts Gov. Deval Patrick and Anthony Downer (AB '18) chat during a student session, April 2016

The IOP Advisory Board consists of an esteemed and diverse group of political professionals from across the spectrum of public service. Members meet annually to provide critical insight and support the IOP in key areas including 1) recruiting of fellows; 2) arrangement of rewarding internship opportunities; 3) outreach to elected and government officials, political operatives, journalists and others to participate in our Speaker Series and other Institute-sponsored events; and 4) strategic planning and outreach.

Current Board Members

DAVID BROOKS	Op-ed columnist, The New York Times
JOAQUIN CASTRO	Member, U.S. Congress, D-TX
STEPHANIE CUTTER	Partner at Precision Strategies
ROBERT GIBBS	Former White House Press Secretary
ED GILLESPIE	Former RNC Chairman
LARRY GRISOLANO	Partner & CEO, AKPD Message and Media
DORIS KEARNS GOODWIN	Biographer, Historian and Political Commentator
BRAD KEYWELL	Managing Partner & Co-Founder of Lightbank, Co-Founder of Groupon
BILL KRISTOL	Founder and Editor of The Weekly Standard
RAY LAHOOD	Former U.S. Secretary of Transportation
ISAAC LEE	Chief News & Digital Officer of Univision News and CEO of Fusion
MIKE MURPHY	Republican Political Consultant
BETH MYERS	Former Senior Advisor to Mitt Romney
DEVAL PATRICK	Former Governor of Massachusetts
DAVID PLOUFFE	Former Senior Advisor to President Obama
DARREN REISBERG	Secretary of the University of Chicago
NEERA TANDEN	President, The Center for American Progress
JOSH TETRICK	Founder & CEO, Hampton Creek
HOWARD WOLFSON	Former Deputy Mayor, City of New York

IOP ORG CHART





IOP STAFF BIOS



DAVID AXELROD

Institute Director

David Axelrod is a veteran of American politics and journalism and the former chief strategist and senior advisor to President Barack Obama. He currently serves as director of the University of Chicago's non-partisan Institute of Politics; senior political commentator for CNN; and host of The Axe Files, a top-rated podcast jointly produced by CNN and his institute. Axelrod, a former political writer for the Chicago Tribune and, later, media strategist for 150 state, local and national political campaigns, is also the author of The New York Times best-selling memoir, *Believer: My Forty Years in Politics*.



STEVEN EDWARDS

Executive Director

For more than two decades, Steve Edwards has covered politics and public policy as a journalist and program host. His work has appeared on the BBC, Bloomberg News, PBS, and on numerous public radio stations around the United States. Most recently, he spent nearly 14 years at WBEZ, Chicago's NPR member station, where he served as host of the acclaimed daily shows *The Afternoon Shift* and *Eight Forty-Eight*. Steve has moderated numerous candidate debates, hosted the weekly political show *The Best Game in Town*, and was the correspondent for a BBC documentary on Chicago's political culture. A native of Kansas City, he was a Knight-Wallace Fellow at the University of Michigan and earned his BA in political science from Amherst College.



KATE GROSSMAN

Director, Fellows Program

Kate Grossman spent nearly 20 years as a print journalist, both as a reporter and as an opinion writer, before joining the IOP. She was an IOP fellow in spring 2015, teaching a class on the Politics of School Reform, and came on full time in the fall. Most recently, Grossman was deputy editorial page editor at the Chicago Sun-Times, writing editorials on education, the Illinois state budget and a variety of city and state policy issues. She also worked as a metro reporter at the Sun-Times, covering schools and public housing, and at the Associated Press, The Providence Journal and ABC 20/20. She is a two-time winner of the national Education Writers Association top opinion writing award for editorials on the Chicago Public Schools and a winner of the Studs Terkel Award for coverage of Chicago's diverse communities. She has an undergraduate history degree from Cornell and two masters, in public policy and journalism, from Columbia University.



MATTHEW JAFFE

Director, Communications

Prior to joining the Institute, Matthew Jaffe covered national politics as a reporter and producer for ABC Network News. Based in ABC's Washington, D.C. bureau, in 2008 he was an embedded reporter with the campaign of then vice-presidential candidate Joe Biden. After the campaign, he covered finance and the federal response to the economic crisis. In 2010, he was named ABC's digital reporter covering the U.S. Senate. The following year, Matthew covered the Republican presidential primary for both ABC News and Univision. Most recently, he was a reporter and producer based in ABC's Chicago bureau, covering stories such as Hurricane Sandy, the Boston marathon bombing and the election of Pope Francis. A native of Philadelphia, he earned his B.A. from Georgetown University and has also studied in Spain, England, Mexico and Costa Rica.



KATRINA MERTENS

Director, Operations & Budget

Prior to joining the Institute, Katrina most recently served as executive assistant to the general counsel and deputy superintendent of the Illinois State Board of Education while she was completing an MA in counseling from Roosevelt University. Prior to assisting the general counsel, she provided administrative support to the special education division for the Board. After earning a BS in criminal justice and urban studies from the University of Wisconsin-Milwaukee in 2005, Katrina worked in the narcotics unit of the Baltimore City State's Attorney's Office and moved to Chicago in 2008.



ALICIA SAMs

Director, Speaker Series

Alicia Sams comes to the IOP with over 20 years of experience producing and directing award-winning documentaries and feature films for television and theatrical release. She has worked on films covering politics and public affairs, the arts, and cultural history for distributors including HBO, IFC, PBS, AMC, Sony Pictures Classics, Sundance Channel, Koch-Lorber, and BBC. From 2006 to 2008, she chronicled the presidential campaign of then-Senator Barack Obama for HBO, a journey depicted in the Emmy Award-winning film *"By the People: The Election of Barack Obama."* A frequent panelist and lecturer at festivals, colleges and universities around the country, Alicia is a native of Washington, D.C. and holds a BA in English from Harvard University.



DILLAN SIEGLER

Director, Partnerships & Engagement

Dillan Siegler is the Director of Partnerships and Engagement and a member of the IOP's founding team. In this role, she oversees over 300 student engagement and internship opportunities for UChicago students, and helps manage the IOP's 100-plus on- and off-campus partnerships. Dillan has worked at the University for six years during which time she founded and managed the UChicago Careers in Public and Social Service (UCIPSS) program at Career Advancement; a program geared to helping students translate their UChicago educations into meaningful public service careers post-graduation. Prior to coming to the University, Dillan ran the Adult Training and Employment Program at a westside non-profit, which provided resources and services to individuals with criminal backgrounds, disabilities, and other significant barriers to employment. Dillan received an MBA in Managerial and Organizational Behavior from UChicago's Booth School of Business and a BA in Psychology from Yale University.



CHRISTINE HURLEY

Producer, Speaker Series

Prior to joining the Institute of Politics team, Christine worked as an Associate Producer for Chicago Tonight on Chicago's PBS. While at channel 11, Christine was nominated for three Midwest Emmy Awards. She is a native of Chicago's southwest suburbs. She received her BA in English Literature from Ohio Wesleyan University in 2009. Christine returned to Chicago after graduation and began work on her Master's degree in Journalism at DePaul University, which she completed in 2011.



KARNIKA IYENGAR

Associate Director, Partnerships & Engagement

As a proud University of Chicago alumna, Karnika is thrilled to return to campus to serve the University community. Prior to joining the Institute, Karnika worked as a litigation paralegal at Covington & Burling LLP in New York City, focusing on intellectual property law, government, international affairs, and media. An Oklahoma native, she graduated from the University of Chicago in 2011 with a BA in Political Science.



MALLORY McCLAIRE

Associate Director, Events

Prior to joining the Institute, Mallory McClaire worked at the Chicago Office of Tourism and Culture where she assisted the Executive Director for three years. Before entering this role, she was a researcher on the Chicago Neighborhood Tourism Project, a groundbreaking assessment of tourism assets in Chicago's neighborhoods. Her background in event management includes work in Millennium Park, the Chicago Cultural Center and with Mayor's Office of Special Events. Mallory is a Chicago native and holds a B.A. in English from the University of Missouri.



LUCY LITTLE

Outreach Specialist

Prior to joining the Institute of Politics, Lucy served as the 2012 - 2013 Dr. Aizik Wolf Human Rights Post-Baccalaureate Fellow, where she worked with Heartland Alliance for Human Rights & Human Needs developing and implementing trauma-sensitive creative arts activities and group curricula for undocumented immigrant youth living in short-term residential programs in Chicago. A New York City native, she graduated from the University of Chicago in 2012 with a BA in music.



ZANE MAXWELL

Multimedia Specialist

Zane Maxwell comes to the from the Heartland Alliance Policy and Advocacy team, where he served as the Communications and Policy Intern. He has also worked with the Mikva Challenge, tutoring Chicago youth in social media advocacy and strategy. Zane is a long time filmmaker, graphic designer, and photographer and uses those skills to create everything from infographics to documentary films. He graduated in 2013 with a BA in Politics from Willamette University.



ASHLEY JORN

Program Coordinator

Prior to joining the Institute of Politics team, Ashley worked independently as a certified tutor and educational coach. She also spent nearly four years with The Metropolitan Club in Chicago, where she served as Program Coordinator in the Fitness Center and as Private Events Sales Coordinator for the Business & Dining sector of the club. Ashley has a B.A. in History from DePaul University.



MAGGIE STOHLER

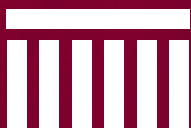
2015 - 2016 RISE Fellow, Partnerships & Engagement Coordinator

Maggie comes to the Institute of Politics through the New Sector Alliance's Residency in Social Enterprise fellowship, an 11-month program for individuals pursuing careers in non-profit work. A Philadelphia native, she spent the past year serving in the Philly Fellows program where she worked at a pro bono legal services nonprofit. Maggie graduated from the University of Delaware in 2014 with a BA in International Relations.





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5707 S Woodlawn Ave

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