



30 YEARS

2022 STATE POLICY NETWORK
ANNUAL REPORT





“The need to preserve federalism is one of the big reasons why SPN exists, and why it’s vital. I think that’s beyond question.”

– **Guy Benson**, Fox News



“The State Policy Network’s impact over the last 30 years has been the ability to let the individual write their own story.”

– **Garrett Ballengee**, CEO, Cardinal Institute for West Virginia Policy



“I know my grandfather would be proud of all of the work SPN has done and how much it has grown, and I’m excited to see how much it continues to grow.”

– **Caroline Willcox**, granddaughter of SPN Founder Thomas Roe



A Message from the President and Chairman of the Board

SPN founder Tom Roe saw the need to have advocates for freedom and free enterprise working in every state. He knew mandates from Washington, DC, rarely address or solve the everyday problems Americans face. Local policymaking is more responsive to the needs of the people who are affected by it.

Tom kept a big map of the United States on the wall of his office. As new organizations joined the Network, he added a pin to the map. Pin by pin, our Network of state think tanks has grown to 63 organizations. Our Network has expanded to include 66 additional partner organizations in the states that specialize in critical capacities like investigative journalism that exposes government corruption; advocacy to engage policymakers on policy reforms; leadership academies to hold leaders to their principles; and litigation centers to protect freedom in the courts. Numerous nationally oriented nonprofits partner with us, as well.

This year's Annual Report features examples of meaningful progress you have made possible through your partnership with SPN. Because of your support, our Network helped improve the lives of more than 50 million Americans with innovative policy solutions in 2022. We witnessed historic reforms to our nation's education system, tax reform providing citizens with relief amid inflation, and precedent-setting Supreme Court cases that have taken on federal government overreach.

Everything we do is designed to empower our Network to improve more lives each year. Our Annual Meeting, policy working groups, strategic grant programs, trainings, peer-to-peer networks, and LaunchPad innovation programs create "Network Effects" that enable viable solutions to spread from state to state to create national impact.

In 2022, State Policy Network celebrated its 30th anniversary thanks to you and other generous supporters and exceptional state partners who have worked alongside us through three decades.

As gridlock at the federal level continues, there is hope for the future in the states. Thank you for your continued support as we chart the path forward for the next 30 years.



Tracie Sharp
President and CEO, State Policy Network

Tracie Sharp



Carl Helstrom
Board Chairman, State Policy Network

Carl O. Helstrom III



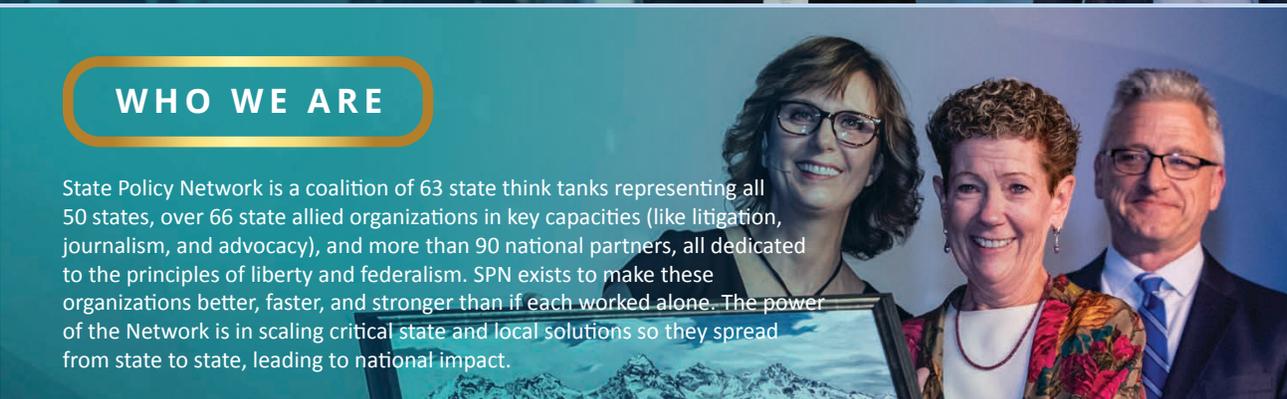
OUR VISION

State Policy Network's vision is an America where all people flourish because collaborative, entrepreneurial leaders have secured lasting social change, personal freedom, and opportunity at the state and local level.



OUR MISSION

State Policy Network's mission is to catalyze thriving, durable freedom movements in every state, anchored with high-performing, independent think tanks.



WHO WE ARE

State Policy Network is a coalition of 63 state think tanks representing all 50 states, over 66 state allied organizations in key capacities (like litigation, journalism, and advocacy), and more than 90 national partners, all dedicated to the principles of liberty and federalism. SPN exists to make these organizations better, faster, and stronger than if each worked alone. The power of the Network is in scaling critical state and local solutions so they spread from state to state, leading to national impact.



WHAT WE DO

We work together with citizens, businesses, community leaders, and policymakers to solve some of our country's greatest challenges. By solving problems closer to home, state leaders can be relevant and responsive to the needs of their communities, regardless of the political landscape. SPN empowers the Network to be influential voices for freedom in the states and achieve meaningful policy wins that enable all Americans to live freer, more prosperous lives.

2022 By the Numbers

63

independent state think tanks

90+

national partners

66+

state partners in key capacities like litigation, advocacy, and investigative journalism

\$185M

in total revenue across the state think tank Network

\$6M+

in target investments in the 50-state Network

50M

lives improved from state policy victories

250

SPN-sponsored trainings and events

1,802

unique attendees participating in SPN-sponsored events

1,500

people registered for SPN's 30th Annual Meeting

43

young leaders representing 23 states in our 2022 Generation Liberty Fellowship program.

5

organizations in SPN's startup program

150

consistently engaged leaders in SPN-sponsored peer networks

111,000

media mentions across the Network

\$20M

raised in 2022 to advance SPN's mission

■ SPN Network Affiliates





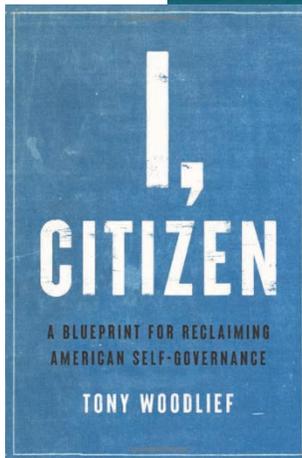
STATE POLICY NETWORK
State Solutions. National Impact.

America Needs Reinvigorated Federalism

America's Founders knew that to safeguard a government "for the people, by the people," they needed to create a system of checks and balances where states had the power to protect and defend their right to self-governance and push back against the federal government when it overstepped its authority.

While some Americans may not know what "federalism" means, we all feel the consequences when it slips away. Federalism enables the federal government to devolve certain powers to states so they can enact policies that fit the needs of the people in their unique states. While no system is perfect, citizens have a greater voice and policymakers are held more accountable when decisions are made closer to the people affected by policy decisions.

Today, our government is a far cry from what the Founders had envisioned, as federal intrusions on the private lives of citizens have dramatically increased through burdensome federal regulations and mandates. For over 30 years, SPN has been a leading voice on the need for reinvigorated federalism and the restoration of power back to states and communities.



SPOTLIGHT

Federalism in the Media

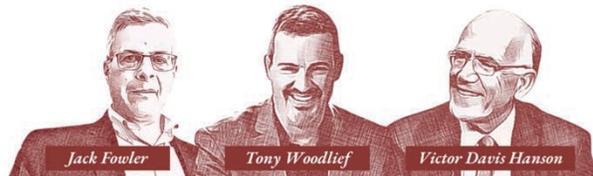
SPN continued to beat the drum on federalism in the media, connecting those principles to key issues like inflation, the 2022 elections, and public trust of key American institutions. SPN executive vice president Tony Woodlief's book, *I, Citizen: A Blueprint for Reclaiming American Self-Governance* (2021), has been featured in outlets such as the *Wall Street Journal*, *National Review*, *RealClear Policy*, C-SPAN's *Washington Journal*, and the *New York Post*.

I, Citizen's message has resonated with Americans across the nation, including scholars and cultural influencers. Tony joined acclaimed military historian and author Victor Davis Hanson on American Philanthropic's *Givers, Doers, and Thinkers* to discuss the historical uniqueness of citizenship and what it means for Americans today. He also joined Fox News' Guy Benson for an interview on the importance of federalism now and for the future of the country.

CENTER for CIVIL SOCIETY

Givers, Doers, and Thinkers Webinar

FRAGILITY OF CITIZENSHIP



NATIONAL
REVIEW

WASHINGTON
JOURNAL

NEW
YORK
POST

THE
WALL STREET
JOURNAL

REAL
CLEAR
POLICY

Our work in the states serves
as a critical firewall to the
overreach of government in
Washington.



SPOTLIGHT

SPN Brings on Top Talent

2022 ANNUAL REPORT



■ As the need for state solutions grows, so does the need for exceptional leaders. In 2022, SPN brought on new talent to strengthen our programs and advance our mission to create thriving, durable freedom movements in every state. Below are a few examples of such leaders who work directly with our state partners every day to strengthen the Network.

Emily McCallister joined SPN as the new executive vice president. In this role, she oversees SPN's day-to-day operations, as well as ensuring that SPN's programs and content are well integrated, results oriented, and mission advancing to make the Network better, faster, and stronger. Emily previously served as vice president of external relations at the Illinois Policy Institute.



Pagona Manoglou is the director of network relations for SPN, where she works with key Network partners to leverage their collective influence to advance policy solutions that have national impact. Pagona started her career with a decade at the Pacific Legal Foundation as senior paralegal of constitutional law, vice president of marketing at Free to Choose Network, executive director of American Media Council and Ladies of Liberty Alliance, and strategic projects director for the launch of Stand Together Foundation.



Natalie Bezek joined SPN as the director of fundraising strategies, where she leads efforts to build strong fundraising capabilities across the Network that help our partners secure policy wins and lasting change in the states. Natalie joins the SPN team with more than a decade of experience working with state think tanks and partner organizations, including the Illinois Policy Institute, Franklin News Foundation, Liberty Justice Center, and South Carolina Policy Council.



Jane McEnaney is SPN's director of education policy initiatives. In this role, she helps SPN members develop and advance winning legislative strategies that promote education freedom and access to high-quality education options. Jane previously served as communications director for the Illinois House Republican caucus, as well as the director of House operations for then-Illinois Gov. Bruce Rauner, where she was a lead negotiator for the state's historic education funding reform.



Collin Roth joined SPN as the director of strategy development. He works directly with our state think tank partners to advance customized, tailored policy solutions that promote freedom and opportunity for the people in their state and beyond. In his previous role, he served as communications director at the Wisconsin Institute for Law & Liberty (WILL) where he helped craft and execute communications strategies for federal and state litigation, policy research, and legislative initiatives.



"While so much seems broken in Washington, DC, I'm excited to join SPN's talented team to build on its track record of empowering—and strengthening—a 50-state Network of leaders and organizations working to develop, implement, and defend solutions that serve the needs of everyday Americans."

– Emily McCallister

SPOTLIGHT

Seizing Momentum for State Education Reform

■ The education reform wave of the past two years continued to sweep the nation in 2022. Thanks to targeted investments by SPN donors, Network leaders from Alaska to West Virginia advanced critical policy reforms that empower families to choose the best learning environment for their children and provide more opportunities for students to succeed.

ALASKA

After calling on state lawmakers for a decade to address the state's literacy crisis, **Alaska Policy Forum** achieved historic bipartisan education reform. "Read by Nine" legislation ensures that struggling readers will receive individualized instruction to improve literacy skills. Alaska Policy Forum partnered with SPN to secure government affairs talent through our Maximizing Advocacy Project to help push "Read by Nine" over the finish line.

ARIZONA

Arizona passed the most expansive school choice legislation in the nation, thanks to the efforts of the **Goldwater Institute**. The Empowerment Scholarship Account program gives the state's 1 million students the option to attend the school of their choice (including private and charter schools) and cover education-related expenses. SPN partnered with Goldwater to conduct polling surveys in three key legislative districts to demonstrate to state lawmakers that voters supported expanded education alternatives.

NORTH CAROLINA

Parents continue to lead the charge to take back our country's education system. After receiving calls from parents dissatisfied with limited educational options, the **John Locke Foundation** provided key resources such as policy briefings and media training to help parents become effective school board candidates. SPN donors provided Locke with a strategic investment to deploy a grassroots coordinator across the state to identify parents and connect them with training opportunities. Locke's media training and community engagement helped lead to six local school boards flipped and another dozen pro-education choice candidates elected to office.

TENNESSEE

Thanks to the **Beacon Center of Tennessee's** research, as well as a coalition of education reform leaders, Tennessee overhauled its decades-old funding formula to prioritize students over systems. The new funding formula provides families more transparency in how schools spend their budgets and holds school leaders accountable for academic achievements. Because of our generous supporters, SPN provided Network leaders, including a Beacon representative, with the opportunity to attend a Georgetown University certification program to develop a deeper understanding of education finance and become a trusted resource in their state.

WEST VIRGINIA

After an injunction stalled the implementation of West Virginia's Hope Scholarship, the state's Education Savings Account (ESA) program, families were denied the opportunity to choose the best learning environment for their children. The **Cardinal Institute** and key coalition partners, including litigators from the **Institute for Justice**, sprang into action and challenged the injunction in West Virginia's Supreme Court. Thanks to their relentless efforts, the injunction was lifted, and West Virginia families were able to access new educational opportunities. SPN has been a longtime partner of Cardinal in these efforts, providing strategic support and targeted investments to promote education freedom in the state.



"It's very simple: landmark ideas and bold reforms require partners who can help craft vision, plan, test ideas and assumptions, and provide leveraged support. When Cardinal started seven or eight years ago, we had little idea how to do any of those things. SPN has come alongside Cardinal in myriad ways to help us build these critical capacities for change. From strategic development sessions and communications planning to mentorship and intensive brainstorming, SPN has helped Cardinal help West Virginia become a freer place. This victory doesn't happen without this partnership."

— Garrett Ballengee, CEO, Cardinal Institute for West Virginia Policy

Removing Barriers to Education Entrepreneurship



Education entrepreneurs Lorianne Bolotin, Tiffany Pierce, and Jill Perez at SPN's Annual Meeting

■ The Network and key supporters drove more wins towards education reform than we have seen in the last decade. Now, SPN is working with state partners to solve some of the biggest challenges that come when trying to implement school choice—like providing an adequate supply of educational options.

Education has evolved to include much more than traditional brick-and-mortar schools or homeschools. Parents are embracing hybrid programs, learning pods, and other innovations that sprung from the pandemic. However, the regulations have not changed, nor can they keep up with the pace of innovation. In 2022, **SPN's Velinda Jonson Family Education Fellow Kerry McDonald** worked with education entrepreneurs to identify their biggest pain points and find policy solutions to break down the regulatory barriers to forming new education models.

SPOTLIGHT

Entrepreneurs

Lorianne Bolotin, an immigrant from the Dominican Republic, became an education innovator during the pandemic when seeking education options for her children amid lockdowns. In the fall of 2021, she turned her New Jersey “pandemic pod” into a microschool when she opened Independence Day Academy in a nearby office park. Lorianne and her husband wanted to create something bigger than just one microschool, **so they launched Metsada as a private membership association (PMA) to cultivate a network of similar learning centers and microschools across the country.**



Kerry McDonald

Tiffany Pierce began to explore schooling alternatives when her son Liam went to kindergarten in a New York City public school. It wasn't a good fit, so she pulled him out for homeschooling. That was going well, but she found that she wanted a more collaborative learning option for him. So, she built it. In 2019, Tiffany hired a teacher and created an art-inspired, homeschool learning pod run out of her Queens apartment that brought together local families who wanted a more personalized approach to education. When COVID-19 hit, the co-op doubled in size, pivoting to a fully outside model with pop-up tents in local parks. In 2021, she left New York City and relocated to Charlotte, North Carolina, where she replicated her co-learning program. **Now, she hopes to scale her model with mobile classrooms, and help more communities build schooling alternatives.**

Jill Perez, a mother of four, pulled her children out of school in the fall of 2020 due to various COVID-related school policies, and launched a “pandemic pod” with other local parents. The pod was so popular that she launched Tranquil Teachings, a formal microschool in rented commercial space in the fall of 2021, serving approximately 40 school-age children with both part-time and full-time options. She recruited former public-school teachers from New York and New Jersey who were burnt out with conventional classroom teaching and wanted more freedom and flexibility. **Her microschool continues to grow, and in the spring of 2022, she purchased a building to provide a permanent location for her microschool.**



“This reform wouldn't have happened without APF being part of SPN's Maximizing Advocacy Project. On behalf of Alaska's students and families who will benefit from this for decades, please accept our deep appreciation.”

— **Bethany Marcum**,
CEO, Alaska Policy Forum



“I have to thank you all at SPN. North Carolinians may not know who they have to thank, but without the resources, we couldn't have done it.”

— **Amy Oliver Cooke**,
CEO, John Locke Foundation

Strengthening State Economies

■ As the nation grappled with soaring inflation rates and the rising cost of living, states responded to the needs of the American people by passing reforms that provide economic relief. In 2022, SPN's Economic Recovery Working Group provided state lawmakers with solutions that put more money back into hardworking taxpayers' pockets, while offering communities a pathway for expanded economic growth.

SPOTLIGHT

Arizona: The **Goldwater Institute** helped drive significant tax reform in the state and then defended the legislation in court when special interest groups tried to stop the tax cuts via a ballot initiative. Arizona now has the lowest flat tax rate in the country.



Mississippi: **Empower Mississippi** and **Mississippi Center for Public Policy** launched rigorous messaging campaigns and worked with state lawmakers to pass the Mississippi Tax Freedom Act, a historic tax reform, that will provide citizens with more than \$500 million in tax cuts over the next four years.



Colorado: Thanks to a ballot initiative spearheaded by the **Independence Institute**, Proposition 121 was passed, permanently cutting the state's income tax to 4.4 percent.



Kansas: **Kansas Policy Institute** supported efforts to pass enhancements to the Truth in Taxation law, which compels local governments to increase transparency and accountability in spending and taxing decisions, particularly on the issue of property tax.



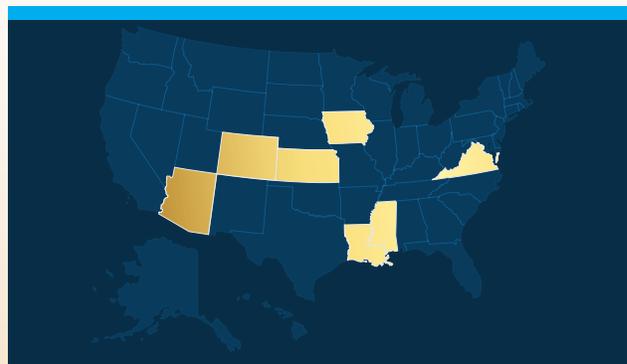
Iowa: The state passed historic tax reform which included lowering the individual income tax, eliminating taxes on retirement income, and lowering the corporate tax rate. **Iowans for Tax Relief**, a member of SPN's Economic Recovery Working Group, helped usher in this reform by working closely with the governor's office since 2018 on tax issues.



Virginia: The **Thomas Jefferson Institute's** standard deduction recommendation was incorporated into Governor Glenn Youngkin's tax package, with the final bill adopting 77.78 percent of the deduction proposed by TJI. This deduction provides a permanent tax cut of nearly \$400 to every household and steers Virginia away from higher taxes.



Louisiana: The governor signed two bills reforming Louisiana's occupational licensing laws, restoring the right to earn a living for Louisianans. **The Pelican Institute** advanced these reforms through campaigns featuring Louisianans who faced barriers to employment due to the state's burdensome licensing requirements.



Protecting the Constitutional Rights of the American Worker

2022 HIGHLIGHTS

■ Since the *Janus v. AFSCME* Supreme Court victory in 2018 brought by members of this Network, leaders in the states have fought to protect the rights of workers and curb the undue influence of government unions.

■ In 2022, Arizona became the first state to sign into law legislation that prohibits release time—a union practice where taxpayers pay for a public employee to do work for the union rather than their day job. In an investigative report, the **Goldwater Institute** found that release time in the city of Phoenix alone cost taxpayers over \$3 million in 2020. For years, the Goldwater Institute pursued this reform and conducted key research on the impact of release time with the support of SPN grants.



■ The **Freedom Foundation** has helped over 130,000 workers exercise their constitutional right to opt out of their union, in addition to providing strategic litigation against corrupt unions. In a recent lawsuit, the American Federation of State, County, and Municipal Employees acknowledged a Los Angeles County Sheriff’s Department employee’s request to leave the union three hours after being served with legal papers seeking a temporary restraining order by the Freedom Foundation. The union gave the employee a check for the dues they shouldn’t have been taking from his paycheck.



■ The **Beacon Center of Tennessee** successfully advocated for a ballot initiative to put a right-to-work amendment in their state’s constitution, giving workers the option to leave their union without fear of losing their job. Thanks to SPN’s generous supporters, Beacon launched a rigorous messaging campaign to educate workers on their rights and the economic impact right-to-work has on the state. Because of these efforts, nearly 70 percent of the public voted in favor of Amendment 1.



■ **Americans for Fair Treatment** successfully won their lawsuit against the Pennsylvania State Education Association, after representing a group of teachers from Westinghouse Arts Academy Charter School who were being subjected to unfair treatment by union officials.



“Amending Tennessee’s constitution is no small—or short—feat, taking at least three years to complete. SPN stood with us throughout the entire process and provided critical resources as we worked to successfully educate the public about the benefits of making right-to-work a fundamental right in Tennessee.”

– Justin Owen, Beacon Center of Tennessee

“The State Policy Network has been a GREAT strategic ally for the Freedom Foundation as we have been helping union members to leave their unions in all 50 states. SPN’s partnership is backing up the Freedom Foundation and other groups in this once-in-a-lifetime battle for the hearts and minds of millions of public employees across America.”

– Aaron Withe, CEO, Freedom Foundation

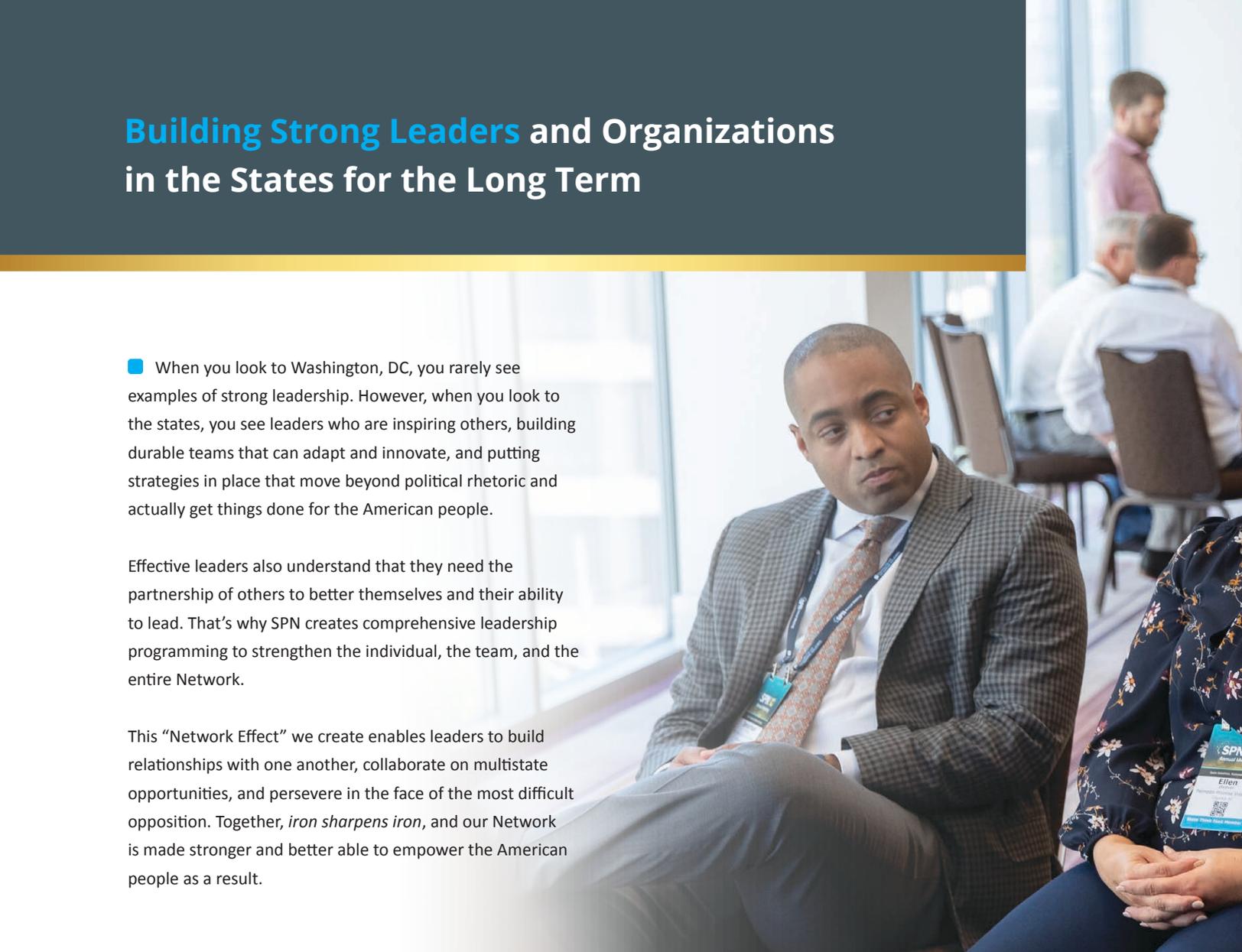


Building Strong Leaders and Organizations in the States for the Long Term

■ When you look to Washington, DC, you rarely see examples of strong leadership. However, when you look to the states, you see leaders who are inspiring others, building durable teams that can adapt and innovate, and putting strategies in place that move beyond political rhetoric and actually get things done for the American people.

Effective leaders also understand that they need the partnership of others to better themselves and their ability to lead. That's why SPN creates comprehensive leadership programming to strengthen the individual, the team, and the entire Network.

This "Network Effect" we create enables leaders to build relationships with one another, collaborate on multistate opportunities, and persevere in the face of the most difficult opposition. Together, *iron sharpens iron*, and our Network is made stronger and better able to empower the American people as a result.



"The peer groups SPN supports have really been instrumental in my personal journey and in shaping my leadership and honing my willingness and ability to take risks. Some of my best friends in the world are fellow SPN CEOs. We've grown up together in a lot of ways and I'm so proud of the incredible work they have done to build out not just an organization, but an infrastructure of capabilities in their own states."

– Ellen Weaver, superintendent of education, South Carolina (former CEO of Palmetto Promise)



SPN Leadership Services

13

Peer Groups that specialize in key capacities like communications, operations, fundraising, and c-suite executives

250

SPN-sponsored events that train and connect leaders, including our Annual Senior Leader's Summit and premier gathering, Annual Meeting

1:1

Mentorship programs where leaders receive 1:1 coaching from professional coaches and leaders in similar fields

■ SPN-run **Strategy Development Workshops**

that bring together leaders in the state to set the vision and strategy for organizations on the brink of major advancements and transitions.

■ Access to SPN's member-only online community and training materials.



"Nevada Policy was made better by SPN's strategic positioning work. We now have a solid plan moving forward and, just as importantly, the focus and insight to help us attain our goals. SPN's assistance in helping us map out the best path forward ensures that we are optimally positioned to improve the lives of residents throughout our state."

— John Tsarpalas, Nevada Policy Research Institute

SPOTLIGHT

State Think Tank Partner: Libertas Institute

■ The Libertas Institute was founded in 2011 by Connor Boyack, with a mission to make Utah the most attractive state in the country for business and families.

SPN's partnership with Libertas:

- Strategic Positioning
- Peer Groups
- LaunchPad
- Coaching and Mentoring
- Policy Working Groups
- Targeted Grants

Libertas has not only achieved significant policy wins for Utahns, but they are leading national policy efforts to remove barriers to innovation in other states.



■ COVID-19 alters Libertas' policy agenda. They continue building the groundwork in the statehouse for the regulatory sandbox—especially at a time when the economy needed a boost.



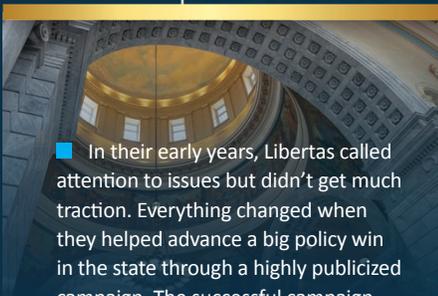
■ With new influence, Libertas participates in SPN's "strategic positioning" program, where we partner with think tanks that are at a major inflection point to help them with strategy and vision. Connor noted: "We were quick to commit because we recognized it was good timing for a process to help us find clarity and focus."



■ Libertas wins SPN's Bob Williams Award for "Biggest Win" for making Utah the first state in the nation to pass strong digital privacy laws that protect people from warrantless searches of their data.

■ They shift attention to needs that emerge from the pandemic, like education. Libertas ramps up production of Connor's *Tuttle Twins* children's books that teach kids about the value of free markets and sensible economics. They expand the curriculum to include toddler books and supplemental materials. Demand grows so much they sell almost 4,000 copies per day.

2018



■ In their early years, Libertas called attention to issues but didn't get much traction. Everything changed when they helped advance a big policy win in the state through a highly publicized campaign. The successful campaign helped them form relationships with policymakers and establish themselves as a serious player in the legislature.

The Salt Lake Tribune

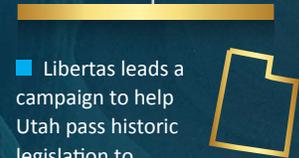
■ Connor is named one of Utah's most politically influential people by *The Salt Lake Tribune*.

2019



■ Libertas joins SPN's inaugural LaunchPad program that brings together the brightest minds from the private sector and nonprofit world to solve some of the country's greatest challenges. Their team presents an idea to create a regulatory sandbox that would enable entrepreneurs to start new businesses without having to comply with unnecessary regulatory burdens.

2020



■ Libertas leads a campaign to help Utah pass historic legislation to support students with special needs. This reform creates Utah's first tax credit scholarship program for children with special needs and includes a means test for scholarships with more funds available to low-income families. This reform opens the door for more school choice in Utah.

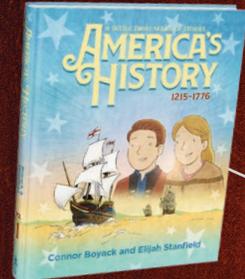


“As a new CEO, I had no idea what I was doing when I founded a state think tank. There isn’t a manual for this. For founders, SPN was helpful by providing mentorship, training, and exposure to how this world operates.”

– Connor Boyack, President, Libertas Institute

■ Libertas, ahead of their original schedule, **passes the nation’s first all-inclusive regulatory sandbox in Utah**. They launch a plan to work with every state considering a regulatory sandbox and offer their support to the local state think tank or organization on the ground working on the issue.

■ *The Tuttle Twins* continues its momentum with the production of its first full-length history book in June 2022. *The Tuttle Twins* starts to receive national media attention.



■ Libertas wins **SPN’s Bob Williams Award for “Biggest Win”** again for the regulatory sandbox.

■ Libertas leans into education reform and helps the state’s ESA program expand to include siblings of special needs children. **Libertas becomes part of SPN’s education “Model States” program** where we focus significant resources supporting their issue campaigns, bringing coalitions together, conducting focus groups, and helping them achieve long-term success.

2021

2022

2023



\$10M

■ Libertas expands *The Tuttle Twins* to include a streaming animated series and builds out an internal team to meet parent demand. They hit \$10 million in sales.

4X

■ In 2021, Libertas increases their philanthropic revenue by a factor of four.

Universal ESA

■ Libertas gains the attention of federal policymakers to one day introduce a federal regulatory sandbox. **SPN provides connections on the Hill** and coaching on how to help this gain traction when the new Congress takes power in 2023.

■ With the in-state coalition, Libertas supports the passage of the state’s first universal ESA program that grants families up to \$8,000 per student to access education opportunities that meet their needs. SPN partnered with Libertas on their campaign and provided on-the-ground government affairs support.



■ Libertas uses the **“SPN Method” of spreading good policies to other states**. They offer their expertise to partners in other states looking to implement their own regulatory sandboxes. Arizona passes a universal sandbox with their support, along with other players in the state like Americans for Prosperity. **Libertas works with SPN to convene the “Regulatory Sandbox Working Group”** and offers grants to states pursuing their own sandboxes.

Building the Next Generation of Leaders: Generation Liberty Fellows Program

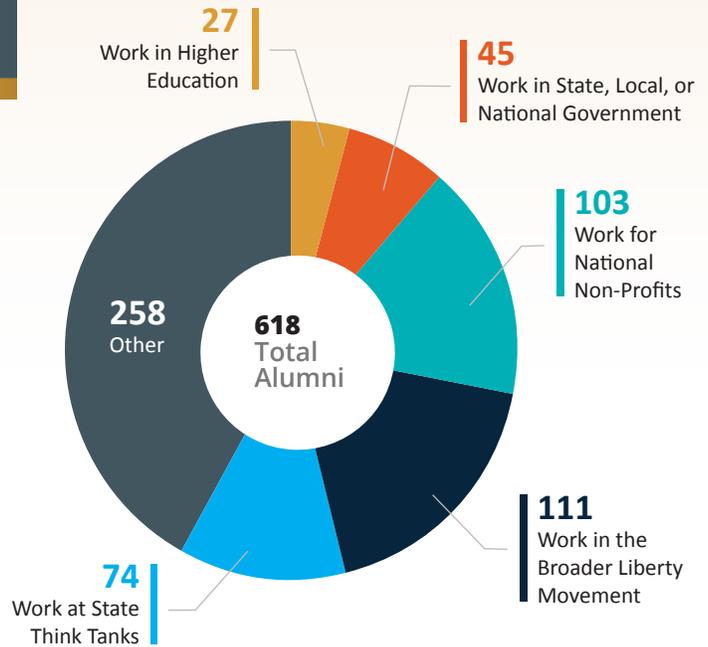
SPN cultivates the next generation of leaders in the freedom movement through our Generation Liberty Fellows Program. GLF brings together young professionals in a variety of fields for professional development and networking opportunities, as well as connections to our vast alumni Network of leaders from across the country. Alumni go on to lead successful careers in government (including elected officials), for-profit businesses, and public policy organizations.

2022 SNAPSHOT

43 fellows (29% acceptance rate)

23 states represented

618 total alumni



SPOTLIGHT

Tanner Aliff



As a young congressional staffer, Tanner became increasingly frustrated with the gridlock of DC politics. He started to realize that federal policymakers were looking to the states for solutions because that's often where they originate. Through SPN, Tanner received training and connected with others in the liberty movement. At SPN's Annual Meeting, he connected with a colleague at the Cicero Institute, who later brought him on as their healthcare policy manager. Tanner describes this moment as landing his "dream job" that would not have happened without the Generation Liberty Fellows program.





What Alumni Are Saying



“The Generation Liberty Fellowship and attending the SPN Annual Meeting really gives you a sense that you are part of something greater—that your work is part of a larger movement to boost our nation one state at a time.”

– **André Béliveau**, John Locke Foundation and 2022 GLF Fellow



“I have been involved with political and educational nonprofits for over a decade, but my career in the liberty movement was fundamentally transformed as I became involved with SPN and her affiliate organizations. The training and networking opportunities provided through SPN are critical to the success of my ventures. Attending the State Policy Network Annual Meetings is likely the most important career- and networking-related experience I have each year. I am profoundly grateful for the GLF travel scholarships which make my attendance at these events possible.”

– **Jacob Householder**, President, American Center for Civic Training and 2019 GLF Fellow



“I took the liberty-minded solutions at SPN and applied them to a local city race with resounding success. I attribute that SPN conference to a large part of making my messaging and conversations with voters of all stripes so much better. I’m hoping to attend the next one!”

– **Justin Musella**, Councilman for Parsippany–Troy Hills Township, New Jersey and 2021 GLF Fellow



“The Generation Liberty Fellowship offered me an invaluable opportunity as I was able to learn from and network with top policy leaders across the country. As an elected official I was able to see conservative policy solutions that are working in other states that I can bring back to my home state of West Virginia to implement.”

– **Clare Anne Ath**, County Commissioner in Jefferson County, West Virginia and 2021 GLF Fellow



“This Network is a perfect example of why America has not fallen, thanks to individuals who are invested in their communities and who continuously advocate for better outcomes and opportunities for everyday Americans.”

– **Tanner Aliff**, Cicero institute and 2021 GLF Fellow

State Voices



“The SPN poll asked all the right questions at exactly the right time.”

— Mike Nichols, President, Badger Institute



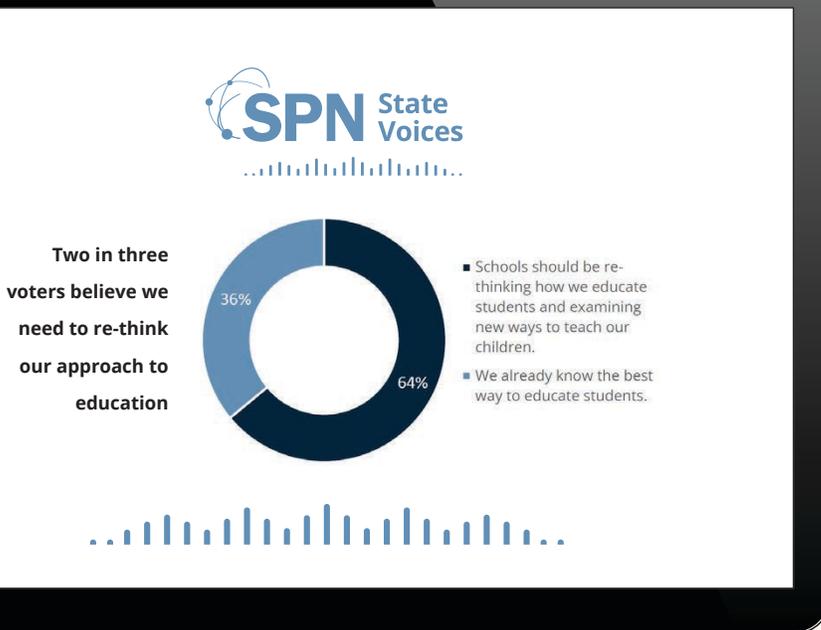
■ Launched in March of 2022, State Voices is SPN’s monthly polling tracker that monitors public opinion on critical policy and news issues. SPN regularly tracks issues of importance to our Network like inflation, education reform, federalism, and healthcare, so they can equip lawmakers with timely data to support their reforms.

Success Stories

■ In 2022, Tennessee passed a new education funding formula into law which now invests education funds in individual students. The reform was in part made possible through the research by the **Beacon Center of Tennessee**, who credited State Voices with helping to convince lawmakers that education reform was popular among Tennesseans.



■ Wisconsin-based think tank, the **Badger Institute**, used SPN’s State Voices polling to highlight Wisconsinites’ overwhelming support for reforms in education, criminal justice, and occupational licensing.



SPN and Network Leaders in the Media

SPN strategically engages top media outlets with stories, data, and compelling arguments for sound state and local policy reforms.



The Washington Post



60

60 placements in the *Wall Street Journal* per year

650

More than 650 op-eds featured through SPN's "Federalism in Action" platform on *RealClearPolicy*

111,000 media mentions of SPN and state think tanks in the Network per year.

SPOTLIGHT

Solutions from the States Outpace the Federal Government

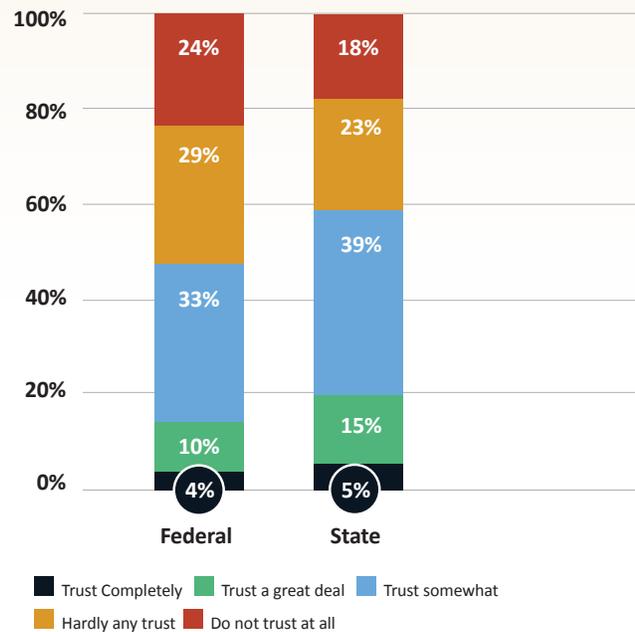
Erin Norman, SPN's Lee Family Fellow and senior messaging strategist, highlighted the power of state solutions in an op-ed for *RealClearPolitics*. In an SPN poll, Erin found that 35 percent of voters believe the federal government is untrustworthy, and another 12 percent find it incapable of being effective. Yet while trust in the federal government dwindles, state and local governments are addressing issues facing communities and implementing customized solutions that improve the lives of their citizens.

Erin writes: "Local governments are closer to the people they govern and can be far more responsive to the needs of their constituents. This responsiveness builds trust, keeping the pillars of our society strong."



Erin Norman

Trust in Government





States with state think tanks that have affiliated **investigative journalism arms**: 16



States with **leadership academies** or **young professionals** programs: 28



Celebrating 30 Years of Impact

■ In 1992, a small group of policy visionaries came together with a purpose: to advance state policy solutions that would improve American lives and empower state and local leaders to make the best decisions for their communities. Fast forward to 2022, where in Atlanta, Georgia, over a thousand state leaders from across the nation gathered to celebrate 30 years of changing lives.

Network leaders built meaningful connections and shared ideas to leverage state solutions that have national impact. For many, it was also a time to look at the national landscape to chart a course forward, driving the policy agenda and debate in the states in the coming year. This is the power of the Network—bringing the brightest minds together to solve problems—that fuels critical policy victories that improve lives.



“State Policy Network’s Annual Meeting is the one conference that I never miss. Annual Meeting is an explosion of hope, ideas, and community. The future of our country depends on the success of our states, and State Policy Network is leading that effort at their Annual Meeting.”

— Matt Paprocki, CEO, Illinois Policy Institute



“I think Tom Roe would probably cry seeing all of you here. What a testimony to what his vision was and what you all are doing at the state level.”

— Barbara Gaby, Richard and Barbara Gaby Foundation



“Annual Meeting has been fantastic. There’s so much youth and energy, and people communicating effectively, working together, and they love America.”

— Paul Farago, SPN supporter





1,421 total attendees

440 organizations represented

48 states (in addition to two Canadian provinces and Washington, DC)

\$1M+ in sponsorships raised

“Every year the State Policy Network Annual Meeting is the go-to event on my calendar. My colleagues and I always return to Michigan with new ideas, new connections, and renewed motivation. Thank you to all who put on the conference and all who make it possible!”



— Michael Reitz, Mackinac Center for Public Policy



Annual Meeting Awards

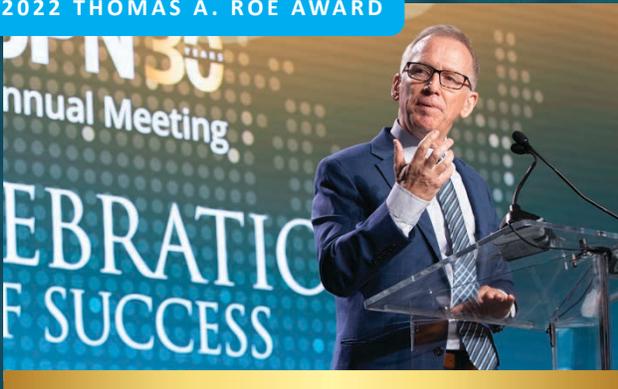
WALTON FAMILY
FOUNDATION

2022

Ed-Prize Awards

Sponsored by the Walton Family Foundation

2022 THOMAS A. ROE AWARD



■ **Georgia Center for Opportunity (GCO) CEO and president Randy Hicks** was recognized with SPN’s flagship award. Randy has led the GCO team to create successful statewide initiatives and connect members of his community, regardless of their past or where they come from, with opportunities for meaningful work.

■ **Greg Sindelar, CEO of the Texas Public Policy Foundation (TPPF)** was recognized for his servant leadership and dedication to the liberty movement. Greg has served at TPPF for over 15 years and has helped shape the organization into the powerhouse it is today.

2022 OVERTON AWARD



■ **ASU Prep** will use the award to collaborate with local entrepreneurs, parents, and education leaders to launch microschools through its toolkit, “Microschool in a Box.” Through microschools, ASU Prep hopes to offer students a personalized education that caters to their unique needs.

■ **Great Hearts Academies** plans to establish 10 microschools by the 2023–24 school year, as well as fund the costs to recruit, train, and license a microschool founder. The classical education nonprofit, which currently has a waiting list of 13,000 students for brick-and-mortar schools in Arizona and Texas, hopes to provide quality alternative options to meet student needs.

■ **Hearts of Empowerment** in Washington, DC, for its PACT Community Hub, will offer educational opportunities through mentorship programs for middle and high school students. The program will provide educational development for students, life skills and instruction for parents and caregivers, and information on career pathing for both students and parents.

■ **RESCHOOL** in Colorado plans to launch a local learner advocate network that will support parent and student access to learning resources and opportunities. This will include opening a design lab, which will provide access to digital and hands-on resources to the public.





Bob Williams
1942 –2022

The 2022 Bob Williams Awards for Outstanding Policy Achievement

■ This year’s Bob Williams Awards were especially memorable as we honored policy maven Bob Williams, who sadly passed away in 2022. Bob’s legacy of service inspires us to forge ahead with our work in the states, no matter the challenges we might face.

 **NETWORK AWARD:** The Buckeye Institute, Pelican Institute for Public Policy, Liberty Justice Center, Mississippi Justice Institute, Texas Public Policy Foundation, and Wisconsin Institute for Law and Liberty were recognized for their litigation efforts against the Biden administration’s vaccine mandate for large businesses. The debate wasn’t about vaccines, but about forcing employees to make private healthcare decisions at the risk of losing their jobs. The US Supreme Court ruled that employers were no longer forced to make personal medical decisions for their employees.

 **BIGGEST WIN FOR FREEDOM:** Empower Mississippi and the Mississippi Center for Public Policy received the award for their efforts to pass the Mississippi Tax Freedom Act, the largest tax reform in Mississippi history.

 **BIGGEST HOME STATE WIN:** The John Locke Foundation was recognized for critical efforts that helped to pass North Carolina’s First in Freedom Budget, putting more money back into the pockets of hardworking North Carolinians. The budget reduces the personal income tax rate, increases the standard deduction, and eliminates the state’s corporate income tax by 2029.

 **MOST INFLUENTIAL RESEARCH:** Georgia Center for Opportunity was recognized for a study that highlighted the impact of stringent government lockdowns during COVID on employment and the long-term recovery of local economies.

 **BEST ISSUE CAMPAIGN:** The Commonwealth Foundation was recognized for its work in advancing education freedom in Pennsylvania through the Lifeline Scholarship Program, which gives nearly \$7,000 to low-income students to spend on approved education expenses.



2022 Communication Excellence Awards



■ The Pacific Research Institute received the Bold Brand Boost award for in-depth research and messaging campaigns that exposed the impact of failed California policies.

■ The Commonwealth Foundation won the Expanding Your Audience Award, which highlighted how the organization reached new audiences to support high-quality education alternatives through the Lifeline Scholarship Program.

■ The Goldwater Institute won the Powerful Storytelling Award for their op-ed, “Teacher Blows the Whistle on Critical Race Theory in California Schools,” which followed a California teacher’s discovery of what was being taught in the classroom.



Launching Innovative Solutions to Society's Most Pressing Problems



■ Some of our country's biggest challenges, whether it comes to the economy, education, healthcare, or cultural divisions, require a rethinking of the status quo. Solutions hardly come from politicians in Washington, DC. Rather, they come from the people most closely impacted by them and who have the vested interest in improving their states and communities.

In 2022, SPN hired Dr. Jennifer Thompson, who came from successfully launching Civil Squared, to lead LaunchPad to its next iteration. In 2022, SPN engaged our Network of LaunchPad Advisors and participants to strengthen their programs and build for success over the coming years.

SPN's **LaunchPad** program incubates new projects that address longstanding societal challenges by bringing together state leaders with real-world experts to challenge, test, and strengthen ideas so that they come out stronger and ready to launch. LaunchPad Advisors (formerly "Brain Trust"), who consist of entrepreneurs, Fortune 500 business owners, nonprofit leaders, and issue area experts, partner with project owners so that they walk away with actionable plans and a supportive community that continues to advise and collaborate with them along the way.



Dr. Jennifer Thompson



This productive and intense co-creation process was inspired by and developed with our friends at the Antigua Forum at Universidad Francisco Marroquín in Guatemala.





SPOTLIGHT

SPN Co-Sponsors LaunchPad at Iron Light Labs Communication Summit

In 2022, SPN held a targeted LaunchPad event in partnership with Iron Light Labs for Black Minds Matter, a project aiming to improve education outcomes for the African American community through school choice.

Denisha Allen, founder of Black Minds Matter, presented her project to the panel of LaunchPad Advisors, who provided her with strategy, connections, and opportunities to grow the program. She has built a robust Network of Black-owned schools, with 396 schools featured in the Black Minds Matter directory to date.

“The preparation that LaunchPad provided was incredibly beneficial to Black Minds Matter. It was great to have conversations with other participants who were familiar with education reform, but also it was helpful to have the opportunity to speak with venture capitalists, grassroots activists, and industry leaders. Having people of all different types of backgrounds changes your perspective on how you approach different situations and challenged me to think outside of the lens of education to better meet the needs of educators and students.”



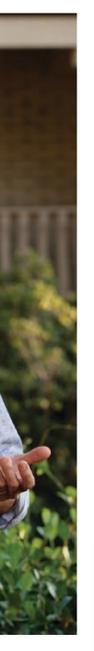
– Denisha Allen, Black Minds Matter



“SPN and LaunchPad embody the spirit of our Nashville Summit and our overall mission at Iron Light Labs to empower purpose-driven people to change the world. I am so grateful to SPN for experimenting with us and helping us build an inspiring and action-focused atmosphere. Our Nashville Summit was made even better.”



– Jo Jensen, Co-Founder and President, Iron Light Labs and Chief Impact Officer, Iron Light



Denisha Allen

SPN Leadership

BOARD

Theodore D. Abram, American Institute for Full Employment

Lawson Bader, DonorsTrust and Donors Capital Fund

George Coates, Commonwealth Foundation

Carl O. Helstrom, III (Chairman), The JM Foundation

John Hood, John William Pope Foundation

Adam Meyerson, Stand Together Foundation

Tracie J. Sharp (President), State Policy Network

Stanford D. Swim (Secretary), Bill of Rights Institute

Carrie Tynan, Adolph Coors Foundation

Bridgett G. Wagner, The Heritage Foundation

Elise Westhoff, Philanthropy Roundtable

Thomas L. Willcox (Treasurer), The Roe Foundation

LEADERSHIP TEAM



Tracie Sharp
President and CEO



Tony Woodlief
*Senior Executive Vice
President
Senior Fellow, Center for
Practical Federalism*



Emily McCalister
*Executive Vice
President*



Carrie Conko
Senior Vice President



Lynn Harsh
Vice President of Strategy



Rebecca Painter
*Vice President of
Strategic Partnerships*



Todd Davidson
Vice President of Programs

SPN Financials

■ State Policy Network is a nonprofit 501(c)(3) organization funded by the generosity of our dedicated supporters. We do not receive any government funds for our activities and services. SPN is funded by individuals, foundations, corporate entities, membership fees, and events.

SPN 2022 Assets and Liabilities

ASSETS

Cash and Equivalents: \$978,142

Investments: \$16,012,260

Accounts Receivable: \$1,893,794

Prepaid Expenses: \$142,456

Fixed Assets, Net: \$481,644

Amortization: (\$200,989)

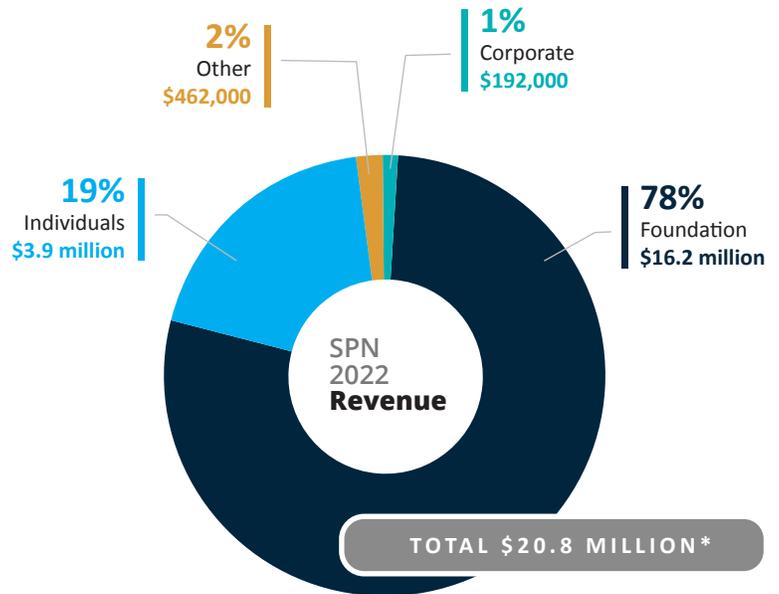
Total Assets: \$19,307,307

LIABILITIES

Liabilities: \$597,599

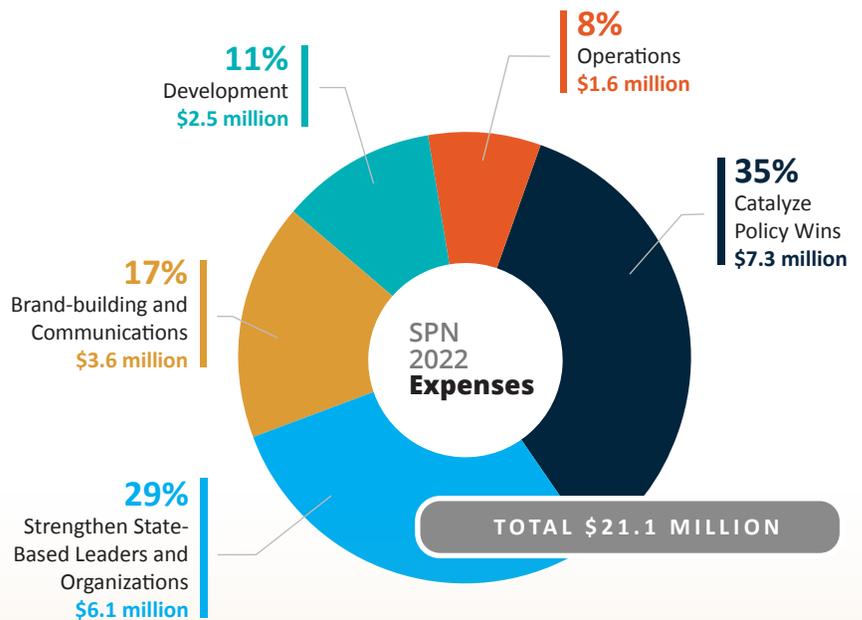
Net Assets: \$18,709,708

Total Liabilities and Net Assets: \$19,307,307



*Note: 2022 revenue is accrued revenue and does not include cash from multi-year pledges.

Cash revenue for 2022 is \$22.1 million.



Safeguard the Future with Your Legacy



■ **Thomas Roe**, a successful businessman and advisor to President Reagan, created the State Policy Network so there would be a permanent infrastructure of champions for freedom and opportunity in every state. With your partnership, we can preserve the power of state solutions and the profound impact they have on the lives of Americans now and into the future.

Joining the Thomas Roe Legacy Society

Thanks to the generosity of the Roe Foundation, we have a special matching gift opportunity. If you share with State Policy Network that you plan to make a legacy gift to SPN, the Roe Foundation will contribute an additional \$1,000 to SPN (up to \$250,000).

Become a member of our legacy society by making your estate plans known to SPN, such as:

- A simple bequest that remembers SPN in your will.
- An estate gift of publicly traded stock.
- A life insurance policy that designates SPN as a beneficiary.
- A bank, investment, or retirement account that designates SPN as a beneficiary.
- A gift in trust.
- Other estate gifts in accordance with SPN's gift acceptance guidelines.



We would love to speak with you and help you clarify the legacy you'd like to leave. To begin this conversation, please contact Nitsa Ioannides at (619) 244-4580 or nitsa@spn.org.

Learn More: [SPN.org/Legacy](https://spn.org/Legacy)

As a member, you will be recognized on a plaque at SPN's headquarters and will receive special event invitations, a token of our appreciation, and the peace of mind that comes with knowing you are making an extraordinary impact on the future of our country.

State Policy Network is a 501(c)(3) nonprofit organization. Your gifts are tax-deductible to the fullest extent of the law.

FURTHER. FASTER. TOGETHER.

SAVE THE DATE

STATE POLICY NETWORK'S 31ST ANNUAL MEETING

AUGUST 28-31



STATE POLICY NETWORK 31ST ANNUAL MEETING • AUGUST 28-31, 2023
CHICAGO MARRIOTT DOWNTOWN MAGNIFICENT MILE • CHICAGO, IL

SPNAM.ORG



State Solutions.
National Impact.

Annual Meeting

Ways to Give



By Mail

Checks should be made out to State Policy Network and sent to:

Attn: Tracie Sharp
State Policy Network
1655 Fort Myer Drive, Suite 360
Arlington, VA 22209



Online

Visit spn.org/donate to make a contribution via credit card on our secure donation page. If you would like to arrange a recurring donation by mail, please contact Victoria Bartolomeo at victoria@spn.org.



Wire Transfer or Appreciated Stock

If you wish to donate via Wire Transfer or Appreciated Stock, please contact Victoria Bartolomeo at victoria@spn.org to let us know that you would like to make a gift.



Leave a Legacy

If you are interested in more information on how you can include State Policy Network in your will—or would like to explore other legacy giving options and **become charter member of the Thomas Roe Legacy Society**—please visit spn.org/legacy or contact Nitsa Ioannides at (619-244-4580) or nitsa@spn.org.

■ Thanks to the generosity of the Roe Foundation, we have a special matching gift opportunity. If you share with State Policy Network that you plan to make a legacy gift to SPN, the Roe Foundation will contribute an additional \$1,000 to SPN (up to \$250,000).

Stay Connected

Address:

State Policy Network
1655 Fort Myer Drive, Suite 360
Arlington, VA 22209

Phone:

703-243-1655

Email:

info@spn.org
spn.org/subscribe

Web:

spn.org

Social:

Facebook.com/StatePolicy



@StatePolicy



linkedin.com/company/state-policy-network/



State Solutions. National Impact.