Andrew H. Card chose the Paul Simon Public Policy Institute and Southern Illinois University Carbondale for his first speech after leaving as White House chief of staff.

“I am delighted to come to SIU and Southern Illinois at the invitation of the institute founded by someone for whom I had great respect,” Card said. “It was my pleasure to work with Paul Simon on a number of occasions. I viewed him as a wise man who listened well and responded with intellect.”

A veteran of three White House administrations, Card delivered the Morton-Kenney Public Affairs Lecture, co-sponsored by the institute and the Department of Political Science in October.

In addition to the lecture, Card held two roundtable discussions—one with the university audience since leaving his post.


President Bush had a request for Philip Taubman and two other top officials from the New York Times during a meeting in the Oval Office: Don’t publish the story on the government’s secret wiretapping program because of its significant national security implications.

Taubman, the paper’s Washington bureau chief, told an institute audience this fall why the Times rejected the request. It was important to the ongoing debate over executive powers in a democracy to document how far a sitting president had gone in asserting his executive powers in a wartime situation, he said.

“The decision was based solely on journalistic judgment, not political reasons. I have not spent 35 years in journalism to color my decisions with political calculations.”

Taubman said the profession occasionally exposes itself to accusations of substandard reporting but suggested a significant amount of criticism is unwarranted. He soundly rejected assertions that the Times makes reckless decisions on what to publish.

Despite the pressures of decision-

Continued on page 7...

Continued on page 11...
A Message from Mike Lawrence

Paul Simon was fond of asking audiences how many people would continue flying if airlines competed for travelers by sponsoring commercials dramatizing crashes of rival planes.

So, as he wryly illustrated, we should not be surprised that broadcast viewers and listeners suffer as much campaign fatigue as the candidates themselves after being subjected to savage, deceptive 30-second spots that demean not only their targets but the entire process.

The nastiness, against a backdrop of fierce partisanship and sleaze, has turned off many who bother to tune in. We have too little participation in our participatory democracy, especially from young adults. From time to time, a charismatic candidate or a compelling cause will summon the disenchanted, but alienation too often trumps activism.

This disengagement is unacceptable, and the institute is trying to confront it on several fronts.

As one approach to blunting the influence of attack ads and the interest groups that enable them with six-figure contributions, we are partnering with the Illinois Campaign for Political Reform in an effort to persuade, if not badger, television stations into offering multiple forums for candidates to address issues in more than sound bites and 30-second spots.

We have worked with educators to create models for teachers to include civic and character education in their courses and curricula.

We persist in our efforts to reform the ways in which judicial campaigns are conducted and funded in Illinois to stem the erosion of confidence in the judiciary.

We are exploring possible changes to bring more transparency, public participation and fairness to a legislative redistricting process that frequently results in lawmakers choosing their constituents instead of vice versa.

But we also spend a great deal of time and effort on the seminal mission of encouraging high school, community college and university students to join the many outstanding and dedicated people who have found fulfillment through involvement in the public policy arena.

Through our annual Youth Government Day, hundreds of young people from throughout the state have been inspired by dialogue with Illinoisans who have made a difference as elected and appointed officials and as advocates.

Each year for the last four years we have brought between 40 and 50 young males from the East St. Louis area to Carbondale for activities designed to build self-esteem, leadership skills and commitment to bettering their communities.

The institute administers the Vince Demuzio Internship Program, which places undergraduates at Southern Illinois University in state government internships.

Students who choose to work at the institute, either as employees or volunteers, are mentored. They also interact at close range with visitors like Andrew Card, former White House chief of staff; Tom Daschle, former U.S. Senate Democratic leader; Mary Ann McMorrow, the first woman to serve as chief justice of the Illinois Supreme Court, and Clarence Page, syndicated columnist for the Chicago Tribune.

Institute-mentored SIU alumni are now serving in the attorney general’s office and on legislative staffs in Springfield. A law school student whom we counseled served as communications coordinator for the Illinois Republican gubernatorial candidate and another alumnus we helped guide recently landed a position in government affairs with the Illinois Principals Association.

They have been shown a public policy arena that offers much more than ugly commercials and venality. They have met honorable and ethical public officials and advocates who offer different perspectives but share a zest for contributing to the general welfare.

They believe they can make a positive difference.

And they are.
MARTIN LUTHER KING III: AN AMBASSADOR OF A LEGACY

The eldest son of the nation’s most celebrated civil rights leader wears many hats – activist, champion of human rights, public speaker, director of the King Center for Non-Violent Social Change, to name a few.

Martin Luther King III is a leader and advocate in his own right.

“He contributes to the King legacy in his commitment to continuing to do his part, to making a change and making a difference in people’s lives,” said Marilyn James of Carbondale, a former King colleague who coordinated his visit. “He’s not trying to step in his father’s shoes. He’s a humble man, not at all arrogant and he does not mind addressing the issues. He simply says, ‘This is an issue that needs to be addressed, now let’s address it.’”

A standing-room-only crowd turned out at New Zion Missionary Baptist Church on a Saturday evening to see the third generation of the King family speak in Carbondale. His mother, the late Coretta Scott King, was an institute guest in 2001, and his grandfather spoke at the old Carbondale Community High School in the 1970s.

King’s message centered on the importance of human rights, social change and personal and societal responsibility. His remarks also placed great emphasis on academic achievement – a topic particularly relevant to the more than 40 youths from the East St. Louis region attending the institute’s Fourth Annual Leadership Weekend for African-American Males. During a private meeting with the students, King provided them with further insights on leadership and the value of setting and attaining personal goals.

Sheila Simon, daughter of the late Paul Simon, complimented the legacy-bearer’s ability to acknowledge the past while emphasizing the challenges of the future.

“His goal is for you to say, ‘This is what I’m doing, I’m doing my part.’ To me, the speech was more of a call to action, a reminder that the [King] legacy is not just something to be studied and admired.”

Institute Mourns Loss of Student

Jessica Yorama worked hours and hours to bring news of the institute to you, but she did not live to see her work in print. Tragically, the 24-year-old graduate student died as we were preparing to put the final touches on this newsletter.

In the weeks before we suddenly lost her, she reported experiencing seizures from the epilepsy she had largely controlled through medication as she earned an undergraduate degree in journalism and negotiated the path toward a master’s in public administration degree. Still, her death shocked us.

The institute staff and the students associated with us are profoundly saddened. Jessica was serving a highly successful internship. We enjoyed having her with us. She cared deeply about doing a good job. Her humor and good nature often made us smile, and her probing questions made us think.

We miss her greatly, but we treasure our time with her and the devotion to the institute that graces the pages of this publication.

Mike Lawrence
Gillian Sorensen, a former UN assistant secretary general under Kofi Annan and Boutros Boutros Ghalli, said a good friend from another nation once told her candidly the United States made being its friend “very difficult.”

Her lecture, “The UN and You: What’s at Stake,” explored reasons for her friend’s troubling assessment.

Sorensen, now a senior adviser to the UN foundation, has worked closely with the 192 member states and their leaders since 1978. Relishing the opportunity to speak frankly, Sorensen confessed her concern that too many people in the United States believe our nation does not need to interact with other countries. She also dismissed accusations that the UN is in any way “against” the United States but acknowledged hearing dissatisfaction with certain U.S. actions.

“I’ve been accused of being too harsh. But it’s only because I love this country so much, I just want it to be the best country it can be,” said Sorensen. “When our principles and policies do not match, I am not happy.”

Sorensen wants the media to balance its UN coverage by taking note of positive developments and acknowledging the limitations under which the UN operates, especially when member states balk at taking action.

Her honest and insightful perspective was well-received by the standing room-only audience in the Student Center’s auditorium, including Awa Dieng an international graduate student in public administration who will be serving an internship in 2007 with the UN Foundation in Washington. Dieng called Sorensen an enthusiastic speaker who will “change people’s hearts all over the U.S.”

The Southern Illinois Chapter of the UNA-USA organization co-sponsored her campus visit, which included interacting with students in several venues.

Institute Supports Archivist for Political Papers of Simon, Others

Walter Ray, the new archivist for political papers at Southern Illinois University Carbondale, recalls receiving the chills down his spine as he read Jeanne Simon’s personal account of her husband’s decision to run for the presidency.

“I’ve always loved history and working with these records is like holding history in your hands,” said Ray. “You get to know someone through these papers and I think the papers themselves have an appreciation that you can’t get from textbooks. They somehow make things come alive.”

Ray was hired through a partnership between the institute and the university’s Morris Library. He will examine, archive and preserve the political papers of Paul and Jeanne Simon, former Congressmen Ken Gray and Glenn Poshard, former state Senator Kenneth Buzbee and former St. Louis Mayor Clarence Harmon.

Ultimately, Ray said he would like to increase the number of collections available at the university and make Morris Library a center for political literature in Illinois.

Ray came to SIUC from St. Paul Seminary School of Divinity in St. Paul, Minn. He previously taught and worked as an archivist at the University of Notre Dame and as a Russian language analyst for the U.S. Department of Defense.
Union Leader Tackles State Budget and Public Policy Changes

John McCain may have the “straight-talk express,” but it’s Henry Bayer who could be driving the train.

Bayer, the executive director of the American Federation of State, County and Municipal Employees (AFSCME), the state’s largest public employee union, doesn’t hold back when sharing his views on issues that affect his more than 70,000 members.

During a visit to the institute, which included a variety of meetings with students and faculty as well as an evening speech at the SIUC Student Center, Bayer candidly tackled critical issues facing Illinois, starting with the state’s financial situation, which he quickly labeled as being in “crisis” due to a structural budget deficit.

Bayer says Illinois needs political leaders willing to tell the truth. There are not enough resources for prisons and public safety, education, human services, veterans’ care, state parks and other areas where state government plays a critical role, he said.

Illinois needs to increase its tax base, Bayer argued. “The tax system we have…was created for an economy of the ‘40s and ‘50s and isn’t generating sufficient revenue to keep up with the increasing costs of health care, education and other vital needs,” Bayer said. “Unless we do something about the tax structure, we are going to continue to fall behind.”

Bayer is motivated by a desire to see a stronger union, increased members and better working conditions for them. However, he is also driven by a notion he said he shared with Paul Simon: A profound belief in the goodness of government.

In concluding his remarks, Bayer said “the bottom line when it comes to both government and labor is to examine ourselves and think about the fact that life isn’t just about me, it’s about us.”

Legislation Introduced for Simon’s International Study Abroad Program

Paul Simon’s dream of dramatically increasing the number of U.S. students studying overseas took a major step forward when U.S. Senators Dick Durbin (D-Ill.) and Norm Coleman (R-Minn.) introduced legislation to establish the Abraham Lincoln Study Abroad Act.

Among other things, the legislation would encourage underserved populations, such as low-income students, to spend a portion of their collegiate years in a foreign country. There would be a special focus on Asia and developing nations, locations historically overlooked by most study abroad participants.

The ultimate goal is to increase the number of students studying overseas to 1 million over the next decade. Currently, only about 1 percent of U.S. college students participate in such programs.

Durbin said, “Senator Simon had a vision – to strengthen the role of the U.S. as a world leader by investing in the education of our young people. The international study abroad program we are introducing is based on his vision and advances his work.”
So-called shield laws are far from a panacea.

That was a message pervading remarks from four journalists gathered from across the nation to address prosecutorial pressure on news organizations to reveal confidential sources.

The panelists – Gil Cranberg, retired editor of the Des Moines Register; Jon Sawyer, former Washington bureau chief of the St. Louis Post-Dispatch; Steve Henn, a professor at Northwestern University’s Medill News Service, and Jeffrey McCall, a professor at DePauw University – cited both practical and philosophical issues with legislation already adopted in many states and being proposed in Congress.

A significant issue is defining who is protected.

“These laws are not necessarily good or bad, but then you get into the whole mess of who’s a journalist and who isn’t,” McCall said. “Is there one word that can define who is a journalist? Should it be limited to ‘professionals,’ anyone with an idea, or anyone with a college degree? Because if we use the word professional there are those who could be defined as professional and are part of an agency, but aren’t very professional.”

All the panelists advocated aggressive reporting as essential to the media fulfilling their watchdog role and acknowledged that using anonymous sources is occasionally the only way of getting vital information about questionable government activity to the public.

But they said the decision not to name sources can undermine credibility.

“The problem with unnamed sources is that there is no name attached to the information,” Cranberg said. “When there is a name attached people are a lot more careful about what they say. Not attaching your name basically gives you a license to embellish what you say.”

Their discussion was part of a two-day institute program that also featured a lecture by Philip Taubman, Washington bureau chief of the New York Times, on why the newspaper chooses to publish government secrets.

The program was organized by Bill Freivogel, a former journalist who has been a visiting professor at the institute throughout the year. His salary has been paid from interest on endowment funds.
Paula Wolff believes there is no better profession than being a public servant and no better country than the U.S. in which to pursue it.

Wolff, a senior executive at Chicago Metropolis 2020 and former president of Governors’ State University, shared her experiences working with four governors while visiting the institute to receive the 2006 Ralph A. Dunn Public Service Award this fall. The late Ralph Dunn was a popular southern Illinois Republican state legislator for more than two decades.

During a lecture to a general audience and in more informal interactions with students and faculty, Wolff was passionate about making common sense reforms in the Illinois criminal justice system. The odds of being incarcerated in Illinois are 1 in 15, she pointed out, and the state’s incarceration rate for black men leads the nation.

Wolff was a key player in creating an agency to deal with juvenile offenders. They had been handled by the Illinois Department of Corrections, which deals primarily with adults. She also was selected to participate in a group rewriting the state’s criminal code.

Wolff began her state government service in Gov. Richard B. Ogilvie’s administration more than three decades ago. She later served as policy director during Gov. James R. Thompson’s 14-year administration. She also directed Gov. Jim Edgar’s transition and has advised Gov. Rod Blagojevich’s administration.

Mike Lawrence, institute director, said, “During 40 years in the public policy arena, I have encountered no one who is a better blend of intelligence, scholarship, political savvy, determination and guts,” said Lawrence.

Wolff’s visit to campus was co-sponsored by the Public Administration Student Organization.

Did You See?...

Four of the ten members of the Iraqi Study Group named by President Bush have been guests of the Paul Simon Public Policy Institute. Former U.S. Secretary of State James A. Baker, III, delivered a speech in March 2001 for the Morton-Kenney Lecture Series; former U.S. Congressman Lee Hamilton (D-Ind.) spoke in 1998 during an event on the Middle East; former U.S. Secretary of Defense William Perry spoke in 2003; and former U.S. Sen. Alan Simpson (R-Wyo.) was among the first visitors, coming in 1997.

“The subject changes daily, it never gets dull, and you have access to some of the most interesting people in the world,” Taubman said.

“It’s turbulent, difficult at times but I would far rather live in our society than a society with no free press.”

... New York Times Official, continued from page 1

making, turmoil and criticism, Taubman says he does not regret his career choice and often takes pride in being an American journalist.
The institute and the Illinois African-American Family Commission are pushing recommendations to close the educational achievement gap that adversely impacts racial and ethnic minorities in the state’s schools.

The proposals were developed during a conference last spring co-sponsored by the commission, Southern Illinois University Carbondale’s office of Associate Chancellor for Diversity and the institute.

A brochure containing the recommendations points out, “There is no single answer, no single point of responsibility. All of us, whites as well as racial and ethnic minorities, have a stake in the outcome and a role in reform—as parents, as citizens, as taxpayers, as educators, as people determined to move Illinois forward instead of allowing the state to slip into backwaters devoid of educational and economic opportunity and a good quality of life.”

Poshard cited relatively low salaries and unfulfilled equipment needs as contributors to shortages in physicians and other health-care workers. He stressed the importance of new communications and diagnostic technology in bridging the gaps between levels of care.

Lt. Gov. Patrick Quinn discussed initiatives to expand health care coverage.

Several providers underscored the urgency of improving access—not only for physical ailments but for mental health and dental issues.

The task force is co-chaired by Senators Deanna Demuzio (D-Carlinville) and William Delgado (D-Chicago.) Other members are Representatives John Bradley (D-Marion), Patricia Bellock (R-Westmont) and Rich Brauer (R-Petersburg) and Sens. James Claybourne Jr. (D-Belleville), Dale Righter (R-Mattoon) and Dan Rutherford (R-Pontiac).

A 2003 health care summit spurred the establishment of the task force. The summit, held in Springfield, was the last major event featuring participation by Paul Simon. Among the institute’s partners were SIU’s School of Medicine and the Illinois Rural Health Association. Simon’s point person for the project was Linda Reneé Baker, who joined the institute after serving as secretary of the Illinois Department of Human Services.

Rural Health Care Task Force Holds Hearings, Prepares Report

A joint legislative task force resulting from an institute initiative is preparing to make a report on how to improve access to health care in rural and underserved areas.

The panel has completed a series of hearings across the state, including one in southern Illinois.

Glenn Poshard, president of Southern Illinois University, told the lawmakers that rural hospitals often do not have the resources available to the facilities located in more affluent areas.

“If you’re poor and indigent you go to these hospitals and take what you can get; if you are rich you go somewhere else,” Poshard said. “Because we serve more of this (medically underserved) population, we cannot afford to provide this quality.”

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The keynote speaker for the institute’s fourth annual leadership weekend for African-American males from the East St. Louis area assured the youths his purpose was not to question their goals, but rather to encourage them to give careful consideration to the means by which they achieve them.

“Some of the things we want are foolish… $100 gym shoes… thousands of dollars on rides with tinted windows. But if that’s what you want, I can’t knock you. That’s what you want and life is about what works for you,” said Kris Johnson, an SIUC senior in radiological sciences. “But know how you’re going to get it and be legit about it. There’s nothing wrong with wanting money but… the world just wants you to do right.”

Under the direction of Linda Reneé Baker, a university professor at the institute, the 42 young men were selected by educators and community organization leaders, many of whom served as mentors during the weekend.

“There has been a lot of negative publicity from other people about this area,” said Stanley Franklin, a member of Kappa Alpha Psi and small business owner in East St. Louis. “Our goal is to see that these young men exhibit leadership skills. In terms of the goals of the Paul Simon Public Policy Institute, East St. Louis was one area where Paul Simon saw a problem. He wanted to develop new leaders for the area and these young men are those future leaders. We want them to go to school and remember the skills they learned at this Paul Simon leadership retreat.”

Sen. Dick Durbin (D-Ill.), an East St. Louis native, told the participants, “You have to have a good role model. And once you’ve had that role model, you’ve got to reach back and help somebody else.”

Fifteen-year-old Dominic Williams, a student at East Side High School in East St. Louis, said the messages gave him a better sense of leadership and communication. “The statistics show us as being bad, but we can prove those wrong. This will make me work harder to achieve my dream of being a lawyer.”

The students gained hands-on computer technology experience during the weekend, including lessons in how to build a personal computer.

Counselors such as Brian Lang reminded them to be grateful for those who recognize their potential and are committed to their success, including SIU President Glenn Poshard, who pledged scholarships to those who achieved at least a B average.

Mike Lawrence, institute director, said, “There will be people here to help you, but in the end, it’s all up to you.”

U.S. Senator Dick Durbin (center) spent time visiting with leadership weekend participants.
As a participant quipped early in the institute’s day-long conference, the difficulties encountered in accessing public records and meetings of government bodies often become more important than the information sought.

Three panel discussions brought together journalists and public officials to provide their perspectives on “Public Officials, the Media and the Public Interest.”

Ben Lipman, an attorney who represents the St. Louis Post-Dispatch, said, “The government always assumes the media is trying to cause problems and the media always assumes the government is trying to hide something.”

He and other panelists focused on two Illinois statutes: the Freedom of Information Act and the Open Meetings Act. The implications of the laws often are discussed when journalists get together or when public officials meet, but the institute offered an unusual opportunity for the panelists and the audience to interact in a venue where they were not battling each other in a specific episode.

Journalists emphasized they are seeking information to help them inform the public. Public officials said they generally have no problem providing information but cited instances where they believe it is unwise to do so. For instance, David Bradford, police chief for Glen Carbon, said providing mug shots to news publications often leads readers to prejudice an accused person as guilty.

Post-Dispatch reporter Adam Jadchov said, “I find that especially in the lower level of government (the Freedom of Information Act) is viewed with ignorance and often hostility. My history with it hasn’t been so good. I’m about 1 for 15 or 1 for 20.”

Herrin Mayor Vic Ritter said more requests for city information citing the Freedom of Information are filed by attorneys and the general public than by the media. But he said he personally takes no offense at inquiries from anyone.

“If you need something just ask me,” Ritter said. “My job is to fill the reporter in on firsthand knowledge that I have, not just hearsay and I think the reporter’s duty is to ask the questions. If you don’t ask the questions it’s not my duty to give you the information. The reporter’s job is clearly defined.”

The conference was organized by Bill Freivogel, retired deputy editorial page editor of the Post-Dispatch. He spent the year as a visiting professor at the institute and was tapped recently to become interim director of the university’s School of Journalism.

For more information about the Freedom of Information Act or the Open Meetings Act, visit the Illinois Attorney General’s Web site on ensuring open and honest government in Illinois at http://www.ag.state.il.us/government/index.html or contact the Attorney General’s Public Access Counselor, Terry Mutchler, at (217) 524-1503.

High school students throughout Illinois are invited to the institute’s annual Youth Government Day, scheduled for Saturday, March 24, 2007 in Springfield. Illinois Attorney General Lisa Madigan will serve as one of the keynote speakers for the event, which will be held at the Capitol Complex and other downtown venues.

“Unfortunately, young people interested in making a positive difference in society don’t always get the encouragement they need. We are delighted to give students this great opportunity to hear from accomplished leaders who have gained a great deal of personal satisfaction from their public service,” said institute director Mike Lawrence.

Paul Simon established Youth Government Day to motivate high school students to consider careers in public service, government and politics. Nearly 1,000 youths and their teachers have attended this program to learn about different roles in the government sphere. The afternoon will include free tours of the Abraham Lincoln Presidential Library and Museum.

The event is free of charge, a service provided by the institute to build future leaders. For more information or to register for the event, contact Christina Rich at (618) 453-4078 or clrich@siu.edu.
Institute Paper Analyzes Illinois Campaign Finance Reform Efforts

Advocates of campaign finance reform have made strides over the decade in Illinois. Among other things, the state has gone from being one of the worst to among the best when it comes to disclosing how funds are raised and spent.

The gains are chronicled by Ed Wojcicki, the former editor of Illinois Issues magazine, in a recent paper he wrote for the institute. It traces the pivotal roles of Paul Simon, Mike Lawrence and the institute in enacting 1998 campaign finance reform legislation.

“Changes in Illinois law have been incremental, and legislative action over the past decade indicates that we are in an era of reform in Illinois, modest though it might be,” Wojcicki wrote. “I leave it to the media, reform groups, public officials and Illinois citizens to analyze the impact of the new laws and to recommend additional reforms they see as beneficial.”

His paper, “Still the ‘Wild West’?: A 10-Year Look at Campaign Finance Reform in Illinois,” can be found at www.siu.edu/~ppi under the “Publications” tab or call (618) 453-4009 for a copy to be mailed to you.

Jackson Provides Analysis of the Obama Phenomenon

John Jackson’s face may never grace the cover of Time magazine as did the subject of his latest occasional paper, Barack Obama. Still, Jackson’s knowledge of politicians and the political process has earned him a bit of local celebrity status as he is recognized in the southern Illinois region as one of the foremost political experts.

His latest work, “The Making of a Senator: Barack Obama and the 2004 Illinois Senate Race,” captures the rise of already one of the nation’s most recognizable U.S. Senators. Jackson set out to write a broad overview of the race and its candidates but as Obama’s popularity rose to near “rock-star” status, he narrowed the paper’s focus.

The piece gained additional notoriety when David Yepsen, the nationally-revered Des Moines Register political columnist quoted Jackson while analyzing the Obama phenomenon. “They [voters] want someone they can relate to and that they can trust and who seems to understand them and the life they live,” Yepsen quoted Jackson.

The paper traces the genesis of Obama’s quick rise to stardom to the 2004 Democratic National Convention where he gained national exposure on the grandest of stages.

“I focused on Obama because his was such an unusual case, I wanted to document it before it got turned into mythology,” Jackson said. “It’s now part of the conventional wisdom that he was the obvious choice. He was not the obvious choice. His name ID was next to zero and in the next eight to ten months he reached rock star status among the Illinois democrats. Before this, of the four or five major contestants, there was no odds-on favorite. I’m trying to recapture the moment when he was still a relatively unknown senator.”

... Former White House Chief, continued from page 1

a mix of university students and one with a group of high school students participating in a state government intern program. He also was a guest speaker in a political science course focused on campaigns and elections.

He shared his insights on making difficult choices in one of the most demanding jobs in the world. He told the students some choices were easy and long forgotten but that others, such as choosing the words to inform the President of the September 11 terrorist attack on the World Trade Center, were considerably more difficult.

“Did I get it right all of the time? Absolutely not,” Card admitted. “Did I get it right most of the time? I hope so.”

Card said one of his most challenging assignments was deciding who and what needed to get the President’s personal attention and when to present it.

“The President gives our nation personality. But it’s the chief of staff who gives our White House a personality,” Card said. “I modeled my style not after one experience, but after the collection of experiences I felt worked best.”

He added, “I paid attention to all the logistics. It wasn’t always glamorous, but it was an honor to do it.”
Martin Luther King III (front center) and SIU President Glenn Poshard (to King’s left) pose with East St. Louis, Ill., area high school students and their chaperones attending the Paul Simon Public Policy Institute’s fourth annual leadership retreat for young African American males. See story on page 3.