



Policy on Purpose

Episode 13: Chicago Mayor Rahm Emanuel

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ANGELA EVANS: Hello, and welcome to "Policy on Purpose." I'm so pleased to have Mayor Rahm Emanuel from Chicago here with us today. He spent the day in and out of Austin and mostly with us, and we had such an incredible session with you, Mayor Emanuel. The students who came after the session and just said they wished they would have gone three or four hours.

RAHM EMANUEL: *(laughs)*

EVANS: And it was great...

EMANUEL: That's because they wanted to cut class. *(laughs)*

EVANS: No, it's not true. Mayor Emanuel was so open, and you know, so forthcoming with the students — it was just an amazing session.

EMANUEL: I say the same.

EVANS: Thank you very much.

EMANUEL: I told — I want you to know, I've already been on the phone with my kids, so I'm trying to figure out a time for a spring break. We're coming back for the [LBJ] Library. I thought at minimum Zach and I are going to do it.

EVANS: Good. Well, the Library is an amazing place.

EMANUEL: Well, I think I got Leah, too.

EVANS: Good. I'd like to see the kids at the school, too — just to show them around, and we'll see.

EMANUEL: I'm sure we can take a bathroom break at the school or sometime like that, that's not

a problem. *(laughs)* We'll see how this interview goes.

EVANS: *(laughs)* This is not going to go well.

EMANUEL: *(laughs)*

EVANS: This podcast is going to be a free-for-all, which is just fine with me. I think this is great.

EMANUEL: *(imitating a siren noise)* Mayor is on the loose! *(imitating siren noise)* Mayor is on the loose! *(imitating siren noise)*

EVANS: Go get him! Go get him!

EMANUEL: OK.

EVANS: Ready?

EMANUEL: I'm in. I've been ready.

EVANS: *(laughs)* Okay. Okay.

EMANUEL: I've been born ready, honey!

EVANS: *(laughs)* This is great.

EMANUEL: OK.

EVANS: You're known for your tenacity and your persistence and your drive. And what I want to know is, how did you find these, how did you use these tools in important situations when you had to bring coalitions together that really didn't like each other, and that had to work together? Because you know, these traits are really important and some people can see them as off-putting. But some people...

EMANUEL: They can be. They don't always have to have to — look, I mean, you know this — your greatest strengths are also your greatest weaknesses. So there are moments in time where Zach and I refer to it as a heat-seeking missile. That if I have a moment and I need to get to a goal, I'll try to find the door, I'll try to open the door, or I'll just take a sledgehammer and knock the wall down. But if I set a goal, that goal is to be accomplished. OK?

And that if, on certain things, like whether it's a full school day or President Obama's health care or President Clinton's kid care, or more importantly, not more importantly, but where [it] was really touch-and-go was the assault weapon ban. I'll tell you a story about that.

Tenacity, fierceness, never willing to let go of the goal. Our assets, they can also be, as you well know, for all of us — traits can also be liabilities at a certain point. The quality of — I'm trying to think of an anecdote, bringing people together. I think I would — rather than a singular moment, I try, let me think of it as an arc of time where you don't just get something done and move on, but

keeping people consistently through and you know — I suppose the way to think about it is, you know, I could have stopped at full-day kindergarten for children, which I accomplished in 2012. But over the last five years, we are adding 500 kids here or whatever, I set a personal goal to universal full-day Pre-K for every child, and we will get that on the last day, last year of my term.

EVANS: That's good.

EMANUEL: Where will be the second year of a four-year phase and of all that. We identify the money, we're building out the space so we can actually accomplish a goal, but that's been a six-year holding, my administration — that's what we're going to get done. That if you have, — you find a quarter behind the couch, that quarter goes to Pre-K. If you find a nickel behind the — you know, the crescendo, that goes to Pre-K and making sure that you have a hundred priorities — and one thing, I found in public life, it is better to do one thing 100 percent than do four things at 50 percent because nobody — everybody will focus on the 50 that didn't get done of any one of the four.

EVANS: That's right, but you had a lot going on.

EMANUEL: You think?

EVANS: I think.

EMANUEL: Yeah, I don't know. There was a story I was going to keep you on.

EVANS: The assault weapon?

EMANUEL: Oh, the assault weapon ban. So we passed in '94 the crime bill, which is 100,000 community police officers, massive expansion of after school, what was then called “midnight basketball,” etc.

And then separately from the crime bill, we then set forward in March of '94 to pass the assault weapon ban. That's all in the House. And everybody thought they would send it to [Rep.] [Jack Brooks](#), Texas Democrat, who would go to the judiciary, and there it shall not see the light of day. And this is actually where Chuck Schumer and I became really good friends. I was a point person in the White House. I did the Brady Bill and the winter/fall of '93. So Chuck and I started working it, and this was the first time we beat Chairman Brooks in his own committee — which if you know of obviously legislative [*inaudible*], you don't beat Chairman Brooks. You don't beat any chairman, if they're a good chairman, if they deserve the title chairman, you don't beat them in their own committee.

EVANS: Right. In long term...

EMANUEL: So, we get it to the floor. Anyway, fast forward, we cobbled together, we had designed out of the White House [for] the first time, actually, a White House war room. People all talk about the health care — that actually started on the assault weapon ban. And we worked local press, not national press, on the assault weapon ban. You know, if you saw Chuck

Schumer shooting an Uzi at a gun site that would give you a reason to ban them, or ban Chuck Schumer.

EVANS: *(laughs)*

EMANUEL: We either ban the assault weapon *[inaudible]*, but never put the two together. But anyways, we did a lot of different things local media, etc., and feed in, and we have the president doing radio interviews in members' districts. We passed it by one vote.

EVANS: That's all you need.

EMANUEL: Well, that is all you need. Leader Whip Bonior, Majority Leader Gephardt and Speaker Foley come up to see the president. We're upstairs on the second floor of the East Wing. The Green Room. Major oil paintings up on the wall. And they asked him to separate the assault weapon ban from the crime bill. They would pass the crime bill. He would get his 100,000 [police], which was his main goal in the campaign. But we knew then if he took the assault weapon ban out, you're basically delegating, relegating it to be dead.

EVANS: Right.

EMANUEL: And Clinton tells Foley, Gephardt and Bonior, "I won't take it out. You guys then don't take up the crime bill, but I'm not taking that out." It was a moment of immense courage — the thing would have been dead. If you listened to leadership comedy, '94, they were not out of the recession from a feeling *[inaudible]*, you know, and Clinton to his credit steered the leadership down and said, "Don't do a crime bill. Just do health care. I'm not taking it out." And Gephardt, Foley and Bonior not wrongfully blamed me. I was the one [saying], "If you took it out, you would get destroyed, Mr. President and the press. You'd be the weak person, and you'll basically a tool of Congress rather than the leader that you are." Not incorrect, the advice I gave.

I forgot where it was in the Senate — anyways, it goes down. The crime bill goes down because of the assault weapon ban, and we also have in there — I actually forgot this so, 100,000 community police officers, all the after-school programs, the assault weapon ban, and the first-ever Violence Against Women Act, which Joe Biden the senator had sponsored. And John Kasich — when it goes down we have to weeks to rally everybody's vote. John Kasich agrees to bring 14 Republicans to support the assault weapon ban in a crime bill, and it was the first time that we broke from a unified Democratic Congress to work in a bipartisan fashion with Republicans because Republicans were the only ones that would stand by the assault ban.

Not an accident that there's starting to be — you know, John — [I] forget the woman's name that was a congresswoman also. She was — they were both suburban Columbus, Ohio, suburban. And the assault weapon started to carry currency in suburban community districts, and things got added on, penalties, that as a lot of people today say in retrospect, "Oh, that was horrible," but you would have lost the assault weapon ban but because if you didn't have those 14 Republicans, then Democrats were going to force the President to abandon the assault weapon ban.

That was the trade-off for realpolitik, and people don't like to remember the crassness of doing deals, but that was the deal. We ended up carrying forward and then passed in the Senate. People

forget eight Republicans voted against cloture, but then they voted for Sen. [William] Cohen (R-ME), who became secretary of state [*NOTE: Cohen became secretary of defense*], voted against the crime bill but then voted for it. John Danforth, Mr. Moral Principles — not that he doesn't have them — voted against cloture, then voted for the crime bill with the assault weapon. So that, you know — talk about laser focus. And I have great pictures. I don't think anyone gave a president at the bear hug with his feet off the ground, which is [what] I have in the library.

EVANS: (*laughs*)

EMANUEL: When we passed the assault weapon ban because I had basically took his — he listened to me, and I had willingly gambled, and he came to account to gamble political capital to steer the House leadership down, pass a bill, get it done, and set in motion of a series of things, and so that goes to Clinton's credit, man.

EVANS: Well, it goes to your credit. One of the things is we've been trying to talk about here in school is a lot of — you learn two stories. You know, people tell you a story, right, and a narrative.

EMANUEL: How about like about 5,000 years of Jewish history? Man, what is it?

EVANS: (*laughs*) Exactly.

EMANUEL: You guys learn from stories. Breaking news, that's what the Old Testament is. OK?

EVANS: Yes.

EMANUEL: (*laughs*)

EVANS: So we're going back, back.

EMANUEL: How much time we got for 5,000 years to summarize it all?

EVANS: But I want to — one of the things, that in terms of the students and what you just said, we're trying to teach them things or have them exposed to, and what we are talking about earlier frames, thinks about strategies. So one thing is how do you create — and you just answered some of it — giving stories of how you created coalitions among folks who really don't want to play. And they play at that particular —

EMANUEL: Well, you know...

EVANS: I've got more to go.

EMANUEL: You know, Henry...

EVANS: I've got...

EMANUEL: Henry Kissinger had a great quote. You want it?

EVANS: I don't know. If it's going to hurt my reputation, I don't want it. *(laughs)*

EMANUEL: "Does anybody have any questions for my answers?" *(laughs)*

EVANS: *(laughs)* I don't have answers. OK. You have answers, but this is a bunch of things. It's how do you form coalitions with people who really don't want to work together and how do hold those coalitions in a different issue? That's one and you're talking about that.

EMANUEL: Yeah.

EVANS: And the other one is how do you decide as a leader to say, "OK, this is it. I'm delegating my trust to you and you're going to do it?" And, you know, how do you win that? So we talked to the students, they have to be thinking about, you know how you were talking about thinking about your north and thinking about what you really want to accomplish?

EMANUEL: Your north stars.

EVANS: Right. So the tools I'm thinking about that they need are those kinds of tools.

EMANUEL: I'm not sure you... You know, I'm not sure between education and experience that experience doesn't beat out at that. And I'm — I don't know if you could, you can tell stories, but I think actually experience is the only way you're going to learn. And failing at doing it may be so... You can do case studies, study former case studies, but unless you are there...

You know, there was a, that juncture was in — we were in George's office when the crime bill went down. And we all knew that if the crime bill went down and stayed down, health care was definitely dead. But if you pass the crime bill, health care had shot, not a guarantee. So this was more than just the crime bill going down, if you kind of get the moment.

And when it went down, what were then called "the kids:" George, Bruce — George Stephanopoulos, Bruce Reed, myself, Michael Waldman, Dee Dee Meyers. We all gathered and we gave the president our collective political advice, which was to go forward. And we didn't know what we meant by go forward.

Now one thing that was key, and I can't believe I'm going to say this, so please edit this out whatever you do: Mayor Giuliani said he would stand by the crime bill. We had a Republican mayor. And it made a difference in the phone call that if you're trying to do this all — and remember this was the other thing, Gingrich is determined to shove it to Clinton, 'cause he sees '94, thinks they've got a shot at taking it over, this would be history, and he says — in fact tells Kasich: "You can't go off unless I'm in the room." Kasich says "Well you can come into the room, but I'm leading the 14." And Gingrich does everything he can, very ugly things he said, the "Schumer-Metzenbaum." I wonder why he picked those two names, did very ugly things.

I'm talking —yeah, totally. Now, to Foley's credit, he comes from western Washington, Speaker Foley tells the president that "if you need one vote, I'll vote for it." Now western Ohio, if you know anything about western Washington State, if you know anything, voting for the assault weapon ban, you might as well sign your death warrant, in that sense. Just, "I want 12 floggings,

no food, and then just shoot me, OK?" I mean, that is like a really — but to his credit, "You're the president of the United States. Those are the days. I'm the speaker of the House, you're my president. You put your capital on the line, this is your presidency. I will not let you fail." That was how Speaker Foley did it. And he put himself at great risk. And he would not let the bill go down. And so those... and Clinton, if you go to his politics at this moment, if he backs off the assault weapon, he looks weak. Nothing worse for a president of the United States than to look weak. If he puts it in, he has to jettison X amounts of Democrats and willingly accept... Now John Kasich is, for the assault weapon ban, "Just put in. I'm OK. Here's my 14." They wanted certain things in it. And you have to be willing. What is your price?

EVANS: Right.

EMANUEL: Your price is: I made a pledge, people who see crime going up, they need an answer, and here's other politics, a whole different, that's the politics of the Hill. We come out of 1960s as the anti-police party. Bill Clinton wants to take crime as an issue that's been used since Richard Nixon against Democrats off the table, and identify the Democrats with 100,000 community police officers, midnight basketball, gun control with the assault weapon ban, and the first-ever Violence Against Women Act. And we would have a different posture as a party as it relates to public safety. John Kasich, 14 Republicans — we didn't get 14 Democrats, he says, "Here's the price I have to pay to be part of your party."

And his price was stiffer sentences, etc. And Clinton either banned the assault weapon ban, pass it but he'd look weak, hold your principle hold your ground, create a bipartisan bill, and pass the assault weapon ban and 100,000 new police officers mainly going to big cities in America. And then you've got to go, OK, since it's not 100 percent over here, and not zero over there —

EVANS: Here we go.

EMANUEL: What's the calculation? What's the win? What's the loss? And is it, and as I always say — I'd always say this as mayor when we were going through budgets or anything — what is the pain versus what is the pleasure? And if I'm willing to pay this pain, will it get me that much pleasure? And that's judgment.

EVANS: Yeah I thought, I thought I was listening to —

EMANUEL: Where did you —

EVANS: I was listening to — you know, to do this, I had to do homework. I mean, I knew you when I was on the Hill from a Hill perspective, but I was really doing a lot of homework.

EMANUEL: Homework?

EVANS: Yes, I was looking at YouTube. And I was listening to what you had to say, and you said that a couple times, pain to pleasure. And the reason why it stuck to me, 'cause it's absolutely true, it's very simple —

EMANUEL: You've got to calculate.

EVANS: You've got to calculate. That has to be on your calculus.

EMANUEL: And we're here at the Lyndon Baines Johnson School in the shadows of the [LBJ] Library. I know the two presidents I worked for — I don't know, I do admire, you know, President Bush, 43. In '08, '06 we take over the House and Senate. And he decides, and we run on a number of issues, of which one is Iraq. And what's the answer? I'm going to have a surge. We just won the House and Senate. Did you not listen to the voters? And he decides to double down, and he knows, "If I don't get Iraq in shape before I leave, I'm going to be — " let alone that Iraq will, makes a calculated... Yes, all the policy reasons, put that aside, calculation politics, not in a bad way. And he — that's incredible pain, to some level a pleasure. And the pleasure was: It's not what it was when I — in the middle of the war. It's in a different place, pass the surge with Petraeus. And when you go — so my calculation about... You know, in politics, you can't swing at every ball. So you have to decide —

EVANS: In life as well, right?

EMANUEL: Are we doing that again? Are we doing that again?

EVANS: I won't get the couch out again. I'm sorry, I'm sorry.

EMANUEL: This is not covered in Blue Cross.

EVANS: Well, it's very hard to get not to get into that with you, because you're so easy to talk to — it's like OK, forget it, it's off limits.

EMANUEL: Really?

EVANS: You are.

EMANUEL: Good, I'm going to have you call my wife. She doesn't think I talk enough about my feelings. So, but my point is, you have to evaluate. And, I mean, one of the things I love listening to Johnson's voice on the phone — you have that calculation. It's like Watson at IBM has nothing on Lyndon Johnson. You can just hear, or I think I'm listening to (imitates sound of a machine). And there it is!

EVANS: Yes.

EMANUEL: And this guy's calculated not only this pain to that pleasure, what does he want, what do I want, what does it mean outside, what does it do, and he's got literally almost 2 billion calculations going on and within a call, and he's got it. And that to me is, you know, wielding power to exert influence to change the course of policy — that is what government's about. And if you don't understand power, you don't understand policy in government. I know we, you know — there's only two of us at the table. So of course we agree, we're both here in that sense. One of the things that, whenever he goes, [he says,] "Well, I wish politics wasn't involved." Really?! Really? In government, you wish there wasn't politics involved? I don't know if you know this, I wish profit wasn't involved in capitalism!

EVANS: *(laughs)*

EMANUEL: How's that going? OK? It's like the dumbest thing I ever heard! Of course there's politics! I don't know if you know this, they're in politics. You can't take politics out of politics any more than you can take profit out of the private sector.

EVANS: Yes.

EMANUEL: And so this is a dumb idea. But the question is: Do you have leaders that sometimes calculate that the pain, that nobody else can see, is worth the pleasure? And when you look at Johnson's domestic schedule, and there are things, and I said to you earlier about, Head Start that this week the report comes out. And I'm not sure how much pressure he put into it, but, you know, if he did Head Start, my guess is there's three things that didn't get done because he said that's what I want. 'Cause you can't do all four for him. And so he was willing to exert, and there's members that want this done, there's members that want that, and this powerful chairman wants this done in front of that done. There's all these other things going on. And he says "No, Head Start gets in front of the queue."

EVANS: Yeah.

EMANUEL: And now, 50 years later, we find out, low and behold, guess what? Early childhood works. I would like to send the report out to the Heritage Foundation, they can do a study of it. I mean that's, *[inaudible]* he used power to exert influence to change policy.

EVANS: And he said some things that you were talking about — some things you had to give up in terms of mayor. And when you have the long view. When you have the long view, it's not for immediate satisfaction, immediate gratification, everybody ranting and raving, isn't it wonderful. You in your head are confident you have a good chance of having the long view, and you have to act on that, and I think that's what Johnson did too.

EMANUEL: The presidents, mayors, governors — the crown's heavy.

EVANS: Yeah.

EMANUEL: It weighs heavy on the head. Now, Johnson famously said, "If I think I'm having a bad day, I thank God that I'm not a mayor." You can't say that today. Fifty years ago, mayors would show up at the Oval Office and say, "Save us, our cities are burning." Today, we come to Washington and say "We're going to save you, because you're burning." Very big difference that's changed in 50 years, which is why I think, you know, last night you and I were talking about this, leaving President Obama's side as chief of staff, coming to be mayor of the city of Chicago, wasn't a step down. And I love... That's not an insult to the chief of staff job or an insult to... Mayor of a great city, with the capacity of that city. Not a step down in the way that Johnson referred to it. And I think he would be surprised today where the *[inaudible]* is and center of gravity of power, input —

EVANS: Creativity.

EMANUEL: Yeah, is.

EVANS: Innovation. No, we're seeing that too, and we're seeing our students move more and more toward that, because —

EMANUEL: Well, I was surprised upstairs about that.

EVANS: Yeah.

EMANUEL: How many of them said, "I'm working for this state rep, this city council," versus on the congressional staff of x, y or z.

EVANS: Yeah. Well, some do that as well.

EMANUEL: [*inaudible*]. I was trying to make a point — did you have to say that? It was, nobody else knew. Well, did you ruin the parade.

EVANS: I did, I just ruined it on this podcast on purpose. So "Policy on Purpose." I do have a question, though, and one is that, how do we take the knowledge that you have and when you're telling us these stories that other people have and bring it to the common people? Because we had the benefit of hearing you today and how you were putting stories, the stories together that you did in the —

EMANUEL: Ask Miss Social Media over here. This is her job. You're interviewing the wrong person. That's her job to figure out how to get to people.

EVANS: OK, you are just — are you just trying to delay so that you can think about a really good answer to this? You know what, I'm thinking how do we — because people don't see this. You know, I keep saying people don't see Washington. They don't understand policy. They don't understand city. They don't.

EMANUEL: Dean. Madame Dean.

EVANS: Yes, sir?

EMANUEL: Yes, Madame Dean.

EVANS: Mr. Mayor, yes?

EMANUEL: Washington's become Disneyland on the Potomac. And they're not —

EVANS: Why?

EMANUEL: Well that's all — let me answer your first question before I answer your second question. One of the things that's also important about cities today, especially in a time of fractured politics, is it's the most immediate and intimate form of government that people think

impact their lives, that they can impact.

EVANS: Mm-hmm. OK.

EMANUEL: You're not seeing the instability locally, but you're seeing the instability nationally. Which is distant, far away, and becoming more and more entertainment and less and less about —

EVANS: So do you feel when you talk to the people of Chicago, that they have an open mind to hear what you have to say and understand the consequences? Well, maybe more so than you're saying at the national level.

EMANUEL: No, I think that open mind — I think they care more — they're more involved.

EVANS: Uh-huh, OK.

EMANUEL: And if you want citizens there, you want involvement.

EVANS: Yeah.

EMANUEL: OK? So that's one. Um... You know, I really do think we're going to look back, and I don't think I'm being — nobody would look at, you know, Rahm Emanuel as wild-eyed optimist. I think I'm a pretty practical, pragmatic person. I think Donald Trump's greatest contribution is going to be he's created a — lit the fuse of a renaissance in citizenship, because we never want to do this again.

EVANS: Mm-hmm.

EMANUEL: And I really think there will be a counter-reaction to him.

EVANS: We're seeing it already.

EMANUEL: Yeah. I think, you know, I'm seeing it in a generation of — not just your kids here, but an awareness and involvement. There's some level of idealism to the point that they don't — impracticality because they don't want to be pragmatic. That's not a high-class problem, but that's a problem. That said... And I actually think — I've talked to people running for president — I'm a big believer that the most important thing we can do as a country is restore national service. That when you graduate high school, everybody has to do a minimum of six months. And when I say national service, I'm not saying Marine Corps or Army, although I'd put that in there, is you must do six months.

And I think the value of my children serving alongside a child from the Texas Hill Country, to a child from outside Jacksonville, Florida — and I say child, you know, they're 18, 19. I think we can't underestimate, in a period of incredibly fractured moment, reestablishing our threads of unity and bond-ness. And that, you know, I said to one group today I was speaking to here — is you know, they were asking about the one-third, they're so crazy — maybe you should listen to them. And you know, I'm not saying — I'm giving advice that I'm not always 100 percent myself at. But

I'm a great doctor at prescribing things. But I'm serious on that is, we — and I really believe, and I think actually the country of all walks, knows that this is not normal.

EVANS: Mm-hmm.

EMANUEL: And we need to get our —

EVANS: They feel it.

EMANUEL: Right. And we need to get the center of gravity back.

EVANS: Mm-hmm. And one of the things in policy schools, of all the schools, when you think about you have to encourage those kinds of discussions in the classroom, and facilitate that idea that you have to listen, and you have to understand where do you align, even if it's like 1 percent, can you start there. That's the kind — this is a very big change in how we teach. A very big — a different approach to public policy, public service education.

EMANUEL: Sometimes the places of higher education aren't that great at this. I know you can't say anything, I'm saying it for you. But that you're blinking like the soldier, the captive in North Vietnam's army. You know, we all have good days and bad days. But the tolerance level — you can disagree, but I'm not sure people hear each other anymore, and that's a problem. That's a big problem. Anyway.

EVANS: Yes, I agree. So I went — have one more question before we go. Most people when they leave public office, you know, take a breath, whatever, write a book. You're going to take a bike ride.

EMANUEL: Yeah.

EVANS: So —

EMANUEL: How do you know that's not a lot of breaths?

EVANS: Oh, it's a lot of breaths.

EMANUEL: Yes, it's going to be a lot of breaths!

EVANS: But I'm just thinking most people think about okay, now I'm kind of taking a respite from everything, and I'm going to write a book—

EMANUEL: I am writing a book.

EVANS: Oh, you're doing — well, I should have known that you're going to do both.

EMANUEL: The book is about... One level, it's about this moment we'll look back 10 years in the rearview mirror — the atrophying of the nation-state and the emergence of the city-state. And that cities and mayors today are doing things, and being asked to do things that they didn't do

before, but because there's no national partner, they have to. And that community groups, not-for-profits, and universities are stepping up in partnership with the public sector in a way that-- the void because of the federal government. I mean, I use this as a dramatic moment, but it's an illustration — when Detroit was dealing with the pension issue, Ford Foundation helped them, not the federal government. OK. So then the other thing is, if you're going to be a global city... with the institutions of higher learning, major businesses, universities, cultural institutions, the most successful cities going forward will find somewhere the best equilibrium between live, work and play.

And you know, on the... So in Chicago, you know, on the lakefront I've created a separate bike and running path. I reinvented and created a renaissance of introducing the city to the river as a recreational park. And we've done something on river walk. And then did things obviously on corporate recruitment, etc. and what we've done on the emergence of tech, part of our economy, let alone all the other growth in the economy. But global cities that are attracting talent and growing will be ones that find a balance between live, work, and play. That they can do it all. Some are better at live, some are better at work — And then, most importantly, as one of your students asked, and I think I addressed, is where you create an educational structure where other people can participate who in the past used to be cut off from that bounty that a city could offer.

EVANS: Mm-hmm. Thank you so much. This has been a lot of fun. This has been great fun.

EMANUEL: *(laughs)* Well you have a funny way of describing fun.

EVANS: It is fun. It's fun to talk to you.

EMANUEL: *(laughs)* I've been giving you crap, Dean, OK? I couldn't do it when I went to Sarah Lawrence, I'm just giving it to you, OK?

EVANS: *(laughs)* Thank you so much, Mayor. Thank you.

EMANUEL: Thank you very much.

♪ (guitar music) ♪

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