WELCOME TO SAN ANTONIO AND THE STATE POLICY NETWORK ANNUAL MEETING!

Thank you to our friends and host, the dedicated team at Texas Public Policy Foundation.

Some of you are joining us for the first time, while others have been with us since the beginning in 1992. It’s hard to believe that what started out in Colorado Springs with a gathering of 19 defenders of freedom has blossomed into an annual event that connects more than 1,300 state and national leaders.

While we face an uncertain future, we are in the midst of an extraordinary policy opportunity with Washington and a majority of states equipped with policy makers eager to remove the barriers and roadblocks that make it difficult for hard-working Americans to achieve the American dream.

You are joining us because you know that this truly is a state moment and that this network was built for such a time as this. State Policy Network is the connector, incubator, accelerator, and defender of the state-based freedom network, and we see that now is the time for action. To this end, we have geared this year’s meeting toward helping you sharpen your strategies, hone your communications to reach and win new audiences, and build skills that will help you to advance practical policy ideas.

As this is the family reunion of the freedom movement, we will also recognize those on whose shoulders we stand as we celebrate 25 years. You are part of that history, and we thank you for all that you have done to build this network.

All my best,

Tracie Sharp
President & CEO
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THANK YOU to the staff, board, and supporters of Texas Public Policy Foundation for serving as the gracious host state think tank for the 25th SPN Annual Meeting!

Texas Public Policy Foundation promotes and defends liberty, personal responsibility, and free enterprise in Texas and the nation by educating and affecting policymakers and the Texas public policy debate with academically sound research and outreach. Learn more about their work at texaspolicy.com.
DOWNLOAD THE ANNUAL MEETING APP

With SPN’s Annual Meeting App, you will have a powerful scheduling and networking tool at your fingertips. Here’s a snapshot of how the Annual Meeting can help you have a smooth, enjoyable conference experience:

- Share pictures and updates with fellow attendees via the Activity Feed, using #SPNAM2017. Link your social media profiles to your app profile for easy cross-posting.

- Explore sessions, speakers, and exhibitors.

- Bookmark sessions to build a personal agenda of the workshops and activities you plan to attend.

- Leave feedback on the workshops you attend.

- Message attendees to set up networking meetings.

- Schedule networking meetings directly in the app. They will be added into your personal agenda, so you can see your saved sessions and your appointments in one place.

*Need assistance or more information? Check out the App FAQs section in the app menu.*

DOWNLOAD INSTRUCTIONS

**iOS and Android**
Download at the Apple Store on Google Play by searching for “25th SPN Annual Meeting.”

**To activate your account:**
1. Open the app and go to the menu.
2. Click “Log In for more features” in the upper left-hand corner.
3. Enter your first and last name, then check your email for a verification code.
4. Enter the code to confirm and access your app account.

**Blackberry and Windows Devices**
A web version of the app is available for these devices at https://crowd.cc/spnam2017.

GET SOCIAL

Share your photos, stories, updates, and more on social media using #SPNAM2017. **Breakout sessions are strictly off the record to preserve a candid environment and respect our speakers.**

Connect with SPN: Facebook.com/StatePolicy | @StatePolicy
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<th>Title</th>
<th>Sponsor</th>
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<td><strong>MONDAY, AUGUST 28</strong></td>
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<tr>
<td>3:00 PM - 6:00 PM</td>
<td>Grand Oaks A</td>
<td>Institute for Humane Studies Policy Research Seminar: Industries Ripe for Innovation Challenges and Best Practices in Health Care Reform</td>
<td>Institute for Humane Studies</td>
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<tr>
<td>6:00 PM - 9:00 PM</td>
<td>Grand Oaks E-F</td>
<td>State Energy Policy Summit</td>
<td>Mercatus Center</td>
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<tr>
<td>7:00 PM - 8:15 PM</td>
<td>High Velocity Registration Desk, Conference Level</td>
<td>Generation Liberty Fellows Welcome Session</td>
<td>Generation Liberty Fellows</td>
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<tr>
<td><strong>TUESDAY, AUGUST 29</strong></td>
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<td>7:00 AM - 11:00 AM</td>
<td>Grand Oaks B</td>
<td>Registration and Check-In</td>
<td>Mercatus Center</td>
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<tr>
<td>7:00 AM - 9:00 AM</td>
<td>Grand Oaks E-F</td>
<td>Name badge pick-up and new registration begin</td>
<td>Thomas Jefferson Institute for Public Policy</td>
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<tr>
<td>8:30 PM - 10:00 PM</td>
<td>Grand Oaks NO P</td>
<td>Reducing Red Tape in DC and the States: A Recipe for Economic Growth?</td>
<td>Thomas Jefferson Institute for Public Policy</td>
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**Institute for Humane Studies**

**Mercatus Center**

**Thomas Jefferson Institute for Public Policy**

**Generation Liberty Fellows**

**Pre-Con**

**Registration Desk, Conference Level**

**Grand Oaks A Pre-Con**

**Generation Liberty Fellows Networking Reception**

**High Velocity**

**Registration and Check-In**
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<tr>
<th>Time</th>
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<th>Event Description</th>
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<tbody>
<tr>
<td>10:00 AM - Noon</td>
<td>Grand Oaks CD</td>
<td>Generation Liberty Fellows Speed Interview and Networking Session (Invitation Only)</td>
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<tr>
<td>Noon - 6:00 PM</td>
<td>Grand Oaks Foyer</td>
<td>Exhibitor Set-up</td>
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<tr>
<td>1:30 PM - 4:30 PM</td>
<td>Cibolo Canyon Ballrooms #6</td>
<td>Leadership</td>
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<tr>
<td>2:00 PM - 3:15 PM</td>
<td>Grand Oaks CD</td>
<td>Generation Liberty Fellows: There’s No Such Thing as an Unregulated Market (Invitation Only)</td>
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<tr>
<td>3:30 PM - 5:00 PM</td>
<td>Grand Oaks CD</td>
<td>Generation Liberty Fellows: Effective Storytelling—Create a Compelling Case for Liberty (Invitation Only)</td>
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<tr>
<td>5:00 PM - 6:00 PM</td>
<td>Verbena &amp; Periwinkle</td>
<td>Generation Liberty Fellows: Meet and Greet Reception (Invitation Only)</td>
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<tr>
<td>5:30 PM - 8:30 PM</td>
<td>Exhibitor Hall</td>
<td>Slo Motion Booth</td>
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<tr>
<td>6:00 PM - 7:30 PM</td>
<td>Cibolo Canyon Ballroom #6-11</td>
<td>SPN Event</td>
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<tr>
<td>7:30 PM - 8:00 PM</td>
<td>SPN Connections Lounge/ CC Ballroom #5</td>
<td>Welcome Reception</td>
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<tr>
<td>7:30 PM - 8:30 PM</td>
<td>SPN Connections Lounge/ CC Ballroom #5</td>
<td>Get the Most out of Annual Meeting</td>
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<td>7:30 PM - 8:00 PM</td>
<td>SPN Connections Lounge/ CC Ballroom #5</td>
<td>Chess Tournament: Guided Play or Tuesday Ladder Play</td>
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<tr>
<td>10:00 PM - Midnight</td>
<td>Event Lawn #2/ Crooked Branch Patio</td>
<td>Cigar Reception</td>
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*The Zoldak Agency*

*State Policy Network*

*K12*

*American Conservative Union*
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<tr>
<th>Time</th>
<th>Location/Room</th>
<th>Event</th>
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<tbody>
<tr>
<td>6:15 AM - 7:15 AM</td>
<td>Wolff Exhibit Hall C</td>
<td>Barre Workout (sign up at registration) A2P and District Media Group</td>
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<tr>
<td>7:00 AM - 9:00 PM</td>
<td>Registration</td>
<td>Registration and Check-In</td>
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<tr>
<td>7:30 AM</td>
<td>Grand Oaks Ballroom G-M</td>
<td>Breakfast Buffet Open</td>
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<tr>
<td>8:00 AM - 9:30 AM</td>
<td>Grand Oaks Ballroom G-M</td>
<td>Breakfast Plenary</td>
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<tr>
<td>9:45 AM - 11:00 AM</td>
<td>Cibolo Canyon BR9</td>
<td>Coalitions and Government Affairs How to Build a Government Affairs Program in Your Think Tank</td>
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<tr>
<td>9:45 AM - 11:00 AM</td>
<td>Verbana</td>
<td>Communications How to Leverage Social Media, Mobile, and Email Marketing to Enhance Your Online Fundraising and Communication with Donors</td>
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<tr>
<td>9:45 AM - 11:00 AM</td>
<td>Wisteria</td>
<td>Development Fundraising in Five Words</td>
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<td>9:45 AM - 11:00 AM</td>
<td>Freesia</td>
<td>Board/Leadership Five Core Competencies and Behaviors of Successful Leaders</td>
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<td>9:45 AM - 11:00 AM</td>
<td>Magnolia</td>
<td>Operations The Art of the Deal</td>
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<td>9:45 AM - 11:00 AM</td>
<td>Cibolo Canyon BR2</td>
<td>Policy Abandon the Education-Industrial Complex: Learning and Education Policy in the 21st Century</td>
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<td>9:45 AM - 11:00 AM</td>
<td>Cibolo Canyon BR3</td>
<td>Policy Protecting Donor Privacy: Lessons from the Front Lines</td>
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<td>9:45 AM - 11:00 AM</td>
<td>Cibolo Canyon BR4</td>
<td>Policy Labor Reform—What’s Next?</td>
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<td>Grand Oaks Salon #F</td>
<td>Sponsored Policy Session Free Speech on Campus: Addressing the Policy and Cultural Landscape</td>
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<td>Grand Oaks Salon #E</td>
<td>Sponsored Policy Session Carbon Tax: Conservative Solution, or Climate Sophistry? Charles Koch Institute</td>
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<td>Goldenrod</td>
<td>9:45 AM - 11:00 AM</td>
<td>Professional Development</td>
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<td>Iris</td>
<td>11:15 AM - 12:30 PM</td>
<td>National Partner</td>
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<td>Cibolo Canyon BR9</td>
<td>11:15 AM - 12:30 PM</td>
<td>Coalition and Government Affairs</td>
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<td>Freesia</td>
<td>11:15 AM - 12:30 PM</td>
<td>Development</td>
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<td>Indian Paintbrush</td>
<td>11:15 AM - 12:30 PM</td>
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<td>Sunflower</td>
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<td>Magnolia</td>
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<td>Operations</td>
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<td>Cibolo Canyon BR2</td>
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<td>11:15 AM - 12:30 PM</td>
<td>Grand Oaks Salon #F</td>
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<td>12:45 PM - 2:15 PM</td>
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<td>Plenary Lunch</td>
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<td>Cibolo Canyon BR3</td>
<td>Policy</td>
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<td>2:30 PM - 3:45 PM</td>
<td>Cibolo Canyon BR4</td>
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<td>2:30 PM - 3:45 PM</td>
<td>Beating Back the Bottleneckers: How Occupational Licensing Reform Unites the Left and Right and Frees Entrepreneurs</td>
<td>Goldenrod</td>
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<td>Learning from Successful Pension Reform Strategies in the State</td>
<td>Cibolo Canyon BR9</td>
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<td>2:30 PM - 3:45 PM</td>
<td>Find Your Path: Managing Work/Life Balance</td>
<td>Iris</td>
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<tr>
<td>4:00 PM - 5:00 PM</td>
<td>On-camera TV Training</td>
<td>Wisteria</td>
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<tr>
<td>4:00 PM - 5:00 PM</td>
<td>Afternoon Break – Coffee, Tea and Snacks</td>
<td>Ballroom #5</td>
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<td>4:00 PM - 5:00 PM</td>
<td>Community Outreach Training</td>
<td>Mentor Sessions</td>
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<td>4:00 PM - 5:00 PM</td>
<td>Taking Your Organization to the Next Level: A Roundtable Discussion for Board Members</td>
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<td>4:00 PM - 5:00 PM</td>
<td>Resources at Your Fingertips! Discover the SPN Toolkits</td>
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<td>4:00 PM - 5:00 PM</td>
<td>Work/Life Balance Salon</td>
<td>Mentor Sessions</td>
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**Sponsored Policy Session**
- Institute for Justice
- Reason
- District Media Group
- Case Consulting Services

**Professional Development**
- National Partner

**Network Partner**
- Community Outreach Training
- Taking Your Organization to the Next Level: A Roundtable Discussion for Board Members

**National Partner**
- Resources at Your Fingertips! Discover the SPN Toolkits

**Coalitions and Government Affairs**
- Professional Development

**Board/Leadership**
- Mentor Sessions

**Communications**
- Mentor Sessions

**Coalitions and Government Affairs**
- Mentor Sessions

**Institute for Justice**
- Reason
- District Media Group
- Case Consulting Services

**Independent Women's Forum**
- Independent Women's Forum
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<td>Wolff Exhibitor hall and foyer</td>
<td>5:30 PM - 6:30 PM</td>
<td>Network Partner</td>
<td>Charles Koch Institute Alumni Reception (Invitation Only)</td>
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<td>Grand Oaks Ballroom</td>
<td>6:30 PM - 8:30 PM</td>
<td>Network Partner</td>
<td>State Night Dinner</td>
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<td>Grand Oaks Ballroom</td>
<td>8:15 PM - 9:15 PM</td>
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<td>Right on Crime Reception (Invitation Only)</td>
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<td>Grand Oaks Ballroom</td>
<td>9:30 PM - 10:45 PM</td>
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<td>K12 Networking Lounge/Crooked Branch Lounge</td>
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<td>Network the Night Away</td>
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<td>6:30 AM - 7:30 AM</td>
<td>Check-In at convention center lobby</td>
<td>Grand Oaks Ballroom ABC</td>
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<td>Grand Oaks Ballroom N</td>
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<td>8:00 AM - 9:30 AM</td>
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<td>Cibolo Canyon BR 7</td>
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<td>9:45 AM - 11:00 AM</td>
<td>Sponsored Breakfast</td>
<td>Cibolo Canyon BR9</td>
<td></td>
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<tr>
<td>9:45 AM - 11:00 AM</td>
<td>Sponsored Breakfast</td>
<td>Freesia</td>
<td></td>
</tr>
<tr>
<td>9:45 AM - 11:00 AM</td>
<td>Sponsored Breakfast</td>
<td>Lily</td>
<td></td>
</tr>
</tbody>
</table>

- **Network Partner**: 5K for Freedom
- **Board/Leadership**: Private Breakfast for State Think Tank Board Members and CEOs, Featuring Dan Pallotta
- **Generation Liberty Fellows**: Generation Liberty Fellows Breakfast Panel with SPN Development Team
- **Coalitions and Government Affairs**: How to Work with Your State Think Tank
- **Communications**: From Underdog to Superman: How Illinois Policy Institute Built Community through Integrated Marketing Strategies
- **Communications**: Get Maximum Media Coverage for Policy Research
- **Board/Leadership**: The Congressional Review Act’s Potential to Roll Back Hundreds More Regulations
- **Institute for Humane Studies**: School Inc in the States: Encouraging Innovation in Education
- **CATO Institute**: Religious Liberty in the States: A Critical Battleground for Liberty
- **American Conservative Union**: “What is Prosperity? Measuring Economic and Social Wellbeing in the States
- **Pacific Legal Foundation**: The Congressional Review Act’s Potential to Roll Back Hundreds More Regulations
- **Becket Fund for Religious Liberty**: Religious Liberty in the States: A Critical Battleground for Liberty
- **Becket Fund for Religious Liberty**: From Underdog to Superman: How Illinois Policy Institute Built Community through Integrated Marketing Strategies
- **Institute for Humane Studies**: School Inc in the States: Encouraging Innovation in Education
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- **Becket Fund for Religious Liberty**: The Congressional Review Act’s Potential to Roll Back Hundreds More Regulations
- **American Conservative Union**: “What is Prosperity? Measuring Economic and Social Wellbeing in the States
<table>
<thead>
<tr>
<th>Location</th>
<th>Time</th>
<th>Session</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wisteria</strong></td>
<td>9:45 AM - 11:00 AM</td>
<td>Development</td>
<td>The SPN Development Survey 2017–Assess Your Fundraising Performance</td>
</tr>
<tr>
<td><strong>Ciboloa Canyon</strong></td>
<td>9:45 AM - 11:00 AM</td>
<td>Policy</td>
<td>Winning Parent &amp; Policymaker Support for K–12 Education Savings Accounts (ESAs)</td>
</tr>
<tr>
<td><strong>Ciboloa Canyon</strong></td>
<td>9:45 AM - 11:00 AM</td>
<td>Policy</td>
<td>Dispatch from DC: Update on Federal Issues that Impact States</td>
</tr>
<tr>
<td><strong>Ciboloa Canyon</strong></td>
<td>9:45 AM - 11:00 AM</td>
<td>Policy</td>
<td>Communicating to Win on Donor Privacy</td>
</tr>
<tr>
<td><strong>Ciboloa Canyon</strong></td>
<td>9:45 AM - 11:00 AM</td>
<td>Policy</td>
<td>Help the Average Joe and Jane Push Back Against Big Government</td>
</tr>
<tr>
<td><strong>Grand Oaks</strong></td>
<td>9:45 AM - 11:00 AM</td>
<td>Sponsored Policy Session</td>
<td>Restoring Sovereignty to the States</td>
</tr>
<tr>
<td><strong>Goldenrod</strong></td>
<td>9:45 AM - 11:00 AM</td>
<td>Professional Development</td>
<td>Become the Leader You Look Up To</td>
</tr>
<tr>
<td><strong>Iris</strong></td>
<td>9:45 AM - 11:00 AM</td>
<td>National Partner</td>
<td>On-Camera TV Training</td>
</tr>
<tr>
<td><strong>Ciboloa Canyon</strong></td>
<td>11:15 AM - 12:30 PM</td>
<td>Coalitions and Government Affairs</td>
<td>Get Local: The How and Why Behind City and Municipal Outreach</td>
</tr>
<tr>
<td><strong>Ciboloa Canyon</strong></td>
<td>11:15 AM - 12:30 PM</td>
<td>Coalitions and Government Affairs</td>
<td>Learning to Get Along: Building Strong Coalitions to Advance School Choice</td>
</tr>
<tr>
<td><strong>Verbana</strong></td>
<td>11:15 AM - 12:30 PM</td>
<td>Communications</td>
<td>Better Know Your State: How to Conduct Market Research and Craft State-Specific Messaging</td>
</tr>
<tr>
<td><strong>Wisteria</strong></td>
<td>11:15 AM - 12:30 PM</td>
<td>Development</td>
<td>The Future of Philanthropy</td>
</tr>
<tr>
<td><strong>Sunflower</strong></td>
<td>11:15 AM - 12:30 PM</td>
<td>Board/Leadership</td>
<td>Attract Top Talent through the Power of Story</td>
</tr>
</tbody>
</table>
## THURSDAY, AUGUST 31

### Magnolia
- **11:15 AM - 12:30 PM**
  - Operations
  - (C)(3), (C)(4), C, PAC, For Profit, and More

### Cibolo Canyon
- **BR2**
  - **11:15 AM - 12:30 PM**
    - Policy
    - State Policy Trends: 2017 Recap and 2018 Outlook

- **BR3**
  - **11:15 AM - 12:30 PM**
    - Policy
    - Energy-Environment Solutions Express

- **BR4**
  - **11:15 AM - 12:30 PM**
    - Policy
    - Blue State Strategies for Local Right-to-Work

- **BR8**
  - **11:15 AM - 12:30 PM**
    - Policy
    - Research Quality Workshop

### Grand Oaks
- **Salon #F**
  - **11:15 AM - 12:30 PM**
    - Sponsored Policy Session
    - How to Prevent Barriers to Peer-to-Peer Internet Platforms Delivering Economic Opportunities for American Workers

### Freesia
- **11:15 AM - 12:30 PM**
  - Professional Development
  - We’re All Busy. Now Let’s Learn How to Manage It

### Bottlebrush
- **11:15 AM - 12:30 PM**
  - Professional Development
  - Present Your Best Self

### Iris
- **11:15 AM - 12:30 PM**
  - National Partner
  - On-Camera TV Training

### Grand Oaks
- **Ballroom G-M**
  - **12:45 PM - 2:15 PM**
    - Plenary Lunch
    - Thursday Lunch Plenary: The 4 Disciplines of Execution—Leading Teams to Winning

### Verbana
- **2:30 PM - 3:45 PM**
  - Communications And Policy
  - Clear, Accurate, and Persuasive: How to Write and Edit with Style

### Lily
- **2:30 PM - 3:45 PM**
  - Communications
  - The ‘Fake News’ Narrative: Getting Ahead of False Accusations

### Peony
- **2:30 PM - 3:45 PM**
  - Communications
  - A Pep Talk for Aspiring Artists: How You Can Start Creating & Why You Should

### NetChoice
- **Grand Oaks**
  - **BR8**
  - **11:15 AM - 12:30 PM**
    - Sponsored Policy Session
    - How to Prevent Barriers to Peer-to-Peer Internet Platforms Delivering Economic Opportunities for American Workers

### District Media Group
- **Grand Oaks**
  - **Ballroom G-M**
  - **12:45 PM - 2:15 PM**
    - Plenary Lunch
    - Thursday Lunch Plenary: The 4 Disciplines of Execution—Leading Teams to Winning

### Walton Family Foundation
- **Grand Oaks**
  - **Ballroom G-M**
  - **12:45 PM - 2:15 PM**
    - Plenary Lunch
    - Thursday Lunch Plenary: The 4 Disciplines of Execution—Leading Teams to Winning
<table>
<thead>
<tr>
<th>Location</th>
<th>Activity</th>
<th>Time</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wisteria</td>
<td>Development</td>
<td>2:30 PM - 3:45 PM</td>
<td>Building a Culture of Philanthropy</td>
</tr>
<tr>
<td>Sunflower</td>
<td>Board/Leadership</td>
<td>2:30 PM - 3:45 PM</td>
<td>Deep Dive for Leaders on the 4 Disciplines of Execution</td>
</tr>
<tr>
<td>Cibolo Canyon BR2</td>
<td>Policy</td>
<td>2:30 PM - 3:45 PM</td>
<td>Why Cities Matter Now</td>
</tr>
<tr>
<td>Freesia</td>
<td>Policy</td>
<td>2:30 PM - 3:45 PM</td>
<td>Medicaid Reform: What is Possible with Waivers</td>
</tr>
<tr>
<td>Cibolo Canyon BR4</td>
<td>Policy</td>
<td>2:30 PM - 3:45 PM</td>
<td>Policies for the Forgotten American Worker</td>
</tr>
<tr>
<td>Cibolo Canyon BR8</td>
<td>Policy</td>
<td>2:30 PM - 3:45 PM</td>
<td>Tools and Tactics to Pass Worker Voting Rights in Your State</td>
</tr>
<tr>
<td>Goldenrod</td>
<td>Professional Development</td>
<td>2:30 PM - 3:45 PM</td>
<td>How to Hustle 2.0: Lessons on Resilience, Strength, and Creating a Career That Lasts</td>
</tr>
<tr>
<td>Iris</td>
<td>National Partner</td>
<td>2:30 PM - 3:45 PM</td>
<td>On-Camera TV Training</td>
</tr>
<tr>
<td>Exhibitor Hall &amp; SPN Connections Lounge</td>
<td></td>
<td></td>
<td>Afternoon Break – Coffee, Tea and Snacks</td>
</tr>
<tr>
<td>Begonia/Bottlebrush</td>
<td>Development</td>
<td>4:00 PM - 5:00 PM</td>
<td>Build Your Knowledge Base: The Education And Training You Need To Succeed</td>
</tr>
<tr>
<td>SPN Connections Lounge/Cibolo Canyo Ballroom#5</td>
<td>Communications</td>
<td>4:00 PM - 5:00 PM</td>
<td>Mentor Sessions</td>
</tr>
<tr>
<td>Time</td>
<td>Event Description</td>
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<tr>
<td>4:00 PM - 5:00 PM</td>
<td>Mentor Sessions</td>
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<tr>
<td>4:00 PM - 5:00 PM</td>
<td>Mentor Sessions</td>
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<tr>
<td>5:00 PM - 6:00 PM</td>
<td>Communications Reception</td>
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<tr>
<td>5:00 PM - 6:00 PM</td>
<td>Development Reception</td>
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<tr>
<td>5:00 PM - 6:00 PM</td>
<td>Policy Event</td>
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<tr>
<td>5:00 PM - 6:00 PM</td>
<td>Partner Event</td>
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<tr>
<td>5:00 PM - 6:00 PM</td>
<td>Partner Event</td>
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<td>5:00 PM - 6:00 PM</td>
<td>SPN Event</td>
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<tr>
<td>6:00 PM - 7:00 PM</td>
<td>Chess Tournament—Simultaneous Exhibition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:00 PM - 9:00 PM</td>
<td>25th Anniversary Dinner</td>
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</tbody>
</table>

**Location:**
- SPN Connections Lounge/Cibolo Canyon Ballroom #5
- Wolff Exhibitor Foyer
- Cibolo BR #7
- Cibolo Canyon Ballroom(s) & Foyer
- Grand Oaks Ballroom
<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Event</th>
<th>Organizer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>THURSDAY, AUGUST 31</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:00 PM - Midnight</td>
<td>K12 Networking Lounge/Crooked Branch Lounge</td>
<td>Network Partner</td>
<td>Raise a Glass to Freedom!</td>
</tr>
<tr>
<td>10:00 PM - 11:00 PM</td>
<td>K12 Networking Lounge/Crooked Branch Lounge</td>
<td>SPN Event</td>
<td>Chess Tournament—Championship for Freedom</td>
</tr>
<tr>
<td><strong>FRIDAY, SEPTEMBER 1</strong></td>
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</tr>
<tr>
<td>7:00 AM - Noon</td>
<td>Registration</td>
<td>Registration and Check-In and Exhibitor Check-Out</td>
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</tr>
<tr>
<td>8:00 AM - Noon</td>
<td>Conference Level</td>
<td>Luggage Storage</td>
<td></td>
</tr>
<tr>
<td>8:00 AM - 12:30 PM</td>
<td>Grand Oaks EF</td>
<td>Policy</td>
<td>Post-Conference Session: Poverty Alleviation and Welfare Reform</td>
</tr>
<tr>
<td>8:30 AM - 10:30 AM</td>
<td>Sunflower/Wisteria</td>
<td>Board/Leadership</td>
<td>Successfully Navigating the Start-Up Phase: A Breakfast Discussion</td>
</tr>
<tr>
<td>8:30 AM - 10:00 AM</td>
<td>Goldenrod</td>
<td>Network Partner</td>
<td>Testing, Testing: The Best (and Worst) Ways to Build a Good Email List</td>
</tr>
<tr>
<td>9:00 AM</td>
<td>Cibolo Moon</td>
<td>Operations</td>
<td>Operations Directors Breakfast (Invitation Only)</td>
</tr>
<tr>
<td>9:00 AM - 10:00 AM</td>
<td>Bluebonnet &amp; Dogwood</td>
<td>Generation Liberty Fellows</td>
<td>Generation Liberty Fellows Breakfast and Closing Session</td>
</tr>
<tr>
<td>9:00 AM - 3:00 PM</td>
<td>JW Pavilion</td>
<td>Sixth Annual State Litigation Strategy Session (Invitation Only)</td>
<td>Goldwater Institute</td>
</tr>
<tr>
<td>10:15 AM - 11:30 AM</td>
<td>Peony</td>
<td>Coalitions and Government Affairs</td>
<td>Strange Bedfellow Coalition-Building</td>
</tr>
<tr>
<td>Time</td>
<td>Area</td>
<td>Event Description</td>
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</tbody>
</table>
| 10:15 AM - 11:30 AM | Communications | 15-Minute Comms Talks  
1. How FEE Leveraged Social Media to Reach New Audiences  
2. Geo Targeting and Geo Fencing: How to Make Small Advertising Campaigns Look like a Million Bucks  
3. You Have my Attention for 10 Seconds: How to Use Facebook Live and Mobile Video  
4. The Era of WarGames: The Cybersecurity Threats Facing Your Organization |
| 10:15 AM - 11:30 AM | Development       | Proven Secrets to Fundraising Success: Fundraising Experts Take Your Questions      |
| 10:15 AM - 11:30 AM | Network Partner   | Criminal Justice Reform: 2017 and Beyond                                           | Right on Crime and the Texas Public Policy Foundation |
| 10:15 AM - 11:30 AM | National Partner  | On-Camera TV Training                                                               | Direct Media Group |
Board/Leadership Track

Whether you’re the head of a new start-up organization, the CEO of a well-established state think tank, or a board member of either, the Board/Leadership Track provides opportunity to explore proven methods and innovative approaches from seasoned leaders and experts in the field. Learn how to successfully execute your strategy to achieve durable wins today and tomorrow; create and protect organizational focus, leverage, and accountability; and organize your team around disciplines and practices that promote collaboration and achieve demonstrable results.

Coalitions and Government Affairs Track—New!

The Coalitions and Government Affairs Track focuses on how to build relationships and mobilize coalitions for such a time as this. Hear from a wide variety of think tanks about how to replicate or scale a government affairs model focused on results. Find out what communication tactics get elected officials’ attention, and learn how to activate your community and leverage the strength of like-minded networks. Sessions will highlight lessons learned from groups who are quickly becoming pros at moving policy from research to reality.

Communications Track

The Communications Track focuses on building your brand for such a time as this. There is a need for clear, consistent branding across all communications. We need to position our organizations to be credible and effective proponents for liberty and free markets. The Communications Track will help you identify and understand your key audiences and successfully describe your purpose and value to them. We will discuss opposition tactics and how to successfully manage them for good outcomes. Learn how to build your brand, use the best marketing strategies, and craft a solid communications plan infused with innovative ideas.
Development Track
The Development Track focuses on building a culture of philanthropy for such a time as this. It will provide opportunities to hone your fundraising skills and practices like never before. You will be invigorated by the world’s leading fundraising experts, your peers, and colleagues. Dynamic thought leaders will give you new perspectives and insights as nonprofit professionals. Learn how to leverage special events for increased donor engagement. Learn why donor bequests have become an increasingly important revenue source for many institutes. Discover SPN toolkits that can help you reach your development goals for this year. Find ways to assess your fundraising performance, and much more.

Operations Track
The Operations Track focuses on infrastructure for such a time as this. Whether you’re a new manager, an EVP, CEO, or operations director, the Operations Track will give you the opportunity to sharpen your skills on legal boundaries and learn how to maintain a compliant infrastructure. Discover what it takes to transition from being a “contributing” staffer to being a manager. Practice running interviews that connect you with the right talent. Find out why sometimes the best way to address a critical talent gap is to hire a consultant instead of a new employee. Join us as we explore what effective contracts and consultant relationships look like.

Policy Track
The Policy Track focuses on securing free-market wins for such a time as this. The next two years mark a significant window of opportunity for state-based policy solutions. This track dives deep into the specific ways state think tanks and thought leaders have successfully responded to these changes and how they can continue to secure big wins for freedom. Do you want to realize change in your state? This track will introduce you to innovative solutions, sharpen your ability to communicate the value of free-market ideas, and provide you with ample opportunities to connect with many of our movement’s top policy experts.
**Professional Development Track**

The Professional Development Track is about being poised for such a time as this. Employees who can combine industry and discipline-specific knowledge with leadership, management, and networking skills can inspire and shape their organization’s results while setting themselves up for a fulfilling career. With so many opportunities for think tanks and individuals to make a difference, there is no better time to grow and leverage your professional skills. Network leaders and peers will share timeless and actionable takeaways that will help you become a high-performer in your current role and aid in your pursuit of long-term career goals.

**Generation Liberty Fellows**

The Generation Liberty Fellowship program fosters talent for such a time as this. It connects this year’s participating young professionals with the larger network of freedom-loving experts and industry leaders whose work has fueled free-market victories in the states. Participants will learn about policy solutions and strategies for promoting a stronger economy and freer society. Throughout Annual Meeting, they will have opportunities to grow their peer networks, harness new skills, and receive additional career resources.
TUESDAY, AUGUST 29, 1:30PM–4:30PM

Affiliates-Only Session (Invitation Only)
The Affiliates-Only Pre-Conference Session is for senior staff from each affiliate—up to five—who cover communications and marketing, development, policy, and operations, as well as the CEO and EVP. Please note: this is not a board member session.

WEDNESDAY, AUGUST 30, 9:45AM–11:00AM

Five Core Competencies and Behaviors of Successful Leaders
The five core competencies and behaviors of successful leaders will be described and defined, from the basic essentials of self-management to the highest level of sustaining vision. We’ll look at how these competencies and behaviors are used to recruit, retain, and evaluate senior-level talent. Case studies from the network will be featured, and time for Q&A will be provided.

Speaker: De Hicks, SCGI Performance Management Consulting

WEDNESDAY, AUGUST 30, 11:15AM–12:30PM

Can a Leader-Oriented Workplace Get the Best Results?
Most organizations are structured under a leader-oriented work environment (LOWE), but lasting success seems to be the product of a results-oriented work environment (ROWE) instead. De Hicks will discuss both environments and describe why he believes the best way to get and keep traction is through ROWE—a management model that makes each person 100 percent accountable for agreed-upon results inside a collaborative environment. ROWE only works in organizations committed to disciplined alignment and clarity, but the trade-offs are often powerful. Is it for you? Come to this session, ask questions, and explore the possibilities.

Speaker: De Hicks, SCGI Performance Management Consulting
WEDNESDAY, AUGUST 30, 2:30PM–3:45PM

Culture Eats Strategy for Breakfast
Are you investing in short-term profits or long-term sustainable gains (as it pertains to your investment in culture and the development of your staff). Cord Sachs, CEO of FireSeeds, a national talent recruitment and leadership development firm, will help you learn how to define and assess the health of your organization’s culture. Walk away with insights on practically implementing ongoing tools as a board or leadership team to enhance your organization’s culture and help grow your senior leadership team.

Speaker: Cord Sachs, FireSeeds

WEDNESDAY, AUGUST 30, 4:00PM–6:00PM

Taking Your Organization to the Next Level: A Roundtable Discussion for Board Members
This discussion, open only to state think tank board members, is an opportunity to talk with fellow board members about key challenges think tank boards face in helping lead their organizations to the next level.

Moderator: Lawson Bader, DonorsTrust

THURSDAY, AUGUST 31, 8:00AM–9:30AM

Private Breakfast for State Think Tank Board Member and CEOs, Featuring Dan Pallotta
Best-selling author and fundraising expert Dan Pallotta offers a powerful and provocative challenge to the way we think about and evaluate our nonprofit efforts. Following his talk, the author will be available to sign copies of his book Uncharitable: How Restraints on Nonprofits Undermine Their Potential.
THURSDAY, AUGUST 31, 11:15AM–12:30PM

Attract Top Talent through the Power of Story
Are you posting jobs and praying for candidates to take them? Is there a better way to attract top talent to join your mission? Being called to a larger story attracts all generations, but it is a necessity for drawing in Millennials and Centennials. Cord Sachs, CEO of FireSeeds, a national talent recruitment firm, will share practical advice for attracting top talent from all generations—through the power of your story.

Speaker: Cord Sachs, FireSeeds

THURSDAY, AUGUST 31, 2:30PM–3:45PM

Deep Dive for Leaders on the 4 Disciplines of Execution
This deep-dive session is aimed at helping leaders accomplish more by doing less. Chris McChesney, Global Practice Leader of Execution for Franklin Covey and author of The 4 Disciplines of Execution will discuss success fulcrums essential to an organization accomplishing its mission and why leaders can either suffocate or springboard achievement. Participants will also find out how leaders create and protect organizational focus, leverage, and accountability, and how they can shape and inspire results in their organization.

Speaker: Chris McChesney, Franklin Covey

FRIDAY, SEPTEMBER 1, 8:30AM–10:30AM

Successfully Navigating the Start-Up Phase: A Breakfast Discussion (Invitation Only)
Board members and CEOs of start-up organizations—or organizations going through a leadership transition—will have the opportunity to discuss the challenges of getting an organization up and running with leaders who have successfully navigated the process.

If you are interested in attending, please contact Teresa Brown at teresa@spn.org.
How to Build a Government Affairs Program in Your Think Tank

Hear from think tank staff as they discuss models of government affairs that can be replicated and scaled for groups of any size or skill set. Some focus on grassroots and communications; others focus on relationships in the capital and research tools for legislators. If you are considering building a government affairs program in your organization, don’t miss this panel.

**Moderator:** Todd Davidson, State Policy Network  
**Speakers:** Lindsay Boyd, Beacon Center of Tennessee; David Guenthner, Texas Public Policy Foundation; Matt Paprocki, Illinois Policy Institute

Ask a Legislator

As one state legislator from last year’s session said, “I have twenty 20-minute meetings all day on everything from asphalt chemical composition to tax reform. So, help me know what you’re talking about quickly.” In this rare and candid glimpse into the daily life of state legislators, several elected officials will discuss what communication tactics get their attention and what makes them want to throw your paper in the trash.

**Moderator:** Russ Walker, State Policy Network  
**Panelists:** Sen. Donna Campbell (R-Texas); Rep. Kim Fitzpatrick Coleman (R-Utah); Rep. Wesley Goodman (R-Ohio)

Where’s the Bill?

Want to increase your impact at the State House? This session will discuss ways to better understand your state’s legislative process and systems, how to identify and build key relationships, and the power of the right tracking tools. Learn from a wide range of experts including former legislators, think tank professionals, lobbyists, and issue campaign specialists. This session will provide strategies for (c)(3) and (c)(4) organizations.
wide range of experts including former legislators, think tank professionals, lobbyists, and issue campaign specialists. This session will provide strategies for (c)(3) and (c)(4) organizations.

**Moderator:** Roy Lenardson, Strategic Advocacy  
**Speakers:** Trevor Bragdon, State Policy Network; Becki Gray, John Locke Foundation; Joseph Horvath, Yankee Institute for Public Policy; Tom Newell, Foundation for Government Accountability

**WEDNESDAY, AUGUST 30, 4:00PM–5:00PM**

**Community Organizing Training**  
The future of American conservatism is in its most marginalized communities—the people and places left behind by one-size-fits-all statist policies. Organizing around such issues as education choice, public infrastructure, and prosperity provides us with the opportunity to promote free-market solutions in communities that are apolitical or managed by government unions. In this brief seminar and workshop, we’ll introduce you to grassroots organizing for democratic capitalists.

**Moderator:** Will Swaim, California Policy Center  
**Speakers:** Angie Cano, California Policy Center; Cecilia Iglesias, California Policy Center

**WEDNESDAY, AUGUST 30, 4:00PM–5:00PM**

**Government Affairs Mentor Sessions**  
An Annual Meeting favorite, Mentor Sessions connect attendees with experts for 20-minute meetings on a variety of professional topics. Due to their popularity, Mentor Sessions have expanded to include Government Affairs. Simply find the expert with whom you’d like to collaborate, and email him or her to set your appointment time during this Wednesday Networking Break.

**Mentors:**  
Rachel Barkley, House Republican Conference: Rachel.Barkley@mail.house.gov  
Expertise: Legislative outreach, congressional outreach, third-party outreach.
How to Work with Your State Think Tank
State Policy Network connects 66 independent state think tanks and more than 80 associate members. This network has grown a lot in the past 25 years. What do the state think tanks do, and how can national partners and state institutes collaborate? Hear directly from state think tanks about best practices for working with them and leveraging the power of the network.

Moderator: Sarah C. Keenan, State Policy Network
Speakers: Scott Drenkard, Tax Foundation; Rea S. Hederman, The Buckeye Institute; Kathleen O’Hearn, State Policy Network; Jim Vokal, Platte Institute
THURSDAY, AUGUST 31, 11:15AM–12:30PM

Get Local: The How and Why Behind City and Municipal Outreach

More than 4,000 local governments and municipalities exist in the United States, and often, as a handful of anchor cities go, so goes the state. Center-right lawmakers ignore the gravitational influence of cities and local governments at their peril. How can your institute engage with local government, and where do you begin? Experts in local outreach will share their stories.

Moderator: Sarah C. Keenan, State Policy Network
Panelists: Mike Krause, Independence Institute; Jason Mercier, Washington Policy Center; Jon Russell, American City County Exchange; Will Swaim, California Policy Center

Learning to Get Along: Building Strong Coalitions to Advance School Choice

Hosted by National School Choice Week

Promoting and expanding school choice efforts requires hard work and strong, diverse coalitions. But building coalitions—and keeping them from fracturing—isn’t easy. Moderated by Andrew Campanella from National School Choice Week, this panel focuses on the keys to building and sustaining coalitions to expand K–12 educational opportunity.

Moderator: Andrew Campanella, National School Choice Week
Speakers: Colleen Dippel, Families Empowered; Michelle Levell, New Hampshire Activist; Deb Portz, Nebraska Activist; Bridget A. Ziegler, Florida Coalition of School Board Members

THURSDAY, AUGUST 31, 4:00PM–5:00PM

Government Affairs Mentor Sessions

An Annual Meeting favorite, Mentor Sessions connect attendees with experts for 20-minute meetings on a variety of professional topics. Due to their popularity, Mentor Sessions have expanded to include Coalitions and Government Affairs. Simply find the expert with whom you’d like to collaborate, and email him or her to set your appointment time during this Thursday Networking Break.
Mentors:
Jason Frye, Mercatus Center: jfrye@mercatus.gmu.edu
Expertise: Legislative and executive outreach, management, strategic planning

Becki Gray, John Locke Foundation: bgray@johnlocke.org
Expertise: Legislative outreach, issue campaign strategy, coordinate your organization’s resources for maximum impact

Roy Lenardson, Strategic Advocacy: roy@strategicadvocacy.com
Expertise: Legislative strategies for moving your issues in the statehouse, maximizing the advantages of being a think tank lobbyist, how to communicate with legislators

FRIDAY, SEPTEMBER 1, 10:15AM–11:30AM

Strange Bedfellow Coalition-Building
When strategy calls for bipartisan and cross-cultural engagement, how do you build and mobilize the help you need? These case studies will demonstrate how to work with groups who may never agree with you 100 percent, but who could be the perfect partners for such a time as this.

Moderator: Michael J. Reitz, Mackinac Center for Public Policy
Speakers: Matthew Anderson, Sutherland Institute; Marc Levin, Texas Right on Crime; Craig Powell, Eye on Sacramento; Dann Mead Smith, Washington Policy Center; Christopher B. Summers, Maryland Public Policy Institute
How to Leverage Social Media, Mobile, and Email Marketing to Enhance Your Online Fundraising and Communication with Donors

Do donors really give in response to social media or email marketing? Yes, and the percentage of donations made via these channels is increasing every year. Are your organization’s development and communication teams working together to engage donors on these platforms? Best practices and the latest techniques for capturing and then keeping donors engaged in this rapidly evolving area will be shared. This session is ideal for communications and fundraising professionals who want to collaborate more effectively with each other.

Speaker: John Haydon, nonprofit marketing and fundraising expert

Is Your Organization Prepared for the Next Leftist Attacks on the Network?

State Innovation Exchange (SiX), Center for Media and Democracy, Indivisible Guide, Progress Now . . . these are just a few of the many leftist organizations seeking to undermine the state think tank network. As they build their own state-based infrastructure to advance progressive policies, learn the latest tactics these out-of-power and desperate activists are employing, including attacking corporate donors through shareholder battles, subpoenaing internal documents, and coercively shutting down open policy debate.

Speakers: Justin Danhof, Free Enterprise Project; Brian Minnich, Freedom Foundation; Ashley Varner, American Legislative Exchange Council
Why a Strong Brand is Crucial to Influence, Persuasion, and Success
Is your organization a key influencer? Is it positioned to have a seat at the table when important policy or strategy discussions take place? Do your target audiences have a positive opinion of your organization—or, do they even know you exist? Nonprofit communications expert John Haydon will explain how you can translate your organization’s mission into a finely-tuned marketing mission that builds a powerful, influential brand.

**Speaker:** John Haydon, nonprofit marketing and fundraising expert

**WEDNESDAY, AUGUST 30, 2:30PM–3:45PM**

Secrets of the Trump Campaign’s Digital Marketing Magic
In the ever-evolving world of digital marketing, big budgets don’t equal victory. In post-election analysis, Trump’s digital team was widely acknowledged as a significant part of the campaign’s success—especially considering it spent less than half of Hillary Clinton’s enormous marketing budget. Hear directly from the Trump campaign’s digital team about how they pulled off this remarkable upset through a digital strategy focused on testing, measuring, and optimizing content—and constantly challenging assumptions.

**Speakers:** Gary Coby, Republican National Committee; Ryan Mauldin, Vici Media Group

How to Connect with the Forgotten American Worker
The 2016 election introduced a new power player in national and state politics: The Forgotten American Worker. Who are these citizens, and how can the think tank network best communicate with them? SPN and Heart+Mind Strategies will share research conducted with American voters to better understand and effectively engage this emboldened voter block.

**Speakers:** Carrie Conko, State Policy Network; Erin Norman, Heart+Mind Strategies
WEDNESDAY, AUGUST 30, 4:00PM–5:00PM

Communications Mentor Sessions
An Annual Meeting favorite, Mentor Sessions connect attendees with experts for 20-minute meetings on a variety of professional topics. Simply find the expert with whom you’d like to collaborate, and email him or her to set your appointment time during this Wednesday Networking Break.

Mentors:
Weston Woodward, Woodward Media: weston@woodward.media
Expertise: Digital strategy, marketing campaigns, web/app development, video production, social/media buys

Sue Zoldak, The Zoldak Agency: sue@zoldakagency.com
Expertise: Issue advocacy campaign strategy with an emphasis on advertising in the digital and social media space.

THURSDAY, AUGUST 31, 9:45AM–11:00AM

From Underdog to Superman: How Illinois Policy Institute Built Community through Integrated Marketing Strategies
Social media and digital marketing may seem like difficult tools to measure. But with the right strategy and analysis, it’s possible to determine whether your marketing techniques are meeting key strategic marketing objectives—and quickly course correct to stay on track. Illinois Policy Institute will share the evolution of its marketing strategy, its tactics for measuring success, lessons learned from misfires, and the latest tools for reaching the right audiences and building online communities.

Speaker: Ryan Green, Illinois Policy Institute

Get Maximum Media Coverage for Policy Research
If your research paper drops in the forest and nobody hears it, did you really write it? Strategic media placements can put ears in the forest. Manhattan Institute will share how to build a marketing and media strategy into your research plans—before you build your first revenue projection or craft your first argument. Learn how communications and policy staff can work together to ensure policy work reaches critical audiences and drives public policy debate.

Speaker: Leigh Harrington, Manhattan Institute
THURSDAY, AUGUST 31, 11:15AM–12:30PM

Better Know Your State: How to Conduct Market Research and Craft State-Specific Messaging

As a marketing professional, how well do you really know your state—its citizens, demographics, and unique quirks? The first step to effectively tailoring communications for target audiences in your state is to know more about your market and audience members. Regional, state, and city demographics can vary widely. What works in Lubbock might not have the same impact in Dallas. In this session, learn about tools your organization can use to better understand your particular audiences and develop messages that truly resonate with them.

Speakers: Carrie Conko, State Policy Network; Elizabeth Fender, The Heritage Foundation; Erin Norman, Heart+Mind Strategies

THURSDAY, AUGUST 31, 2:30PM–3:45PM

Clear, Accurate, and Persuasive: How to Write and Edit with Style

In a world dominated by texts and emojis, substantive writing seems to be a lost art. For those in policy and persuasion, it is more important than ever to deliver content that cuts through the clutter and delivers clear, concise, and compelling messages. In this workshop, learn how to capture your audience’s attention with the written word and deliver a message that sticks.

Speaker: Hilary Gowins, Illinois Policy Institute

The ‘Fake News’ Narrative: Getting Ahead of False Accusations

The Left uses the fake news narrative to target and discredit free-market policy and media groups. President of Franklin Center Chris Krug will lead a panel of media experts to talk about the difference between inaccuracies in the news and fake news stories meant to mislead and confuse. Leave equipped with strategies to become media watchdogs and
protect your organization from being falsely accused of engaging in fake news.

Speakers: Beverly Hallberg, District Media Group; Chris Krug, Franklin Center; Dan McCaleb, Illinois News Network; Whitney Munro, Foundation for Government Accountability

A Pep Talk for Aspiring Artists: How You Can Start Creating and Why You Should
Art drives culture, and culture is upstream from politics. The beautiful and free world we want starts with beautiful art. Whether it is painting or writing or any other creative outlet, you don’t need special training to create art; you only need the basic tools, the desire, the work ethic, and high standards if you want to improve. Poet Wallace Stevens and statesman Winston Churchill didn’t quit their day jobs to create, and neither need you. In this workshop, you will learn how art is both good for your soul and good for your professional work.

Speaker: John Kramer, Institute for Justice

THURSDAY, AUGUST 31, 4:00PM–5:00PM
Communications Mentor Sessions
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Mentors:
Weston Woodward, Woodward Media: weston@woodward.media
Expertise: Digital strategy, marketing campaigns, web/app development, video production, social/media buys

Sue Zoldak, The Zoldak Agency: sue@zoldakagency.com
Expertise: Issue advocacy campaign strategy with an emphasis on advertising in the digital and social media space.
THURSDAY, AUGUST 31, 5:00PM–6:00PM

Communications Reception
Hosted by The Heritage Foundation

FRIDAY, SEPTEMBER 1, 8:30AM–10:00AM

Testing, Testing: The Best (and Worst) Ways to Build a Good Email List
Good emails are among the most valuable piece of data groups can gather from their audience. Not only does it provide you with a quick and easy way to directly contact a supporter, but email addresses are tied to social media and other platforms, making it easier and more efficient to advertise to individuals. The Mackinac Center has tested a variety of ways to capture email addresses and will share the results. No, we’re not talking click-bait and trickery—our purpose was to get good, verified emails from people we hope will stay around. Come learn what tools and messaging we used and the platforms we served them on. Our team will break down the specifics of the campaign, the obstacles, and the results (good and bad).

Moderator: John Mozena, Mackinac Center for Public Policy
Panel: Michael Van Beek, Andrew Koehlinger and Jarrett Skorup, Mackinac Center for Public Policy

FRIDAY, SEPTEMBER 1, 10:15AM–11:30AM

15-Minute Comms Talks

1. How FEE Leveraged Social Media to Reach New Audiences
In this enlightening talk, FEE will share how it learned new marketing tactics to communicate with Millennials about the humane values and ethical principles of a free society.

Speaker: Richard N. Lorenc, Foundation for Economic Education
2. Geo-Targeting and Geo-Fencing: How to Make Small Advertising Campaigns Look like a Million Bucks
Technology enables marketers to study audiences and then focus messaging with laser accuracy. Geo-fencing is the latest marketing technique to utilize smartphones to deliver the most data and provide the best means for directing tailored messages to the right audience.

**Speaker:** Sue Zoldak, The Zoldak Agency

3. You Have my Attention for 10 Seconds: How to Use Facebook Live and Mobile Video
Recent Facebook research found that readers can recognize and retain a brand’s core message within two to ten seconds while scrolling down their newsfeed. Hear directly from Facebook about how to optimize live and mobile video to enhance branding and truly engage your Facebook community.

**Speaker:** Eva Guidarini, Facebook

4. The Era of WarGames: The Cybersecurity Threats Facing Your Organization
WikiLeaks releasing classified documents, Russia “hacking” the 2016 Election, Yahoo Mail security breaches. Headlines about email breaches, surveillance, and hacking are ubiquitous these days. So how can your organization prepare for and respond to cyberattacks? Lincoln Network will share the latest tips and best practices for nonprofit organizations.

**Speaker:** Aaron Ginn, Lincoln Network
WEDNESDAY, AUGUST 30, 9:45AM–11:00AM

Fundraising in Five Words
Fundraising is essential to the durability of your organization. While fundraising success is crucial, it doesn't have to be complicated. In fact, the fundraising keys you need can be covered in five words. Join Benjamin Case as he shares the five words that encompass the meaning of fundraising and the actions you can take to turn these five words into fundraising results.

Speaker: Benjamin Case, Case Consulting Services

WEDNESDAY, AUGUST 30, 11:15AM–12:30PM

Cultivate Lifelong Donors—Create a Legacy Program
Donors are partners in a think tank’s work, and bequests are an avenue to help them fulfill a philanthropic vision and be an agent of change, even in their legacy. Donor bequests have become an increasingly important revenue source for many institutes. If you’ve been intimidated about asking for bequests, or if you don’t know the first thing about establishing a planned giving or legacy program, this is the session for you. The speakers will give you all the tools you need to launch a legacy program today and share ways to identify, cultivate, and steward legacy donors.

Speakers: Ann Fitzgerald, A.C. Fitzgerald & Associates; Melanie Hildreth, Institute for Justice; Jim Walker, Mackinac Center for Public Policy

Events: The Good, The Bad, and The Ugly
Special events are more than a tool for bringing in donations. They can draw donors into the inner circle of your organization’s work, demonstrate the value of their partnership, and strengthen your organization’s relationship with them. Success hinges on determining the goal of the event and the type of event best suited to accomplish that goal. Learn from network leaders about how they leverage events for increased donor engagement.

Moderator: Peter Lipsett, DonorsTrust
Speakers: Rachel Hays, Oklahoma Council of Public Affairs; Sydney Jansen, Washington Policy Center; Elisabeth Kines, Palmetto Promise Institute
WEDNESDAY, AUGUST 30, 2:30PM–3:45PM

The Making of a Major Gifts Mentality
Major gifts are an essential part of your fundraising success. But sometimes starting or building a program can seem daunting. This session will explore the key steps to bring in major gifts and build an organizational culture that inspires your donors.

Speakers: Coley Jackson, A.C. Fitzgerald & Associates

WEDNESDAY, AUGUST 30, 4:00PM–5:00PM

Resources at Your Fingertips! Discover the SPN Toolkits
The SPN Member Portal is a place where you can connect with your peer network and find tools to accelerate your development success. Join us for a tour of the new Development Toolkits and learn tips for how to use them effectively in your organization.

Speakers: Laurel McCombs, The Osborne Group

Development Mentor Sessions
An Annual Meeting favorite, Mentor Sessions connect attendees with experts for 20-minute meetings on a variety of professional topics. Due to their popularity, Mentor Sessions have expanded to include Development. Simply find the expert with whom you’d like to collaborate, and email him or her to set your appointment time during this Wednesday Networking Break.

Mentors:
Shana Davidson, Davidson Strategies
shana@davidsonstrategies.com

Coley Jackson, A.C. Fitzgerald & Associates
coley@acfitzgerald.com

Eric F. Langborgh, ClearWord Communications Group
elangborgh@clearword.net

Susan Mangels, A.C. Fitzgerald & Associates
susan@acfitzgerald.com
THURSDAY, AUGUST 31, 9:45AM–11:00AM

The SPN Development Survey 2017: Assess Your Fundraising Performance

If your board or CEO asked how your development shop performance compares to other policy institutes, could you answer? This session will unveil the results of the 2017 SPN Development Survey. With these results, you can benchmark your organization’s development practices and performance against SPN groups and other nonprofits, and you can identify leverage points for meeting—and exceeding—your organization’s long-term fundraising goals.

Speaker: Jeremy Beer, American Philanthropic

THURSDAY, AUGUST 31, 11:15AM–12:30PM

The Future of Philanthropy

Americans donated nearly $400 billion to charities in 2016. Where does it come from? Where is it going? What are the prospects for the future? What can your organizations do to get more of it? Using the latest data from Giving USA 2017, long-time philanthropy expert Les Lenkowsky will discuss this critical source of income for network members.

Speakers: Les Lenkowsky, Lilly Family School of Philanthropy at Indiana University
THURSDAY, AUGUST 31, 2:30PM–3:45PM

Building a Culture of Philanthropy
While a strong culture of philanthropy is never “done,” concrete steps are necessary in order to continually build and strengthen it. This session will help you define and implement a culture of philanthropy that positions your organization for such a time as this.

Speaker: Laurel McCombs, The Osborne Group

THURSDAY, AUGUST 31, 4:00PM–5:00PM

Build Your Knowledge Base: The Education and Training You Need to Succeed
Your colleagues can be great sources of knowledge, but what other types of training or education should you consider in building your career? Both Kristina Mitten Sanders of State Policy Network and Ann Fitzgerald of A.C. Fitzgerald & Associates studied under Les Lenkowsky at Indiana University, completing master’s degrees in philanthropic studies. The panelists will share training and education ideas to help improve your skills and knowledge.

Speakers: Ann Fitzgerald, A.C. Fitzgerald & Associates; Les Lenkowsky, Lilly Family School of Philanthropy at Indiana University; Kristina Mitten Sanders, State Policy Network

Development Mentor Sessions
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Mentors:
Shana Davidson, Davidson Strategies
shana@davidsonstrategies.com

Coley Jackson, A.C. Fitzgerald & Associates
coley@acfitzgerald.com

Eric F. Langborgh, ClearWord Communications Group
elangborgh@clearword.net
THURSDAY, AUGUST 31, 5:00PM–6:00PM

Development Reception
Hosted by ClearWord Communications Group

FRIDAY, SEPTEMBER 1, 10:15AM–11:30AM

Proven Secrets to Fundraising Success: Fundraising Experts Take Your Questions
Back by popular demand! This session is your time to collaborate with the development experts who have presented throughout the sessions, so queue up to ask your burning questions.

Moderator: Kristina Mitten Sanders, State Policy Network.
Speakers: Jeremey Beer, American Philanthropic; Shana Davidson, Davidson Strategies; Ann Fitzgerald, A.C. Fitzgerald & Associates; Laurel McCombs, The Osborne Group; Rebecca Painter, State Policy Network; Jess Yescalis, Yescalis Campaign Strategies
WEDNESDAY, AUGUST 30, 9:45AM–11:00AM

The Art of the Deal
Contracts can read like secret codes. Negotiating them can feel like speaking a different language. The last thing your organization wants is to spend more money than intended or enter an unbalanced, unproductive consultant relationship. This session will help you become a savvy contract reader and negotiator so that your organization benefits from clear contracts and successful consultant relationships. This is must-attend session for anyone who manages vendors.

Speaker: Tony Woodlief, State Policy Network

WEDNESDAY, AUGUST 30, 11:15AM–12:30PM

Management 101: New Manager Crash Course
As a new manager, you have an opportunity to invest in employees’ growth and empower them to help drive your organization’s results. Your transition from contributor to manager will likely involve some common challenges that can be tricky to navigate. Join us to learn how you can excel as a manager through setting expectations, providing effective feedback, confronting issues, and more. This session is targeted for anyone new to or struggling with management.

Speaker: Leanne VanBeek, Left Lane Consulting, LLC

WEDNESDAY, AUGUST 30, 2:30PM–3:45PM

Mining for Talent Gold: How to Conduct Interviews to Find the Right Candidate
Conducting job candidate interviews is a crucial yet underdeveloped skill for many managers. Often, we barrel into the room not fully prepared, assuming we naturally know how to do it well. In reality, it takes practice to tease out which candidate truly is the best fit. This hands-on session will teach interviewing skills for assessing competencies, culture fit, and more. Come prepared to practice interviewing those around you. This session is ideal for hiring managers or anyone who conducts interviews.

Speaker: Claire Kittle Dixon, Talent Market
THURSDAY, AUGUST 31, 11:15AM–12:30PM

(C)(3), (C)(4), C, PAC, For Profit, and More
Sharpening your understanding of and choosing the right legal structure will help you accomplish your mission without getting into trouble later. Learn from examples of how other organizations are selecting and leveraging the right legal structures to advance their missions. Extensive time will be given to questions, so come prepared. This session is targeted for EVPs, CEOs, and operations directors.

**Speaker:** Matthew Brouillette, Commonwealth Partners; Ed DeBee, DeBee Gilchrist Attorneys and Counselors; Charles Mitchell, Commonwealth Foundation

FRIDAY, SEPTEMBER 1, 9:00AM

Operations Directors Breakfast (Invitation Only)

_If you are interested in attending, please contact Brad Gruber at gruber@spn.org._
Abandon the Education-Industrial Complex: Learning and Education Policy in the 21st Century

Providing more school choice options across the states is a valuable and important endeavor. Even in states with multiple school choice options for families, however, most students still remain in traditional public schools. This session will explore some of the promising—but not yet realized—trends in education reform that are dismantling an industrial, factory-like approach to education and increasing student agency and success. We’ll cover the models, how they work, and the policy conditions needed to enable and accelerate these reforms.

Moderator: Gisele Huff, Jaquelin Hume Foundation
Speakers: Kushal Kadakia, Education Reimagined; Susan Patrick, iNACOL; Karla Phillips, Foundation for Excellence in Education

Protecting Donor Privacy: Lessons from the Front Lines

In 2017, nearly 20 states faced legislation to require nonprofit groups to report the names and addresses of their donors to the government. While free speech lost in some battles, it won in more, and we learned valuable lessons along the way. Hear from state leaders who were on the frontlines, creating successful public education campaigns and legislative strategies to defeat forced-disclosure laws in states with varying political landscapes. Get tips to help you fight these proposals when they come to your state. Examples will be shared from the Foundation for Government Accountability, South Carolina Policy Council, Yankee Institute, and South Dakota.

Moderator: Jonathan Bechtle, Foundation for Government Accountability
Speakers: Ashley Landess, South Carolina Policy Council; Carol Platt Liebau, Yankee Institute for Public Policy; Matt McCaulley, Redstone Law Firm; Sue Zoldak, The Zoldak Agency

Labor Reform—What’s Next?

There is a groundswell of labor reform happening in the states. What can we expect to see with the new administration and political playing field? Learn what is already underway and what else should be done to take advantage of this unique political climate.
Moderator: F. Vincent Vernuccio, State Policy Network

Free Speech on Campus: Addressing the Policy and Cultural Landscape
Sponsored by Charles Koch Institute

The past several years have seen free speech become a hot-button issue on the country’s college campuses. Only a university system that is a robust marketplace of ideas can effectively equip the next generation to become engaged and thoughtful citizens. Speakers will discuss current reform efforts and what more can be done to foster and protect free speech on university campuses.

Moderator: Sarah Ruger, Charles Koch Institute
Speakers: Guy Benson, Townhall Media; Shelby Emmett, American Legislative Exchange Council; Robert Shibley, Foundation for Individual Rights in Education

Carbon Tax: Conservative Solution or Climate Sophistry?

Carbon tax proposals—often under stylized names such as “carbon dividends” or “carbon-funded tax cuts” to avoid the tax moniker—continue to garner attention, and several self-proclaimed “conservative” and “libertarian” organizations have recently been formed with the express purpose of promoting the concept. Expert panelists will provide an in-depth examination of the economics of taxing carbon dioxide emissions, the environmental potency of such policy, and various efforts to advance carbon tax on both the federal and state fronts.
Labor Reform in the Courts: Two Cases to Restore Worker Rights
Justice Scalia’s death delayed nationwide public sector union reform, but new cases are likely headed to the Supreme Court—cases that would restore rights for public sector workers in non-right-to-work states. Hear from the plaintiffs and attorneys in Janus v. AFSCME and Yohn v. California Teachers Association. Learn what these cases might mean for your state and how you can support their efforts.

Moderator: Rebecca Friedrichs, Friedrichs v. California Teachers Association
Speakers: Robert Alt, The Buckeye Institute; Jacob Huebert, Illinois Policy Institute; Mark Janus, Janus v. AFSCME; Terry Pell, Center for Individual Rights; Ryan Yohn, Yohn v. California Teachers Association

Flexing our Muscles: Best Practices for Working on Federal Policy
State think tanks have an unprecedented opportunity to drive principled state solutions into the national scene. A consistent voice for federalism is missing in Congressional coalitions, and it is time for our network to fill that gap. Join us for a roundtable discussion of best practices state think tanks can use to engage in upcoming federal issues. Learn from veteran Hill staffers and groups that successfully built a bridge to connect their work in the states with the national dialogue.

Moderator: Chip Roy, Texas Public Policy Foundation
Speakers: Josh Archambault and Robin Walker, Foundation for Government Accountability; Boyd Matheson, Sutherland Institute

Regulate Your State’s Regulators: How to Roll Back and Prevent Burdensome Red Tape
Robust job creation is essential in our states for personal and family wellbeing. The regulatory state, however, impedes necessary job creation. The new federal administration seems serious about rolling back burdensome federal red tape, and some states are poised to replicate and expand upon this federal deregulation interest. In this session, learn about policies that can roll back regulatory overreach and prevent burdensome red tape from growing in your state.
Case Studies in Innovative Healthcare Reforms from the States
States are at the forefront of innovative healthcare reform. During the last six years, while Washington, DC has sat idle, states have passed reforms that increase healthcare choices and lower the cost of care to consumers. State-level supply-side reforms, including charity care, direct care, and certificate-of-need reform are having a real impact on healthcare markets. Learn directly from those who have worked on supply-side reforms in their states.

Moderator: Patrick Ishmael, Show-Me Institute
Speakers: Lindsay Boyd, Beacon Center of Tennessee; Kelly McCutchen, Georgia Public Policy Foundation; Annette Meeks, Freedom Foundation of Minnesota; Sal Nuzzo, The James Madison Institute

“Research Says”: How to Intelligently Consume and Use Research to Inform Policy
Sponsored by EdChoice and University of Arkansas

“Research says” is a common phrase in policy debates, but what does research really say, and should you believe it? This panel will focus on the skills needed to be intelligent consumers of academic research and use it to inform policy. It will provide an overview of research methods, basic tools needed to identify quality, and help in adjudicating between opposing findings.

Moderator: Robert Enlow, EdChoice
Speakers: Corey DeAngelis, Heidi H. Erickson, and Jay P. Greene, University of Arkansas
In It Together: Take Advantage of Federal Education Policy Opportunities and Stay Principled

From offering financial incentives to lifting charter school caps to encouraging school choice options for students in failing schools, the federal government has presented states with new opportunities to serve students. Hear what opportunities exist now through the “Every Student Succeeds Act” and what else is coming. A more education reform-friendly Administration and Congress needs to hear from you, as well, so come armed with your best ideas that would release states from federal rules and regulations that negatively impact students, teachers, and school leaders.

Moderator: Mike Petrilli, Thomas B. Fordham Institute
Speakers: Lisa Graham Keegan, A for Arizona and former Arizona Superintendent of Public Instruction; Brad Thomas, U.S. House Committee on Education and the Workforce

What’s Next: Federal Changes to the ACA and How States Should Prepare

The repeal-and-replace legislation has been in the news for months. But what could the federal legislation mean for states? Will the federal government deliver on its promise? This panel will detail the specific changes in the current federal government’s replacement legislation, highlight the reforms that would affect states most, and prepare participants to take advantage of any new opportunities for states to innovate their healthcare delivery systems.

Moderator: Kathleen O’Hearn, State Policy Network
Speakers: Tarren Bragdon, Foundation for Government Accountability; U.S. Congressman Gary Palmer (R-Alabama); Grace Marie Turner, Galen Institute

Federal Infrastructure Plan: Building America or Building Boondoggles?

Earlier this year the White House launched a massive infrastructure initiative, bringing together at least 15 federal agencies with a target budget of $1 trillion. All 50 states were invited to submit project requests. This session will give an update on this effort and types of
projects under consideration for funding. We'll discuss how think tanks can engage early while there is still time to buttress against further erosion to federalism.

**Speakers:** Christine Harbin, Americans for Prosperity; Michael Sargent, The Heritage Foundation

**Beating Back the Bottleneckers: How Occupational Licensing Reform Unites the Left and Right and Frees Entrepreneurs**  
*Sponsored by the Institute for Justice*

Across the nation, Americans are pushing back against self-serving “bottleneckers”—private interests who use government power to limit entry into an occupation (often employing government-enforced licensing) so they can rake in monopoly profits. Panelists will discuss successful efforts to beat back the bottleneckers and spotlight soon-to-be-released research that SPN groups can employ to free would-be entrepreneurs in their state.

**Moderator:** John Kramer, Institute for Justice  
**Speakers:** Dick Carpenter, Institute for Justice; Jonathan Riches, Goldwater Institute; Jarrett Skorup, Mackinac Center for Public Policy

**Learning from Successful Pension Reform Strategies in the States**  
*Sponsored by Reason Foundation*

Come join our open bar and toast recent pension reform successes in Michigan, Pennsylvania, and Arizona with pension reform experts from the Reason Foundation and Retirement Security Initiative involved in those efforts. Drawing from these wins, the discussion will center around cutting-edge pension reform concepts and proven strategies to advance reform across the goal line. The presenters will discuss the types of analysis that set the stage for meaningful legislative discussions
about pension reform; common themes on policy design emerging from recent reform successes; and how to most effectively engage policymakers, stakeholders, and the public-at-large to build a coalition for reform.

**Speakers:** Pete Constant, Retirement Security Initiative; Leonard Gilroy and Anthony Randazzo, Pension Integrity Project at Reason Foundation

**WEDNESDAY, AUGUST 30, 4:00PM–5:00PM**

**Policy Mentor Sessions**
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**Mentors:**
Todd Davidson, State Policy Network
davidson@spn.org

Vance Ginn, Texas Public Policy Foundation
vginn@texaspolicy.com

Naomi Lopez Bauman, Goldwater Institute
nlopez-bauman@goldwaterinstitute.org

**THURSDAY, AUGUST 31, 8:00AM–9:30AM**

**Policy Breakfast: Boost Your In-House Research**
*Sponsored by the Institute for Humane Studies*

Join the Institute for Humane Studies for a conversation on leveraging university-based academics to boost the quality and quantity of your policy research. A panel of experts will field questions on best practices for working with academic allies, including: incorporating academic research in policy outputs; commissioning academic
research; and engaging university-based academics as co-authors, advisors, and more.

**Moderator:** Rachel Swaffer, Institute for Humane Studies  
**Speakers:** Vance Ginn, Texas Public Policy Foundation, Rob Raffety, Mercatus Center; Dean Stansel, O’Neil Center for Global Markets and Freedom at Southern Methodist University

**Policy Breakfast: School Inc. in the States—Encouraging Innovation in Education**  
*Sponsored by the Cato Institute*

Join the Cato Institute and state friends for a special breakfast session exploring the powerful role of innovation in education. Panelists will highlight successful examples and cautionary tales, sharing which states are encouraging innovation and which states are getting education policy wrong. The session will also feature a special partial screening of *School Inc.*, the newly-released documentary from the late Andrew Coulson, former senior fellow in education policy at the Cato Institute.

**Policy Breakfast: Religious Liberty in the States—A Critical Battleground for Liberty**  
*Sponsored by the Becket Fund for Religious Liberty*

Learn from the leaders of the Becket Fund for Religious Liberty why its defense of religious liberty for all is unique, philosophically coherent, and consistent with free-market libertarian principles. No wonder Becket is undefeated at the Supreme Court. Hear how Becket is winning the religious liberty argument in federal and state courts and in the court of public opinion. Hint: Staying principled and avoiding culture war traps is critical. Find out how you can be the eyes and ears of religious liberty at the state and local level.

**Policy Breakfast: The Congressional Review Act’s Potential to Roll Back Hundreds More Regulations**  
*Sponsored by Pacific Legal Foundation*

After more than twenty years of dormancy, the CRA was used this year by the new Congress and President Trump to over-
turn 14 costly and counterproductive rules—but its potential uses are not limited to the “midnight” rule situation alone. This session includes the nation’s leading experts on the CRA and how it can be used to reexamine hundreds of rules and major guidance documents of questionable legality. It will also contain a call-to-action so session participants can effectively engage on this issue and use the tools on RedTapeRollback.com to identify regulations that are not lawful and need to be overturned.

What is Prosperity? Measuring Economic and Social Wellbeing in the States
Sponsored by the American Conservative Union

The Family Prosperity Initiative and Index (FPI), a project of the American Conservative Union Foundation (ACUF), measures the strength and prosperity of families—and the nation—by ranking states based on which create the best environments for families to thrive. With the FPI, state leaders, think tanks, policymakers, employers, civic and religious leaders, and activists can advocate for policies that improve the prosperity of families and the communities in which they live.

THURSDAY, AUGUST 31, 9:45AM–11:00AM

Winning Parent and Policymaker Support for K–12 Education Savings Accounts (ESAs)

More than 20 states have considered enacting or expanding existing K–12 education savings account laws. As with any parental choice law, ESAs are often controversial with the press, public education activist groups, and unions. Hear how think tanks in several states built the case for ESAs using robust social media campaigns aimed at recruiting parent activists and educating lawmakers and targeted audiences. Learn what messages and targeting worked. Walk away with social media campaign material that you can use in your state today. Examples will be shared from the Goldwater Institute, Palmetto Promise Institute, Beacon Center, and Texas Public Policy Foundation.

Moderator: Jonathan Butcher, Goldwater Institute
Speakers: Katherine Bathgate, SchoolForward; Stephanie Matthews, Texas Public Policy Foundation; Sue Zoldak, The Zoldak Agency
**Dispatch from DC: Update on Federal Issues that Impact States**

The new Presidential administration and the 115th Congress hit the ground running this year on several issues that overlap with state think tanks' work that significantly impact the states. Join us for an update on what has happened so far and what to expect the rest of the year.

**Moderator:** Jennifer Butler, State Policy Network  
**Speaker:** U.S. Congressman Gary Palmer (R-Alabama)

**Communicating to Win on Donor Privacy**

It doesn’t matter if you’re in a red, blue, or purple state; forced donor disclosure proposals are on the way to you—if they haven’t already arrived. Join representatives from Heart+Mind Strategies and Institute for Justice to learn how to communicate to win on donor privacy. This presentation will offer results from SPN’s extensive focus groups and national polling research on donor privacy and will give you practical tips for communicating a winning message no matter who controls your State House.

**Speakers:** Dee Allsop, Heart+Mind Strategies; John Kramer, Institute for Justice

**Help the Average Joe and Jane Push Back Against Big Government**

Legislatures, agencies, and courts have changed the rules of policymaking to favor the needs of big government over the needs and rights of citizens. These rules make it nearly impossible for the average person to push back against government intrusions on personal and economic interests. In this session, you will learn about changes to policymaking and judicial rules that favor the average Joe and Jane over big government.

**Moderator:** Todd Davidson, State Policy Network  
**Speakers:** Jonathan Bunch, The Federalist Society; Michael J. Reitz, Mackinac Center for Public Policy; Christina Sandefur, Goldwater Institute; Dave Trabert, Kansas Policy Institute
Restoring Sovereignty to the States
*Sponsored by Equal Justice Coalition*

For 124 years, state legislatures elected senators to ensure state oversight of the federal government. In 1913, the 17th Amendment turned the system upside down by providing for direct election of the senators and disenfranchising the states. Today, with Congress’s approval at record lows, an out-of-control federal deficit, and a central government that grows larger by the day, perhaps it is time to ask if this experiment has run its course. Is it time to consider repealing the 17th Amendment? Join our distinguished speakers for a lively discussion of the history and the future of this amendment.

**Speakers:** John Eastman, Center for Constitutional Jurisprudence at the Claremont Institute; Trent England, Oklahoma Council of Public Affairs; J. Jay Feinberg, Equal Justice Coalition

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What’s Powering the Drive for Electric Vehicle Expansion?

Despite incentives in more than 30 states and a $7,500 federal tax credit—along with President Obama’s 2011 pledge for the US to have one million electric vehicles (EVs) on the road by 2015—less than 600,000 of the roughly 260 million passenger vehicles on American roads today are electric. Yet the push by some policymakers toward an expansion of EVs (and accompanying EV infrastructure, often subsidized through higher consumer electricity bills) has never been greater. Panelists will provide a look at state and federal policy, as well as the economics, current trends, and future forecast for EV adoption in the U.S.

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THURSDAY, AUGUST 31, 11:15AM–12:30PM

State Policy Trends: 2017 Recap and 2018 Outlook

To prepare for the future, it is important to evaluate the past. In this session, speakers will discuss the key policy trends from 2017 state legislative sessions and dig into what the network should expect in 2018.

**Moderator:** Kathleen O’ Hearn, State Policy Network
**Speakers:** Denis Calabrese, Denis Calabrese Company; Leslie Graves, Ballotpedia; John Hood, John William Pope Foundation
Energy–Environment Solutions Express
For the first time in decades, we have a chance to trade a DC-driven radical environmental agenda for local control, stewardship, and property rights restoration. Join us for a rapid-fire session of strategies and polices ready to roll out in your state. We’ll also take time to celebrate and toast the changes on the national level that many of you have worked on.

Speakers: Matt Anderson, Sutherland Institute; H. Sterling Burnett, The Heartland Institute; Amy Oliver Cooke, Independence Institute; Dan Peterson, The James Madison Institute; Christina Sandefur, Goldwater Institute

Blue State Strategies for Local Right-to-Work
Tired of right-to-work bills failing every legislative session? Small local wins can build momentum for statewide wins. Discover how Kentucky, Delaware, Ohio, and Maine are using local right-to-work to create momentum for statewide reform.

Speakers: Sen. Andre Cushing (R-Maine); Jim Waters, Bluegrass Institute

Research Quality Workshop
The foundation of an effective think tank is quality research. Quality research, in turn, rests on sound institutional processes and methodological practices. This training for editors, analysts, and research directors will discuss fact checking, research editing, and basic methodological approaches that will safeguard your authors, improve your studies, and strengthen your team. Independent consultant Thomas Shull will lead the training and share expertise from his nine years as senior editor and senior director of research quality at the Mackinac Center for Public Policy.

Speaker: Tom Shull, Independent Contractor
How to Prevent Barriers to Peer-to-Peer Internet Platforms Delivering Economic Opportunities for American Workers
Sponsored by NetChoice

Internet platforms like Lyft, HomeAway, eBay, Etsy, Uber, and Airbnb enable Americans to earn extra income by matching workers with customers, using assets for short-term rental, and selling goods they’ve made. But this new “Peer-to-Peer” (P2P) economy faces strong resistance from local governments and legacy industries who want to restrict or prevent competition from P2P providers—even here in San Antonio. This workshop explores barriers to P2P opportunity and discusses how to respond—in city and state houses and the court-house. This session will explore reforms that preserve personal and property rights and promote economic opportunity.

THURSDAY, AUGUST 31, 2:30PM–3:45PM

Why Cities Matter Now
According to GOVERNING magazine, three-quarters of the nation’s gross domestic product is generated in the 100 largest metro areas. Cities are generators of innovation, policy ideas, culture, and the economy—and they are run mostly by progressives. In a country where center-right lawmakers hold majorities at all levels except local government, how do we address this challenge? We will explore city-level policy trends and why conservatives should pay attention now.

Moderator: Sarah C. Keenan, State Policy Network
Speakers: Grover Norquist, Americans for Tax Reform; Aaron M. Renn, Manhattan Institute; Jon Russell, American Cities Council Exchange; Christina Sandefur, Goldwater Institute

Medicaid Reform: What is Possible with Waivers
We have a once-in-a-generation opportunity to secure Medicaid reform and to return more regulatory power back to the states. This session will outline how states can use the Department of Health
and Human Services’ waiver process to re-establish healthcare markets, provide greater choices, and lower healthcare costs to families.

**Moderator:** Russ Walker, State Policy Network  
**Speakers:** Josh Archambault, Foundation for Government Accountability; Naomi Lopez Bauman, Goldwater Institute; Rea S. Hederman, The Buckeye Institute; Laura Trueman, U.S. Department of Health and Human Services

### Policies for the Forgotten American Worker
For a decade or more, Forgotten American Workers have seen their taxes increase, their healthcare premiums rise, and their paychecks stagnate or disappear. This voting block burst on the scene as a new power player in the 2016 election, and they are demanding change. Our network’s solutions have mostly failed to reach these workers. In this interactive workshop, attendees will share ideas that your state can implement to help Forgotten American Workers provide for their families and feel more confident about the future.

**Speakers:** John Davidson, The Federalist; Todd Davidson, State Policy Network; Henry Olsen, Ethics and Public Policy Center

### Tools and Tactics to Pass Worker Voting Rights in Your State
Union reform is never easy. Learn from legislators, think tanks, and operatives who helped make union reform happen in 2017 by advancing worker voting rights. Take home the roadmap to pursue this reform in your state.

**Moderator:** Trevor Bragdon, State Policy Network  
**Speakers:** Robert Alt, The Buckeye Institute; Ryan Johnson, Exemplar Public Affairs; Sen. Bob Onder (R-Missouri)
THURSDAY, AUGUST 31, 4:00PM–5:00PM

Policy Mentor Sessions
An Annual Meeting favorite, Mentor Sessions connect attendees with experts for 20-minute meetings on a variety of professional topics. Simply find the expert with whom you’d like to collaborate, and email him or her to set your appointment time during this Thursday Networking Break.

Mentors:
Todd Davidson, State Policy Network
davidson@spn.org

Vance Ginn, Texas Public Policy Foundation
vginn@texaspolicy.com

Naomi Lopez Bauman, Goldwater Institute
nlopez-bauman@goldwaterinstitute.org

FRIDAY, SEPTEMBER 1, 8:00AM–12:30PM

Post-Conference Session: Poverty Alleviation and Welfare Reform
The defining idea of America is that we are a nation where everyone has an opportunity to achieve a better life—where every person has a chance to succeed through talent and effort, regardless of the circumstances of their birth. Yet a broad swath of Americans is trapped in a social and economic dystopia, where stifling public policies and unjust social structures keep them tethered to government programs that rob them of both their humanity and hope. How can we be the voice for people lacking opportunity? What practical policy steps can be taken to remove barriers to opportunity—for struggling individuals and the local institutions that are best suited to help them? And how can we develop unique and “unlikely” alliances that portend greater success for renewing a free and prosperous society?

Speakers: Tarren Bragdon and Christie Herrera, Foundation for Government Accountability; Randy Hicks and Eric Cochling, Georgia Center for Opportunity; Jo Kwong, Philanthropy Roundtable; Katherine Restrepo, John Locke Foundation; Jonathan Small, Oklahoma Council of Public Affairs; Forest Thigpen, Mississippi Center for Public Policy; Brad Wilcox, National Marriage Project at the University of Virginia
FRIDAY, SEPTEMBER 1, 10:15AM–11:30AM

Champions of Strategy: Worker Freedom Edition

So, you have a great idea—a principled labor-related workplace reform that you believe needs to become law. Unfortunately, a good idea and noble intentions are not enough. In addition to great research, you’ll need a carefully crafted and effective issue education plan to reach your target audiences. This requires resources.

Come pitch your workplace freedom issue for a chance to win $10,000 to use toward implementing a (c)(3) labor reform issue education campaign. Second-place winners will take home $2,500.

Pitches should be no longer than five minutes and will be graded by a panel of labor reform and issue education campaign experts.

Email Trevor Bragdon at bragdon@spn.org to reserve your spot and your chance to pitch and win a $10,000 grant for your organization.

FRIDAY, SEPTEMBER 1, 10:15AM–11:30AM

Criminal Justice Reform: 2017 and Beyond

Sponsored by Right on Crime and Texas Public Policy Foundation

Join policy experts from Right on Crime and others for a discussion of the impact of the 2016 election on criminal justice reform in the states. Conservatives are leading toward meaningful, cost-saving reforms that enhance public safety, but much more remains to be done.
WEDNESDAY, AUGUST 30, 9:45AM–11:00AM

How to Hustle 1.0: Case Studies in Working Hard and Seizing Opportunity

Clarity about personal vision combined with hard work and a lot of hustle make it easier to select the opportunities that best match your talents and where those talents can be put to best use. Hear powerful stories from network leaders who proactively set themselves up for success, learned from their mistakes, and are now making big changes in their organization and beyond. Learn how you can apply their insight to craft and achieve your personal goals.

Moderator: Madison Ray, State Policy Network
Speakers: Akash Chougule, Americans for Prosperity; Amy Oliver Cooke, Independence Institute; Christie Herrera, Foundation for Government Accountability; Jess Yescalis, Yescalis Campaign Strategies

WEDNESDAY, AUGUST 30, 11:15AM–12:30PM

Make the Most of Your Next Networking Event

Networking is a surefire way to build personal and collaborative relationships that will serve as a career resource now and in the future. We know the value of networking, but the act of doing it doesn’t come naturally for a lot of us. Luckily, there are simple tricks to make it easier to leave our comfort zone and make connections with others. Hear from panelists who will share their insider tips on how to navigate networking events, build credibility, make the most of the follow-up, and have fun!

Moderator: Bridgett Wagner, The Heritage Foundation
Speakers: Rachel Barkley, House Republican Conference–U.S. House of Representatives; Chaz Cirame, CC: External Affairs; Carol Platt Liebau, Yankee Institute for Public Policy

WEDNESDAY, AUGUST 30, 2:30PM–3:45PM

Find Your Path: Managing Work/Life Balance

What do you do when you realize your current mix of work/life balance isn’t working? Or when you realize you want more time with family, but you don’t want to sacrifice your career? Whether you’re asking yourself these questions, or supervise staff who are bringing
these questions to you, this session will give helpful parameters to consider as you move forward. A short presentation will be followed by a panel discussion. Our panelists represent a variety of “path choices” and will discuss how they found—and are still finding—a successful way forward in work and at home.

**Moderator:** Leanne VanBeek, Left Lane Consulting LLC  
**Speakers:** Teresa Brown, State Policy Network; Carrie Lukas, Independent Women's Forum; Laurel A. MacLeod, Competitive Enterprise Institute

**WEDNESDAY, AUGUST 30, 4:00PM–5:00PM**

**Work/Life Balance Salon**  
*Co-Sponsored by Independent Women’s Forum*

Please join the panelists for a continued lively discussion of topics raised in the “Find Your Path: Managing Work/Life Balance” session.

**Moderator:** Leanne VanBeek, Left Lane Consulting LLC  
**Panel:** Teresa Brown, State Policy Network; Carrie Lukas, Independent Women's Forum; Laurel MacLeod, Competitive Enterprise Institute

**THURSDAY, AUGUST 31, 9:45AM–11:00AM**

**Become the Leader You Look Up To**

We all can point to leaders who have greatly influenced our choices, thoughts, and direction. As different as they might be in temperament, these leaders have certain traits in common that are worth understanding. Learn what research says about the disciplines, habits, and outlooks of good leaders so you can start becoming that leader you look up to now.

**Speaker:** De Hicks, SCGI Performance Management Consulting
THURSDAY, AUGUST 31, 11:15AM–12:30PM

We’re All Busy. Now Let’s Learn How to Manage It
Managing your time, work, and energy is a learned skill. We could constantly work and check items off the to-do list and never finish. With deadlines, relationships, and that little thing called life, fitting everything into our busy schedules can be tough. Come learn tips and strategies for managing your time and energy in order to make the most of every day.

Speaker: Laurel McCombs, The Osborne Group

Present Your Best Self
Whether you are on a donor visit, in the board room, in a media interview, or in your weekly staff meeting, presenting your best self is essential for building relationships, trust, and credibility. Learn specific skills that will help you put your best foot forward, radiate confidence, and light up the room in all communication settings. Leave this session feeling confident in your personal brand and communication skills.

Speaker: Beverly Hallberg, District Media Group

THURSDAY, AUGUST 31, 2:30PM–3:45PM

How to Hustle 2.0: Lessons on Resilience, Strength, and Creating a Career That Lasts
There are no shortcuts to a durable and fulfilling career, but there are ways to sustain your hustle to help you achieve more success and to keep you inspired. Discover how to find clarity about what's important to you and learn how to pursue those priorities on your own terms. This session will outline hints and tips on managing life, work, and the pursuit of balance while maintaining your hustle long-term.

Moderator: Michelle Tayler, ECDC Group
Panelists: Claire Kittle Dixon, Talent Market; Ann Hughes, Empire Center for Public Policy; Donnie Quitugua, SCGI Performance Management Consulting
MONDAY, AUGUST 28, 6:00PM–7:00PM
Generation Liberty Fellows Welcome Session

MONDAY, AUGUST 28, 7:00PM–8:15PM
Generation Liberty Fellows: Building Business Etiquette Intelligence
Speaker: Heather Noyes, Maine Heritage Policy Center

MONDAY, AUGUST 28, 8:30PM–10:00PM
Generation Liberty Fellows Networking Reception

TUESDAY, AUGUST 29, 9:00AM–10:00AM
Generation Liberty Fellows Breakfast Session

TUESDAY, AUGUST 29, 10:00AM–12:00PM
Generation Liberty Fellowship Speed Interview and Networking Session

TUESDAY, AUGUST 29, 2:00PM–3:15PM
Generation Liberty Fellows: There’s No Such Thing as an Unregulated Market
Speaker: Dr. Howard Baetjer Jr., Towson University

TUESDAY, AUGUST 29, 3:30PM–5:00PM
Generation Liberty Fellows: Effective Storytelling—Create a Compelling Case for Liberty
Speakers: John Kramer, Institute for Justice; John Papola, Emergent Order
TUESDAY, AUGUST 29, 5:00PM–6:00PM
Generation Liberty Fellows Meet and Greet Reception

THURSDAY, AUGUST 31, 8:00AM–9:30AM
Generation Liberty Fellows Breakfast Panel with SPN Development Team
Featuring donors and including Generation Liberty Fellowship alumni.
Moderator: Lawson Bader, DonorsTrust

FRIDAY, SEPTEMBER 1, 9:00AM–10:00AM
Generation Liberty Fellowship Breakfast and Closing Session
VISIT STATE POLICY NETWORK’S MEMBER PORTAL TO ACCESS TRAINING, SHARE EVENTS, POSTS JOBS, AND MORE!

As the incubator, accelerator, connector, and defender of the state based think tank network, SPN provides a Member Portal to better connect the network and help state think tanks build high performing organizations and effective issue strategies. It is designed to put resources and network connections at SPN members’ fingertips so that they can grow professionally and collaborate with their network peers.

**What Members Can Do on the Member Portal:**

- Submit updates, event listings, and open career opportunities;
- Connect and communicate with peer networks and policy issue working groups;
- Search a directory of network contacts and a forthcoming directory of vendors; and
- Access training and resources to help with everything from board of director management to issue campaign guides and templates for fundraising and communications.

**How Members Can Set Up an Account:**

Accounts are available to all staff at SPN state think tank affiliates and associate members. Request an account at SPN.org/Portal, or sign up via the Annual Meeting App.

Please use an organization email when you sign up. SPN will approve your account within two business days. If you have questions or would like a guided tour of the SPN Member Portal, please contact Rebecca Primis at primis@spn.org.

**Plus, check out these new resources at SPN.org:**

**Network Jobs Board**
SPN’s Network Jobs Board is the hub for promoting state-based career opportunities. Visit the Jobs Board to see current openings for full-time, part-time, and internship positions. Looking for talent to fill a position? SPN member organizations can post job openings to the Network Jobs Board via SPN’s Member Portal.

**Network Calendar**
See and search state think tank and SPN associate events happening across the network. Have an event to share? Post it to the Network Calendar via SPN’s Member Portal.
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