Years from now, when we hear “the year 2020,” the words that might come to mind include: “struggle,” “calamity,” “illness,” “loss.” The COVID-19 pandemic, which we are still battling, has resulted in losses at a scale we have not seen in generations: the loss of learning opportunities; the loss of livelihoods, businesses, and paychecks; the loss of hope and a sense of security; and the unfathomable loss of countless lives. Pandemics are, by definition, global phenomena. For all of humanity’s differences, it took a tiny virus to bring a sense of common purpose and struggle to us all. This may be the silver lining in the proverbial COVID-19 cloud: in battling a common microscopic enemy, we found a common purpose and reason for understanding and supporting of our fellow human beings.

This mix of reasons to both mourn and reasons to rejoice was evident in our country’s political life as well. In the U.S., the year 2020 will be remembered not just for COVID-19, but for an American named George Floyd, and the nationwide protests sparked by his untimely death at the hands of police. But while many Americans were finding common ground on the ills of racial profiling and police brutality, the country was simultaneously growing more and more partisan, with deep political divisions culminating in the November election.

Here at the Center for California Studies, we experienced many of the same challenges other Californians faced in transitioning to a work-from-home reality, but we faced the compounding difficulties of running experiential learning programs in a virtual space. I am extremely proud of how the Center’s staff adeptly pivoted to a virtual environment, thereby ensuring continuity in our programs. Nowhere was this more evident than in the Capital Fellows Program, where in March the Center’s staff had just a few weeks to convert our traditional in-person interviews to on-line panel interviews over Zoom. This commitment and creativity have continued throughout the year due to the efforts of our four fellowship directors, Brian Aguilar, Pam Chueh, Jamie Taylor and Megan Thorall. Together, they created our first-ever virtual orientation for the new class of Fellows, and have worked with placement offices to ensure that Fellows have a continued successful experience.

For all of the creativity, flexibility and long hours the staff put into making sure our programs continued to run, this new virtual environment brought some pleasant surprises. For example, Legischool, which, like the Capital Fellows Programs, converted all of their in-person programming to an on-line format, was able to extend its reach beyond the traditional Sacramento-area high schools, to schools all over the state. And in addition to implementing the strategic-planning and income inequality research required by our 2019 Gates Foundation grant, the Center was able to begin two new initiatives: 1) in concert with Sac State faculty, we began publishing the California Journal of Politics and Policy, making Sac State its new home (it was formerly housed at UCBerkeley), and 2) we began a partnership with the Institute of Social Research to sponsor one annual public opinion survey through CalSPEAKs, for the next three years.
Bridging academia and government in the state of California.

The Center for California Studies is based at Sacramento State – the “Capital Campus” of the California State University. Being located in California’s capital strategically positions the Center to be the University’s link to the three branches of California’s government, other universities, think tanks, and outside partnerships involved with public service in California. This, paired with our extensive research, academic programming, and position as part of the country’s largest public university system, makes us uniquely equipped to fulfill our mission and accomplish our goals.

To accomplish its mission, the Center has identified these goals:

- To assist California’s public officials and policymakers in addressing the state’s challenges through policy research and productive dialogue.

- To foster in California’s future leaders a dedication to public service and a commitment to the values of representative democracy, equipping them with the knowledge and skills necessary for an effective and ethical public career.

- To promote civic literacy among Californians, inspiring greater understanding of our state, government, people, and history.
Mission Statement

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Executive Summary

Significant Center activities in 2020 included:

Serving as a Bridge Between Academia and Policy-Makers;
- The Center continued its Envisioning California Speaker Series, with two virtual webinar-style events in lieu of our normal in-person format. These webinar-style events, one held in October and the other in November, focused on the November, 2020 election and featured nationally-recognized experts like Mike Madrid, founder of the Lincoln Project, as well as election experts from Sac State’s Department of Political Science. Recordings of these events can be found on our website.

- We launched a strategic planning process and began by evaluating two of our programs: the Faculty Fellows Research Program and the LegiSchool program. Both evaluations are being conducted by Sac State entities and are funded by a grant from the Gates Foundation.

- In collaboration with Ted Lascher of Sac State’s Public Policy and Administration Department and Wesley Hussey of the Political Science Department, the Center is now publishing the California Journal of Politics and Policy. Until this year, the journal was housed at UCBerkeley. This fall, we published the first issue of the journal in its new Sac State home, a special edition on the November election. You can read a copy here:

- This summer the Center entered into an agreement with Sac State’s Institute of Social Research to sponsor an annual public opinion survey through CalSPEAKS, a California-specific tool developed by Dr. Kim Nalder of Sac State’s Department of Political Science. We look forward to working with ISR on our first survey this spring.

Capital Fellows Programs and LegiSchool
- In March, we successfully transitioned all fellows in the 2019-2020 class to various virtual work arrangements related to the pandemic.

- In a matter of weeks, the Center staff successfully pivoted from our traditional in-person interviews to conduct over 250 panel interviews over Zoom to select the class of new Fellows.

- This fall, all four fellowship programs worked with placement offices to ensure that fellow have a valuable fellowship experience even while working virtually.

- LegiSchool likewise converted all of their programming for high school students from in-person events to virtual ones. This change required flexibility, creativity and a lot of work on the part of the LegiSchool director, Rotce Hernandez.

Other Internship and Training Programs
- We continued the work we have done in past years, supporting other experiential learning programs. This year, we dedicated additional staff time to assist these programs in transitioning to a virtual format, including:

  - Working with EdInsights to plan and implement several virtual intensive training sessions for the Education Policy Fellows Program.
  - Teaching a four week on-line seminar for the ChicanoLatino Youth Leadership Program’s Comcast Fellowship,
  - Participating in the selection of candidates for the Judicial Internship Program, and
  - Supporting the Sac Semester Program, a program for CSU students from all 23 campuses who want to intern in the Capitol for a semester.
Founded in 1982 and located at Sacramento State, the capital campus of the California State University (CSU), the Center possesses a unique trust: to bring the resources of the state’s largest university system to the service of public discourse, civic education, and state government.
I used to think government work was extremely rigid and straightforward, but now I’ve seen firsthand how complex state matters can be. There is no one right answer, and that is why it’s so important that Californians take the many opportunities to voice their opinions to impact legislation.
The Jesse Marvin Unruh Assembly Fellowship Program

Created in 1957, the Assembly Fellowship Program is the oldest of the four Capital Fellows Programs and marked its 62nd anniversary in 2019. The program is a part of the Assembly’s earliest efforts to professionalize legislative staff and became a partnership between the California State Assembly, the Center, and Sacramento State in the 1980s.

The goal of the Assembly Fellowship Program is to provide an opportunity for aspiring public servants to directly participate in the legislative process.

2020 was significantly impacted by COVID-19 and remote work. The program responded to the unprecedented challenges with increased support for the 2019-20 Fellows during the initial uncertainty of shelter-in-place orders and transition to remote work. A significant amount of new programming was also created to supplement the Fellows’ experience in the form of seven Zoom networking sessions with senior legislative staff and various alumni working in the capitol community. The program also collaborated closely with Assembly leadership to seamlessly transition the 2019-20 fellowship to virtual programming and operations. Despite the challenges the year brought, many of the 2019-20 Fellows sought and obtained post-fellowship employment within the legislature and Capitol community upon completion of the program.

The program also successfully shifted to virtual interviews for the 2020-21 selection process. 78 interviews were held and yielded the selection of a high caliber and diverse class of Fellows. The 2020-21 class began their fellowship on October 12, 2020. The Fellows participated in an intensive seven-week long virtual orientation in preparation for their office placements. Orientation continued to focus on the themes of process, policy, politics, and placement with trainings led by key legislative staff, many of whom are Assembly Fellowship alumni. Activities included legislative and budget process trainings, placement preparation, professional development, and team building. Office placement interviews were also held virtually via Zoom for the first time in program history.

Fellows continued to be in high demand with approximately 40 Assembly offices requesting Fellows.

Visit us at: https://www.csus.edu/center/center-california-studies/capital-fellows.html
Twitter: @asmfellows
The California Senate Fellows Program

Created in 1973, the California Senate Fellows (CSF) is the second oldest of the four Capital Fellows Programs. The Secretary of the Senate, Erika Contreras, contributed to the 2019-20 CSF program as the principal Senate partner. The 10-month fellowship program provided professional development, mentorship, an intensive curriculum and briefings from subject matter experts who are dedicated to the mission of the Center—building legislative staff capacity and strengthening California’s democratic governance structure. Our Senate partners consider the Fellows program an integral part of its staff succession plan.

Civic education is a key goal of the Center for California Studies—it is a testament to the fulfillment of that objective that the successful planning, selection, and preparation of Senate Fellows for legislative service.

With the impact of COVID-19, Senate Fellows experienced postponement of legislative session, committee hearings, reduced access to the state capitol and remote participation.

The California State Senate moved quickly to ensure that continuity of government efforts would allow Fellows to work remotely, and on-site under specified safety protocols. By early May 2020, Fellows were able to continue processing legislation, conduct research, develop budget analyses, and provide constituent support in addition to a variety of other essential tasks. The 2019-20 CSF program ended on September 9, 2020, and the class was successful in obtaining post-fellowship career employment. Twelve of the eighteen Senate Fellows stayed on in staff positions within the Legislature. Three Fellows stayed in public service by taking analyst positions in the following Executive Agency Departments: the Department of Finance, State Water Resources Control Board, and the California Student Aid Commission. Three Fellows left the Legislature to pursue a career in the private sector as issue advocates.

The 2020-21 CSF selection panel played a crucial role identifying the most competitive applicants for the program’s eighteen positions. The selection panel reviewed three hundred applications and facilitated 82 virtual interviews. The CSF selection panel was comprised of two representatives of the Center and the University, two Republican Senate staff members, and four Democratic Senate staff members. The 2020-21 class of Senate Fellows arrived on October 12. After a seven-week orientation, held completely online for the first time, they began their assignments in Senate offices on December 7. The CSF Program placed Fellows within sixteen member offices and two committee offices.

Visit us at: https://www.csus.edu/center/center-california-studies/capital-fellows.html
In 1997, the Center for California Studies collaborated with the Judicial Council of California to create a unique program in the third branch of state government. At a time in history when the state court faced unprecedented changes in governance and funding, the California State University system identified its niche in the unique public management arena of court policy and administration.

Graduate Fellows in the Judicial Fellowship Program experience the innovations, challenges, and complexities of the largest single court system in the world.

Serving as professional staff, Judicial Fellows assist in policy-making and innovative programs that impact the courts and the goals of providing justice through equal access and fairness across the state and in local communities.

The only program to offer statewide placement opportunities, the Judicial Fellowship Program selects 10 Fellows each year. Placement locations in 2020 included the counties of Alameda, Butte, Los Angeles, Placer, San Bernardino, San Mateo and Orange (19-20), as well as the Judicial Council Office of Governmental Affairs, and Judicial Council Criminal Justice Services division.

In 2020, the class of 19-19 completed their respective year-long Fellowship Projects. Projects included a report for the Judicial Council detailing best practices regarding the Indian Child Welfare Act and the creation of self help resources and online videos for the Butte County Superior Court Self Help Center.

In March of 2020 the Judicial Fellowship Program moved entirely remote in response to the COVID-19 global pandemic. Judicial Fellows remained actively engaged in their placements and were able to contribute during the crisis, working on projects such as remote video appearances. The class of 20-21 started in October of 2020. All programming remains virtual for academic seminars, field seminars, and other programming/events.

Virtual Speaker Series
Within one month of the work at home order in spring an online weekly Speaker Series was rolled out for the Fellows. Each week the Speaker Series focused on an aspect of court administration or professional development. Fellows learned about the impact of COVID-19 on many different parts of the judicial branch operations and had the opportunity to engage with alumni of the fellowship program and learn about their career paths. The class of 20-21 continues to participate in Speaker Series presentations on a monthly basis.

Virtual Field Seminars
In June the Judicial Fellows participated in the first ever virtual field seminar at the Sacramento Superior Court that included a robust discussion with Judge Lawrence Brown and observation of a virtual court session. Virtual field seminars have continued for the class of 20-21 and have received a positive response from the Fellows.

Virtual Interviews
The entire in person interview process was conducted remotely. All candidates for the Judicial Fellowship Program interviewed via Zoom in April and May 2020.

Keep up to date on the Judicial Fellows!
Judicial Blog: https://cajudicial.wordpress.com/
Twitter: @cajudicial Instagram: @cajudicial
The Executive Fellowship Program

The Executive Fellowship Program was created in 1985 through the joint efforts of then-Sacramento State President Don Gerth and then-Governor George Deukmejian. It was the third of the now four fellowship programs composing the Capital Fellows Programs. The Executive Fellowship Program started with 10 Fellows in October, 1986. The program expanded to 15 Fellows in 1994 and to 18 in 1997.

The Executive Fellowship Program provides a natural introduction to a variety of future professional directions. Several members of the 2019-20 class moved into staff and executive positions in California government. Others sought opportunities in the nonprofit field and other public interest opportunities.

The 2019-2020 Executive Fellows were a very diverse cohort of amazing college graduates from throughout California who demonstrated their commitment to public service in a variety of community settings. The placements in 2019-2020 included the Natural Resources Agency, the Public Utilities Commission, the Strategic Growth Council, CalRecycle, the Department of Justice, the Government Operations Agency, and the Division of Juvenile Justice at the California Department of Corrections and Rehabilitation. New placement offices included the California Research Bureau, the California Energy Commission, the California State Transportation Agency, and the High Speed Rail Authority. In spite of the severe budget issues of our state, all members of the 2019-20 class were able to secure post Fellowship employment, with many remaining in staff and executive positions in California government.

Due to the COVID-19 pandemic our 2020-2021 Executive Fellows class completed their orientation and began their placements all virtually (on-line) in mid-November and have begun integrating into the crisis management operations of the administration. This class has demonstrated a commendably high level of patience, engagement, and commitment to public service during this difficult time. Our Fellows are poised to contribute and learn first-hand how to deliver upon our public service commitments under severe limitations. Just as our 2019-2020 class performed, this class too has risen to the challenge.

Visit us at: https://www.csus.edu/center-center-california-studies/capital-fellows.html

Fellows work full-time in high levels of the executive branch and meet weekly for graduate seminars. It is a wonderful opportunity for Fellows to gain insight and experience in state government.
2020 California Through My Eyes Photo Contest Winner
Founded in 1994, the LegiSchool Project is a civic education collaboration between Sacramento State and the California State Legislature. LegiSchool encourages high school students to be civically engaged in their district and beyond. Our diverse programming throughout the year gives students the opportunity to talk about important state issues and be engaged in current events. LegiSchool started 2020 with February’s Town Hall on the 2020 Census. This Town Hall was conducted in-person at the California State Capitol. High school students from the Sacramento and Marysville area gathered at the State Capitol to discuss the importance of completing the census. Students had an opportunity to ask questions of representatives from the U.S. Census Bureau, the Public Policy Institute of California, the Sacramento Area Council of Governments and the Sacramento LGBT Community Center.

In early March, LegiSchool hosted the Legislative Summit at the State Capitol, making it the last in-person event of 2020. The Legislative Summit featured five essay contest winners from LegiSchool’s essay contest on gun legislation held in December 2019. Students convened at the State Capitol and spoke to the Senate and Assembly Public Safety Committees, visited Capitol offices, and received a tour from Senator Jerry Hill. The five winners shared their perspectives on the importance of gun legislation in California and got an inside look on how legislation is passed in the California political system. In Summer 2020, LegiSchool pivoted to virtual programming and hosted the Virtual Civics Institute, a purely online virtual internship experience. For four weeks, 24 students experienced all three branches of government and heard from over 20 guest speakers, collaborated on team projects, conducted policy research, and participated in professional workshops. The LegiSchool Civics Virtual Institute selected 24 high school students from 17 different cities, more than doubling the number of participants this summer as a result of the switch to a virtual platform.

In October 2020, LegiSchool hosted the first Virtual Town Hall Event, which focused on racial disparities in California. Civics Institute Alumni that participated in extensive policy research in this topic moderated the panel on this discussion. The event had an audience of students, teachers, administrators and other educators from 20 different high schools in California. Panelists touched on important topics such as the many instances of police brutality committed against the African American community and the racial disparities that exist in arrest, convictions and sentencing.

The annual photo contest received impactful pictures from students around California and displayed the students’ altered and transformed lives as a result of COVID-19. To find out more about these opportunities and all of LegiSchool’s civic education pursuits, please visit our website.

Photo credit: Lauren Schwartz, South Lake Tahoe High School
Outreach in 2020 included recruitment of the 2020-21 and 2021-22 classes of Capital Fellows. Methods for reaching applicants included alumni and staff visits to universities and organizations around the state until March of 2020, when we converted our traditional outreach methods to a virtual format, including emailing outreach materials and instructional videos, doing online advertising, attending Zoom virtual career fairs, and utilizing social media including blogs, Twitter, Facebook, and Instagram posts.

892 applications were received in February 2020 for the 2020-21 class of Capital Fellows Programs. 30% of these applicants received their undergraduate degree from the CSU, 38% from the UC, 15% from private California universities, and 17% from out-of-state universities; 60% of applicants were female 38% male and 2% not stated. Over the last ten years, the number of applications for the Capital Fellows Programs has ranged from 892 to 1,468 with an average over the ten-year period of 1,241 applications. Outreach in 2020 culminated in the selection of a diverse 2020-21 class of Fellows. Based on application surveys, this class consisted of 64% Persons of color. More specifically, the class was 33% Caucasian, 30% Latino/Hispanic, 18% Black/African American, 14% Asian/Pacific Islander, 2% Bi/Multi Racial, and 3% Not Specified.

We received applications from applicants with bachelor’s degrees from 55 different California universities and 59 out-of-state schools. Selected Fellows received degrees from 31 campuses and represent 27 different majors. Surveys showed that they heard about the programs from several sources, most applicants listing more than one source of information: 28% of applicants heard about the programs from professors or academic staff; 20% from career centers or career fairs; 23% from former or current Fellows; 12% from the internet; and 17% from other means. Review of the 2021-22 applications will begin in February of 2021.

### Post-Fellowship Decisions, 2019–20 Capital Fellows

<table>
<thead>
<tr>
<th>Program</th>
<th>Stayed With Placement or With Same Branch</th>
<th>Other State, Federal or Local Government Service</th>
<th>Graduate or Law School</th>
<th>Private Sector (includes legislative advocacy related work)</th>
<th>Non-Profit Sector</th>
<th>Other</th>
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<tr>
<td>Assembly</td>
<td>5 (28%)</td>
<td>3 (17%)</td>
<td>2 (11%)</td>
<td>5 (28%)</td>
<td>1 (5%)</td>
<td>2 (11%)</td>
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<td>Executive</td>
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<td>3 (18%)</td>
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<td>1 (17%)</td>
<td>0 (0%)</td>
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<td>Judicial</td>
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<td>0 (0%)</td>
<td>3 (33%)</td>
<td>1 (11%)</td>
<td>1 (11%)</td>
<td>1 (11%)</td>
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<tr>
<td>Senate</td>
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<td>3 (17%)</td>
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</tr>
<tr>
<td>Total</td>
<td>25 (40%)</td>
<td>15 (24%)</td>
<td>8 (12%)</td>
<td>9 (14%)</td>
<td>3 (5%)</td>
<td>3 (5%)</td>
</tr>
</tbody>
</table>
Capital Fellows Applications Received
Fellowship Years 2010-11 to 2020-21

Capital Fellows Applications Received by Program
Fellowship Year 2020-21

Capital Fellows Applicants Undergrad School Type
Fellowship Year 2020-21

Capital Fellows Applicants Ethnicity,
Fellowship Year 2020-21

Capital Fellows Undergrad School Type, 2020-21 Class

Capital Fellows Ethnicity, 2020-21 Class
Last year marked a significant change in what used to be the annual Envisioning California Conference. After considering different ways to increase the impact and reach of the conference, we opted to change the format from a single-day event focused on a single topic to multiple, shorter events on different topics throughout the year. Although the one-day conferences had the advantage of allowing participants to explore a topic in-depth, the new format, renamed the Envisioning California Speaker Series, offers notable advantages. The shorter events require less staff time than the one-day conferences. In addition, multiple events allow the Center to cover more than one topic. The shorter one-hour format also requires less lead time to plan, allowing the Center to pivot quickly to topics that are timely.

In 2020, the Center continued its Envisioning California Speaker Series with two virtual webinar-style events in lieu of our normal in-person format. Both events focused on the November, 2020 election. The first event, held in October, was entitled, “The Latinx Vote: Will it be the ‘X’ Factor in November?” The one-hour webinar featured a panel of experts on the Latinx vote, including nationally-recognized political strategist Mike Madrid, Co-founder of the Lincoln Project, Assistant Professor Kristina Flores Victor of Sac State’s Political Science Department, and Texas-based political strategist and political scientist Laura Barbarea of Viva Politics.

This distinguished panel was moderated by Hazel Cramer Endowed Chair and Professor of Public Policy & Administration Christopher Cabaldon.

For our second event, we partnered with the Project for an Informed Electorate at Sac State, which co-hosted the one-hour webinar. The event, held in November, was entitled, “The November 2020 election: What happened?”

The webinar featured a four-person panel of election experts from Sac State’s Department of Political Science: Professor Kim Nalder, Director, Project for an Informed Electorate, Assistant Professor Kristina Flores Victor, an expert on the Latinx Vote, Assistant Professor Christopher Towler, an expert on the African-American vote and founder of the Black Voter Project, and Associate Professor Danielle Joesten Martin, an expert on gender and voting

We received overwhelmingly positive feedback for both events. As with our one-day conference, all events have been and will continue to be open to the public.

All recordings can be found on the following link, available on our website under “Media Library”: https://www.youtube.com/channel/UCb3TRd_93350fQOhGtmhcfcQ)
For many years the California Journal of Politics and Policy has been an important forum for academic research and commentary focused on California. Until recently, it was housed at UCBerkeley’s Institute for Governmental Studies. Recent changes in resources and commitments made it unfeasible for the Institute for Governmental Studies to continue operating the journal. Many academic leaders, including those at IGS, felt the journal was worth salvaging in some form because of its insights and its unique focus on California – features unmatched by other academic journals. Luckily, an agreement between IGS, the Center for California Studies at Sac State and Ted Lascher, the Chair of Sac State’s Department of Public Policy and Administration, will allow the California Journal of Politics and Policy to continue to live, albeit in a new home: Sac State. Under this agreement, the CJPP will be published twice a year with support from the Center for California Studies. Professor Lascher will serve as the lead editor, and Wesley Hussey, Professor of Political Science at Sac State, will serve as the associate editor.

This fall, the Center worked with Professors Ted Lascher and Wesley Hussey in assembling a new editorial board for the journal. The new board is made up of faculty from a variety of institutions, as well as practitioners working in state government. The board held its inaugural meeting in November. In addition, the Center published the first edition of the CJPP in its new home, a special edition focused on the November election and guest-edited by Thad Kousser, Chair of the Political Science Department at UC San Diego. A copy of this special edition can be found on escholarship and on our website.

For the Center for California Studies, this new partnership brings a new opportunity for the Center to hone its role as a bridge between academia and state government. For CSU faculty specializing in California politics, Sac State’s stewardship of the CJPP will ensure that the journal continues to provide a place to publish research. As Professor Lascher expressed, “We’re excited to play a lead role for a journal that has been a major publishing outlet for California State University faculty, with content that appeals to academics and practitioners alike.”
Center Projects

Hodson Endowment
The Timothy A. Hodson Capital Fellows Assistance Fund was able to continue its support of Capital Fellows with its needs-based awards during the 2020 pandemic. This past fall, awards totaling $5,000 were granted to 11 incoming 2020-21 Capital Fellows – providing the critical financial bridge needed to start the fellowship, covering costs ranging from housing deposits to professional wardrobe. Center friends, the Hodson family, and sponsors such as the California Medical Association, continued to help sustain the Fund with their generous support.

Since the establishment of the Hodson Fund eight years ago, we have aided 129 Fellows from nine consecutive cohorts, including 27 Fellows recipients from the 2019-20 Capital Fellows class that recently successfully completed their programs. These inspiring future leaders represent the California promise and dreams that Tim Hodson often wrote and spoke about and would be so proud to see today.

Visiting Scholar
The Center for California Studies hosts a Visiting Scholar Program (VSP). This program provides a selected scholar or researcher administrative and organizational support to further their research as it relates to topics that are relevant to the mission of the Center. The scholar investigates an issue pertinent to California democracy, politics, and governance. During their time as the “scholar in residence,” the Visiting Scholar is expected to produce a document and/or presentation to be shared with the greater research and policy making communities.

Due to the SARS-CoV-2 pandemic the Visiting Scholar Program was temporarily suspended. We anticipate re-engaging in this speaker series in the year ahead.

Legislative Staff Management Institute
In August, the Center convened the annual Legislative Staff Management Institute (LSMI), in partnership with the University of Southern California’s Sol Price School. For the past 16 years, the Center and the Price School together have put on this eight-day annual program for state legislative staff from around the country. Participants are mid-career legislative staff who have taken on, or plan to take on, management and leadership roles in their legislative offices. The program is sponsored by the National Conference of State Legislatures (NCSL).

As with our other programs, the pandemic forced us to re-think our approach, since inviting dozens of people from all over the country to come to Sacramento for a week was not possible this year. In a matter of months, we redesigned the program from an eight-day, in-person program to an on-line program spread out over the course of 5 weeks, with two two-hour sessions each week. While we were initially concerned about a lack of interest in the on-line version of the program, we were pleasantly surprised by the large number of applications. We learned that there are significant numbers of legislative staff who have wanted to attend the training but have been unable to dedicate an entire week away from family and work obligations. The on-line version turned out to be a perfect solution for this group of folks. Ultimately, we had 45 staff from 22 states participate in the new on-line version of LSMI. Most importantly, we learned the importance of offering different ways of delivering the same high-quality LSMI content, to better meet the different needs of professional legislative staff.
In offering its various programs, the Center has greatly benefited from productive collaborations with many partners outside California State University, Sacramento. Thank you to all our partners, including but not limited to, the following:

- Office of the Governor
- California State Assembly
- California State Senate
- Judicial Council of California
- Center for Southern California Studies
- California State Archives
- California Secretary of State
- Capital Public Radio
- California Center for Civic Participation
- California Cultural and Historical Endowment
- Institute for Governmental Studies, UC Berkeley
- Institute for Local Government
- National Conference of State Legislatures
- Pat Brown Institute, California State University, Los Angeles
- UC Berkeley Public Policy Press
- University of Southern California, Sol Price School of Public Policy
- University of California Center, Sacramento