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**MACKINAC
IN THE
MEDIA**

THE WALL STREET JOURNAL

Michigan's Gender Studies Secret

"The Mackinac Center's interest is in transparency that 'affords parents the opportunity to understand what their children are learning, and to fully engage with local government officials about these lessons.'

The FOIA sought access to student assignments and reading for the class as well as lesson plans and other materials prepared by the teacher."

The Editorial Board

The Detroit News

Lansing must tackle these five issues to serve the people of Michigan

"None of these issues are particularly partisan, and there is a chance for bipartisan legislation on all of them. Their main feature is that some groups benefit from the policies and fight hard to keep them."

James M. Hohman, Director of Fiscal Policy

Chalkbeat

Michigan seeks \$10K fee for access to data on districts' COVID aid spending plans

"It is bizarre that the Michigan Department of Education could provide similar documents very quickly a few months ago but cannot do so now,' Skorup said. 'These are documents or data filled out by school districts and sent to the state. It seems like they should ... be compiling this information in a spreadsheet.'"

Koby Levin, reporter at Chalkbeat Detroit

NATIONAL REVIEW

Michigan's Right-to-Work Law Is Popular. Democrats May Try to Repeal It Anyway

"Still more might simply believe their union is not providing services that justify the costs of their dues. Regardless of their individual reasons, forcing these workers to support a union shows a clear disregard for their right to free association."

Steve Delie, Director of Labor Policy, and Michael LaFaive, Senior Director of the Morey Fiscal Policy Initiative

Midland DAILY NEWS

Natural Gas is fueling jobs, wage growth, and a greener America

"American oil and natural gas are among the cleanest and most efficiently produced hydrocarbon resources in the world. Russian production has higher levels of both fugitive methane and CO2 emissions."

Dr. Timothy G. Nash is Director of the McNair Center at Northwood University. Jason Hayes is the Mackinac Center's Director of Environmental Policy



Michigan Capitol Confidential Managing Editor James David Dickson on Fox and Friends



The First Days of Democrats' Trifecta

Michigan Democrats won majorities in the House and Senate in November while retaining the governor's office, giving them "trifecta" control of state government for the first time in four decades. The former party of Jefferson and Jackson also retained its advantage on the state supreme court and won every other statewide elective office. An impressive victory in a year that was supposed to favor Republicans.

Democrats want everyone to know there's a new, blue sheriff in Lansing. "It's a ... trifecta," an exultant Sen. Dayna Polehanki, D-Livonia, wrote at the start of a wide-ranging November tweetstorm. "We got ALL the gavels. Get ready for some cha-cha-changes here in Michigan."

We're learning a few things as the new majorities settle in.

Democrats seemed as surprised as anyone that they took control of both houses, albeit by slim, two-seat majorities. They didn't announce they were surprised, but there was a telltale dog that didn't bark. It took until two months after the election before party leaders announced an initial legislative agenda. Confident campaigners tell voters what they'll do if they win, and then roll it out immediately. Newt Gingrich's 1994 Contract with America is the exemplar.

When the new majority did lay out its legislative priorities, all the ideas turned out to be reactionary, not proactive, as my colleague James Hohman observed. The major components seem aimed at undoing past Republican achievements, not advancing the governing party's own bold, progressive vision: undo multiple Snyder-era tax reforms, reimpose union-driven prevailing wage mandates, and of course, repeal right-to-work.

I don't recall voters clamoring for any of those things. Our polling (publicly available) shows voters favor retaining right-to-work by 2-1 margins or more.

But the Democrats' legislative agenda does overlay nicely with organized labor's wish list. Why is that? Shrinking unions and their compulsion-based business models have less and less influence with the public. Their political spending is under severe strain due to membership losses. Are Democrats showing that they're in thrall to unions' demands just as fully as they were 30 years ago? What's progressive about that?

The Mackinac Center's fiscal policy analyst, James Hohman, made a three-hour round trip to Lansing to testify at the Senate's first committee hearing Jan. 26. He was prevented from speaking. Every union-backed witness was allowed to testify before the chair adjourned the hearing with 20 minutes left on the schedule. The single Republican on the panel was permitted one question. We're chalking this up to a hiccup that we'll be able to work out with the new leadership.

The organizational meeting of the Senate Education Committee chaired by Sen. Polehanki on Jan. 24 was brief, direct and striking. She said the committee would "listen to educators first" and pursue "legislation that the education community wants." She did not mention students, parents or taxpayers.

Perhaps referring to past Republican leadership, Polehanki said the committee would not demonize teachers or LGBTQ+ students, or lend credence to fake scandals or conspiracies. She closed by saying, "Let me be clear that those days are over for the next four years while I hold this gavel." Its tone reminded me of Donald Trump's arresting "American carnage" inauguration speech in 2017. Our education policy director Molly Macek has her hands full.

I'm hesitant to predict much based on these observations. A trifecta is powerful, but you don't get all you want, even with much larger majorities than Democrats now have. Just ask Majority Leader Randy Richardville and Speaker Jase Bolger. They led their chambers during the last Republican trifecta. ■



A stylized, handwritten signature in blue ink that reads "Joe".

By Joseph G. Lehman
President of the Mackinac Center

RUNNING OF THE BILLS

A profile of Cami Pendell, director of legislative affairs

Cami Pendell is a runner. She's done a 50-mile ultramarathon as well as what she calls "a handful" of marathons around the country. Her hobby will help her in her new role at the Mackinac Center as director of legislative affairs. It takes endurance to run bills through the lawmaking process.

Cami is one of the Mackinac Center's newest employees, but she has long been familiar with our work. After all, she's spent more than two decades working in and around Lansing in a variety of roles.

"I worked for two Senate majority leaders, a House floor leader and the Michigan Supreme Court," Cami said. "I've worked long enough in Lansing that I got to work for (former Senate majority leader, lieutenant governor and gubernatorial candidate) Dick Posthumus and then see his children (Lisa Posthumus Lyons and Bryan Posthumus) serve in the Legislature."

Cami also spent time working as a lobbyist for a firm serving a wide range of clients and policy



MACKINAC
STAFF
PROFILE



“I’m excited to work at a place that really fits my values and beliefs.”

areas. She crossed paths with the Mackinac Center during her work on electricity choice and eliminating double taxation on businesses.

“I remember getting policy reports from the Mackinac Center in the 1990s that I would scour for ideas to put into law,” Cami said.

For the past few years, Cami has been the general counsel for the Michigan Supreme Court. She did her undergraduate work at Central Michigan University and got her law degree at the Michigan State University College of Law at night while working full time in the Legislature.

She believes she has found the right fit at Mackinac, being able to work on policy and law. That means going on offense for bills that limit government power and fighting proposals that would expand it.

“Opportunities to advocate for free-market policy in a principled way don’t open up very often, and I knew this was a window of opportunity I couldn’t miss,” Cami said.

She grew up in the small town of Fowler, Michigan, on a family farm. Her father worked for a piston ring manufacturer, and her mother had a small hair salon in the home.

“I was always very interested in ideas and politics,” Cami said. “As a girl, I would shush my family so I could hear what President Ronald Reagan was saying on TV. I’m excited to work at a place that really fits my values and beliefs.” ■



By Jarrett Skorup

Vice President for Marketing and Communications



Monopolies *and* Markets

The Mackinac Center for Public Policy advances the principles of free markets and limited government. Free markets are characterized by competition.

But what is competition?

If you ask Lawrence W. Reed, he'd say this: Competition is striving for excellence in the service of others for self-benefit.

He shared this definition with a group of Mackinac Center supporters, Northwood University students and others who gathered last fall for his lecture, "Lessons from the Robber Barons: Monopolies and Markets." The lecture, co-sponsored by the Mackinac Center and Northwood University, was supported by The Charles M. Bauervic Foundation.

Reed was previously a professor of economics at Northwood University and president of the Foundation for Economic Education. He also served

as the founding president of the Mackinac Center for Public Policy for 21 years.

To illustrate his definition of competition, Reed explored the life and business of John D. Rockefeller, founder of the Standard Oil Company. Rockefeller found creative ways to produce kerosene more and more cheaply, expanding the company's share of the market to 90% by 1890 — what many would consider a monopoly.

Reed cautioned against judging a market or monopoly by a single snapshot in time. "As long as markets are free, they will be dynamic," he said.

In the case of Standard Oil, 1890 is when many companies that would become oil giants were just getting started. Long before the Supreme Court rendered a judgment against Rockefeller's company in 1911, its share of the market had already waned.

CHARLES M BAUERVIC FOUNDATION INC



How? By competition, of course.

Competition also promotes pro-social behavior. “In a free economy, the best way to provide for yourself is to find a way to please other people,” Reed said.

But when an economy is dominated by political power, the best way to get ahead is to take from others by using the political process.

Students took careful notes during the lecture, hoping to participate in an essay competition sponsored by The Bauervic Foundation. Contest participants will contrast the roles of government and market forces in enabling free and responsible speech, drawing on principles from the lecture.

Free-market approaches empower people to realize their potential and their dreams. Reed’s lecture crystallized this principle with concrete definitions and examples, giving the audience a stronger grasp and a more nuanced understanding of free-market principles.

To learn more about the 2023 Bauervic Essay Competition, please visit mackinac.org/essay. You can also watch the recording of this event at mackinac.org/events. ■



By Jennifer Majorana

Assistant Director of Advancement



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MEET THE NEW BOSS: MICHIGAN IS A BLUE STATE NOW



In 2023, Democrats will control every aspect of state government

Michigan's majority party is moving fast. Democrats in January slammed through a spending package that puts state taxpayers on the hook for \$706 million, without the benefit of a single hearing or word of testimony.

Gov. Whitmer signed the bill at the end of the month. And there are more to come.

With all branches of government in hand, Democrats want to repeal right-to-work, deny Michiganders an income tax cut, and impose their will on all of us — especially those “kids born today” Whitmer referred to in her State of the State address.

The Mackinac Center was founded to make Michigan the freest and most prosperous state in America. In 2023, the freedom mission will require us to play defense.

It's a return to our earliest days. Even before we had a name for it, the Mackinac Center was always about shifting the Overton Window in the direction of freedom. The issues that animate us now are the same: school choice for families and choice for workers — the right to work without paying into a union.

Both will come under attack. Charter schools and even homeschools are a threat to the education establishment. Freedom and choice don't jibe well with union finances — upward of 140,000 people have opted out of unions in the last decade. When given the chance to opt out, people do, in great numbers.

Sometimes, the case for freedom needs to be restated. This is one of those times.

Michigan Capitol Confidential will tell the stories of free people in the months to come. If your family has benefited from school choice, or if you have opted out of paying a union, let us know. Let us tell your story. Together, we will make the case for freedom.

How have school choice and/or right-to-work changed your life? Tell me, at dickson@mackinac.org. We want to hear your stories. I read every single email. ■



By James Dickson

*Managing Editor of Michigan
Capitol Confidential*



Workers for Opportunity

READY FOR ACTION in 2023

It's safe to say that the 2022 midterm election changed how state policymakers are assessing opportunities for policy change in 2023 – particularly on labor reform. For some states, like Florida and Oklahoma, worker freedom is likely to expand as a result of changes at the legislative and administrative levels. For others, like our home state of Michigan, critical worker protections that already exist – such as right-to-work – may suddenly be in jeopardy of repeal.

Workers for Opportunity, the national labor initiative of the Mackinac Center, stands ready to advance and defend worker freedom across the country this year, going where opportunities and threats to workers' rights emerge. We've built an impressive track record of success over the last four years and expect 2023 to be our biggest year yet.

Thanks to our work, teachers in Indiana are now being informed, upon their hire and at the start of every school year, of their right not to join a union. Oklahoma's governor similarly ordered the State Board of Education to ensure teachers in the Sooner State are afforded the same right. The attorneys general of Texas, Alaska and Indiana all issued opinions in support of this interpretation of the United States Supreme Court's 2018 decision in *Janus v. AFSCME*. These state interpretations say public employees can only have money taken from their paychecks if they are aware that they do not need to pay the dues, but consent to pay them anyway. None of these actions would have happened without Workers for Opportunity's leadership, and we're just getting started.

In 2023, we continue to advance legislation, work with aligned governors and administrations, convene meetings with state and national allies, litigate when we must challenge harmful labor laws, and influence public support for protecting worker freedom.

Among the issues that Workers for Opportunity will address are “workers' voting rights,” or forcing public unions to periodically hold recertification elections. Another reform is an opt-in requirement by which public employees consent before union dues are withheld from their paychecks. Protecting employee privacy in union elections is another goal, as is reforming union “release time” privileges that use taxpayer dollars to finance public employees' time spent on union business.

We will also be sharing more about a National Advisory Board for Workers for Opportunity. Stay tuned over the coming months to hear more about how this board will increase our engagement and elevate our credibility with key stakeholders around the country.

To learn more about Workers for Opportunity, please visit www.WorkersForOpportunity.org. ■



By Taylor Anderson
Outreach Manager

www.WorkersForOpportunity.org



PARTNER
FEATURE

FIGHT FOR YOUR RIGHT (TO WORK)

Auto worker Terry Bowman's march for freedom for Michigan's union workers

Terry Bowman has worked for the Ford Motor Co. for over 26 years. For most of that time, state law and collective bargaining agreements forced him to pay dues to the United Auto Workers union. That started to change in 2012, when Michigan became a right-to-work state.

Once his UAW contract expired in September 2015, Terry could exercise the rights, freedoms and protections that came with Michigan's right-to-work law. He used the Mackinac Center's website for instructions on how to withdraw his UAW membership.

"I believe strongly in our constitutional right to the freedom of association – which means the freedom to not associate," Terry said. "The UAW of today is not the UAW of our fathers and grandfathers. It just wasn't right that I was forced to pay an outside, third-party organization my hard-earned money simply in order to work."

In the past five years, a federal investigation found widespread corruption in the UAW. A dozen senior leaders, including two former presidents, were convicted of embezzling more than \$1 million in union funds. They spent the money on luxury items, travel to exotic locations and a retirement home — built with nonunion labor — for an ex-president.

Terry was present at the bill signing in December 2012 that made Michigan a right-to-work state, giving hundreds of thousands of union members the right to opt out of membership and fees. In the past decade, over 140,000 people in Michigan have left their union, including 10,000 UAW members.

But last November, Democrats won the governorship and narrow majorities in the state House and Senate. Organized labor has been clear about its top goal – to repeal Michigan's right-to-work law. Most Michigan voters support the law, however, and even union households support it by a 2-1 margin.

"It's amazing to me that this new administration wants to strip away the very rights, freedoms, and protections that were granted to Michigan union workers a decade ago," Terry said. "Once again, we would be forced to financially support private sector unions, whether they do a good job, a bad job, or are under federal criminal investigation."

Terry will do everything he can to defend the law. He thinks it is good for workers and unions.

"By exercising our right to work, we are holding unions answerable and accountable for their actions. And by doing that, we are actually making them better for everybody in the long run." ■



By Terry Bowman

*Ford worker and
ex-UAW member*



By Jarrett Skorup

*Vice President for Marketing
and Communications*

Learn more about the attempt to repeal the right-to-work law and what you can do at

www.ProtectMIWorkers.com



THE

2023

AGENDA

RENEWING COMMITMENTS to PAST VICTORIES and SEIZING THE MOMENT for NEW OPPORTUNITIES

For the first time in almost 40 years, Michigan is under the leadership of the Democrat Party in all three branches of the state government. This trifecta, however, is slim. Since it takes 20 votes in the Senate and 56 votes in the House to pass a bill, one defection or absence in the majority caucus carries enormous weight.

The state Senate has 14 new members, though most are not new to the Legislature; 11 have served in the House. In the new House, however, nearly half of the 110 members are true freshmen. There are 57 new representatives — 29 Republicans, 28 Democrats — and only three have previously served in either the House or the Senate.

With these upcoming changes, there is considerable speculation about the new majority's legislative priorities. Of greatest concern to the Mackinac Center is the threat to Michigan's right-to-work law. Democratic legislators introduced a bill to repeal the law in January.

It should be noted, however, that numerous public polls indicate Michigan's voters do not want the right-to-work law repealed or see repeal as a legislative priority. Voters even rejected a proposed constitutional amendment in 2012 that would have banned right-to-work. More than 2.6 million Michiganders voted against that ballot measure, which is 200,000 more than Gov. Whitmer received last November. The people have spoken and expressed their will that right-to-work should be protected.

Other areas of concern include creating or expanding special carve-outs for income tax exemptions rather than reducing the income tax for all people. The practice of giving out company-specific subsidies will likely carry over in this new session, though study after study shows it to be ineffective, expensive and unfair.

We are also keeping an eye on education policy. Charter schools may be threatened by targeted spending cuts and inappropriate



restrictions. There may also be other efforts to restrict parents' ability to choose different educational options.

The Mackinac Center can do more than play defense, however. There will be opportunities to advance public policy recommendations that we have researched and promoted in recent years.

For example, the governor and legislative leaders have expressed support for expanding the Freedom of Information Act to the legislative branch and the governor's office. This would significantly increase visibility into the process of making governing decisions, curtailing a practice of keeping the public in the dark.

The new majorities will likely explore replacing the fuel tax with mileage-based user fees, the topic of a recent Mackinac Center report. Criminal justice reform is an area of further opportunity, which should be undertaken with a measured approach to ensure just results while avoiding unintended consequences.

Occupational licensing is another area ripe for more reforms. Michigan is burdened by unnecessary occupational licensing laws and regulations. These limit many people from obtaining jobs that would benefit them and their fellow state residents. The state has already enacted helpful reforms in the last decade, such as making it easier for individuals with a criminal record to reenter society through work and paving the way for those with military service to get licensed.

But there is more to do, and we could start by establishing a regular review process to evaluate the need for all state occupational licenses. Legislators and regulators could also review and promote license reciprocity with other states so that new Michiganders can join our workforce more quickly.

Other areas of opportunity include improving health care access through competition and ensuring Michiganders' access to affordable and reliable energy. Implementing these policies will improve our state's economic competitiveness.

This is a time of great transition in our state, which makes the Mackinac Center more important than ever. While change swirls around the state Capitol, the Mackinac Center remains the consistent and dedicated voice that advances the principles of free markets and limited government. Now is our time to renew our commitment to protecting our hard-fought policy victories, while seizing opportunities to make progress in new areas. ■



By Cami Pendell
Director of Legislative Affairs

ONLINE RESOURCES



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Chip and Nancy Keough

Helping Engineering Students Get Hands-on Experience

John (Chip) and Nancy Keough became supporters of the Mackinac Center for Public Policy after seeing the benefits free markets can bring to one's life. The Ann Arbor residents also have a passion for helping students get hands-on experience in engineering and the trades.

Raised in Southeast Michigan, Chip has always called the Great Lakes State his home. He attended the University of Michigan, where he studied Mechanical Engineering as well as Materials and Metallurgical Engineering.

After graduation in 1977, Chip worked for various companies, including General Motors and TRW, but in 1984 he went into business with his brother William M. (Bill) Keough at Atmosphere Group and founded a new division, Applied Process Inc. Atmosphere Group had been founded in Detroit in 1962 by the Keough's father, William R. (Bob) Keough. In 1993 Chip spun AP out of the family business and grew it to include, among others, locations in Michigan and Wisconsin, as well as licensees and plants in four foreign countries. Chip sold the business in 2019. He continues to serve as a consultant to the new owners, Aalberts Surface Technologies, and directs the efforts of another family firm, Keough Ventures LLC, a Michigan-based, venture capital firm that is investing in what's next.

As a way to continue his passion for the art of metal casting, Chip operates Joyworks Studio out of a garage on their property in Ann Arbor Township. The studio, which he calls an "expensive hobby," keeps several interns busy researching, designing

and inventing new things related to metals. Chip appreciates the chance to give students real experience, and he enjoys working on what he loves in his own backyard.

“With the right regulations, the right tax structure, and freedom to work, we can see immense success in our state.”

Joyworks led to another startup, Lightspeed Concepts, which works to create manufacturing processes for lean and lightweight metal products. Its staff all hail from the University of Michigan, including engineering students who serve as interns.

Chip has other ties to U-M as well, with positions on its Materials Science and Engineering External Advisory Board as well as the Michigan Materials Research Institute Advisory Board. On top of this, he is an adjunct professor of Materials Science and Engineering at U-M.

When Chip was young, his father (raised on a farm and with an engineering degree earned at night school) started his own business, an act that Chip credits for his belief in free markets. It also helped him appreciate the value of hard work, which he acted on by starting his own lawnmowing business and choosing work over school sports.

Chip feels that the best way to live and prosper is through capitalism, charity and the Golden Rule. Along with Nancy and their three children, he established the Keough Family Foundation, whose mission is “creating opportunities for individuals and organizations which foster creative thinking, leadership and self-reliance.” KFF currently supports over twenty causes; everything from the local Shop Rat Foundation, to student engineering and architecture activities funds at U-M, to the ASM Materials Camps for Teachers and the Wounded Warrior Project.

Chip first turned to the Mackinac Center as he was working to take his company out of the U.S. Chamber of Commerce. In his search to find groups advocating small government and free-enterprise solutions, he stumbled upon the Mackinac Center. He’s been a supporter ever since, because Mackinac experts “not only identify the deficiencies in the system, but research and offer practical, real-world solutions to the challenges.”

Chip believes Michigan’s natural resources give the state a unique advantage. “With the right regulations, the right tax structure, and freedom to work, we can see immense success in our state.” He testifies that the Mackinac Center is a champion of policies that can reduce the burden government places on people and businesses, freeing us all to prosper and live to our full potential. ■



By Tori Aultman
Advancement Intern



A Heated Disagreement Does Not Justify Violating a Constitutional Right



During the COVID-19 pandemic, parents throughout the country opposed school policies that we now know led to significant learning losses for children. Our client, Sandra Hernden, was one of these parents. Sadly, in fighting for the best interests of her child, Sandra became the target of an overzealous school board that retaliated against her for her speech. Now Sandra is fighting back.

Sandra is a police officer and the mother of a son with a learning disability. During the pandemic, her son was unable to get the attention he needed to thrive, and his GPA fell from 3.5 to 1.5. Sandra contacted the Chippewa Valley school board and began attending meetings, discussing her son's struggles under the district's remote learning policies. It soon became clear, however, that the school board did not appreciate Sandra's opposition to its pandemic response.

After a heated email exchange, one school board member contacted Sandra's boss and essentially accused her of conduct unbecoming a police officer. Sandra was investigated, and her employer found that she had not violated any work rules. But this was not the end of the school board's retaliation.

The board began interrupting her when she spoke during the public comments portion of meetings. In response, Sandra emailed the board and cautioned members that they were likely

“No mother should be forced to choose between advocating for her children and her own freedom.”



violating her First Amendment rights. The board, interpreting Sandra's email as a threat, forwarded it to the Department of Justice for a criminal investigation. The board president sent that email only one day after U.S. Attorney General Merrick Garland issued a memo authorizing coordinated action against unspecified “threats against school administrators, board members, teachers, and staff.”

It's unclear whether the Justice Department conducted, or is currently conducting, an investigation into Sandra. What is clear is that Sandra was exposed to potential criminal liability after fighting for her son's best interest.

No mother should be forced to choose between advocating for her children and her own freedom. With the help of the Mackinac Center Legal Foundation, Sandra is now suing the school board that retaliated against her for exercising her First Amendment rights. We are proud to stand with parents like Sandra Hernden, and to help her hold government accountable for violating an American's constitutional rights. ■



By Steve Delie
Director of Labor Policy

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Mackinac Foundation
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CENTER
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*Saying Goodbye to
38 Years of Dedication*

Jack McHugh and **Lorie Shane** retire from the Mackinac Center

At the end of 2022, the Mackinac Center lost nearly 40 years of experience as two long-time employees retired. Few have contributed more to what we've become than Lorie Shane and Jack McHugh.

Lorie has a background in journalism and came to the Mackinac Center in 2006 as an education policy specialist. She eventually became the senior director of Advancement. Lorie realized early on that this was a dream job, where she got to learn new things every day while being surrounded by smart and committed people who shared her values.

“The most memorable part of my career was hearing the inspiring stories that Mackinac Center supporters shared with me over the years,” Lorie says. “Many of our donors overcame great odds to pursue the American dream, and seeing their commitment to liberty was always a moving experience.”

Jack got into the free-market world by becoming the accidental campaign manager of Stephen Dresch, a libertarian economics professor at Michigan Tech who shocked the political world in 1994 by winning a seat in the state House in what was the heavily Democratic Upper Peninsula.

Jack became Dresch's legislative assistant and developed a reputation as someone who kept track of roll call votes. He also established a relationship with the Mackinac Center. The

Center's then-senior vice president, Joe Overton, conceived the idea of MichiganVotes.org, and Jack came on to run the project in 2001.

For 22 years, Jack has written descriptions for every bill, amendment and vote in the Michigan House and Senate. He has described more than 40,000 new bills. When you talk with Jack about his work routine, you frequently hear the name “Sisyphus.”



Jack was also instrumental in helping the Mackinac Center enter the news business by publishing Michigan Capitol Confidential, first as a print newsletter (2007) and then as a website (2010). Every year, millions read this news source, which investigates and keeps government officials and organizations accountable.

The most memorable part of Jack's career was getting paid to work with a top-notch team of policy experts, all focused on governments power. “I often had to pinch myself to see if I was really getting paid to do this kind of work. I am immensely grateful to the Mackinac Center and our contributors for making this career possible.” ■



By Jarrett Skorup

Vice President for Marketing and Communications

Left: Lorie Shane

Center: Jack McHugh

Making *Thank You* Easy

Supporters of the Mackinac Center promptly receive a thank-you letter and gift receipt by mail whenever they make a financial contribution, whether it's a one-time gift or a recurring donation. Many people keep this paperwork and other documents in one place so they are ready when tax time comes. All donations made to the Mackinac Center, a 501(c)(3) research and educational institute, are tax-deductible to the full extent of the law.

It can be easy, however, to misplace receipts in the busyness of life. Whether you need a duplicate receipt, a single yearly receipt for monthly donations, or a memo summarizing your giving over the past year, the Advancement team at the Mackinac Center will be happy to assist you.

The simple fact is that the mission of advancing the principles of free markets and limited government would not be possible without your financial support. The Mackinac Center neither seeks nor receives government funding. That means our work is fully supported by our generous donors.

If you are getting ready to file your taxes this spring and need information about your donation to the Mackinac Center, please contact us at (989) 631-0900. If you have any questions about your giving, would like to learn more about giving options or have questions about the Center's work, we would be happy to speak with you. ■



By CarolAnne Guillemette
Director of Advancement