

DAVID F. SHAFFER

Senior Fellow

Nelson A. Rockefeller Institute of Government

State University of New York

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Albany, New York 12203

Employment history

THE NELSON A. ROCKEFELLER INSTITUTE OF GOVERNMENT	Albany, New York
<i>Senior Fellow</i>	2008 – present

Research interests include the role of higher education institutions in economic development, strategic directions for higher education, and the future of community colleges. Management responsibilities have included leading the team that revamped the Institute's web site, and overseeing the development of new graphic design standards for the organization.

THE BUSINESS COUNCIL OF NEW YORK STATE, INC.	Albany, New York
<i>President, The Public Policy Institute</i>	1993 – 2008
<i>Corporate Secretary, The Business Council</i>	1981 – 2008
<i>Director of Communications</i>	1980 – 1982

Was responsible for the research and public education efforts of the Council's research affiliate, The Public Policy Institute; for The Business Council's communications and public relations; and for liaison with (and service to) the Council's Board of Directors. Served as a member of top management for the Council's activities overall. Led The Business Council's strategic planning in 1992, and orchestrated the Council's successful effort to make the health of the state's economy a key issue in the 1994 gubernatorial election campaign. Led a public relations and grass-roots campaign that defeated a proposed constitutional amendment on the statewide referendum ballot in 2005. Author or editor of numerous monographs and studies on New York State government, finance, and taxation.

THE ASSOCIATED PRESS	Albany, New York
<i>Chief correspondent at the New York State Capitol</i>	1975 – 1980
<i>Desk editor and reporter in the Albany and Capitol bureaus</i>	1970 – 1975

Other Service

- On loan from The Business Council to the Rockefeller Institute, led the management review of the New York State Education Department for Commissioner Richard Mills immediately after he took office, 1995-6.
- Served on Governor Mario Cuomo's Commission on Public Sector Pension Funds, 1988-89.
- Served on Governor George Pataki's budget transition task force, 1994-5.
- Served on the Governor's Commission on Education Reform, 2003-4.

Education

MASTER OF ARTS IN POLITICAL SCIENCE State University of New York at Albany	1972 Albany, New York
BACHELOR OF ARTS IN POLITICAL SCIENCE Duke University	1970 Durham, North Carolina

Publications (subset)

How SUNY Matters: Economic Impacts of the State University of New York. Co-authored with Rachel M. Teaman and David J. Wright. The Rockefeller Institute and the University at Buffalo Regional Institute, June 2011. [Link](#)

A New Paradigm for Economic Development: How Higher Education Institutions Are Working to Revitalize Their Regional and State Economies. Co-authored with David J. Wright. The Rockefeller Institute, March 2010. [Link](#)

To Build New Strengths: The Future of North Country Community College, and of Clinton Community College. The Rockefeller Institute, July 2008. [Link](#)

The States and Their Community Colleges. The Rockefeller Institute, May 2008. [Link](#)

A Time for Leadership: Restoring the New York State Education Department. The Rockefeller Institute, Albany, New York. Report of the Commissioner's Review of the New York State Education Department, January 1996. [Link](#)

The Comeback State. Co-authored with Robert B. Ward. The Public Policy Institute of New York State, Inc., Albany, New York. January 1994.