

SPN NEWS

STATE POLICY NETWORK

STRATEGIES FOR STATE THINK TANKS – SEPTEMBER / OCTOBER 2015



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Always be recruiting and the talent multiplier

BY JOHN TILLMAN

“You have assembled a great team.”

Perhaps nothing more important can be said to an organization leader than those six words. The hard truth is that all results are derivative of the quality of the talent you recruit to your team.

That’s why I was so disappointed when the amazing Jonathan Ingram notified us he was leaving. Then it got funny. I learned that it was Tarren Bragdon who stole, er...I mean recruited, Jonathan. I’ve tried to recruit him back to no avail, but I never give up. (Jonathan, give me a call, let’s talk! Be part of climbing the highest mountain! Really, call me!)

If you want to be great, you have to be a great recruiter of superior talent (and not necessarily from fellow think tanks!), and you have to provide a canvas that is rewarding for them to paint on. If you don’t, you will lose your best people. Being a great recruiter also means doing great work so you can retain them.

Perhaps the most transformational person I ever recruited was the incredible Kristina Rasmussen, our EVP. We were talking at the SPN Annual Meeting in Scottsdale, Ariz., in 2008. The Illinois Policy Institute was on the verge of going broke. We were just over a year into our re-launch when the financial crisis accelerated. Our fundraising ground to a halt.

Then Kristina mentioned in passing that she was exploring options with a well-known company. Despite the low balance in our bank accounts, despite the fact we had no budget for a new position, I knew she was a difference-maker, so taking a calculated risk I said, “Come work with me instead.”

That began a six-month courtship that resulted in Kristina joining us in April of 2009. The progress we have made in Illinois would never have happened if not for that chance encounter we had—with me in “always be recruiting” mode. From passing over 40 pieces of legislation; to creating an environment receptive to a reform candidate for governor; to helping to recruit and unleash additional, amazing talented people; we would be a shadow of what we are if not for Kristina.

With Kristina joining the team, I transitioned into a strategic fundraiser rather than an operations-focused CEO, and our transformation began—in funding, in size, and, most importantly, in results. Exponential impact. (Don’t even think about calling her to poach—everyone has already tried!)

As noted, when you assemble a great team of people, others will notice and pursue them. However, please bear in mind that it would be better for all of us in the movement (me included) to poach less and recruit more from outside the

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“If you want to be great, you have to be a great recruiter of superior talent.”

John Tillman,
Illinois Policy Institute

SPN News reports on issues of importance to state-focused, market-oriented, nonprofit public policy research organizations. Drawing from current updates and events from within the industry, the publication provides timely information on the most pressing issues facing public policy state think tank executives. State Policy Network publishes SPN News six times a year. Individual copies can be ordered from the State Policy Network offices at 703-243-1655. All images used in this issue are owned by their respective copyright holders. All rights reserved.

MISSION STATEMENT

State Policy Network is the capacity building service organization for America's free market, state-focused think tank community. We advance a free society by providing leadership development, management training and networking opportunities for think tank professionals and by promoting strategic partnerships among market-oriented organizations.

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5 Attributes of a Stellar Communications Director

BY MEREDITH TURNEY

A stellar communications director can transform a public policy organization. He or she serves the invaluable role of advocating for the target audience that the think tank must persuade in order to advance policy reforms and build demand for freedom. This unique position keeps the audience's perspective front and center of all messaging and determines how best to engage them.

In searching for a stellar communications director, there are five attributes that should top your list.

1. IS CREATIVE AND ALWAYS LEARNING

Executive coach Dr. De Hicks advises communications professionals to only schedule around 80% of their work time: "Creativity results most often in an environment where there is capacity to think. Create a margin in your calendar of about 20%...unstructured time and you'll be surprised at the results." While keeping projects on budget and on time is important, so is thinking outside the box and seeing the big picture. Attending conferences like SXSW or even SPN's webinars or trainings provides opportunities to learn about innovative marketing strategies and acquire new skills in this rapidly evolving industry.

2. IS A GOOD CULTURE-AND-CHARACTER FIT

John Kramer, vice president for communications at the Institute for Justice, has a history of finding and cultivating quality talent. Here's his

advice: "What you should look for is not only someone who can do the job well, but who will have the personality and attitude to fit into your organization's culture and add to it in a really positive way. You want to hire people you can trust, who you will enjoy seeing on a daily basis, and who will live up to your own high standards day in and day out."

3. THINKS STRATEGICALLY

Communications directors often end up on a hamster wheel. With so many demands on their limited time, they become reactive and spend most of their time on day-to-day tasks. But is all this work actually productive? Will it make a difference? A stellar communications director avoids this cycle by stepping back and thinking about the desired results. From that perspective, every communication product or method can be evaluated for its effectiveness and the old or useless can be discarded, freeing space for innovation.

4. BUILDS TALENTED TEAMS

Illinois Policy Institute's vice president for communications, Diana Rickert, says their organization embraces the phrase, "always be recruiting:" "We're always on the lookout for new talent, and thinking expansively about how talented people could help the Institute. If there is someone who is talented and passionate, we think about how that person could help the organization—even if there isn't necessarily a job description or posting out at the moment." A stellar communications

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Cared For (Not Just Covered)

By Jonathan Small

There is a crisis facing Americans. Individuals, their families, and employers feel overwhelmed by our current health care system. The system treats patients as if they are a number and not a name. Despite the Affordable Care Act, which was sold as the antidote for the major problems with health care in the United States, health care costs are rising and threatening families and their livelihoods. Several media outlets, including www.CNBC.com and www.foxbusiness.com, in online articles have noted that medical bills are the biggest cause of U.S. bankruptcies. Of total bankruptcies in the U.S., 60 percent are caused by unbearable medical debt. Worse, of medical bankruptcies, 78 percent of those individuals had major medical health insurance. Clearly the problem is not lack of coverage for patients who need care.

The stories of Oklahomans suffering from health care burdens inspired the Oklahoma Council of Public Affairs to seek a state solution based in free-market principles. Much to our surprise, a health care movement was gaining momentum in our own backyard.

Many are now learning of the work of Oklahoma's Dr. Keith Smith and his partner, Dr. Steve Lantier. These doctors are anesthesiologists who were tired of seeing the practice of medicine become increasingly opaque to the patient and the doctor, resulting in shoddier care and skyrocketing costs. Embracing a concept which has become known as Direct Care, Smith and Lantier began to post complete, bundled prices for their health care services.

Direct Care is an innovative alternative model of providing medical care that eliminates the middle man, creates affordable and predictable healthcare cost, and facilitates a direct relationship between patients and doctors. Under Direct Care, medical practices have an agreement with patients to cover a set of services through a fee or monthly membership that can be paid directly to the doctor by the patient or through their employer's health insurance plan. In doing this, Smith and Lantier became early adopters in what is now a national movement by setting out to create a completely new type of health care facility where quality care is coupled with transparent pricing. This innovation has led to their facility, The Surgery Center of Oklahoma, being recognized both nationally and internationally as a place to find surgeries performed at one-sixth to one-tenth of the cost of typical hospitals in America. The stories of lives that Smith, Lantier, and their partners have saved through better health care and have rescued from insurmountable medical costs grows each day.

Having witnessed the savings that individuals and families experienced through the Direct Care concept, we at OCPA promoted this model as a health care solution in our 2015 Freedom Agenda for Oklahoma.

Just like most states and employers, state and local government in Oklahoma are experiencing sharply rising health care costs. Given the proven track record of Smith, Lantier, and their partners, we worked to educate the public and lawmakers about the savings that government employees would experience by embracing the concepts of Direct Care in government employee health plans. Those who benefit from gouging consumers on health care costs don't want to see the benefits and popularity of Direct Care spread. They are working quietly to ban the private purchase of health care. In Oklahoma, OCPA worked with lawmakers, consumer advocates, and even



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Helen Kriebie

An Unsung Hero for Freedom

“Freedom is so important,” Helen Kriebie says passionately—her voice catching as she muses on a lifetime spent in the fight—“because we’re losing it.”

Inspired by the Founding Fathers and their timeless design for freedom, Helen Kriebie’s life has been dedicated to protecting and upholding this precious framework. “This country was founded on self-reliance and it’s important American citizens understand their responsibility to uphold freedom. Everyday there’s another encroachment on our liberty. It’s under the radar with new laws and new rules.”

Helen believes one of the greatest obstacles to freedom is the fundamental failure in education today. She feels Americans neither understand nor value their citizenship, and their growing dependency on government is devastating and detrimental to the freedom framework.

Helen becomes tearful when she imagines a world where American exceptionalism is lost. “There is nothing more valuable for the quality of human existence than the exceptionalism of the founding documents and the need to keep them alive.”

Raised in Connecticut, Helen is a renowned art historian and former assistant professor of art history at Hartford College for Women. Outside

the academy, she served as CEO of three major art galleries and was Curator of Education at the Wadsworth Atheneum. Until recently, she also owned and operated the Colorado Horse Park, an international equestrian and events center.

Helen credits her parents for her involvement today in public policy. Her father, Robert Kriebie, was a chemist who co-founded the Loctite Corporation in 1953 with his father, Vernon K. Kriebie, also a chemist. Robert Kriebie served on the board of The Heritage Foundation alongside SPN’s founder Thomas Roe.

Philanthropy has been a part of her life since age 30, when she became active with her family’s Kriebie Foundation. By 1985, along with the rest of the Kriebie family, she helped found the Vernon K. Kriebie Foundation (VKK), a private foundation dedicated to funding public policy projects, serving as its inaugural president.

As if artist, leader, philanthropist, and equestrian weren’t enough, Helen can also add public policy expert to her list of credentials. As a business

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To Helen Kriebie, winners of the Unsung Hero Award are prime examples of how citizens should fulfill the responsibilities of American citizenship. That is why Helen Kriebie is our kind of hero, patriot, and freedom game-changer! To you, Helen, for all you do for freedom, we offer a heartfelt thank you from all of us at State Policy Network.



Steve Schopp (2011)



Jason Moore (2012)



JMI interns, past and present, including those who have become full-time members of the JMI team, gathered at the JMI Annual Dinner with EVP and intern program director, Becky Liner (center).

TALENT SHOW

How To Find And Keep Great People For Your Organization

By Becky Liner

“Great vision without great people is irrelevant.”

—Jim Collins, author *Good to Great and Built to Last*

One of the greatest challenges for any organization is finding, and keeping, the right employees. As businessman and author Lawrence Bossidy put it: “I am convinced that nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not strategies.”

Given the think tank world’s passion for engaging in the battle of ideas and focusing on the critically important policy issues of the day, we might find it a struggle to allocate enough time to the practical matter of recruiting and retaining talent. But by employing the best and the brightest talent around the country, state think tanks have armed their organizations with formidable weapons in winning those battles.

While The James Madison Institute (JMI) experiences the same challenges as our sister organizations do in finding and keeping the right people, we have developed several strategies that have allowed us to expand our sphere of influence and achieve success in the policy arena and beyond. In addition to applying these strategies to the recruitment and retention of our permanent staff, JMI has used them to maintain a vibrant internship program, a diverse young professional network through our Leaders Fellowship program, and a campus representative program at 11 colleges and universities in Florida.

NETWORK, NETWORK, NETWORK

We encourage our staff to make networking a priority 24/7 year-round and emphasize forming long-lasting connections. Our staff represents JMI

everywhere they go and in everything they do, and they are great recruiters! Whether it is at a work-related event or meeting, volunteering in the community, participating in a sport or hobby, or just running errands, we make an effort to meet new people and learn their stories.

At a grocery store one weekend, JMI’s president struck up a conversation with the young man assisting customers in line. That informal conversation turned into interest in JMI and later an internship with the Institute. One of our vice presidents, a tennis enthusiast, has helped recruit interns, staff, and even board members and donors through conversations on the tennis courts. We routinely find interns through our participation in student-centered events like Boys State and Girls State, as well as staff affiliations with campus groups such as political clubs and Greek organizations. We’ve located employee candidates through our staff’s involvement in civic groups, alumni organizations, religious institutions, and even through our children’s schools.

In addition, our staff routinely utilizes their own personal social media accounts to alert their networks of any JMI job openings or opportunities.

Many of our most recent job hires have resulted from our staff’s outreach on social media. Your current team members are often your best recruiting tools for locating talent!



Becky Liner is the executive vice president of The James Madison Institute. Contact her at bliner@jamesmadison.org.

THINK OUTSIDE THE BOX

When recruiting new talent, we try to be open-minded about resumes and qualifications. While we expect certain competencies and

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some positions require specific backgrounds and experience, we are willing to entertain the unique and unexpected.

Several years ago, a young woman approached JMI, looking for an internship related to her major in hospitality management. Like most think tanks, many of the interns who come to us major in economics, political science, public policy, or related fields. Hospitality majors? Not so much. But since we host several events throughout the year, we decided to create an internship for her. She interned with JMI one semester and completed a more extensive practicum with us the following semester. She taught us things about event management we had never considered before, and she made a significant and positive impact on our events. At the end of her practicum, realizing what we had been missing before she got here, we created and funded the new position of events coordinator. That position has now grown and evolved into our current director of events and logistics.

Although some may find our method for talent recruitment a bit unorthodox, we strongly believe that not every position requires an employee who is in complete understanding, or even agreement, with JMI's political philosophy. We are open to hiring students who may not think just like us or whose political ideologies are not yet formed, believing we can help shape how they look at the issues.

For permanent staff, there are some positions, such as policy and development, where being a passionate supporter of the liberty movement is critical. However, we have found that hiring professionals trained in their specific fields, but not in the ways of the movement necessarily, has been a driving force in our success. They bring fresh ideas and strategies not shaped by the choir, and this is winning over JMI supporters en masse. By being welcoming of diverse views and backgrounds, we are better positioned to assemble a truly effective team that can utilize new tactics and messaging to reach untapped populations and build a lasting legacy.

CULTURE IS KEY

Our fearless leader is fond of saying “Hire for attitude. Train for competency.” When hiring new talent, we focus on attitude and culture fit with the organization rather than on the “bells and whistles” of the resume. During the final stages of the hiring process for one senior-level position, we had three final candidates: one from a Florida university, one from an Ivy League university, and one from a well-respected private university in Virginia. While all three had the core competencies and impressive resumes, the candidate from the Florida university had an attitude that

would complement our leadership team and fit effortlessly into our established culture.

When it comes to retaining talent, we have focused on creating an environment where people enjoy working and where they would like to stay. We seek to provide a safe and nurturing learning environment, which we believe is one reason our interns often opt to stay with us longer than the one semester their majors require. Many of our former interns stay in contact with JMI long after they leave us—letting us know where they are working, attending JMI events around the state, participating in our Leaders Fellowship program and Boards of Advisors, and becoming dues-paying JMI members. We believe this environment is also why former interns want to work here when a full-time staff position opens up. In fact, four of our permanent staff members were once JMI interns.

We have sought to create a culture where we take our work seriously, but not always ourselves. We celebrate important personal milestones—graduations, weddings, babies—and we make it a priority to provide fun opportunities for staff interaction, including holiday-themed luncheons, Friday happy hours, team bowling competitions, Wear Your College Colors Day and Team JMI community service projects. We believe that in order to retain talent, it is important to create a culture where the staff enjoy working with each and feel valued and supported. Most importantly, our leadership team strives to provide employees the freedom to be creative and the funds to fuel the innovate efforts of each department.

We are proud of the team of brilliant, talented, and passionate people working in our movement. Offering a positive work environment helps retain that talent amidst the inevitable job offers they may receive as others notice their skill and professionalism. The challenge all of our organizations face is hanging on to the current staff while at the same time recruiting fresh talent to grow and expand our efforts. Jim Collins, the author of *Good to Great* and *Built to Last*, sums that challenge up like this: “If I were running a company today, I would have one priority above all others: to acquire as many of the best people as I could because the single biggest constraint on the success of my organization is the ability to get and to hang on to enough of the right people.”

By making talent recruitment and retention as important as providing thoughtful and accurate research on the issues, we can ensure even greater success for our organizations and for the liberty movement. [SPN](#)



Tenets to Raise (Big) Money

By Jerold Panas

Many state think tanks are developing, or have developed, direct mail programs, an important step in building a broad base of support—and to meet the IRS' Public Support Test. As such efforts take root, organizations would do well to also develop a program for raising significant funds from individuals who have the capability—and desire—to give substantially.

For my book, *Mega Gifts: Who Gives Them, Who Gets Them*, I spoke with more than 50 men and women who had made gifts of \$1 million or more. I also collected data from more than a thousand fundraising professionals. In addition, I have over 40 years experience in this magnificent business of helping others undertake consequential acts of kindness and generosity.

What I've discovered is there are clearly factors and forces that motivate large gifts. The proof is irrefutable. There is more commonality in the factors than there are differences. And as extraordinarily unique as people are, the drive and consideration that propels them to a major gift is very much the same.

During the preparation of *Mega Gifts*, I combined all I'd learned from my donors and all I could read on the subject. I mixed this generously and openly with my own feelings and attitudes. What evolved are 62 "rules" that I'm convinced guide, shape, and determine the success of securing the mega gifts. Below are seven that I share with you.

1) It's harder to get an appointment than it is to secure the gift.

More intensive planning and innovation may be required to get the appointment than is needed to sell the program. Develop a strategy for securing

the visit. It's every bit as important as your plan for getting the gift.

Use the best person and contact possible to make the appointment and open the door. Always remember: Getting the appointment is 85 percent of getting the gift.

2) The commitment regarding the major gift will likely not be made on the first visit.

If it is, there's a good possibility you're leaving money on the table. The reason we call a large sum a stop-and-think-gift is because the stretch gift requires time to come to a resolution. This being the case, spend most of your time during the first call selling the drama, the power, and the excitement of the program.

3) A person with no experience in giving will rarely make a major first gift.

Giving is a habit. The fact that a person has great resources offers no assurance that a gift will be made. I'm talking about a large gift.

How often have you heard: "She has enough money to fund the whole campaign." But she won't, not if she hasn't had the experience and exhilaration of giving in the past. It's like getting the first olive out of the jar.

Make the call anyway. You can't win if you don't begin. Be satisfied with a smaller gift than you had hoped for. Show appreciation, cultivate, recognize. Call again for a gift. And again. Gradually, that smaller first gift will grow into a much larger one.

4) The staff is singularly dominant in motivating the mega gift—particularly the CEO.

It is critical to have the Chief Executive Officer involved in some significant way in developing the solicitation strategy and actually making the call for a large gift. It pays proper respect to the donor and is immensely effective in influencing the gift. For the solicitation, have



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director is keenly aware of areas for growth on their team and, if unable to hire a full-time staffer to fill a void, has a rolodex of reliable, talented contractors or vendors to call upon.

5. IS AUTONOMOUS AND BOLD

In the same vein as building talented teams, good CEOs recognize what they don't know and are humble enough to hire talented staff. Rickert cites this leadership approach as one significant reason for Illinois Policy Institute's success: "As CEO, John Tillman provides a vision and charts a course for the organization. Then he hires talented people to execute. He trusts the people he hires—he is not a micromanager. He believes very fervently in giving people autonomy, freedom, and a path to rise—regardless of age or background. The culture here is to unleash people's talents and potential, and allow them to think big." An empowered communications director also has the freedom to challenge the status quo within an organization. As the advocate for the audience, they will push for clarity, even when it could be uncomfortable.

Like so many positions in an organization, there's no such thing as the "perfect" communications director. But a stellar employee with these five attributes will help transform your organization's communications and have lasting impact on public policy in your state and beyond. [SPN](#)



Meredith Turney is director of strategic communications at State Policy Network. Write her at turney@spn.org.

HELEN KRIEBLE FROM PAGE 4



Jennifer Parrish (2013)



Patti Morrow (2014)

owner, she struggled finding workers for her horse park and was motivated to create a private sector solution to immigration reform. She's become a noted leader in the national debate on immigration policy and the architect and author of *The Red Card Solution*. Prior to turning her attention to immigration policy, Helen spent years advocating on behalf of strategic missile defense reform. Today, she focuses most of her energy on developing her innovative "Lens of Liberty" campaign—a program designed to grow freedom through better awareness of the responsibilities of American citizenship through neighborhood grassroots coalitions.

Throughout all of this work she's developed a deep admiration for those individuals who have the courage to stand up against invasive government and say "no." That's her definition of an unsung hero: those countless individuals who disrupt the status quo and go up against the behemoth of government while often sacrificing so much both personally and financially.

That's why Helen and the Vernon K. Kriebles Foundation launched a partnership with SPN to honor an Unsung Hero each year at SPN's Annual Meeting with an opportunity to tell his or her story, as well as an award of \$25,000. It's become one of the most inspirational events at SPN's Annual Meeting. She appreciates how SPN leverages its thriving interstate network of leaders and organizations in all fifty states to identify everyday citizens who are making a potent impact. It's Helen's vision that one day, inspired by the national award, each state may honor their own unsung hero so even more leaders can be inspired to action.

Helen acknowledges the important role SPN plays in the freedom movement. She recognizes the power behind state-based freedom centers and their ability to mobilize a network to launch ideas into action. "SPN doesn't just talk the talk, but they do what they say they are going to do," says Helen. She describes SPN as the shepherd and connector of the free-market, state-focused think tanks. "The reputation of SPN in every one of its endeavors—it's not just empty rhetoric. It's working through: How can we help you? How can we get this done? How can we highlight this to double the impact?"

In her lifelong dedication to protecting and upholding the freedom framework, Helen is proud to stand alongside SPN and work to inspire more leaders to action.

Helen has done more to fuel the freedom movement than most people will ever know. From missile defense to immigration to citizenship, she's often at the forefront of these policy battles with her principled ammunition. By her own definition, we see Helen Kriebles as an unsung hero. [SPN](#)



In Memoriam: Whitney Ball

By Carl Helstrom

State Policy Network lost a faithful friend when Whitney Ball's long battle with cancer ended on August 17, 2015. She fought that fight the same way she defended freedom, with remarkable grit and determination—and an indomitable sense of humor.

I learned so many important lessons about life and leadership from Whitney. It would take many conversations over many glasses of wine to share them all. Perhaps most important for the future of SPN and the community it serves is that Whitney succeeded in a movement dominated by men, and she proved by her example that we should have more smart, committed women like her in decisive positions.

I deeply mourn her passing, but I cannot think of Whitney without smiling. She was fun, irreverent, and full of passion for our cause even as the end of her life approached.

Our careers started in different places, but our paths crossed early and often. I recall that first conversation during a public policy conference. She was quietly looking for a new job, and a mutual friend told her I might be able to help. Indeed, I knew of a new effort to counter the considerable clout of the Council on Foundations, then an 800-pound, pro-government gorilla in philanthropy and politics. Kim Dennis, the president, needed an executive director, and Whitney was perfect for the role. She interviewed, got the job, and went on to be essential in developing the Philanthropy Roundtable. Today the Council is a mere shadow of what it once was, while the Roundtable shines as an advocate of freedom and free enterprise.

Whitney was also well known for the entrepreneurial magic she worked with Donors Trust, the community foundation that progressives love to hate. Unable to stymie its success, critics resorted to name-calling and attacking Whitney personally, none of which downgraded Donors Trust from its position of value with donors. Along with the Roundtable, Donors Trust fights effectively for donor intent and private giving, cornerstones of a free society. Both are generous supporters of the state think tank community.

When we lose someone like Whitney, we miss them terribly. The sad truth is there are too few like her. Let's remember her by fighting for the things she loved. [SPN](#)



"She was fun, irreverent, and full of passion..."



Carl Helstrom is chairman of SPN's board of directors.

STATE POLICY NETWORK UPDATES

ALABAMA



On June 4, the Alabama Legislature adjourned, ending its regular session a few days early. The legislature passed five bills backed by the **Alabama Policy Institute**, including charter schools authorization, comprehensive prison reform, and judicial pension reform. The legislature will reconvene in August for a special session to address the state's budget shortfall. API will be on hand to promote cost-saving reforms to counter Republican Governor Robert Bentley's strong push for tax increases. On July 21, API hosted a debate entitled, "Fat Cats and Philanthropists: How the IRS Governs Your Charitable Giving." With a large crowd in attendance, Hans Von Spakovsky of The Heritage Foundation and Craig Holman of Public Citizen discussed the proposed IRS rule to categorize the activities commonly undertaken by 501(c)(4) organizations as "political." Implementation of the rule would have severe implications for tax exemption and donor disclosure. alabamapolicy.org

ALASKA



Two special legislative sessions focused on Medicaid expansion and the budget this summer. Currently, Alaska's budget has a \$4 billion shortfall due to the low price of oil which provides 90% of the state's general fund. The **Alaska Policy Forum** hosted a local talk show addressing Medicaid expansion and the federal overreach of Waters of the United States. The Forum is working with the local chapter of the NAACP to improve literacy for minority and low-income students. They also presented to a group of 25 home schoolers on the legislative process and

universal school choice. About 30 people attended their Friedman Legacy Day event to discuss the film, *A Right Denied*, and partake of some great chili. In August, the Forum went on the road with United For Liberty and briefed seniors in six senior centers on the impact Medicaid expansion would have on Medicare. In Alaska, Medicaid reimburses 31 percent more than Medicare, so Alaskan seniors will be crowded out of doctors' offices by single, able-bodied folks, some of whom choose not to work. alaskapolicyforum.org

ARKANSAS



The **Advance Arkansas Institute** recently released three new research reports. The first describes the consequences of a recent U.S. Supreme Court decision, *North Carolina State Board of Dental Examiners v. Federal Trade Commission* (*How the U.S. Supreme Court Empowered Political Accountability and Economic Growth in Arkansas*). The second analyzes Arkansas's pending move from a hybrid health insurance exchange to a state health insurance exchange (*A State Obamacare Exchange: Arkansas's Worst Option*). The third explores one of Arkansas's most counterproductive corporate welfare programs (*The Folly of Film Subsidies in Arkansas*). Shortly after these reports were published, several legislators asked AAI president Dan Greenberg, who authored the first report, coauthored the second, and edited the third, to testify on related topics before multiple committees of the General Assembly, including the Health Care Task Force and the Joint Performance Review Committee. advancearkansas.org



Arkansas' enactment of a school-choice voucher law is "highly symbolic," **Arkansas**

Policy Foundation executive director Greg Kaza noted in *National Review Online*. As the 25th state to adopt school choice, Arkansas became the tipping point in the national debate about the issue. Hillary Clinton's leadership of the Arkansas Educational Standards Committee in the mid-1980s is another reason national policymakers should heed Arkansas' school choice experiment. Clinton's panel advanced a sales tax increase to fund education, yet the state took over the Little Rock School District after six schools were declared in academic distress. Kaza challenged liberals in an *Arkansas Democrat-Gazette* column to meet the center-right halfway on the issue as Bill Clinton did with charter schools in the mid-1990s. The Policy Foundation is celebrating its 20th anniversary in 2015 with multiple victories, including income tax cuts and private school choice. arkansaspolicyfoundation.org

CALIFORNIA



Pacific Research Institute launched the California Prosperity Agenda—a 12-point, multi-year plan that reflects the best thinking of PRI researchers and think tanks nationwide on how to restore freedom and opportunity to Californians. This agenda recognizes and identifies California's serious challenges: the poor performance of its schools, the deterioration of its public services, the unsustainability of public pensions, the squeezing of family incomes and budgets, the dearth of jobs, and the



Ayaan Hirsi Ali will be Pacific Research Institute's Annual Gala featured speaker and award recipient.

flight of employers to other states.

In October, PRI is pleased to announce Ayaan Hirsi Ali will be this year's featured speaker and award recipient at its annual Sir Antony Fisher Gala. Ms. Hirsi Ali received this year's Bradley Prize for her devotion to freedom, human rights, and the protection of women. She was also named one of *TIME Magazine's* "100 Most Influential People" and Reader's Digest European of the Year for 2005. This event takes place Wednesday, Oct. 21, 2015, at the Ritz-Carlton San Francisco. pacificresearch.org

COLORADO



Earlier this year, the Steamboat Springs City Council voted to declare its vibrant, tourist-destination downtown as "blighted." The blight designation was necessary to form an Urban Renewal Authority (URA) and authorize use of corporate welfare in the form of Tax Increment Financing (TIF) for downtown redevelopment projects in the mountain ski town. This was a pitch-perfect example of local government abusing Colorado's urban renewal law, originally passed to help address legitimate slum and blight, and now used to pick winners and losers in the economy by diverting tax dollars away from schools, parks, and other public uses to help fund private development. State taxpayers are often asked to backfill the lost schools revenue. **Independence Institute's** Local Colorado Project teamed up with some concerned Steamboat citizens, publishing op-eds by both a local city council member and elected school board member opposing the URA and spreading the word through targeted social media. In June, the city council reversed itself, voting to kill the URA/TIF scheme they had only months earlier overwhelmingly approved. i2i.org

CONNECTICUT



Yankee Institute is hosting a "Shirt Off My Back" tour, with at least five dates scheduled across Connecticut. The initiative is designed to build on popular discontent with the tax increases in the recently-passed state budget. It will consist of spirited town hall meetings complete with a free t-shirt for anyone who provides contact information to Yankee. The first event, featuring Joe Scarborough along with media personalities and policy experts, will take place on Aug. 20 at Fairfield University. On Sept. 26 in New Haven, the Institute will convene the first annual Connecticut Future of Freedom Summit. This event, held in partnership with the National Review Institute and the Reason Foundation, will educate and organize college students, aspiring activists, and young professionals seeking change. Other events this fall include the release of Yankee's long-anticipated study on the disparity between public and private sector compensation in Connecticut. The study's author, Andrew Biggs of the American Enterprise Institute, will join the Institute for a series of events throughout the state. yankeeinstitute.org

DELAWARE



Caesar Rodney Institute is pleased to announce the Longwood Foundation has given them a grant to hire a new president who will continue moving the organization toward sustainable growth. Outgoing president Dr. John Stapleford has retired to spend more time with his family. CRI appreciates Dr. Stapleford's work in providing CRI with the leadership necessary to set their objectives and obtain a consistent source of funding so CRI can move ahead with their two main policy objectives: Seeing Delaware pass Right to Work and an Education Savings Account law. CRI's new president, Chuck Daniel, will also focus on efforts to connect CRI with Delawareans

concerned about the quality of Delaware's public education system and who would like to see serious reforms. caesarrodney.org

FLORIDA



More than 114,900 people live in poverty in the Big Bend area where the **James Madison Institute** headquarters is located. Of those, 29,400 are children. Summer is a critical time for children who depend on free or reduced-price school lunches. When school is out, many of these children do



James Madison Institute staff helped assemble food for families in need at "A Full Summer."

not have a reliable source of food. More than 280 volunteers, including JMI staff and interns, gathered to assemble 60,000+ meals to deliver to families across the Big Bend area in an event called "A Full Summer." The 2015 legislative session in Florida was certainly unique. The biggest win was the successful blockage of Medicaid expansion under ObamaCare with the help of JMI and others. The Institute recounts its policy priorities and progress in a wrap-up, which can be read here: <http://bit.ly/2015SessionWrapUp> jamesmadison.org



The Foundation for Government Accountability partners with governors, legislators, and leaders across the country, providing them with the tools,

knowledge, and expertise to improve the lives of millions of Americans by limiting the welfare state. The FGA is committed to proving that individuals and communities can play a greater and more effective role in supporting those in need than many government services. In line with their commitment to strong communities, FGA is working to provide tangible incentives to health care providers (doctors, nurses, pharmacists, dentists, and so on) who volunteer their time to provide charity care to our neediest neighbors. FGA also helps leverage the power of local organizations to reach out into their communities and aid families in crisis. Their Safe Families program connects volunteer host families with those in need, giving them much needed support and kindness. thefga.org

GEORGIA



The annual Friedman Legacy Day for Freedom was celebrated in Savannah, Georgia, in July with keynote speaker Dr. Ben Scafidi, a Senior Fellow at the **Georgia Public Policy Foundation** and Friedman Foundation. In August, Benita Dodd was a panelist at Red State Gathering in Atlanta, joining Marc Levin of the Texas Public Policy Foundation to discuss civil asset



Keynote Dr. Ben Scafidi (left), Friedman Foundation senior fellow, catches up with John McRae before the the Georgia Public Policy Foundation's Friedman Legacy for Freedom Day event in Savannah.

forfeiture. Benita Dodd also joined about a dozen SPN colleagues to volunteer in August at a Remote Area Medical program in East St. Louis, Mo. The Foundation's Sixth Annual Georgia Legislative Policy Forum takes place Oct. 15 (Information: <http://bit.ly/1oJq9vN>), with the theme, "Wisdom, Justice and Opportunity," a play on the state motto of "Wisdom, Justice, Moderation." The focus is economic opportunity; the keynote speaker is Arthur Brooks of the American Enterprise Institute. georgiapolicy.org

IDAHO



Work by the **Idaho Freedom Foundation's** news website www.IdahoReporter.com, which exposed multiple fees for the same concealed carry permit, prompted Teton County, Idaho, to lower its license costs. IdahoReporter.com's reporting on an Idaho Transportation Department's regulation mandating the hours auto dealerships are open caused the agency to reverse course on the issue. News outlets throughout the state lauded IFF for its efforts to end a lucrative retirement perk for state legislators, allowing them to dramatically increase their pensions. Two newspapers condemned the practice. Two new state laws worked on by the IFF took effect July 1. One law requires open meetings during labor negotiations. The other orders state agencies to track and report the grants received from the federal government. idahofreedom.org

ILLINOIS



Illinois Policy Institute is championing workers as they take on the state's most powerful government unions. The Institute supported Laura Baston, a home day-care provider in southern Illinois, as she petitioned then-Gov. Pat Quinn to apply the groundbreaking *Harris v. Quinn* decision to home day-care workers. Quinn agreed, illinoispolicy.org



Laura Baston, a home day-care provider in southern Illinois, fought to free thousands of Illinoisans from forced unionization.

freeing tens of thousands of Illinoisans from forced unionization. To educate providers on their rights and to help them opt out of the union, the Institute launched <http://careforillinois.com>. More than 3,600 day-care providers have opted out of the Service Employees International Union, or SEIU, this year alone. In just six months, SEIU has seen a decrease of more than \$3.3 million to their bottom line. The Illinois Policy Institute continues to show that the more Illinoisans are free to spend their hard-earned money and associate with the groups they choose, the better. illinoispolicy.org

INDIANA



The fall issue of **Indiana Policy Review Foundation's** *The Indiana Policy Review* explores line-by-line the plan of Indianapolis Mayor Greg Ballard to "save" young black men. The so-called Young Lives Matter (YLM) project is a less than comprehensive approach that offers only unsatisfying recommendations to urgent issues. The YLM task force provides only vague commonsense recommendations, leaving the serious reader hard-pressed to find any new ideas or innovative recommendations anywhere in the 49-page report. In other projects, the Foundation is raising money to fund research on the effectiveness of Tax Increment Finance districts cropping up throughout the state. inpolicy.org

IOWA



The Electoral College is one of the least understood elements of the United States Constitution. For many Americans it is a mystery, and it is often viewed as anti-democratic and archaic. This is especially true in recent years when the Electoral College has come under fire, and with the approaching 2016 presidential election, calls to reform or abolish the Electoral College will once again become prevalent. Rejecting the direct popular election of the president, the Framers of the Constitution looked to a more improved way to select a president by ensuring the protection of the states and providing every citizen with an equal vote. **Public Interest Institute's** John Hendrickson examines the Electoral College and why it must be preserved in his policy study, *Understanding a Constitutional Mystery: A Defense of the Electoral College*. Read this study at www.limitedgovernment.org/publications.html. **limitedgovernment.org**

KANSAS



Federal mandates that states and localities spend money via Maintenance of Effort (MOE) requirements are known but too often misunderstood. **Kansas Policy Institute** scholar and former state budget director Steve Anderson published a soup-to-nuts review of MOEs that equate them to software "worms." The Great Society is the gift that keeps on giving as MOEs now infect nearly every federal program that touches a state. Anderson's paper led to two pieces of model legislation at ALEC and highlights several things states can do to push back on the Feds. Commitments made by one legislature bind the hands of future officials, the 10th Amendment is eroded, and states are unable to respond to new priorities and challenges. Check out KPI's homepage for an electronic copy. **kansaspolicy.org**

MAINE



Maine Heritage Policy Center celebrated Friedman Legacy Day on July 31 at a luncheon with Vicki Alger, Ph.D., one of the nation's school choice experts. Dr. Alger discussed the benefits of school choice and outlined how Education Savings Accounts can allow for greater educational freedom and achievement. Policy analyst Patrick Marvin conducted several presentations on MHPC's latest report, which detailed the dramatic differences between Maine and New Hampshire with regard to taxes and spending. The report explored the expenditure and revenue systems of each state and offered recommendations for lawmakers on how to lower Maine's tax burden. MHPC will soon issue the first component of its four-part series on welfare reform in Maine. This series will explore the positive transformation of Maine's welfare system and offer a plan to build on the reforms Governor Paul LePage has made. **mainepolicy.org**

MARYLAND



A study by **Maryland Public Policy Institute**, *Wall Street Fees and Investment Returns for 33 State Pension Funds*, shows that state pension systems that pay the highest Wall Street money management fees get poor investment returns relative to their peers. The study contradicts the assumption that Wall Street advice helps state pension systems achieve superior returns. On August 4, the *Wall Street Journal* article "For Pensions, Higher Fees Don't Pay Off" highlighted the Institute's study. In August, Governor Larry Hogan appointed Institute president Christopher Summers to the Maryland Redistricting Reform Commission, which is tasked with identifying solutions to Maryland's politicized redistricting process. Embedded in the U.S. Constitution, redistricting is



Christopher B. Summers, president of the Maryland Public Policy Institute, was appointed to the Maryland Redistricting Reform Commission this summer.

the process of redrawing electoral district boundaries to equalize district populations. Sadly, entrenched politicians in Annapolis have resorted to what the *Washington Post* calls "bald-faced gerrymandering" of electoral districts in order to consolidate their power and disempower voters. Summers looks forward to working with fellow commissioners to ensure the public interest never takes a backseat to politicians' interests. **mdpolicy.org**

MASSACHUSETTS



Pioneer Institute's 24th annual Better Government Competition focused on criminal justice reform. The winner, the San Francisco-based Five Keys Charter School, targets adult inmates and has significantly reduced recidivism. Pioneer held member events with the *Weekly Standard's* William Kristol and AEI's Tom Stossel, and a forum on teaching World War II with Pulitzer Prize-winning historians David Kennedy and Rick Atkinson. Governor Charlie Baker and the legislature embraced key Pioneer recommendations to reform the state's mass transit system, creating a control board and advancing privatization of services. Two Pioneer health care reports received national press coverage. One revealed that state officials fraudulently misrepresented the status of the state's Affordable Care Act website to the federal government, and the other focused on health care cost transparency. Pioneer's campaign against Common Core saw the number of states participating in PARCC tests decline from 26 to 7. **pioneerinstitute.org**

MICHIGAN



In June, the **Mackinac Center** hosted an Arthur N. Rupe Foundation Debate on

campaign finance disclosure, featuring Rich Robinson, executive director of the Michigan Campaign Finance Network, and Brad Smith, a former commissioner on the Federal Elections Commission. The League of Women Voters and the Federalist Society co-sponsored the event. On July 10, Michigan Gov. Rick Snyder signed a law eliminating Michigan's film subsidy program. Since 2008, the taxpayer-funded program had doled out almost half a billion dollars to the movie industry, while the number of film jobs in Michigan fell. Also



Mackinac Center's Rupe Foundation Debate on campaign finance disclosure featured Rich Robinson (standing), Brad Smith (seated left), and Kyle Melinn (seated center), editor of MIRS Newsletter and moderator of debate.

in July, the Mackinac Center unveiled F. Vincent Vernuccio's "Timeline of Labor Reform in the States," detailing labor reforms in Michigan, Ohio, Wisconsin, Missouri, and Indiana and the results of the elections that followed. The timeline shows that the lawmakers and parties who vote for labor reform nearly always get re-elected. mackinac.org

MINNESOTA



Center of the American Experiment's *Minnesota Policy Blueprint* project, an effort to create and market a prosperity agenda for Minnesota, is having a measurable impact. The 2015 legislative session saw over 200 bills that followed their recommendations. The House or Senate passed 69 of these bills, and 14 are now law. And just as important, the Center

helped stop many bad ideas from moving forward. This is an excellent start for CAE's ongoing project, especially considering that liberals control Minnesota's Senate and Executive Branch. The next phase of the project is to strategically advance issues through updated research, building larger coalitions, and stronger messaging. CAE's hard work has earned meaningful praise from lawmakers who regularly thank them for their solid research and help developing policy, drafting bills, and providing expert testimony. americanexperiment.org



"Leading with Principle over Politics" was the fourth annual Family Leadership Summit held recently in Ames, Iowa. The summit hosted nearly 3,000 conservative activists and featured 10 Republican presidential candidates as well as remarks from notable conservative leaders. A constant theme throughout the day was how conservatives can influence public policy based upon the principles established by the Founding Fathers. Annette Meeks, CEO of the **Freedom Foundation of Minnesota**, was an invited speaker at this nationally televised forum. Her presentation was about the Minnesota coalition that succeeded in advocating bipartisan legislation that rolled back the authority of the Minnesota lottery to expand state government coffers via online sales. The anti-Internet gambling coalition brought together a wide variety of Minnesota organizations all opposed to online gambling whose profits would have been used to increase the size and scope of state government. freedomfoundationofminnesota.com

MISSOURI



Show-Me Institute continues to grow with the addition of Michael McShane



Show-Me Institute welcomes Michael McShane as director of education policy.

as the director of education policy. A native of Kansas City and a former high school teacher, Mike comes from the American Enterprise Institute where he was a research fellow in education policy studies. McShane's analyses and commentary have been published widely in the media, including in the *Huffington Post*, *National Affairs*, *USA Today*, and the *Washington Post*. What does he plan to do? He will wage "a relentless fight to expand the number of quality schooling options that families, particularly low-income families, have across the state." showmeinstitute.org

NEBRASKA



In August, the **Platte Institute** hosted its 2015 Medicaid Reform Summit, featuring keynote speaker Moise Brutus. A triple-amputee and Medicaid patient, Brutus shared his story of how market-oriented Medicaid reforms in his home state of Florida enabled him to access higher-quality prosthetics and achieve his goal of becoming a collegiate cyclist. He visited Nebraska as the Platte Institute released its new policy study by James C. Capretta, which reviews the state's Department of Health and Human Services (DHHS) and Medicaid program. While DHHS is Nebraska's largest program and spending on Medicaid continues to increase, serious concerns about poor health outcomes and accessibility for Nebraska's Medicaid patients persist. In October, the Platte Institute will host its annual Legislative Summit in Lincoln to engage policymakers on legislative approaches to Medicaid reform and other policies in the 2016 legislative session. platteinstitute.org

NEVADA



Nevada Policy Research Institute is pleased to announce that Sharon J. Rossie has returned to NPRI to serve as president. Rossie replaces Andy Matthews, who stepped down to pursue a bid for U.S. Congress after leading NPRI for almost four years. Rossie previously served as NPRI president from 2006 to 2011. Rossie said she is excited to return to the Institute after Nevada became the first state to adopt near universal school choice and as NPRI celebrates its 25th anniversary in 2016. NPRI has taken the lead in helping families learn about Nevada's new Education Savings Accounts. NPRI has



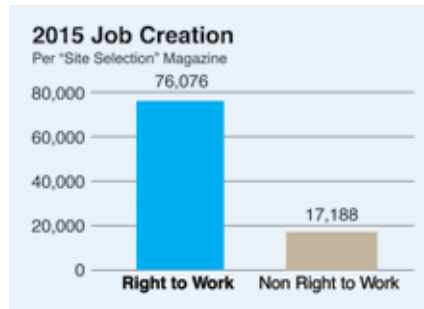
Sharon J. Rossie returned to NPRI in July to serve again as its president. During her previous years as NPRI's president, Rossie grew NPRI's staff from three to 12 and helped create its Center for Justice and Constitutional Litigation.

reached thousands of parents through informational meetings and community and back-to-school events. Institute staff has even held application workshops to walk parents through the process of applying for ESAs. In August, NPRI unveiled NevadaESA.com, a one-stop information hub for ESAs. npri.org

NEW MEXICO



Using data from *Site Selection* magazine, the **Rio Grande Foundation** has been tracking 2015 job creation numbers in "Right to Work" and "forced unionism" states. Through June more than 76,000 jobs had been created in the former with only 17,000 in the latter. The Foundation plans to keep a running tally through 2015



2015 job creation in "Right to Work" states far outstrips job creation in "forced unionism" states.

and beyond. The Foundation recently provided testimony to an interim legislative committee in support of Governor Becky Susana Martinez's proposal to reimpose work, volunteer, or education requirements for able-bodied, adult food stamp recipients. Lastly, research director Dowd Muska published a policy brief, *Throwing Taxpayers Under the Bus*, in response to the City of Albuquerque's plans to obtain \$80 million from the federal government and spend an additional \$20 million of city tax dollars to build a new "bus rapid transit" system. riograndefoundation.org

NEW YORK

EMPIRE CENTER

After four years of litigation, the **Empire Center** forced the New York City firefighter pension fund to release retiree names and pension amounts. The Empire Center drew widespread media coverage of its finding that firefighter pensions have averaged more than \$100,000 a year for new retirees since 2007. As the *New York Post* editorial page put it, "Now we know why the unions fought so hard to keep it a secret." The Center's research documenting the effectiveness of the property tax cap was widely cited ahead of a legislative vote to extend the cap through mid-2019, frustrating union efforts to weaken it. The Center's analysis of the Metropolitan Transit Authority revealed one in four employees was paid over \$100,000 and reminded riders and taxpayers that the MTA's generous contracts have led to higher fares and additional taxes. empirecenter.org

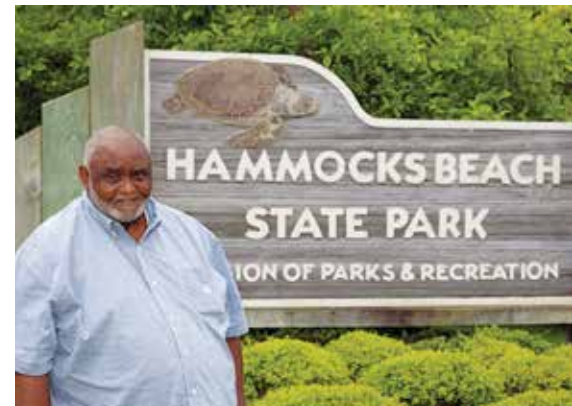
NORTH CAROLINA



Civitas Institute now has its own radio outlet. A weekday talk show, *What Matters with Chad Adams*, features commentary by Adams, long a highly respected radio host in North Carolina, plus interviews with newsmakers and Civitas experts. It appears online at the Freedom Action Network (www.freedomactionnetwork.com). Civitas also sponsored original research on the links between an expanding economy and a growing number of school choice options in the town of Wake Forest, N.C. Presenters at a June discussion of the research included Lt. Gov. Dan Forest; John Allison, former CEO of BB&T and former CEO and president of the Cato Institute; Professor Bartley Danielsen of North Carolina State University; and Professor Nathan Gray of Young Harris College in Georgia. nccivitas.org



Thanks to reporting from the **John Locke Foundation's** *Carolina Journal* (CJ), two African-American heirs finally won a settlement with the state of North Carolina over ownership of property near a beachfront state park. CJ also exposed problems with plans to install toll lanes



Reporting from the John Locke Foundation's Carolina Journal helped John Hurst and his sister resolve a long-running legal dispute with North Carolina state government over property near Hammocks Beach State Park.

Photo by Don Carrington

on Interstate 77 north of Charlotte and highlighted the ties between big business and solar subsidies. A yearlong, first-of-its-kind JLF research study showed that N.C. counties promised \$284 million in targeted incentives over five years. Other JLF reports offered an alternative state budget, called for repeal of the state's Map Act and certificate-of-need law, and dissected a faulty analysis of the economics of renewable energy mandates. More than 170 people helped JLF commemorate Magna Carta's 800th anniversary. C-SPAN2's *Book TV* recorded a JLF speech from Garland Tucker, author of the new *Conservative Heroes*. johnlocke.org

OHIO



The Buckeye Institute achieved several policy wins over the past few months. A first-in-the-nation health care waiver was inserted into Ohio's recently passed biennial budget. This waiver will exempt Ohio from many of the regulations of the Affordable Care Act and give Ohio the opportunity and flexibility to create a better health care system. The Buckeye Institute accomplished this victory by working closely with Senate Majority Whip Larry Obhof and sharing with him the idea of using a waiver, as well as supporting information on how the waiver would work. The Buckeye Institute is proud to have created this sensible and innovative solution to enable states to look at alternatives to Medicaid expansion even in states where Medicaid expansion was accepted, as it unfortunately was in Ohio. buckeyeinstitute.org

OKLAHOMA



Oklahoma Council of Public Affairs recently expanded its campus with



The Advance Center for Free Enterprise, a 6,500 square-foot event center, opened on the Oklahoma Council of Public Affairs campus.

the opening of the Advance Center for Free Enterprise, a 6,500 square-foot multipurpose facility. The new center provides a place for discussion on free enterprise and limited government, as well as a venue for OCPA and other local organizations to hold events for up to 350 people. Currently, a 6th–12th Christian Classical school uses the facility daily. The new center extends the voice of liberty and expands the footprint of freedom across Oklahoma and the nation. ocpathink.org

OREGON



Cascade Policy Institute president John Charles served on a land use panel with Rep. Ken Ivory (R-UT) at the Second Annual Rally Around the Flag conference in Cottage Grove, Oregon. Analyst Steve Buckstein led a Policy Picnic for donors and supporters on Right to Try legislation. Cascade's team of summer interns researched and published papers on timely state and local issues as the 2015 Oregon Legislative Session concluded this summer. Their work includes a forthcoming research paper on the current fiscal crisis regarding Oregon's State Trust Lands. Interns also enjoyed a private lunch with Larry Reed of FEE. In August, Cascade

hosted a luncheon featuring Mark Skousen discussing the hidden forces behind economic growth and higher standards of living. cascadepolicy.org

PENNSYLVANIA



Commonwealth Foundation's long, hard work has begun paying off abundantly: for the first time this year, Pennsylvania's General Assembly passed a budget with no new taxes, complete privatization of Pennsylvania's state-owned liquor monopoly, and real, meaningful pension reform. Union-friendly Gov. Tom Wolf vetoed all three, and the stage is now set for a major showdown between government union interests holding on to their power and the rising tide of free-market reform, the likes of which hasn't been seen before in Pennsylvania. CF doesn't yet know the final outcome, but they do know that the unions' era of "business as usual" is over for good. commonwealthfoundation.org

RHODE ISLAND



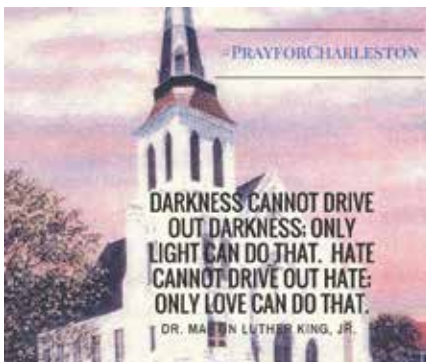
Rhode Island Center for Freedom and Prosperity continued its fight for private property rights and the sovereignty of local governance by opposing RhodeMap RI, the first of dozens of HUD-funded local "sustainable development" plans to be officially adopted by a state government. One of their bills to mitigate the state mandates passed the House; the Center is opposing another bill that would advance a dual-tiered property tax "carrot and stick" scheme. The Center also continued its "Bright Today" school choice initiative with May hearings in both the House and Senate on Democrat-led, bi-partisan legislation. Expanding on a strong research and legislative focus this year, 2016 will focus on raising public awareness and coalition-building. Finally,

the Center is fighting against Governor Raimondo's new trucker toll scheme to raise additional funds to repair long-neglected bridges and roads. The Center is suggesting specific spending cuts so that repairs and upgrades are funded through existing general revenues. rifreedom.org

SOUTH CAROLINA



June 17, 2015: an unforgettable day that saw nine black Charlestonians hatefully murdered in their church. Yet out of tragedy came hope, expressed in the forgiveness extended by the victims' families to the killer of their loved ones.



Palmetto Promise Institute offered this humble attempt to capture both the essence of the tragedy and the only hope for the future.

There is hope that, through the power of love, Americans can reverse the cycle of destruction and mistrust that is ripping communities apart. Much hard work remains to overcome inertia, personal agendas, and political grandstanding. **Palmetto Promise Institute** is committed to overcoming this poisonous culture of cynicism. By determining to love its neighbors, the Institute is freed to engage in authentic conversation with people who might disagree and is compelled to fight for the chance of every individual to realize their fullest God-given potential. palmettopromise.org



The 2015 legislative session began by Gov. Nikki Haley proposing an increase in the state's gas tax. The new revenue would supposedly go to road maintenance, but **South Carolina Policy Council's** analysis made overwhelmingly clear that S.C.'s road funding system doesn't need more money; it needs more accountability. It was a tough fight—most state house politicians wanted a tax hike—but in the end SCPC's analysis, promoted aggressively through op-eds and social media and radio and TV interviews, won over enough lawmakers that the measure died in the Senate. Meanwhile, *The Nerve*, SCPC's investigative news site, caught former Speaker of the House Bobby Harrell, convicted on ethics charges last year, trying to pay probation fines with a campaign account he was required to forfeit as a part of his plea deal. State law enforcement followed up on the story, and the shady transaction was voided. scpolicycouncil.org

TENNESSEE



During a busy summer, **Beacon Center** published its 10th annual *Pork Report*, which exposed \$763 million in wasteful government spending at the state and local levels. The report garnered nearly 50 major media hits all across the state. The Center also briefed Tennessee legislators on the implications of the EPA's latest power grab—the new regulations on power plants and water—so that they have the tools to fight back against the EPA and radical environmentalists. They are very excited to welcome Naomi Lopez Bauman to their team as a senior fellow. Naomi serves as the director of health care policy for the Goldwater Institute and previously served as the director of research and the director of health policy at the Illinois Policy Institute. beacontn.org

TEXAS



Texas Public Policy Foundation

launched the Interstate Power Compact, an agreement between participating states to prevent the federal overreach of the Clean Power Plan. Right on Crime and Center for Effective Justice Director Marc Levin testified on criminal justice reform before the U.S. House Committee on Oversight and Government Reform. The Foundation released a number of statements regarding the latest Supreme Court of the United States rulings, including *King v. Burwell*, *Obergefell v. Hodges*, and *Michigan v. EPA*. Center for the American Future director The Honorable Rob Henneke joined a coalition led by former Texas Comptroller Susan Combs that filed a petition to have the golden-cheeked warbler removed from the endangered and threatened species list. Center for Local Governance director James Quintero published a policy brief calling for better management of local retirement systems under state governance. texaspolicy.com

VERMONT



The Vermont legislature left town last May having raised \$63 million in new taxes but failing to deal with a structural \$70 million deficit for 2016. One possibility for another new tax to fill that hole is expanding Vermont's sales tax to cover services. In order to pay for the subsidization of a renewable energy mandate of 75 percent by 2032, legislators also laid the groundwork last session for a \$500 million Carbon Tax. The **Ethan Allen Institute** is working to educate the public about the disastrous implications of these policies for its small state. ethanallen.org

VIRGINIA



More than 140 of Northern Virginia's top business and association leaders gathered at George Mason University to attend the **Thomas Jefferson Institute's** Leadership Roundtable on "Virginia's Economic Future." Seven speakers, including the U.S. Chamber of Commerce's chief economist, reviewed the outlook for Virginia's economy and analyzed the state's key industries, the obstacles standing in the way of growth, and the policy changes that should be considered. Two major columns by Jefferson Institute president Mike Thompson, focused on health care reform and the need for eliminating Certificate of Public Need laws, were published by major papers across the state, including the capitol city's *Richmond Times-Dispatch*. The columns stirred interest from top legislative leaders. Attendees of the SPN Annual Meeting in Grand Rapids should watch for their invitation to the Jefferson-hosted "State Policy Energy Summit" Monday night and Tuesday morning before the conference. thomasjeffersoninst.org



Jeremy Hopkins, partner with Waldo & Lyle, P.C., spoke at the Cato Institute conference, "Property Rights on the 10th



Jeremy Hopkins, author of the Virginia Institute's eminent domain reform study, spoke at a Cato conference on property rights.

Anniversary of *Kelo v. City of New London*."

He addressed the grassroots and political response to Kelo. Jeremy is a board member of Tertium Quids, the **Virginia Institute for Public Policy's** sister 501(c)(4), and is the author of the Institute's report, *The Real Story of Eminent Domain in Virginia: The Rise, Fall, and Undetermined Future of Private Property Rights in the Commonwealth*. Copies of the report, the impetus for an eminent domain reform statute and constitutional amendment being passed in Virginia, were distributed at the conference. In July, *Freedom & Prosperity Radio*, the Institute's syndicated radio program, was represented at FreedomFest in Las Vegas, where show host Joe Thomas conducted interviews with John Goodman, Eamonn Butler, Stephen Moore, Allen West, and many others. virginiainstitute.org

WASHINGTON



During the 2015 legislative session, the Washington state legislature followed several of **Washington Policy Center's** recommendations. No new capital gains tax or income tax were created, and the legislature passed a transportation package, which included four top WPC policy recommendations, designed to reduce costs and improve service to the public. WPC also released the annual Public School Achievement Index results for the 2013–2014 school year, ranking every public school in Washington state. In August, WPC Young Professionals held its summer social event, drawing legislators and young professionals, including its University of Washington club members, alike in a fun, casual setting to network and hear from WPC's policy experts. WPC also announced its featured speakers for its Annual Dinner events this fall in Bellevue and Spokane: South Carolina Governor Nikki Haley and former U.S. Ambassador to the United Nations John Bolton.

washingtonpolicy.org

WISCONSIN



As Wisconsin's oldest and most respected free-market think tank, the **Wisconsin Policy Research Institute** has been a thought leader in the Badger State for 28 years. So far, 2015 has been a bellwether year for WPRI in leading the policy debate on Right to Work legislation and reforming Wisconsin's antiquated, anti-market prevailing wage laws. WPRI released the first credible poll of 2015 showing that Wisconsinites strongly supported a worker's right-to-choose. WPRI's in-depth reports *The Economic Impact of a Right-to-Work Law on Wisconsin* and *Real-World Impacts of Prevailing Wage* were presented before crowded hearing rooms this legislative session by WPRI President Mike Nichols. In both instances, WPRI's impact on Wisconsin public policy was reflected in Wisconsin becoming the 25th right-to-work state in the nation and in the elimination of prevailing wage requirements on local governments in the Badger State. wpri.org

WYOMING



The Wisconsin Supreme Court accepted the **Wyoming Liberty Group** legal team's brief in its decision in the "John Doe" cases. This ruling is an important milestone for free speech, but it indicates just how far some reformers will go to silence politically engaged citizens. Free speech is an issue in the education system in Wyoming, as well. WyLiberty has exposed public meetings designed to stifle open discussion on the Next Generation Science Standards. What do the people of Wyoming think about the state's corporate welfare schemes? WyLiberty will present its survey results during the Sept. 10 Liberty Forum in Cheyenne. Topics will include how to prevent a run up in government spending during the next resource revenue boom.

WyLiberty successfully argued before the Wyoming Oil and Gas Conservation Commission that landowners should have the right to waive oil and gas well setback provisions without second-guessing by state regulators. wyliberty.org

ASSOCIATES



The 1851 Center for Constitutional Law is engaged in a class action lawsuit to force an Ohio school district to return \$5 million in unlawful taxes (a prior 1851 case found the tax to be illegal). The 1851 Center prevailed in holding the Secretary of State personally liable for violation of Ohioans' political association rights; the issue of "qualified immunity" is now before the Sixth Circuit Court of Appeals. The 1851 Center is using the Fourth Amendment to stop inspections and licensing of Ohio rental homes and landlords, and also to stop Ohio's warrantless "anytime-anyplace" searches of retail stores' business records. ohioconstitution.org

ACTON INSTITUTE

In June, Pope Francis released his highly anticipated environmental encyclical, *Laudato Si*, generating the biggest religious news story of the year. The **Acton Institute** anticipated the tremendous news coverage this document would generate and created an online resource page for religious leaders, the media, and anyone interested in understanding the free market response to Pope Francis' economics and the encyclical: www.blog.acton.org/pope-environment. This page houses videos, commentaries, critiques, and summaries, and it is constantly being updated. With plans for Francis to visit the United States in late September, the

page will continue to be a helpful resource on faith and environment issues. acton.org



Accreditation reform has been front and center at **American Council of Trustee Alumni**. ACTA recently testified before the Senate Health, Education, Labor and Pensions Committee and the U.S. Civil Rights Commission on the need to replace a failing accreditation system with a consumer-friendly alternative to ensure institutional financial stability and academic performance. This fall ACTA will release its annual *What Will They Learn?* report on general education at nearly 1,100 colleges and universities. Policymakers and consumers can use www.whatwilltheylearn.com to compare schools and to view information on graduation rates, assessments, and speech codes. Come celebrate ACTA's 20th anniversary at the ATHENA Roundtable in Washington, D.C., on October 16. goacta.org



American Enterprise Institute president Arthur Brooks' newest book, *The Conservative Heart*, was released this summer and has since become a New York Times Best Seller. Drawing on years of research on the sources of happiness and the conditions of human flourishing, Brooks presents a social justice agenda for a New Right. He extols the four "institutions of meaning"—family, faith, community, and work; lays out the kind of constructive government safety net that lifts people up; and designs a policy agenda of true hope through earned success. Brooks argues that it is time for a new kind of conservatism—an inclusive, optimistic movement with a positive agenda to help people lead happier and more fulfilling lives. Check out www.ArthurBrooks.com to

learn more or email Janine.Nichols@AEI.org. aei.org



America's Future Foundation looks to partner with think tanks in order to identify, educate, and develop young professionals who will become lifelong advocates for free markets in the states. Recent partners include the Texas Public Policy Foundation, The Buckeye Institute, and others have brought young audiences to learn free market ideas in state capitals. In Washington, D.C., AFF alumna and former board member Kristen Soltis Anderson discussed her new book, *The Selfie Vote*, which examines how millennials perceive public policy. To learn about how to partner with them to reach young professionals in your state, please visit their website. americasfuture.org



Freedom movement peers had the opportunity to get to know each other better at Speed Networking sponsored by **Atlas Network** during SPN's Annual Meeting in Grand Rapids. Don't forget to register for Atlas Network's annual Liberty Forum & Freedom Dinner, Nov. 11–12, in New York City. Get to know the many faces of freedom working to advance liberty worldwide. Listen to some of the movement's thought leaders like Charles Murray and Randy Barnett; cheer on the Think Tank Shark Tank contestants as they vie for \$25,000 in seed funding; and watch the winning Lights, Camera, Liberty film festival videos. RSVP: AtlasNetwork.org/LFFD15. atlasnetwork.org



The Bastiat Society is an international network of business people committed to

defending liberty. Being natural problem solvers, many of their members have asked what they can do to promote the ideas of free markets and individual liberty. They want to do more, and The Bastiat Society is excited to present them with some suggestions through their new Advocacy Initiative. Let's be clear—this isn't about writing checks to politicians. This effort is about investing time and using the influence that business leaders possess to secure a freer society for generations to come. Contact them to learn more. bastiatociety.org



In July, **The Beacon Hill Institute** hosted a contingent of European journalists assembled by the U.S. State Department and World Boston to discuss the Transatlantic Trade and Industry Partnership now under consideration between the European Commission and the United States. BHI project manager Frank Conte explained in detail how trade and openness to investment are measured in the Institute's widely-circulated State Competitiveness Index. He also fielded questions about the Massachusetts economy and the state's trading partners, the value of immigration, and the consequences of excessive regulation. The Institute also released a study on the state's tax holiday for August 2015. The study was instrumental in the passage of the holiday by the Massachusetts legislature.

beaconhill.org



Benjamin Rush Institute has redoubled efforts to focus on what matters most: Promote solutions that protect the doctor-

patient relationship as the primary means of delivering quality medical care, empowered by a robust free enterprise system, which fosters innovation and reduces costs.

BRI is engaging with its Student Leaders as never before by giving them pre-packaged, hands-on material to increase chapter effectiveness and streamline their operations. BRI closed out the year with 22 chapters holding over 50 events and 6,000+ views of online BRI lectures and debates. Ten Student Leaders received scholarships to attend Free Market Medical Association's Second Annual conference in August 2015. benjaminrushinstitute.org



Are politicized, open-border nonprofits in your state reaping tax dollars serving immigrants? **Capitol Research Center's** *July Foundation Watch* tracks how money flows across America from government programs and left-wing foundations (including George Soros's) to numerous nonprofits and their well-paid leaders. Do environmentalists in your state smugly seize the moral high ground with doomsday prophecies? CRI's August *Green Watch* thoroughly debunks some of the most famous Green predictions of all time and also describes the suffering they have caused the poor. Do you hope labor reforms come to your state? CRI's June and July *Labor Watch* describe how Gov. Scott Walker won his victories. capitalresearch.org



In July, the **Cato Institute** celebrated a new class of graduates of Cato University. Attendees of this week-long event heard from distinguished scholars and participated in topical conversations about classical

liberal policy and philosophy. In August, Sen. Tim Kaine participated in a policy forum examining "The Fight with ISIS: One Year (and Counting) of Unauthorized War." In the fall, Cato will host the 14th Annual Constitution Day symposium. To be held Thursday, Sept. 17, this event will examine decisions from the most recent Supreme Court term and look ahead to the next term. Watch online at www.cato.org/live. cato.org



Center for Competitive Politics filed a petition for a writ of certiorari in *CCP v. Harris*, asking the U.S. Supreme Court to reverse a Ninth Circuit decision forcing the disclosure of the Center's private donor list—a case with exceptionally harmful ramifications for the privacy of donors to 501(c)(3)s. The Center released a two-pager explaining three prominent legislative and regulatory threats to the privacy of supporters of 501(c)(3) organizations. CCP President David Keating spoke on a panel overviewing state efforts to mandate the disclosure of contributors to nonprofit groups—including 501(c)(3)s—at the American Legislative Exchange Council's Annual Meeting. campaignfreedom.org



Ceterus is thrilled to have Carl Oberg join the team as Client CFO, assisting our non-profit clients to keep their finances in order, working through (c)(3)/(c)(4) issues, and generally helping them stay compliant. Carl was most recently COO at FEE and has also worked with the Charles G. Koch Charitable Foundation, and Americans for Prosperity. You can contact him at carlo@ceterusinc.com. ceterusinc.com



In June, **Citizens' Council for Health Freedom** president Twila Brase and staff were in Washington, D.C., talking to national leaders about the dangers threatening patient privacy. In July, Brase spoke at the Let My Doctor Practice: Summit at the Summit. The conference asked doctors if they were satisfied with the health care environment. Coming in October, CCHF will host their annual dinner, Reclaiming Health Freedom, featuring former secret service agent and author, Dan Bongino, and special guest, Rich Weinstein, "Father of Grubergate." For more information or to sign up for the weekly CCHF Health Freedom eNews see their website. cchfreedom.org



I, Whiskey: The Spirit of the Market is a forthcoming **Competitive Enterprise Institute** documentary sequel to the successful *I, Pencil* animated short film. Share a dram, view the trailer, and donate via Indiegogo to <http://iwhiskeymovie.org>! How much is your state giving away to labor unions through "release time"? CEI labor policy expert Trey Kovacs has reports on Missouri and Texas. View the reports at www.cei.org and see which states are next. Other recent CEI report topics include: Dodd-Frank, EPA Clean Power Plan, transportation funding, and the "Beepocalypse." Tweet @ceidotorg. cei.org



For over 20 years, David Horowitz's Restoration Weekend has been one of the nation's premiere events where conservatives can gather with like-minded Americans for a weekend of socializing

with notable speakers and authors who will discuss important issues affecting our country. This year's event will be held at the Belmond Charleston Place Hotel in Charleston, S.C., Nov. 5–8. Confirmed speakers include Jonah Goldberg, Katie Pavlich, David Horowitz, Congressman Louis Gohmert, Andrew McCarthy, Bruce Thornton, Thomas Lifson, Gordon Chang, Robert Spencer, Pat Caddell, Heather McDonald, Richard Baehr, Charlie Kirk, and Daniel Pipes, with many more to follow. The **David Horowitz Freedom Center** invites you to register and find more information about the weekend at www.restorationweekend.org.

horowitzfreedomcenter.org



What is a charitable lead trust? What should a donor expect if they open a donor-advised account? **DonorsTrust's** new blog, part of a broader update to www.donorstrust.org, will look at questions such as these. DonorsTrust hopes the articles and insights will be a resource for development staff and organizational leaders, offering material both to learn from and to share with donors. There is also a "For Non-Profits" page with more information on what they do and how they can partner. Go there to sign up for updates relevant to the work you do. The more everyone works together, the more the freedom movement can grow. donorstrust.org



The Fairness Center won its second legal victory. A judge ordered that one of their lawsuits can proceed and refused to dismiss it as the union had demanded. Jane and Chris are public school teachers

who objected to the union taking and using their money. The union has refused to release their fees to charities of the teachers' choice, as state law requires. They claimed that these charities (including a scholarship to help kids study the Constitution) were "too political!" Now, Jane and Chris will have their day in court—where the union will have to publicly defend its abusive practices. fairnesscenter.org



Foundation for Economic Education is happy to announce the release of a new book entitled *Excuse Me, Professor: Debunking the Myths of Progressivism*, a joint project with Young America's Foundation. Edited and co-authored by FEE president Lawrence W. Reed, the book compiles over 50 essays on topics from education to anti-trust for college students. It was featured as the top story on the Fox News website the week of its release (at.fee.org/1lp7eVo). More info: FEE.org/ExcuseMe. FEE's latest essay series is entitled *Real Heroes*, profiling the unsung heroes of freedom: FEE.org/RealHeroes. fee.org



As the **Foundation for Excellence in Education's** flagship initiative, the National Summit on Education Reform annually convenes the best and brightest from around the world to share strategies to improve the quality of education for all children. This one-stop shop of policies and practices offers an opportunity for lawmakers, policymakers, and advocates to learn the nuts and bolts of reform. Attendees leave the National Summit armed with the knowledge and networks to advance bold education reform in their states. This uncommon conference

annually serves as a catalyst for energizing and accelerating the reform movement across the nation. Registration closes soon. Sign up today! excelined.org



Over the past year, the **Franklin Center** has added a team of policy reporters who specialize in priority issues and leverage the work of our state-based reporters to draw together national narratives. Our largest policy reporting initiative covers education reform and school choice and includes one national reporter and three hyperlocal reporters, in Milwaukee, Wisconsin, Philadelphia, Pennsylvania, and Washington, D.C. The team also includes reporters covering energy and natural resources and technology policy, and we are currently recruiting for a regulatory policy reporter. To apply for the position, please contact Mary Ellen Beatty at mbeatty@watchdog.org. franklincenterhq.org.



F.A. Hayek is considered one of the most important economic thinkers of the 20th century. But unlike two other economic giants of his day, Milton Friedman and John Maynard Keynes, Hayek did little to make his work accessible to average citizens. *The Essential Hayek*—a new book by Donald Boudreaux, **Fraser Institute** senior fellow and George Mason University economist—rectifies this. The book explains Hayek's 10 most profound economic insights in plain language and is accompanied by a dedicated website and series of videos. Visit www.essentialhayek.org to download the book or watch the videos. Subscribe to *Insight*, the Institute's U.S. newsletter, at <http://tinyurl.com/lfk4fp6>. fraserinstitute.org



In July, **The Free State Foundation** held a seminar titled "Implementing Real Regulatory Reform at the FCC." FCC Commissioner Michael O'Rielly delivered an important keynote address setting forth his ideas. A panel discussion followed with reactions from Richard Wiley, former Chairman, Commissioner, and General Counsel of the Federal Communications Commission; Justin (Gus) Hurwitz, University of Nebraska College of Law; and Daniel Lyons, Boston College Law School. Professors Lyons and Hurwitz are members of FSF's Board of Academic Advisors. FSF President Randolph May testified before both House and Senate committees on FCC reform issues in May and June. freestatefoundation.org



Since its inception in 2006, **Free To Choose Network's** educational initiative, izzit.org, has been membership-driven and aimed at educators. Currently 300,000+ classroom teachers and homeschoolers employ the videos, teaching units, and fresh ideas from the website to generate stimulating, meaningful classroom and at-home dialogue. However all izzit.org teaching unit videos are now being offered for free viewing on YouTube. While many of the teacher benefits (quizzes, lesson plans, study guides, etc.) will remain as a subscriber benefit only, the videos and the messaging contained in them are too important not to share with the largest audience possible. Visit izzit.org today for more information. freetochoosenetwork.org



The Friedman Foundation for Educational Choice launched its new

website this summer and hopes users will find its new features useful: 1. The School Choice in America Dashboard features a data center and interactive map allowing you to create custom, downloadable reports with private school choice program participation, eligibility, and funding data; 2. The Program Eligibility Tests now offer families a tool to determine their school choice program eligibility. Parents will learn whether their family might qualify and receive options for next steps. 3. The School Choice How-It-Works Videos provide more information about how school choice, ESAs, vouchers, tax-credit scholarships, and individual tax credits/deductions work. edchoice.org



After the Supreme Court's tortured decision on ObamaCare in *King v. Burwell*, the **Galen Institute** is turning the page to the 2016 debate over fresh ideas to advance patient-centered health care reform toward more choices of plans, portable coverage, and true protection against major medical costs. The Institute is working with the Conservative Action Project to get signatures on a memo describing Ten Principles for Patient-Centered Health Reform to guide the 2016 debate, and they continue their non-stop educational efforts with policymakers in Washington and the states, candidates, and the public. Visit their dynamic www.ObamaCareWatch.org website for the latest news and developments. galen.org



The Heritage Foundation released its *2015 Index of Culture and Opportunity*, which tracks 31 social and economic factors to give a snapshot of the cultural ecosystem needed to sustain freedom.

Their Center for Health Policy Studies' reports outlining how states and the federal government should start planning now for the post-ACA world have sparked interest among legislators in preparing for a health care marketplace after ObamaCare is repealed. Heritage co-hosted Education Reform Roundtables in Nevada and Iowa that highlighted the benefits of education savings accounts. And a redesigned www .InsiderOnline.org site will be released this fall—so stay tuned! heritage.org



This spring, **The Independent Institute** launched two, very timely, short, and accessible booklets by Senior Fellow Robert Higgs, *War and Peace* and *The Threat to Liberty*, introducing Higgs's penetrating analysis to new audiences and current issues. More recently, Independent released the new Higgs book, *Taking a Stand: Reflections on Life, Liberty, and the Economy*, featuring 99 short, accessible chapters on political economy, society, and liberty. With a foreword by Judge Andrew Napolitano included, this book will educate and inspire readers on individual liberty, entrepreneurship and innovation, peace, economic growth, personal responsibility, civic virtue, and the rule of law. Get your copy today! independent.org



No scholars, no research, no change. That's why the **Institute for Humane Studies** has developed Find Scholars—a free service that connects liberty-based organizations to experts who can help advance their goals. The Find team has successfully connected credible academic experts to engage in research, op-eds, media comments, and speaking opportunities with organizations such as the Platte Institute, Coalition to Reduce Spending, Mackinac Center, and the Commonwealth Foundation. If you

are looking for experts on any policy area, email: Find@TheIHS.org or see their website: <http://theihs.org/find-scholars>. theihs.org



After the Supreme Court's disappointing ruling upholding ObamaCare's federal subsidies, **Institute for Policy Innovation's** Dr. Merrill Matthews appeared in the media explaining that the decision paves the way for the people and Congress to appropriately have the final say on changing the health care law. After repeatedly affirming the benefits of Trade Promotion Authority, IPI experts were delighted to commend lawmakers for successfully moving forward on a long-stalled trade agenda, essential to economic growth and global competitiveness. IPI invites you to join them in Dallas on Sept. 25 as they feature three policy perspectives on what actions, if any, the U.S. should take regarding climate change. ipi.org



Intercollegiate Studies Institute wrapped up a successful summer of conferences for its top student leaders. At eight conferences held across the country from Portland, Ore., to Washington, D.C., more than 500 students representing dozens of colleges learned more about the principles of freedom and how to defend them against the abuses of the campus Left. Highlights included two week-long Honors Conferences for top undergraduates, the Collegiate Network Editors Conference for aspiring student journalists, and a brand-new conference on *How Markets Work*. To learn more about other upcoming ISI events and how to get involved, please visit their website. isi.org



The Jesse Helms Center completed the 20th year of its highly successful Free Enterprise Leadership Challenge. Over 8,300 high school students have graduated from this innovative, educational program. Multiple sessions were held on the campuses of Wingate, Palm Beach Atlantic, and Campbell Universities. Also, the Center introduced a new MOOC (massive open online course), Free Enterprise Now®, to students and teachers this summer. Developed by Dr. Peter Frank, Helms Center free enterprise fellow, Free Enterprise Now® teaches students about the free enterprise system through short, interactive videos. To learn more about Free Enterprise Now®, visit the website www.freeenterprisenow.org. jessehelsmcenter.org



On July 31, **The John W. Pope Center for Higher Education Policy** hosted an event celebrating the life and legacy of economist Milton Friedman on his 103rd birthday in Pinehurst, N.C. Isaac M. Morehouse, founder and CEO of Praxis, gave a talk entitled "Competition Makes Everything Better: Innovation Beats Politics in Higher Education Reform." Over 40 professors, policymakers, and citizens gathered to hear Morehouse explain how many universities fail to provide what students really need—and the opportunity for entrepreneurs to offer true choice in higher education. popecenter.org



Judicial Watch continues to fight for accountability in the Benghazi scandal, forcing to light documents which prove Hillary Clinton's public response to the

Benghazi attack was set by the White House. JW is also working to force the State Department to disclose emails that, for the first time, directly tie Clinton to the now-debunked Benghazi talking points. In response to a JW lawsuit, a federal judge ordered the State Department to begin turning over records about Clinton's use of an iPhone and iPad while Secretary of State. Judicial Watch released documents which show the IRS, Department of Justice, and FBI shared 1.25 million pages of confidential taxpayer information and conspired to prosecute conservative political non-profit groups. The IRS was ordered to begin producing Lois Lerner's "lost" emails. Judicial Watch challenged unconstitutional gerrymandering in federal court with an historic lawsuit. judicialwatch.org



Summer means relaxing, but **Mercatus Center** scholars were not on sabbatical. Eileen Norcross' breakthrough study, *Ranking the States by Fiscal Condition*, appeared across the 50 states and fueled fiscal reform conversations in many capitals. Robert Graboyes presented a live telemedicine demo with Doctor on Demand at the American Legislative Exchange Council's Health and Human Task Force to educate attendees on the potential for better health for more people on the innovation frontier. Scholar Robert Krol found that current transportation infrastructure spending policies lead to inefficient decisions and are often driven by political forces in his paper, *Political Incentives and Transportation Funding*. mercatus.org



The **Moving Picture Institute** is pleased to introduce *We the Internet*, a comedy

news web show aimed at millennials. The series will launch in 2016, but watch vlogs now and subscribe at www.YouTube.com/WeTheInternetTV. MPI-supported documentary *The Immortalists* is now available on Netflix. *FISH: How an Economy Grows*, an animated educational series based on the bestseller *How an Economy Grows and Why it Crashes*, will launch in 2016. Visit their website, www.MovingPictureInstitute.org, to learn about their films and talent development programs. Contact info@thempi.org to arrange screenings and recommend filmmakers for fellowships, grants, and internships. thempi.org



On Oct. 2, television and radio talk show host Glenn Beck will discuss "What the American Dream Means to Me" at a **National Center for Policy Analysis** Hatton W. Sumners Distinguished Lecture Series luncheon in Dallas. The event also kicks off the annual Sumners Scholars Policy Seminar weekend. The Seminar provides opportunities for thought-provoking discussions between policy experts and undergraduate students on the most pressing, topical policy issues. Experts will address economic challenges to the American dream, higher education vs. workforce development, American energy policy, Fourth Amendment rights in the digital age, health care policy, entitlements policy, domestic terrorism, and homeland security. ncpa.org



Nearly five years after passage of the First Lady's Healthy, Hunger-Free Kids Act of 2010, mounting evidence suggests that the law may not be achieving either goal. Senior fellow Jeff Stier's presented this conclusion in a *Wall Street Journal* op-ed that contributed to changes in the law passed by the House of Representatives.

The **National Center for Public Policy Research** also published a new book, *Medicare's Victims: How the U.S. Government's Largest Health Care Program Harms Patients and Impairs Physicians*, by policy analyst Dr. David Hogberg. nationalcenter.org



Bill and Hillary Clinton pushed for a \$10 million loan from the Overseas Private Investment Corporation (OPIC) to Clinton Foundation donor Claudio Osorio, who now sits in a federal penitentiary, serving a 12-year term for an unrelated fraud. Proceeds of the loan were supposed to be used to build houses in earthquake-ravaged Haiti; instead, they were used to fund Osorio's lavish lifestyle. Based on documents and information provided by the **National Legal and Policy Center**, the *Washington Free Beacon* detailed the Clintons' role in advancing the scam on July 17. NLPC is requesting a formal investigation by the OPIC Inspector General. nlpc.org



This term the Supreme Court will hear *Friedrichs v. California Teachers Association*. Building on Foundation-won precedents in *Knox v. SEIU* (2012) and *Harris v. Quinn* (2014), Friedrichs directly challenges the constitutionality of public sector forced-union dues. A victory in Friedrichs would end mandatory union dues and fees, ensuring Right to Work protections for all government workers. Following up on the brief filed encouraging the Court to take the case, **National Right to Work Legal Defense Foundation** staff attorneys are filing an amicus brief in the case highlighting the ineffectiveness of current precedent in protecting the First Amendment rights of public employees. nrtw.org



Now in its 15th year, **Property and Environment Research Center's** Enviropreneur Institute empowers environmental entrepreneurs in the application of property, contracts, and markets to enhance environmental assets. Building on 35 years of research exploring how property rights and markets can be harnessed to resolve environmental conflict, the Enviropreneur Institute helps people turn ideas into action. PERC scholars explore the frontiers of free market environmentalism with original research on emerging markets for conservation. PERC's enviropreneur alumni work in communities across the country to address problems ranging from pollution and drought to threatened species. Together they are working to foster a culture of enviropreneurship. perc.org



In May, **Reason Foundation** presented the inaugural Savas Award to Purdue University president Mitch Daniels in recognition of his exceptional work advancing privatization. In July, Reason science correspondent Ronald Bailey released his new book, *The End of Doom: Environmental Renewal in the 21st Century*. In the same month, Reason's Matt Welch spoke at Rand Paul's inaugural lecture series "Free Markets, Individual Liberty, and Civil Society." Paul said of libertarianism, "I think it's come to be a word that maybe people find inviting who don't feel perfectly at home in either of the parties. But Matt does a better job than anybody else of talking about it." reason.org



Spark Freedom is proud to announce this summer marks the team's 150th policy

win since the organization began working with state and national think tanks on strategic marketing, communications, and messaging. They look forward to continuing the fight for limited government and personal responsibility. Fall is quickly approaching, and that means the calendar is filling up with exciting ArrowHead messaging projects on the following policy topics: jobs, education reform, and federal lands. If you would like assistance with marketing, branding, or communications, email the Spark Freedom team at info@sparkfreedom.org. sparkfreedom.org



State Budget Solutions has been calling further attention to the dismal health of state pensions, which are now in a collective \$4.7 trillion hole. A new report by senior fellow Sarah Curry examines state pension reform efforts around the country—from incremental measures to comprehensive solutions. On the Federalism In Action (FIA) front, the transfer of public lands remains a top concern. FIA co-published a booklet with the American Lands Council, summarizing the plight of Western states where over 50 percent of land is federally controlled. Local stewardship would allow for improved fiscal performance and environmental health (www.FederalismInAction.org). statebudgetsolutions.org



Contact the **Tax Foundation** for their new report on state estate and inheritance taxes, Texas reducing their business tax rate, and Connecticut raising theirs. Also keep an eye out for new books on Louisiana tax reform and North Carolina tax reform coming soon! taxfoundation.org



D.C.'s interns were exposed to topics on liberty this summer, thanks to **The Fund for American Studies'** Capitol Hill Lecture Series held in cooperation with Sen. Rand Paul and sponsored by the Einhorn Family Foundation. Attendance averaged more than 150 interns and Congressional staffers, as well as many of the 400 Amstudents attending TFAS summer programs. Speakers included AEI president Arthur Brooks, Reason magazine editor Matt Welch, and Cato Institute EVP David Boaz. TFAS also offered 12 academic courses to college students this summer with faculty including Randy Barnett, Christopher Coyne, Jason Brennan, Nikolai Wenzel, and Adam Martin. tfas.org



In July, the Wisconsin Supreme Court ordered that the nearly four-year-long secret John Doe investigation into fundraising and alleged coordination between Governor Scott Walker's campaign and conservative organizations be shut down. The **Wisconsin Institute for Law & Liberty** filed an amicus brief on behalf of the Center for Competitive Politics, former FEC Chair Brad Smith, and a local advocacy organization. WILL argued that Wisconsin law was overly broad and could not be applied to the alleged conduct. Litigation brought by WILL's work led to the invalidation of two provisions of Wisconsin's campaign finance law last year alone. will-law.org [SPN](https://www.facebook.com/SPN)

TALENT MULTIPLIER FROM PAGE 1

movement. We need to add to our talent pool, not treat talent like trading cards.

Our top policy VPs, Ted Dabrowski and Michael Lucci, came from the private sector. Ted came from banking. He had worked in Mexico and Poland (Ted is half Polish and half Ecuadorian). He transformed our world by becoming a pension expert on the most important issue facing our state, developed and professionalized our policy shop, and became a key spokesman, often replacing me in the Chicago media market. Ted is fluent in Spanish, so we also gained access to the Hispanic market. Exponential impact. (Ted is so happy he won't talk to any recruiters any more so don't bother calling him—right, Ted?! Right, Ted? Ted?)

Michael Lucci worked all over the world, including China and Korea before becoming an options trader in Chicago. Michael took over our jobs and growth portfolio and defined the terms of debate during the gubernatorial battle in 2014. He controlled the narrative arc with his work on unemployment and labor data by turning that data into great stories on the failure of the status quo. Exponential impact. (He is currently being recruited by several private sector companies. He wonders why I keep hiding his phone.)

It's been said many times that talent is the great equalizer. That understates its impact. Talent is the great multiplier. Superior talent is an exponential multiplier. Your results come down to several variables in the success equation, including vision, strategy, operations, and talent. Talent is the most important variable in the results you achieve.

If we could quantify the impact of talent (c'mon, we are data people, aren't we?) by using an arbitrary number of 100 to equalize all the variables, here is what the impact of talent looks like: ▲

	Equalizer	Multiplier	Exponential
Vision	100	100	100
Strategy	+100	+100	+100
Operations	+100	+100	+100
Talent	+100	x100	x100 ²
Results	400	30,000	3,000,000

Key Lesson: Look for exponential talent, and you will get exponential results.

Guiding principles to recruit great talent:

- 1. Have a big vision.** Talented people want to change the world—help them.
- 2. Strive for operational excellence.** Operational dysfunction slows your superstars down; excellence unleashes them.

“The progressive movement is recruiting some of the country’s top talent in politics, in policy, in technology, in leadership, in grassroots organizing, in fundraising, in media, in donors, and more.”

- 3. Manage egos.** We all submit to the organization's vision and mission. It is the leader's job to harmonize egos to mission.
- 4. Let people go.** Move people on to their next career opportunity when they and the organization's needs no longer match. Then add to the top (see below).
- 5. Add to the top.** Your job is to “move the mean up.” Every new hire should be a top 25 percenter. Your mean talent level should always be rising.
- 6. Individualize incentives.** Most talented people are driven by far more meaningful things than money. Take the time to learn and understand those drivers.

When I asked Matt Brouillette of the Commonwealth Foundation to explain the impact of Charles Mitchell, last year's Overton Award winner, he said, “Where I am weak, he is strong, and vice versa. I'm the visionary and salesman, while Charles is the engineer who charts our course. He excels at keeping the trains running on time while I get people excited to ride them.” Together, they have begun transforming Pennsylvania into a purple state with tinges of red. We must face a truth—we have a talent deficit compared

to the other side. The progressive movement is recruiting some of the country's top talent in politics, in policy, in technology, in leadership, in grassroots organizing, in fundraising, in media, in donors, and more.

Are we good enough when it comes to recruiting talent? Our country's future depends on the answer being yes to that question. Twenty years from now we'll know the answer. What role will you have played in recruiting the talent required to achieve a freer, more prosperous America? **SPN**



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employee unions to push against the crony capitalist interests in health care and enact protections in state law so that people can negotiate prices for health care outside of an insurance plan.

Many medical operations have begun to embrace this new method of delivering health care. In Oklahoma and across the country, doctors are creating Direct Primary Care Arrangements with their patients to cover all family practice costs at just \$50 a month.

The impact is real and widespread. Smith likes to share the example of a middle-aged woman in Alaska who sought his help to repair a ventral hernia. She had first gone to her local hospital, where her son was a board member, and they quoted her \$60,000 in just facility fees for this relatively simple procedure. With doctor's fees included, the cost would have been even higher. She then discovered the Oklahoma Surgery Center's website. Their price? \$5,700, including doctor's and facility fees. Despite her family ties to the hospital and its board, the woman and

her husband flew to Oklahoma for the procedure. Her husband was so pleased with the experience that he took out an ad in the local newspaper for the Oklahoma Surgery Center. Direct care is working for patients and doctors all over the country just like it did for this woman in Alaska.

Promoters of free-market solutions in health care have a genuine opportunity to improve Americans' quality of life by advancing the Direct Care model. OCPA found Direct Care to be an important element of a proactive agenda to advance health care solutions for Oklahoma citizens, and this year, 12 states have joined Oklahoma in taking legislative steps to allow Direct Care practices to flourish. While the Affordable Care Act continues to break promises, Direct Care is emerging as a transformative solution that will allow Americans to once again trust they will be cared for, not just covered. [SPN](#)

(BIG) MONEY FROM PAGE 7

the CEO make the call with a high ranking volunteer—and you have a magic partnership.

5) Those who will give to you in the future are men and women who have given to you in the past.

Your best prospects for a gift are those who have already given to you. This tenet is flawless, even if a sizable gift has just been made to your organization. Say, for instance, you're very near the completion of your campaign—the bottom half of the ninth inning! But you still haven't reached your goal.

You evaluate the prospects who still haven't committed to the program. You make a careful examination. The appraisal looks promising, but it still doesn't appear you'll be able to reach your goal.

What to do? Should you call on those who have already given to the campaign—but haven't done as much as they could have or you expected? No! Don't call on them. Instead, call on those who have already made a very large and generous gift. They will do more. And they will be pleased you asked.

6) Big givers refer to one quality in particular they feel is most important in the person making the call: integrity.

They must respect the person and hold him or her in high regard and esteem. This is true whether the solicitor is a staff person or a volunteer.

As far as a staff person is concerned, large givers list integrity first. Then they talk about the three Es. What they like to see in the staff person is Energy, Enthusiasm and Empathy.

7) For many, campaign literature creates the same boom as the sound of one hand clapping.

Often, campaign material is a turnoff. A negative. And the fancier the material, the more objectionable it is to donors. The majority of serious donors much prefer a strong and compelling oral presentation, substantiated by simple written documentation.

Campaign literature can help influence smaller and medium-sized gifts. It can also provide aid and comfort to the solicitor.

But for the really large size gift, use a different approach. Try the three-ring binder, replete with enticing photographs. Nothing is more effective.

Direct mail efforts are important to the lifeblood of an organization. So is a program to approach and cultivate relationships with individuals of means who care about the principles you work to advance. Thus, the question: Have you developed, are you developing, a program to reach them? If not, why not? [SPN](#)

This article was originally published in the January/February 2012 issue of *SPN News*. It's just one example of the transformative best practices for fundraising Jerold Panas has shared with SPN. We were pleased to feature him as a speaker in the 2015 Annual Meeting development track. Access the online version of the article at www.spn.org/publications/detail/tenets-to-raise-big-money-by



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