



THE UNIVERSITY  
OF CHICAGO  
**INSTITUTE  
OF POLITICS**



**BOARD OF  
ADVISORS  
MEETING**  
JUNE 6, 2017





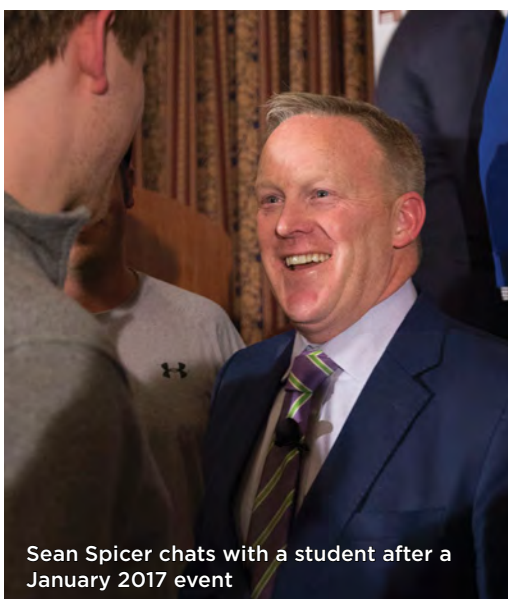
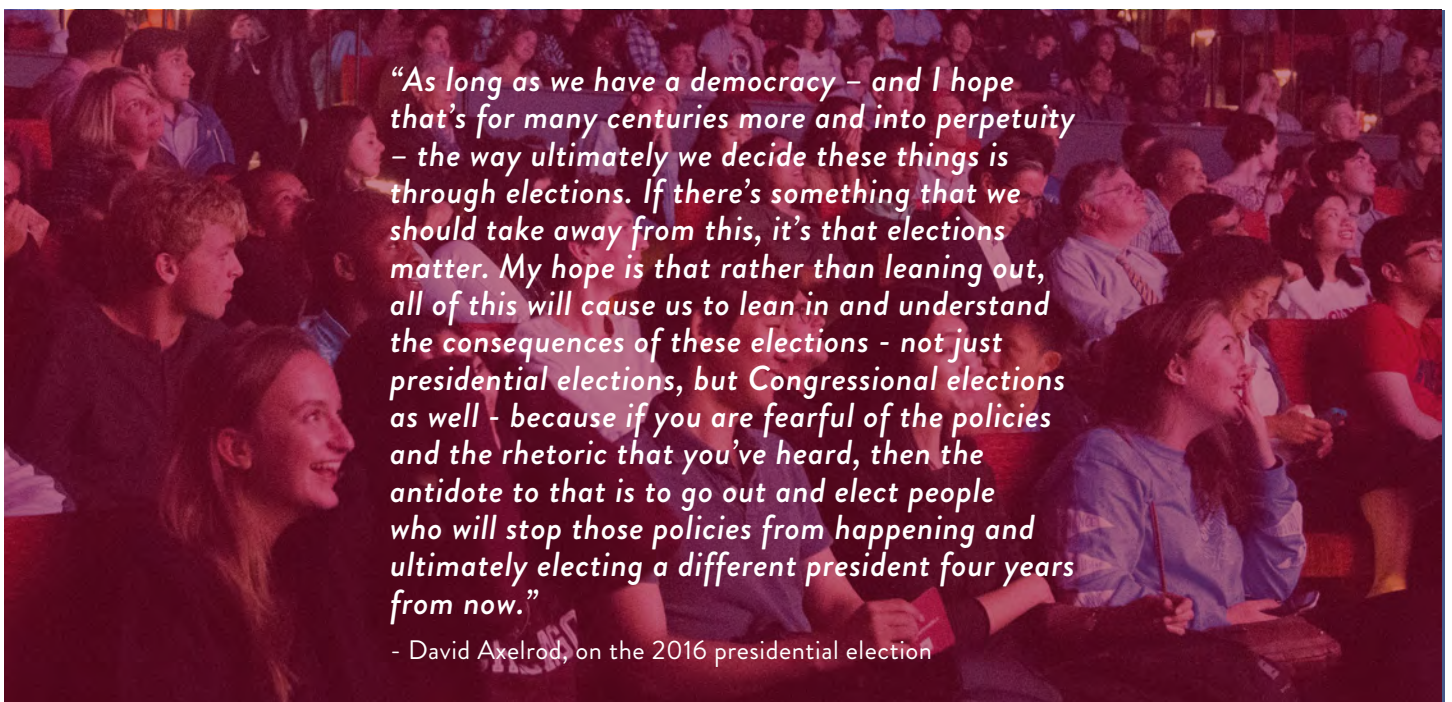
Alicia Garza at a September 2016 event



John Kerry during an October 2016 event



The IOP staff gathers on Election Night



Sean Spicer chats with a student after a January 2017 event



Spring 2017 Fellow Jennifer Granholm speaks with students after a seminar

# THE UNIVERSITY OF CHICAGO INSTITUTE OF POLITICS

## Annual Board of Advisors Meeting

June 6, 2017

Election 2016 .....	2
Speaker Series .....	4
Fall Quarter Calendar .....	8
Winter Quarter Calendar .....	10
Spring Quarter Calendar .....	12
Fellows Program .....	14
Fall Quarter Fellows .....	16
Winter Quarter Fellows .....	18
Spring Quarter Fellows .....	19
Career Development .....	22
2017 Summer Internship Placements .....	26
Civic Engagement .....	28
2016 Cuba Trip .....	30
Communications .....	38
The Gate .....	42
Alumni .....	44
Leadership .....	48
Staff .....	48
Staff Organizational Chart .....	51
Board of Advisors .....	52
Student Advisory Board .....	53
IOP in the News .....	See Press Packet



# CAMPAIGN 2016

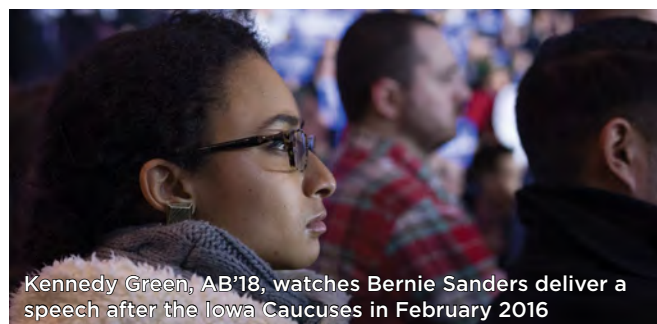
## Presidential Election Coverage

*An overview of programming*

Starting in early 2015, the IOP developed a series of programs focused on the 2016 presidential election. From campaign internships to convention treks, from a one-of-a-kind campaign journalism conference to a top-rated podcast, and from Speaker Series events to

visiting Fellows, this programming involved all areas of the IOP and gave students a wide array of opportunities to experience and understand the election.

WINTER 2015	SPRING 2015	SUMMER 2015	FALL 2015
<p>From February through April, the IOP ran a series of six hands-on workshops that gave students training in core aspects of campaign operations, from field organization and coalition building to advertising and messaging.</p> <p>In March, the IOP hosted GOP strategist Karen Slifka and Democratic strategist Brad Anderson as Visiting Fellows. Their seminars exposed students to the structure of the Iowa Caucuses and the nuances of this unique “first in the nation” state.</p>	<p>In early May, IOP staff led students on a two-day immersive trek to Iowa. Selected as Iowa Project Fellows, these 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.</p> <p>The IOP, in partnership with the Nieman Foundation at Harvard and Google, held a two-day conference in Chicago to provide journalists context, training, access, and background to help them go beyond the horse race and produce insightful coverage of the 2016 election.</p>	<p>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, <i>Bloomberg</i>, Radio Iowa, and <i>The Des Moines Register</i>. The students on the Field track secured opportunities of their own through consulting firms, campaigns, or party organizations.</p>	<p>In September, presidential candidate Bernie Sanders spoke to a crowd of over 1,800 people.</p> <p>Over four weeks in the Fall, David Axelrod hosted a seminar series with Matthew Dowd called “Campaign 2016: WTF?” which analyzed the campaign as it unfolded.</p> <p>In November, Iowa Project Fellows had the opportunity to intern at the CBS News/<i>The Des Moines Register</i> debate in Iowa.</p>



## WINTER 2016

The IOP led a trip to Iowa during the final week of the campaign so that 24 students could witness the 2016 Iowa Caucuses first hand.

*"My generation, I think, has to step up to the plate because we're seeing a lot of division, a lot of gridlock, so it's up to the millennials, really, to take the torch."*

- Anthony Downer, AB'17, on DNC trip



## SUMMER 2016

The IOP took two separate groups to the Republican and Democratic conventions in Cleveland and Philadelphia, respectively. The groups, consisting of eight students each, participated in internships at the conventions with various media organizations such as Snapchat, POLITICO, and Fusion. While on the ground at the conventions, the students had floor access and met with key political figures from each party: in Cleveland with members of the Illinois delegation such as Adam Kinzinger and Peter Roskam and in Philadelphia with former NSC spokesperson Tommy Vietor and South Bend Mayor Pete Buttigieg.

## FALL 2016

From September through the election, the IOP hosted watch parties for every debate and hosted Libertarian Party nominee Gary Johnson as a guest speaker. The Speaker Series team programmed a student-only series called "Decoding 2016 with David Axelrod," as well as a sold-out election postmortem with David and the Fall Fellows. On Election Day, the IOP hosted a watch party for UChicago, which over 600 students attended.

Student-led voter engagement efforts through the civic engagement program included registering 1,000 students to vote, taking students to polling sites, and hosting workshops for student sessions around democracy initiatives.

## WINTER 2017

The Fellows and Speaker Series Programs joined forces to produce a series of events and seminars called "America in the Trump Era," which provided campus and the public with programs that centered on analyzing the election results and the path forward for both parties, the role of the media, and policy implications of the new administration. All three Visiting Fellows were journalists who focused their seminars on the post-election landscape, and nearly half of the Speaker Series programming was part of the "America in the Trump Era" series.

Looking forward, the student group UChicago Democracy Initiative is currently working with the Chicago Board of Elections to host an early voting site on campus for the 2018 elections.





# SPEAKER SERIES



Ohio Gov. John Kasich during a May 2017 event

## Providing a forum for leaders and other political actors to share their experiences and insights on key issues of the day.

The presidential election dominated Speaker Series programming this academic year. Our goal was not only to showcase the mechanics of the Trump and Clinton campaigns, but to look in-depth at the policy platforms of the candidates. Post-election, we curated a series titled “America in the Trump Era,” which looked at the cultural, policy, and media changes created by the Trump administration. We also focused our attention on presenting alternate pathways for students to become engaged in politics and public policy outside of electoral politics.

We began the school year watching the first presidential debate of the cycle with a packed crowd of 450 students, faculty and staff in attendance. During the **Fall Quarter** we made sure the IOP was a place for students to watch all of the debates and stay up-to-date on the state of the race. We hosted presidential candidate Gary Johnson, co-founder of the Black Lives Matter movement Alicia Garza, a panel of young mayors, columnist Maureen Dowd, and Secretary of State John Kerry. On election day, the IOP hosted the central election night watch party on campus, which more than 600 students attended.

During the **Winter Quarter**, the Speaker Series and Fellows programs collaborated to provide student seminars and public programs that examined the changing political landscape and the new White House. *The New York Times*’ Jackie Calmes, *The Washington Post*’s Robert Costa, and Yahoo’s Matt Bai all served as fellows during the quarter. Highlights from the “America in the Trump Era” series include White House Press Secretary Sean Spicer, author J.D. Vance, the role of fake news in the 2016 election, political commentators SE Cupp & Van Jones, CBS News President David Rhodes, CNN President Jeff Zucker, a conversation on the future of healthcare, and a look at the futures of both the Republican party and the Democratic Party.

The IOP also led a major University effort to host a live Intelligence Squared debate “Has the Political Establishment Failed America?” Guests Michael Eric Dyson and Jennifer Rubin debated on teams with University professors William

Howell and Eric Oliver; over 400 guests attended the debate and 2,000 viewed online.

### BY THE NUMBERS

95 events  
165 speakers



A student reacts to Ohio Gov. John Kasich during a May 2017 event



CNN analyst Van Jones greets a student at a February 2017 event

International politics and policy featured heavily in the programming for our **Spring Quarter**. We hosted programs that explored U.S.-Israel relations, the future of democracies in Africa, national security under Trump, Russian hacking of the 2016 election, the changing geopolitics of East Asia, Israel-Palestine relations, Colombian



peace talks, and U.S. immigration policies.

In addition to these programs, the IOP welcomed former President of Ghana John D. Mahama, Gov. John Kasich, Karl Rove, Grover Norquist, Sen. Kirsten Gillibrand, and Sen. Tom Cotton for in depth conversations before large audiences.

*“I’m here tonight because I hope that you too will choose public service. I hope you’ll consider in your own life making a difference through serving others. The truth is we need more young people in politics.”*

— Hon. Julián Castro



CNN analyst S.E. Cupp speaks during a February 2017 event

### STUDENT PROGRAMMING

The three student-led programs of the Speaker Series continue to produce timely, engaging, and insightful events. This year the International Policy Program, Chicago Style, and News and Views developed programs exploring: gentrification in Chicago, public education, non-profit funding and operations, the Colombian peace accords, the ongoing crisis in Ukraine, the state of female representation in international institutions, hacking during the U.S. election, the impact of political leaks, and the Dakota Access Pipeline protests.

### EVENTS AMBASSADORS PROGRAM

The Speaker Series Event Ambassadors program is the main pathway for students to become involved in the IOP. Under the direction of the Events Intern, our cohort of 40 ambassadors is responsible for staffing “front of house” duties including event check-in and registration, ushering, assisting event attendees.

The Events Ambassadors program gets students through our doors and familiar with the work of our other main programmatic areas. It is geared towards first-year students, but is open to students in all years. Five current members of the Student Advisory Board and two current house interns began their tenure at the IOP in the Event Ambassador program.



Former HUD Secretary Julián Castro at a February 2017 event

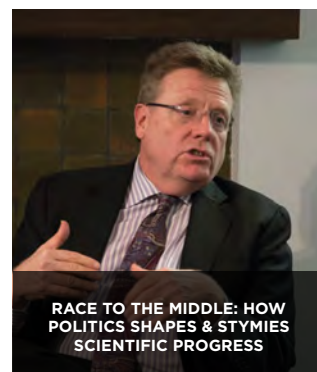
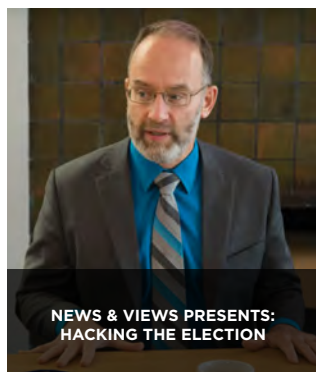
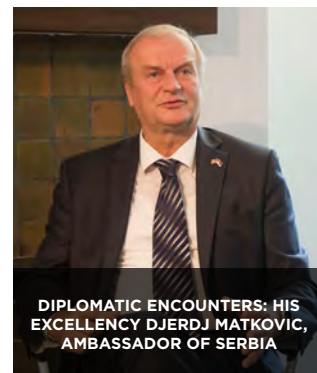
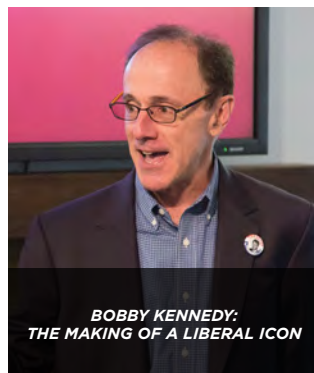
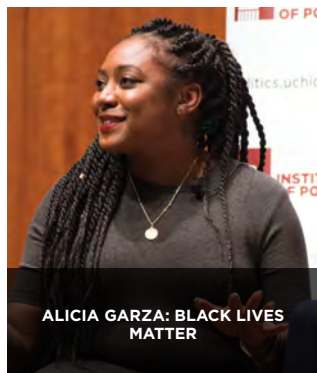


## PARTNERSHIPS

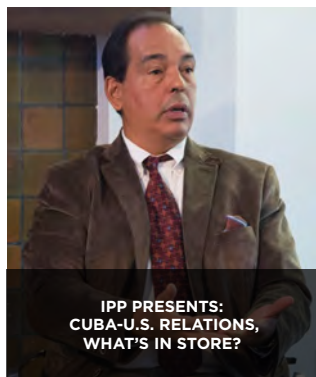
The IOP presented programs with a wide array of on-campus departments, institutes, and student groups, as well as a number of off-campus organizations.



**SPEAKER SERIES**  
**2016/17 Events Calendar**  
*Fall Quarter*









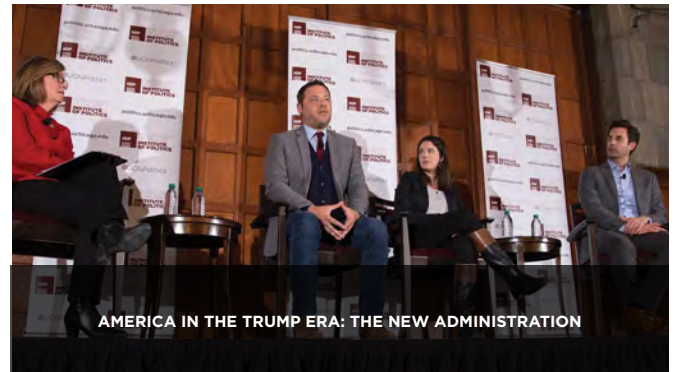
**SPEAKER SERIES**  
**2016/17 Events Calendar**  
*Winter Quarter*



**AMERICA IN THE TRUMP ERA:  
 INCOMING WHITE HOUSE PRESS  
 SECRETARY SEAN SPICER**



**DIRECTOR OF THE CENTRAL  
 INTELLIGENCE AGENCY JOHN  
 BRENNAN**



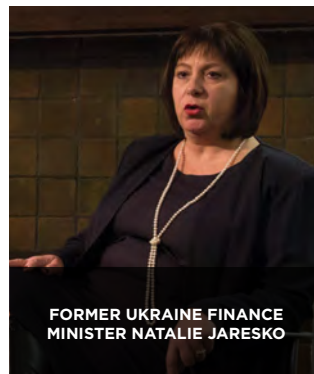
**AMERICA IN THE TRUMP ERA: THE NEW ADMINISTRATION**



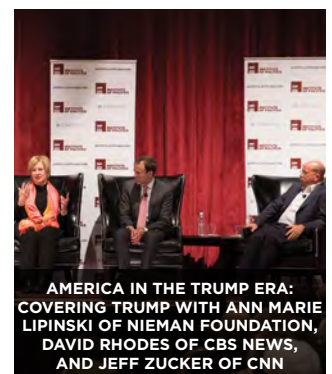
**THOMAS FRIEDMAN, FOREIGN  
 AFFAIRS COLUMNIST FOR *THE NEW  
 YORK TIMES***



**AMERICA IN THE TRUMP ERA:  
 OPPOSITION RESEARCH BY THE RNC  
 WITH RAJ SHAH**



**FORMER UKRAINE FINANCE  
 MINISTER NATALIE JARESKO**



**AMERICA IN THE TRUMP ERA:  
 COVERING TRUMP WITH ANN MARIE  
 LIPINSKI OF NIEMAN FOUNDATION,  
 DAVID RHODES OF CBS NEWS,  
 AND JEFF ZUCKER OF CNN**



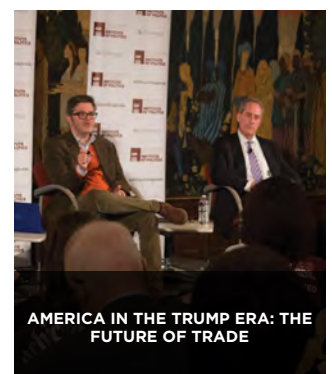
**FORMER SECRETARY OF HOUSING  
 AND URBAN DEVELOPMENT  
 JULIÁN CASTRO**



**AMERICA IN THE TRUMP ERA: JD  
 VANCE ON *HILLBILLY ELEGY***



**IPP PRESENTS:  
 SAMUEL CHARAP'S EVERYONE  
 LOSES - THE UKRAINE CRISIS**



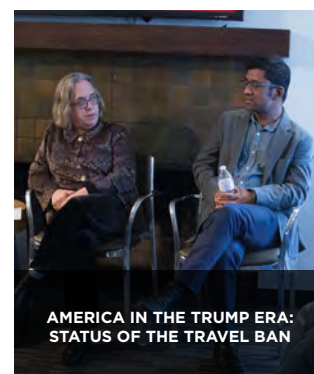
**AMERICA IN THE TRUMP ERA: THE  
 FUTURE OF TRADE**



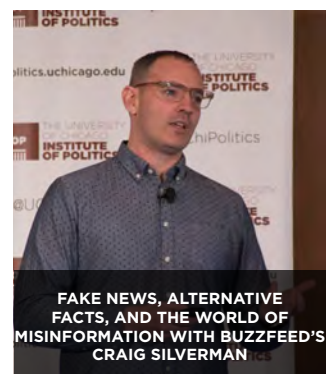
**SOUTH CAROLINA DEMOCRATIC  
 PARTY CHAIRMAN JAIME HARRISON**



**AMERICA IN THE TRUMP ERA:  
 THE FUTURE OF HEALTH CARE**



**AMERICA IN THE TRUMP ERA:  
 STATUS OF THE TRAVEL BAN**



**FAKE NEWS, ALTERNATIVE  
 FACTS, AND THE WORLD OF  
 MISINFORMATION WITH BUZZFEED'S  
 CRAIG SILVERMAN**





**NEWS & VIEWS PRESENTS: THE CHICAGO JUSTICE REPORT**



**AMERICA IN THE TRUMP ERA: THE FUTURE OF THE GOP**



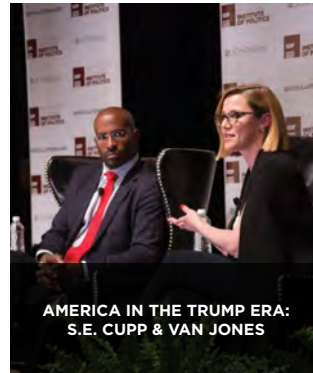
**THE FUTURE OF THE SUPREME COURT**



**JEFFREY GOLDBERG, EDITOR-IN-CHIEF OF *THE ATLANTIC***



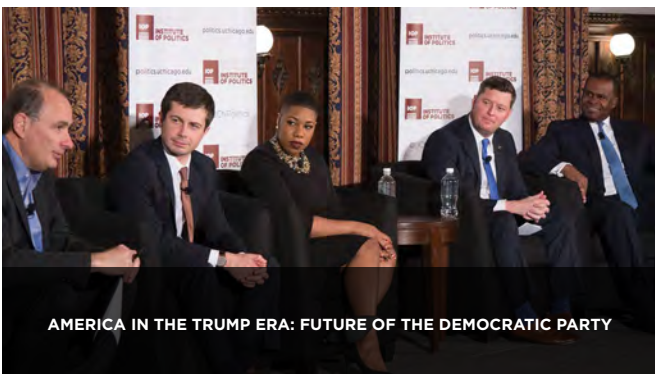
**HAS THE POLITICAL ESTABLISHMENT FAILED AMERICA? AN INTELLIGENCE SQUARED DEBATE**



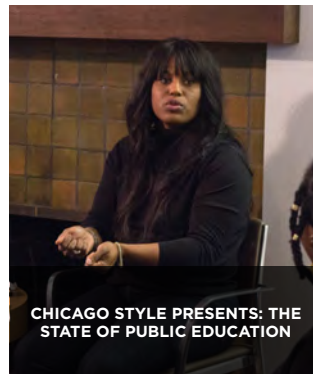
**AMERICA IN THE TRUMP ERA: S.E. CUPP & VAN JONES**



**A CHANGING CLIMATE: INTERNATIONAL ACTION IN THE POST-PARIS ERA**



**AMERICA IN THE TRUMP ERA: FUTURE OF THE DEMOCRATIC PARTY**



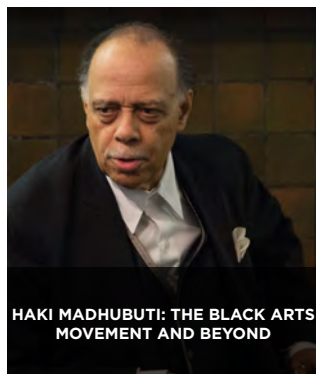
**CHICAGO STYLE PRESENTS: THE STATE OF PUBLIC EDUCATION**



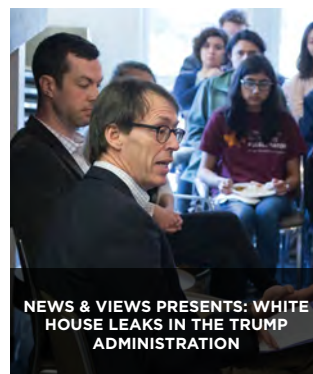
**BUILDING SMARTER CITIES WITH SIDEWALK LABS' DAN DOCTOROFF**



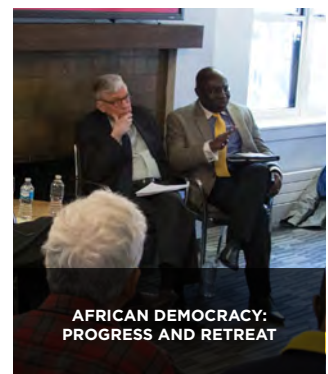
**IPP PRESENTS: FEMALE LEADERSHIP AND THE FUTURE OF THE UNITED NATIONS**



**HAKI MADHUBUTI: THE BLACK ARTS MOVEMENT AND BEYOND**



**NEWS & VIEWS PRESENTS: WHITE HOUSE LEAKS IN THE TRUMP ADMINISTRATION**



**AFRICAN DEMOCRACY: PROGRESS AND RETREAT**



**SPEAKER SERIES**  
**2016/17 Events Calendar**  
*Spring Quarter*



**THE FUTURE OF US-ISRAEL  
 RELATIONS WITH  
 AMB. DAN SHAPIRO**



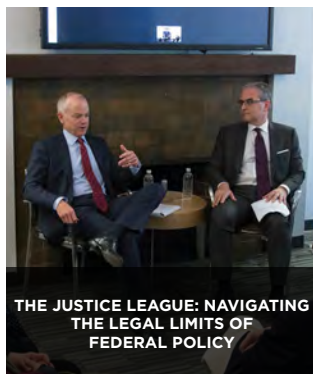
**HIS EXCELLENCY JOHN DRAMANI  
 MAHAMA, FORMER PRESIDENT OF  
 THE REPUBLIC OF GHANA**



**HASHTAGS & RETWEETS: HOW THE  
 WHITE HOUSE USES SOCIAL MEDIA**



**PROTECTING THE HOMELAND:  
 NATIONAL SECURITY IN THE  
 TRUMP ADMINISTRATION**



**THE JUSTICE LEAGUE: NAVIGATING  
 THE LEGAL LIMITS OF  
 FEDERAL POLICY**



**CONGRESSMAN ADAM SCHIFF  
 (D-CA): RUSSIA, SYRIA & TRUMP**



**LET'S MAKE A DEAL: THE PATH FORWARD ON ENERGY & CLIMATE POLICY**



**ANNE-MARIE SLAUGHTER**



**TRUMP'S FIRST 100 DAYS: THE GOOD, THE BAD & THE UGLY  
 WITH REP. CHERI BUSTOS (D-IL), IOP FELLOW & FORMER REP.  
 BOB DOLD (R-IL), AND REP. RO KHANNA (D-CA)**



**2017 FRIZZELL SPEAKER SERIES:  
 A CONVERSATION WITH SAM KASS**



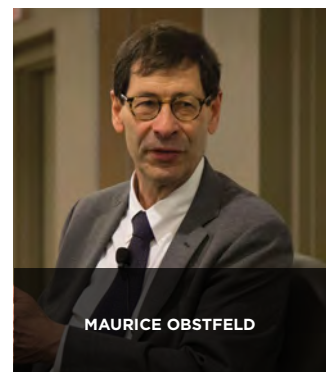
**CHICAGO STYLE PRESENTS: SOCIAL  
 SERVICES AND THE ILLINOIS  
 BUDGET WITH IL STATE SEN.  
 HEATHER STEANS**



**THE HON. DEVAL PATRICK**



**GOVERNOR JOHN KASICH (R-OH)**

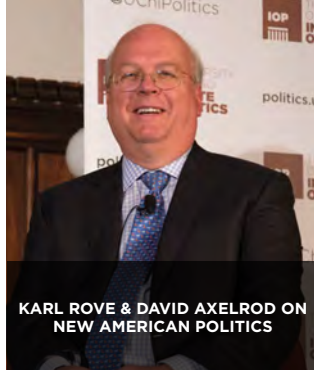


**MAURICE OBSTFELD**

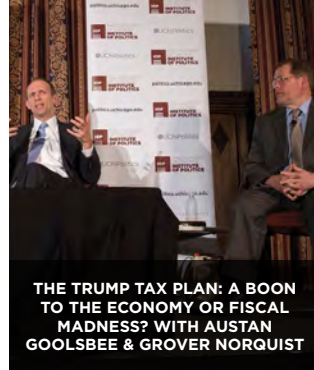




THE FUTURE OF ISRAELI-PALESTINIAN RELATIONS



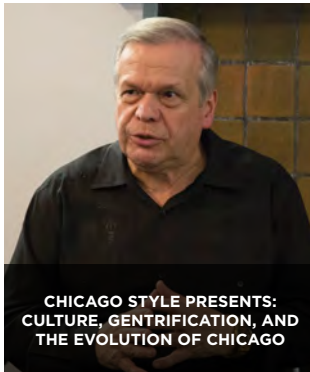
KARL ROVE & DAVID AXELROD ON NEW AMERICAN POLITICS



THE TRUMP TAX PLAN: A BOON TO THE ECONOMY OR FISCAL MADNESS? WITH AUSTAN GOOLSBEE & GROVER NORQUIST



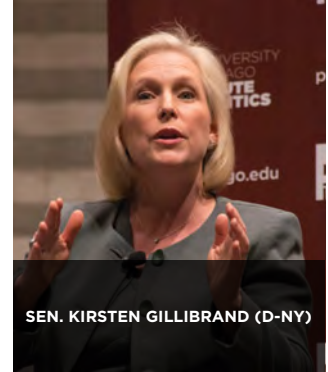
THE TRUDEAU APPEAL: THE RISE OF CANADA'S PRIME MINISTER WITH GERALD BUTTS



CHICAGO STYLE PRESENTS: CULTURE, GENTRIFICATION, AND THE EVOLUTION OF CHICAGO



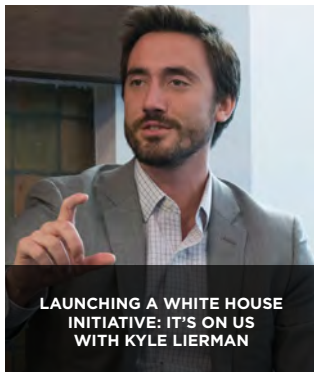
IPP PRESENTS: COLOMBIA'S POSSIBILITY OF PEACE: FINDING A FUTURE AMONG THREADS OF THE PAST



SEN. KIRSTEN GILLIBRAND (D-NY)



POWER OF THE PEOPLE: HOW TO MOBILIZE A MOVEMENT WITH MICAH WHITE



LAUNCHING A WHITE HOUSE INITIATIVE: IT'S ON US WITH KYLE LIERMAN



LIFE AS A MEXICAN-AMERICAN IMMIGRANT IN 2017



IPP PRESENTS: NEW YORK TIMES EAST AFRICA BUREAU CHIEF JEFFREY GETTLEMAN



2017 KIRSCHNER HUMAN RIGHTS MEMORIAL LECTURE WITH THE ACLU'S DAVID COLE



SEN. TOM COTTON (R-AR)



# FELLOWS PROGRAM



Fall 2016 Fellow DeRay Mckesson holds office hours on the front porch of the Institute of Politics



## Bringing a diverse cohort of elected political officials, diplomats, policymakers, and journalists to campus each academic quarter to lead weekly seminars, engage with students, and pursue projects of their choosing.

The IOP brought 17 Resident and Visiting Fellows during the 2016/17 academic year to lead weekly seminars, hold student office hours, and experience the wider University. Fellows seminars, which are student-only, encourage discussion and deep engagement with the Fellow on their topic. In partnership with the Speaker Series, our Fellows are now more active in our events, giving the public access to their knowledge and expertise as well as our students.

This year's diverse cohort included, among others:

- › Top political journalists Robert Costa, Matt Bai and Jackie Calmes
- › Political strategists Kirsten Kukowski and Liesl Hickey
- › Jennifer Granholm, former Governor of Michigan
- › Bob Dold, former Congressman (R-IL)
- › Najla Ayoubi, former judge and women's rights activist from Afghanistan
- › DeRay Mckesson, Black Lives Matter Activist, Organizer and Educator
- › Michael Morell, former Acting Director of the CIA

Fellows invited 54 guests to campus to share their expertise with students including:

- › Rising Congressional leaders Elise Stefanik (R-NY) and Seth Moulton (D-MA)
- › Rick Wiley, former RNC Political Director and campaign manager for Scott Walker's presidential campaign
- › Brittany Packnett, National Vice President of National Community Alliances
- › Admiral Sandy Winnefeld, retired Vice Chairman of the Joint Chiefs of Staff, Commander of the USS Enterprise on 9/11, and former Top Gun pilot
- › David Muir, adviser to former British Prime Minister Gordon Brown
- › Kendall Fells, Organizing Director of the Fight for \$15
- › Illinois Attorney General Lisa Madigan
- › Carlos Bravo, editor and director of CIDE, Mexico City

Across seminars this year's IOP Fellows explored a rich array of political topics in their seminars, including:

- › The 2016 Election, and the policy and political implications of the Trump presidency
- › Drug cartels, immigration and U.S.-Mexico relations
- › The future of America's workers and unions
- › Organizing strategies and the Movement for Black Lives
- › The reinvention of political communications in the last years of the Obama Administration
- › The debate over America's role in the world

In addition to their seminar responsibilities, Fellows engaged with dozens of student groups and University programs, including the Harris School, the Law School, Center for Identity and Inclusion, College Republicans and UC Democrats, Booth School of Business, Students Organizing United for Labor, Leaders of Color Initiative, New Americans UChicago, the International Legal Clinic, UChicago Urban Labs and the Women in Public Service Program. Off campus visits included the Chicago Council on Global Affairs and the Chicago Women's Board.

### BY THE NUMBERS

**17 Fellows**  
**85 seminars & 54 seminar guests**  
**Over 1900 attendees**

### FELLOWS AMBASSADORS PROGRAM

The Fellows Ambassador position is a critical component of the program. Ambassadors are the chief liaisons for Fellows, managing their seminars, office hours and student requests, as well as serving as their guide to campus and student life. The ambassadors program is a unique opportunity for students to benefit from mentorship from some of the most successful practitioners in politics and public service, and for our Fellows to gain insight into all that is offered at the University and experience Hyde Park. These informal relationships are a highlight of the program for Fellows and students alike, and often last beyond the academic quarter.

FELLOWS PROGRAM  
2016/17 Fellows-in-Residence  
Fall Quarter



**DOUGLAS ALEXANDER**  
FORMER UK CABINET MINISTER

In his seminar, *Brexit and its Aftermath: The View from Great Britain*, former UK Cabinet Minister Alexander drew on his experience as Minister of State for Europe, Shadow Foreign Secretary and as a chief campaign strategist to discuss the complexities of the summer's Brexit vote in the UK. In a three-event series, Alexander explored the changing nature of politics in the UK, Europe and the U.S., assessed the rise of populist politics and examined this year's EU referendum campaign in the UK, the U.S. presidential campaign and the Scottish Independence referendum campaign in 2014. After more than a decade at the highest level of UK politics, representing the UK Government in Europe and at the World Bank, Alexander was able to share his insights on how the UK's Brexit vote will impact Britain, Europe and the U.S.



**LIESL HICKEY**  
REPUBLICAN STRATEGIST

Hickey's seminar, *The Down-Ballot Dilemma: Running for Congress with Trump and Clinton at the Top of the Ticket*, provided an in-depth view into an election with large numbers of voters likely to vote based not on who they support, but based on who they are against. In this environment, down-ballot Congressional candidates faced an exceptionally thorny challenge. Hickey, a veteran GOP political operative who made her career helping Republicans expand their reach in swing areas across the country, explored the strategies that candidates and political parties rely on to win in tough election years. Hickey also offered commentary as the presidential race was unfolding and concluded the seminar series with a post-election wrap-up to discuss the future of the GOP and Washington's new dynamic.



**KIRSTEN KUKOWSKI**  
REPUBLICAN MEDIA STRATEGIST

In her seminar, *The American Political Playbook – Can't Live With It, Can't Live Without It*, GOP political operative Kirsten Kukowski gave a behind-the-scenes look at the roller coaster 2016 presidential election and what life looks like inside political campaigns — a day in the life, what barriers have been broken and how we move forward. How did this election cycle change how we do business and will it last? What shape does the Republican Party take moving forward? Has Donald Trump upended the party and presidential politics as we know it?

*“After a crazy [election] cycle and doing what I do, it was a really good feeling to come here and get a different perspective. Be here, start talking to the students, hear what their impressions are of the world that we live in, of politics today and get a fresh slate based on what they were thinking.”* —Kirsten Kukowski



**DERAY MCKESSON**  
BLACK LIVES MATTER ACTIVIST,  
ORGANIZER & EDUCATOR

In his seminar, *Making Black Lives Matter*, Mckesson, a Black Lives Matter activist and a leading national voice against police violence, explored the use of social media and on-the-ground actions to drive activism and develop a new type of organizing. He delved into the work of ending police violence and of building a social justice reform platform. Mckesson, who also has worked in public school districts as a teacher and a top human resources administrator, was part of a larger discussion at the Institute of Politics this year examining a range of strategies aimed at affecting social change.





**MICHAEL MORELL**  
FORMER ACTING DIRECTOR OF  
THE CIA

Morell's seminar, *Inside the CIA: The Business of Intelligence*, looked at the massive world of intelligence — the collection and analysis of the plans and capabilities of our adversaries — and stipulated that it has never been more important. First-rate intelligence is essential to helping U.S. policymakers both understand and respond to the unprecedented national security threats and challenges the country faces today. This seminar looked at the work of the U.S. Intelligence Community — the collection of 16 departments and agencies that conduct intelligence operations on behalf of the U.S. — with a particular focus on the CIA. Morell took seminar participants behind the curtain to understand the least well understood tool of national security, the successes and failures of the past decade, and as well as some of the controversial operations undertaken by the CIA.



**BRUCE REED**  
FORMER WHITE HOUSE ADVISER  
TO PRESIDENTS CLINTON AND  
OBAMA AND VICE PRESIDENT  
BIDEN

In this seminar, *Hacks and Wonks: The Politics of Ideas*, Reed examined the role of ideas in American politics by taking a close look at how campaigns and presidents think. The seminar enlisted “hacks and wonks” — the political yin and policy yang of democracy — to explore the quest for good policy and good politics. In addition, each week's seminar probed the latest developments in the 2016 presidential race.



Spring 2017 Fellow Alfredo Corchado hosts  
Cook County Commissioner Jesús “Chuy” García

*“Politics at its best is an oral tradition. We’ve all learned the hard way what works and what doesn’t and we have stories that another generation is eager to hear and will get a lot from. I’d encourage anybody who wants to be rejuvenated by being around young people and also wants to remember why they got into this business in the first place to come out here and give it a try.”* - Bruce Reed



**PHILIP REVZIN**  
FORMER PUBLISHER OF WALL  
STREET JOURNAL IN EUROPE  
AND ASIA

In this seminar, *The Whole World is Watching: How Global Events Will Shape and Be Shaped by the 2016 Election*, Revzin took the pulse of the rest of the world on such topics as security, terrorism, refugees, trade, global income inequality, immigration, the balance of global power, nuclear proliferation, and how and why the world was intensely interested in our election. Award-winning journalist Revzin explored how what's happening in the world affected the U.S. election, and how that election will affect the world.

**FELLOWS PROGRAM**  
**2016/17 Fellows-in-Residence**  
*Winter Quarter*



**MATT BAI**  
 YAHOO NEWS NATIONAL  
 POLITICAL COLUMNIST &  
 AUTHOR

Bai's seminar examined the tabloidization of political news and where political journalists go from here, with a particular eye on where media succeeded and failed on the campaign trail, and what challenges to expect covering the Trump presidency. Bai also led a public panel on the media's role in the 2016 election and the challenges of covering Trump.



**JACKIE CALMES**  
 FORMER *NEW YORK TIMES*  
 NATIONAL CORRESPONDENT

Calmes joined us for two weeks to examine economic policy and the impact of changes we might see under the new administration. She also hosted a seminar looking at the past, present, and future of journalism for students interested in careers in media and journalism, and led a public panel on the direction of health care policy.



**ROBERT COSTA**  
*THE WASHINGTON POST*  
 NATIONAL POLITICAL  
 REPORTER

Over two seminars, Costa examined the direction of the GOP under the Trump administration, one of which included a conversation with former Trump campaign manager Corey Lewandowski. In addition, Costa led a public panel on the future of the Republican Party.



Winter 2017 Fellow Robert Costa with former Trump campaign manager Corey Lewandowski



Spring 2017 Fellow Jennifer Granholm during a seminar



Fall 2016 Fellow Michael Morell chats with a student after a seminar



FELLOWS PROGRAM  
2016/17 Fellows-in-Residence  
Spring Quarter



**NAJLA AYOUBI**  
HUMAN RIGHTS ACTIVIST,  
LAWYER, AND FORMER JUDGE  
IN AFGHANISTAN

In her seminar, *Women as Agents of Change*, Ayoubi reflected that the dominant narrative of women in conflicts zones is that of “vulnerable populations,” women who are victims and passive beneficiaries of aid. However, her life and work contradicts that narrative. Using examples from her own experience on the ground in her home country of Afghanistan and her extensive work in South Asia as part of numerous regional networks and initiatives, these seminars explored the role of women as active change agents both in times of war and in countries post-conflict, working to rebuild civil society and civic institutions. In addition, she looked at the larger global research on women in the MENA, East African and Latin American conflict zones to examine how, despite a threatening environment, women are often active agents of change.



**TONY BLINKEN**  
FORMER U.S. DEPUTY  
SECRETARY OF STATE AND  
FORMER DEPUTY NATIONAL  
SECURITY ADVISOR FOR  
PRESIDENT OBAMA

Blinken’s seminar, *America in the World: The Great Debate*, explored why U.S. global engagement matters for every American and what we need to do to ensure the benefits of that engagement reach more of our citizens. Blinken contended that the argument is understandable, but it misses the reality that an increasing number of challenges – from epidemics to climate change, violent extremism to cyber terrorism – are beyond the capacity of any one nation to address. It denies the importance of a U.S.-led global order that keeps people, products, ideas, and capital flowing with common rules, norms, and institutions.



**ALFREDO CORCHADO**  
JOURNALIST, AUTHOR,  
AND CO-DIRECTOR OF THE  
BORDERLANDS PROGRAM  
AT THE WALTER CRONKITE  
SCHOOL OF JOURNALISM

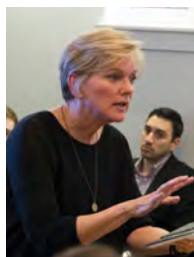
In his seminar, *Borderlands: The U.S., Mexico, and the Ties that Bind*, Corchado looked at the ties that bind cities like Ciudad Juárez and Nuevo Laredo to Dallas and Chicago and considered the path forward for Mexico. At times, it seems as if Mexico is fighting a war within the government that threatens efforts to strengthen the country’s democratic institutions, its fledgling civil society and efforts to reform the country’s antiquated judicial system to bolster rule of law. Corchado’s seminars explored these fault lines through the lens of the drug trade and immigration.



**BOB DOLD**  
FORMER TWO-TERM  
CONGRESSMAN (R-IL)

In this seminar, *The True Art of the Deal: Getting Things Done in Washington*, Congressman Dold pulled from his experience as a two-term Rep. for Illinois’ 10th District in the U.S. Congress, where he was not only ranked as one of the most independent, bipartisan and effective lawmakers in D.C., but also had the unique distinction of representing the most Democratic district of any Republican congressman in the entire country. In his seminars, Congressman Dold drew upon this experience as both a candidate and a congressman and discussed the strategies he used to unite people from across the political spectrum to advance both policies and his political campaigns. He took a real-time look at news of the day and gave an insider’s analysis of the players and the politics as battles are fought and alliances forged on Capitol Hill during the spring legislative session.

*“I look to these young people to bring their fresh thinking and their fresh ideas to these problems to try and carry us forward ... It’s been heartening to be around young people who see a much longer road ahead of them and aren’t as downbeaten about where we are right now ... We need to harness that.” - Shailagh Murray*



**JENNIFER GRANHOLM**  
FORMER TWO-TERM GOVERNOR  
OF MICHIGAN, EDUCATOR AND  
POLITICAL COMMENTATOR

Gov. Granholm’s seminar, *Leadership on a State Level: A Governor’s Perspective*, looked at states as laboratories for

democracy. As chief executives of their states, governors often have the opportunity to innovate, experiment and implement strategic plans much more nimbly and flexibly than the federal government. But how do they do it? What is the governor’s role in developing and running that laboratory to achieve effective policies? In this series, Gov. Granholm discussed the strategies she employed for job creation and economic growth, the leadership that was required to implement change and how Michigan’s policies can apply to developing national policies for clean energy and job growth.



Fall 2016 Fellow Kirsten Kukowski after a seminar



**STEVEN GREENHOUSE**  
FORMER LABOR  
CORRESPONDENT FOR *THE*  
*NEW YORK TIMES*

In this seminar, *The Challenges Facing America’s Workers and Labor Unions*, Greenhouse examined the state of American

workers, the rise and decline of America’s labor unions and how worker frustrations and organized labor’s decline combined to help elect Donald Trump. He also explored labor’s golden age and how America’s labor unions helped to build the world’s largest and richest middle class and how unions helped to bring us pensions, the New Deal, civil rights laws, Medicare, OSHA, Obamacare and more. This seminar also examined why America’s unions have declined, and what this decline means not just for workers, wage stagnation and income inequality, but also for U.S. politics and for labor’s ability to fight to improve wages and working conditions in the Trump era and beyond. Greenhouse pulled from his years of experience to explore how such developments as globalization, trade agreements, the gig economy and anti-labor political efforts have weakened unions, and he also took a close look at the Fight for 15, the Freelancers Union and other important, innovative recent efforts to fight for workers and reverse labor’s decline.

*“This is a unique kind of program. It’s not just sharing the information or sharing the knowledge, but also giving hope to the older generation.” - Najla Ayoubi*



**SHAILAGH MURRAY**  
FORMER SENIOR ADVISOR TO  
PRESIDENT OBAMA

In this three week seminar, *Reinventing Political Communications*, Murray charted how the White House transformed

its approach to communicating with the American people, bringing to life in new and creative ways the Obama presidency and its impact on American life.





Spring 2017 Fellow Shailagh Murray with her Fellows Ambassadors



# CAREER DEVELOPMENT



Students enjoying a networking event in Washington D.C. as part of the Summer in Washington program



## Providing paid opportunities for UChicago students to pursue substantive, career-oriented internships in politics, policymaking, and other public service fields.

Career Development is an essential pillar of the IOP, one that encourages students to go into public service by providing them with practical experience, skills training, advising, and the robust professional network necessary to succeed.

The IOP's Internship Program distinguishes itself from others by providing students with financial support, enabling all students to pursue these opportunities regardless of economic status. Since January 2013, the IOP has provided more than 1200 paid political and public service internships in local, national and international settings and has expanded its programming to include three distinct platforms: 1) Urban Policy and Research Program (UPReP); 2) the IOP Summer Internship Program; and 3) the IOP Summer Stipend Program.

In the past year, we have expanded the Career Development program to help students focus on career exploration and next steps after internships. Career Development workshops with politicians, policymakers, and practitioners and career advising hours further enhance the program and help us to support students in finding careers that match their skills and goals.

In the past four years, IOP interns have provided over 450,000 hours of service to their host organizations. The IOP supports almost 250 internships every academic year. The impact of the IOP's Career Development program is significant as organizations, both government and otherwise, receive substantive support in a time of limited budgets. Additionally, students gain valuable hands-on experiences and skills to further their public service careers while being paid for their work. Furthermore, this program enables UChicago students to make tangible contributions towards improving the quality of life in Chicago and beyond.

### ACADEMIC YEAR 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 Housing Authority
- › Chicago Public Schools
- › City of Chicago Department of Family & Support Services
- › City of Chicago Department of Public Health
- › City of Chicago Office of the City Treasurer
- › Cook County Sheriff's Office
- › Governor's Cabinet on Children and Youth
- › Illinois Department of Commerce and Economic Opportunity
- › Illinois Department of Human Services
- › Illinois Department of Juvenile Justice
- › Office of State Senator Kwame Raoul
- › U.S. Department of Health & Human Services

***"My internship at the CHA has been incredibly valuable, from an educational perspective as well as a career advancement perspective. I have gained valuable knowledge about the theories guiding housing policies, the history of public housing policy in Chicago, and the impact on residents of strong community."*** - Mia Calamari, AB'18 (Chicago Housing Authority)

***"The internship was fantastic! I learned all about the inner workings of the federal government and the flow of health policy. I sat in on partnership and national staff meetings. I ran HHS Region V's Twitter account for four months, I secured radio interviews for the Regional Director, I spent a lot of time putting policy and data into talking points for speeches, and I helped the Regional Director prep for press conferences."*** - Chinye Ijeli, AB'18 (Office of the Regional Director, U.S. Dept. of Health & Human Services)

### **ANNUAL CAREER TRIP TO D.C.**

The IOP's annual trip to Washington D.C. included 11 students interested in going to the nation's capital to meet with policymakers, government officials, public service workers, and advocates. Site visits and meetings included NPR, 270 Strategies, CNN, Middle East Institute, American Enterprise Institute, Urban Institute, the University of Chicago Office of Federal Relations, the Office of Congressman Luis Gutiérrez, and the Georgetown Institute of Politics.

*"I was lucky enough to be on the trip with a great group of old and new friends who represented many different interests within the scope of the trip, and who asked questions that elevated my understanding of a given organization or the DC environment. Working in DC didn't seem like a realistic consideration in my mind until I got involved at the IOP and applied for this trip and now I'm extremely fortunate to be starting an opportunity there in the summer. I'm incredibly thankful to the IOP for providing these opportunities and truly opening new doors to me."* - Paola Del Toro, AB'20

### **SUMMER INTERNSHIPS**

The IOP Summer Internship Program offers paid, full-time 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. The IOP also provides stipends to any student accepted into the established White House and State Department Internship Programs.

### **SUMMER STIPEND PROGRAM**

Through the IOP Summer Stipend Program, students are given the opportunity to apply for funding to support summer internships outside

of those offered by the IOP. This allows them to take internships in their hometowns or to independently pursue opportunities of interest to them.

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 2016, the IOP was able to provide 50+ students with stipends, which helped to provide their organizations more than 20,000 hours of service to their employers. This year, the IOP received a record 150 applications for the first round of the program.

### **CAREER ADVISING AND CAREER DEVELOPMENT WORKSHOPS**

Weekly office hours allow students one-on-one opportunities for internship and full-time career advising. Students receive personalized feedback on materials and valuable resources for career exploration. In addition, Career Development workshops provide the chance for students to sit down with politicians and practitioners and learn more about their career trajectories. For the 2016-2017 academic year, the program focused on the world of public service, enabling students the chance to meet with elected officials, including Illinois State Representative Will Guzzardi, Chicago Alderman Carlos Ramirez-Rosa, and former U.S. Representative Bob Dold.

### **BY THE NUMBERS**

**250 internships**  
**Over 240 career advising hours**  
**Internships in over 15 countries**

### **CHARLES H. PERCY SUMMER IN WASHINGTON PROGRAM**

The IOP's Charles H. Percy Summer in Washington (SIW) Program provides summer-long programming in Washington D.C. for UChicago students interning in politics, public service, government, and other related





Megha Bhattacharya, AB'17, and other students listen to a presentation at the Department of Defense during the Summer in Washington program

organizations during the summer months. Each summer more than 80 UChicago students participate in paid, career-oriented internships in Washington, D.C. Through the SIW program, these students engage in substantive summer-long programming in the nation's capital. They attend weekly discussion programs with top political leaders and policy makers; learn from issue-based and career-oriented seminars; participate in an extensive alumni mentoring program; and visit Capitol Hill, think tanks, cabinet agencies, and newsrooms to see politics and public service in action.

Since the program's inception, students have visited the White House, the U.S. Department of Labor, the CIA, the American Enterprise Institute, PBS NewsHour, USAID, Brookings Institution, POLITICO, and the *Huffington Post*, among many other organizations as part of the SIW's programming.

The program is supported by a generous gift received in early 2016 from Sharon Percy Rockefeller, honoring the legacy of her father,

the late Charles H. Percy, AB '41, a distinguished alumnus, past Trustee of the University, and former three-term Republican United States Senator representing Illinois.

*“Once I came to the University and saw all the resources that the IOP had and started going to events, I really became interested in doing things that are more policy oriented. I’m in New York for the summer, it’s incredible, and I couldn’t have had the opportunity without the IOP.”* - Angela Li, AB'18 (NYC Civic Hall intern)

*“Obviously it’s an incredible opportunity, incredibly life-changing, so to have the IOP guarantee these kind of stipends to do State Department internships and White House internships, it’s a huge financial relief for these students and for me and I will forever be grateful that I received that kind of support.”*

- Peggy Xu, AB'17 (West Wing Writers intern)

## CAREER DEVELOPMENT

### Summer Internship Placements

Summer 2017



*In the summer of 2017, the IOP will fund more than 225 internships in Chicago, Washington, D.C., and New York, as well as in many other domestic locations and 18 different countries. These summer interns will provide more than 80,000 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.*

#### GOVERNMENT AGENCIES

- › City of Chicago Commission on Human Relations
- › City of Chicago Department of Public Health
- › City of Chicago Police Department
- › The White House
- › The World Bank
- › United Kingdom Parliament (London, England)
- › UN Economic and Social Commission for Asia and the Pacific (Bangkok, Thailand)
- › U.S. Department of Energy
- › U.S. Department of Health and Human Services
- › U.S. Department of Homeland Security
- › U.S. Department of the Interior
- › U.S. Department of Justice
- › U.S. Department of State - New York, NY and Washington, DC
- › U.S. Department of State - International (see map above for locations)
- › U.S. Department of the Treasury
- › U.S. Peace Corps

#### GRASSROOTS/ADVOCACY

- › Generation All
- › Get IN Chicago
- › GlobeMed
- › Innovations for Poverty Action in Freetown, Sierra Leone
- › International Innovation Corps Brazil Summer Policy Lab (Belém, Brazil)
- › Latino Union of Chicago
- › LIFT Chicago
- › Metro Organization for Racial and Economic Equity
- › Muslim Public Affairs Council
- › National Labor Relations Board
- › One Million Degrees
- › The Sierra Club
- › UChicago Institute of Politics - Charles H. Percy Summer in Washington Program
- › UChicago Office of Federal Relations

#### ELECTED & POLITICAL OFFICES

- › Illinois Republican Party
- › New York City Council Member Margaret Chin (NY-1)
- › Office of Alderman Carlos Ramirez-Rosa (35th Ward)
- › Office of the Cook County Sheriff, Tom Dart
- › Office of the Comptroller of

- Illinois, Susana A. Mendoza
- › Office of the Governor of New York, Andrew Cuomo
- › Office of the Manhattan Borough President, Gale Brewer
- › Office of the Mayor of Chicago, Rahm Emanuel
- › Office of the Mayor of Los Angeles, Eric Garcetti
- › Office of State Representative Kelly Cassidy (D-IL/14)
- › Office of State Representative Theresa Mah (D-IL.2)
- › Office of State Representative Joan Meschino (D-MA/3)
- › Office of State Senator Kwame Raoul (D-IL)
- › Office of State Senator Heather Steans (D-IL)
- › Office of the Treasurer of Chicago, Kurt Summers
- › Office of U.S. Congresswoman Cheri Bustos (D-IL/17)
- › Office of U.S. Congressman Lacy Clay (D-MO/1)
- › Office of U.S. Congressman Buddy Carter (R-GA/1)
- › Office of U.S. Congressman Jim Cooper (D-TN/5)
- › Office of U.S. Congressman Will Hurd (R-TX/23)
- › Office of U.S. Congressman





27



# CIVIC ENGAGEMENT



Pat Quinn, AB'17, and Luke Wetterstrom, AB'17, on the floor of the Democratic National Convention



## Providing pathways for students to take an active role in shaping politics and policy in their communities.

Civic Engagement programs at the Institute of Politics are an opportunity for UChicago students to discover their personal interest public service. During the 2016/17 academic year, Civic Engagement engaged around 300 students, trained nearly 100 student leaders, and sent 20 students to explore Springfield, IL and Jakarta, Indonesia. As Civic Engagement continues to grow in both participation and scope, the IOP looks forward to deepening its impact across campus.

Also this year, the IOP brought on a new Director of Civic and Campus Engagement, Crystal Coats. Crystal comes to the IOP from the Chicago Housing Authority where she was the Senior Manager of Corporate and External Partnerships. She previously worked at the University's Community Service Center where, in addition to other duties, advised 65-plus student run community service organizations. With this addition, Civic Engagement looks forward to continuing to provide students with programs that expand the reach of the IOP and the success of the student leaders it supports.

*"After the most recent election, I found myself looking for ways to get involved with government and make a change. I was unsure, however, of how exactly to proceed. Over the span of this Springfield trek, speaking with senators, representatives, lobbyists, political writers and journalists opened my eyes to the very vast and diverse world of politics."*

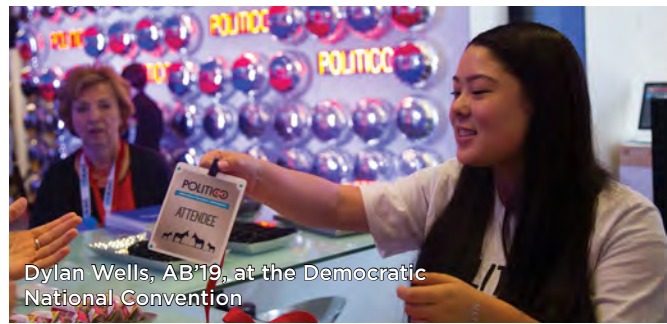
-Ayling Dominguez, AB'19

### POLITICAL EXPLORATION TRIPS

During the Winter Quarter the IOP led a political exploration trip with 13 students to meet with key figures in **Springfield, IL**, including meetings with House Majority Leader Barbara Flynn Currie, the State Comptroller's office, lobbyists from diverse sectors, and notable state political journalists. This trip allowed the group of primarily first and second year attendees an opportunity to gain a deeper understanding of the complex political and policy questions facing Illinois today. As a

### BY THE NUMBERS

**1,000 students registered to vote**  
**Over 500 unique students engaged**  
**Over 20 students participated in political exploration trips**



result of this trip, many students have expressed a growing interest in working in state and local politics either through campaigns or internships.

International treks at the IOP provide opportunities for University of Chicago students to understand their leadership potential in a global context while gaining first-hand experience with international challenges such as developing infrastructure, international relations, and environmental issues.

On June 11, 2017, the IOP will continue its international leadership treks as five select University of Chicago students will depart to Jakarta, Indonesia. Joined by students from Harvard University and Georgetown University, these 15 U.S. students will be paired with 15 students from BINUS University in Indonesia.

The trip will be led by the UK-based organization Common Purpose, which focuses on developing global leaders. Students will meet with local officials, non-profit leaders, and everyday citizens in an attempt to answer the question: how can global cities best respond to the pressures of growth, inequality and sustainability in the 21st century?

## SPOTLIGHT

### Cuba Trip

June 11-19, 2016

Just hours after the 2015/16 school year came to a formal end, a delegation of 20 students and staff embarked on the IOP's first-ever trek to Cuba. Inspired by the recent re-establishment of diplomatic ties between the United States and Cuba, the week-long visit to Havana brought students face-to-face with government leaders, economists, journalists, academics, artists, dissidents and other stakeholders. The IOP trek came just weeks after then-President Obama made his historic trip to Havana, which only added to the timeliness and significance of the visit.

*“Talking to all the different guests and just getting the huge array of different opinions on rather controversial political issues, and just hearing what the different types of people have to say – what the journalists, artists, normal people have to say - I think it was great because we're able to get such a nuanced opinion of where Cuba is going, where it's at today, and the history of Cuba.”*

- Zach Stepp, AB'19, on June 2016 trip to Cuba

Students explored the challenges and opportunities facing the Cuban economy, including emerging small business enterprises; the future of US-Cuban relations; political representation and repression; the role of journalists and artists in society; the impact of digital technology on Cuban youth; and the future hopes and aspirations of the Cuban people. Additional highlights included a session with the U.S. Ambassador to Cuba, Jeffrey De Laurentis, at his private residence, as well as a private meeting with Colombian High Commissioner for Peace, Sergio Jaramillo Cara, as peace negotiations to end the 50-year conflict between the Colombian government and the FARC were winding down.



Students in the Museum of the Revolution in Havana



Students and staff with the British Ambassador to Cuba



Enya Guitart Gonzalez, AB'18, in the Museum of the Revolution in Havana





Students watch a traditional Cuban dance performance at a Havana museum



## CIVIC ENGAGEMENT PROGRAMS

**Leaders of Color (LoC)** is a student-run leadership development program for first and second year students of color. Through cohort-based trainings, workshops, and speakers, this initiative prepares students of color for leadership positions across campus and in the public sector. LoC also includes the Politics and Identity speaker series that convenes critical conversations about race, politics, and leadership. This year:

- › LoC partnered with Harper High School for three, small mentoring sessions with two to four LoC members and 30 students from Harper's freshman class. The sessions all culminated in a visit to UChicago, where the students continued their discussions around mentorship, public service, and social justice.
- › LoC successfully launched Politics and Identity, a series of campus community conversations around the intersectionality of identities. Throughout the year, the series hosted student-led conversations about religion, the LGBTQ+ community, Asian Americans, the 2016 election, and more.

*"Participating in Leaders of Color has been a very rewarding experience for me. Being able to see and talk to a variety of successful people of color in various public service roles with my peers has been tremendously valuable. Whether it was Diane Nash's insights on how to bring about social change in a hostile environment or Najla Ayoubi's experience with persevering in the face of tremendous adversity to fight for equality, the ideas I was exposed to thanks to Leaders of Color have had a great impact on how I think about the world and myself. I can confidently say going forward my experiences in the program will have had a positive impact shaping both my personal and professional goals and actions in the world."*

- Philip O'Sullivan, AB'20



Priscilla Daboni, AB'18, and Darien Dey, AB'20, of Leaders of Color at an IOP party

**New Americans UChicago (NAUC)** is a student-led tutoring program that partners with Instituto del Progreso Latino, a Pilsen-based non-profit, to prepare permanent residents for their citizenship test. NAUC also hosts events to educate the UChicago community about issues facing the immigrant community through partnerships with other campus organizations. This year:

- › There was enormous interest in NAUC, so much so that the number of volunteers with NAUC doubled.
- › NAUC expanded its on-campus presence through a series of events, including a film screening, discussions about immigration, and phone banks. NAUC partnered with other UChicago student organizations to host many of these events.
- › Ten NAUC members visited Chicago's Office of New Americans and spoke with the director about the city's efforts to engage with immigrant communities.



*“When my mother was going through the citizenship process, I was too young to understand or really help her prepare for the naturalization exam. I am overjoyed that as part of New Americans UChicago, I can now connect and better understand the naturalization process and some of the hurdles immigrants seeking citizenship must overcome, and hope to continue helping this community in the future.”*

-Ayling Dominguez, AB'19

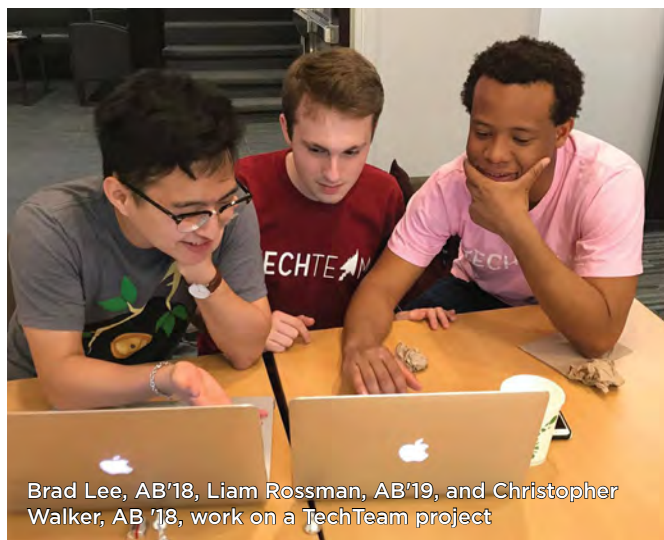


Panel event on immigration in May 2017 hosted by New Americans and other UChicago student RSOs

**TechTeam** provides opportunities for students to develop capacity-building tools and digital media supporting the needs of local non-profit organizations. TechTeam members are trained in coding and digital strategy and act as technology consultants for public service clients. The TechTeam blog updates its readers on the latest topics in civic tech innovations. This year:

- › TechTeam worked with five distinct clients to develop capacity tools including website redesign, map tools, and apps; these projects streamlined organization processes and provided members first-hand experiences solving technological problems in the social sector.
- › TechTeam launched the “Medium” blog, documenting TechTeam projects, accomplishments, and events. Students contributed pieces to the IOP’s *The Gate*.

- › TechTeam taught over 80 UChicago students eight specific technical skills such as HTML, Python, web scraping, and data analysis.
- › TechTeam hosted four events with leaders in the civic tech community. These events were well attended with approximately 40 students participating in each session.



Brad Lee, AB'18, Liam Rossman, AB'19, and Christopher Walker, AB '18, work on a TechTeam project



Eleanor Khirallah, AB'19, talks about Model U.N. during Orientation Week

The **Women in Public Service Program (WPSP)** works to provide training, mentorship, and resources to women interested in public service. WPSP's work culminates in a Winter Quarter Leadership Institute that engages over 40 undergraduate women to teach them the skills necessary to be an effective leader in the public sector. This year:

- › WPSP completed their Winter Leadership Institute with their largest cohort to date, which included over 50 women from diverse backgrounds and academic interests.
- › WPSP secured substantive internships with featured speakers who presented to the cohort.
- › WPSP hosted four distinct types of community-building events that provided opportunities to network with professionals, engage in discussions on current events, and develop 1-1 mentoring relationships between under and upper classmen.



The members of the Women in Public Service Project

**Chicago Peace Corps (CPC)** is in its second-year of tutoring and leading peace circles after developing out of the Shriver Fellows program. This year they expanded their programming and now work in two elementary schools, Chalmers Elementary and Chavez Multicultural Elementary. The program now sustainably sends 25

volunteers on a rotating basis to each elementary school and provides critical academic support and conflict resolution skills to students at these sites. This year:

- › CPC worked with over 50 students throughout the year.
- › CPC helped increase the GPAs of students they worked with at Chavez by an average of 0.77 points.

***“Volunteering for Chicago Peace Corps has been pivotal in my understanding of restorative and transformative justice. Working with my kids and building relationships with them over the last quarter and a half has shown me how I cannot solely focus on the criminal justice system through a systemic lens, but also one of person-to-person connection and relationship building.”*** - Hanna Batlan, AB’20

As Civic Engagement projects continue to expand their reach and impact, the IOP looks to other campus partners to support and foster the important work of our students. Beginning in the 2017/18 academic year, **Maroon Veterans Alliance (MVA)** and the **UChicago Democracy Initiative (UCDI, formerly known as TurboVote)** will become Recognized Student Organizations (RSOs) on campus. This move will heighten the visibility and on-campus reach of both groups by providing increased organizational development support, access to campus venues, and ability to recruit a wider pool of volunteers and members.

Both MVA and UCDI will continue to engage with the IOP as legacy projects and receive access to IOP resources such as space, networking opportunities, promotion through social media and newsletters, as well as staff advising on projects of mutual interest. This incubator model is one we seek to replicate as we go forward.



## SHRIVER UNDERGRADUATE FELLOWSHIP FOR LEADERSHIP IN PUBLIC SERVICE

The Sargent Shriver Program for Leadership in Public Service brings to life the legacy of Sargent Shriver, whose impact endures through the organizations he helped found, such as the Peace Corps, VISTA, and the Sargent Shriver National Center on Poverty Law.

Each year, the Shriver Program engages a select group of UChicago undergraduates in a yearlong program of practical training in public service leadership based on the example, achievements, and methods of Sargent Shriver. Fellows collaborate with diverse communities in Chicago by working closely with community members to identify needs and solve pressing problems. The success of the Shriver program stems from the combination of methodology and practice. The life experiences of Sargent Shriver become case studies for examining how to make sustainable impact in Chicago's communities.

The creation of the U.S. Peace Corps serves as a foundational case study, but Fellows in the program also undergo "Insight Training," pioneered by Jamie Price, Executive Director of the Sargent Shriver Peace Institute. This core methodology offers a pathway for problem solving and conflict resolution through curiosity, questioning, threat analysis and decision-making. Fellows learn how to ask questions, value the experiences of others, build relationships, identify needs and address gaps in resources and services. That, combined with practical knowledge of organizational development, pushes students to develop inclusive responses to community problems.

Throughout the program, Fellows meet with stakeholders, community members and researchers to further explore how to build new infrastructure that creates a lasting change.

For the 2016/17 academic year, the Shriver Fellows were challenged with exploring the needs of Woodlawn, a neighborhood directly south of the campus. Woodlawn has experienced a tenuous relationship with

UChicago, in addition to facing slow economic development, elevated crime rates and a strained public education system. Fellows used their training to form relationships with community members to identify a pressing need. After two quarters of exploration, the Fellows have focused on addressing a lack of weekend youth-based programming. The current plan investigates the feasibility of a weekend program run by UChicago students. While still in its developmental phases, this program would provide a safe environment for youth during the weekend hours.



Shriver Fellows listen to Sergio Jaramillo Caro, the High Commissioner of Peace, who is overseeing the Colombian peace process



David Axelrod at the IOP's Orientation Week event

## NEW STRUCTURE FOR 2017/18

Today's students are at a crossroads. More young people than ever are showing an interest in civic engagement, however their faith in the political process is wavering. Students are feeling the pressure to get involved, but questioning how, when and in what direction.

Inspiring the next generation of political and public service leaders requires a hands-on approach that allows young people to take an active role in their own development.

Responding to this call, Civic Engagement programs at the Institute of Politics are adjusting to meet this new generation where they are.

The new structure will guide Civic Engagement programs starting in the 2017/18 academic year, and focus more heavily on building practical experiences, thought leadership and development of personal/professional skills. Moving forward, Civic Engagement programs will be defined by three foundational content pillars:

- › **Leadership Development:** Cultivating the personal, professional, and social skills necessary to make sustainable public impact.
- › **Public Service:** Actively engaging in political and social issues through experiential learning opportunities.
- › **Political Awareness:** Exploring the legislation and policies impacting a particular issue, community, or resource.

Each pillar is intended to deepen our students understanding of civic engagement and help them move from ideas to action. The result will be a student association better prepared to become civic leaders in their own right. By focusing on these three areas, we start a conversation with students that encourages independent thought rooted in a common understanding of Civic Engagement.

## STILL TO COME

In the coming year, we hope to develop programming that supports students' growth and understanding under three pillars:

- › **Skill-based workshops:** Designed to develop skills for student leaders across IOP programs.
- › **Dialogue and Discussion:** Focused on helping students process current events and establish their personal political beliefs.
- › **Opportunities for Growth:** Identifying opportunities both on and off campus for students to showcase their work.



Adam Biesman, AB'18, at the IOP's Orientation Week event





Liz Stark, AB'17, at the IOP's Orientation Week event



# COMMUNICATIONS



News cameras film a January 2017 event with Sean Spicer



## Helping to tell the story of the IOP to campus, Chicago, and beyond.

From top-ranked podcast episodes to viral social media posts and event videos, the 2016/17 academic year featured many highlights for the IOP's Communications team.

The Speaker Series and Fellows Programs received regular news coverage, with national and local news outlets covering events and on-campus outlets interviewing IOP Fellows. Students had the opportunity to appear on-camera at various times during the 2016 election campaign, including appearances reacting to presidential debates on local TV news outlets in Chicago and as part of a live-taping of Fusion's "The Young Turks." In the spring, a group of students also appeared live on ABC News to discuss former President Obama's first post-presidency event, held here at the University.

By isolating news-worthy event clips and sending them to reporters soon after an event's conclusion, the Communications team was able not only to generate more news coverage but expand the digital audience to Speaker Series events. A rush video clip of Van Jones sounding off on safe spaces on college campuses received over 75,000 views. Other event videos such as Thomas Friedman (15,000 views) and Sean Spicer (10,000 views) also attracted strong audiences online. In all, over 11,000 people now subscribe to the IOP's YouTube channel.

The 2016/17 academic year saw remarkable social media growth for the IOP due to an expanded focus on student spotlights, videos, stories, more engagement with press, and archival footage from past events. In addition to our formal communication channels, we now have a consistent avenue through which to reach our student audience quickly and informally. Thanks to this work, our Facebook posts now consistently reach thousands of people. During the spring quarter, we started a digital story-telling project where we shared "student spotlights" of graduating IOP student leaders. With posts twice a week, each "student spotlight" reaches an average of 4,000-plus unique Facebook users.

This year also saw unprecedented growth with our weekly newsletters, with average open rates rising to around 50 percent after the election, well above the industry average. Finally, an end of year solicitation produced the highest individual donation numbers to date, with \$18,235 donated to the IOP.



Students meet with hosts of "The Young Turks" following a taping in the IOP living room



A student being interviewed by WGN prior to the first presidential debate

This academic year we developed a partnership with the University's Collegiate Scholars Program for high school students, and due in part to this relationship and a growth in outreach to high school leaders, we have seen an increase in high school student attendance at our events.

## BY THE NUMBERS

### NEWLETTER

#### Events

- › open rate increased 13% year over year

#### Student Opportunities

- › open rate increased 20% year over year

### SOCIAL MEDIA

#### Facebook

- › 20% growth in followers

#### Instagram

- › 27% growth in followers

#### YouTube

- › Over 4.5 million total video views to date

### WEBSITE

- › 275,000 users (55% new)
- › Avg. 20,000/month unique users

### PODCAST

- › Avg. episode downloads: 150,000
- › Total downloads: 17 million

### THE GATE

- › 76 published articles in WQ
- › 34,000 web pageviews since June 2016, including 2,000 on Brexit coverage

During the Fall Quarter, the IOP launched a re-designed homepage, designed to make the site more engaging, more mission-driven, and more representative of the wide scope of IOP programming. The new site generated widespread positive feedback and now attracts an average of 20,000 unique users per month.

All of this work and more has helped us expand our ability to reach communities across campus and Chicago and continues to help us tell the story of the work and mission of the IOP.

### "THE AXE FILES" PODCAST

No Communications project has helped boost the profile of the IOP as much as "The Axe Files" podcast that we launched in September 2015, a show that continues to elevate political discourse through insightful conversations with guests from across the political spectrum.

Our audience has grown immensely, with nine of the podcast's top ten episodes released during this academic year and the average downloads climbing to 150,000 per episode. In December, the episode with President Barack Obama quickly became the show's most popular one ever, with 650,000 downloads to date. The revenue generated by the podcast has also increased significantly as the number of downloads rises, jumping to around \$30,000 this academic year.

During the past 12 months, articles on CNN Politics covering "The Axe Files" content have amassed more than 11 million pageviews and 2 million video starts. A live taping of the podcast with Michael Steele in collaboration with WBEZ last fall was another opportunity to expand the IOP's reach into the Chicago community and partner with a high-profile news organization. "The Axe Files" was also a finalist for two 2017 Webby awards in the podcast category: Best Interview/Talk Show and Best Host. We finished as runner-ups in fan voting in both categories.



*“I just wanted to write to express my sincere appreciation for “The Axe Files.” With the ever-growing podcast universe, your team’s commitment to top-tier production, content, and interview technique is outstanding and I look forward to every new episode. I’d like to commend and thank Mr. Axelrod for adding much needed depth, heart, and optimism to our public discourse. We can use all the intelligent conversation we can find during this curious moment in our history.”*

— Brian Dempsey, Nashville, TN

#### **“THE AXE FILES” TOP 10 EPISODES**

- › President Barack Obama, Dec. 2016 (650,000)
- › Sen. John McCain, March 2017 (475,000)
- › Corey Lewandowski, Feb. 2017 (450,000)
- › Carl Bernstein, Feb. 2017 (340,000)
- › Jon Stewart, May 2016 (315,000)
- › John Brennan, Jan. 2017 (220,000)
- › Bill Kristol, Feb. 2017 (210,000)
- › Theo Epstein, Jan. 2017 (210,000)
- › Madeleine Albright, March 2017 (200,000)
- › Van Jones, Nov. 2016 (200,000)

In April the podcast made its prime-time television debut on CNN, with a one-hour special featuring Sen. John McCain. The episode received positive feedback from many first-time viewers and at one point the show was trending nationally on Twitter. Due to the debut episode’s success, “The Axe Files” television specials will continue to air approximately once every month on CNN.

In addition to helping the IOP financially due to advertising revenue, the podcast has generated consistent media coverage. The Obama episode, for instance, was covered by over 100 news outlets and dominated media coverage for a full week after Christmas. The television special with McCain exposed a new audience to the podcast and, in turn, the IOP, with the senator referring to it as “a wonderful organization.” With such a major leap forward in the podcast’s second year, we look forward to additional exposure, audience growth, revenue, and publicity in the year ahead.



President Obama on “The Axe Files” in December 2016



Corey Lewandowski on “The Axe Files” in February 2017



Madeleine Albright on “The Axe Files” in March 2017



Sen. Kamala Harris on “The Axe Files” in March 2017

## THE GATE

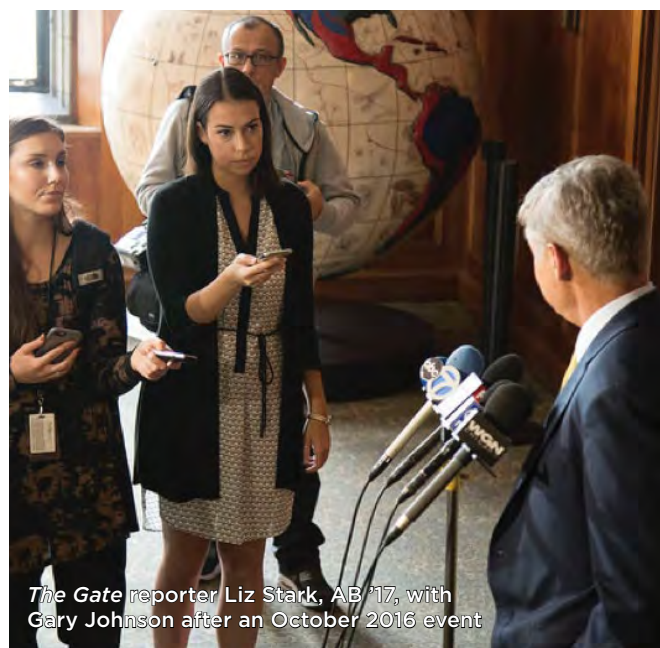
*The Gate* is a student-produced journal covering politics and public policy from a wide range of perspectives and formats. Its mission is to support, encourage, and facilitate the production of excellent student journalism in a pre-professional environment while fostering a strong commitment to public service. We believe that politics touches the lives of everyone, and *Gate* writers relate to politics in personal, diverse, and multifaceted ways. This year, *The Gate* has covered “All Things Politics” ranging from IOP event coverage, on-the-record sessions with IOP Fellows, and interviews with candidates for DNC chair, to pieces on the French election, gender violence in South America, and local Chicago issues, among many others. *The Gate* accepts writing from anyone who is interested, and their editors help contributors improve their reporting, writing, and interviewing skills while producing high-quality analysis of current events.

*“Participating in the Gate has been one of the most formative aspects of my college experience. While I have always had a passion for journalism, it is the community aspect of the organization—that is, my relationships with writers and other editors—that keeps me involved. The Gate has been important not only to my academic development—I am a better writer and communicator because of my involvement—but also to my personal development: I have become a more informed citizen because of my participation.”*

—Riddhi Sangam, AB’19, Interviews Editor

They have hosted workshops with top journalists to provide resources for students who want to pursue careers in journalism. In addition, *The Gate* has fostered a strong partnership with the Cook County Department of Corrections this year as part of a civic engagement opportunity wherein University of Chicago students volunteer to facilitate writing workshops with the detainees in the jail. The goal of this program is to encourage the detainees to see writing as a tool for personal growth and self expression.

*The Gate* published seventy-six articles in the winter quarter this year, making it their most productive quarter to date, and they will likely publish nearly two hundred articles this academic year. They had approximately 34,000 individual pageviews on their website since June 2016, with their Brexit coverage garnering over 2,000 pageviews.



The David Axelrod Reporting Grant awards \$1,000 to a student reporter to produce a feature-length story that sheds light on a current issue from a unique perspective. In 2016, second-year Dylan Wells was awarded the grant and produced an exposé of sex trafficking along the west coast of the United States. The article was one of the five most-viewed articles on the site, and it is also featured in this year’s print edition. First-year Alexandra Price has been awarded the grant for summer 2017, and will use the funds to travel to Germany, where she will report on the European refugee crisis from a refugee camp in Berlin.





Jonathan Acevedo, AB' 17, being interviewed by ABC after attending an event with former President Barack Obama in May 2017

## SPOTLIGHT IOP Alumni

The IOP's alumni network is growing rapidly, with over 1,000 students currently involved. Over 60 percent of IOP alumni report that they are working in public service and overwhelmingly state that the IOP inspired them to engage with politics and public service beyond graduation.



**ANERI AMIN, AB'15**

Aneri lives in San Francisco working for Accenture's strategy consulting practice. During her time at Accenture, she has worked with several Fortune 500 communications and technology companies in the Bay Area and

West Coast focusing on growth strategy and pre-deal M&A engagements. Her favorite project involved creating a go-to-market strategy for a large technology company launching a new political engagement tool designed to increase civic activity and education. Her past involvement at the IOP has enabled Aneri to be selected for some projects at the intersection of politics and technology. She has been able to see first-hand how emerging technologies such as artificial intelligence, machine learning, and the Internet of Things are affecting the political landscape.



**MEREDITH BOHEN, AB'15**

Meredith is a member of President Obama's personal staff where she currently serves as press assistant and researcher, working directly with President Obama's senior adviser and spokesman. Prior to that, she served as a research

associate in the White House, where she worked with the speechwriting and communications departments to ensure the accuracy of the President's words, prepare the press staff for potential communications concerns, and maintain the credibility of the office. Meredith's first experience in the White House was her internship in the Research Department as an undergraduate, an internship made possible by the IOP.



**MARINA FANG, AB'15**

Marina is an associate politics editor at the Huffington Post, based in its Washington, D.C. bureau. She has worked at the Huffington Post since her graduation, after an IOP internship there in the summer of 2014. She

covers breaking news, national politics and policy, and occasionally the intersection of politics and pop culture.



**WILL FERNANDEZ, AB'15**

Since graduating in 2015, Will has been serving with the Peace Corps as a Youth Development Volunteer in Guadalupe de Cartago, Costa Rica. Working with youth, parents, and local community organizations, he

has helped to pilot and build service learning opportunities that promote positive youth development skills through a focus on mentorship, public health, and entrepreneurship. Some of his proudest accomplishments include organizing an extracurricular basketball initiative for 300-plus elementary school students, creating materials and lesson plans for a digital journalism and coding project for teenagers, and hosting bi-weekly Zumba classes for mothers and families to help promote physical activity and healthy living. Additionally, his interest in international education has extended beyond the Peace Corps in his selection as a member of the Youth Working Group for the U.S. National Commission to UNESCO, where he advises decision-makers at the State Department and UNESCO on effective youth engagement strategies and projects. He credits his experiences as being instrumental in influencing him to follow this path in public service.





**CHELSEA FINE, AB'16**

Chelsea works in Silicon Valley as a Google Associate Account Strategist, providing consultative and troubleshooting support to small- and medium-size businesses who advertise with Google. A former Editor of the

Gate, member of the Women in Public Service Program, and tutor with New Americans UChicago, she spent six months after graduation pursuing her passion for photography by traveling the world, covering seven countries and seven U.S. states. She hopes to eventually pursue a career that spans both tech and politics.



**SOFIA GROSS, AB'16**

Sofia is working in Washington, D.C., building out Snapchat's office there. After graduation, she started with Snapchat in New York City, where she was Peter Hamby's first hire on their internal News Team. After traveling to the

Iowa Caucuses and beyond, building up the News Team, and booking principals across the political space to participate in Snapchat Live Stories, Sofia pitched a role internally to liaison the political world to the platform as a whole. Now called Snap, Sofia leads all global political partnerships where her proudest work is around civic engagement and voter registration.



**BROCK HUEBNER, AB'16**

Brock works at Civic Consulting Alliance, a non-profit consulting firm providing pro bono consulting resources to government in Chicago, Cook County, and Illinois. He focuses on projects with the Cook County

State's Attorney, helping to transition Kim Foxx's administration into the office. He has worked on a variety of efforts, from developing a new office-wide strategic plan to standing up a program management process to reevaluating the attorney performance management system. Brock credits his interest in public service and knowledge of Chicago politics to his years attending IOP seminars and participating in civic engagement projects and internships.



**JENNY KEROACK, AB'16**

Jenny works as a Health Policy Analyst at the National Journal Network Science Initiative in Washington, D.C., where she researches the funding, relationships, and ideological strains which influence American

health care policy debates. Prior to that, she was an intern in the White House Communications Office, where she was able to use some of the skills she honed as an intern for the IOP's Communications team. When she's not at work these days in D.C., Jenny volunteers with The Homeless Children's Playtime Project.



**MADELAINE PISANI, AB'16**

Madelaine works as an Atlantic Media policy and data visualization fellow at National Journal, covering general politics and policy news. In this role, she specializes in criminal justice and immigration policy, an interest she developed as a Sargent Shriver fellow at the IOP. She has collaborated with journalists at The Cook Political Report and The Atlantic as well as covered events like President Trump's inauguration, the Women's March and Trump's first Congressional Address.



**AVIVA ROSMAN, AB'10, MPP'16**

Since graduating from the Harris School in 2016, Aviva has been working full-time in Chicago at BallotReady, a nonpartisan voter guide to every race and referendum on the ballot. Aviva co-founded BallotReady with support from the IOP while still a student. In 2016, BallotReady was live in 12 states, covering over 15,000 candidates, with over one million visits to the site. Now she and the BallotReady team are working on building a "make a plan to vote" tool to increase voter turnout and scaling to all 50 states by 2018. Aviva and her co-founder Alex were recently named to Crain's list of 20 people in their 20s to watch.



**ERIN SIMPSON, AB'15**

In the two years since her graduation, Erin has served in New York City as the Founding Director of Programs for Civic Hall Labs, a non-profit that builds open source technology for public good and helps others do the same. In this role, she has built on her experience starting TechTeam at the IOP to help launch the non-profit as a digital partner for public interest institutions looking to ethically leverage modern technologies to serve their missions. A Truman and Marshall Scholar, Erin will continue her career interrogating bias in digital tools and exploring their civic potential at the Oxford Internet Institute this fall, pursuing MsCs in the Social Science of the Internet and Comparative Social Policy. Erin looks forward to returning to the United States post grad school and continuing to use civic tech to help communities exercise their civic power.





IOP Director of Career Development Karnika Iyengar with alumnae Olivia Myszkowski, AB'15, and Jenny Keroack, AB'16, at a Summer in Washington event



## LEADERSHIP

### 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*.



**STEVE 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.



**CRYSTAL COATS**  
DIRECTOR, CIVIC & CAMPUS  
ENGAGEMENT

Prior to joining the IOP staff, Crystal served as the Senior Manager of Corporate and External Partnerships at the Chicago Housing Authority where she worked with partners to provide resources for CHA residents through special events and programs. Crystal also spent time as the Assistant Director at the University Community Service Center at the University of Chicago, focusing on connecting students to the communities surrounding the University through days of service, volunteerism, community partnerships and advising students interested in community service. Much of Crystal's work has focused on engaging young people through mentorship, professional development and education. Crystal received her Bachelor of Arts in English from the University of Missouri - Columbia and her Masters Degree from the University of Chicago Master of Arts Program in the Humanities.



**CHRISTINE HURLEY**  
DIRECTOR, 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, AB'11**  
DIRECTOR, CAREER  
DEVELOPMENT

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.



**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, FELLOWS PROGRAM

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.

## LEADERSHIP

### Staff Bios



**MALLORY McCLAIRE**  
SENIOR ASSOCIATE DIRECTOR,  
SPEAKER SERIES & SPECIAL  
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, AB'12**  
PRODUCER, DIGITAL  
COMMUNICATIONS

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**  
PRODUCER, MULTIMEDIA

Zane Maxwell comes to the IOP 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.



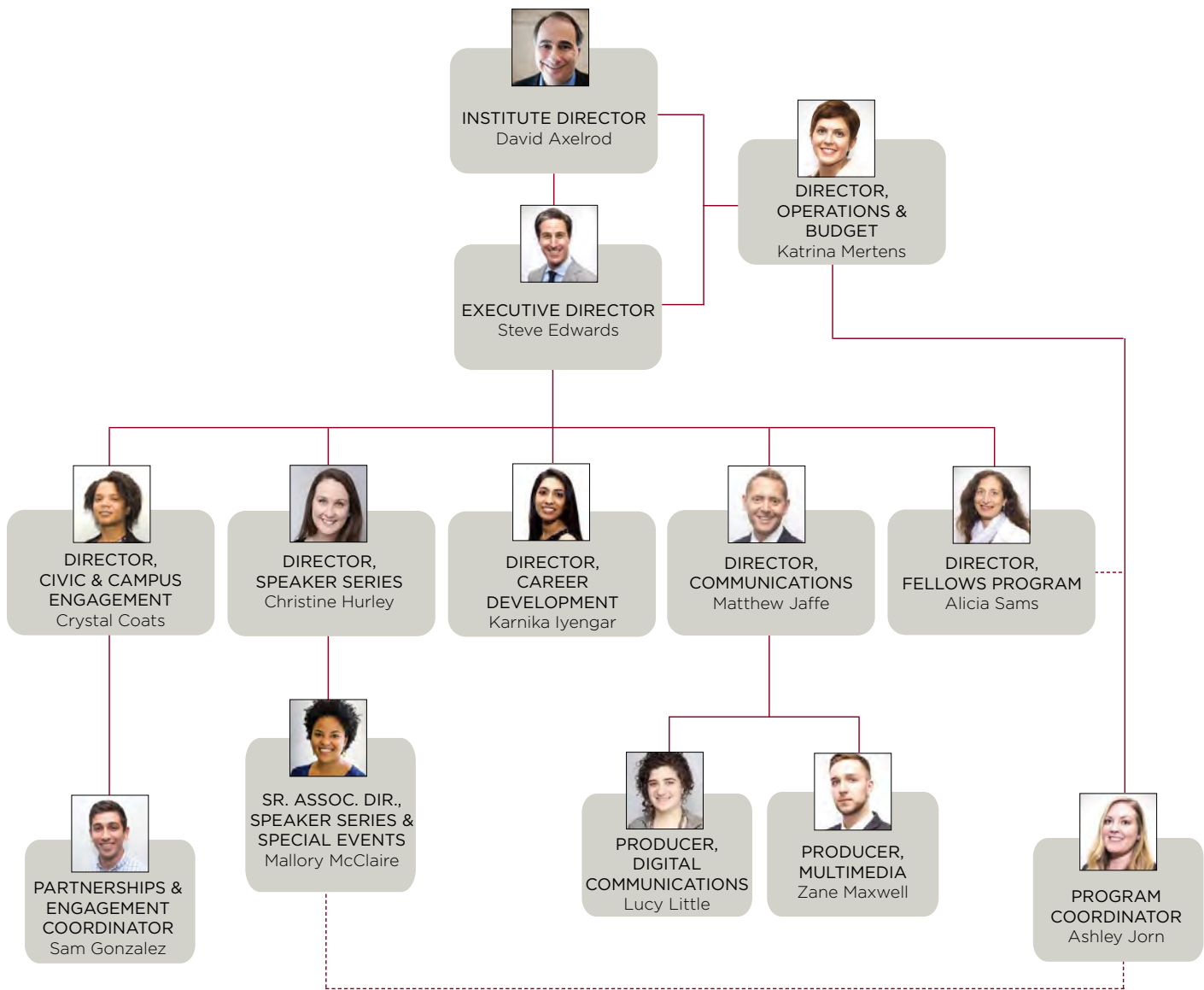
**SAM GONZALEZ**  
2016/17 RISE FELLOW,  
PARTNERSHIPS & ENGAGEMENT  
COORDINATOR

As a recent graduate of Willamette University in Oregon, Sam is joining the Institute of Politics through the New Sector Alliance RISE Fellowship. While at Willamette, Sam applied his degree in Politics to a range of social purpose organizations, specifically focusing on racial and economic justice. In his free time Sam can be found cooking, listening to podcasts, and playing soccer. Sam is excited to support the diverse programs and students at the Institute of Politics.



LEADERSHIP

Organizational Chart



## LEADERSHIP

### Board of Advisors

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.

**DAVID BROOKS**  
OP-ED COLUMNIST, *THE NEW YORK TIMES*

**JOAQUÍN 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 LIGHTBACK, CO-FOUNDER OF GROUPON

**BILL KRISTOL**  
FOUNDER AND EDITOR OF *THE WEEKLY STANDARD*

**RAY LAHOOD**  
FORMER U.S. SECRETARY OF TRANSPORTATION

**ISAAC LEE**  
CEO OF FUSION, AND PRESIDENT OF NEWS, UNIVISION

**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

**HOWARD WOLFSON**  
FORMER DEPUTY MAYOR, CITY OF NEW YORK



Deval Patrick meeting with students in May 2017



Robert Gibbs speaks at a January 2017 event



## LEADERSHIP

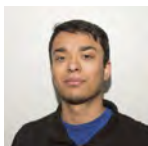
### Student Advisory Board

2016/17 Academic Year

This year's Student Advisory Board worked to broaden avenues of student input and shape the IOP's post-election programming.

Building on recent progress towards a more cohesive IOP Student Association, the SAB instituted a Student Leadership Council and conducted monthly gatherings. This body featured leaders from all of the IOP's student cohorts, fostering lateral engagement within the Student Association while providing more student voices in the origination and development of IOP programs.

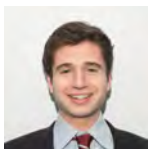
In response to the 2016 elections, the Student Advisory Board engaged with campus groups and IOP staff to communicate student needs and interests in light of the new political landscape. Further, the SAB continued its tradition of hosting presidential debate and election watch parties as well as the annual Student Association barbecue.



**JONATHAN ACEVEDO, AB'17**  
CIVIC ENGAGEMENT CHAIR



**GEORGE ADAMES-DIAZ, AB'18**  
JUNIOR CHAIR



**ADAM BIESMAN, AB'18**  
FELLOWS CHAIR



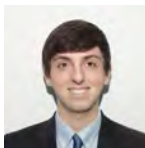
**CONOR McDONOUGH, AB'17**  
SENIOR CHAIR



**ALEX SARABIA, MPP'17**  
GRADUATE STUDENT CHAIR



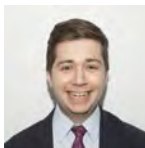
**LIZ STARK, AB'17**  
COMMUNICATIONS CHAIR



**BAXTER STEIN, AB'18**  
EVENTS CHAIR



**ALA TINEH, AB'17**  
CAREER DEVELOPMENT CHAIR



**KAAN ULGEN, AB'17**  
CAMPUS OUTREACH CHAIR



NOTES

**Annual Board of Advisors Meeting**

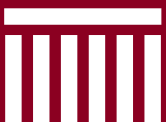
*June 6, 2017*







THE UNIVERSITY  
OF CHICAGO  
**INSTITUTE  
OF POLITICS**



5707 S. Woodlawn Ave  
773.834.4671

[politics.uchicago.edu](http://politics.uchicago.edu)