



Rigorous. Objective. Relevant.

Cutting-edge research and analysis
to promote lasting policy solutions

Rockefeller
Institute of Government



*Rigorous.
Objective.
Relevant.*

Now, more than ever, objective evidence-based policy analysis is needed if communities, state and local governments, and the federal system as a whole are to make effective policy choices.



About the Rockefeller Institute

The Nelson A. Rockefeller Institute of Government is a public policy think tank founded in 1981 that conducts cutting-edge research and analysis to inform lasting solutions to the problems facing New York State and the nation.

The Institute's mission is to improve the capacities of communities, state and local governments, and the federal system to work toward genuine, evidence-based solutions. Through rigorous, objective, and accessible analysis and outreach, we give citizens and governments reliable facts and tools to understand public problems and inform public decisions.

The Institute embodies the belief that universities and colleges can improve governance through research, expert advice, training for public service, and public dissemination and engagement. The Institute's grounding in universities also undergirds how it performs its mission — to educate based on open inquiry and scientific principles, not advocate particular interests or ideological views.

Learn more at www.rockinst.org.

As the public policy research arm of the State University of New York, the Rockefeller Institute of Government promotes better public policy by conducting deep research and analysis on the challenges facing communities across the country, and we connect that research with the public and the decision makers who can make a difference.

We know that problems are best understood in context. Our analysis starts with data that addresses issues within states and communities and provides answers for targeted policy solutions. For example, national data may suggest a teacher shortage, but we find variation among and within states. Rather than a teacher shortage generally, we show there is a shortage of particular types of teachers in particular types of districts.

The same is true of many policy challenges facing the country, from implementation of the Affordable Care Act to the opioid epidemic. One-size-fits-all analyses or solutions rarely get at the root of a problem or suggest tangible, concrete policy solutions that work.

With a nationwide network of researchers and partnerships with local stakeholders, the Rockefeller Institute goes beyond national trends to reveal problems as they occur on the ground, giving decision makers the information they need to design the most effective policy solutions.

WHAT WE DO:

Collect and analyze data

Evaluate programs and outcomes

Make high-quality evidence broadly available

Educate the next generation of public leaders

Fiscal Analysis

The Rockefeller Institute's Fiscal Analysis team produces trustworthy, practical, and independent research about state and local programs and finances. It conducts research on trends affecting all 50 states and serves as a national resource for public officials, journalists, public affairs experts, researchers, and citizens.



Balance of Payment Report Keeps Tax Reform Debate Grounded in Facts

When Speaker of the House Paul Ryan tried to make the case for eliminating the state and local tax (SALT) deduction in October 2017 by arguing that the rest of the country subsidizes “big-government states” with high tax levies, the Associated Press cited data recently released by the Rockefeller Institute that showed the opposite.

The report, *Giving or Getting? New York's Balance of Payments with the Federal Government*, revives the work of longtime U.S. Senator Daniel Moynihan whose “Fisc” reports provided the public and policymakers with crucial information about the flow of tax dollars.

The research was cited widely in articles and editorials around the country about the potential local effects of eliminating the SALT deduction, helping to ground the public debate in reliable, evidence-based analysis.

The report finds that high-tax states like New York, New Jersey, and California pay more to the federal government than they receive in spending, and that these states would be most likely to see greater tax increases with the elimination of the SALT deduction.

“While the net impact of a full federal tax reform package on

Recent reports:

Giving or Getting? New York's Balance of Payments with the Federal Government

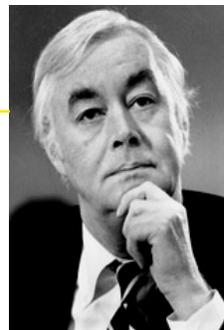
State and Local Tax Revenue Growth Slows in Second Quarter of 2017

Volatility in State Tax Revenues: Mounting Fiscal Uncertainties

Shortfalls on States' April Tax Returns: Trump Effect, Weak Economy, or Both?

Appropriateness of Risk-Taking by Public Pension Plans

State Revenues from Gambling: Short-Term Relief, Long-Term Disappointment



individual states could be different than the impact of the deduction viewed in isolation, the SALT deduction could still play a major role in determining the distributional consequences of a full tax reform package, not to mention its overall success,” our researchers explained.

According to the report, New York paid \$48 billion more to the federal government than it received in federal spending in 2016 — an imbalance that would only increase with the elimination or reduction of the SALT deduction. New York Governor Andrew M. Cuomo cited the findings as he proposed actions in his 2018 State of the State address to mitigate the effects of the new federal tax law on the state.

Timely Data and Analysis on State Revenue Trends

REPORT

State and Local Governments Recovering More Slowly than After Previous Recessions

Our fiscal experts continuously analyze state revenue data and release their findings in a quarterly report that helps guide state policymaking and inform the public about long-term economic trends.

Recent reports have underscored the slow and uncertain economic recovery following the recession of 2007-08, and the coinciding volatility in state tax revenue.

These reports often serve as an important benchmark for state leaders, researchers, and journalists to gauge a state's fiscal health and situate current debates in a broader context.

With concise analyses, they also point to potential budget challenges, giving policymakers an opportunity to make the appropriate adjustments.

We make our state and local tax revenue data available to other researchers and the public at www.rockinst.org.

In *The Blinken Report: The Economy Recovers While State Finances Lag*, Rockefeller Institute researchers find that state and local governments are experiencing a slower economic recovery than after previous recessions. This is the second in an ongoing series of reports funded by Rockefeller Institute Board Member and former U.S. Ambassador to Hungary Donald Blinken and his wife, Vera.

If this pattern continues, governments may need to find new and innovative ways of financing programs and controlling costs and benefits.

The revenue crunch is exacerbated in states that rely heavily on oil and gas severance taxes (such as Alaska, Texas, North Dakota, New Mexico, Oklahoma, Louisiana, Wyoming, and West Virginia) and states that have enacted large tax cuts (such as Kansas, Connecticut, and New Jersey).

These findings suggest that some public functions will be diminished or even eliminated, and governments may be less able to respond to new public problems.



One of our most widely circulated reports, *State Revenues From Gambling: Short-Term Relief, Long-Term Disappointment*, examines the long-term effects of expanded gambling activities on state revenues. While states often saw short-run increases in revenues after establishing new forms of legal gambling, our research shows that growth is likely to slow over the long run, and the revenue may even decline in the face of competition from gambling in other states.

Our report informed news reports around the country and our researchers received invitations to present findings before state governments and conferences of state officials. The Institute also held a forum on the report at the National Press Club in Washington, DC, on November 16, 2016.

Education

The Rockefeller Institute's Center for Education Pipeline Systems Change, encompassing kindergarten through career, seeks evidence-based solutions to the problems facing schools, colleges, and universities by combining the expertise of practitioners and researchers in education with the contributions and concerns of leaders in government, labor, and business.



A Deeper Understanding of Teacher Shortages

National and state-level estimates of the teacher workforce have warned of impending, widespread teacher shortages. While these reports have brought attention to the issue, they fall short of providing the kind of granular data that will be needed to understand and address the problem at the local level.

Stemming from its work on the TeachNY initiative, the Rockefeller Institute has launched a multistate project to make regular, local estimates of teacher supply and demand across the United States.

Our most recent report, *Phase One Analysis of the Teacher Workforce in South Dakota*, highlights the variability of the teacher workforce from district to district, even school to school, as well as identifying local measures that may be working or falling short in addressing workforce imbalances.

This work draws on higher education, K-12, and employment data to identify teacher gaps and surpluses with details at the local level as well as specializations and grade levels.

This data and analysis will provide meaningful guidance to school districts, state education officials, teacher education programs, and prospective teachers.

Recent reports:

A Background on Potential Teacher Shortages in the United States

Phase One Analysis of the Teacher Workforce in South Dakota

Does Education Aid Flow to the Schools that Need it the Most?

Applied Work-Based Learning at the State University of New York: Situating SUNY Works and Studying Effects

Policies, Practices, and Systems for the Improvement of Teaching and Learning: A Policy Paper for the TeachNY Advisory Council

Does Education Aid Flow to the Schools That Need it Most?

In a recent policy brief, Rockefeller Institute researchers examine the relationship between school funding and academic achievement in New York State by ranking the state's more than 4,000 public schools by academic performance, highlighting per pupil spending at the district level, and presenting measures of the schools' fiscal capacity and wealth and poverty levels.

Beyond specific findings, the report underscores the need to gather more detailed data at the school level, rather than the district level, to accurately determine a relationship between education spending and academic performance and work toward a more equitable funding formula.



The Center for Education Pipeline Systems Change

Improving Education from Start to Finish

SUNY Chancellor Emeritus Nancy Zimpher joined the Rockefeller Institute in 2017 as a senior fellow to lead the pioneering new Center for Education Pipeline Systems Change.

The center takes a “cradle-to-career” approach to higher education policymaking, with an emphasis on improving each part of the education system so it can work as a whole to enhance and enrich the learning experience.

One of the core initiatives of the center is the creation of a statewide education data center, backed by a Carnegie Foundation grant, that integrates data on students in New York State from preschool through the workforce to help researchers understand the long-term outcomes of policy decisions.

Already, the center has joined the College Football Playoff Foundation and the Council of Chief State School Officers to form the National Teacher Table, a permanent campaign to advance and promote the teaching profession by identifying and disseminating initiatives that have been effective in recruiting and retaining teachers in focus areas.

The center has also partnered with the University at Albany’s NYKids program, which studies odds-beating schools to inspire education leaders with case studies, reports of successful practices, and training programs. The partnership expands the research scope of NYKids to encompass higher education.

A Pioneer in Education Leadership.
Now a Leader in Education Research.



Nancy L. Zimpher is among the most in-demand thought leaders in higher education in the United States and around the world.

From 2009 to 2017, Dr. Zimpher served as the twelfth chancellor of The State University of New York, the nation’s largest comprehensive system of public higher education. She is co-founder and current chair of StriveTogether, a national network of innovative partnerships that holistically address challenges across the education pipeline.

Throughout a career that began in a one-room schoolhouse, Dr. Zimpher has formed a paradigm-shifting vision that rises to meet the expansive responsibilities of public higher education in the 21st century. “To educate more people and to educate them better” is the mantra at the center of her collective-impact theory of action, which she exercises in several key areas, including building on university strengths to drive regional and local economic development; creating seamless cradle-to-career education pipelines in every community; and systemically transforming teacher education into a rigorous practice that reliably creates great teachers for every classroom and student.

In Dr. Zimpher’s eight years at the helm of SUNY, she developed and led a diverse set of initiatives that transformed the vast institution from a loose constellation of 64 campuses into a focused, cohesive whole. Her work remains focused on creating policy that revolutionizes teacher education and builds seamless education pipelines in underserved communities.

Health

The Rockefeller Institute's Health studies team conducts relevant, nonpartisan research and analysis of state health policy issues for New York State and national policymakers. The Institute uses its in-house staff of health policy experts, as well as national experts, to analyze the role of state and local governments in financing, administering, and regulating state health care systems.



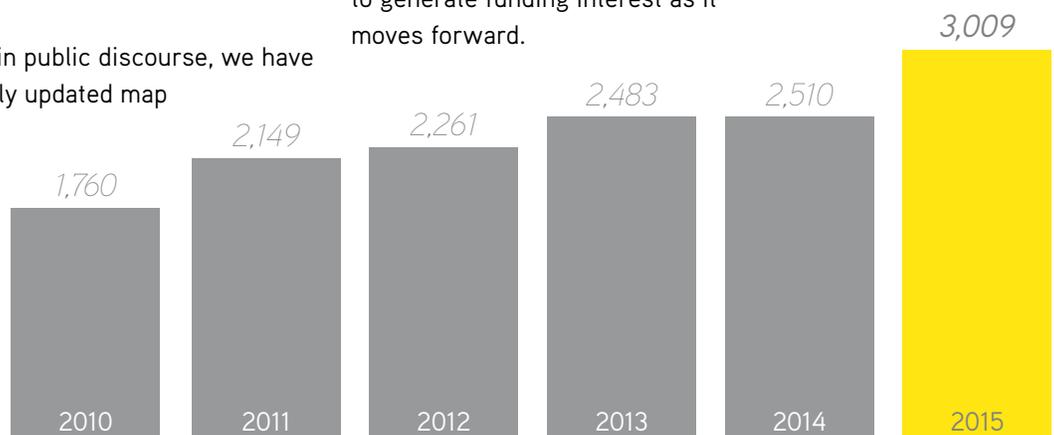
Despite aggressive action by New York State, drug deaths, hospitalizations, and emergency room visits continue to rise, especially in upstate communities — mirroring a trend seen across the country.

To help policymakers understand and combat the epidemic, Rockefeller Institute researchers are tracking New York's response to the opioid epidemic in a comprehensive, ongoing study that combines aggregate data analysis with on-the-ground research in affected communities.

An initial report in April 2017, *The Growing Drug Epidemic in New York*, establishes a baseline for measuring whether new state and local programs are effective in combating the epidemic.

To keep the data front and center in public discourse, we have created an interactive, continuously updated map of the the epidemic's toll in each of New York's 62 counties.

**Total Drug Deaths
in New York State**
2010 - 2015



Recent reports:

The Growing Drug Epidemic in New York

The Affordable Care Act's 1332 Waiver: An Avenue for Short-Run Adjustment, Innovative Change, or Political Acceptance?

America's Health Care Cost Crisis and What to Do About It

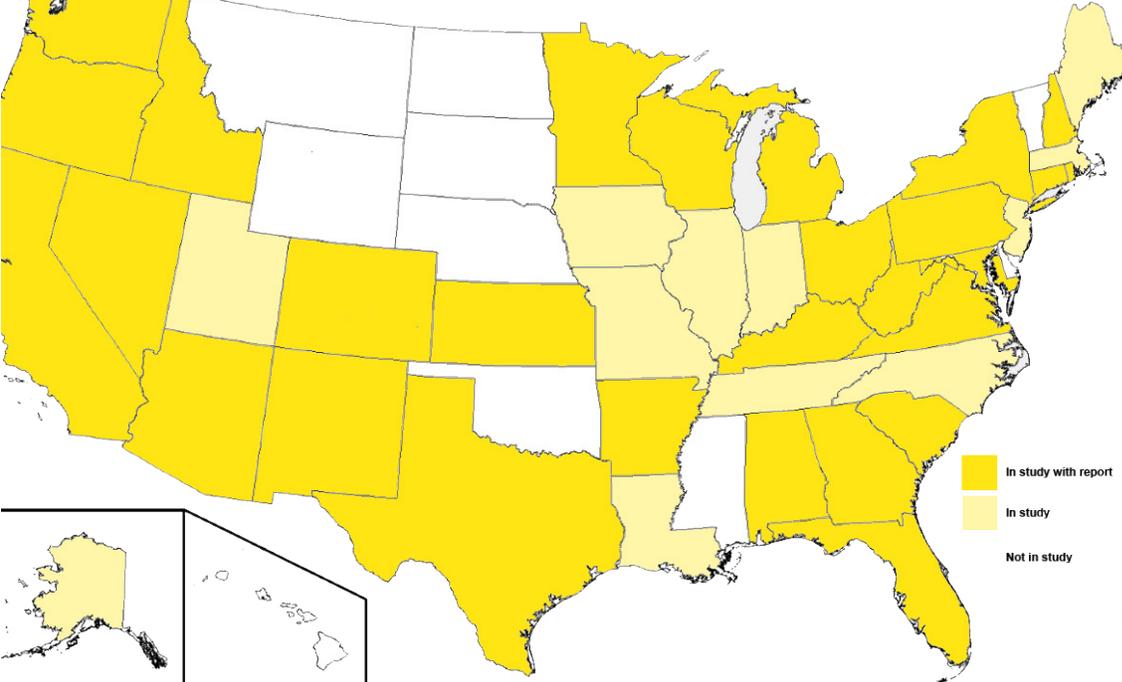
As Opioid Deaths Rise, a National Public Health Emergency to be Declared: So Now What?

Using Data to Combat the Opioid Crisis

How to Rein in Health Care Costs: Empower Consumers

The map, which compiles the latest figures from the New York State Department of Health, can be viewed on the Rockefeller Institute blog at www.rockinst.org.

Our continuing research seeks to paint a detailed picture of policy responses at every level of government, helping to inform and improve future policy decisions. This work is likely to generate funding interest as it moves forward.



Innovation Waivers: How States Can Change Obamacare without Changing the Law

The Affordable Care Act's 1332 innovation waiver gives states the flexibility to achieve the goals of the ACA while adapting to local circumstances.

In *The Affordable Care Act's 1332 Waiver: An Avenue for Short-Run Adjustment, Innovative Change, or Political Acceptance?*, Rockefeller Institute researchers explore the waiver's potential as a tool for widespread, state-level policy change.

The researchers examine the waiver's origins, powers and limitations, uses to date, and its potential role in adapting the ACA to changing and diverse circumstances. They also outline ways in which the waiver process may be improved.

The Rockefeller Institute will continue to follow this potentially powerful tool for state-level ACA modifications.

Tracking the Affordable Care Act, State by State

The Rockefeller Institute, in collaboration with the Brookings Institution, established the ACA Implementation Research Network in 2013 to help policymakers better understand the complex and fluctuating effects of the Patient Protection and Affordable Care Act and ongoing repeal efforts.

To date, the network has generated reports from 29 states, with on-the-ground analyses from field researchers who can put policy developments in their proper local context.

In addition to yielding valuable state-specific insights and common patterns, these reports reveal the ACA as an example of a growing type of fluid, decentralized public policy that requires nontraditional forms of analysis.

To better understand the ACA, we replace traditional analysis models with local experts tracking changes and gauging the capacity and will of governments and other state and local organizations to respond to new problems, make improvements, or deal with new federal directives.

Going forward, we plan to sustain the network in order to monitor and analyze how governments and health care systems respond to this new, highly uncertain environment in the face of rapidly changing federal policies.

What Worked and What Didn't in Obamacare Insurance Markets?

Amid debate about repealing and replacing the Affordable Care Act, the Rockefeller Institute and the Center for Health Policy at Brookings presented new research and insights derived from the ACA Network at a forum in February 2017 to begin to answer the question, "What works?"

With California, Florida, Michigan, North Carolina, and Texas as case studies, field researchers discussed successes, failures, and needed improvements in market competition. The presentation was followed by a panel of state-level experts and national leaders in health policy who reacted to the findings and tried to answer the question, "What comes next?"





Laura Schultz

Director of Fiscal Analysis & Senior Economist

Dr. Laura Schultz focuses her research on examining the returns to investment in intangible capital. She has examined the rates of return to R&D investment in the manufacturing sector and continues her work by examining the differences in industrial and government investment.

She also is interested in the role R&D spillovers play in the national innovation system. Often firms invest in the creation of knowledge that eventually becomes publicly available, which benefits competitors. Her research examines how firms work together to maximize the benefits received from spillovers, which will help firms to identify profit-maximizing research alliances.

Q: What are the main questions you're trying to answer and how are you trying to answer them?

I am working with a team from the Rockefeller Institute to measure the role graduates of SUNY institutions play in the New York State economy. The project has a huge scope, but I have become fascinated by the geographic factors. I want to understand how colleges influence population movement of incoming students, graduates, and employees throughout the state. My area of expertise is technology transfer and economic development. So I am trying to understand how all the colleges in the SUNY system engage with their local industries and how the graduates of the institutions and the academic programs attract businesses to the regional economies.

What do you hope will result from your research?

My research can help regional governments build strategies for technology-based economic development. Effective policy includes investment in research infrastructure, developing a critical mass of innovators in a related topic, creating workforce training programs for workers at all levels, and incentives to attract firms at all levels of the supply chain. Once this investment is made, stakeholders must encourage collaboration and coordination among all parties. Too often governments build an expensive laboratory and expect economic growth to follow. I hope my work can help regional governments develop more comprehensive strategies.

What do you most enjoy about doing research?

I've always loved numbers and to this day I get excited on days I get to play with data. I am currently experimenting with new ways to visualize data to better illustrate my findings. I'm always playing with the latest and greatest software.

In your career as a whole, what are you most proud of?

I work with students who have invented a technology and are trying to figure out what to do with it. I teach them how to do market research, communicate with investors and stakeholders, and network with potential customers. I have helped launch a handful of successful startups that have gone on to raise millions in investment and revenues.

I have also helped dozens of students who decided entrepreneurship wasn't for them, but who took the lessons they learned to launch successful careers in industry. I am most proud when I see the leaders they have become.

State & Local Government

State policy and state-local partnerships shape local governments' ability to serve their communities and citizens. The Rockefeller Institute's State & Local Government Studies program conducts and fosters applied local government research, assists in building research-practitioner exchange, and enhances local capacity by review and dissemination of innovative policies.



The Rockefeller Institute, in partnership with the Benjamin Center at SUNY New Paltz and the Center for Technology in Government at the University at Albany, reviewed and analyzed the first 34 plans submitted under New York State's County-Wide Shared Services Initiative in October 2017.

The 2017 law sought to find ways to lower property taxes and increase efficiency in local service delivery. The initial report shows significant progress in that direction. In all, the plans represented \$208 million in projected savings for 2018 and at least \$76.1 million in recurring out-year savings.

The report and accompanying forum provided important opportunities for local government leaders to share ideas and best practices, in addition to informing the public about decisions that could have important implications for their communities.

The report also makes several recommendations, including that permanent shared services panels be formed and that the state align financial incentives to encourage further innovation.

Recent reports:

A Review of the Plans Submitted Under the State County-Wide Shared Services Initiative

Clash of Laws: The Growing Dissonance between State and Federal Marijuana Policies

New Tools to Challenge Partisan Redistricting in New York State?

The Eight-Point Albany County Shared Services & Property Tax Savings Action Plan

Winning the Battle, Losing the War: How Sales Tax Renewal Thwarts Constitutional Home Rule



Albany County Finds \$9.7M in Savings

The Rockefeller Institute worked with the Albany County Shared Services and Taxpayer Savings Panel in 2017 to draft a plan that ultimately found \$9.7 million in savings through efficiencies and shared services.

The Rockefeller Institute was invited to the process for its decades of experience and expertise in local government administration. The plan succeeded on broad cooperation, a bottom-up approach, and innovative thinking — a recipe that proved effective in other counties, as well.

The plan was adopted in September 2017.



FOCUS *on* FEDERALISM

Federal Government, States Clash Over Marijuana Policies

Marijuana legalization, particularly for medicinal use, has expanded in recent years under laissez-faire federal policies that allowed states to legalize a drug that remains illegal under federal law.

That situation is changing under U.S. Attorney General Jeff Sessions, who has both rhetorically and substantially shifted the federal approach to favor enforcement of federal laws, setting the Department of Justice on a collision course with many states that have legalized or plan to legalize marijuana.

The Rockefeller Institute has followed these developments and their implications closely. We recently published a series of analyses as *Clash of Laws: The Growing Dissonance between State and Federal Marijuana Policies*.

Follow our ongoing analysis at www.rockinst.org.

State & Local Government

Read the full reports at www.rockinst.org

Modeling Pension Risks

To help state and local governments better understand the risks involved in maintaining pension funds, the Rockefeller Institute launched the Pension Simulation Project in 2016.

The project created an innovative computer simulation to evaluate pension risks under different funding policies, investment return scenarios, demographic and workforce changes, and other variables.

The Institute has used the model to assess hypothetical funds and policy combinations as well as real-world funds, such as the University of California Retirement Plan, the Los Angeles Fire and Police Pension Plan, and The Michigan State Employees' Retirement System.

This project has pushed the Rockefeller Institute to the forefront of practical research and policy advice in this critical area. To date, the model has found that U.S. public pension plans are not only underfunded at record levels, but many plans are taking on much greater risk than other analyses have shown.

Bringing Together Local Government Researchers and Practitioners

The Rockefeller Institute of Government, in partnership with the New York State Association of Counties, has hosted the Annual Research and Practice in Progress Briefing on Local Government in New York for the past three years.

The forum brings researchers and practitioners from around the state to assess the challenges and opportunities facing local governments, including:

- Service sharing strategies
- Municipal responses to the state's tax cap
- Models and concepts to assist local decision makers and managers
- Metropolitan fiscal challenges





While the Federal Government Withdraws from Climate Change Efforts, Others Step Up

When President Donald Trump withdrew the United States from the Paris Climate Agreement, the move was countered with a resounding call for greater cooperation from states, cities, businesses, and other entities to continue or expand their efforts to combat the harmful effects of climate change.

The Rockefeller Institute is tracking and analyzing these efforts to help policymakers and the public understand what works and what doesn't.

Last summer, we published a brief overview of clean energy initiatives in U.S. higher education. In *Forget Paris? With the Federal Government Withdrawing from the International Climate Change Initiative, U.S. Higher Education Could Lead the Way*, Rockefeller Institute President Jim Malatras writes that as some of the country's largest energy users, colleges and universities are uniquely situated to effect meaningful change.

"Since the federal government has retreated, higher education could take a leadership role and follow models like the Northeast Regional Greenhouse Gas Initiative," he writes.

"Although colleges and universities aren't states — and may not be able to do certain things states can do under RGGI, like a cap-and-trade system — they could join together through a formal process to memorialize a more binding unified agreement."

Similarly, in an earlier post, we analyzed existing state models to identify key elements of successful implementation.

As nonfederal climate change efforts evolve, the Rockefeller Institute will continue to study these models in more depth to provide detailed analysis and policy recommendations.

Studying *Janus*: The Fate of Public Employee Unions

The Supreme Court case *Janus v. AFSCME* considers state laws that allow public employee unions to automatically withhold fees or dues from all represented employees' paychecks, even those who are not members of the union. Its outcome could have a transformative effect on organized labor in the U.S.

Rockefeller Institute Fellow Jim DeWan has been following the case closely to analyze its implications for labor unions in New York and across the country.

"It is difficult to overstate the impact that such a shift could have on organized labor in this country and particularly in New York," he writes. "If employees are no longer mandated to contribute to the unions representing them, observers expect affected public employee unions to experience a significant decline in member contributions."

The Rockefeller Institute is continuing to study the *Janus* case, as well as other issues and policies that affect the landscape of organized labor in the United States.

ENGAGEMENT & EDUCATION

A vital part of the Rockefeller Institute's mission is bringing our research to policymakers and the public. With forums and events, blogs, brief reports, social media, the press, and educational programs, we connect the best data and analysis with the right audiences at the local, state, and national levels.

Bringing Leaders Together

The Institute frequently hosts forums and events addressing pressing issues of the day. Recent topics have included:

- Local government administration
- The state of labor in New York
- How states can lead on climate change
- Implementation of the ACA in New York State
- Gambling's effects on state revenues
- Potential effects of GOP proposals on the Affordable Care Act in New York State
- The successes and failures of ACA insurance markets
- The importance of immigration to New York



New York State Chairman of Energy and Finance Richard Kauffman speaks at the Rockefeller Institute.

Rigorous Research. Practical Policy. Meet the Nathan Fellows.

The inaugural Richard P. Nathan Public Policy Fellows are partnering with nationally known Rockefeller Institute staff this year to research various topics in education, economic opportunity, and state and local government administration in New York.

Most importantly, they're working to connect their research with policymakers, following the example of practical policy research set by Richard Nathan, former Rockefeller Institute director and current senior visiting fellow for health policy.

The fellows are:

Manas Chatterji

Professor of management and adjunct professor of economics in the Asian and Asian American Studies Program at Binghamton University

Jaekyung Lee

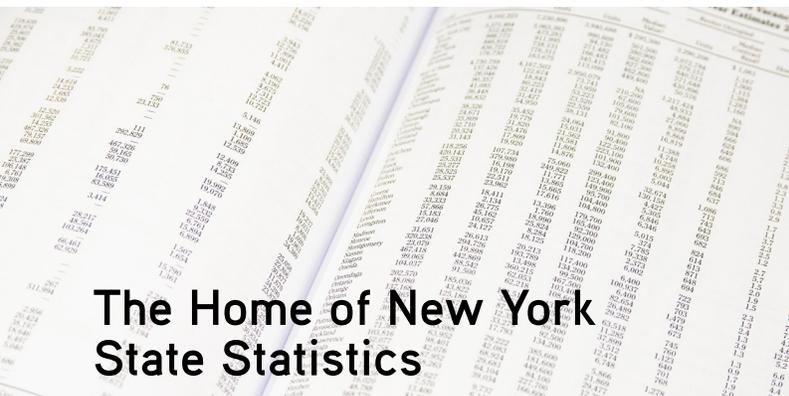
Professor and former Dean of the Graduate School of Education at the University at Buffalo

Patrick McGuinn

Professor of political science and education at Drew University, senior research specialist at the Consortium for Policy Research in Education

Lisa Parshall

Associate professor of political science at Daemen College specializing in American politics, public law, and public policy



The Home of New York State Statistics

The Institute produces the *New York State Statistical Yearbook*, an annual compilation of statistics on the state's demographics, politics, governmental functions, and many other topics, produced in partnership with the New York State Office of the Governor and the Division of the Budget. Moving forward, the Institute will make the data available only online, allowing users to work with the data interactively to show trends, map patterns, and explore correlations.



Public Policy Training Grounds

Education is at the heart of the Rockefeller Institute's mission. In addition to generating knowledge through research and analysis, we work directly with aspiring leaders to train them in the use of data, evidence, and analytic skills in the decision-making process. Programs and resources include:

Empire State Fellows

The Empire State Fellows program, which includes an educational component developed and administered by the Rockefeller Institute, is a full-time, two-year leadership training program aimed at preparing the next generation of talented professionals for careers as New York State policymakers.

New York Municipal Clerks Institute

The New York Municipal Clerks Institute, a partnership among the Rockefeller Institute, the NYS Association of City and Village Clerks, and the NYS Town Clerks Association, is designed to enhance the skills, professional growth, and performance of municipal clerks in New York State to improve local governance and better serve citizens.

Educator Toolkit

The Rockefeller Institute offers resources that help educators learn to use best practices in analyzing public policy, as well as how to teach others to do the same. Find it at rockinst.org/education.

Fellowships & Internships

Various prestigious fellowships and internships give researchers — both accomplished and novice — opportunities to expand and deepen their work, hone their skills, and connect the best information with the right people to effect meaningful change.

Educating New Yorkers about the Constitutional Convention

The Rockefeller Institute worked with a group of experts, institutions, and media partners for two years to engage New York State citizens and leaders in discussions about the November 2017 vote on whether to hold a constitutional convention, an opportunity that comes around once every 20 years.

Amid heated debates that sometimes led to the spread of misinformation, the Rockefeller Institute was a reliable source of trustworthy, objective information. The campaign included:

- Publication of "The Citizens' Guide to the Constitutional Convention," a collection of essays and perspectives from various contributors
- A regular series of blog posts examining various aspects of the issue and presenting multiple viewpoints
- Forums, presentations, primers, and "boot camps" for targeted audiences including media, the NYS Academy for Public Administration, law students, the League of Women Voters, Citizens Union, and the NYS Bar Association



- Radio interviews and editorials published around the state
- Contribution to a collection of essays published by the Government Law Center at Albany Law School and the New York State Bar Association, titled "Making a Modern Constitution: The Prospects for Constitutional Reform in New York."



Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

- Margaret Mead



CENTER *for*
LAW & POLICY
SOLUTIONS

Where Law, Policy, and Communities Intersect

The Center for Law & Policy Solutions (CLPS) brings together the Rockefeller Institute of Government, the Government Law Center at Albany Law School, the Rockefeller College of Public Affairs at the University at Albany, and the University at Buffalo School of Law to identify problems and develop solutions at the intersection of law and policy.



Led by Dr. Katie Zuber, assistant director for policy and research at the Rockefeller Institute, this collaborative alliance among lawyers, social science researchers, public administrators, and student interns provides a robust, interdisciplinary foundation for the study of pressing public policy issues, ranging from sanctuary

cities and immigrant rights to criminal justice reforms and the nation's growing opioid epidemic.

To help cultivate the next generation of thoughtful leaders, the center works with student interns from the University at Albany to develop their research and analytical skills while making meaningful contributions to public policy.

FOCUS ON Reproductive Freedom

With questions surrounding the fate of *Roe v. Wade*, the landmark 1973 decision that guarantees a woman's right to choose, the fall 2018 CLPS interns are mapping existing legal protections in New York State, assessing the potential effects of a reversal of *Roe v. Wade*, and evaluating alternative policies to improve women's access to reproductive healthcare services.



Florencia Feleder



Katie Gowing



Kaidy Mendez



Vanessa Taylor



Megan Weis

The Critical Science of Counting People

The Supreme Court this year is hearing a closely watched case on congressional redistricting, one that may have profound consequences for the democratic process across the United States.

So it is an opportune time to have Jeffrey M. Wice, national expert on voting rights, census law, and redistricting, at the Rockefeller Institute's Center for Law & Policy Solutions.

At the center, Wice is continuing and expanding his important work cataloguing and analyzing redistricting efforts in counties and municipalities around New York State. With the support of the Rockefeller Institute, this work will reach new audiences at a critical time, when the public and policymakers are looking to reform the way congressional districts are drawn.

As the U.S. approaches the 2020 census — already a subject of debate — Wice's expertise will help illuminate the stakes and ground public discussion and decision making in fact-based analysis.

MEET *the* CLPS INTERNS

The Rockefeller Team

Jim Malatras, President
Patricia Strach, Director for Policy and Research
Heather Trela, Chief of Staff, Fellow
Kyle Adams, Director of Communications
Katie Zuber, Assistant Director for Policy and Research
Brian Backstrom, Senior Project Advisor
Nicholas Simons, Project Coordinator, Special Assistant to the President
Michael Cooper, Director of Publications
Michele Charbonneau, Staff Assistant for Publications
Heather Stone, Senior Staff Assistant, Finance & Administration
Urska Klancnik, Research Scholar
Monique Owens, Senior Advisor for Intern and Fellow Engagement
Alexander Mores, Graduate Research Assistant
Nicole Otty, Administrative Staff Assistant
Malvin Lumpkin, General Mechanic
Nilesh Chakraborty, Graduate Assistant
Apoorva Kshirsagar, Graduate Assistant

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Jeremy Creelan, Visiting Fellow
Jeffrey Wice, Fellow
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A photograph of the Rockefeller Institute of Government building, a grand multi-story brick structure with many windows and a decorative facade. The image is overlaid with a solid blue color. The text is centered on the building's facade.

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