



2001 ANNUAL REPORT

Our Mission

The Texas Public Policy Foundation (TPPF) is a 501 (c) (3) non-profit, non-partisan research institute with offices in San Antonio and Austin, Texas. Founded in 1989, TPPF is guided by the core principles of limited government, free enterprise, private property rights, and individual responsibility. The Foundation's mission is to improve Texas government by generating academically sound research and data on state and local issues, and by recommending the findings to opinion leaders, policymakers, the media, and the public.

The work of the Foundation is conducted by academics across Texas and the U.S. and is funded by hundreds of individuals, charitable foundations, and corporations who ascribe to the principles of the Foundation. The Foundation conducts no contract research and accepts no contributions to influence the outcome of research. TPPF materials are published for educational purposes only.

As a 501(c) (3) organization, contributions to TPPF are fully tax deductible. Since TPPF communicates to elected officials, the Foundation has taken the further precaution of electing to have its expenditures tested by the IRS under subsection "h." This subsection of the code clearly defines what action constitutes "lobbying" and establishes specific monetary limits on lobbying activities that ensure that the Foundation's non-profit status will never be jeopardized. Since making this election and after reviewing the activities of the Foundation, TPPF has been informed by the IRS that all its activities are well within the parameters of the law.



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A Letter From Our President

Dear TPPF Friend and Supporter,

We are proud to present our 2001 Annual Report.

This report reflects the accomplishments and activities of the Texas Public Policy Foundation staff, researchers, and members over the past year.

Your support of TPPF has played a vital role in promoting the conservative reforms Texans demand -- reforms ranging from better textbooks and roads to improved schools and lower taxes.

With the solid foundation we've established since 1989, we look forward to even more success in 2002 and beyond.

Sincerely,

A handwritten signature in black ink that reads "Jeff Judson". The signature is written in a cursive, slightly slanted style.

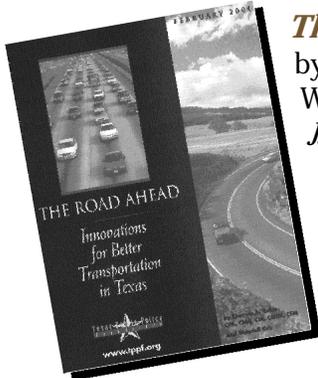
Jeff M. Judson
President & CEO

Studies and Publications

From transportation to education, the environment to budget policy, TPPF's 2001 research agenda was robust and engaging.

The Foundation's Board of Directors and staff is actively engaged in setting the research agenda, based on the Foundation's stated mission and available resources. At TPPF, it is the strength of the ideas, not political expediency or public acclaim, which drives our interest in issues.

Studies released by TPPF in 2001 include:



The Road Ahead: Innovations for Better Transportation in Texas

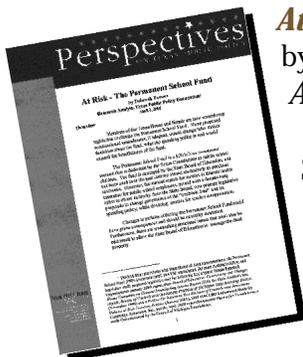
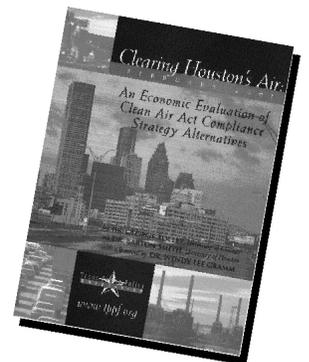
by Thomas A Rubin, CPA, CMA, CIA, CGFM, CFM, and
Wendell Cox
January 2001

Texas has become the nation's second-most populated state and added nearly as many new residents over the past decade as California, which is much larger. This study examines the resulting traffic and transportation issues facing Texas in the years to come.

Clearing Houston's Air: An Economic Evaluation of Clean Air Act Compliance Strategy Alternatives

by Dr. George Tolley, University of Chicago, and
Dr. Barton Smith, University of Houston
February 2001

This study examines the costs and benefits of air-pollution control measures in reducing air pollution, and the short-run and long-run impacts of the measures on the eight-county Houston-Galveston economy.



At Risk: The Permanent School Fund

by Deborah Powers
April 2001

This report examines proposed changes to Texas' \$20 billion Permanent School Fund that were under consideration by the Texas Legislature in 2001 and calls for the State Board of Education's continued oversight and management of the Fund.

"TPPF provides a wealth of ideas to reduce, limit, streamline, and improve government. Their independent research has been a valuable and influential resource for Texas decision-makers."

The Honorable Rick Perry, Governor of Texas





Navigating Newly Chartered Waters: An Analysis of Texas Charter School Performance

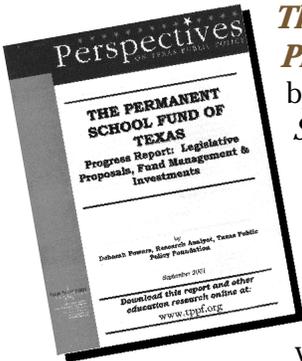
by Dr. Timothy J. Gronberg and Dr. Dennis W. Jansen, Texas A&M University
May 2001

Acclaimed by Columbia University Teachers' College as having the best study design and quality, this report uses a statistical approach known as "value added" to compare the achievement of students in charter schools with their peers in traditional public schools in Texas. The analysis provides new information about Texas charter school students, teachers, and operations, making a unique contribution to our understanding of the academic effect of charter schooling on students.

Texas Middle School Environmental Science Textbook Review

by Duggan Flanakin
September 2001

This analysis hits the mark by revealing numerous factual errors and omissions in middle school environmental science textbooks that were considered for adoption by the Texas State Board of Education for future use in Texas classrooms. TPPF commissioned the systematic textbook review with the hopes of encouraging publishers to correct errors and bias before the books were finalized. Not only did publishers work with our expert reviewer and staff, but they eagerly answered questions and made substantial changes to the texts. The end result: better books for our students, and a more open and honest textbook adoption process for Texas.



The Permanent School Fund of Texas

Progress Report: Legislative Proposals, Fund Management and Investments

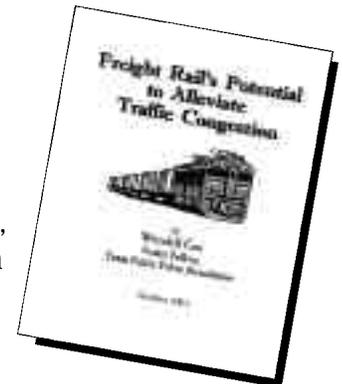
by Deborah Powers
September 2001

This report examined the aftermath of the 77th legislative session and analyzed the issues surrounding a commitment by the State Board of Education to provide the Texas Legislature with \$150 million in additional monies from the Fund over the current biennium (2002-2003). It also examined the Board's past and current investment strategies, and addressed compliance of current allocation proposals with the prudent person standard.

Freight Rail's Potential to Alleviate Traffic Congestion

by Wendell Cox
October 2001

As Texas copes with increasing traffic, this study examines the important, yet often overlooked, role that freight rail can play in alleviating problems on the roadways.



TPPF issued a wide range of commentaries for publication in newspapers around the state, covering the width and breadth of policy debates facing the state. In addition, TPPF's Policy Action Update is a free publication sent via e-mail or fax to those interested in staying up to date on the TPPF actions which are impacting Texans. To subscribe to the Policy Action Update, visit our website at www.tppf.org, or email us at tppf@tppf.org.

“Since my days as a member of the Texas Public Policy Foundation’s Board of Directors, I have found TPPF’s research to be insightful and invaluable in developing economically sound solutions to pressing policy issues. TPPF’s freight rail study is no exception. It broke important new ground in revealing the significant role freight rail can play in reducing traffic congestion.”

Michael Williams, Chairman, Texas Railroad Commission



VERITAS - Ideas For Texas

Just as significant as these studies were the large number of smaller research projects and papers that were published in the Foundation’s policy journal, VERITAS. The Publication is read by an influential audience consisting of statewide and local elected officials, members of Congress, state agency heads, policy experts, and Foundation members nationwide. Articles address emerging issues and promote conservative, free-market approaches to public policy issues in Texas, ranging from taxes to education, and property rights to transportation.

Articles published in VERITAS in 2001 included:

Hate Crime Laws and the Reversion to Medieval Society

by Morgan Reynolds

The Future of Health Care in Texas

by Kathi Seay

The Lone Mountain Compact: Principles for Preserving Freedom and Livability in America’s Cities and Suburbs – A Commentary

by Steven Hayward

Empowering Students by Increasing Competition Among Universities

by Ryan C. Amacher and Roger Meiners

A Review of the Texas Public School Accountability System: Is It Working?

by Jeff Judson

Losing the Race: The SAT and College Admissions

by Chris Patterson

The Endangered Species Act: Species Protection or Federal Land Use Control?

by Richard Clayton Trotter

Are Conservatives Ready to Govern Texas?

by Jeff Judson

Urban Sprawl in Texas: Will Portland’s Smart Growth Policies Make A Difference?

by Wendell Cox

Texas Tax Reform Will Lighten Your Wallet

by Richard Vedder

Beyond the Left/Right Debate: What Science Says About ‘Safe Sex’

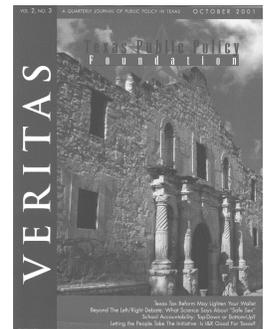
by Danyelle Daniel

School Accountability: Top-Down or Bottom-Up?

by John Pisciotta

Letting the People Take the Initiative: Is I&R Good For Texas?

by Mike Ford



Policy Events

An integral part of TPPF's success is found in the ability to raise serious policy discussions in enjoyable social settings.

A **successful year of policy events** was opened and closed by dinners featuring two very different stars of the conservative constellation.

In February, Texas was graced by the attendance of **Lady Margaret Thatcher** at the TPPF 12th Anniversary celebration. The former British prime minister discussed her experiences as a head of state, while encouraging those in attendance to remain committed to the principles of limited government and free-markets despite pressure from opponents.

Ten months later, Texas senior senator, the **Honorable Phil Gramm**, was honored at a special dinner hosted by the Foundation. Having only recently announced that he would not seek reelection to the position that had made him a household name throughout the country, the senator reflected on his time in public service and the importance of the conservative philosophy to the future of Texas and the nation.

“Ideas determine the outcome of public policy debates. The Texas Public Policy Foundation is part of a movement of think tanks nationwide that are having an important impact,” he told the audience.



Lady Margaret Thatcher, former British Prime Minister, gives the keynote address at TPPF's 12th Annual Dinner Gala in Houston.

It is for that reason that throughout the year, TPPF discussed the importance of specific ideas at public events, such as the one in Houston. There, the large audience heard presentations on higher education, environmental regulations, and the negative impact of Smart Growth initiatives on traffic congestion. Our recognition dinner for Dallas-area members featured a lively discussion with Texas State Senator Florence Shapiro and *Quorum Report* publisher Harvey Kronberg on the changes that await Texans after legislative redistricting.

In addition to events hosted by TPPF, **Foundation staff and experts are regularly invited to speak at functions around the state.** Whether at local civic clubs or statewide policy conferences, TPPF is called upon to provide information and insight. Further, elected officials and the heads of state agencies often call upon TPPF to provide personal briefings on issues facing state and local government.



In 2002, even more events are being scheduled throughout the state, including new opportunities such as telephone conference calls with policy experts. To find out more, call our offices at (210) 614-0080.

“The Texas Public Policy Foundation is important because it is about ideas. It is about research. It is about facts, and facts are stubborn things. And when you present the facts, when you do the research, when you tell the rest of the story, ultimately you have an impact on public policy.”

The Honorable Phil Gramm, U.S. Senator



Caroline Rose Hunt and Charlene Howell of the Rosewood Foundation join Dallas County Judge Lee Jackson and TPPF Board Members Vance Miller and Gerald Stool at TPPF's Donor Appreciation Dinner in Dallas.



Lady Thatcher addresses TPPF members in Houston.



Chris Patterson (second from right), TPPF's Director of Education Research, participates in the panel discussion, "Translating Policy Into Action," during the State Policy Network's Ninth Annual Meeting in Boulder, Colorado.



TPPF President and CEO Jeff Judson presents TPPF's "Champion of Limited Government" Award to U.S. Senator Phil Gramm in recognition of his outstanding leadership in support of limited government, free enterprise, private property rights, and individual responsibility.



State Senator Florence Shapiro (R-Plano) and *Quorum Report* publisher Harvey Kronberg recap the 77th legislative session for TPPF members in Dallas.



TPPF President Jeff Judson unveils the Foundation's ambitious 2002 research agenda at an event in San Antonio.

Policy in Action

While ideas are important, their practical value is measured by the impact they have in society at large. Ideas must be married to civic action for them to have impact. For 12 years, the ideas generated at the Texas Public Policy Foundation have been making impacts large and small.

While TPPF is prohibited by practice and law from participating in candidate elections, what we can -- indeed, must -- do is promote ideas and work hard for their acceptance. We do so through a variety of means, ranging from public events like policy breakfasts and newspaper articles to meetings with individual state legislators and their staff. Often, TPPF experts are called to testify before state agencies and boards, as well as House and Senate committees.

In those varied forums and contacts, **TPPF's work influences the creation of policy and the improvement of state and local governance.**

A fitting example of the idea-to-action concept can be found in the TPPF review of environmental science texts that were to be considered for adoption by the State Board of Education.

TPPF experts systematically reviewed each book, focusing on the treatment of environmental science. There has been growing concern about the increase of radical environmentalist political messages creeping into schools texts. The importance of Texas' textbook review process extends far beyond classrooms in the Lone Star State, however. Because of Texas' buying power, the books used in Texas end up being the books used around the nation.

"Whether it is dynamic tax modeling, or education accountability, TPPF is a source of innovative ideas. Texas is clearly a better place to live and work because of their research and expertise."

*The Honorable Carole Keeton Rylander,
Texas Comptroller of Public Accounts*



Our review subsequently had a national/impact.

TPPF reviewers contacted the publishers and made them aware of our process. Many eagerly agreed to work with the Foundation, and 262 changes were made in the texts. In the end, the State Board of Education adopted those science books which TPPF gave a clean bill of health and rejected those that did not.

The problems TPPF identified, and the changes suggested, had nothing to do with censoring content, and everything to do with adding factual information and scientific balance.

One publishing company stated later that the TPPF "review of middle school science textbooks was comprehensive and fair," and that the process served to "improve the books." Likewise, Republicans and Democrats serving on the State Board of Education praised the TPPF work.

The process was in fact so well received that as the 2002 review of social studies texts is beginning, publishers have approached the Foundation, looking for advance input on how texts should be written and what materials should be included.

As Texas impacts the rest of the nation and the world,

the need for conservative, free market-based ideas about the full spectrum of ideas is readily apparent. Whether in education or transportation, health care or taxes, the **Foundation will continue to provide local and state policymakers with the intellectual tools needed to build a better Texas.**



"The heroes are mathematicians, mathematics educators, and others who are willing to be politically incorrect in order to remain mathematically correct. In my state, I would include lay people like Chris Patterson and Jeff Judson of the Texas Public Policy Foundation who have strongly voiced their concerns about the adoption of Fuzzy Mathematics programs in our schools."

*Mathematics Professor Manuel P. Berriozábal of the
University of Texas at San Antonio, speaking at the 85th
Annual Meeting of the Mathematical Association of
America*

Making News

From Houston to El Paso, Lubbock to Brownsville, the Texas Public Policy Foundation spent the year making headlines around the state.

While the Foundation prides itself on producing cutting-edge reports delving into the intricacies of policy, the research is valuable only when it influences the public debate, as noted in the previous section. That TPPF-initiated research has been used in policy decisions is important, but so is the value of the ideas in the general marketplace.

In that regard, TPPF had a similarly successful 2001.

Whether it was insightful research into the feasibility of freight rail, or revealing examination about the real concerns facing Texas classroom teachers, the Foundation was cited around the state by the print and broadcast media. **More often than not, it was TPPF that was setting the agenda and, therefore the headlines.**

News articles dealing with issues such as the TPPF review of environmental science textbooks were found in papers large and small, including the front page of **Austin American Statesman**. Television and radio stations jumped on the story, as well. Whether listening to **KTRH** news radio in Houston or watching **KEYE-TV** in Austin, the airwaves rippled with the debate that pitted environmental extremists with TPPF's contention that school

School Censorship?

State board should give publisher 2nd chance

"The conservative think tank did a service by flagging the lamentable errors."
Dallas Morning News
November 27, 2001

The State Board of Education is the law when it comes to environmental science textbook placement. High school textbooks are placed by a 15-member board that may contain several errors.

Without a doubt, the 77 environmental science textbooks, contains some factual errors, it says that Earth is stationary. The aim is to move in the galaxy.

Yet history, not fact, to have been the greater board members, all reputations.

Several board members who voted to reject the book said they depended on input from the Texas Public Policy Foundation. The conservative think tank did a service by flag-

Build more roads, policy group urges

highway construction spending. Texas should not be second. The foundation has long urged state officials to re-examine the way they spend money on roads and bridges, and to consider other options, such as toll roads, public-private partnerships and other ways to raise money for road construction.

The study says that by 2010, Texas' transportation needs will be about \$1 billion more than what the state can afford to spend. The study says that by 2010, Texas' transportation needs will be about \$1 billion more than what the state can afford to spend.

Freight rail seen as aiding highways

Study explores trucking impact

With truck traffic in Texas expected to double in 30 years, a new study says the use of more freight rail could be a key strategy to help thwart congestion.

But a choice must be made between an effective freight system and effective passenger rail because they each replace the other, according to the study, which was commissioned by the Texas Public Policy Foundation.

"No nation in the world has both, and both seem to be mutually exclusive," said Woodell Cox, a transportation consultant based in St. Louis, who did the study. "Where rail lines are used in passenger, the amount of freight that can be shipped must be reduced."

Trucks take up nearly four times the amount of space of a single car, said Cox, who is a member of the Amtrak Reform Council. Also, trucks emit four times more pollution per ton-mile than cars, he said.

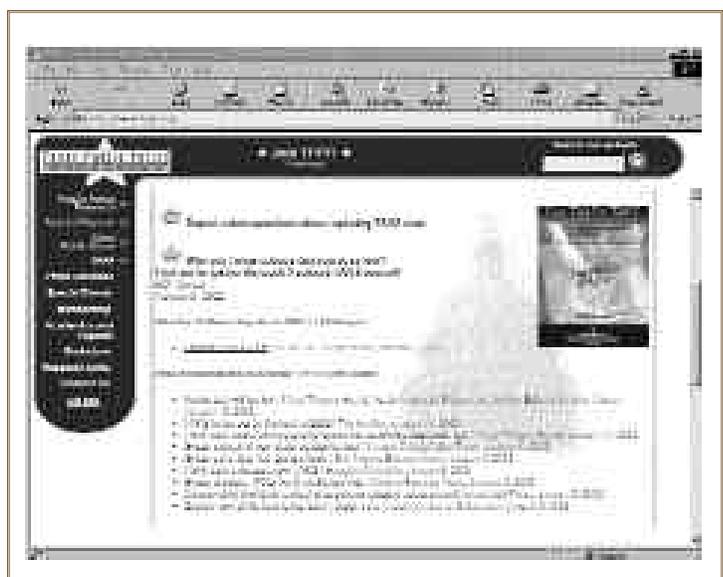
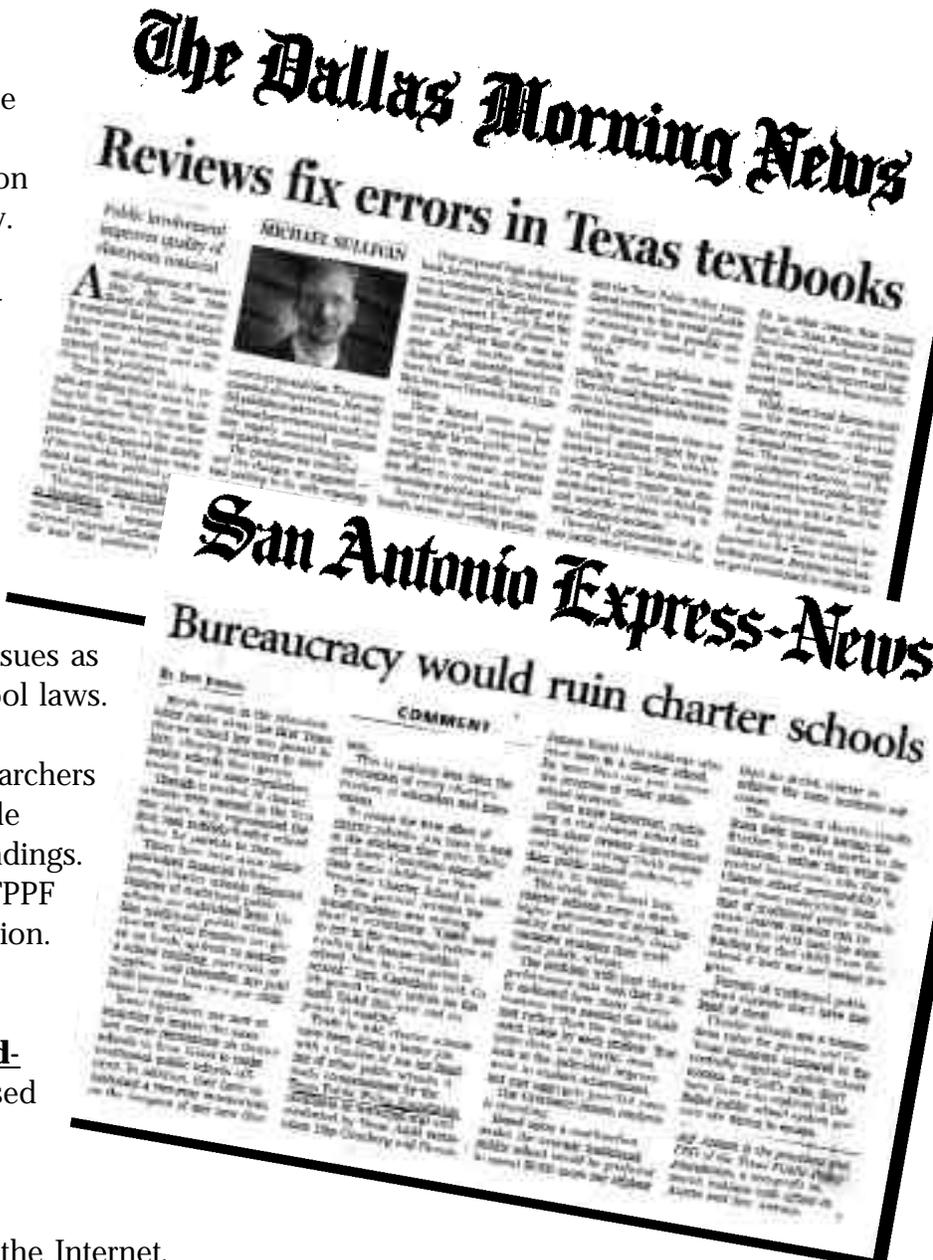
Amtrak, the nation's passenger rail service, claims 97 percent of its 22,000 route miles with freight trains. But an official with the company said he doesn't agree that good freight and passenger rail systems are necessarily exclusive of each other.

The **Midlothian Mirror** and the **San Antonio Express-News** were among the papers that carried TPPF's findings that teachers' top morale concerns centered on classroom working conditions, not salary. The report made for good radio talk, as noted by listeners in such a broad cross-section as the Dallas-Fort Worth metroplex's **WBAP**, Amarillo's **KGNC**, and Waco's **KRZI**.

Sometimes, of course, it wasn't TPPF that was leading the news, but the issues. Even in those cases, **the media turned to the reliable trusted voice of TPPF** to offer perspectives on such issues as legislative changes to Texas charter school laws.

When TPPF completes projects, the researchers and staff are often called upon to provide insightful commentary based on their findings. Newspapers of all sizes regularly carry TPPF opinion pieces, and 2001 was no exception. Whether reading the **Kilgore News** or **Dallas Morning News**, the **Valley Morning Star** or the **Greenville Herald-Banner**, Texans were consistently exposed to the free market, limited-government ideas of TPPF.

As more and more Americans log on to the Internet, the TPPF website – like that of many other organizations – has become a news source in itself. **Web traffic to www.tppf.org increased 165 percent** from 2000 to 2001 and 855 percent from 1998 to 2001. While some think tanks in other states charge fees for their research, TPPF prefers to see its research widely disseminated, often via the internet. Our site was redesigned in early 2001, giving visitors more information at the touch of button. In fact, all of TPPF's research goes live on the website as soon as it is released.



Future Research Agenda 2002

The Texas Public Policy Foundation has mapped out an aggressive research agenda for 2002. Here is an advance look at just some of what you can expect to see TPPF publish this year.

On Taxes and the State Budget

- ★ A multi-state comparison of taxes, revenues and expenditures with the Texas tax system conducted by a former economist with the Joint Economic Committee of Congress.
- ★ Development of a Computable General Equilibrium computer model that will enable TPPF to forecast the economic implications of any proposed change in the state tax code. Our model will make it possible to determine the effects of changes in state and local sales, property, and business taxes; a hypothetical statewide personal income tax; other broad-based tax changes proposed in future years; and changes in various fees, excise taxes, and other revenue sources. It would measure the impact of tax changes in 11 sectors, consisting of Texas households, Texas government, a rest-of-the world (ROW) sector and eight Texas business sectors: agriculture, mining (including oil and gas), construction, FIRE (finance, insurance and real estate), manufacturing, services, trade, and TPU (transportation and public utilities). Effects will be measured in terms of job creation, capital formation, and government revenues among others.
- ★ An analysis of the “Robin Hood” school finance equalization system; cost pressures within the current finance system; opportunities for cost savings; suggested productivity metrics; and, ways to incentivize efficiency.

On Health Care

- ★ An analysis of the health care crisis in Texas, the uninsured population, the costs and benefits of taxpayer-funded, health care programs, and



“I work with think tanks across the country, and TPPF stands out for its commitment to vigorous research. TPPF demands researchers to find innovative solutions facing Texas, not simply the fads or easy answers.”
Wendell Cox, national transportation expert

“TPPF will be aggressively meeting head-on the important issues facing Texas: from school finance to taxes, from transportation to textbook adoption. When Texans are talking about it, and decisions are being made, TPPF will be there with the intellectual materials to build a better Texas.”

Vance Miller of Dallas, TPPF Board of Directors Executive Committee



- the status of Texas community hospitals.
- ★ An analysis of government obstacles to consumer-driven health care, including regulations, mandates, and health care taxes.
- ★ An analysis of public and private-sector solutions that put patients first, including medical savings accounts, sliding scale payments for government health programs and prescription drugs; defined contribution plans, regulatory and liability reform, waiver demonstrations, and removal of the barriers to charitable care.

On Education

- ★ An analysis of the Texas school accountability system, the conversion of TAAS to a new state test (TAKS), and improvement needed in the test.
- ★ An accurate assessment of academic progress in Texas.
- ★ An analysis of teacher preparation and certification in Texas, with an emphasis on ways to reduce the teacher shortage without resulting in academically unqualified teachers.
- ★ An analysis of the social studies textbooks proposed for adoption in Texas. Each book will be analyzed to measure academic content, accuracy, lack of bias, and freedom from political advocacy.

On General Governance

- ★ An analysis of the expansion of state and local governments into areas of commerce which directly and unfairly compete with the private sector at below-market rates subsidized by the taxpayer.

Our Staff



Jeff M. Judson

President and Chief Executive Officer

The Texas Public Policy Foundation is directed by Jeff Judson, a seventh-generation Texan who holds a degree in philosophy from the University of Texas. Well-grounded in public policy and uniquely qualified to lead the Foundation, Jeff served as Special Assistant to the late U.S. Senator John Tower, Legislative Assistant to former U.S. Congressman Tom Loeffler, and Chief Legislative Assistant to U.S. Congressman Tom DeLay, House Majority Whip. In 1989, he was appointed by President George H. W. Bush to the U.S. Department of Energy to serve in the area of Congressional and Public Affairs.

Jeff also worked for the San Antonio-based insurance and financial services company, USAA, as Industry Affairs Director for the property and casualty insurance division. He then became Special Assistant to Chairman Emeritus Robert F. McDermott working on numerous civic, state, and national issues.

In addition to his Foundation work, Jeff served on the Board of Managers of the Bexar County Hospital District.



Tim Turner

Executive Vice President

Tim joined the Texas Public Policy Foundation in the fall of 2000 as Chief Operating Officer. A year later, he was named Executive Vice President. His focus is in the areas of development management, policy events, and scholar relations.

Tim holds an MBA from the University of Texas at San Antonio, a Certificate of Individual Theological Study from the Episcopal Theological Seminary of the Southwest (Austin), an MDiv from the Oblate School of Theology (San Antonio) and a BA in economics from the University of Houston. His prior work experience is far-ranging: Oblate missionary priest in the extremely rural areas of Oaxaca, Mexico and in the densely populated colonias of Mexico City; South Texas oil and gas landman and investor; financial advisor; and Episcopal rector and author.



Paul M. Fullem

Vice President and Chief Operating Officer

Paul M. Fullem joined TPPF in August 2001 and serves as Vice President and Chief Operating Officer. In this position, he is responsible for all administrative, financial, systems, and human resource functions of the organization.

Paul majored in Business Administration at Utica College of Syracuse University.

Prior to joining TPPF, Paul held Budget Analyst positions in Phoenix, AZ, San Antonio, TX, and Des Moines, IA. From 1981 to 1998, he held several manufacturing management positions with United Technologies Carrier in Syracuse, NY. Prior to that, Paul held management and operations positions in the transportation industry.

Paul resides in San Antonio with his wife Carey.



Rita Thompson

Director of Development

Rita joined the Texas Public Policy Foundation in October 2000 as Director of Development. She is responsible for special fundraising programs and executing strategies and plans to obtain funds from charitable foundations, businesses, individuals, and other donors.

Rita received her Bachelor's of Science Degree from Oklahoma State University. She is a graduate of the Economic Development Institute and the Institute for Organization Management where she obtained her C.C.E. (Certified Chamber Executive).

Rita served as the Area Director for the Arthritis Foundation from 1998 until October 2000. From 1992 until 1996 she was the Executive Director of Medical Destination: San Antonio, a non-profit organization. Prior to that, she served for 11 years as Vice President for Small Business and Economic Development for the Greater San Antonio Chamber of Commerce.

Rita is married to an attorney and has three children.



Chris Patterson

Director of Education Research

Chris Patterson joined the Texas Public Policy Foundation in March 2001 as Director of Education Research. She is responsible for developing reports on public education in Texas, coordinating research by independent education experts, and participating in conferences and talk radio to disseminate information about education reform.

Chris was previously the Director of Education Policy for The Lone Star Foundation in Austin and Executive Director of Education Connection of Texas in San Antonio. She has published several reports on textbooks, curricula, instructional practices, student performance, and school governing.

Chris holds a bachelor's degree in Psychology and Labor Relations Certification from the Cornell University School of Management Studies. She and her husband have two sons who attend public school in San Antonio.



Michael Quinn Sullivan
Director of Media and Government Relations

Michael Quinn Sullivan is Director of Media and Government Relations for the Texas Public Policy Foundation.

A graduate of Texas A&M University, Michael began his career as a reporter for two daily Texas newspapers and a monthly magazine before leaving journalism to serve in the campaign and offices of U.S. Rep. Ron Paul. He left government service when he joined the staff of the Media Research Center, as Director of Communications for the Conservative Communications Center and the Cybercast News Service. There, he developed and refined communications training programs while overseeing the organization's public relations activities.

An accomplished columnist, Michael's commentaries have appeared in numerous publications around the state and nation.

An accomplished columnist, Michael's commentaries have appeared in such publications around the state and nation as the *Dallas Morning News*, the *Houston Chronicle*, the *New Hampshire Union Leader*, the *Augusta (GA) Chronicle*, the *Milwaukee Journal Sentinel*, the *Raleigh (NC) News & Observer*, the *Richmond (VA) Times-Dispatch*, *DoubleThink magazine*, the *Daily Oklahoman*, and others.

Michael and his wife have two young daughters, and reside in Austin, Texas.



Kathleen Lowe
Director of Publications and Special Events

Kathleen Lowe is TPPF's Director of Publications and Special Events. In this position, she edits and designs all documents published by TPPF and maintains the TPPF website. She is also responsible for organizing

policy briefings, conferences, and other special activities for TPPF members, Texas legislators and elected statewide officials.

Prior to moving to San Antonio and joining TPPF in April 2001, Kathleen handled daily press activities for several Republican/Conservative members of the New York State Legislature for more than 12 years.



Jennifer Zellner
Manager of Administration

In September 1998, the Foundation added a valuable asset to its team with the arrival of Jennifer Zellner. Jennifer provides the TPPF team an organized, professional, team-oriented environment, ensuring the Foundation operates smoothly on a daily basis.

Jennifer has been in Administrative Management since her enlistment in the United States Air Force in 1992. Jennifer is a veteran and served overseas during Desert Shield/Desert Storm.

She lives in San Antonio with her husband, Brett and two children, Brian and Katherine.



Tim Weste
Research Assistant

Tim Weste joined the Texas Public Policy Foundation as an intern in August 1999 and is currently a Research Assistant responsible for assisting the TPPF team with any research or administrative tasks.

Tim graduated from the University of Texas at San Antonio with a Bachelor's of Arts Degree in Political Science in 2001. He is a member of the Golden Key International Honor Society and Pi Sigma Alpha National Political Science Honor Society. Tim is currently pursuing a Master of Arts Degree in Political Science, with an emphasis on campaign communication and behavior.



Jody Turner
Accountant

Jody Turner joined the Texas Public Policy Foundation in March 2001 and performs accounting services. She is responsible for preparing and maintaining financial statements.

Jody holds a Bachelor's degree in Business Administration with a concentration in Accounting. She has passed the C.P.A. exam. Prior to her relationship with TPPF, Jody provided financial services to small businesses and was a comptroller for a corporation.

Jody and her husband Darin of 15 years have two sons, ages five and three.