

# SPN NEWS

State Policy Network

Strategies for State Think Tanks / Summer 2004

## Reading “the Great Books” Refreshing the Commitment to Ideas

*Editor’s Note: This special edition of SPN News is a brief compilation of inspiring policy books and practical non-profit organization books as submitted by various SPN members. Though not an exhaustive inventory, the titles listed here are valued among many in the free-market movement.*



Ingrid Gregg

Immediacy is a central characteristic of our technological age. Society is dependent on speedy communication and analysis. The pace of communication in the Internet age has broadened access to information — and to ideas — in astonishing ways. Those committed to advancing understanding of the principles of liberty and a free and ordered society have been quick to adapt to using technology to relay their messages to an unprecedented number of people in the policy world, in the academy and in the public square.

For all of its benefits, however, the demanding nature of this technological age can be distracting. It is increasingly rare to find time to revisit the writings of the great thinkers who articulated the core principles of a free society that permeate our thoughts and motivate our actions.

In this special issue of *SPN News*, State Policy Network invites readers to pause, to revisit and to reflect upon the works of the thinkers who most

influenced the development of their philosophical, economic, cultural and political perspectives. Readers are invited to deepen their understanding of the great books and to familiarize themselves with texts not yet known. This is a valuable invitation for a variety of reasons.

At the simplest level, we know that fewer and fewer average Americans spend time reading. Literacy rates — particularly adult literacy rates — in some major metropolitan areas and in some rural locations remain unacceptably low. We are not yet a nation of readers as a whole; unfortunately to a large extent America remains a culture that undervalues the importance of a liberal education in the traditional sense.

For those involved in the world of ideas, it is often the case that time constraints make us turn first to condensed digests, magazines, newspaper articles or reviews to get information quickly. Useful though these resources are, they do not necessarily afford the same opportunity as books do for the considered reflection necessary to sustain an *active* appreciation for the power of ideas.

Reading the great books in Western canon such as the writings of Aristotle, Thomas Aquinas, Renaissance thinkers, Adam Smith and his peers in the Scottish Enlightenment, America’s Founding Fathers, Alexis de Tocqueville to name only a few, provides just such an opportunity for considered reflection. It is no bad thing to be reminded that modern giants of the classical liberal tradition including economists like F. A. Hayek and Lord Peter Bauer stood on the shoulders of these earlier thinkers.

*In this special issue of **SPN News**, State Policy Network invites readers to pause, to revisit and to reflect upon the works of the thinkers who most influenced the development of their philosophical, economic, cultural and political perspectives.*



STATE POLICY NETWORK  
6255 Arlington Boulevard, Post Office Box 5208  
Richmond, California 94805-5208  
Phone: 510.965.9700 • Fax: 510.965.9701  
spn@spn.org • www.spn.org

CONTINUED ON NEXT PAGE

*It falls to each person interested in ideas to contribute to defining moral, social and political priorities today.*

On another level, we know that it is a commonplace to acknowledge that “the post-Cold War, post-September 11<sup>th</sup>, 2001” world is an increasingly complex place. The complexity of the times requires that those committed to liberty refine their arguments in favor of limited government and individual responsibility with constant reference to truth and to the principles of freedom. In order to meet these challenges in the politically charged and still hostile intellectual environment in which those interested in liberty find themselves, it is still important to build knowledge over time about the animating principles that are permanently relevant to our work and in society. By so doing, classical liberals are better placed to contribute to the continued advancement of these principles, and to resist the temptations of complacency and resignation.

The arguments for liberty that eventually defeated socialism and collectivism in the last century have the power to resonate as strongly in this new complex century as they did before. Scholars, public intellectuals, researchers and think-tank staff see an increasing awareness among the public at large about the power of ideas. As James Buchanan has recently noted, however, books and ideas are crucial, but they alone cannot insure the “the viability of our philosophy.” Classical liberals must continue to try to capture the public imagination by talking and writing about the realities of politics, culture and economics in accessible ways and at the same time point toward a vision — an ideal — of what society should be.

This kind of task is not a new one. During the eighteenth and nineteenth centuries society experienced radical social and economic changes as a result of the rise of commercial society and the industrial revolution. A host of questions was triggered about the nature of human interaction in a modern time, not unlike those we confront now that the industrial age has given way to the technology age. Those involved in the world of ideas in previous centuries relied on great books and ideas to define identity and meaning in changing times. They attempted to understand progress in its various forms.

There was much discussion in eighteenth-century Europe, for example, about how new wealth and new social structures would influence or alter perceptions about morality and social ethics across society. We confront similar questions in our day, not least in such areas as bioethics. It falls to each person interested in ideas to contribute to defining moral, social and political priorities today.

We need steady influences as we go about this process, as well as sources of refreshment and renewal. Make time for the great books. You will not be disappointed. **SPN**

*Ingrid A. Gregg, PhD is President of the Earhart Foundation, based in Ann Arbor, Michigan.*

**SPN NEWS • SUMMER 2004 • VOL 5 • ISSUE 3**

SPN News reports on issues of importance to state-based, market-oriented, non-profit 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 quarterly. Individual copies can be ordered from the State Policy Network offices at (510) 965-9700.

*\*All book images used in this issue are owned by their respective copyright holders.*

**MISSION STATEMENT**

The mission of State Policy Network is to provide strategic assistance to independent research organizations devoted to discovering and developing market-oriented solutions to state and local public policy issues.

6255 Arlington Boulevard, Richmond, CA 94805  
Phone: 510.965.9700 • Fax: 510.965.9701 • www.spn.org • spn@spn.org

**STATE POLICY NETWORK™**

Tracie Sharp, President  
Ford A. Anderson II, Senior Advisor • Dr. Jo Kwong, Project Director  
Patrick McDougal, Program Coordinator

**BOARD OF DIRECTORS**

THOMAS A. ROE, FOUNDING CHAIRMAN (1927 – 2000)  
Carl Helstrom (Chairman)..... The JM Foundation  
Ted Abram..... American Institute for Full Employment  
Alejandro A. Chafuen..... Atlas Economic Research Fdn.  
Derwood Chase..... Chase Investment Counsel Corp.  
Gisèle Huff..... Jaquelin Hume Foundation  
Byron S. Lamm..... past President, State Policy Network  
Robert W. Poole, Jr..... Reason Foundation  
Lawrence W. Reed..... Mackinac Center for Public Policy  
Tracie Sharp (President)..... State Policy Network  
Gaylord Swim..... Pillar Capital

# The Great Books of Free-Market Policy and Philosophy



## **The Future and Its Enemies: The Growing Conflict Over Creativity, Enterprise, and Progress**

By Virginia Postrel, Free Press, 1999. 288 pages

The best statement of the contemporary threat to liberty since Hayek's

*Road to Serfdom.*

-Sam Staley, President, Buckeye Institute

## **In Defense of Global Capitalism**

By Johan Norberg, translated By Roger Tanner with Julian Sanchez, Cato, 2003. 260 pages

This provides one of the most down-to-earth examinations of "globalization." The book delivers a hard-hitting rebuttal to arguments that blame capitalism for the world's problems, and builds a sound foundation for understanding how open markets foster prosperity, through the freedom of movement of goods, services, and people.

-Jo Kwong, Director of Institute Relations, Atlas Economic Research Foundation

## **The Mystery of Capital: Why Capitalism Triumphs in the West and Fails Everywhere Else**

By Hernando de Soto, Basic Books, 2000. 276 pages

## **Dependent on D.C.: The Rise of Federal Control over the Lives of Ordinary Americans**

By Charlotte A. Twight, Palgrave Macmillan, 2003. 432 pages

-Both recommended by J. Stanley Marshall, PhD, Founding Chairman, James Madison Institute

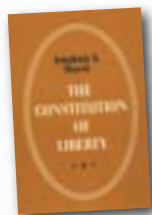


## **The Vision of the Anointed: Self-Congratulation as a Basis for Social Policy**

By Thomas Sowell, Basic Books, 1995. 305 pages

To be effective in public policy, one must understand the environment in which one works as well as the underlying assumptions from which one's opponents operate.

-John Taylor, President, Virginia Institute for Public Policy



## **Constitution of Liberty**

By F.A. Hayek, The University of Chicago Press, 1978. 580 pages

The 1974 recipient of the Nobel Prize in economics wrote this systematic defense of individual liberty and free market economics, in which

he argues that Americans have best been able to defend those values by defending the U.S. Constitution. Hayek brilliantly synthesizes ideas from ethics, anthropology, economics, law, and political science to show that the concept of "liberty" embodied in the Constitution is not a single value but rather the very source of all moral values. He examines how other Western societies have sought to secure individual liberties and contrasts them to the U.S. Constitution. Hayek ultimately tests the principles of freedom by applying them to contemporary economic and social issues. In this brilliant work, Hayek restates the ideals that he believes have guided, and must continue to guide, the growth of Western civilization.

-Jo Kwong, Director of Institute Relations, Atlas Economic Research Foundation



## **Public Intellectuals: A Study of Decline, With a New Preface and Epilogue**

By Richard Posner, Harvard University Press, 2003. 416 pages

It promotes accountability in the ideas industry.

-Greg Blankenship, Illinois Policy Institute

## **Lives at Risk**

By John C. Goodman, Gerald L. Musgrave and Devon M. Herrick, with a foreword by Milton Friedman, Rowman & Littlefield Publishers, August, 2004. 272 pages

Lives at Risk, subtitled Single-Payer National Health Insurance around the World, shatters the myths of national health schemes. It shows that patients are routinely denied care, and denied lifesaving treatments, due to political control of health care systems in developed countries around the world. This is the only comprehensive, treatment of this subject we know of. There are hundreds of footnotes, predominantly citing government-sponsored reports and research by advocates of national health insurance.

-John C. Goodman, President, National Center of Policy Analysis

CONTINUED ON NEXT PAGE

*In this brilliant work (The Constitution of Liberty) Hayek restates the ideals that he believes have guided, and must continue to guide, the growth of Western civilization.*

*-Jo Kwong, Director of Institute Relations, Atlas Economic Research Foundation*

*In Defense of Freedom and Related Essays is a must read because today, as much as ever, the conservative movement seems to be splitting into irreconcilable libertarian and conservative camps.*

*-Frederic Fransen, Senior Liberty Fund Fellow, Liberty Fund, Inc.*

**In Defense of Freedom and Related Essays**

By Frank Meyer, Liberty Fund, Inc., 1996. 238 pages  
These are the ideas of the conservative movement. This is a must read because today, as much as ever, the conservative movement seems to be splitting into irreconcilable libertarian and conservative camps. This collection of essays by the first voice of the “fusionist” position — and especially “Why Freedom” — makes the case for why libertarians and conservatives are natural allies. Perhaps a reconsideration of Meyer’s argument will help libertarians and conservatives to frame their policy positions in such a way as to avoid further fracturing of an already fragile coalition.

-Frederic Fransen,  
Senior Liberty Fund Fellow, Liberty Fund, Inc.

**Business as a Calling: Work and the Examined Life**

By Michael Novak, Free Press, 1996. 256 pages  
This provides bite-sized arguments for the moral and efficient defense of corporations as the backbone of capitalism and American society. Also, it is a motivational little book — it works on the reader’s mind and their soul.

-Kent Lassman,  
The Progress and Freedom Foundation

**Economics**

**Basic Economics: A Citizen’s Guide to the Economy, Revised and Expanded**

By Thomas Sowell, Basic Books, 2003. 496 pages

**Applied Economics:**

**Thinking Beyond Stage One (2<sup>nd</sup> Edition)**

By Thomas Sowell, Basic Books, 2003. 304 pages  
*Basic Economics* discusses economic principles. *Applied Economics* applies those principles to the problems created for us by the dunces in government.

-Both recommended by John Taylor, President,  
Virginia Institute for Public Policy



**The Substance of Style: How the Rise of Aesthetic Value Is Remaking Commerce, Culture, and Consciousness**

By Virginia Postrel, HarperCollins, 2003. 237 pages

It is a discourse on how aesthetics is remaking the economy. Improvements in technology and productivity are influencing how and what we buy. Think tanks can learn that being good isn’t enough. Looking good can be a real value-adder.

-Greg Blankenship, Illinois Policy Institute



**Eat the Rich**

By P.J. O’Rourke, Atlantic Monthly Press, 1998. 246 pages

We need to use more humor to communicate free-market ideas.

-Todd Kruse, DCI

**Biographies**

**R.E. Lee: A Biography**

By Douglas Southall Freeman, Scribner, 1987.

As all true leaders understand, there is only one form of leadership and that is by example.

-John Taylor, President,  
Virginia Institute for Public Policy

**John Adams**

By David McCullough, Simon & Schuster, 2001. 736 pages

The history and philosophy that undergirds our policy work.

-George Pearson, Director,  
Flint Hills Center for Public Policy

**History**



**Commanding Heights:**

**The Battle for the World Economy**

By Daniel Yergin and Joseph Stanislaw, Free Press, 2002. 512 pages

To gain perspective for our policy work.

-George Pearson, Director,  
Flint Hills Center for Public Policy

**Paris 1919**

By Margaret MacMillan, Random House, 2002. 608 pages

To understand how today’s international relations were shaped by the post WWI war negotiations. Also, it shows the need for more transparency in government.

-Todd Kruse, DCI



**Those Dirty Rotten Taxes:**

**The Tax Revolts that Built America**

By Charles Adams, Free Press, 1999. 256 pages

Provides indispensable historical information about the destructive impact of taxes, and strikes fear in the hearts of tax raisers everywhere.

-Larry Reed, President,  
Mackinac Center for Public Policy **SPN**

# Great Books on Leadership and Non-Profit Management



## **Developing the Leaders Around You: How to Help Others Reach Their Full Potential (revised)**

By John C. Maxwell, Thomas Nelson, 2003. 224 pages

Explains how to find and develop leaders for all levels of your organization, and how to exhibit leadership traits yourself.

-Larry Reed, President,  
Mackinac Center for Public Policy

## **The Knowing-Doing Gap: How Smart Companies Turn Knowledge Into Action**

By Jeffrey Pfeffer, Robert I. Sutton, Harvard Business School Press, 2000. 314 pages

Premise is that top-performing organizations don't get that way because they have some secret of management, or because their people are especially brilliant; they simply DO what most managers know needs to be done. The book also gives root causes of failure in this area, things like "The Smart-Talk Trap," which is the tendency for do-nothing naysayers to rise in an organization because by being critical they make themselves appear astute — yet they never create much value of their own.

-Tony Woodlief, President, The Mercatus Center



## **Rules for Radicals**

By Saul Alinsky, Vintage, 1989. 224 pages

He was a socialist, but this guy knew how to rock the boat. If conservatives and libertarians had this kind of fire and creativity, we'd be a heck of a lot more effective.

-Tony Woodlief, President, The Mercatus Center

## **Knowledge and Decisions**

By Thomas Sowell, Basic Books, 1996, 448 pages  
In *Knowledge and Decisions*, Thomas Sowell builds on Hayek's notion of knowledge — particularly individual's time and place specific knowledge - and examines how it impacts upon economic, political, and legal decisions making. He describes in concrete detail how knowledge is shared and disseminated throughout modern society. Sowell argues that the most fundamental question is not what decisions ought to be made, but rather, how is to make it — through what

processes and under what incentives and constraints, and with what feedback mechanisms to correct the decision if it proves to be wrong.

-Jo Kwong, Director of Institute Relations,  
Atlas Economic Research Foundation



## **First, Break All the Rules: What the World's Greatest Managers Do Differently**

By Marcus Buckingham and Curt Coffman, Simon & Schuster, 1999. 255 pages

A great reference for business management and marketing.

-Laura Major, Director of Sponsor Relations,  
Goldwater Institute



## **Smart Choices: A Practical Guide to Making Better Decisions**

By John Hammond, Ralph Keeney, and Howard Raiffa, Broadway, 2002. 256 pages

The best practical guide to decision-making I've ever seen, filled with good tools that can be employed right away to help guide choices a non-profit may be facing.

-Tony Woodlief, President, The Mercatus Center



## **Good to Great: Why Some Companies Make the Leap, and Others Don't**

By Jim Collins, HarperCollins, 2001. 320 pages

The best book on organizational strategic thinking I have read.

-Sam Staley, President, Buckeye Institute

A premier management book on what it takes to build great organizations.

-Gregory McGinity, Director of Policy,  
The Broad Foundation

## **Character is Destiny:**

### **The Value of Personal Ethics in Everyday Life**

By Russell Gough, Prima Lifestyles, 1997. 196 pages  
Explains why character is paramount in building a fruitful life and, by extension, an effective organization others will find appealing.

-Larry Reed, President,  
Mackinac Center for Public Policy

CONTINUED ON NEXT PAGE

*Confessions of a Street Smart Manager is one of the best books I've read on management and sales.*

*-Sam Staley, President, Buckeye Institute*

**Non-profit Management**



**Why Nonprofits Fail: Overcoming Founder's Syndrome, Fundphobia, and Other Obstacles to Success**

By Stephen R. Block, Jossey-Bass, 2003. 190 pages

Discusses common problems like Founder's Syndrome, fear among boards and leaders of asking for money, etc. Gives case studies of how leaders have overcome these problems.

-Tony Woodlief, President, The Mercatus Center

**Organizing Genius: The Secrets of Creative Collaboration**

By Patricia Ward Biederman and Warron Bennis, Perseus Publishing, 1998. 239 pages

Provides advice and great anecdotes on building great teams.

-Gregory McGinity, Director of Policy, The Broad Foundation

**Confessions of a Street Smart Manager**

By John Mahoney, Introduction by William Safire, Contributions by Richard Conarroe, Simon & Schuster Trade, 1998.

One of the best books I've read on management and sales.

-Sam Staley, President, Buckeye Institute



**Nonprofit Lifecycles: Stage-Based Wisdom for Nonprofit Capacity**

By Susan Stevens, PhD., Stagewise Enterprises Inc, 2002. 140 pages

Most nonprofit management books are suited for mature organizations, rather than small- and mid-size groups. *Nonprofit Lifecycles* is designed to help nonprofits diagnose their own place in the organizational "lifecycle," and take action to avoid the pitfalls of youth, middle-age, and old-age. It discusses roadblocks that frequently lead organizations to stall in their development, and reveals ways in which organizations can use the lifecycle approach to generate capacity-building programs and grant opportunities. Rated by the Alliance for Nonprofit Management as "the best new nonprofit book release in 2002."

-J. Stanley Marshall, Founding Chairman, James Madison Institute

**Managing the Non-Profit Organization – Principles and Practices**

By Peter F. Drucker, HarperCollins, 1990. 235 pages

This is a first principles guidebook on running a non-profit. Drucker also includes interviews with several successful non-profit leaders.

-Tracie Sharp, President, State Policy Network

**Board Development and Governance**



**Not On This Board You Don't: Making Your Trustees More Effective**

By Arthur C. Frantzreb, Bonus Books, 1997. 250 pages

Good advice regarding non-profit boards.

-George Pearson, Director, Flint Hills Center for Public Policy

**Boardroom Verities: A Celebration of Trusteeship With Some Guides and Techniques to Govern By**

By Jerold Panas, Precept Press, 1991. 238 pages  
Panas covers a wide range of issues facing trustees and includes a terrific bibliography of other valuable books on Board development and governance. Forms in the back of the book help you assess, score and rank a trustee's performance. This book is a must read for both CEOs and the leadership on their Board.

-Tracie Sharp, President, State Policy Network



**Inside the Nonprofit Boardroom: What you Need to Know for Satisfaction and Success**

By Charles William Golding with Craig W. Stewart, Documentary Book Publishers, 1999. 80 pages

Short and to the point — useful as an introductory text for new Board members.

-Tracie Sharp, President, State Policy Network **SPN**

*Rules for Radicals*  
By Saul Alinsky:  
He was a socialist, but this guy knew how to rock the boat. If conservatives and libertarians had this kind of fire and creativity, we'd be a heck of a lot more effective.

-Tony Woodlief, President, The Mercatus Center

# Top Ten Fundraising Books



Kevin Gentry

Fundraising advice is pretty easy to come by. Trouble is, how do you know if it's *good* fundraising advice?

In some foreign countries, the locals are known for generously providing directions to where you want to go — even if they don't have a clue how to get you to where you need to go!

A lot of fundraising advice is *really* bad, in fact.

It's like political candidates who stumble over the finish line, then swear that their name-emblazoned emery boards and refrigerator magnets were the keys to victory.


Well, here's a good top-ten list of what to read.

Because most fundraising is about effective marketing, many of the books below are about good marketing.

And because psychological influences frequently determine how we respond to marketing, I start with Cialdini's work. He's absolutely the best.

Jerry Panas is a good fundraiser, and Thomas Stanley understands the behavior of the affluent.

But if you could only read one thing, read anything by Mal Warwick. You can start the process free — and go to [www.malwarwick.com](http://www.malwarwick.com)

Happy hunting! 

*Kevin Gentry is Vice President for Strategic Development at the Charles G. Koch Charitable Foundation in Washington, DC. He can be reached at [kevin.gentry@kochind.com](mailto:kevin.gentry@kochind.com) or (202) 393-2354.*



## **Influence**

By Robert B. Cialdini,  
Morrow, William, 1993.  
309 pages

## **My Life In Advertising: Scientific Advertising**

By Claude C. Hopkins, NTC Publishing Group,  
1987 reprint. 336 pages



## **The 22 Immutable Laws of Marketing**

By Al Ries and Jack Trout,  
HarperCollins, 1994. 132 pages

## **Ogilvy on Advertising**

By David Ogilvy,  
Crown Publishing Group, 1983. 224 pages



## **Mega Gifts**

By Jerold Panas,  
Bonus Books, 1998 reissue.  
231 pages

## **Selling to the Affluent**

By Thomas J. Stanley, McGraw-Hill Companies,  
1997 reprint. 477 pages



## **Revolution In the Mailbox**

By Mal Warwick, Wiley, John &  
Sons, 2004, Revised and updated.  
324 pages

## **The Five Strategies for Fundraising Success**

By Mal Warwick, Wiley, John & Sons, 1999.  
320 pages

## **How To Write Successful Fundraising Letters**

By Mal Warwick, Wiley, John & Sons, 2001  
Revised and updated. 320 pages



## **Ten Steps to Fundraising Success**

By Mal Warwick, Wiley, John & Sons,  
2001.  
160 pages

*Most fundraising is about effective marketing.*

# The 90:10 Rule

## Why Marketing Matters & Some Great Books to Help Your Organization Market Effectively

*No matter what your business sells, you must identify and explain: who you are, what you do, why they should care.*



Jane Markell

If 90 percent of what people call “marketing” is common sense, then why on earth do we need to study it, write books about it, and spend countless dollars supporting it?

The corollary to this is simple: the remaining 10 percent is the art and discipline of identifying and connecting with the right customers or audiences and offering them something they want and you have to give.

This 10 percent is where the science of branding, positioning, messaging, and strategic planning comes into play. No matter what your business sells, you must identify and explain:

- who you are
- what you do
- why they should care

If you don’t answer these three questions effectively, you will lose customers to the businesses that do a better job of articulating their message.

Based on my own 20-plus years of working with clients from a wide range of businesses, both for-profit and non-profit, I’ve found that while organizations are as individual as the people who run them, the basic marketing and communications disciplines are essentially the same.

The key is learning the concepts and then applying them rigorously and consistently. And there’s no better place to start than with the following — my top five books for improving your marketing program.



**Marketing Insights from A to Z:  
80 Concepts Every Manager  
Needs to Know**

By Philip Kotler, Wiley Publishers, 2003. 206 pages  
Kotler is the original textbook guru on marketing. His comprehensive

texts on marketing management have been the gold standard for most marketing 101 classes in undergraduate business and graduate MBA programs. If you want the whole semester, get his “Marketing Management” textbook. Otherwise, I suggest this short form as it defines all the buzzwords and makes it easier to prioritize among the many marketing strategies out there.

*Other books by the same author:*

**Strategic Marketing for  
NonProfit Organizations**

By Alan Andreasen and Philip Kotler, Prentice Hall, 2002 (6<sup>th</sup> Edition). 536 pages

**Marketing Management**

By Philip Kotler, Prentice Hall, 2002 (11<sup>th</sup> Edition). 768 pages

**Principles of Marketing  
(textbook on marketing)**

By Philip Kotler and Gary Armstrong, Prentice Hall. 768 pages



**Ogilvy on Advertising**

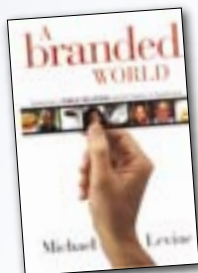
By David Ogilvy, Crown Publishing Group, 1983. 224 pages

This is my all-time favorite book for a general understanding of what advertising is all about, especially the difference between good and poor advertising. What’s great about this book, in addition to Ogilvy’s British wit, is that it is based on time-tested experience from one of the most successful people in the business. The book is loaded with great examples and tips on how to write and design better ads. There is something to learn from this book for everyone who reads it, even the third time around.

*Other books by the same author:*

**Confessions of an Advertising Man**

By David Ogilvy, McGraw-Hill, 1987. 172 pages



**A Branded World: Adventures in Public Relations and the Creation of Superbrands**

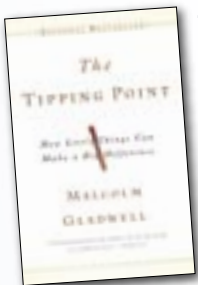
By Michael Levine, Wiley Publishers, 2003. 256 pages

What I really like about this book is that Levine talks about branding from a PR perspective, which is so essential to nonprofits these days, as well as corporations. Branding is so much more effective when it is fully integrated into your marketing mix and even greater when you know how to leverage the media. Levine also provides insights into differentiating your brand.

*Other books by the same author*

**Guerrilla P.R.: How You Can Wage an Effective Publicity Campaign... Without Going Broke**

By Michael Levine, HarperCollins, 1993. 229 pages



**The Tipping Point**

By Malcom Gladwell, Little Brown, 2000. 288 pages

“Big changes follow from small events.” This is a terrific read for how to start an epidemic in ideas, selling a product, or changing behavior. It reveals much about how people are influenced and what leads to change. Reading this book is sure to jump-start your creative thinking about how to make your product “sticky” or memorable, and how to tap into large networks that help you sell it.



**Eat That Frog! 21 Great Ways to Stop Procrastinating and Get More Done in Less Time**

By Brian Tracy, Berrett-Koehler Publishers, 2002. 129 pages

One of our biggest challenges today is deciding which of the many tasks facing us each day are the absolute most important. We can’t do it all, so we had better make sure we are focused in the areas where we can add the most value to our organization.

This book is an indispensable tool for helping you to prioritize, which is key in marketing as well as in every other area of your business.

*Other books by the same author:*

**The Psychology of Selling: The Art of Closing Sales**

By Brian Tracy, Simon & Schuster, 1986.

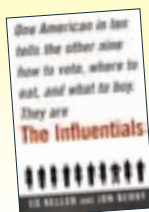
**The 100 Absolutely Unbreakable Laws of Business Success**

By Brian Tracy, Berrett-Koehler Publishers, 2001. 336 pages

Check out these books and you’ll have 100% of what it takes to maximize the impact and effectiveness of your organization’s marketing and outreach. [SPN](#)

*Jane Markell is President of JEM Marketing Associates. She and her network of marketing professionals work with for-profit and non-profit organizations such as the Pacific Research Institute to develop innovative and effective communications programs and tools. Contact Jane at [Jane@jemmarketing.com](mailto:Jane@jemmarketing.com), (415) 383-3002, web site: [www.jemmarketing.com](http://www.jemmarketing.com)*

**Marketing Book of Note —**



**The Influentials: One American in Ten Tells the Other Nine How to Vote, Where to Eat, and What to Buy**

By Jon Berry and Ed Keller, Free Press, 2003. 368 pages

This book points out that the most influential Americans — the ones who tell their neighbors how to vote, what to buy, and where to eat—are not necessarily the people you’d expect. This has implications for the think-tank business.

-Oklahoma Council of Public Affairs

***Eat That Frog is an indispensable tool for helping you to prioritize, which is key in marketing.***

"Must Read" books of the free-market movement

# Turning Ideas into Consequences

By Kelly Young

*Success requires that we convince others that our ideas have merit and that we persuade them to adopt those ideas. The self-satisfaction that we are right is cold comfort if our ideas are ignored.*

*-Kelly Young,  
Charles G. Koch Charitable Foundation*

Ideas may have consequences, but we should not confuse mere ideas with human consequences. And we should not take for granted the challenge of turning ideas into consequences for that is no easy feat. While it may be satisfying to debate the finer points of political philosophy or argue the merits of market-savvy public policies, success requires that we convince others that our ideas have merit and that we persuade them to adopt those ideas. The self-satisfaction that we are right is cold comfort if our ideas are ignored. After all, change in the real world is the ultimate measure of our work. So, how does change happen?



Everett Rogers' *Diffusion of Innovations* (Free Press; 2003. 512 pages) lays out a comprehensive theory for how new products, technologies, and other innovations spread through communities and become the practice of individuals. Because we are all trying to diffuse ideas -- whether it is the power of liberty and individual choice through the general population or a specific tax policy through a state legislature -- we must first understand how people choose to adopt something new. The answer it is not self-evident, which is why Rogers' work is so valuable. His first chapter is an absolute MUST read for anyone serious about spreading the principles of liberty on any scale. A great companion read is Malcolm Gladwell's *The Tipping Point* (Back Bay Books; 2002. 304 pages), a journalistic take on this interdisciplinary body of research that is rich with examples from all aspects of life.

But understanding the phenomenon of diffusion is no substitute for practical expertise in persuading others. That is where the rubber meets the road. Market advocates tend to be analytical and discount the effectiveness of anything besides



raw economic analysis, but that is a small part of human life. In *Influence (rev): The Psychology of Persuasion* (Morrow, William; 1993. 309 pages), Robert B. Cialdini dissects the many ways in which people

influence each other and offers concrete advice for harnessing that knowledge. Ultimately, each of us is working to influence others, whether it is to provide financial support to our organization or to take some political action -- or even to sell us that car at 10% below factory invoice -- so it is critical that we understand how influence works and become fluent in its mechanisms. Based solidly in social science but directed at everyday life, Cialdini is an advisor we all need.



Less enjoyable than Cialdini but just as valuable is Max H. Bazerman's *Judgment in Managerial Decision Making* (4th Edition. John Wiley and Sons, Ltd; 1997. 208 pages) Bazerman describes the various obstacles that get in

our way as we make decisions, including cognitive biases, misapprehension of uncertainty, and negotiation complexities. While Bazerman is a bit academic, his tools are most valuable. A less academic take on the same material is offered by J. Edward Russo and Paul J. Schoemaker in their *Decision Traps: The Ten Barriers to Brilliant Decision-Making and How to Overcome Them* (Doubleday & Company; 1989. 280 pages). Their subtitle says it all.

So lean on these resources if you want to make better decisions, be more influential, and see your ideas and policies spread further and faster. The status quo deserves to be challenged. And it needs to be challenged with the best tools available. [SPN](#)

*Kelly R. Young is Vice President of the Charles G. Koch Charitable Foundation.*

*“Must Read” books of the free-market movement*

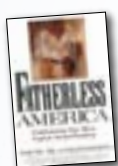
## Books that Shaped our Organization



Mitch Pearlstein

The sizable list of important and often great books that follow can be read as a reflection of either (1) American Experiment's wide breadth of interest, or (2) my need to spend more time with my family and get out more often.

Focusing on the first possibility, I am struck by how these authors — many of whom are friends and intellectual heroes — have shaped the work of the Center since we opened shop in 1990.



### **Fatherless America: Confronting Our Most Urgent Social Problem**

By David Blankenhorn, HarperCollins, 1995. 328 pages

I haven't read it since it came out in 1995,

but it probably remains as interesting and strong as anything written in the last decade about the eroded role of fathers in the United States.

### **Witness**

By Whittaker Chambers, Regnery Publishing, 1978 reissue. 808 pages

A seminal epic in the long, twilight struggle against communism — with clear relevance to what will be a long, twilight struggle against terror.

### **Capitalism and Freedom**

By Milton Friedman, University of Chicago, 1962. 212 pages

Simply seminal.



### **The Road to Serfdom**

By F. A. Hayek, University of Chicago Press, 1944. 274 pages

Ditto.

### **Losing the Race:**

#### **Self-Sabotage in Black America**

By John McWhorter, Free Press, 2000. 285 pages  
Excellent cultural and psychological analysis of why so many African Americans are doing so poorly in school and afterwards.



### **The Dream and the Nightmare:**

#### **The Sixties' Legacy to the Underclass**

By Myron Magnet, HarperCollins, 1993. 256 pages

Along with Charles Murray's *Losing Ground* and Marvin Olasky's *The Tragedy of American Compassion*, one of the three most persuasive and important books in demonstrating how Great Society programs often did more to hurt people than help them.



### **Losing Ground:**

#### **American Social Policy, 1950-1980**

By Charles Murray, Basic Books, 1984.

323 pages

See Magnet above.

### **The Spirit of Democratic Capitalism**

By Michael Novak, Simon & Schuster, 1982.

433 pages

A very rich and important theological argument on behalf of free markets.

### **The Tragedy of American Compassion**

By Marvin N. Olasky, Good News Publishing, 1992. 299 pages

See Magnet above once more.



### **Before the Storm: Barry Goldwater and the Unmaking of the American Consensus**

By Rick Perlstein (no relative), Hill & Wang, 2001. 671 pages

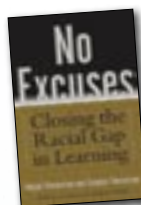
Although Perlstein is a political liberal, this is an eminently fair and excellent history of the conservative movement at mid-century.

### **Left Back: A Century of Failed School Reforms**

By Diane Ravitch, Simon & Schuster, 2001.

560 pages

Ravitch is the nation's best education historian and this is an essential history of "progressive" mistakes in schooling stretching from one end of the twentieth century to the other.



### **No Excuses:**

#### **Closing the Racial Gap in Learning**

By Abigail and Stephan Thernstrom, Simon & Schuster, 2003. 352 pages

The best and most comprehensive analysis of the policy and cultural reasons why so many black and Hispanic kids are failing miserably in school.

SEE BOOKS THAT SHAPED US, ON NEXT PAGE

*I am struck by how these authors — many of whom are friends and intellectual heroes — have shaped the work of the Center (of the American Experiment) since we opened shop in 1990.*

*-Mitch Pearlstein, Center of the American Experiment*

*Ronald Wilson Reagan  
1911-2004*

# The Great Books on Ronald Reagan

Compiled by Steve Hayward

*Reagan: A Life in Letters is a sampling of the more than 10,000 letters Reagan is estimated to have written during his adult life.*



**President Reagan: The Role of a Lifetime**  
By Lou Cannon, Simon & Schuster, 1990. 948 pages  
Flawed in a few respects, but otherwise the best and most thorough account of Reagan's presidency by the reporter who covered him more than any other.

**Governor Reagan: His Rise to Power**  
By Lou Cannon, Perseus Publishing, 2003. 592 pages  
Cannon's best book about Reagan, covering Reagan's early life and providing the most complete account of his governorship of California.

**Ronald Reagan and the Politics of Freedom**  
By Andrew Busch, Rowman & Littlefield Publishers, 2001. 352 pages  
A very substantive analysis Reagan's statesmanship from an academic political scientist.

**Reagan in His Own Hand**  
By Kiron Skinner, Martin Anderson, and Annelise Anderson, (editors), Simon & Schuster, 2001. 576 pages  
The sampler of Reagan's original speeches, articles, and radio addresses that demonstrated his capacity for thought and talent as a writer.

**Reagan: A Life in Letters**  
By Kiron Skinner, Martin Anderson, and Annelise Anderson (editors), Simon & Schuster, 2003. 934 pages  
A sampling of the more than 10,000 letters Reagan is estimated to have written during his adult life.

**An American Life: The Autobiography**  
By Ronald Reagan, Simon & Schuster, 1999 reprint. 752 pages  
His post-presidential memoirs.

**Revolution: The Reagan Legacy**  
By Martin Anderson, Hoover Institution Press, 1991 expanded and updated. 486 pages  
A good account of how Reagan came to his views, and how they unfolded in his administration.

**Ronald Reagan: How an Ordinary Man Became an Extraordinary Leader**  
By Dinesh D'Souza, Simon & Schuster, 1999. 292 pages

One of the first books to recognize Reagan's depth, though D'Souza is mistaken to think of Reagan as an "ordinary man."

**The Age of Reagan: The Fall of the Old Liberal Order, 1964-1980**  
By Steven F. Hayward, Crown Publishing Group, 2001. 848 pages

Pardon me for plugging my own book, but Ed Meese says it is the best book on the rise of Reagan to the presidency, and he should know. It attempts to do for Reagan what Arthur Schlesinger did for FDR in *The Age of Roosevelt*. (Volume 2, *The Age of Reagan: Lion at the Gate, 1980-1989*, is due next year.)

**Reagan's War: The Epic Story of His Forty-Year Struggle and Final Triumph Over Communism**  
By Peter Schweitzer, Knopf Publishing Group, 2003. 368 pages  
Grand account of Reagan's anti-Communism, beginning with his first confrontation in Hollywood in the 1940s. **SPN**

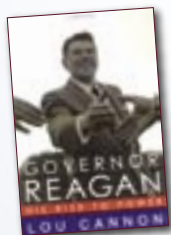
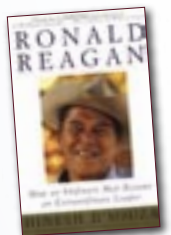
*Steven F. Hayward, PhD (SHayward@aei.org) is a Senior Fellow at the American Enterprise Institute.*

## Books that Shaped Us, *continued from page 11*

**The Case for Marriage: Why Married People are Happier, Healthier, and Better Off Financially**  
By Linda J. Waite and Maggie Gallagher, Doubleday Books, 2000. 260 pages

A copious, empirically-based analysis and primer on what is arguably society's most important institution. **SPN**

*Mitch B. Pearlstein, PhD. (mitch@amexp.org) is President of the Minnesota-based state think tank, Center of the American Experiment.*



**Alabama**

**ALABAMA POLICY INSTITUTE**

Gary J. Palmer, *President*  
402 Office Park Drive, Suite 300  
Birmingham, AL 35223  
P (205) 870-9900 • F (205) 870-4407  
www.alabamapolicy.org  
garyp@alabamapolicy.org

**Alaska**

**INSTITUTE OF THE NORTH**

Mead Treadwell, *Managing Director*  
PO Box 101700  
Anchorage, AK 99501  
P (907) 343-2400 • F (907) 343-2211  
www.institutenorth.org  
meadwell@alaska.net

**Arizona**

**GOLDWATER INSTITUTE**

Darcy A. Olsen, *President and CEO*  
500 East Coronado Road  
Phoenix, AZ 85004  
P (602) 462-5000 • F (602) 256-7045  
www.goldwaterinstitute.org  
dolsen@goldwaterinstitute.org

**INTERNET**

**EDUCATION EXCHANGE**

Christopher Smith, *Executive Director*  
PO Box 61731  
Phoenix, AZ 85082-1731  
P (480) 385-1221 • F (480) 385-1222  
www.iedx.org  
csmith@iedx.org

**Arkansas**

**ARKANSAS POLICY FOUNDATION**

Greg J. Kaza, *Executive Director*  
111 Center Street, Suite 1610  
Little Rock, AR 72201  
P (501) 375-4171 • F (501) 537-0825  
www.reformarkansas.org  
kaza@reformarkansas.org

**California**

**CENTER FOR THE STUDY OF POPULAR CULTURE**

Michael Finch, *Executive Director*  
4401 Wilshire Blvd., 4th Floor  
Los Angeles, CA 90010  
P (323) 556-2550 x-212  
F (323) 556-2559  
www.cspc.org • mfinch@cspc.org

**CLAREMONT INSTITUTE**

Brian T. Kennedy, *President*  
937 West Foothill Blvd., Suite E  
Claremont, CA 91711  
P (909) 621-8825 • F (909) 626-8724  
www.claremont.org  
bkennedy@claremont.org

**GOLDEN STATE CENTER**

Eloise Anderson, *Director*  
1127 - 11th Street, Suite 206  
Sacramento, CA 95814  
P (916) 446-7924 • F (916) 446-7990  
www.claremont.org  
eloisea@msn.com

**PACIFIC RESEARCH INSTITUTE**

Sally C. Pipes, *President and CEO*  
755 Sansome Street, Suite 450  
San Francisco, CA 94111  
P (415) 989-0833 • F (415) 989-2411  
www.pacificresearch.org  
spipes@pacificresearch.org

**PACIFIC LEGAL FOUNDATION**

M. David Stirling, *Vice President*  
10360 Old Placerville Road,  
Suite 100  
Sacramento, CA 95827  
P (916) 362-2833 • F (916) 362-2932  
www.pacificlegal.org  
mds@pacificlegal.org

**REASON FOUNDATION**

David C. Nott, *President*  
3415 S. Sepulveda Blvd., Suite 400  
Los Angeles, CA 90034-6064  
P (310) 391-2245 • F (310) 391-4395  
www.reason.org • dnott@reason.org

**Colorado**

**INDEPENDENCE INSTITUTE**

Jon Charles Caldar, *President*  
13952 Denver West Pkwy., Suite 400  
Golden, CO 80401  
P (303) 279-6536 • F (303) 279-4176  
www.i2i.org • jon@i2i.org

**Connecticut**

**YANKEE INSTITUTE**

Lewis M. Andrews, *Executive Director*  
PO Box 260660 - Trinity College  
Hartford, CT 06126  
P (860) 297-4271 • F (860) 987-6218  
www.yankeeinstitute.org  
lew@yankeeinstitute.org

**Florida**

**JAMES MADISON INSTITUTE**

J. Robert McClure, III, *President and CEO*  
PO Box 37460  
Tallahassee, FL 32315-7460  
P (850) 386-3131 • F (850) 386-1807  
www.jamesmadison.org  
bob@jamesmadison.org

**Georgia**

**GEORGIA PUBLIC POLICY FOUNDATION**

T. Rogers Wade, *President*  
6100 Lake Forrest Drive, Suite 110  
Atlanta, GA 30328  
P (404) 256-4050 • F (404) 256-9909  
www.gppf.org • twade@gppf.org

**SOUTHEASTERN LEGAL FOUNDATION**

Lynn Hogue, *Executive Director and Chairman*  
3340 Peachtree Road NE, Suite 2515  
Atlanta, GA 30326  
P (404) 365-8500 • F (404) 365-0017  
www.southeasternlegal.org  
info@southeasternlegal.org

**Hawaii**

**GRASSROOT INSTITUTE OF HAWAII**

Richard O. Rowland, *President*  
1413 South King Street, Suite 1163  
Honolulu, HI 96814  
P (808) 487-4959 • F (808) 484-0117  
www.grassrootinstitute.org  
grassroot@hawaii.rr.com

**Illinois**

**HEARTLAND INSTITUTE**

Joseph L. Bast, *President and CEO*  
19 South LaSalle, Suite 903  
Chicago, IL 60603  
P (312) 377-4000 • F (312) 377-5000  
www.heartland.org  
jbast@heartland.org

**ILLINOIS POLICY INSTITUTE**

Gregory K. Blankenship, *Director*  
718 South Seventh Street, Suite 305  
Springfield, IL 62703  
P (217) 544-4759  
www.illinoispolicyinstitute.org  
greg@illinoispolicyinstitute.org

**Indiana**

**INDIANA POLICY REVIEW FOUNDATION**

T. Craig Ladwig, *Director*  
PO Box 12306  
Fort Wayne, IN 46863  
P (219) 420-9131 • F (219) 424-7104  
www.inpolicy.org  
ipr@iquest.net

**Iowa**

**PUBLIC INTEREST INSTITUTE**

Don Racheter, *President*  
600 North Jackson Street  
Mt. Pleasant, IA 52641  
P (319) 385-3462 • F (319) 385-3799  
www.limitedgovernment.org  
racheterd@central.edu

**Kansas**

**FLINT HILLS CENTER FOR PUBLIC POLICY**

George H. Pearson, *Director*  
PO Box 782317  
Wichita, KS 67278-2317  
P (316) 634-0128  
www.flinthills.org  
george.pearson@flinthills.org

**FREESTATE CENTER FOR LIBERTY STUDIES**

Bob L. Corkins, *Executive Director*  
827 SW Topeka Boulevard  
Topeka, KS 66612  
P (785) 233-8765 • F (928) 244-3262  
www.ksfreestate.org  
bobcorkins@earthlink.net

**Kentucky**

**BLUEGRASS INSTITUTE FOR PUBLIC POLICY SOLUTIONS**

Christopher Derry, *Chairman*  
PO Box 51147  
Bowling Green, KY 42102  
P (270) 782-2140 • F (305) 675-0220  
www.bipps.org • derry@bipps.org

**Maine**

**MAINE HERITAGE POLICY CENTER**

William G. Becker, III, *Executive Director*  
PO Box 7829  
Portland, ME 04112  
P (207) 831-4674 • F (207) 773-4385  
www.maineepolicy.org  
wbecker@mainepolicy.org

**MAINE PUBLIC POLICY INSTITUTE**

Betsy P. Chapman, *Board Chair*  
27 State Street, Suite 68  
Bangor, ME 04401  
P (207) 944-3264 • F (207) 862-2433  
www.maineinstitute.com  
Betsy@maineinstitute.com

**Maryland**

**CALVERT INSTITUTE FOR POLICY RESEARCH**

George W. Liebmann, *Executive Director*  
8 West Hamilton Street  
Baltimore, MD 21201  
P (410) 752-5887 • F (410) 539-3973  
www.calvertinstitute.org  
george.liebmann2@verizon.net

**MARYLAND PUBLIC POLICY INSTITUTE**

Christopher B. Summers, *President*  
PO Box 195  
Germantown, MD 20875-0195  
P (240) 686-3510 • F (240) 686-3511  
www.mdpolicy.org  
csummers@mdpolicy.org

**Massachusetts**

**BEACON HILL INSTITUTE**

David G. Tuerck, *Executive Director*  
Suffolk University, 8 Ashburton Place  
Boston, MA 02108-2270  
P (617) 573-8750 • F (617) 720-4272  
www.beaconhill.org  
dtuerck@beaconhill.org

**PIONEER INSTITUTE**

Stephen J. Adams, *President and CEO*  
85 Devonshire Street, 8th Floor  
Boston, MA 02109  
P (617) 723-2277 • F (617) 723-1880  
www.pioneerinstitute.org  
sadams@pioneerinstitute.org

**Michigan**

**ACTON INSTITUTE**

Kris Alan Mauren, *Executive Director*  
161 Ottawa NW, Suite 301  
Grand Rapids, MI 49503  
P (616) 454-3080 • F (616) 454-9454  
www.acton.org • kmauren@acton.org

**MACKINAC CENTER FOR PUBLIC POLICY**

Lawrence W. Reed, *President*  
PO Box 568  
Midland, MI 48640  
P (989) 631-0900 • F (989) 631-0964  
www.mackinac.org  
reed@mackinac.org

State Policy Network Directory

**Minnesota**

**CENTER OF THE AMERICAN EXPERIMENT**  
*Mitchell B. Pearlstein, President*  
1024 Plymouth Bldg.,  
12 South 6th Street  
Minneapolis, MN 55402  
P (612) 338-3605 • F (612) 338-3621  
www.amexp.org  
mitch@amexp.org

**CITIZENS' COUNCIL ON HEALTH CARE**  
*Twila Brase, President*  
1954 University Ave. West, Suite 8  
St. Paul, MN 55104  
P (651) 646-8935 • F (651) 646-0100  
www.cchc-mn.org  
twila@cchc-mn.org

**Mississippi**

**MISSISSIPPI CENTER FOR PUBLIC POLICY**  
*Forest M. Thigpen, President*  
PO Box 13514  
Jackson, MS 39236  
P (601) 969-1200 • F (601) 969-1600  
www.msppolicy.org  
thigpen@mssppolicy.org

**Missouri**

**CENTER FOR ETHICS AND THE FREE MARKET**  
*Kyle Reliford, Executive Director*  
PO Box 16082  
St. Louis, MO 63105  
P (314) 971-1193  
www.centerforethics.org  
center\_for\_ethics@yahoo.com

**Montana**

**ROCKY MOUNTAIN ENTERPRISE INSTITUTE**  
*Glenn T. Oppel, President*  
540 O'Malley Drive  
Billings, MT 59102  
P (406) 252-7650  
gtoppel@yahoo.com

**Nevada**

**NEVADA POLICY RESEARCH INSTITUTE**  
*Helene Denney, Executive Director*  
2077 East Sahara, Suite A  
Las Vegas, NV 89104  
P (702) 222-0642 • F (702) 227-0927  
www.npri.org • hd@npri.org

**New Hampshire**

**CORNERSTONE POLICY RESEARCH**  
*Karen Testerman, Executive Director*  
136 North Main Street, Suite 2  
Concord, NH 03301  
P (603) 672-4735 • F (603) 228-6069  
www.nhcornerstone.org  
KYTesterman@earthlink.com

**JOSIAH BARTLETT CENTER FOR PUBLIC POLICY**  
*Charles M. Arlinghaus, President*  
PO Box 897  
Concord, NH 03302-0897  
P (603) 224-4450 • F (603) 224-4329  
www.jbartlett.org  
arlinghaus@jbartlett.org

**New Jersey**

**CENTER FOR POLICY RESEARCH OF NEW JERSEY**  
*Gregg M. Edwards, President*  
5 Overlook Road  
Bloomsbury, NJ 08804  
P (609) 273-6333 • F (908) 479-4570  
gmedwards@earthlink.net

**New Mexico**

**RIO GRANDE FOUNDATION**  
*John Dendahl, President*  
3101 Old Pecos Trail, #693  
Santa Fe, NM 87505-9547  
P (505) 983-5100 • F (505) 983-5713  
www.riograndefoundation.org  
jdendahl@swcp.com

**New York**

**ATLANTIC LEGAL FOUNDATION**  
*William H. Slattery, President*  
150 East 42nd Street  
New York, NY 10017  
P (212) 573-1960 • F (212) 857-3653  
www.atlanticlegal.org  
whslattery@yahoo.com

**CENTER FOR CIVIC RENEWAL**  
*Victor W. Porlier, Executive Director*  
159 Delaware Avenue, Suite 301  
Delmar, NY 12054  
P (212) 752-8911 • F (212) 752-5484  
vporlier@aol.com

**FOUNDATION FOR EDUCATION REFORM & ACCOUNTABILITY**  
*Thomas W. Carroll, President*  
PO Box 1108  
Clifton Park, NY 12065  
P (518) 383-2598 • F (518) 383-0650  
www.nyfera.org  
tcarroll@nyfera.org

**MANHATTAN INSTITUTE FOR POLICY RESEARCH**  
*Lawrence J. Mone, President*  
52 Vanderbilt Avenue  
New York, NY 10017  
P (212) 599-7000 • F (212) 599-3494  
www.manhattan-institute.org  
mb@manhattan-institute.org

**THE OBJECTIVIST CENTER**  
*David Kelley, Executive Director*  
11 Raymond Avenue, Suite 31  
Poughkeepsie, NY 12603  
P (914) 471-6100 • F (914) 471-6195  
www.objectivistcenter.org  
dkelley@objectivistcenter.org

**North Carolina**

**JOHN LOCKE FOUNDATION**  
*John M. Hood, President*  
200 West Morgan Street, Suite 200  
Raleigh, NC 27601  
P (919) 828-3876 • F (919) 821-5117  
www.johnlocke.org  
jhood@johnlocke.org

**PROGRESS & FREEDOM FOUNDATION**  
*Kent Lassman, Director, Digital Policy Network*  
5 West Hargett Street, Suite 305  
Raleigh, NC 27601  
P (919) 754-9902 • F (919) 754-0090  
www.pff.org  
klassman@pff.org

**North Dakota**

**NORTH DAKOTA POLICY COUNCIL**  
*DeAnn J. Bjornson, Director*  
7910 Forest River Drive  
Fargo, ND 58104  
P (701) 238-1085  
djbjornson@cableone.net

**Ohio**

**BUCKEYE INSTITUTE**  
*Samuel R. Staley, PhD, President*  
88 East Broad Street, Suite 1120  
Columbus, OH 43215-3506  
P (614) 224-4422 • F (614) 224-4644  
www.BuckeyeInstitute.org  
samuelrstaley@aol.com

**Oklahoma**

**OKLAHOMA COUNCIL OF PUBLIC AFFAIRS**  
*Mark A. Nichols, President*  
100 West Wilshire Blvd., Suite C-3  
Oklahoma City, OK 73116  
P (405) 843-9212 • F (405) 843-9436  
www.ocpathink.org  
nicholsok@cox.net

**Oregon**

**CASCADE POLICY INSTITUTE**  
*Steve Buckstein, President*  
813 SW Alder, Suite 450  
Portland, OR 97205  
P (503) 242-0900 • F (503) 242-3822  
www.CascadePolicy.org  
steve@cascadepolicy.org

**Pennsylvania**

**ALLEGHENY INSTITUTE FOR PUBLIC POLICY**  
*Jake Haulk, PhD, President*  
305 Mt. Lebanon Boulevard,  
Suite 208  
Pittsburgh, PA 15234  
P (412) 440-0079 • F (412) 440-0085  
www.allegHENYinstitute.org  
jake@allegHENYinstitute.org

**COMMONWEALTH FOUNDATION**  
*Matthew J. Brouillette, President*  
225 State Street, Suite 302  
Harrisburg, PA 17101  
P (717) 671-1901 • F (717) 671-1905  
www.commonwealthfoundation.org  
Brouillette@commonwealthfoundation.org

**FOUNDATION FOR INDIVIDUAL RIGHTS IN EDUCATION**  
*David A. French, President*  
210 West Washington Square,  
Suite 303  
Philadelphia, PA 19106  
P (215) 717-3473 • F (215) 717-3440  
www.thefire.org

**South Carolina**

**SOUTH CAROLINA POLICY COUNCIL**  
*Edward T. McMullen, Jr., President*  
1323 Pendleton Street  
Columbia, SC 29201  
P (803) 779-5022 • F (803) 779-4953  
www.scpolicycouncil.com  
mcm@scpolicycouncil.com

**South Dakota**

**GREAT PLAINS PUBLIC POLICY INSTITUTE**  
*Ronald Williamson, President*  
Box 88138  
Sioux Falls, SD 57109  
P (605) 332-2641 • F (605) 338-3458  
www.greatplainsppi.org  
rfwmanag@aol.com

**Texas**

**INSTITUTE FOR POLICY INNOVATION**  
*Thomas A. Giovanetti, President*  
1660 S. Stemmons Freeway,  
Suite 475  
Lewisville, TX 75067  
P (972) 874-5139 • F (972) 874-5144  
www.ipi.org  
tomg@ipi.org

**NATIONAL CENTER FOR POLICY ANALYSIS**  
*John C. Goodman, President*  
12770 Coit Road, Suite 800  
Dallas, TX 75251-1339  
P (972) 386-6272 • F (972) 386-0924  
www.ncpa.org  
jcgoodman@public-policy.org

**TEXAS PUBLIC POLICY FOUNDATION**  
*Brooke L. Rollins, President*  
411 Brazos Street, Suite 99  
Austin, TX 78701  
P (512) 472-2700 • F (512) 472-2728  
www.texaspolicy.com  
brollins@texaspolicy.com

**Utah**

**SUTHERLAND INSTITUTE**  
*Paul T. Mero, President*  
150 East Social Hall Avenue,  
Suite 650  
Salt Lake City, UT 84111  
P (801) 355-1272 • F (801) 355-1705  
www.sutherlandinstitute.org  
pmer@sutherlandinstitute.org

**Vermont**

**ETHAN ALLEN INSTITUTE**  
*John McClaughry, President*  
4836 Kirby Mountain Road  
Concord, VT 05824  
P (802) 695-1448 • F (802) 695-1436  
www.ethanallen.org  
eai@ethanallen.org

**Virginia**

**ATLAS ECONOMIC RESEARCH FOUNDATION**  
*Alejandro A. Chafuen, PhD, President*  
4084 University Drive, Suite 103  
Fairfax, VA 22030  
P (703) 934-6969 • F (703) 352-7530  
www.atlasUSA.org  
alex.chafuen@atlasUSA.org

**BILL OF RIGHTS INSTITUTE**  
*Victoria Hughes, President and Founder*  
200 North Glebe Road, Suite 1050  
Arlington, VA 22203  
P (703) 894-1776 • F (703) 894-1791  
www.billofrightsinstitute.org  
vhughes@BillofRightsInstitute.org

**CENTER FOR INDIVIDUAL  
FREEDOM FOUNDATION**

*Jeffrey L. Mazzella, Executive Director*  
901 North Washington Street,  
Suite 402  
Alexandria, VA 22314  
P (703) 535-5836 • F (703) 535-5838  
www.cfif.org • info@cfif.org

**DONORS TRUST**

*Whitney L. Ball, Executive Director*  
111 North Henry Street  
Alexandria, VA 22314  
P (703) 535-3563 • F (703) 535-3564  
www.donorstrust.org  
whitb@aol.com

**GALEN INSTITUTE**

*Grace-Marie Turner, President and Trustee*  
PO Box 19080  
Alexandria, VA 22320-0080  
P (703) 299-9205 • F (703) 299-0721  
www.galen.org  
gracemarie@galen.org

**LANDMARK LEGAL  
FOUNDATION**

*Mark R. Levin, President*  
445-B Carlisle Drive  
Herndon, VA 20170  
P (703) 689-2370 • F (703) 689-2373  
www.landmarklegal.org

**LEXINGTON INSTITUTE**

*Don Soifer, Executive Vice President*  
1655 North Fort Meyer Drive,  
Suite 325  
Arlington, VA 22209  
P (703) 522-5828 • F (703) 522-5837  
www.lexingtoninstitute.org  
mail@lexingtoninstitute.org

**MERCATUS CENTER**

*Anthony Woodlief, President*  
3301 North Fairfax Drive, Suite 450  
Arlington, VA 22201  
P (703) 993-4898 • F (703) 783-8390  
www.mercatus.org  
awoodlief@gmu.edu

**NATIONAL INSTITUTE FOR  
LABOR RELATIONS RESEARCH**

*Stanley Greer, Program Director*  
5211 Port Royal Road, Suite 500  
Springfield, VA 22151  
P (703) 321-9606 • F (703) 321-7342  
www.nilrr.org  
stg@nilrr.org

**NATIONAL RIGHT TO WORK  
LEGAL DEFENSE FOUNDATION**

*Stefan Gleason, Vice President*  
8001 Braddock Road  
Springfield, VA 22160  
P (703) 321-8510 • F (703) 321-9613  
www.nrtw.org  
shg@nrtw.org

**NATIONAL TAXPAYERS UNION**

*John Berthoud, President and CEO*  
108 North Alfred Street  
Alexandria, VA 22314  
P (703) 683-5700 • F (703) 683-5722  
www.ntu.org • ntu@ntu.org

**THOMAS JEFFERSON INSTITUTE**

*Michael W. Thompson, President*  
9035 Golden Sunset Lane  
Springfield, VA 22153  
P (703) 440-9447 • F (703) 455-1531  
www.thomasjeffersoninst.org  
mikethompson@erols.com

**VIRGINIA INSTITUTE  
FOR PUBLIC POLICY**

*John Taylor, President*  
20461 Tappahannock Place  
Potomac Falls, VA 20165-4791  
P (703) 421-8635 • F (703) 421-8631  
www.virginiainstitute.org  
JTaylor@virginiainstitute.org

**Washington****EVERGREEN  
FREEDOM FOUNDATION**

*Bob Williams, President*  
PO Box 552  
Olympia, WA 98507  
P (360) 956-3482 • F (360) 352-1874  
www.ewfa.org  
bwilliams@ewfa.org

**WASHINGTON POLICY CENTER**

*Dann Mead Smith, President*  
PO Box 3643  
Seattle, WA 98124-3643  
P (206) 937-9691 • F (206) 938-6313  
www.washingtonpolicy.org  
dmeadsmith@washingtonpolicy.org

**Washington D.C.****AMERICAN ASSOCIATION OF  
SMALL PROPERTY OWNERS**

*F. Patricia Callahan, President*  
4200 Cathedral Avenue NW,  
Suite 515  
Washington, DC 20016  
P (202) 244-6277 • F (202) 363-3669  
www.aaspo.org  
AASPO@aol.com

**AMERICAN LEGISLATIVE  
EXCHANGE COUNCIL**

*Duane A. Parde, Executive Director*  
1129 - 20th Street NW, Suite 500  
Washington, DC 20036  
P (202) 466-3800 • F (202) 466-3801  
www.alec.org  
dparde@alec.org

**AMERICANS FOR TAX REFORM**

*Grover G. Norquist, President*  
1920 L Street NW, Suite 200  
Washington, DC 20036  
P (202) 785-0266 • F (202) 785-0261  
www.atr.org  
gnorquist@atr.org

**CATO INSTITUTE**

*Susan E. Chamberlain, Director of Government Affairs*  
1000 Massachusetts Avenue NW  
Washington, DC 20001-5403  
P (202) 789-5287 • F (202) 842-3490  
www.cato.org  
schamber@cato.org

**CENTER FOR  
EDUCATION REFORM**

*Jeanne R. Allen, President*  
1001 Connecticut Avenue NW,  
Suite 204  
Washington, DC 20036  
P (202) 822-9000 • F (202) 822-5077  
www.edreform.com  
cer@edreform.com

**CITIZENS FOR A  
SOUND ECONOMY**

*Paul Beckner, President*  
1900 M Street NW, Suite 500  
Washington, DC 20036  
P (202) 783-3870 • F (202) 783-4687  
www.cse.org • pbeckner@cse.org

**COMPETITIVE  
ENTERPRISE INSTITUTE**

*Fred L. Smith, Jr., President*  
1001 Connecticut Avenue, Suite 1250  
Washington, DC 20036  
P (202) 331-1010 • F (202) 331-0640  
www.cei.org • fsmith@cei.org

**DCI GROUP**

*Karen M. Bailey*  
1133 - 21st Street, Suite M100  
Washington, DC 20036  
P (202) 546-4242 • F (202) 546-4243  
www.dci.org • kbailey@dci.org

**EDUCATION LEADERS COUNCIL**

*Lisa Graham Keegan, CEO*  
1225 - 19th Street NW, Suite 400  
Washington, DC, 20036-2458  
P (202) 261-2600 • F (202) 261-2638  
www.educationleaders.org  
info@educationleaders.org

**FUND FOR AMERICAN STUDIES**

*Roger R. Ream, President and CEO*  
1706 New Hampshire Avenue NW  
Washington, DC 20009-2502  
P (202) 986-0384 • F (202) 986-8930  
www.tfas.org  
rream@tfas.org

**THE HERITAGE FOUNDATION**

*Bridgett G. Wagner, Director, Coalition Relations*  
214 Massachusetts Avenue NE  
Washington, DC 20002  
P (202) 608-6050 • F (202) 546-8328  
www.heritage.org  
bridgett.wagner@heritage.org

**INSTITUTE FOR JUSTICE**

*William H. Mellor, JD, President*  
1717 Pennsylvania Avenue NW,  
Suite 200  
Washington, DC 20006  
P (202) 955-1300 • F (202) 955-1329  
www.ij.org • wmellor@ij.org

**NATIONAL CENTER FOR  
PUBLIC POLICY RESEARCH**

*David A. Ridenour, Vice President*  
777 N. Capitol Street NE, Suite 803  
Washington, DC 20002-4294  
P (202) 371-1400 • F (202) 408-7773  
www.nationalcenter.org  
dridenour@nationalcenter.org

**TAX FOUNDATION**

*Scott A. Hodge, Executive Director*  
1250 H Street NW, Suite 750  
Washington, DC 20005-3908  
P (202) 783-2760 • F (202) 783-6886  
www.taxfoundation.org  
shodge@taxfoundation.org

**Wisconsin****FREE-MARKET.NET**

*Louis James, Executive Director*  
410 Second Avenue  
Baraboo, WI 53913  
www.free-market.net  
ljames@free-market.net

**TAXPAYERS NETWORK  
INCORPORATED**

*Amy McGee Polasky, Executive Director*  
W67 N222 Evergreen Blvd., #202s  
Cedarburg, WI 53012-2645  
P (262) 375-4190 • F (262) 375-3732  
www.taxpayersnetwork.org  
apolasky@taxpayersnetwork.org

**WISCONSIN POLICY  
RESEARCH INSTITUTE**

*James H. Miller, President*  
PO Box 487  
Thiensville, WI 53092  
P (262) 241-0514 • F (262) 241-0774  
www.wpri.org  
wpri@execpc.com

# State Policy Network's Annual Meeting

is one of the most important networking and training events of the year for the state-based, free market public policy community. This year's 12th Annual Meeting will be a powerful mixture of leadership development and policy mobilization workshops with nationally known keynote speakers and attendees. Over 200 attendees are expected.

## — EVENT SCHEDULE OUTLINE —

*(Tentative schedule – subject to change)*



### **Thursday October 21st**

*State Policy Network/Atlas Economic Research Foundation  
4th Annual State Health Care Policy Reform Summit*

8:00am - 5:00pm

Additional policy workshops concurrent

### **Friday, October 22nd**

8:00am - 5:00pm

A full day of nuts-and-bolts, intensive workshops will be topped off with SPN's annual Thomas Roe Awards dinner.

### **Saturday, October 23rd**

8:00am - 2:00pm

*Building Effective Partnerships  
for School Choice*

Sponsored by the

Milton & Rose D. Friedman Foundation

3:00pm

*Local Activity and Dinner*

#### **Hotel Reservations:**

A block of rooms has been reserved at **The Driskill Hotel** in the heart of downtown Austin at the discounted rate of \$160/night (single or double occupancy). The Driskill is Austin's most luxurious historic hotel property. We have a very limited number of rooms available so we strongly encourage you to book early by calling **(800) 252-9367** and asking for the "State Policy Network" room block.

#### **Registration Fees:**

State Policy Network will cover registration and meal fees for staff of state-based public policy organizations with current membership in SPN. State Policy Network associate members may register two staff members at no cost. **All non-member registrations are \$200**, which includes all meals and event materials. Make checks payable to State Policy Network.

#### **Questions:**

Please contact Tracie Sharp at (510) 965-9700 or e-mail her at [Sharp@spn.org](mailto:Sharp@spn.org).



6255 ARLINGTON BLVD.  
RICHMOND, CA 94805-1601